CHEEVERSTOWN

ANNUAL REPORT
2025

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Message from TJ Duggan, Cheeverstown's CEO

Cheeverstown Annual Review and Strategic Outlook



I am proud to lead Cheeverstown. Cheeverstown is a person-focused organisation. This means we put people first in everything we do.

In 2025, we made good progress. We worked hard to support people to live full and meaningful lives.

Our strategy

Our strategy is called Cheeverstown Strategy 2021–2026. The strategy says we will provide good services and supports. It says people should have choice, dignity, support and opportunities.

What we achieved in 2025

- **Time to Move On:** We supported people to move from campus-based services towards homes in the community.
- **Community living:** We supported people to have more choice and to be part of their local community.
- **New Directions Day Services:** We supported people to learn new skills, take part in activities and build independence.
- **New people coming into service:** We welcomed new people from school into adult supports.
- **Respite Services:** We provided short breaks for families and meaningful experiences for people using respite.
- **Support services:** Our teams in finance, HR, quality, facilities, transport, administration, catering, technology and governance helped services run safely and well.
- **MDT supports:** Our multidisciplinary teams supported people with health, communication, wellbeing and changing needs.

These achievements show that our strategy is making a real difference in people's lives.

Our priorities for 2026

2026 will be an important year. It is the final year of Cheeverstown Strategy 2021–2026. We want to finish the strategy well.

- We will continue Time to Move On.
- We will strengthen New Directions Day Services.
- We will support people with changing and more complex needs.
- We will work with the new HSE regional structures.
- We will use digital tools and AI safely and carefully.
- We will work to recruit and keep good staff.
- We will use scarce resources carefully.
- We will keep speaking up for the supports people need.

Working with the HSE

The HSE is changing how it works in different regions. Cheeverstown will work with the new HSE regional structures. We will make sure the needs of people supported by Cheeverstown are understood.

Thank you to everyone who helped Cheeverstown in 2025. I am proud of what we have achieved. I am also clear about the work still to do. We will keep putting people first. We will keep working for dignity, choice, belonging and support.

TJ Duggan

Chief Executive Officer, Cheeverstown

Message from the Chair



I was honoured to be appointed Chair of Cheeverstown in 2025. As Chair, I am committed to advancing the organisation's direction, guided by our Strategic Plan 2021–2026.

I was honoured to be appointed Chair of Cheeverstown in 2025.

My goal is to lead the organisation using our Strategic Plan 2021–2026. This plan focuses on human rights and aligns with the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). It ensures the people we support can live full, meaningful lives.

I would like to thank our many partners in the local community, including families, volunteers and employers. Your ongoing commitment helps to strengthen inclusion and supports people to have valued community connections.

I wish to acknowledge Cheeverstown's previous Chair, Ken Hickey and I would like to express my sincere gratitude for his invaluable leadership and unwavering support during his tenure as Chairman. I also wish to thank Ray Mellon who resigned from the Board in 2025 for his commitment and enthusiasm.

Finally, I want to thank Cheeverstown's management and staff. Your hard work and dedication provide the highest standard of care. This annual report highlights your impact and shows how you help people make decisions about their own lives.

Looking ahead to 2026, the Board looks forward to reviewing progress against the priorities set out in the Strategic Plan and realigning our objectives, so that we continue to strive for valued outcomes for those we support.

Ms Shelley Waldron

Chair

Cheeverstown Strategy - **Moving Forward Together, Building Better Lives**

Cheeverstown is committed to providing services and supports that empower people with disabilities to live full and meaningful lives as active members of their communities. We are proud of the positive progress made to date and remain committed to building on these achievements, ensuring people continue to receive the support they need to live the lives they choose.

Strategic Priority:

1

Services

At Cheeverstown, we believe everyone should have the right support to live a full and meaningful life. This section explains the services we provide to help make that happen. These are:



Each service is designed to provide the support people need to achieve their goals, make their own choices, and live the lives they want.

Supported Living

Who we are:

Cheeverstown provides residential support to **98** individuals through a combination of campus-based and community-based housing. We currently support **38** people on campus and **60** people within the wider community.

In addition, our Supported Self-Directed Living (SSDL) programme enables individuals to live more independently in their own homes, with tailored support based on their needs and choices. We have **9** people supported under our SSDL programme.

Throughout 2025, Supported Living Services continued to support people to live meaningful lives in homes that promote choice, independence and community inclusion. Our teams remained committed to delivering person-centred supports that enable people to achieve their individual goals while ensuring high quality, safe and responsive care.

What we do:

A key strategic priority during 2025 was to prepare for the continued transition of people from campus-based accommodation into community homes. This work reflects Cheeverstown's commitment to ensuring people have the opportunity to live in ordinary homes within their local communities and to national policy. Careful planning, collaboration with individuals, families and multidisciplinary colleagues, and the dedication of our staff teams have supported successful transitions, with a continued focus on ensuring that each move is tailored to the individual's needs, preferences and aspirations.

Alongside preparation for transitions, significant emphasis has been placed on developing our workforce. Throughout the year, residential staff have engaged in education and reflective practice centred on the principles of Social Role Valorisation (SRV). This has strengthened our understanding of how the roles people hold, the opportunities they experience and the environments in which they live influence their quality of life and social inclusion. Embedding SRV principles into everyday practice continues to shape how we support people to build valued social roles, develop relationships and participate as active citizens within their communities.

Key Achievements in 2025:

One of the most significant milestones for Supported Living Services during 2025 was supporting one person to transition from campus-based accommodation into her own community home. This move represented the fulfilment of a lifelong aspiration to have a home of her own, where she could choose how it was decorated, surround herself with her own belongings and create an environment that truly reflected her personality and preferences.

Working in partnership with the person, her sister and the multidisciplinary team, the transition was carefully planned to ensure it was led by her wishes, choices and goals. Supported by a committed staff and management team, she is now living a life that she directs, with supports tailored to her individual needs in a genuinely person-centred way.

Since moving into her new home, she has become an active member of her local community, developing greater independence and confidence. She particularly enjoys travelling on the LUAS to explore Dublin, accessing local amenities and participating in activities of her choosing. Her journey reflects the positive outcomes that can be achieved when people are supported to pursue their aspirations, and demonstrates the organisation's commitment to enabling people to live valued, meaningful lives as active members of their communities.

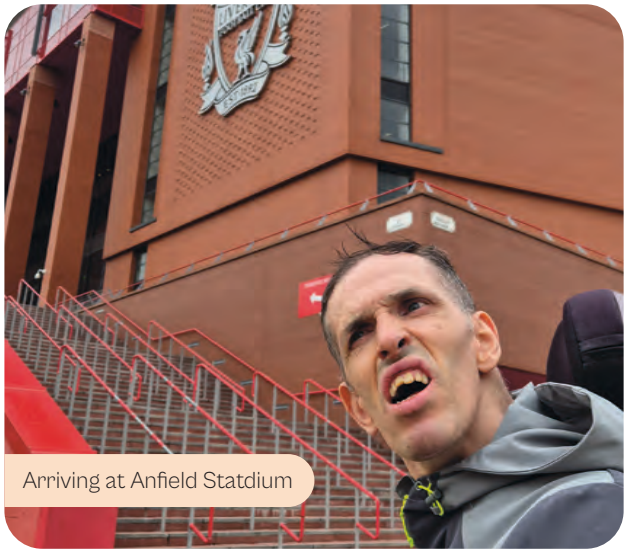
During 2025, Supported Living Services also introduced a structured programme of Regulation training for managers, aimed at strengthening leadership, governance and regulatory compliance across the service. The programme has enhanced managers' understanding of the regulatory framework and their responsibilities in relation to quality, safety, risk management and person-centred service delivery. This has supported managers to lead and develop their teams more effectively, promote consistent standards of practice and ensure ongoing compliance with regulatory requirements. Building on the success of this initiative, the programme will be extended to Team Leads during 2026, further strengthening leadership capacity across Supported Living Services and supporting a culture of continuous quality improvement.

Supporting people to identify and achieve their personal goals has remained central to our work. Staff have worked alongside individuals to develop meaningful, individualised goals that reflect what is important to each person. These goals have included developing independent living skills and employment opportunities, strengthening community connections, pursuing hobbies and interests, maintaining relationships and enhancing health and wellbeing. Through positive risk-taking and person-centred planning, people have continued to build confidence, increase independence and experience greater choice and control in their daily lives.

The commitment, professionalism and compassion of our supported Living staff have been fundamental to these achievements. Their willingness to embrace change, continuously develop their practice and place the person at the centre of every decision has enabled Residential Services to continue progressing towards our strategic objectives.

*In 2025 there were a total of **12 inspections** conducted across the service. **9** of these inspections were risk-based inspections and **3** regulatory inspections.*

My time in Liverpool by Clint McCarty



Arriving at Anfield Statdium

As with every beginnings it all starts with an idea. I have always enjoyed throwing and playing with a football. I really enjoy watching people play football. Staff who have supported me all these years know this and this has become somewhat a daily activity for me. It does not have to stop there though. What if I explore out and share the same experience with different people with the same interests? Up until then I have been attending local football matches in my community but what if I go see an actual stadium where the pros play? Why not go and see Anfield Stadium in Liverpool?

