



# Annual Report 2024

## 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 2024

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

## 2025



**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.



**Edel Butler – Treasurer**

Qualified solicitor and a chartered tax advisor with over 10 years post qualification experience as a tax consultant. Edel currently works with the Revenue Commissioners in Revenue's Legislation Service.



**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 – Academic Board Rep**

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



**Kevin McBrien – Director**

Former CEO of Co. Roscommon VEC and current chairperson of Roscommon MABS. Regional president and member of the national management council for the society of St. Vincent de Paul.



**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).



## 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.

Since 2010 **RSG** is also 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 has 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 2024**

<b>Jim Ganly</b>	Chairperson
<b>Eddie Harte</b>	Vice Chairperson
<b>Michael Cleary</b>	Company Secretary and Communications Officer
<b>Edel Butler</b>	Treasurer
<b>Margaret Treacy</b>	Asst. Secretary & Vice-Treasurer
<b>Hugh Farrell</b>	Academic Board Representative (Board Subcommittee)
<b>Kevin McBrien</b>	Director
<b>Joe Rynn</b>	Director ( <i>co-opted 15<sup>th</sup> May 2024</i> )

## **Senior Management Team**

<b>Joan Dowd</b>	Chief Executive Officer
<b>Elaine Hanly</b>	Clinical Governance & Care Services Manager
<b>Alison Neary</b>	Finance Manager
<b>Bernie Connolly</b>	Community Employment (CE) Supervisor

### Other Relevant Affiliations, Advisors, etc.

<b>Insurers:</b>	Everest Insurance (Ireland) DAC
<b>Bankers:</b>	Allied Irish Banks, Church Street, Roscommon Bank of Ireland, The Square, Roscommon
<b>Accountant/Auditor:</b>	Paul Foxe & Company Chartered Accountants Athlone Road, Ballypheasan, Roscommon
<b>Solicitor:</b>	Peter H Jones & Company Solicitors Abbey Street, Roscommon
<b>Special Advisors:</b>	Joe Cunnane, Accountant Yvonne Cunnane, Solicitor
<b>Employment Law Advisors:</b>	Adare Human Resource Management
<b>IT Support</b>	Zenotec
<b>Employment Assistance Programme:</b>	Hospital Saturday Fund (HSF)
<b>Affiliation &amp; Memberships:</b>	<ul style="list-style-type: none"><li>• Disability Federation of Ireland (DFI)</li><li>• National Community Care Network (NCCN)</li><li>• The Wheel</li><li>• Care Alliance</li><li>• Home Care Coalition (NCC)</li><li>• Pobal</li><li>• Roscommon County Council</li><li>• Health Service Executive (HSE)</li><li>• Department of Social Protection (DSP)</li><li>• Department of Children, Equality, Disability, Integration and Youth (DCEDIY)</li><li>• Department of Health (DoH)</li><li>• Quality and Qualifications Ireland (QQI)</li><li>• National Alliance for Centres of Independent Living (NACIL)</li></ul>



## Section 2: Chairperson's Statement

### Statement from Chairperson

Welcome again to **RSG's** Annual Report 2024.

Throughout 2024 **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.

2024 also saw continued provision of quality delivery of services to our learners for both QQI accredited qualifications and other non-accredited courses.

Service delivery remained consistent over 2024 but not without challenges. During the year several employees were allocated new responsibilities along with their normal tasks and this change has worked well and helps give our workforce greater flexibility. In 2024 we lost our valued Board colleague Stephen McCormack (Scramogue), and I again extend our sincere sympathy to Stephen's family.

In 2024, **RSG** proudly marked several important milestones, with a particularly memorable event taking place in August. We were delighted to welcome stakeholders, staff, friends, and members of the local community to celebrate our 35th anniversary. The occasion also saw the official opening of our newly refurbished training facility, *The Oak Room*, a warm and welcoming space made possible in part through funding support from Pobal.

I would also like to welcome two new board members namely Joe Rynn (Carrick on Shannon) and Edel Butler (Lecarrow). Their input and experience have been very much appreciated during the past year.

