



Annual Report 2025

County Roscommon Disability Support Group CLG (RSG)

Derrane Co. Roscommon F42 WK60

A Not-for-Profit Organisation

Established 1989

Registered Charity No.: 20029166

Company Registration No.: 231700

Revenue Charity No.: CHY 11009

County Roscommon Disability Support Group CLG a/k/a RSG

A Company Limited by Guarantee

Directors' and Trustees' Annual Report and Financial Statements 2025

Revenue Charity No.: CHY 11009 | Company Registration No.: 231700 | Registered Charity No.: CRA 20029166

Mission Statement

County Roscommon Disability Support Group CLG is totally committed to improving the quality of life and standard of services to all people with disabilities, older people and children.

Strategy 2021-2025

The Aim of this plan is to deliver person centred, quality care and support ensuring the needs and the values of the service user, families, and care team are heard and respected.

Our Values

We value and respect our service users, employees, and stakeholders. Our values are underpinned by:

- Communication
- Teamwork
- Confidentiality
- Respect
- Compassion
- Integrity

Our Vision

To enable each person the ability to live as independently as possible in their own homes and communities through the delivery of person centred care and support.

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Board of Management

2026



Jim Ganly – Chairperson

Retired Production Engineer. Currently Chairperson of Derrane Parish Council and Treasurer/Director of Réaltín Roxboro Pastoral Council Co Ltd. Actively involved with County Roscommon Historical & Archaeological Society.



Eddie Harte – Vice Chairperson

Retired Civil Servant, having worked in the Department of Education, Property Registration Authority and the State Examinations Commission.



Michael Cleary – Secretary

Retired Principal of Roxboro National School. Former member of national executive of the Irish Primary Principals Network. Chairperson of St. Faithleachs GAA Club. Former officer of Roscommon GAA County Board. Active member of the Join Our Boys Trust. Member of Ballyleague Parish Council.



Margaret Treacy – Asst. Secretary & Vice-Treasurer

Volunteers in Community Games, local Church and Pastoral Council. Emergency Medical Technician (EMT) with Roscommon Civil Defence. Member of the Roscommon Solstice Choir.



Hugh Farrell – Director

Gained over 40 years' experience whilst employed by the Western Health Board, now HSE, and Irish Wheelchair Association in a variety of management levels. Has a keen interest in Disability and Community matters and is a member of several Boards and Committees in this area.



Joe Rynn – Director

Managed a variety of local agencies, worked across differing sectors, including community, rural development, citizen information, disability, and is currently working with Children and Young People's Services Committee (CYPSC).



Rita Kearney – Director (co-opted 18th February 2026)

Having 35 years working for and in the not-for-profit sector at management and board level Rita is passionate about good governance, thoughtful leadership, and practical community development that leads to real change.



Mary McCann – Director (co-opted 18th February 2026)

Has a varied long experience of working in Health and social services as a practitioner and regulator. A background is in nursing and law with a particular interest and passion in ensuring equal rights for all citizens and for ensuring rights of all individuals is respected.



Eric Frazier – Director (co-opted 18th March 2026)

Founder and President of Taranis Consulting Limited, brings decades of experience combatting theft, infiltration, and piracy as an IT and security leader at Microsoft and other fortune 500 companies.

Section 1: Introduction

RSG's Purpose and Activities



County Roscommon Disability Support Group CLG (RSG), established in 1989, and as a HSE approved provider provides a broad range of person-centred care and support services mainly to people with physical and/or sensory disabilities, older people and children throughout County Roscommon and surrounding areas and is known to many as **RSG**.

Service provision in the community is largely funded by HSE Section 39 funding and some aspects of the care are supported by Department of Social Protection (DSP) Community Employment (CE) Scheme. Section 39 bodies encompass agencies / groups undertaking services which are similar or ancillary to those of the HSE and to whom the HSE is providing grant aid to do so. However, the HSE would not be legally or statutorily obligated to provide such services.

RSG became a company limited by guarantee in 1995 and operates from its fully accessible registered premises situated at the Resource Centre in Derrane, Co. Roscommon. **RSG** is a not-for-profit organisation and a registered charity that has developed and grown its business over the years. The organisation complies with all statutory and regulatory requirements, whilst holding charitable status holds tax exemption status for donations.

The care service includes provision of Personal Assistants (PA) to people with disabilities in the community, the workplace, training and or socially. The PA hours to be delivered for disability services are commissioned by the HSE at the beginning of the year through a Service Arrangement.

RSG's Home Care Support Workers (HCSW) operations are to provide home support hours, formerly referred to as home help, to older person's in their homes. The HCSW hours are delivered by way of RSG's successful tendering and subsequent admission to the HSE's Older Persons Authorisation Scheme Service Arrangement for service provision. All HSE service provision operates on an invoice basis and hours actually delivered are billed and remittance received monthly in arrears. These Service Arrangements are rigorously monitored via **RSG's** Clinical Governance staff oversight and are also reviewed at least quarterly by the HSE.

In 2010 **RSG** became an officially recognised Quality and Qualifications Ireland (QQI) Further Education and Training Awards Council) accredited Training Service provider offering a full Level 5 in healthcare and other non-accredited sectoral mandatory training modules.

In 2012 **RSG** opened the DALE Resource Centre where service users with physical and sensory disabilities persons under the age of 65 can come and join in activities.

For over 35 years **now**, **RSG** has been an integral part of County Roscommon communities and voluntary sector creating pathways for community integration for the service user, ensuring their needs are met through services and activities which reflect all aspects of daily living. **RSG's** Board of Management currently consists of 9 volunteer trustee directors, whilst operationally **RSG** is under the leadership of a strong Senior Management Team the dedication and commitment of this team have contributed in no small way to the expansion of **RSG** services.

The Board of Management consists of volunteers who receive no remuneration. They collectively are responsible for the long-term success of the organisation. Their role is to provide leadership, to set the overall strategic direction of the organisation, to oversee management and ensure that understandable information of the Company's current position and prospects is available, and that the organisation provides its appropriate services as planned.

Reference and Administrative Details

- Registered Company Limited by Guarantee without a share capital (Company No.: 231700)
- Registered with the Charities Regulatory Authority (Registered Charity No. CRA 20029166)
- Registered charity with Revenue (Revenue Charity No.: CHY 11009)
- Compliant with the Charities Regulator's Code of Governance

Registered Office: Derrane
Co. Roscommon
F42 WK60

Legal Structure: County Roscommon Disability Support Group CLG (**RSG**)
Company Limited by Guarantee operates under the registered business name of County Roscommon Disability Support Group CLG.

Directors and Members 2025/2026

Jim Ganly	Chairperson
Eddie Harte	Vice Chairperson
Michael Cleary	Company Secretary and Communications Officer
Edel Butler	Treasurer (<i>Leave of Absence from March 2026 to circa March 2027</i>)
Margaret Treacy	Asst. Secretary & Vice-Treasurer
Hugh Farrell	Academic Board Representative (Board Subcommittee)
Kevin McBrien	Director (<i>retired as trustee at AGM May 2025</i>)
Joe Rynn	Director
Rita Kearney	Director (<i>co-opted 18th February 2026</i>)
Mary McCann	Director (<i>co-opted 18th February 2026</i>)
Eric Frazier	Director (<i>co-opted 18th March 2026</i>)

Senior Management Team

Joan Dowd Chief Executive Officer (CEO)

Alison Neary Finance & Resource Centre Manager
and Deputy CEO

Elaine Hanly Clinical Governance & Care Services Manager

Bernie Connolly Community Employment (CE) Supervisor

Other Relevant Affiliations, Advisors, etc.

Insurers:	Everest Insurance (Ireland) DAC
Bankers:	Allied Irish Banks, Church Street, Roscommon
	Bank of Ireland, The Square, Roscommon
Accountant/Auditor:	Paul Foxe & Company Chartered Accountants Athlone Road, Ballypheasan, Roscommon
Solicitor:	Peter H Jones & Company Solicitors Abbey Street, Roscommon
Special Advisors:	Joe Cunnane, Accountant Yvonne Cunnane, Solicitor (<i>retired as member only non-trustee May 2026</i>)
Employment Law Advisors & Support:	The HR Company
Health & Safety Advisors & Support:	The HR Company
IT & Cyber Security Support:	Zenotec
Employment Assistance Programme:	Hospital Saturday Fund (HSF)
Affiliation & Memberships:	<ul style="list-style-type: none"> • Disability Federation of Ireland (DFI) • National Community Care Network (NCCN) • National Alliance for Centres of Independent Living (NACIL) • The Wheel • Health Service Executive (HSE) • Roscommon County Council • Department of Social Protection (DSP) • Department of Children, Equality, Disability, Integration and Youth (DCEDIY) • Department of Health (DoH) • Pobal • Rural Social Scheme (RSS) • POBAL

Section 2: Chairperson's Statement

Statement from Chairperson

Welcome again to **RSG's** Annual Report 2025.

Throughout 2025 **RSG** continued to deliver on its objectives to provide and deliver quality services and support for persons with physical and sensory disabilities and older persons.

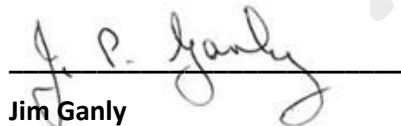
Sadly we have to report that the board decided, during 2025, to cease our accreditation to QQI which has faced ongoing financial challenges over a number of years. I would at this stage like to compliment Monica Cooney on the professional way in which she ran the courses and also the tutors who delivered the course content.

We also continue to enhance our facilities by the addition of solar panels at the Dale Centre to reduce energy costs.

At our 2025 AGM, we marked the retirement of Kevin McBrien as a Board of Management Trustee. I would like to acknowledge and sincerely thank Kevin for his considerable contribution to the Board over the years. Kevin's experience, commitment, and thoughtful engagement have been greatly valued, and their contribution has had a lasting positive impact on **RSG**. We are grateful for his service and wish Kevin well into the future.

We enter 2026 ready to respond to a changing landscape, advocate for the people we support, and continue transforming disability and home support services, for good. Our mission remains unchanged, to deliver high-quality, person-centred home support, personal assistant services, and Resource Centre activities and programmes that promote independence, dignity, and inclusion for all.