I met one of the tour guides in Anfield Stadium. He was very nice. In fact all of them were. They took their time to talk to me and I even had a selfie with them.

How I planned my holidays with the proper supports.

I planned this trip with my keyworkers and my mother. My Life Plan brainstorming helped map out what my dreams and wishes are and that's where the starting point was.

This was a first of many for me. First time on a ferry, first time, first time to see an actual football stadium.

We had a lot of help from Senior managers, Finance Department and Transport Dept. Planning and making a list has made the experience smoother and safe. We used the house car to travel towards Dublin Port to Hollyhead then a couple more hours drive to Liverpool on 31st July 2025.

We made a list based on my needs:

- How many staff needed to support me
- What supports I need for accessibility when booking accommodation
- The essentials that I need to bring on the trip such as my medicines, supplements, a handblender, clothes and battery charger for my wheelchair (can't forget that) among many others.



Me with one of the tour guides in Anfield Statdium

My Experience And What We Have Learned

The holiday was great but not without some challenges. I had to wake up earlier than usual to catch the ferry from Dublin Port. Once I got there and boarded I was so full of excitement.

I have special requirements for my food but the restaurant from my accommodation were kind enough to facilitate this. I ate at Gino D'Acampo's restaurant.



The hotel INNSIDE by Melia that I stayed in was also great and had accessible features (you will need to request this room in advance). The hotel had a nice bed and was comfortable and it was just by the River Mersey.

Travelling was a great experience for me. We had a road trip and even got a bit lost around Wales but there were lots to see. I have met nice people along the way. I got to experience food in a fancy restaurant. I went shopping in Liverpool City Centre and bought a jersey on new jersey release day as well. As a bonus we went around town and saw The Beatles' childhood homes where they grew up!



CLINT'S TRAVEL TIPS

1. *Plan ahead well in advance.*
2. *Have a back-up plan. Things may go wrong but it is all part of it.*
3. *Be present and enjoy the experience.*
4. *Reflect, celebrate and look forward to what is possible.*



"Hi, my name is Clint and I went on holiday to Liverpool."



I have always liked football.



I go to watch my local team play football but I have never been to a big football stadium.



I went on holiday to Anfield. It is the big stadium where Liverpool play football.

I got a tour of the stadium and had my photo taken with the tour guide.



I planned this trip with my mum and my staff.



We went on the boat to England. It was my first time on a boat.



We made sure that the hotel was accessible and the restaurant was able to make me food that I could eat.



I really enjoyed my holiday.



Christmas in Cheeverstown

At Christmas, Cheeverstown comes alive with warmth, laughter, and togetherness. It's a time when people, families, and staff celebrate not just the festive season, but the friendships, inclusion, and sense of belonging that make Cheeverstown such a special community.



Mary McCaffery and Joanna Hanlon



James Brady and John Bolger



Michael Coghlan and Lukmon Alabi





Aoife Boyce



Vinnie Lane and Emma Byrne



Patricia Hallihan





Martin Finn and Denise Sutton

Looking ahead to 2026

Looking ahead to 2026, Supported Living Services will continue to prioritise the transition of people into community homes, further embed the principles of Social Role Valorisation across all teams and strengthen our person-centred approach to supporting people to achieve meaningful outcomes. We remain committed to creating homes and communities where every person is valued, included and supported to live a life of their choosing.

New Directions

Who we are and what we do:

In Cheeverstown, New Directions day supports are provided across 16 different locations. We offer different types of support – people may attend their local hub or day location as a base and then use community supports. Examples of this include life skills classes, computer skills, horse riding, swimming and further education. Some people receive supports from their front door. Some people we support are in paid employment, volunteering and travel independently. More recently, we are now supporting people through cognitive decline and are working to develop best practice supports in this regard. People we support are enabled to experience community inclusion by our committed teams who daily seek to align their supports to the Twelve Pillars of New Directions.

Key Achievements in 2025:

One of our Strategic Priorities 2021-2026 is that Cheeverstown will look at ways for people to have their day supports in their community. In 2025, we have seen two major achievements in this regard with the opening and operation of a true community partnership-based local service in Glenview Lodge. There we are partnered with Trustus Elder Care, South Dublin County Council and Pobal.

We have reviewed our campus-based supports with the aim of closing them and transitioning the last people supported for their day service on campus into the community. We have also, in November 2025 closed our large congregated supports building on Airton Road in Tallaght.

We have now transitioned these supports to being more individualised and outcome-focused, in smaller groups, and where possible closer to people's own communities. This is in line with the national New Directions framework and has been a strategic priority for New Directions Day Supports.

The process of planning for de-congregation and opening new Hubs and local services had been guided by weekly planning meetings called Project Review Team (PRT) meetings. These were supported by our colleagues in the multi-disciplinary team and have largely run their course with transitions planning now moved directly into fortnightly leadership meetings.

In September, we welcomed six new school leavers, to three different New Directions locations. We also welcomed three new guidance referrals to New Directions locations from across our catchment area.

Looking towards our exceptionally talented staff teams, we welcomed a number of new people in 2025 to various posts, including Support Workers, Psychology Project Workers, Community Inclusion Coaches, Social Care Workers, a new Team Manager and two new Area Managers.



Lesley McCabe commencing her first day of employment in The Priory Market.



Deborah Bolton

Deborah Bolton successfully completed her yearlong vocational programme with "Let's go "Ireland. Deborah travel trained to and from Grand Canal Dock and travelled here independently every Wednesday and Thursday. Deborah graduated from "Let's go" in May and through this gained paid employment at the Bord Gais Energy Theatre. Deborah is progressing well within this employment and really enjoying it.

I started my bridging programme with 'Lets go' in September 2025. 'Let's go' is based at the Grand Canal. I travel trained here with my keyworker Becky. This was difficult at the start but I got the hang of this quickly. 'Lets go' is a programme for people with Down syndrome. The programme helps people with disabilities to get ready for work. Here, we learnt about different job roles (like retail, restaurant work etc.) and practiced different tasks.



Deborah Bolton receiving her award

For these roles we also did Lots of workshops and company visits to help us prepare for work. I met lots of new friends and I really enjoyed it.

'Let's go' helped me with getting my new job in the Bord Gais Theatre. I have a huge interest in drama and the creative arts so I was really excited about this opportunity. I did an interview for this role. I was feeling good but a bit nervous, I did my best to stay calm. I was interviewed by my manager, Derek. He asked me some questions about me and my background and explained the role to me. I was happy with how it went. The next day, I got a call from Derek to say I got the job! I was with my friend Aimee when I got the call. I was so happy! Me and Aimee were screaming! I was so excited to tell my dad and my keyworker.



I started work in the Board Gais Energy Theatre a few months ago. I was paired with my "buddy" Zoey to train me in. She helped me with my new tasks that include: cleaning tables, selling tickets, helping customers find their seats, selling ice cream and promoting merchandise. I will do this independently in the future when I'm feeling fully confident.

I am meeting lots of new people in my job and gaining lots of new skills. I am really loving my experience here and I am feeling really proud of myself. I am very capable.

"Hi, my name is Deborah and I did the 'Let's go' programme."

I did the "Let's go" programme. This is a programme that helps get me ready for work.



I did travel training so that I could travel independently to work.

I got a job in the Bord Gais Theatre.



I love drama and the creative arts, so I am very excited to work at the theatre.



One of my colleagues helped me to learn how to do the job.

I clean the tables, sell tickets, sell icecream and show people to their seats.



I am meeting lots of new people and learning lots of new skills.

I feel very proud of myself.

Rachel Murray has been engaging with work placement in Brambles Café in Stillorgan. Rachel works here every Thursday afternoon. Rachel cleans up tables and floors and enjoys chatting with customers. Rachel has built great relationships with her work colleagues.

"Hi, my name is Rachel and I'm doing work experience in a café."

I am doing work experience in Brambles café in Stillorgan.



I work every Thursday afternoon.

I clean tables and floors.



I enjoy chatting to the customers.

I am getting on great with my colleagues.



Rachel Murray



Rachel Murray

Chris Geraghty completed work placement with Mulligans Pub in the city centre. Chris Travel trained to and from here. Chris helped with cleaning the bar and pouring some drinks. Chris aims to gain employment in an area like this in the future.



Chris Geraghty

Hi, my name is Chris and I did work experience in a pub.



I did work experience in Mulligans pub in the city centre.



I did travel training so that I could travel independently to work.



I help to clean the bar and pour the drinks.

I would like to work in a pub in the future.

Daniel Breen visited the set of Ireland AM as he is a huge fan of the show. Daniel was given a wonderful tour by Vicky Doherty. This is something Daniel has always wanted to do.



Daniel Breen

Garkay Tsang – working hard in her job in The Morgue in Templeogue, right in the heart of her local community



Garkay Tsang at work

Derek Nolan's excellent bowls skills receive a write up in Irelands Own Magazine.



SOME PEOPLE have the great gift of gladdening the hearts of others by just the way they are, how they 'show up in the world' as the term goes. One such couple is the Smiths, Harry and his good wife Phyl.