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 2024's Annual Report our goal is to provide our service users, their families, learners, 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 2024.

In 2024, RSG experienced a year of progress, resilience, and strategic growth, successfully navigating challenges while actively pursuing funding opportunities to ensure long-term sustainability. Throughout the year, the Senior Management Team continued its outstanding work, collaborating closely with the Board to advance RSG's strategic objectives.



**RSG's** core mission remains the provision of high-quality personal assistant services to our service users—individuals with physical and/or sensory disabilities living in County Roscommon. In addition to this, we deliver home care support services to older persons within the CHO2 region, primarily in County Roscommon, to support independent living. While both services operate under Service Arrangements (SAs) with the Health Service Executive (HSE), our personal assistant service is distinct in that it offers greater autonomy in addressing the specific needs of our service users. We strive to tailor this service to meet individual requirements, ensuring a person-centred approach. In contrast, home support services are designed for individuals aged 65 and over and are delivered in accordance with HSE specifications.

While 2024 presented challenges in service delivery, **RSG** remained steadfast in its commitment to excellence. With the support of our Board, we pursued entry into the Home Support Older Persons Services Authorisation Scheme as a sole provider. In May 2024, we successfully secured approval under the Tender 2023 Authorisation Scheme, enabling us to expand our provision of home support services.

In 2024, **RSG** continued to operate its accredited Training Department, which has been a Quality and Qualifications Ireland (QQI) Further Education and Training Awards Council (FETAC) accredited provider since 2010. The department successfully re-engaged with QQI in October 2021, reaffirming its commitment to delivering high-quality education and training. Throughout 2024, the Academic Board provided strategic oversight of programme performance, addressing staffing challenges and enrolment fluctuations while enhancing assessment processes. Learner feedback and tutor evaluations informed continuous improvements, ensuring academic integrity, streamlined assessments, and greater engagement.

During 2024, **RSG** remained committed to fostering accessibility and inclusivity for all Resource Centre participants with physical and sensory needs. Our onsite Resource Centre upheld a person-centred approach, delivering tailored programs that align with the unique abilities, interests, and preferences of each participant. Recognising that every individual's journey is distinct, we continue to shape our services to provide meaningful and personalised support.

2024 saw RSG celebrate several significant milestones, with August marking a particularly special occasion. We were honoured to welcome stakeholders, staff, friends, and neighbours to commemorate our 35th anniversary and officially open our new training facility, The Oak Room. This beautifully refurbished space, made possible through partial funding from Pobal, is dedicated to the memory of our esteemed former colleague and friend, Deirdre (Dee) Hussey, who sadly passed away in October 2022. The Oak Room stands as a lasting tribute to Dee's legacy and the values she embodied. We were privileged to share this moment with Deirdre's family, including her husband Declan, sons Ethan and Luke, parents Josephine and Jimmy, siblings Marie, Helen, Siobhan, and James, as well as her extended family. The event was also attended by her cousin, Fr. Donal Morris, who has since passed away. May he rest in peace.

I would like to take this opportunity to recognise the continued support of all the services support staff, the hardworking team in Derrane and of course the commitment of our community staff. Our Community Employment (CE) continues 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 we extend a huge thank you.

Equally, the Rural Social Scheme (RSS) continues to provide us with much needed supports including caretaking and grounds and garden maintenance. Many thanks to the Roscommon Leader Partnership and RSS Supervisor Noel Egan for their continued support shown to **RSG**.

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

However, I cannot look back on 2024 without acknowledging and mentioning the passing of one of our long serving Board Trustees Stephen McCormack (Scramogue), again we extend our sincere sympathy to Stephen's family. Ar dheis Dé go raibh a Anam Dílis.

Finally, as we approach 2025, **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 which is proposed for May 2025. 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 client-centred care, we look forward to another year of progression, innovation, and collaboration.