Lastly, I would like, on behalf of all the Board of Management at **RSG**, to take this opportunity to express our sincere thanks to the office staff of **RSG** and most especially our front-line community staff for their enduring commitment and flexibility in delivering person-centered services of the highest level to all **RSG's** service users.



Jim Ganly
Chairperson



Section 3: Chief Executive Officer Statement

Statement from the CEO

As with previous Annual Reports, with this 2025's Annual Report our goal is to provide our service users, their families, staff members, funding agencies and other stakeholders and all interested parties, an overview of the operations and activities of County Roscommon Disability Support Group's (**RSG's**) throughout 2025.

In 2025 **RSG** continued its commitment to empowering people with disabilities, older people, and families across Roscommon and surrounding counties. As a long-established not-for-profit organisation providing home support, personal assistant services, and community-based programmes since 1989, **RSG** remained steadfast in delivering high-quality, person-centred care in a period of significant national change.

Demand for both Home Support Services and Personal Assistant (PA) Services continued to grow throughout 2025, while RSG maintained service delivery hours despite the ongoing recruitment challenges within the sector. Our home support teams worked tirelessly to enable older persons, people with dementia, and those living with chronic illness to remain independent at home. These services are delivered with dignity, respect, person-centred planning, and full adherence to HSE guidance on home care supports.

Similarly, throughout 2025 our PA service continued to champion the principles of Independent Living, self-determination, and equal participation, supporting people with physical and sensory disabilities to direct their own care and live life on their terms. Regarding disability services, non-statutory organisations like RSG continued to deliver around 80% of disability care provision, highlighting the essential role our sector plays nationally¹. These national changes underscore the importance of **RSG's** work and validated our continued investment in governance, training, compliance, and quality systems.

2025 was a year of significant developments in the Irish home care and disability support sector. Nationally, demand for home support increased, with 24.3 million home support hours expected to be delivered to approximately 60,000 people in 2025, reflecting continued pressure on community services². The sector also moved closer to long-awaited reform through Government progress on designing a Statutory Homecare Scheme, which will introduce a new regulatory framework and statutory entitlement to uniform home care services³.

2025 also brought future-focused announcements that will shape our operating environment. The Budget 2026 projections released in late 2025 indicated a 9.8% increase in the home care allocation and a planned 7.1% rise in funded home support hours, reaffirming the State's commitment to supporting more people to remain in their homes and communities. As demand is projected to rise significantly in the coming years, driven by demographic changes and greater emphasis on community care, RSG is preparing to scale sustainably and responsibly. We will continue strengthening our workforce, digital systems, governance frameworks, and service capacity to ensure we remain a trusted provider of choice.

I can't reflect on 2025 without acknowledging and taking the opportunity to recognise the continued commitment of all the services support staff working in the community and of course the support of the hardworking team in Derrane.



¹ <https://www.bdo.ie/getmedia/f9d78036-45c7-4e99-9bde-54f8375319ec/Quarterly-Home-Care-BDO-Sector-Update.pdf>

² <https://www.bdo.ie/getmedia/f9d78036-45c7-4e99-9bde-54f8375319ec/Quarterly-Home-Care-BDO-Sector-Update.pdf>

³ <https://www.bdo.ie/getmedia/f9d78036-45c7-4e99-9bde-54f8375319ec/Quarterly-Home-Care-BDO-Sector-Update.pdf>

In 2025 our Community Employment (CE) continued to provide **RSG** with much needed supports from office administration to personal assistant services in our onsite Resource Centre in Derrane. This is all due to the excellent management of the scheme by Bernie Connolly to which I extend a huge thank you.

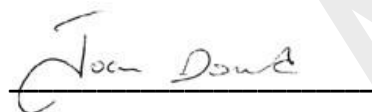
Likewise, the support and understanding of service users and their families must also be acknowledged and similarly the support of all our stakeholders, all of which contribute in no small measure to what is a valuable and valued service.

I wish to acknowledge and thank the Board of Management Trustees for their continued leadership, guidance and oversight throughout the year. I cannot look back on 2025 without acknowledging the dedication and leadership one of our long serving Board Trustees, Kevin McBrien, throughout his years of service. Kevin retired at AGM in May 2025 and his steady guidance and commitment to RSG's mission have been deeply valued, and we extend our sincere thanks to Kevin for his valued contribution to the RSG's journey.

Finally, as we approach 2026, **RSG** is excited about the opportunities that lie ahead. Lots to ponder including preparations for the impending regulations in home support and similarly preparations for the HSE's new Disability Home Support Authorisation Scheme, similar to the HSE's current Home Support Authorisation Scheme for Older Persons Services.

However, our commitment to improving the lives of service users through the provision of PA and home support services and enhancing the service experience and offering of our learners will continue to guide our actions. By maintaining our services percentage and expanding where possible, embracing new technologies, and maintaining a strong focus on staff development and person-centred care, we look forward to another year of progression, innovation, and collaboration.

So, as we reflect on 2025, I want to again express my deepest appreciation to our staff, umbrella partners, funders, Board of Management, and, most importantly, our service users. Your trust in RSG is what drives us forward.



Joan Dowd
Chief Executive Officer (CEO)

Section 4: RSG's Values and Objectives

RSG's Values

- We value our service users, employees, and stakeholders.
- We aim to communicate with our service users, employees and all stakeholders in an open and inclusive way which will ensure transparency and accountability in all aspects of the services we deliver.
- Our aim is to build a strong professional business that has a reputation for being trustworthy and confidential in all our dealings with our service users, employees and all our stakeholders.
- We will treat all our service users with empathy, sensitivity, and dignity at all times.
- We aim to be a business where dignity and privacy of all individuals we deal with, is respected, and valued and recognised that working in a respectful environment will enable us to achieve more.
- We will ensure that all our services are transparent, trustworthy, and reliable and are delivered to the highest quality standards as laid down by our stakeholders and that everyone takes responsibility and accountability for all actions taken in delivering of all our services.

RSG's Objects

- a) To promote training, education and general rehabilitation and welfare for people with disabilities and older people.
- b) To promote the co-ordination and integration of services for people with disabilities and older people.
- c) To develop services for people with disabilities and older people according to their changing and developing needs.
- d) To provide a Personal Assistant (PA), Home Support, Assisted Living service and or associated service to people with disabilities and older people in their home, workplace or socially.
- e) To promote disability awareness and the philosophy of Independent Living among the public.
- f) To provide a structured programme of information, advice, support and advocacy services for Service Users, staff, carers, and families in respect of their rights, benefits, and entitlements.
- g) To promote and provide person-centred flexible learning and training in partnership if appropriate to people with disabilities.

Quality and excellence remain at the core of all **RSG** services. To maintain and continually improve the standard of our supports, we invest consistently in staff training, development, and reflective practice. We actively welcome feedback through customer surveys and our Customer Care Team, ensuring that service users' voices shape our ongoing improvements.

RSG first achieved the respected Trusted Charity quality mark (formerly PQASSO) in March 2019, an accreditation that recognised our strong commitment to delivering high-quality services, supported by the Disability Federation of Ireland (DFI). As the Trusted Charity standard concluded in 2022, RSG adopted Improving Quality (IQ) as our new quality framework. IQ places particular emphasis on governance within not-for-profit organisations. By pursuing this independent governance and quality assurance accreditation, RSG not only upholds the highest operational standards but also ensures full alignment with the Charities Governance Code.

RSG is currently progressing the implementation of the IQ framework, reinforcing our dedication to transparency, accountability, and continuous service improvement.



IN 2025



Section 5: RSG’s 2025 Operations Year End Report

RSG’s Service Provision Performance Summary

Care Services

RSG continued its work as an approved HSE Care Provider throughout 2025, delivering a broad range of supports funded by the HSE, including home care and personal assistant services. The Care Team plays a central role in coordinating these services, managing staff, and maintaining complex schedules, and they remain deeply valued for their compassion, professionalism, and consistently high standards of care.

During the year, we maintained our strong commitment to delivering high-quality support to all service users and Resource Centre participants.



Figure 1 – Minister Hildegard Naughton Visit August 2025

Across 2025, RSG delivered more than **80,000 HSE-funded hours**. This included over **33,000 hours of home support** provided under our Service Arrangement through the Tender2023 Authorisation Scheme, supporting older people living throughout County Roscommon and those on the Mayo and Galway borders.

We also delivered almost **48,000 Personal Assistant (PA) hours**, encompassing both in-home and community-based social support, to individuals under the age of 65 with physical and/or sensory disabilities, in partnership with the HSE Disability Department in Roscommon. In addition, more than **1,500 personalised budget hours** were provided as part of the HSE’s personalised budget pilot scheme.

Alongside community supports, we delivered over **15,500 hours of direct Resource Centre engagement** at the DALE Resource Centre in Derrane. As an approved HSE provider, we continued to prioritise quality, safety, and continuous improvement across all aspects of service delivery—actively monitoring performance, responding promptly to feedback, and ensuring that risk is effectively managed to reduce any potential for harm.



Day Service	Disability PA	Older Persons
15,577.70 hours	47,124.75 hours	33,177.75 hours
Average of:	Average of:	Average of:
25 Service Users	77 Service Users	185 Service Users

Figure 2 – Delivered Service Hours 2025

RSG continues to grow, with a strong focus on accessibility, inclusiveness, and promoting social participation as essential components of wellbeing and community life.

Our 24/7 Care Service also remained an important additional support for service users who may not receive sufficient state-funded hours. This not-for-profit service is available day and night, offering monitored, professional care to older adults and to individuals of any age with physical or sensory disabilities. The service is designed to remain affordable, and service users may be eligible to claim tax relief on associated costs.

In 2025, our Care Services team continued to strengthen the quality of support we provide, with several new initiatives warmly welcomed by our service users. This year saw the introduction of personalised birthday cards, including special acknowledgements for milestone birthdays, a gesture that has helped deepen our connection with those we support and has been met with heartfelt appreciation.