This doughty Dublin couple are models of what it is to age with not only grace and dignity but with vigour, good humour and an evident kindness to all.

A recent encounter saw them sparkling after a holiday in Albania no less! They were an adventurous pair to venture into a country that is just establishing its tourist industry after decades of a communist regime that kept the people in oppression and poverty.

They were an advertisement for the touring company 'Sunway' as they spoke so warmly of the tour guide Peter and all of the fellow travellers. Many people on the trip were in their 80's and saw age as no deterrent as they climbed high hills to visit historic sites or made their way through the cobble streets of the old towns.

Like all good sorts Harry and Phyl don't hide their light under a bushel but shared it with all comers. One particular young man, Derek Nolan of Greenhill's Bowling

I enquire about Derek, always delighted to show me wonderful photographs of this gentleman with the infectious smile and enviable head of red-brown hair. Derek, who has Down syndrome, is invariably looking delighted in the pictures as he is photographed with fellow bowling enthusiasts or at the local Rovers football club where he's a regular on Friday nights.

The bond between Harry and Derek goes back to the early days when Derek's uncle Brendan first brought his nephew to the bowls.

"We all blossom, whoever we are and whatever our circumstances, when we are acknowledged and validated by others. We must look after others, make time for those we encounter and we will, in turn, be all the richer for so doing."

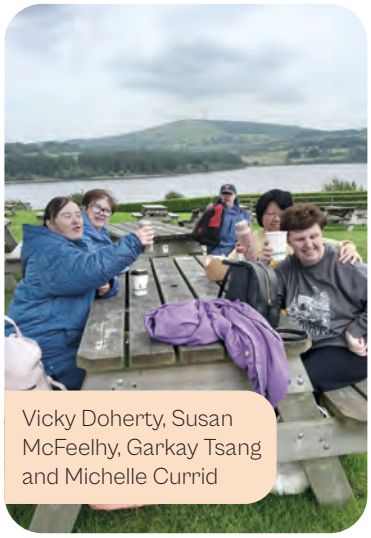
HARRY spotted a winner and ensured that Derek took his rightful place as a player in the League. Derek is especially proud of playing to semi-final level against the Garda Club.

I'm not familiar with the game myself but Harry assures me that hitting the 'Jack' eleven times was a major achievement for his star player. So astonished were the opponents from the Westmanstown team that a special award was struck to honour this great feat of sportsmanship.

Harry's philosophy is simple: you have to have time for people. We all blossom, whoever we are and whatever our circumstances, when we are acknowledged and validated by others. We must look



Derek Nolan celebrating 10 years working in Spar in Perrystown.



Vicky Doherty, Susan McFeelhy, Garkay Tsang and Michelle Currid proving Jobs Club can be held anywhere!

Active South Dublin secured funding for five high-tech outdoor exercise machines, known as Opus units–the first of their kind in Ireland.



These machines are adjustable, app-connected via QR code, and designed to support personalized fitness programs.

As a wheelchair user **Mandy Finnegan** was invited to demonstrate that the shoulder press machine was accessible for all. She was spreading the message of inclusivity and accessibility.

This campaign was aired on Tv3 and Mandy and her family were very proud of her involvement.

Launched in September 2025 as a new community connection point, United-TLC at SCD Leisure now supports 14 people in Tallaght who are directing their own journeys toward personal growth, lifelong learning, and community life.

Working alongside our dedicated support team, each person decides what matters most to them , whether that means pursuing further education, gaining hands-on work experience, or achieving personal health and fitness goals.

United-TLC at SCD Leisure acts as a positive stepping stone toward personal goals and inclusion, while our great connection with the venue team ensures a welcoming, inclusive atmosphere where the people we support can build genuine local connections, take on valued roles, and grow their independence every day.

Looking ahead to 2026

Looking towards 2026, we will seek to open a further two Hubs called Citywest Hub and Castlegate. The purpose of the Citywest Hub is to ensure Cheeverstown has a larger presence in the South West Dublin/West Kildare area where we know there is a rapidly growing population. Citywest will also have offices on its first floor for use by New Direction staff and Cheeverstown more generally. The purpose of our Castlegate HUB will be to provide a community based service that has all the feature and amenities of a campus based high clinical support Hub but in the community of Tallaght Village. We will also be seeking to register its bathroom with Changing Places as an option for others during times Cheeverstown is not using the building.

In the opening months of 2026 we also look forward to starting the school leaver process whereby we engage our whole year approach to taking in new people to support.

Respite

Who we are:

We are a dedicated team of 12 trained professionals who work across two respite houses within the local community. We are also developing our alternative respite model which is activity-based in the community, and dependent upon the person's needs. Some individuals may be more suited to evening & Saturday activity rather than traditional respite stay.

Our service is designed to provide individuals with a positive change of routine, opportunities to enjoy new experiences, and the chance to build friendships in a welcoming and supportive environment. At the same time, we aim to support families and carers by providing planned short-term breaks and peace of mind.

What we do:

We offer short-term care and support to people outside of their usual home environment.

This gives the individual an opportunity for a break, new experiences, social interaction, and increased independence.

It provides families and carers with planned time to rest, attend to family commitments, or take a break from their caring role.

Respite offers a variety of services, including:

- Overnight stays
- Weekend breaks
- Holiday stays
- Evening or daytime supports
- Community-based activities

Respite admissions are usually planned and non-emergency, with an agreed length of stay. During their stay, individuals receive personalised support such as:

- Personal care
- Meal preparation
- Medication support
- Social and recreational activities
- Community outings

We are committed to actively supporting individuals to access and participate in their local community. Outings to parks, beaches, forests, cafés, shops, and local events are organised based on each person's interests and preferences, encouraging social engagement, independence, and enjoyable experiences.

We work closely with families and health professionals to ensure a holistic, person-centred approach to care and support. Staff collaborate across both houses to support one another and ensure a consistently high-quality service is delivered to every individual.

Key Achievements in 2025:

During 2025, the respite service continued to evolve and expand, with a strong focus on increasing choice, flexibility, social opportunities, and quality of life for individuals accessing the service and their families.

Development of Alternative Respite

A significant development during the year was the continued introduction of alternative respite supports for individuals whose preference is not overnight stays but evening, weekend, or community-based activities.

In October 2025, a dedicated Alternative Respite Support Person was recruited and met with 12 individuals and their families to explore what they would like from respite services, including their preferences, ideas, and goals. Some individuals who had previously expressed no interest in traditional respite were happy to engage when offered more personalised and flexible options.

The service initially developed through group meetings where individuals were presented with a variety of social and recreational activities that they may not otherwise have had the opportunity to experience. Some individuals chose to participate in group outings with peers and friends, while others preferred one-to-one support to enjoy time away from home in a way that suited their individual needs and preferences.

Monthly social opportunities were established, including meeting every third Saturday for individuals seeking variety and change in their social routines, while recognising that some individuals prefer structure and familiar planned activities.



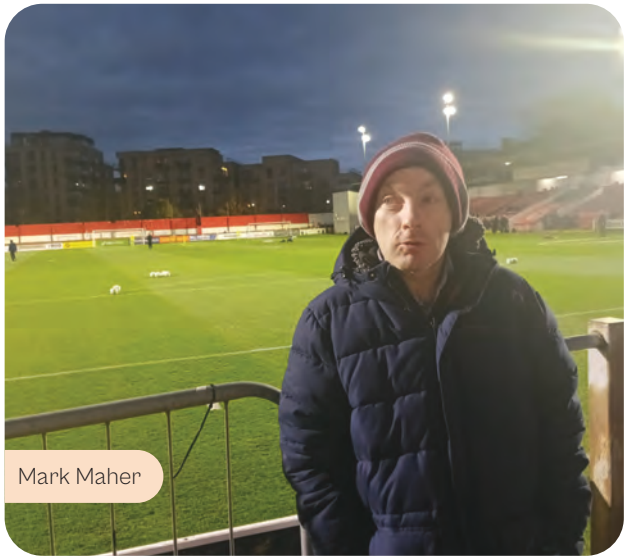
Antoinette Reilly

This flexible approach has been positively received by individuals and families and has increased opportunities for meaningful engagement while also reducing pressure on overnight respite capacity.

Antoinette did not like traditional respite service but with support & encouragement has engaged well with Alternate Respite. Antoinette loves going to a show or concert. To date Antoinette has met Red Hurley, Mary Byrne and recently Declan Nerney

Supporting Friendships and Social Connections

Throughout 2025, significant efforts were made by the respite team to facilitate individuals attending respite alongside their friends where possible. While this could not always be accommodated due to family booking patterns or emergency admissions, a high proportion of requests were successfully facilitated. This initiative supported continuity of friendships, social connection, and enhanced enjoyment of respite stays.



Mark Maher

Mark Maher leads a quiet life and initially was unsure about respite. However, with Mark leading his community engagement he has attended Richmond Park to see St Pats V Derry game (Mark is a St Pats supporter). Mark has been to visit Weston, Mamma Mia experience & Saturday Club.



Katie O' Hara enjoying respite stay

Katie has said that she loves going out at weekends. She is independent & Katie will text to inform us where she would like to go next. She has been to bowling, Mamma Mia experience, Panto, and now the Saturday club!