*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 are embedded in all **RSG's** service offerings. To sustain and enhance our quality of service offerings we continually invest in staff training and development. We encourage feedback through customer surveys and our customer care team. We were first awarded the prestigious Trusted Charity (previously known as PQASSO) accolade in March 2019 recognising **RSG's** commitment to quality in all its services, implemented with the support of Disability Federation of Ireland (DFI). Improving Quality (IQ) is **RSG's** chosen alternative to Trusted Charity which expired 2022. The IQ quality mark has a special focus on governance for not-for-profit organisations. The process of retaining some form of alternative independent Governance and Quality Assurance accreditation ensures **RSG** not only operations to the highest standards but also ensures that we meet the requirements of the Charities Governance Code. **RSG** is currently in process of progressing this IQ implementation.



# R.S.G. IN 2024



## Section 5: RSG's 2024 Operations Year End Report

### RSG's Care Service Provision Performance Summary

#### Care Services

**RSG** is an approved HSE Care Provider, and these services funded by the HSE vary from home care to personal assistant services and it is the role of the Care Team to manage these services, schedules and staff. The Care Team is held with deep regard and gratitude for their kindness and concern as well as their efficiency.

Throughout 2024, we continued to provide quality service to all service users and Resource Centre participants.

Delivering over 81,000 HSE funded hours in 2024, we provided almost 30,000 home support hours, by way of our Service Arrangement under Tender2023 Authorisation Scheme providing home support services for older persons living in Co. Roscommon and on the Mayo and Galway borders.

We provided almost 49,000 Personal Assistant (PA) services hours, both home and social support hours, to persons with either or both a physical and sensory disability under the age of 65 living in Co. Roscommon, via our Service Arrangement with the HSE Disability Department in Roscommon. We also provided over 1,500 personalised budget hours under the HSE's personalised budget pilot programme.

In addition to community support hours above, we provided over 10,500 hours of client facing Resource Centre activity hours at our DALE Resource Centre in Derrane. As quality HSE approved provider of services we continued to monitor the safety and quality of our service delivery and proactively responding to feedback in a process of continual improvement. This vigilance also ensures risk is managed effectively thus minimising any associated harmful outcomes.



Figure 1 – RSG's 35<sup>th</sup> Anniversary August 2024



Day Service	Disability PA	Older Persons
10,656 hours	50,440.50 hours	29,991.25 hours
Average of:	Average of:	Average of:
25 Service Users	75 Service Users	101 Service Users

Figure 2 – Delivered Service Hours 2024

**RSG** are growing and working hard to demonstrate accessibility and inclusiveness and recognise that social inclusion is essential.

**RSG's 24/7 Care Service** is an ancillary service available to our service users in addition to the state funded services to cater for people who are unable to access sufficient state services. It provides care for older people and people with physical or sensory disabilities of all ages. It is a not-for-profit affordable professional service available around the clock with out of hours monitoring. Tax relief may be claimed for costs incurred.



### **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 – Opening of RSG's Oak Room 6th August 2024*

**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. However, 2024 saw the Resource Centre service offering extended to that of an 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 Oak Room opened on 6<sup>th</sup> August 2024

is dedicated to the memory of Deirdre Hussey, a beloved former colleague and friend who passed away in October 2022.

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**

Accessible transport remains an essential component of our Resource Centre Day Services, ensuring that participants can travel safely and comfortably to the Resource Centre in Derrane. Our dedicated transport service provides door-to-door accessibility, allowing participants to engage fully in daily activities, social opportunities, and therapeutic programs.

Accessible transport can be availed of by all service users subject to the vehicles and driver's availability. Transport covers the county, and every effort is made to meet all requests but due to the geographical spread of the population it is not always easy to meet every request. 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.

This year, we continued to enhance our transport options, prioritising reliability, safety, and inclusivity to support the independence and well-being of those we serve.

### **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**

2024'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.

Response rate to 2024's survey was similar to previous years at 62% with survey showing a satisfaction rate of 99%.

### **Satisfaction Survey Results – Day Services Participants**

2024's satisfaction survey for our Resource Centre participants too yielded highly positive results. Participants expressed appreciation for the supportive environment, skilled staff, and engaging activities that promote independence and well-being. Feedback highlighted the service's commitment to inclusivity, accessibility, and personalised support. These results reinforce our dedication to enhancing quality of life and continuously improving our services to meet the needs of those we support.