2025 also saw us establish a new service user WhatsApp broadcast groups to enhance communication, allowing service users to receive timely updates such as the company newsletter and important service information. These channels have been implemented fully in line with GDPR requirements and have already proven to be an effective, inclusive, and accessible way to keep our community informed and engaged. Together, these initiatives reflect our ongoing commitment to meaningful, person-centred care and continuous improvement in how we connect with and support our service users.

In 2025 we also introduced our 'Birthday Recognition Initiative' to recognise the birthdays of our service users, mindful that some individuals may not have received a birthday card for some time. This small gesture has been very positively received and has generated excellent feedback. Additionally, for significant birthdays (e.g., 90th), the Care Team arranges flowers or chocolates which are personally delivered to the service user by a member of the care team. This helps strengthen the relationship between RSG and our service users and reinforces our commitment to recognising each individual as a person, not simply as a number.

[RSG's Resource Centre Day Services](#)

RSG's Day Resource Service facilitates the delivery of structured activities Monday to Friday weekly to people with disabilities on a person-centred basis with the freedom to choose the service.



Figure 3 – Resource Centre Art 2025

RSG's Resource Centre Independent Living Life Skills Programme provides a range of tailored workshops designed to enable people, with a physical or sensory disability and under 65, to live full and independent lives at home and in the community including such activities and programmes as horticulture, fitness, music, art, and one to one computer tuition classes in our fully accessible building. accessible hairdressing unit, known as The Oak Room, available Monday to Friday for service users between 18 and 65 with a physical or sensory disability.

The Resource Centre broadened its programme offering in 2025, placing greater emphasis on creative and skill building activities. The introduction of a structured art programme proved especially successful, offering service users new avenues for self-expression, confidence building, and social engagement. The expansion of activity choices reflects the Centre's commitment to delivering a diverse, meaningful, and person centred day service.

Despite broader sectoral challenges, the Resource Centre was successful in maintaining stable service user participation throughout the year. This consistency demonstrates the strong trust and connection between the Centre, service users, and families. It also underscores the value of the Centre's supportive environment and the dedication of staff in delivering high quality services.

The support of the **CE Scheme** funded by the DSP, under the direction of Bernie Connolly, makes the delivery of these programmes possible. Transport for the Resource Centre is the only element of the business that is not grant funded or assisted and as such is rather reliant on donations and fundraising. We extend our deepest gratitude to our participants, their families, our dedicated staff, and all our supporters for their unwavering commitment.

Accessible Transport

The Resource Centre accessible transport continues to be one of the most critical supports provided by the Resource Centre, ensuring service users can access RSG's Resource Centre Day Services, community activities, and healthcare appointments. Our dedicated transport service provides door-to-door accessibility, allowing participants to engage fully in daily activities, social opportunities, and therapeutic programs. The CE Scheme, funded by the DSP under the direction of Bernie Connolly, operates this service and without this support it would not be possible. Volunteer drivers are always welcome to increase transport availability. Accessible transport can be availed by all service users receiving a personal assistant service subject to the vehicles and driver's availability.

Wins for RSG in 2025

Q3 2025 saw the beginning of RSG's sustainability initiative project with the installation of solar panels on our Resource Centre Dale building. This project was funded by way of The Community Climate Action Programme supported by Roscommon County Council. This initiative marks a major step toward reducing our carbon footprint and embracing renewable energy. We look forward to a cleaner, greener future powered by the sun and continuing to the next phase heat pump in 2026!

Other grants obtained in 2025 were the HSE Sensory grant which has allowed us to order astroturf to be put in front of the Dale to make the area accessible to our Service Users. Several other small grants were obtained for our resource centre to carry out projects such as tactile art and lighterella.

A major operational success in 2025 was the approval and ordering of a new bus following a competitive tendering process. This investment represents a significant step toward modernising the Resource Centre's transport fleet, improving accessibility, and reducing maintenance demands associated with older vehicles. The forthcoming addition of the new bus will enhance service reliability and expand opportunities for community based activities.

In 2025, RSG launched our updated website designed by MyIT Design. The team at MyIT Design provided us with a wonderful modern design and did a fantastic job fulfilling our request for accessibility options, providing us with the ability to increase the size of the text and a high-contrast display mode, giving improved readability on any page on the site and greatly helping those with visual impairments.

2025 also saw RSG upgrading our computer system replacing staff aging and slowing hardware. This new arrangement provides greater flexibility for staff that would be working away from the offices, either through a working from home arrangement or operational disruptions, e.g. disruption due to the electricity supply or adverse weather conditions making travel dangerous.

Satisfaction Survey Results

Anonymous Stakeholder Satisfaction Surveys are conducted annually for both staff and service users. Evaluating operations, communication and satisfaction levels are necessary to the continued success of **RSG**.

The purpose of such surveys is not only to determine stakeholder satisfaction levels in gauging our performance but to identify opportunities for improvement by eliciting valuable feedback to ensure continual progression.

Survey questionnaires were conducted using Google Forms, with links securely distributed via email and WhatsApp broadcast messages. This approach ensured full confidentiality and anonymity while maintaining compliance with data protection and GDPR regulations.

Satisfaction Survey Results – Personal Assistant and Home Support Services for Older Persons

2025's PA and Home Support services results were yet again overwhelmingly positive, highlighting strong relationships, exceptional service delivery, and a commitment to meeting service user needs. Specific feedback emphasising our responsiveness, professionalism and expertise. These insights reinforce our dedication to continuous improvement and maintaining the high standards our service users expect.

With separate surveys conducted in 2025, response rate to 2025's surveys, similar to previous years at was 48% for home support survey and 54% for personal assistant service survey. Both survey results showing a satisfaction rate of almost 95% again similar to previous year.

Satisfaction Survey Results – Day Services Participants

The 2025 satisfaction survey for participants in our RSG Resource Centre once again delivered exceptionally positive feedback. Participants highlighted their appreciation for the welcoming atmosphere, the professionalism and expertise of our staff, and the variety of meaningful activities that support independence, confidence, and overall wellbeing. Many also acknowledged our strong commitment to inclusivity, accessibility, and personalised support.

As in previous years, almost 90% of respondents reported being satisfied with the overall quality of the service. This reflects high ratings for responsiveness, professionalism, and the skill of our team. These results reinforce our ongoing dedication to enhancing quality of life and continually improving our services to meet the needs of those we support.

Our Staff

RSG's almost 110 full and part time dedicated staff are the backbone of our operations, playing an essential role in delivering high-quality services and support. Their expertise, compassion, and commitment ensure that service users receive the care, assistance, and opportunities they need to thrive. Whether working directly with service users, coordinating essential programs, or managing administrative functions, every team member contributes to the seamless operation of **RSG**. We recognise and appreciate the hard work and dedication of our staff, whose efforts make a meaningful impact on the lives of those we serve and drive the success of **RSG**.

All staff remain fully compliant with all sector-mandated training requirements, ensuring the highest standards of care and service delivery. Regular training in areas such as safeguarding, health and safety, manual handling, and competency skills and assessment equips our team with the knowledge and skills necessary to provide safe, effective, and person-centred support. Continuous professional development remains a priority, reinforcing our commitment to excellence and compliance with industry regulations.

However, like many organisations operating in the health and social care sector, **RSG** experienced ongoing challenges in recruiting and retaining experienced staff. Increased competition for skilled personnel, combined with sector-wide recruitment pressures, created difficulty in ensuring consistent staffing levels. Retaining staff is essential for maintaining high-quality, person-centred supports, and **RSG** continued to prioritise employee wellbeing, training, and engagement initiatives to strengthen workforce stability. That said, the environment remains challenging, and staff retention continues to be a key focus area for 2026.

However, 2025's staff stakeholder surveys we were very encouraged by the positive feedback we receive from our community staff, many of whom work with multiple agencies. Staff regularly describe RSG as one of the most supportive teams they work with. Indeed, some carers/ PAs have left other agencies or positions to solely work with RSG.



*Figure 4 – Employee of the Quarter Q1 2025
Michael Donoghue*

2025 also saw the introduction of our Employee of the Quarter Initiative, recognising the dedication of our staff. Service users and colleagues can nominate a homecare support worker, personal assistant, or colleague who has gone above and beyond in their role. The selected recipient receives a nominal voucher of their choice.



Figure 5 – Retiring RSS Employee Sean Rattigan and Training Officer Monica Cooney

Again, we acknowledge the contribution of our CE staff that assist **RSG** in providing much needed supports from office administration to personal assistant services in our onsite Resource Centre in Derrane and in the community under the management of Bernie Connolly. However, in 2025 we bid farewell to our Rural Social Scheme (RSS) staff member and dear friend Sean Rattigan who retired in September. We are truly grateful to Sean for providing us with much needed supports of caretaking and grounds and garden maintenance. Many thanks also to RSS Supervisor Noel Egan for his continued support shown to RSG.

Finally, volunteers, **RSG** have very good and dedicated volunteers who are overseen by our in-house company Volunteer Coordinator. Volunteers have played a big part in supporting the development of the organisation. Training is offered to volunteers on an ongoing basis. New volunteers are always welcome.

Challenges During 2025

In 2025, **RSG** faced several challenges as we continued to provide essential services. Including the following

1. Rising operational costs, including staffing, transport, and regulatory compliance, placed significant financial strain on our resources.
2. Resource Centre faced increased operational pressures due to rising fuel costs, higher insurance premiums, and the escalating price of replacement parts. Older vehicles required more frequent maintenance and unplanned repairs, which put added strain on budgets and occasionally disrupted scheduling. This highlighted the need for strategic long-term planning and investment to maintain a safe, reliable transport fleet.
3. Recruitment and retention of appropriately qualified staff remained a challenge, particularly in the face of ongoing sector-wide shortages and funding limitations under the Section 39 model.
4. Adapting to evolving regulatory requirements and maintaining compliance with healthcare standards required continuous investment in training and administrative oversight.

Despite these challenges, our team remained resilient, committed to innovation and collaboration to sustain and enhance the essential supports we provide. By delivering relevant training opportunities for staff, we ensure that **RSG** continues to meet the unique needs and challenges and increase employee satisfaction with the hope and intention of improving retention rates. 2025's staff attrition rate was down 4% to 20% which is optimistic.