New Admissions and Transition Planning

During 2025, the respite service welcomed several new admissions. Members of the respite team met with the person & their families prior to admission to gather comprehensive information and begin developing each individual's Personal Care Plan.

Strong links were established with day services and relevant professionals, including Mental Health of Intellectual Disability (MHID) and Multidisciplinary Team (MDT) members, ensuring all relevant information was available before admission.

Individuals and their families were invited to visit both respite houses in advance of admission to meet staff and become familiar with the environment. Where appropriate, short visits and evening meals were arranged before overnight stays to support a gradual, person-centred transition into respite services.

JJ is a young man who requires a little extra time to adjust. A social story was created to support JJ a few days before his outing. JJ has been to the cinema, out for lunch and here at our first outing, catching up with JJ over a coffee.



JJ Kane

Environment and Resources

During 2025, Orwell Park Dale was repainted as part of the service's ongoing commitment to maintaining a safe, comfortable, and welcoming environment.

Additional funding secured during the year enabled the purchase of a second respite vehicle, ensuring that each house now has access to its own car. This significantly improved opportunities for community access and social outings, particularly during weekends and periods when both houses were operating at full capacity.

Family Feedback and Advance Planning

Families expressed a strong preference for receiving respite dates in advance to support family planning throughout the year. Where possible, this was accommodated, and the majority of families were able to secure planned respite breaks ahead of time.

Families reported that this proactive planning approach had a positive impact on family life, including supporting siblings and improving overall family functioning. The service intends to continue this approach into 2026 by providing respite planners at least three months in advance wherever possible.

Looking ahead to 2026

Looking ahead, the respite team will continue to work closely with families, individuals, and professionals to further enhance respite planning, flexibility, and responsiveness.

The service remains committed to:

- Increasing choice and person-centred supports
- Expanding alternative respite opportunities
- Supporting social inclusion and friendships
- Enhancing family support and advance planning
- Maintaining high-quality, safe, and responsive care

Cheeverstown clinic

Who we are:

We are a team of health and social care professionals working in social work, music therapy, physiotherapy, occupational therapy, pharmacy, psychology, nursing, speech and language therapy, and administration. We work alongside other colleagues in nursing, social care and other disciplines who provide day, residential and respite services.

What we do:

We support people with their physical and psychological health and social support needs. We offer a primary care type service for adults with intellectual disabilities who use Cheeverstown day and residential services. We work with services to meet HIQA standards and best practice. We also work in partnership with the HSE's Mental Health Intellectual Disability Team, which provides specialist support to people with intellectual disabilities who are experiencing mental health difficulties as well as with a GP service who provide for the physical health needs of people living in Cheeverstown.

Key Achievements in 2025:

AAC/AT clinic

Cheeverstown's Augmentative and Alternative (AAC) and Assistive Technology (AT) clinic standard operating procedure was approved in 2025. This clinic runs on a monthly basis and referrals can be made by using the MDT referral form. HSE funding was received during 2025 for two high tech communication devices that have supported social integration and communication for two individuals. One speech and language therapist was funded by the National HSCP Office to complete the RSCI course "Foundations of Digital Health".

MDT Review Meetings

Each year, we work with people, social care, and nursing colleagues to review the personal plans for each individual in supported living services. In 2025, we reviewed and redeveloped this process and changed it to a more person centred and clinically focused process, ensuring the person's voice was kept at the centre of the review. We redeveloped

the review for each person to highlight specific clinical needs and to focus on areas for clinical input.

Falls Working Group

A new falls working group was established in 2025 to improve Cheeverstown's system for falls prevention. The group consists of a physiotherapist, occupational therapist, psychologist, and pharmacist and meets weekly to review falls risk for every adult in the service. The MDT administration team created a database to track the falls prevention system and documentation. The MDT falls working group delivered a number of staff training sessions on falls prevention and management throughout 2025, including additional practical sessions on the use of equipment to help a person up from the floor following a fall.

Assisted Decision Making (ADM)

We provided information sessions and produced resources in support of people's decision-making and determination of their will and preference throughout 2025. New resources were made for healthcare decision making such as participation in national screening programmes, surgical procedures, medication, and HRT. Our speech and language therapists represented Cheeverstown on a variety of working groups such as the National Federation of Voluntary Service Providers ADM working group and the speech and language therapy managers' ADM working group throughout 2025.

Relationships and Sexuality

Cheeverstown endeavours to make sure the people we support are able to live their lives in the same way as everyone else, including a right to explore, express, and enjoy their relationships and sexuality and have a right to access appropriate sexual health information and services. To support this goal, psychology and social work colleagues joined members of New Directions and residential services to complete training in the Relationships, Understanding & Awareness training (RUA) with the Callan Institute. We developed a Relationships, Sexuality, and Intimate Relationship policy for Cheeverstown that was approved during 2025. We are building on this work to provide training and information to staff and people supported on the implementation of the new policy, and will provide bespoke support to people and departments across the service.

Clinic Appointments & Premises

The physical health clinic room in Elm House was modernised during 2025. We also added a new therapy room, meeting room, and upgraded modern and comfortable waiting area to the clinic building in Elm House. We introduced a new appointments system for the GP clinic service in 2025.

A new fully accessible clinic space was also opened in 2025 in the Glenview hub in Tallaght. We received HSE National Lottery funding to make the clinic room accessible to people who need a hoist. Orthotic clinics, postural clinics, and some individual clinical appointments moved from the campus to this new community hub in 2025.

Training

In 2025, we provided staff training in the areas of dementia, safeguarding, manual and people handling, autism and neurodiversity, choking, dysphagia and intensive interaction. We introduced new training on rights-based person-centred practice in 2025. New manual handling workshops were also offered in 2025 to upskill staff in gentle handling and injury prevention to people supported. These workshops offered staff an opportunity to bring complex manual handling challenges to a practical forum with a manual handling trainer.

Safeguarding

We supported the implementation of a new Unexplained Injury & Bruising Protocol in 2025. We promoted the 2025 Adult Safeguarding Day; "Assisted Decision-Making – My Voice is my Right", delivering a talk in New Directions hubs about rights and the core tenets of the Assisted Decision Making Act.

Pesky gNATs-ID

Two new computer-based programmes that support mental health professionals to deliver psychological interventions to adults with intellectual disabilities, created by a partnership between University College Dublin (UCD) and Cheeverstown, were launched in Ireland in 2025.

The development of Pesky gNATs-ID was led by clinical psychologists Catherine Jackman and Prof. Gary O'Reilly and supported by a grant from the HSE through the UCD Foundation. Development was also supported by the School of Psychology and School of Computer Science at University College Dublin and Cheeverstown.

Pesky gNATs-ID uses developmental psychology, clinical psychology and computer science to tackle the problem of translating the ideas of Cognitive Behavioural Therapy (CBT) and Mindfulness into something that is accessible to adults with intellectual disabilities.

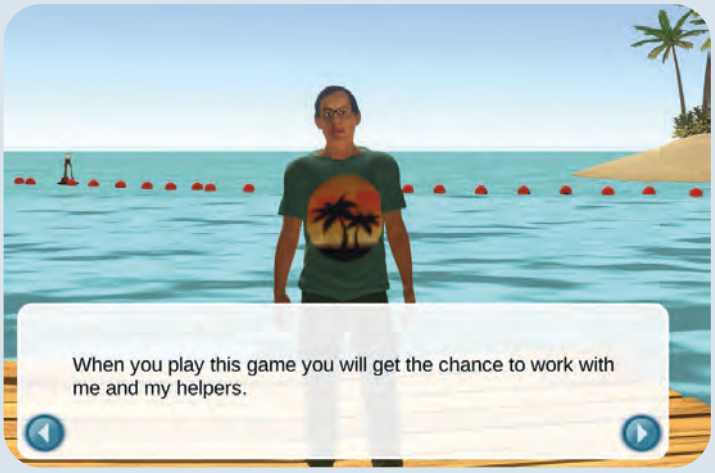
GAME 1

The Feel Good Island Computer Game

The Feel Good Island is an evidence-based, computer-assisted cognitive behavioural therapy intervention for adults with mild or moderate intellectual disabilities experiencing anxiety and/or depression. It is designed for use in sessions where a person with an intellectual disability who is seeking psychological intervention for anxiety and/or depression plays the game along-side a mental health professional.

In the game, people visit a 3-D world called "Feel Good Island" and meet a team of avatars. Each avatar introduces a single CBT concept. These concepts are illustrated through conversation, embedded presentations and questions, and the use of examples.

The game has seven levels. Each level is designed to be the equivalent of a standard treatment session and supports a single component of a customised, developmentally appropriate CBT intervention. With the help of their therapist, the person applies each CBT concept they learn to their current difficulties. Each level also has the option to learn a mindfulness or relaxation skill. The game is supported by a printable workbook.



GAME 2

The Mindful Island Computer Game



The Mindful Island guides the delivery of an adapted mindfulness intervention. It is designed for use in sessions where a person with an intellectual disability plays the game along-side a mental health professional.

Similar to the Feel Good Island, people visit a 3-D world called "Mindful Island" and meet a team of avatars. Each avatar introduces a single Mindfulness concept. These concepts are illustrated through conversation, embedded videos and questions.