Like previous years almost 90% of respondents expressed satisfaction with the overall quality of service provided. This includes promptness, professionalism, and the expertise of the service providers.

### **Our Staff**

**RSG's** almost 120 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**.

Our 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 disability awareness 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.

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. Likewise, our Rural Social Scheme (RSS) staff member continues to provide us with much needed supports including caretaking and grounds and garden maintenance.

In quarter two of 2024 **RSG** introduced the 'Employee of the Quarter' initiative to recognise and celebrate the outstanding contributions of our staff. This program highlights employees who demonstrate exceptional dedication, compassion, and professionalism in their roles. Each quarter, a staff member is selected based on service user, peer and management nominations, reflecting their commitment to delivering high-quality care and support to our service users. This initiative not only fosters a culture of appreciation and motivation but also reinforces our commitment to employee well-being and professional excellence.



Figure 4 – Employee of the Quarter & Service Awards 2024

**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.

### **Enhancing Quality of Life through Personal Assistance Services: A Case Study**

To highlight the huge impact of **RSG's** PA service, we are pleased to share the following case study, which illustrates how personalised support empowers individuals to live independently, enhance their quality of life, and fully participate in their communities.

The following case study explores the impact of personal assistance services in facilitating meaningful life experiences for individuals with disabilities. For the purpose of this study, both service user and PAs have provided full consent for the use of his first names.

Sean is a 58-year-old gentleman with a spinal injury who resides near Roscommon Town with his trusted companion dog Bella. Sean has a PA service from RSG and requires comprehensive assistance with all aspects of daily living.

During routine discussions with Seamus and Pat his two PAs, Sean expressed a desire to visit the coast of Achill for a day trip and allow Bella to swim in the sea. In response, the PAs took the initiative to extend this request into a two-night camping trip, ensuring that Sean could fully immerse himself in the experience while receiving his necessary support.

Given the complexity of Sean's care needs, extensive planning was required. Sean relies on a profiling bed and a full-body hoist for mobility and daily activities. To accommodate these needs, the PAs arranged for a trailer to transport the required medical equipment, along with additional provisions such as a large tent, television, chairs, a table, and sleeping bags for themselves. Recognising the necessity of medical oversight, the PAs also liaised with a local public health nurse to ensure all aspects of Sean's care would be covered while away.

The meticulous planning, from arranging the necessary medical equipment like a profiling bed and full-body hoist to coordinating with a public health nurse, highlights the importance of a holistic approach to care. It is not only about providing assistance with daily living tasks but also about ensuring that individuals with disabilities have access to experiences that contribute to their overall happiness and fulfillment.

The logistical challenges of transporting everything including a trailer, an accessible van, and all of Sean's and Bella's essentials demonstrate the extra effort that goes into making such outings possible. The fact that this initiative was taken without prompt or additional payment from RSG/HSE underscores the true spirit of personal assistance: prioritising the well-being and desires of the individual they support. The proactive efforts of the PAs in organising such a trip demonstrate a commitment to person-centred care that extends beyond conventional service expectations.

The successful trip resulted in Sean enjoying the simple pleasure of bringing Bella to swim in the sea, which speaks volumes about the transformative power of personalised care and support. Stories like Sean's are a testament to how compassionate support services can profoundly impact the lives of individuals with disabilities, allowing them to create joyful memories and engage with the world around them.



*Figure 5 – Sean, Pat, Seamus and Bella – Camping Trip 2024*

This case study exemplifies the invaluable role PAs play in enhancing the quality of life for individuals with disabilities. Sean, despite his spinal injury, was given an opportunity to enjoy a refreshing and uplifting experience thanks to the dedication and compassion of his PAs. The PAs initiative to plan not just a day trip but a two-night camping adventure showcases their commitment to going above and beyond for Sean's well-being.

This case study underscores the invaluable role of RSG's PA service in enabling independence, dignity, and improved quality of life, support that would not be possible without the dedication and commitment of RSG.