Figure 7 – Employee of the Quarter Q2 2025 Marian Moran



Figure 6 – Employee of the Quarter Q3 2025 Mary Cox



Figure 8 – Employee of the Quarter Q4 2025 Catherine Roddy

Section 6: Training Department Review

2025 – RSG’s Training Department Year End Report

For many years, **RSG’s** QQI-Accredited Training College has played a vital role in supporting learning, skills development, and community growth across the region as an officially recognised Quality and Qualifications Ireland (QQI) Further Education and Training Awards Council) accredited healthcare related Training Service provider. The College has contributed greatly to the organisation’s mission by providing accessible healthcare related education for learners of all ages, supporting staff development, and strengthening opportunities within the local community. Its programmes have enhanced healthcare employability, promoted personal development, and fostered a culture of lifelong learning. The impact of this work has been felt not only by learners, but also by their families, our staff team, local employers, and the wider region, all of whom benefited from **RSG’s** QQI-Accredited Training College presence and contribution.



Figure 9 – QQI Awards Night April 2025

In 2025, the organisation undertook a comprehensive strategic review of all programme offerings within the QQI Training College. This review examined demand trends, operational capacity, resourcing requirements, and the broader landscape of accredited training provision. Following this thorough process, the Board of Management made the difficult and emotional decision in September 2025 to cease the delivery of QQI-accredited training modules, effective 31st December 2025.

This decision was not taken lightly. The QQI Training College has been an important part of RSG’s identity for many years, and the discussions involved significant reflection. Ultimately, the increasingly competitive market for accredited training, alongside the administrative and compliance burden, meant that continuing delivery was no longer strategically sustainable. The Board concluded that resources would be better directed toward emerging community needs and programme areas where RSG can have the greatest long-term impact.

Throughout this transition period, the organisation’s priority has been to safeguard learners’ interests. All registered learners were supported to complete their studies or were provided with appropriate guidance on alternative pathways.

RSG would like to express its sincere thanks to all who contributed to the Training College over its many years of operation. We extend particular appreciation to our outgoing Training Officer, Monica Cooney, who took early retirement in November 2025, for her commitment and leadership, as well as to all former Training College staff, including Tutors and Admin staff, whose dedication helped build and maintain the high-quality provision we were known for.

We also warmly thank the current staff team who supported the CEO and the organisation through the exit process. Their professionalism, flexibility, and commitment have been essential during this period of significant change.

In addition, we wish to acknowledge with gratitude the significant contributions of our tutors, Academic Board members, and Results Approval Panel members. Their expertise, time, oversight and commitment to academic integrity and learner success have been invaluable, and their work has played a critical role in maintaining the quality and reputation of our accredited programmes.

We would also like to extend our sincere thanks to Quality and Qualifications Ireland (QQI) for their support, guidance, and partnership over the years. Their professionalism and cooperation have been greatly appreciated, and particularly during the exit process, where their assistance helped ensure a smooth and compliant transition for learners and the organisation.

As the organisation moves forward, **RSG** remains dedicated to delivering meaningful learning, personal development, and community support initiatives that align with our mission and strategic direction for 2026 and beyond.

Level 5 Healthcare Support Programme

In 2025, again saw an overall decrease in participants: key observations percentage difference 2024-2025 shows a decrease of 10% in 2025.

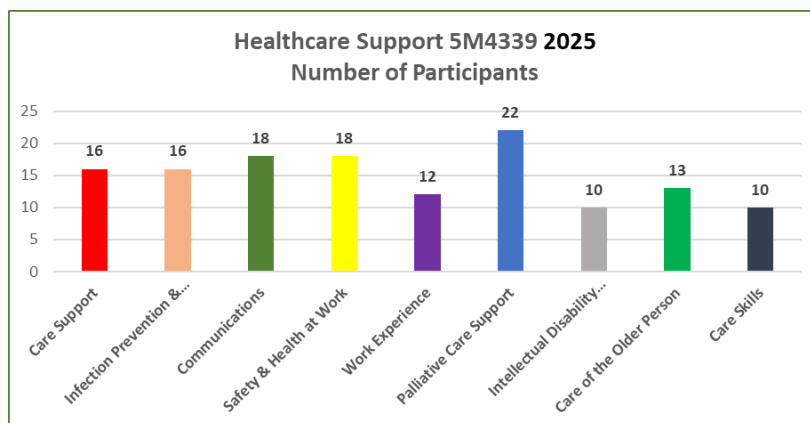


Figure 10 – Healthcare Support Number of Participants 2025

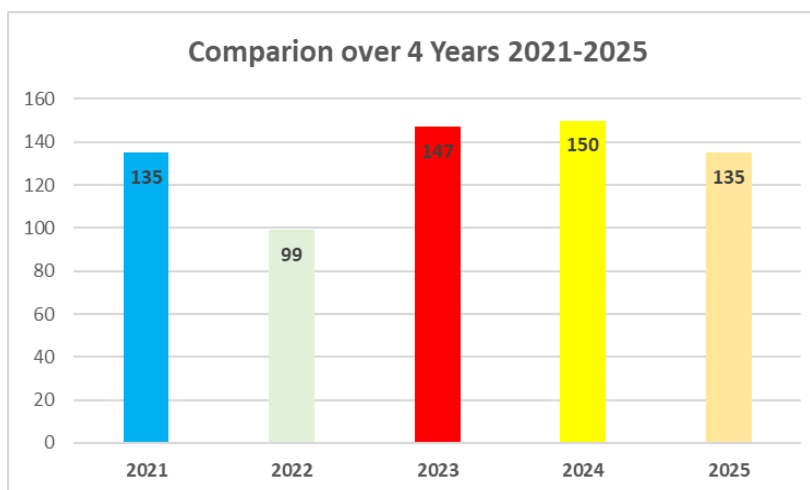


Figure 11 – Level 5 Healthcare Support Learners Number Comparison Over 4 Years

QQI Awards Night 2026

In March 2026, RSG proudly hosted the final QQI Awards Night, celebrating the exceptional achievements of our 2025 learners, the last cohort to complete their programmes under RSG’s longstanding QQI provision. Their success represents not only individual dedication and perseverance, but also the legacy of RSG’s commitment to quality education and community-centred training over many years.

We were honoured to welcome former Training Officer and valued colleague Monica Cooney as Guest of Honour. Also in attendance were Board Trustees Jim Ganly and Michael Cleary, along with former Chair of the Academic Board Geraldine Connolly, whose ongoing support and connection to our learners and tutors added great meaning to the occasion. The evening was expertly hosted by RSG staff member Olivia Beirne, whose professionalism and warmth set a celebratory tone throughout.



Figure 14 – Current Employee
Rosie Hart



Figure 13 – CE Participant
Aidan Rafferty



Figure 12 – Former Employee
Martina Kenny

During her address, CEO Joan Dowd reflected on the significance of the 2025 cohort and spoke candidly about the organisation’s decision to cease QQI operations. She emphasised that this was an emotional and carefully considered choice, not taken lightly, and acknowledged the deep history, pride, and impact associated with RSG’s training programmes. Joan outlined that, in an increasingly competitive and rapidly evolving training market, the Board ultimately determined that stepping back from QQI provision was the most responsible and sustainable path for the organisation’s future.

The night served as both a celebration of learner achievement and a heartfelt recognition of the legacy created by all who contributed to RSG’s QQI journey. It was widely regarded as a fitting and uplifting tribute to the dedication of learners, tutors, staff, and supporters over the years.

Conclusion and Future Direction

As **RSG** concludes its delivery of QQI-accredited programmes, we again extend our sincere thanks to Quality and Qualifications Ireland (QQI) for their support, guidance, and partnership over many years. Their cooperation throughout our exit process has been invaluable, ensuring a smooth and compliant transition for both the organisation and our learners.

While this marks the end of an important chapter, it also signals the beginning of a new phase for **RSG’s** Training Department. Looking ahead to 2026 and beyond, **RSG’s** Training Department will continue to provide Manual Handling and People Movement training for staff, service user families and general public. **RSG** also plans to refocus and expand its training offering by delivering high-quality non-accredited programmes aligned with sectoral and organisational needs. Planned training provision includes:

- Pre-Hospital Emergency Care Council (PHECC) First Aid Response (FAR)
- CPR and Automated External Defibrillator (AED) Training
- Prevention and Management of Aggression and Violence (PMAV)
- Additional sector-specific mandatory training modules, to be added as service needs evolve.

RSG remains committed to providing accessible, practical, and high-impact training that supports staff development, enhances service quality, and strengthens community safety and wellbeing. This renewed focus ensures that training continues to be an integral part of the organisation’s work, aligned with both regulatory requirements and the skills needed across the health, social care, and community sectors.



Section 7: Community Employment (CE) Review

2025 – RSG’s CE Project Year End Report

This report is for the period 1 January 2025 to 31 December 2025 and covers the second part of the CE Scheme 2024/25 and the first part of the CE Scheme 2025/26.

Table 1 – CE Funding 2025

<u>FUNDING RECEIVED 2025</u>	
	€'s
Total Participant Wages	€224,935.50
Employers PRSI was claimed on Materials and paid by the DSP	€1,336.25
Supervisor Gross Wages	€46,973.39
Employers PRSI (paid by the DSP)	€5,265.68
Total Materials less PRSI	€8,905.77
Total Participant Development	€6,928.01
TOTAL FUNDING RECEIVED	€294,344.60

Materials Grant

The Materials Grant for the year was based on €13.50 per actual number of payments made to employees (excluding Supervisor).

The Exceptional Payment of up to €1,000 was first introduced in the Budget 2024 to assist towards the rising cost of materials and was in addition to the Materials Grant.

There were two additional Exceptional Payment introduced in the Budget 2025:

1. To cover the cost of Employer’s PRSI for Participants.
2. Claim up to €1000 for materials in addition to the Materials Grant.