The game also has seven levels. Each level is designed to be the equivalent of a standard treatment session and supports a single component of a customised, developmentally appropriate mindful intervention. With the in-session support of their therapist, the person applies the mindfulness concept they learn in each level to their everyday life. The game is also supported by a printable workbook.

Suitably qualified mental health professionals can register for a free one year license and download the programmes at peskygnatsid.com

Looking ahead to 2026

Clinical Needs Database

In line with the organisation's strategic priorities, which emphasise delivering responsive services that empower people to live full and meaningful lives, we aim to develop a database that supports a comprehensive understanding of the health, wellbeing, and support needs of people accessing services. The database will include information related to people's health and wellbeing, support requirements, accommodation, social participation, employment, and service usage. We will use this dataset to inform current and future service delivery, advocate for unmet and emerging needs, and support strategic resource planning.

MDT Restrictive Practice Reviews

Cheeverstown promotes a restrictive free environment, which is underpinned by a human rights based approach. In line with best practice, if a restrictive strategy is being considered, then the least restrictive plan for the shortest duration should always be used. Cheeverstown has systems in place to reduce and monitor the use of restrictions. One of these is that Cheeverstown's MDT, supported by Quality and Risk, run a referrals-based multidisciplinary review process of restrictive practices. Reviews occur when a restriction is being considered, where a person's needs change, or annually. In 2026 we plan to review and update this process. We will look at how lap belts are reviewed. These comprise the majority of restrictions. A review of the paperwork, guidelines and review process for these will be completed to ensure these are standardised and meet best practice. We will also look to make the process more inclusive and person-centred. This may involve completing reviews with the person in the setting where the restriction occurs.

Strategic Priority:

2

Communication

This part of the report tells you about our Advocacy Group. The Advocacy Group help speak up for people with disabilities and share what's happening in their lives, so we can make the community better.

Advocacy

Who we are:

The Advocacy Committee represents disabled people who are part of the Cheeverstown community. Whether you live in a Cheeverstown supported house or you are supported during the day if you have a community based problem we are here to listen to you!

We are very passionate about our rights and speaking up for ourselves and others. We want to help not only people in our community but in the whole of Ireland.

What we do:

The Advocacy Committee's main role is to speak up for ourselves and others with disabilities. Advocacy, for us, is about empathy, compassion, and building a community where everyone feels valued and included. We believe that everyone deserves the opportunity to be heard and to have control over decisions that affect their lives.

Key Achievements in 2025:

This year has been full of exciting activities and important work for our group. We have been busy promoting education around the UNCRPD.

We partnered up with the National Advocacy Platform and Connelly Partners to create a video highlighting what it is like to live with a disability in Ireland and the hopes we have for the implementation of the national human rights strategy. Deirdre Troy, Edward Kelly, Stuart Lacey, Sean Farrell, and Patricia Hallahan starred in this national video and poster campaign.

The premiere was hosted in the Mansion House, and the Táinaiste, Taoiseach, Ministers for Disability and many more Ministers presented. The Taoiseach and the Táinaiste spoke directly with members of our Advocacy Committee. RTÉ interviewed some of our members as well.

Deirdre Troy and Edward Kelly also took part in a video based on an educational campaign to teach more people about the UNCRPD with the Irish Human Rights Equality Commission and the National Advocacy Platform.



Deirdre Troy



Advocacy group with SLT Manager Karen Henderson

We did a focus group on what our lived experiences are and we presented our video to the Department of Children, Equality, Disability, Integration and Youth. This was also shown to University College Dublin psychology students so they could hear about our lived experiences and challenges that we face.

We did another focus group with HIQA representatives and we told them about our experiences of HIQA inspections and a bit about our lives.

Karen Henderson, SLT Manager, spoke with us about Assisted Decision Making. We did a case scenario and worked out what we need to be able to do so that we can make our own decisions. We also talked about making our own decisions and the different levels of help that are available when making a decision.



Rohan Slevin with Elish Rojack

Following this meeting, Rohan Slevin starred in an educational video about how to make a decision about getting a bank card. He explains that you need to understand the information, weigh up the good things and bad things about it and that you must remember this information as well.

We also worked on how we can hear more from people in the Cheeverstown community. We have a draft form and a poster so that more people can get in touch with us to tell us their community issues. John Mc Dermott is also working on a video to tell people about our form and our new poster.

We have also been busy in our communities, checking out how our communities are working to make things more accessible. For example, Austin Micheau and John McDermott found accessible trolleys in our area. Except, sometimes the trolleys were blocked and not all of them fit our wheelchairs!

We ended our year on a high at our Christmas party and we look forward to another exciting year in 2026!! Let's keep making change happen!

Strategic Priority:

3

Partnerships

Cheeverstown works with other organisations and the community to help people live their best lives. This part of the report explains the partnership work Cheeverstown did in 2025.



Joanne Mulligan with colleagues in Deloitte

Joanne Mulligan attended a pitch and putt fundraiser alongside other golf club members carried out by her employers at Deloitte.

On Wednesday, 15 October the CEO presented to the Irish Council for Social Housing (ICSH) national conference. The theme of the conference was 'Maintaining Momentum – Delivering Homes for All'.

Cheeverstown highlighted the partnership approach to the Hillfort Project in the session 'Building Success for Disability Housing – A Call to Action'. This session was the core of the conference theme and made a call to action to increase delivery of housing for people with disabilities. Discussion revolved around models of best practice from the experts on the panel and lived experiences were shared. Funding and finance was highlighted in the case study and how the participants overcame the roadblocks and what, if any, innovative funding methods were used. A roadmap to success was discussed by the panel, highlighting the multi-stakeholder involvement: what works, what the challenges are, and how we can work together to overcome them.

The Opening of Glenview

Cheeverstown secured funding through Pobal, South Dublin County Council and HSE Day Opportunities to redevelop the Glenview Lodge site just off the N81. This location in the past had been a vibrant hub for the surrounding area and had accommodated a diverse number of groups over the years. But in recent years it had fallen into disuse and disrepair.



Cheeverstown along with our colleagues in Trustus Elder Care, South Dublin County Council, Pobal and HSE Day Opportunities partnered up to create a local service for the community that had multiple stakeholders. The centre has been developed to support not only people who use Cheeverstown services but also the wider community, creating an inclusive space where people can connect, participate, and access local activities. By sharing the space with other community groups, the centre will promote inclusion, participation, and meaningful integration between people supported by Cheeverstown and the wider community.

The design and built process was a multi-year piece of work with the newly refurbished building getting the finishing touches in July 2025. Two short months later, Glenview Local Service began with people from our Airton Road building as well as welcoming our first school leaver to the building.

The change for the people we support was immediately apparent and was articulated very succinctly by Frank Burke a man we had supported in Airton road for many years where he advised during our Christmas celebration that his life had opened up when he moved to Glenview. Glenview is looking forward to welcoming more people over the next few years and in 2025 it has made a great start.

This collaborative partnership between Cheeverstown and SDCC was central to the project's success and long-term sustainability.



Before and after photos of Glenview Lodge













Support Teams

Human Resources

Who we are and what we do:

The Human Resources (HR) department plays a central role in supporting the organisation's workforce and ensuring the delivery of safe, effective, and person-centred services. The department provides support across all aspects of the employee lifecycle; including recruitment and onboarding, learning and development, employee relations, industrial relations, workforce planning, and staff engagement initiatives. HR facilitates and records mandatory and specialist training, supports managers with employee wellbeing, performance management, attendance management, and policy implementation, and oversees areas such as superannuation, contracts, compliance, and HR governance. Working closely with managers, staff teams, union representatives, and senior leadership, the HR department supports organisational development, promotes positive workplace culture, and helps ensure the organisation continues to meet its regulatory and operational requirements.

Key Achievements in 2025:

During 2025, the Human Resources department continued to evolve in response to organisational growth and the ongoing transformation of services. The HR team expanded to eight staff members, including the introduction of a dedicated HR Business Partner role to support service development and organisational change. The department restructured into a business partner model, with HR Officers aligned by area to provide generalist support to managers and teams across community locations. This approach strengthened manager coaching, improved responsiveness to operational needs, and enhanced engagement and efficiency across services. As services continue to transition from traditional models to more community-based supports, HR also adapted by becoming increasingly mobile and accessible, combining community presence with flexible and remote working arrangements.



Dimple Samtani, Marie Hickey, Denise Duffy Singh and Jayde Jones during recruitment open day

Recruitment remained a significant challenge throughout 2025, reflecting wider pressures across the disability and healthcare sectors. In response, the organisation introduced a values-based recruitment approach grounded in human rights, social role valorisation, and person-centred practice principles. Recruitment processes were comprehensively reviewed, including interview structures, job descriptions, and assessment methods to ensure alignment with organisational values and the evolving needs of services. Interviews are now facilitated within community locations alongside local management teams to better reflect the realities of frontline work and community-based supports. A new week-long induction programme was also introduced for all new employees prior to commencing frontline duties. The programme includes mandatory and bespoke training, presentations from key departments, organisational orientation, and dedicated engagement with line managers, supporting a more positive and informed onboarding experience for staff entering the organisation.