Development Training - QQI Accredited Training

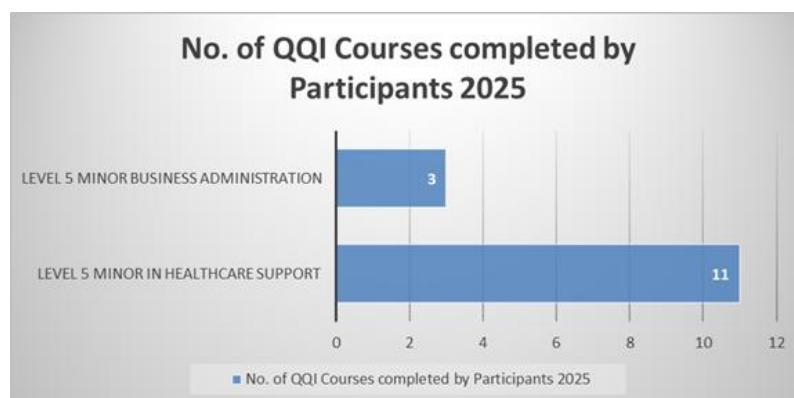


Figure 15 – No. of QQI Courses Completed by CE Participants

Other Development Training – Non-QQI Training



Figure 16 – CE Development Training – Non QQI Accredited

Turnover of CE Participants 2025

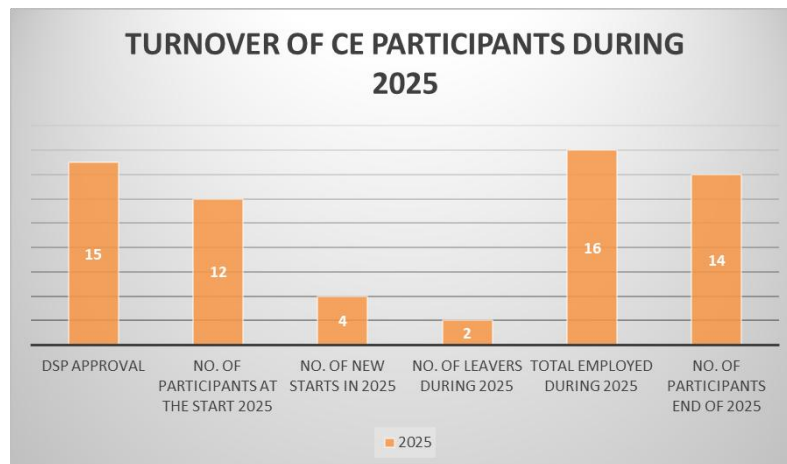


Figure 17 – Turnover of CE Participants 2025

The year 2025, there were plenty of job opportunities, in particular in the area of Health and Social Care which meant improved progression rates in particular for the RSG CE Scheme. Out of 2 participants that left the scheme in 2025, 1 participant who was fully qualified and achieved major award in Healthcare Support QQI Level 5 found employment, in the Health and Social Care Sector.

Table 2 – CE Staff Progression Stats 2025

LEAVERS – PROGRESSION DURING 2025

- 3 Leavers
- 1 Participant found employment Sponsor Organisation RSG
- 1 Participant returned to Jobseekers

50% Progression into Employment

There was an increased need by the HSE and HSE approved agencies for Home care staff so the work and training provided by the Health and Social Care schemes such as ourselves is invaluable.

Staff that work in Health and Social care scheme and are prepared to complete the QQI L5 training in Healthcare Support or Health Service Skills, and meet suitability criteria, will have very little difficulty if any in securing employment in the area of Healthcare.

During the year 2025, the Scheme consisted of Clerical Staff, IT Support, Drivers for accessible transport, Caretakers and Personal Assistants to people with disabilities and Home Care Support workers for older people and Radio Presenter/Producer with our sub sponsor Ros FM Radio.

RSG's CE 2025 Statistics

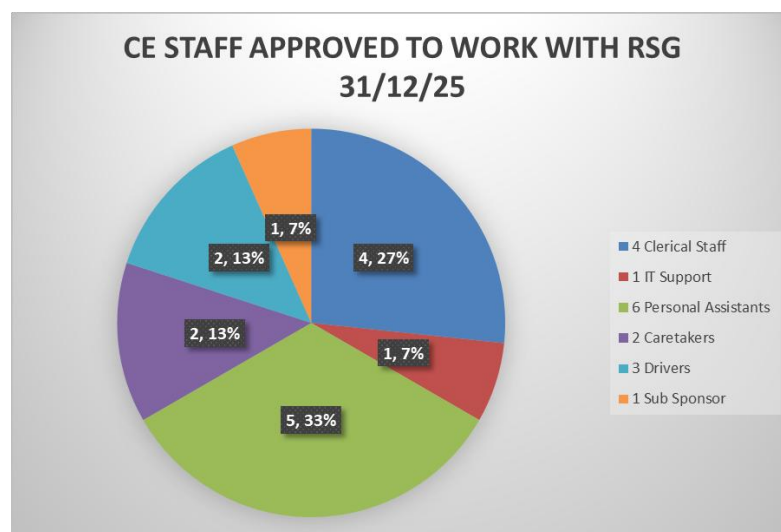


Figure 18 – CE Staff Approved to Work with RSG to end of December 2025

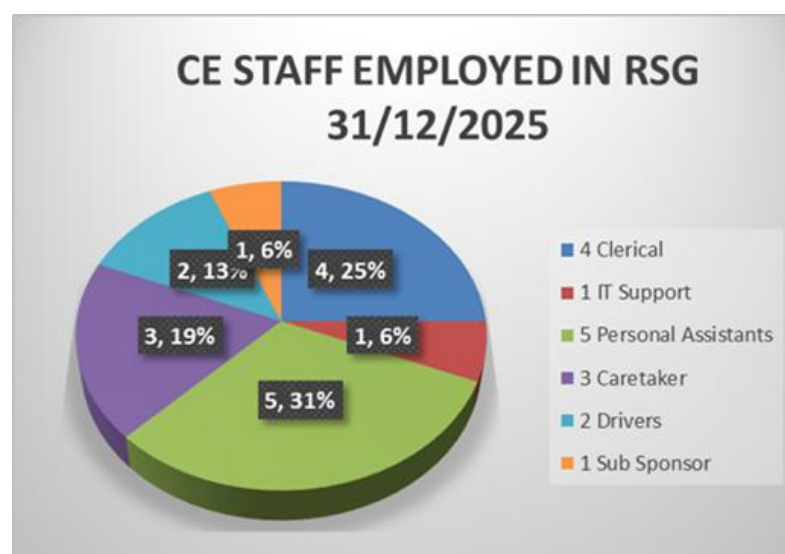


Figure 19 – CE Staff Employed in RSG to end of December 2025

Recruitment was a challenge in 2025 as there are very few referrals from the DSP and personal applications. Vacancies are advertised through www.jobsireland.ie; RSG Facebook page and Local Press.

Table 3 – Work Carried Out By Staff On The CE Scheme 2025

WORK CARRIED OUT BY STAFF ON THE CE SCHEME 2025

- CE Staff in the Community provided services to Older People
- CE Staff in the Community provided Personal Assistant services to people with physical and/or sensory disabilities
- CE Staff provided person centred training, in computers in the Resource Centre and the Training Department
- CE Staff provided IT Support assistance to the whole Organisation including staff in the Community who needed assistance with online training
- CE Staff provided support and administration assistance in the QQI accredited Training Department
- The Day Resource Centre Accessible Transport Service is provided by CE Staff
- Administration of the CE Scheme was carried out by the Supervisor and CE Administrator employed on CE
- The Resource Centre Independent Living Skills Programme and is fully supported by CE Staff
- CE Staff provide clerical/reception support to the Organisation
- CE Staff play their part in the maintenance of the premises at RSG
- CE Staff provided maintenance of the grounds and gardens
- CE Staff ensure security of the premises and are available for opening and closing for the Day Resource Centre services and activities and also Training Department courses evenings and weekends.

CE STAFF PLAY A SIGNIFICANT ROLE IN THE ORGANISATION

The RSG Community Employment Project is very successful in providing training opportunities, personal development and new skills and work experience for all CE Staff.

CE Staff have been provided with the opportunities to gain experience of working in the Disability and Older persons sector. RSG also provides its office staff a good office foundation; relevant work experience and the opportunity to complete training in Business Administration.

CE Staff have also been provided with comprehensive training enabling them to acquire essential skills, knowledge and attitudes to gain access to further jobs and/or training opportunities.

Additional Notes:

Paul Foxe & Co, completed the Auditor's Statement for the CE Scheme 19/06/2024 to 17/06/2025.

Section 8: Financial Review

2025 The Financial Year in Review

The company is dependent on income from the HSE in accordance with the Service Agreements. The directors have not been made aware of any significant changes to the current Service Arrangements and are satisfied they have sufficient funds to continue in operation. There have been no other significant events affecting the company since the financial year ended 31 December 2025.

Financial Results

2025 saw a 4.79% increase in income to €148,127, mainly due to an increase in the HSE income due to rate increase mid-year for PA service delivery and Workplace Relations Commission (WRC) pay restoration process.

At the same time, expenditure increased by 4.24% in 2025 to €2,773,484 this primarily was due to an increase in wages and other utilities costs.

The surplus/(deficit) for the financial year after providing for depreciation amounted to €469,542 (2024 - €434,093). At the end of the financial year, the company has assets of €2,575,384 (2024 - €1,922,279) and liabilities of €582,687 (2024 €399,355). The net assets of the company have increased by €469,542.

The Income pie chart shows that HSE funded care services income accounted for 88% of income.

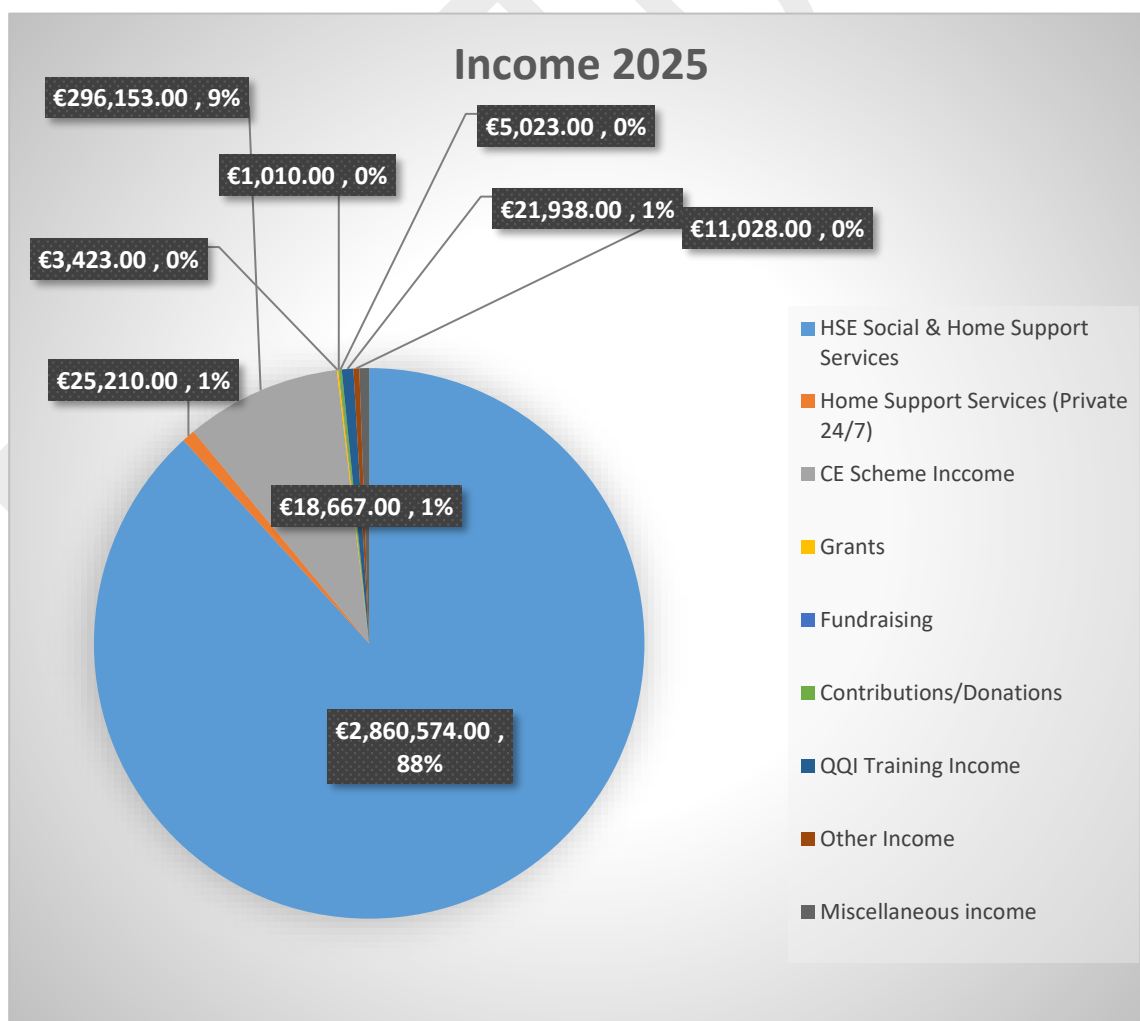


Figure 20 – RSG Income Analysis 2025

In 2025, **RSG** once again received funding arising from the Workplace Relations Commission (WRC) pay restoration process, as applicable to Section 39 agencies delivering services outside the remit of the HSE’s Authorisation Scheme for home support service delivery for older persons. **RSG** in 2025 yet again received a payment in recognition of the historical linkage between Section 39 pay arrangements and public sector pay scales, as acknowledged through the WRC process.

The receipt of these monies represents a significant step in restoring pay parity for our staff and aligns with national agreements to support the sustainability and retention of employees within the community and voluntary sector. The funding received has been applied in accordance with the terms outlined by the relevant government departments and will support both current and future salary commitments.

However, despite RSG being a Section 39 organisation, the official press release from Government on this and any future pay award states that funding for services commissioned through tendering arrangements, i.e., Authorisation Scheme, are not covered in the agreement as these are separately contracted with relevant providers.

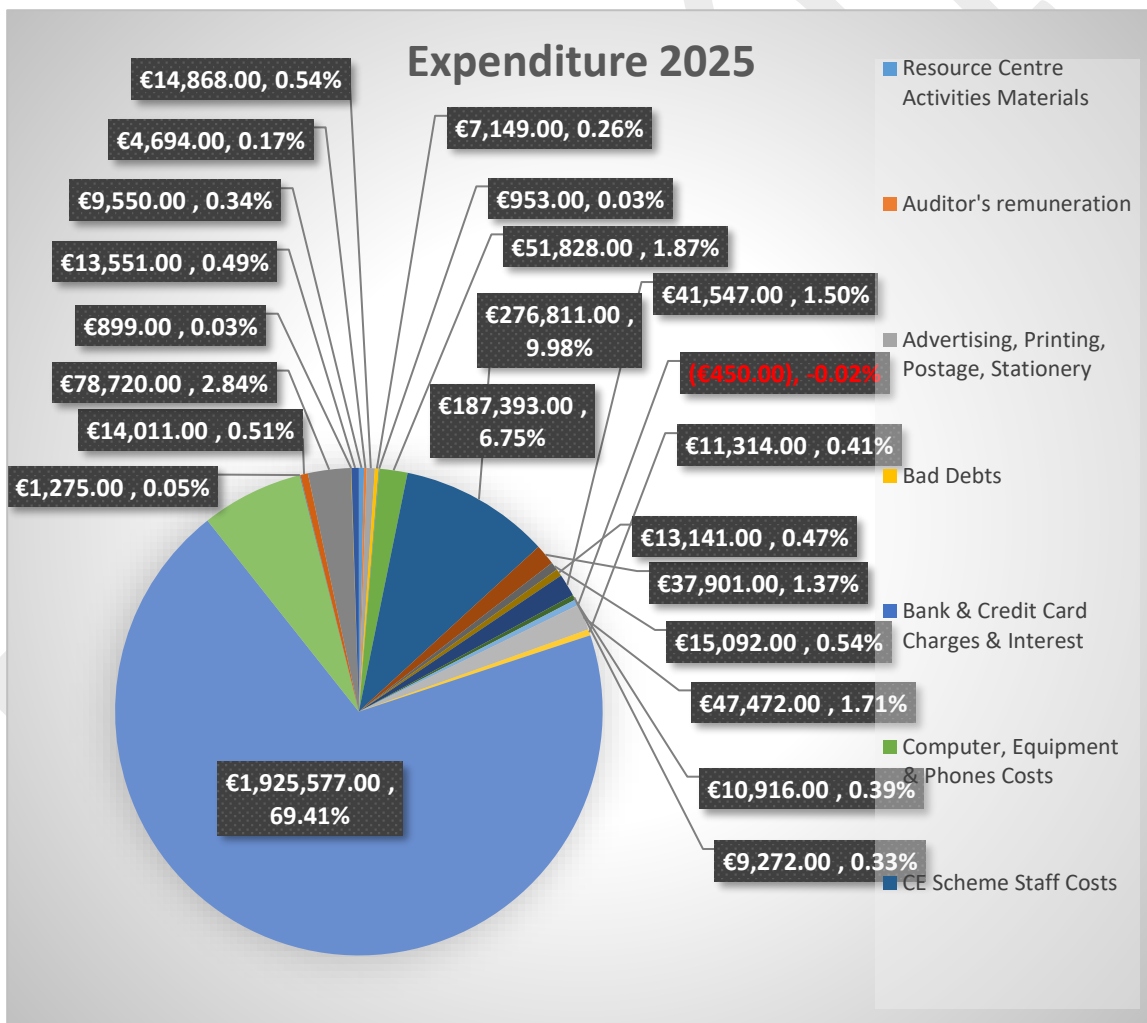


Figure 21 – RSG Expenditure Analysis 2025

Please refer to the separate Audited Accounts 2025 document for complete report on RSG’s 2025 financial operations.

Directors' Responsibilities Statement

For The Financial Year Ended 31 December 2025

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard, issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be readily and properly audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of Information to Auditor

Each persons who are directors at the date of approval of this report confirms that:

- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and the directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Signed on behalf of the board:

Insert TRUSTEE signatue page from audited accounts

Section 9: Structure, Governance & Management

Company Structure

Legal Structure

County Roscommon Disability Support Group (RSG) operates as a Company Limited by Guarantee with no share capital, trading under the registered name *County Roscommon Disability Support Group CLG* and governed by the provisions of the Companies Act 2014. **RSG** is also a registered Irish charity, holding charitable tax-exempt status under Sections 207 and 208 of the Taxes Consolidation Act 1997 (CHY 11009), and is listed with the Charities Regulatory Authority under Charity Number 20029166. The organisation is overseen by a Board of Management in accordance with its Company Constitution. RSG functions as a single legal entity and is a wholly owned subsidiary.

Board of Management

About the Board

The Board of Management remains firmly committed to upholding the highest standards of corporate governance, with transparency and accountability guiding all decision-making in partnership with staff across the organisation. In line with the Company Constitution, the Board's composition reflects the broad range of stakeholders connected with **RSG**.

RSG's Board of Management currently consists of nine (9) volunteer trustee directors who bring diverse experience and community perspectives to their leadership roles. They oversee the strategic direction and governance of the organisation and support the effective management of its services. All Board and committee members serve on a voluntary basis and do not receive remuneration; however, necessary out-of-pocket expenses may be reimbursed.

The Board is composed of the Chairperson, elected by the members, along with up to eight (8) further members elected at the AGM. Board of Management may, from time to time, increase or decrease the number of Board trustees and may co-opt individuals with specific skills or expertise when/if necessary.

Profiles of all Board members are publicly available on RSG's website at www.rsg.ie. Together, the Board's collective experience ensures strong governance, broad insight into the needs of our service users and stakeholders, and informed oversight across all areas of RSG's work.

Membership and Renewals of The Board of Directors During 2025

In accordance with **RSG's** Constitution Board members are elected for a three-year term by Company Members and Directors at the Annual General Meeting (AGM) and one third of the Directors should retire by rotation every year. The Board has the power to co-opt and appoint directors in the interim until the next Annual General Meeting.