The organisation's workforce increased to 591 employees during 2025, while absenteeism levels reduced to the lowest levels experienced since before the COVID-19 pandemic. Continued investment in digitalisation and process improvement enabled the HR Department to streamline a number of administrative processes and significantly reduce reliance on paper-based systems. During the year, the department progressed toward becoming an 80% paperless service, with the long-term objective of moving to a fully paperless HR function in the coming years. In addition, the organisation fully implemented its new online training platform, providing staff with self-service access to training records, certification uploads, course bookings, and automated reminders regarding training expiry dates. This development has already contributed to improved training compliance rates and is expected to continue supporting workforce compliance and development into 2026 and beyond.



Claire Hoban, Learning & Development Specialist and Denise Duffy Singh, Human Resources Officer

The HR Department also continued to support employee engagement and recognition initiatives throughout the year, including the continuation of the Extra Mile Award programme and maintaining positive working relationships with union partners and staff teams.

While turnover remained a challenge during 2025, analysis indicated that many employee exits related to retirement and career progression opportunities externally. During the year, the organisation said farewell to 20 retiring colleagues and sincerely thank them for their years of commitment, dedication, and contribution to the organisation and the people supported.



Sarah Jane Boyle receiving her Extra Mile Award



Adeline Kavanagh receiving her Extra Mile Award

Looking ahead to 2026

Recruitment and retention will remain a key strategic focus for the organisation into 2026 as workforce stabilisation efforts continue.

Quality, Safety and Risk Team

Who we are:

The Quality, Safety and Risk team is made up of seven staff members who provide quality leadership for the entire organisation as well as leadership in person-centred practice, nursing practice, health and safety and risk management. We work alongside colleagues across the service on quality, safety and risk to ensure Cheeverstown delivers safe, effective and best practice services.

What we do:

We provide expertise, support, and leadership to guide the implementation of Cheeverstown's vision and strategic objectives from a quality, risk and safety perspective. Our aim is to ensure continuous improvement in the delivery of safe, person-centred and high quality services for the people we support.

We work collaboratively with leaders, managers and staff across the organisation to ensure that quality is understood, embedded and upheld as a shared responsibility in all aspects of service delivery.

Quality assurance measures include;

- Ensuring compliance with HIQA regulations and standards so that Cheeverstown consistently delivers services that meet required standards of quality, safety and governance.
- Supporting the transition to community-based homes and services in line with the national policy Time to Move on from Congregated Settings (2011) and Cheeverstown's strategic plan.
- Promoting the implementation of the New Directions model of support across all Cheeverstown day services in line with the HSE framework.
- Supporting the implementation of best practice in Infection Prevention and Control (IPC) throughout Cheeverstown.
- Providing oversight of audit systems to monitor practice, identify areas for improvement and drive continuous quality enhancement.
- Conducting clinical governance reviews to strengthen accountability, safety and service quality.
- Overseeing the implementation and review of the complaints process to ensure concerns are managed effectively and transparently.
- Ensuring oversight and governance of restrictive practice procedures in line with regulatory and best practice requirements.
- Leading the review and enhancement of the organisation's incident management framework, strengthening governance, assurance, and oversight processes to support effective safeguarding practices and the delivery of safe, high-quality services for the people we support.
- Maintaining a strong organisational focus on risk management through the continued delivery of training and awareness initiatives, enhancing staff capability in risk identification, reporting, escalation, and mitigation across all service areas.
- Developing and reviewing health and safety policies and procedures, conducting audits and inspections, investigating incidents and implementing corrective actions, supporting fire safety systems, evacuation procedures, and emergency preparedness, and delivering staff training while promoting a positive safety culture across the organisation.
- Advising senior management on health, safety, and regulatory requirements through the Health & Safety committee which is held quarterly.

Key Achievements in 2025:

Iplanit

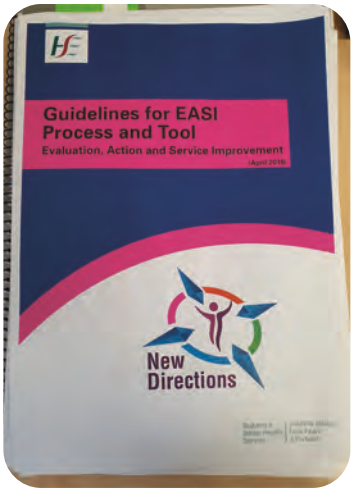
The Quality team delivered training and guidance on Cheeverstown's online documentation system, iplanit, throughout 2025.

Designing Phase 2 of the Cheeverstown iplanit system commenced in 2025. The project team began the process of reviewing, configuring and adapting existing care and support plans to streamline them for this electronic system.



New Directions EASI tool

This assessment is completed by all New Directions day service locations and is submitted to the HSE. The Quality team have provided ongoing assistance around the EASI tool to managers and staff teams in our New Directions day services.



Social Role Valorisation



In April 2025, Cheeverstown committed an additional position within the Quality team to focus on Social Role Valorisation (SRV) and on translating theory into practice to positively influence the lived experience of the people we support.

The newly established Person Centred Practice Lead role was created to increase awareness and understanding of Social Role Valorisation among frontline staff, review the organisation's person-centred planning systems, and provide guidance and support in the implementation of effective person-centred planning practices.

The rationale for this position arose not only from Cheeverstown's organisational commitment to the people we support, but also in response to HIQA's increased emphasis on human rights and the lived experience of individuals in residential services. This includes a stronger focus on how organisations are enacting principles such as assisted decision making in practice.

This approach aligns with Cheeverstown's strategic direction and ongoing commitment to promoting the rights, autonomy, and quality of life of individuals. In addition, feedback from inspections had identified gaps in how people are supported to access and participate in their communities, develop valued social roles, and engage meaningfully within those communities. Feedback also highlighted opportunities to strengthen the person-centred planning process across services.

The Person Centred Practice Lead role is an invaluable investment in the quality and future direction of Cheeverstown's services. It provides essential leadership in embedding rights-based, person-centred practice, strengthening compliance with regulatory expectations, and improving meaningful outcomes and lived experiences for the people we support.

In 2025, 140 staff members (approximately 50%) from Supported Living services received training in Social Role Valorisation. An introduction to Social Role Valorisation is now part of the Cheeverstown induction programme for new staff.

Cheeverstown's person-centred planning process – known as "My Life Plan" – was reviewed and updated during 2025. The revised process guides keyworkers to consider the vision of a person's good life and explore goals that are linked to this vision. The new My Life Plan process began rollout across Supported Living services in the second half of 2025.

Complaints



At Cheeverstown, we are committed to delivering high-quality, person-centred services and continually improving those services through active listening and engagement with the people we support, their families, advocates, visitors, and the wider community. We welcome all feedback including comments, compliments, concerns and complaints as a vital source of learning and service enhancement.

Cheeverstown completed a full review of the complaints policy to ensure that it was aligned with the HSE's 'Your Service Your Say' policy and relevant legislation. This provides a clear and structured framework for managing feedback and complaints.

Our goal is to build a culture of openness and trust where feedback, positive or negative, is actively encouraged, taken seriously, and used to improve the care and support we provide.

Cheeverstown devised a new complaint form to help improve the process and provide a more efficient, effective, fair and accessible system for managing and handling all comments, compliments, concerns and complaints.

Cheeverstown has an appointed Complaints Officer who supports, manages and handles comments, compliments, concerns and complaints for the service.

HIQA



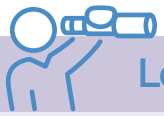
In 2025 there were a total of 12 inspections conducted across the service. Nine of these inspections were risk-based inspections and 3 regulatory inspections. Overall, HIQA inspections reported Cheeverstown as 54% compliant with regulations, 13% substantially compliant with regulations, and 33% non-compliant with regulations.

There was an increase in the overall noncompliance with regulations from inspections carried out. This was primarily due to an increased intentionality by HIQA to inspect the human-rights based approach and the lived experience of people living in residential care. This approach supports our own direction and commitment.

Cheeverstown advocates for and promotes a human-rights based approach to providing supports for people. The service is committed to strengthening its approach and continually improving the quality and safety of care it provides.

Cheeverstown identified key quality improvement initiatives and commenced implementation of a robust quality improvement plan where it effectively monitors and evaluates these key initiatives. This includes a review of systems, enhancement of governance & management structures, risk management, training for staff on regulation readiness, engaging with people we support and stakeholders to gather feedback.

In November 2025 the Quality team revised the format and focus of its unannounced provider visits against which designated centres are inspected and also reviewed its clinical governance framework process. This approach will help build and maintain high standards, adapt to emerging needs as they arise and ensure that improvements are sustained.



Looking ahead to 2026

Quality, Safety & Risk will continue to strengthen the organisation's approach to quality, safety, governance, compliance and risk, with a focus on supporting positive outcomes for the people we support.

Key priorities will include the development of Quality Improvement Plans (QIP) for each designated centre, providing a clear framework to identify priorities, track progress and drive continuous improvement.

Digital transformation will remain a key focus, with the introduction of a number of systems to strengthen how we manage and monitor risk, auditing and care planning across the organisation. These developments will improve access to information, strengthen oversight and support more consistent, person-centred practice.