At Annual General Meeting (AGM) on the 21st of May 2025 and attended by trustees, the company auditor (PF) and members of staff including the Senior Management Team. In line with **RSG's** Constitution all retiring directors were elected and re-elected as appropriate. Jim Ganly was reappointed Chairperson; Michael Cleary was re-appointed Company Secretary; Edel Butler was re-appointed Treasurer. Also, at the AGM all directors renewed their commitment to RSG in signing again their Code of Conduct, a practice that will be conducted annually.

At the May 2025 AGM, we marked the retirement of Kevin McBrien, who has served **RSG** with commitment, integrity, and unwavering support throughout their tenure. Kevin's guidance and steady leadership have contributed significantly to the growth and stability of RSG, and their dedication to our mission has left a lasting impact on both the Board and the wider organisation. We extend our sincere gratitude to Kevin for his service and wish him every success and happiness in the years ahead.

There were seven (7) board meetings in the 2025 calendar year and were each attended with the appropriate quorum and four (2) Special Board /Governance Subcommittee meetings.

Best Practice Governance

RSG is committed to maintaining strong governance practices, with an emphasis on continuous development and ongoing improvement across all aspects of our work. Day-to-day operations are led by the CEO, the Senior Management Team, and our dedicated employees, while the Board of Management provides strategic oversight. The Board recognises corporate responsibility as both a distinct duty and an interconnected commitment to our service users, staff, stakeholders, funders, and the wider community.

RSG holds full charitable status, a current Tax Clearance Certificate, and tax-exempt status for eligible donations. We remain fully compliant with the Charities Regulator's [Charities Governance Code](#), completing the required annual Compliance Record every year since 2019. RSG also adheres to the Guidelines for Charitable Organisations on Fundraising from the Public, ensuring transparency and accountability in all fundraising activities.

RSG is currently advancing the implementation of the **Improving Quality (IQ)** framework, our chosen successor to the previous Trusted Charity (formerly PQASSO) quality award. Designed specifically for the not-for-profit sector, the IQ Standard focuses on four core pillars—**accountable, welcoming, effective, and sustainable**—which together provide a comprehensive structure for strong governance, robust management, and high-quality service delivery.

Subcommittees of The Board

The Board is supported in its governance activities by several subcommittees. Each subcommittee operates under their respective terms of reference in line with **RSG's** Governance Manual.

RSG's subcommittees include:

- Finance Subcommittee (Including Communication, Grants & Fundraising Committee)
- Governance Subcommittee (Including Remuneration, Nominations & Staff Liaison Committees)
- Audit and Risk Subcommittee
- Quality & Safety Committee (previously formed part of the Risk Subcommittee)
- Community Employment Subcommittee/The Project Management Committee

Risks and Risk Management

As a Section 39 organisation delivering vital supports including services for individuals with physical and sensory disabilities and home support for older people, **RSG** recognise the critical importance of proactive and effective risk management.

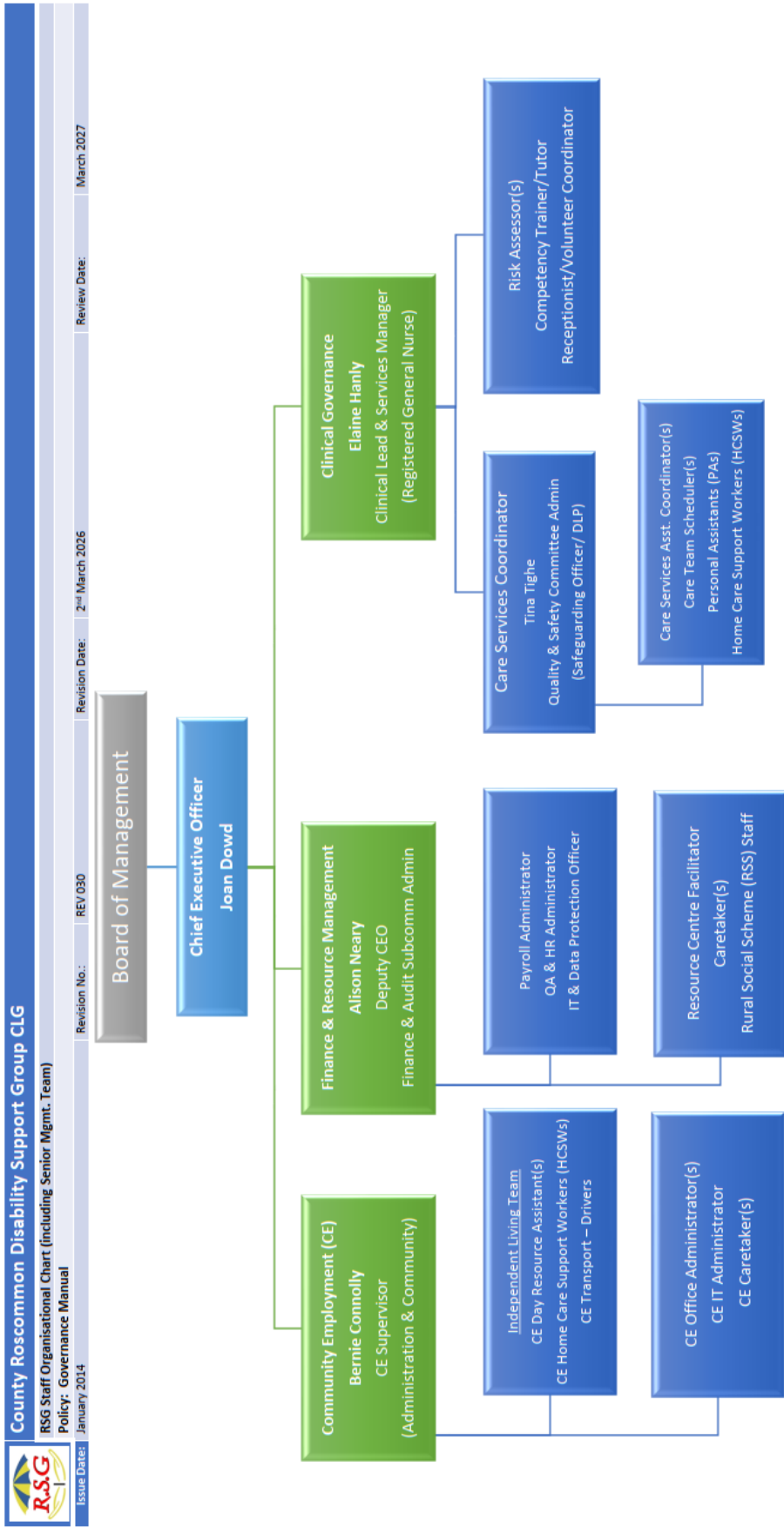
Throughout 2025, we actively monitored, identified, and mitigated key risks across our financial, operational, regulatory, and service-delivery functions, ensuring the continued sustainability, resilience, and high performance of the organisation.

Table 4 – RSG’s Risk Identification and Management Strategies

Identified Risk	Description	Risk Management Strategies
Financial Sustainability	Limited funding and rising operational costs continue to present financial pressures. Heavy reliance on government funding, combined with inflation and sector cost increases, affects our capacity to sustain and develop services.	Strong financial planning and proactive advocacy remain central to our response. RSG engages regularly with the HSE and relevant stakeholders to seek sustainable funding, explores diversified income streams, and implements cost-efficient practices to protect service quality. The Finance & Audit Committee and the Risk Subcommittee provide ongoing oversight of all financial risks.
Workforce Challenges	Recruitment and retention of suitably qualified staff remain challenging due to nationwide workforce shortages, increasing demand for skilled personnel, and constraints on funding that impact pay competitiveness.	Workforce development and retention are prioritised. Continued investment in training, employee well-being initiatives, Employee Assistance Programmes and progression pathways supports staff retention and helps maintain a skilled and motivated workforce.
Regulatory Compliance	Changing requirements within the healthcare and education sectors necessitate continuous compliance with regulatory standards, safeguarding policies, and mandatory training obligations.	Maintaining strong governance and full regulatory compliance is essential. Comprehensive policies, routine audits, and ongoing staff training underpin adherence to all statutory and sector standards. RSG also engages an external HR expert contractor to ensure robust, up-to-date compliance.
Service Delivery & Capacity	Growing demand for home support and disability services, combined with limited resources, can impact our ability to deliver timely, high-quality, person-centred care.	Strategic service planning and innovation help meet evolving needs. Resource optimisation, service redesign where required, and adherence to documented policies and procedures support consistent, high-quality service delivery. Comprehensive staff training fosters an ethos of quality and continuous improvement.
Health & Safety Risks	Protecting the health, safety, and well-being of service users, staff, and learners requires constant vigilance, training, and adherence to best-practice risk assessment across workplace safety, infection control, and transport activities.	Strong health and safety protocols are essential. Regular risk assessments, stringent safety measures, and ongoing training mitigate health and safety risks. Since March 2026, RSG has, in March 2026, engaged an external Health & Safety expert contractor to further strengthen our compliance and oversight.
IT & Data Protection	Increasing dependence on digital systems brings heightened risks relating to cybersecurity, data breaches, and GDPR compliance. Safeguarding sensitive information for service users, staff, and learners remains a critical priority.	Robust IT security and data protection measures are in place. RSG employs secure data-storage solutions, encrypted communications, strong cybersecurity controls, and regular staff training in GDPR. We also work with an external IT and Cybersecurity contractor to ensure best-practice protection and monitoring.

By taking a proactive approach to risk management, RSG remains dedicated to delivering high-quality, sustainable services for individuals with disabilities, older persons, and healthcare learners, while safeguarding operational resilience and maintaining full regulatory compliance.