Our commitment to supporting people to live meaningful lives in their communities will remain central to our work. We will continue to complete transition reviews for people who have moved into community-based settings, in line with the Transforming Together, Moving On (TTMO) approach and our strategic vision, ensuring that supports remain responsive and that the transition continues to deliver positive, person-centred outcomes.

We will also continue to support the HIQA registration of existing designated centres and the registration of new centres, ensuring that services are appropriately prepared to meet regulatory requirements as the organisation continues to develop.



Information Technology (IT)

Who we are:

The IT Department in Cheeverstown is a small but dedicated team comprising **Sean Corcoran** and **Dijo Joseph**. Sean has been with the organisation since 2005, bringing significant experience and continuity, while Dijo joined in 2023 and has strengthened the team's capacity and capability. We work in close partnership with all services and

departments across Cheeverstown, supporting staff and enabling them to carry out their daily roles effectively. Our focus is on ensuring that the organisation's systems are reliable, secure, and aligned with operational needs.

What we do:

The role of the IT Department is broad and critical to the organisation's functioning. At its core, our responsibility is to protect the personal and sensitive data entrusted to Cheeverstown by people who use our services and staff, ensuring that this data is managed securely and in full compliance with regulatory requirements. We are responsible for maintaining and supporting the organisation's ICT infrastructure, including networks, hardware, software, and core business systems. This includes systems used to store and process both personal and organisational data. In addition, the department holds responsibility for Data Protection, ensuring compliance with the General Data Protection Regulation **(GDPR)** and other applicable legal and policy frameworks. Cybersecurity remains a key priority, and we work closely with our external partner, EVAD, to strengthen defences and respond to emerging threats.

Key Achievements in 2025:

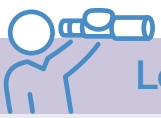
During 2025, the IT Department focused on strengthening governance, improving security, and supporting the organisation's continued growth and service delivery. A key development was the completion of an internal IT cybersecurity audit, which provided valuable insight into existing vulnerabilities and informed a programme of targeted improvements to strengthen our overall security posture. This will lay the groundwork for our NIS2 Implementation in 2026. We also adopted the Objectives and Key Results **(OKR)** framework, enhancing how we plan, prioritise, and measure our work. This has improved transparency, alignment with organisational priorities, and accountability across IT activities.

A significant achievement was the successful application for €156,000 in grant funding to replace approximately 180 Windows 10 devices with new Windows 11-capable hardware. This investment will play a critical role in maintaining security, performance, and compliance, with rollout planned to commence in Q1 2026.

In response to changes in vendor models, we began developing a strategic approach to Microsoft's revised licensing structure, aimed at managing cost increases and ensuring more efficient and sustainable use of technology across the organisation.

Throughout the year, we worked closely with all departments to deliver accurate, reliable, and fit-for-purpose systems, supporting staff in delivering high-quality services. This collaborative approach ensures that IT continues to act as an enabler of service excellence.

We also implemented a range of enhanced security processes and policies, strengthening governance and risk management, and reinforcing the confidence and trust that staff and our users place in Cheeverstown's IT services.



Looking ahead to 2026

We will remove all Microsoft software that has reached its end of life. We will work to attain full compliance of NIS2 European regulations.

Facilities

Who we are:

We are a large and hardworking team that supports all other departments and services across Cheeverstown. Our work is vital to the day-to-day running of the organisation, and we play a key role in helping Cheeverstown deliver high-quality services to the people we support.

We are proud of the work we do. By supporting every part of Cheeverstown, we help make sure that the people who use our services can enjoy a safe, supportive, and high-quality environment every day.

What we do:

Our team carries out a wide range of tasks that often happen behind the scenes but are essential in keeping everything running smoothly. Whether it's keeping homes and facilities clean, making sure people and staff get where they need to go, preparing meals, maintaining buildings, or ensuring safety and security–our team is there to make it happen.

Our team is made up of the following departments:

- **Transport** – Providing safe and reliable travel for the people we support and our staff
- **Housekeeping** – Keeping all spaces clean, safe, and welcoming
- **Catering** – Preparing and serving food with care and attention to dietary needs
- **Maintenance and Stores** – Looking after buildings, repairs, and supplies to keep everything in working order
- **Probation Services** - provide a valuable contribution within the facilities department, helping with a variety of tasks that support the smooth day-to-day running of Cheeverstown
- **Security** – Ensuring a safe environment for everyone in Cheeverstown

We are proud of the work we do. By supporting every part of Cheeverstown, we help make sure that the people who use our services can enjoy a safe, supportive, and high-quality environment every day.

Key Achievements in 2025:

Transport in 2025

Cheeverstown continued to strengthen its travel and community access supports during 2025, recognising that reliable transport plays a vital role in enabling people to participate fully in their communities. In 2025, Cheeverstown progressed a comprehensive review of its travel and community access supports to ensure services remain safe, sustainable, and person-centred. We upgraded our small fleet of vehicles by adding a total of 6 new vehicles, including 3 Citroen Berlingo wheelchair accessible vehicles. These new vehicles were supplied to:

- Respite service supports.
- New Directions day supports
- Residential service support

A new Nissan Serena 7 seater vehicles was supplied to New Directions day supports, and a Peugeot Rifter wheelchair accessible vehicle was supplied to the community residential service.

In November 2025 we placed an order for a new large bus to support our scheduled transport service as we decommissioned 2 large buses earlier in the year. We hope to have this vehicle delivered in Q.1 2026. In December we ordered our first Electric Wheelchair accessible vehicle due in Q.1 2026

Property Upgrades

In 2025 we planned to focus on accessibility upgrades, fire remediation, and energy

efficiency improvements. Cheeverstown had committed to have essential fire remediation work complete in all community properties by the end of Q4 2025. This was achieved for all but one property which will be completed by the end of 2026.

A wide range of property projects and fire remediation works were completed across multiple locations in 2025.

In **Tymonville**, essential fire remediation work was completed and the fire panel was upgraded to an L1 alarm.

The property was renovated to support a new person moving in.

At **Dunmore**, essential fire remediation works were carried out alongside improvements to enhance the home for the people living there. We fully removed the old kitchen and reconfigured the layout with updated cabinets, worktops, glass splashback and fixtures. New non slip flooring was installed throughout the kitchen and utility room for ease of wheelchair access.

A new wheelchair accessible dining table and chairs will be purchased to complete the dining room.



Dunmore kitchen



At **Bancroft**, essential fire remediation works were carried out to enhance fire safety. Some minor building works were completed at the same time to improve the home for the people who live there. There was an addition of a cloakroom with toilet and sink upstairs. The kitchen was also removed and a new layout installed - supporting both better access and better use of the kitchen with new cabinets, glass splashbacks, and fittings. The existing kitchen door opening was widened to support a wheelchair user to access their kitchen which before was not accessible. Non slip flooring completed the kitchen work with some lovely colourful small appliances chosen by the people who live in Dunmore.



Bancroft kitchen

In **Suncroft**, essential fire remediation works were carried out with upgrade works to both bathrooms in the property. New non slip flooring was also installed during the works. The bathrooms have been personalised by the the people living in Suncroft in choosing cabinets for the bathrooms.



Suncroft Bathroom

Essential Fire Remediation Works Completed

- Crumlin properties x 3
- Woodgate
- Hillcrest
- Alpine Rise
- Bancroft
- Dunmore
- Suncroft
- Oldbawn

Purchasing

In 2025 we migrated 26 community properties and day service hubs to a direct online ordering system from a collective campus-based stores facility.

The direct online ordering system includes 2 suppliers at present but will be rolled to include as many as required going forward.

This has increased local oversight for the community house and day support hubs, allowing them to manage and monitor their individual stock levels and allocated budgets more effectively. The impact of this was also better quality items being sourced, improved pricing, and allocated delivery times available that could be booked to suit the individual areas.

We will continue to transition the rest of the areas in 2026.

The **Brambles** clearance work commenced in November and by the end of December we had started the demolition to remove all internal walls. The property will be reconfigured in 2026 by making larger bathrooms and bedrooms and better accessibility to the whole property.

The Riverbank Project

Riverbank is a detached bungalow set on a mature site, the property is ideally located on Firhouse Road, close to the established communities of Old Bawn, Firhouse, Knocklyon, and Templeogue. It benefits from excellent transport links and a wide range of local amenities are within easy reach. It an ideal location to support community living and social inclusion.



Riverbank before renovation commenced

Work commenced on the Riverbank project Q.2 of 2025. The project began with the demolition phase, which involved clearing the site by removing the existing garage and outbuilding, together with the complete strip-out of the property's internal walls and floors.

These essential preparatory works enabled the commencement of full energy retrofit, including the installation of new insulated flooring as part of wider measures to improve the home's energy performance and long-term sustainability.

The redevelopment includes the construction of single-storey extensions to the side and rear of the property, providing additional bedrooms and accessible bathrooms. The extensions have been carefully designed with matching hipped tiled roofs to complement the existing dwelling while significantly increasing the available living space.



Riverbank during renovation

The internal layout has been reconfigured to create a more open, accessible, and person-centred environment, ensuring the home meets the current and future needs of the people who will live there.