RSG's Organisational Chart



County Roscommon Disability Support Group CLG
 RSG Staff Organisational Chart (including Senior Mgmt. Team)
 Policy: Governance Manual
 Issue Date: January 2014
 Revision No.: REV 030
 Revision Date: 2nd March 2026
 Review Date: March 2027

Figure 22 – RSG's Organisational Chart

Section 10: Other Directors' and Trustee Report Requirements

Accounting Records

The Board of Trustees has taken the measures necessary to ensure compliance with Sections 281–285 of the Companies Act 2014 regarding the maintenance of adequate accounting records. These measures include the implementation of robust financial policies and procedures, the employment of suitably qualified accounting personnel, the allocation of sufficient resources to the finance function, and the operation of secure, computerised accounting systems. The Company's accounting records are maintained at its registered office at Derrane, Co. Roscommon, F42 WK60.

Statement on Relevant Audit Information

In accordance with Section 332 of the Companies Act 2014, each director who held office at the date of approval of this report confirms that, so far as they are aware, there is no relevant audit information of which the Company's statutory auditors are unaware. Each director has taken all steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to ensure that the statutory auditors are aware of such information.

Auditors

The auditors, Paul Foxe & Company, Chartered Accountants and Statutory Audit Firm, having been reappointed in 2026, continue in office in accordance with the provisions of the Companies Act 2014.

Garda Vetting

RSG is fully compliant with the requirements of the *National Vetting Bureau (Children and Vulnerable Persons) Act 2012*. We implement comprehensive Safeguarding Vulnerable Persons at Risk of Abuse and Child Protection policies, aligned with the *HSE National Safeguarding Policy Framework*, the *Children First Act 2015*, and the *Children First: National Guidance for the Protection and Welfare of Children (2017)*. Our recruitment procedures incorporate best-practice Garda vetting, international clearance processes, and ongoing re-vetting of staff to ensure continuous compliance and the highest standards of safeguarding.

RSG also acknowledges the publication of new national safeguarding updates, including the 2025 Addendum to Children First: National Guidance and the Department of Health's 2025 National Policy Framework for Adult Safeguarding. We are actively reviewing these requirements and progressing the necessary updates to our internal safeguarding policies, training, and procedures to ensure full alignment and compliance throughout 2026.

Lobbying

In accordance with the Regulation of Lobbying Act 2015, **RSG** maintains records of all lobbying activity and communications with Designated Public Officials. **RSG** has submitted all required returns to the Register of Lobbying and remains fully compliant with the obligations of the Act.

Section 11: Plans for Future Periods: Strategic Planning

Plans for Future Periods

Looking ahead to 2026 and beyond, **RSG** remains steadfast in its commitment to delivering high-quality, person-centred services for individuals with physical and sensory disabilities, as well as providing essential home support to older persons in our communities. Through our strong service arrangements with the HSE, we will continue to enhance the independence, wellbeing, and quality of life of those who rely on our care, with a renewed focus on innovation, sustainability, and continuous improvement in service delivery.

As demand for community-based supports continues to grow, **RSG** will prioritise strengthening our capacity, investing in workforce development, and exploring new models of care that respond flexibly to the evolving needs of service users. We are committed to ensuring that our services remain inclusive, accessible, and aligned with national policy developments in disability, social care, and safeguarding.

In parallel, we will continue to advance digital transformation initiatives that improve communication, streamline processes, and enhance the overall service-user experience. This includes further developing our communications platforms, improving access to information, and supporting staff with modern tools that contribute to efficient, safe, and coordinated care.

Overall, our future direction is centred on strengthening our foundations, embracing positive change, and ensuring that RSG continues to play a vital, trusted role in supporting people to live with dignity, autonomy, and confidence within their own homes and communities.

Outlook for 2026

1. Staff Development and Retention

- a. Staff retention, of both community and administrative staff in our office in Derrane, has always been of great concern for **RSG** as a Section 39 Agency, but most definitely into 2025.
- b. In addition to QQI training, we will enhance our internal training and professional development programmes to ensure staff are equipped with the latest knowledge in care models and emerging technologies.
- c. Enhancing training and professional development opportunities for our staff is critical. In 2025, we plan to enhance our training programs aimed at equipping staff with the skills to work effectively with emerging care models and technologies.
- d. Retention strategies will be developed to ensure that we maintain a highly skilled, motivated, and compassionate workforce in the face of challenges such as staffing shortages.

2. Strengthening Partnerships with the HSE

- a. As a Section 39 organisation, maintaining strong and effective collaborations with the HSE will remain a priority. We will continue to work closely with the HSE to ensure alignment with national health and social care priorities.
- b. Pay differential between state counterparts and Section 39 organisations will remain an issue as the rising rate of inflation, circa 8% rate, is further eroding salaries, so staff are leaving the voluntary sector completely.

3. Sustainability and Funding

- a. Financial sustainability is key to continuing our mission. We will work on diversifying funding streams to support our Resource Centre transport services as this element is self-funded currently. We plan on enhancing Resource Centre transport fundraising campaigns.
- b. We will also engage in continuous dialogue with the HSE and government bodies to ensure that we secure appropriate funding levels to meet the growing demand for our services.
- c. Continuing our efforts in achieving parity of rate with other similar CIL providers for delivery of PA services.

4. Compliance and Governance

- a. Continued compliance with Charities Regulator's Governance Code to ensure **RSG** remains maintains an ethos of continual improvement by identifying not only our strengths but weaknesses so we can continue to improve and develop.
- b. Maintain good Governance policy and procedures to keep a pace of relevant legislation and regulatory requirements.
- c. Continual vigilance of all external and internal environment shocks should remain a priority of **RSG** so that we can remain flexible to amend our strategy if/when required.
- d. Preparations for RSG's new Strategic Plan 2025-2028.
- e. Progress Improving Quality (IQ) Quality Assurance Framework, the selected alternative independent Governance and Quality Assurance accreditation to the Trusted Charity accreditation.

5. Community Engagement and Advocacy

- a. Increasing our advocacy efforts for the rights of people with disabilities and older persons will be a key focus. This will include engaging with policymakers, local communities, and the public to raise awareness about the needs of our service users and promote inclusion.
- b. We will also continue to build partnerships with other organisations in the disability and aging sectors, including DFI, NACIL, NCCN to strengthen the overall support network for these vulnerable groups.
- c. Continuous collaboration with peer partnerships with our fellow CIL organisations and fellow NCCN member organisations, funders, HSE, and other sector organisations and leader.
- d. Working with peer groups via NCCN to progress the index-linking of provider HSE funding under the Older Persons Authorisation Scheme to match increases in the Living Wage, ensure continuity of payment for HCSWs (e.g., when service user is admitted to hospital) and sufficient funding rate for payment of travel time.

6. Focus on Client-Centred Care

- a. Ensuring that our services continue to meet the diverse and evolving needs of our service users is our top priority. In 2025, we plan to review our care services operating system with view to enhancing and ensuring efficiency of the process.
- b. We will also enhance feedback systems to better understand service user and family experiences and continuously improve our service offerings.

Challenges and Risk Management

While the outlook for 2026 is positive, there are several challenges that we anticipate in the coming year:

1. Staffing Challenges

- a. Recruitment and retention of skilled community staff will continue to be a challenge, particularly in the face of competition from other sectors and the broader healthcare sector.
- b. Recruitment of quality office and Resource Centre staff is also a major concern for RSG. Given the nature of care coordination and QCI programme delivery services, it is heavily reliant on attracting and retaining quality staff thus our staff are our greatest single asset.
- c. Given the continued uncertainty of 2026, and the ever-prominent recruitment crises in the home support services sector, demonstrates the necessity to remain flexible to change having the ability to respond to changing dynamics and circumstances, so continued agility must remain a firm focus of strategy implementation.

2. Financial Uncertainty

- a. Potential changes in funding structures, both from the HSE and other government sources, may impact our ability to meet the growing demand for services.

3. Policy Changes

- a. Preparations for impending regulations in the home support sector and ensuring equal regulation, licensing, inspection, and independent audit processes are place for all operators in the sector.
- b. Preparations for the HSE's Disability Home Support Authorisation Scheme, similar to the HSE's Home Support Authorisation Scheme for Older Persons Services.
- c. Government policy changes affecting both the healthcare and education sectors could present both opportunities and risks, and we will need to remain agile to adapt to any new regulations or funding models.
- d. To mitigate these risks, we will implement robust risk management processes, focusing on workforce planning, financial forecasting, and maintaining proactive engagement with stakeholders.

Conclusion

As **RSG** looks ahead to 2026, the organisation remains focused on strengthening the quality, reach, and sustainability of the essential services we provide across County Roscommon and neighbouring communities. Our priority continues to be delivering person-centred supports for individuals with physical and sensory disabilities, alongside vital home support services for older persons. Through ongoing collaboration with the HSE under our service arrangements, we will work to respond proactively to the growing and evolving needs of service users, ensuring continuity of care, enhanced independence, and meaningful community participation.

In the year ahead, **RSG** will continue investing in workforce development to support recruitment, retention, and staff wellbeing. This includes expanding training opportunities and strengthening professional development pathways. By nurturing a skilled, resilient, and values-driven workforce, we aim to meet rising service demands while upholding the highest standards of care.

RSG also plans to advance key digital transformation initiatives to improve communication, streamline internal processes, and enhance service-user engagement. These developments will support more efficient scheduling, improved safeguarding and risk-management systems, and stronger data security,

all contributing to better organisational performance and more timely, accessible information for service users, staff, and families.

In line with emerging national safeguarding developments including updated Children First guidance and the new National Policy Framework for Adult Safeguarding **RSG** will continue strengthening its safeguarding culture, policies, and training throughout 2026 to ensure full alignment with evolving best practice standards.

Sustainability, governance, and continuous improvement will remain at the heart of our strategic focus. **RSG** will continue progressing the Improving Quality (IQ) framework, reinforcing our commitment to transparency, accountability, and the delivery of safe, high-quality services. We will also explore innovative approaches to community support, partnership development, and service enhancement to ensure **RSG** remains adaptable, future-focused, and responsive to the communities we serve.

Overall, 2026 represents a year of consolidation, innovation, and strategic growth for **RSG** a continued commitment to empowering individuals, supporting independence, and strengthening the health and social care landscape across our region.

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Annual Report 2025

RSG

A Company Limited by Guarantee

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