When completed, Riverbank will provide a high-quality, permanent home for four people, enabling them to live independently with the right supports in a comfortable, safe, and welcoming environment. The project reflects Cheeverstown's ongoing commitment to developing modern community homes that promote choice, inclusion, accessibility, and quality of life. Construction is progressing well, with the home expected to be completed and ready for occupation in 2026.

A site at **11 Oldcourt Cottages** has had plans drawn to maximise the potential use of the site for people supported.

Looking ahead to 2026

Looking ahead, 2026 will focus on accessibility upgrades, fire remediation and energy efficiency improvements. Energy efficiency initiatives will continue with plans to reduce the size and capacity of boilers in the boiler house. Riverbank will become a forever home for 4 people in 2026. The Brambles is planned to be completed in Q4 2026. Overall, 2025 has been a year of significant progress in energy efficiency, transport sustainability, and property upgrades, with ambitious plans in place for 2026 to continue improving services.

Volunteers

Who we are and what we do

We are very fortunate to have a great group of dedicated volunteers who support us through gardening, sports, and friendship. We are incredibly grateful for their ongoing commitment to both the people we support and our organisation. In addition, we also have our corporate volunteering who support us by dedicating a day to volunteer with us. They bring teams of people to help get our gardens summer ready, refresh spaces with painting and other valuable projects. Their time and effort are invaluable allowing us to complete work that would otherwise require hiring contractors.



Key Achievements in 2025:

Mr. Reggie Norman received a Merit Award at the Tallaght Person of the Year at an awards ceremony on 22nd November. Reggie is a volunteer driver in Cheeverstown School, is the Cheeverstown Ramblers Soccer Team head coach and supports Cheeverstown's golf team. Reggie also participates and supports people from Cheeverstown in the Dodder Park Runs each Saturday morning.

Two groups of volunteers from Purcell McQuinlan & Britvic have undertaken two days of CSR projects for their 3rd year in a row. This is a great opportunity for people to work in partnership with Cheeverstown to get projects such as garden clean up and painting completed. Feedback from the volunteer groups has been very positive and they have developed genuine connections with the people supported at Cheeverstown.

Cheeverstown continue to welcome the support from volunteers to provide individual support services to homes in the community. A team of volunteer gardeners support each community house with the upkeep of their gardens. This team develop strong connections with the people who live in each home, who where possible are always on hand to help out or make the tea!





Finance

What we do:

As a team, we have a broad range of responsibilities and work closely with colleagues across the organisation to ensure we meet the needs of the people who use our services. We support people with their banking and access to cash, helping to promote independence in managing their day-to-day financial needs.

We also work closely with Human Resources, Rostering and frontline staff to ensure that staff and suppliers are paid accurately and on time. In addition, we liaise with the HSE to report on our financial activities and ensure that accurate and proper books of account are maintained.

Key Achievements in 2025:

2025 was a very busy year and a major highlight was that we implemented a new electronic purchase order system that helps us keep good records of money we spend and helps to support the services move to the community. Beyond any major highlight a lot of our work goes into meeting the day to day needs of the organization and we had a good year in terms of meeting the organisations needs which includes the monthly payroll, preparing accounts and pay our suppliers.

Looking ahead to 2026

We will continue to grow and develop the finance function in line with the services' strategy and goals. An example of this is that we are continuing to work on improvements across the organization in terms of procurement practices. In terms of our day-to-day activities we are facing challenges with rising costs and we're working hard with our colleagues to try and make savings where possible without impacting on our services.

Finance Statements

	22 Jan 2025	19 Feb 2025	26 Mar 2025	23 Apr 2025	21 May 2025	25 Jun 2025	17 Sept 2025	22 Oct 2025	19 Nov 2025	16 Dec 2025
Ken Hickey	✓	✓	✓	✓	–	–	–	–	–	–
Shelley Waldron	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Roger Bateman	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ailish Finnerty	✓	✓	✗	✗	✓	✗	✓	✓	✗	✓
Simon Halpin	–	–	✓	✓	✓	✓	✓	✓	✓	✓
Michael Kennedy	–	–	–	✓	✓	✓	✗	✓	✓	✓
Martin McMahon	–	–	–	–	–	✓	✓	✗	✓	✓
Raymond Mellon	✓	✓	✓	✓	✓	✓	✓	✓	✗	–
Michael Power	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Anne Vaughan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ In attendance ✗ Apologies – Unavailable

Board of directors

During 2025, a number of changes took place in the membership and leadership of the board. Mr. Simon Halpin was appointed on 26.03.25, followed by the appointment of Mr. Michael Kennedy on 23.04.25. On the same date, Mr. Ken Hickey resigned from his position and Ms. Shelley Waldron was appointed as Chair. Dr. Martin McMahon was subsequently appointed on 25.06.25, and later in the year Mr. Raymond Mellon resigned on 24.11.25.

Independent auditor's report to the members of Cheeverstown House Company Limited by Guarantee

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Cheeverstown House Company Limited by Guarantee ("the Company") for the year ended 31 December 2025 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued in the United Kingdom by the Financial Reporting Council.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2025 and of its results for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on

the company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements .

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 6, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, if applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operation, or has no realistic alternative but to do so.

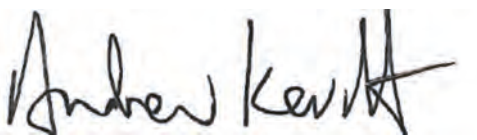
Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/ Description of auditors responsibilities for audit.pdf The description forms part of our Auditor's Report.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions



for and on behalf of WALSH O'BRIEN HARNETT
Chartered Accountants and Statutory Audit Firm, 104 Lower Baggot Street, Dublin 2

31 August 2026

Income and expenditure account

for the year ended 31 December 2025

Cheeverstown House Company Limited by Guarantee
(A company limited by guarantee and not having a share capital)

	Note	2025 €	2024 €
Income			
Net allocation from Health Service Executive	2	**42,711,417**	39,408,613
Payroll superannuation deductions		**1,352,693**	1,329,087
Long Stay Charges	3	**630,483**	643,789
Pobal grant		**177,147**	87,555
Capital grants released to income		**127,339**	86,496
Canteen receipts		**82,254**	74,550
Sundry income		**49,930**	21,024
Total income		**45,131,263**	41,651,114
Expenditure			
Payroll		**38,032,256**	36,104,264
Medical supplies		**414,569**	336,059
Housekeeping/Catering		**789,160**	784,512
Heat, light and power		**575,772**	616,551
Maintenance, grounds and security		**2,511,348**	1,443,240
Finance and establishment expenses		**1,537,539**	1,244,181
House supports and transport		**1,266,691**	1,121,740
Total expenditure		**45,127,335**	41,650,547
Surplus for the year	4	**3,928**	567
Accumulated Deficit brought forward		**(710,118)**	(710,685)
Accumulated Deficit carried forward		**(706,190)**	(710,118)

The income and expenditure in both years arises from continuing operations. Approved by the Board of Directors an authorized for issue on 13/8/26 and signed on its behalf by

Director

Director

Balance sheet
as at 31 December 2025

Cheeverstown House Company Limited by Guarantee
(A company limited by guarantee and not having a share capital)

	Note	2025 €	2024 €
Fixed Assets			
Tangible Assets	6	**263,904**	187,026
Stock	7	**12,220**	13,785
Debtors and prepayments	8	**4,998,173**	4,416,029
Cash at bank and in hand	9	**1,739,648**	2,818,616
		6,750,041	7,248,430
Creditors: amounts falling due within one year	10	**(7,456,231)**	(7,958,548)
Net Current Liabilities		**(706,190)**	(710,118)
Total Assets less Current Liabilities		**(442,286)**	(523,092)
Creditors: amounts falling due within one year	11	**(263,904)**	(187,026)
Net Liabilities		**(706,190)**	(710,118)
Represented by:			
Accumulated deficit		**(706,190)**	(710,118)

Approved by the Board of Directors an authorized for issue on 13/8/26 and signed on its behalf by



Director



Director

Cash flow statement

for the year ended 31 December 2025

Cheeverstown House Company Limited by Guarantee
(A company limited by guarantee and not having a share capital)

	Note	2025 €	2024 €
Cash flows from operating activities			
Surplus for the year		**3,928**	567
Adjustments for;			
Depreciation		**127,339**	86,496
Amortisation of Capital Grants		**(127,339)**	(86,496)
		3,928	567
Decrease in stock		**1,565**	-
(Increase) in debtors		**(582,144)**	(875,553)
(Decrease)/ Increase in creditors		**(502,317)**	48,987
Net cash (outflow) from operating activities		**(1,078,968)**	(825,999)
Cash flows from investing activities			
Payments to acquire tangible assets		**204,217**	66,225
Grants received to acquire tangible assets		**(204,217)**	(66,225)
Net cash movement from investing activities		**-**	-
Net (decrease) in cash and cash equivalents		**(1,078,968)**	(825,999)
Cash and cash equivalents at beginning of year		**2,818,616**	3,644,615
Cash and cash equivalents at end of year	*9*	**1,739,648**	2,818,616



CHEEVERSTOWN