## **Challenges During 2024 – Care Services Department**

In 2024, **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. 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.
3. Likewise, the ageing population profile is placing stress on an already pressurised home care support sector. It is important for **RSG** to have the right recruitment strategy to help create an avenue for potential staff. Such challenges are also exacerbated by an extremely competitive market for carers.
4. Adapting to evolving regulatory requirements and maintaining compliance with healthcare standards required continuous investment in training and administrative oversight.
5. The demand for staff is a major problem as not only do we have to source staff, but they must be compliant in their qualifications, provide their own transport and are expected to upskill and update training which is difficult.

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. 2024's staff attrition rate was down 2% to 20% which is optimistic.



Figure 6 – RSG's Accessible Hairdressing Unit



Figure 7 – RSG's Oak Room – Training Facility



## Section 6: Training Department Review

### 2024 – RSG’s Training Department Year End Report

**RSG** is also an officially recognised Quality and Qualifications Ireland (QQI) Further Education and Training Awards Council) accredited Training Service provider since 2010. Operating within the County Roscommon Disability Support Group CLG, RSG provides training in healthcare, manual handling, and safe patient moving. The organisation is committed to delivering high-quality, person-centred training aimed at helping adult learners achieve their potential, access employment, and contribute to positive community change. RSG is a member of [NALA](#) Ireland and uses its eLearning resources to support learners. The company ensures independent oversight with qualified external members on its Academic Board Subcommittee to drive continuous improvement all overseen by the Board of Management (BoM).

With a commitment to excellence, our Training Department offers a range of programmes leading to QQI awards at Levels 3 and 5 on the National Framework of Qualifications (NFQ), catering to both staff and the wider public. We provide tailored training workshops and programmes in healthcare, manual handling, and safe patient moving.

In 2024, **RSG** continued to advance its commitment to high-quality education through the development and implementation of a Blended Learning Strategy. A key focus of 2024 was aligning **RSG’s** blended learning offerings with QQI [Guidelines for Blended and Fully Online Programmes](#). Significant efforts were made to update quality assurance (QA) policies, develop new procedures, and address potential risks to ensure compliance with QQI standards. Additionally, a thorough Gap Analysis was conducted including an action plan. **RSG** also worked on making its Healthcare Support Programme more flexible while maintaining academic integrity and ensuring learners received high-quality education.

#### Blended Learning

Blended Learning at **RSG** began as a response to the COVID-19 pandemic and has evolved into a key part of our educational approach. This method combines online virtual sessions with in-person classroom teaching, offering a flexible and interactive learning experience. By integrating tools like the Learning Management System (LMS), “GiraffePad” with traditional teaching, **RSG** ensures an inclusive, engaging, and adaptable education that meets learners' needs. This flexibility has allowed **RSG** to maintain high-quality education while providing accessible learning options.

In 2024, **RSG** developed a Blended Learning Strategy to meet the current QQI guidelines for Blended Learning. Our goal is to gain full QQI approval by June 2025. As part of this, we reviewed and updated our existing quality assurance documents and introduced new policies and procedures to maintain high standards in our blended learning programmes. **RSG** has identified some gaps after the completion of the Gap Analysis which will be addressed by March 2025. This action plan was submitted to QQI in December 2024.

#### Quality Assurance

- Blended Learning Strategy: Significant progress was made in developing a new blended learning strategy that will offer more flexible online learning in line with QQI Guidelines for Blended and Fully Online Programmes in September 2023.
- Action Plan: Approved and submitted to QQI in December 2024.
- Technology & Infrastructure Policy: New programme development policies and procedures to support the Blended Learning Strategy reviewed and approved.

- Gap Analysis Report – A full Gap Analysis and Self-Assessment approved by the Academic Board will be submitted to QQI in 2025.
- Application For Blended Learning. Reviewed and approved by the academic board.

### **Academic Board (AB)**

The Academic Subcommittee oversees all training, including blended learning, ensuring decisions are made with the best interests of learners in mind. This includes reviewing risks and managing challenges specific to blended learning. In 2024, the Academic Board focused on improving education quality, supporting learners, and maintaining academic integrity. Key priorities included the Blended Learning Strategy, improving quality assurance, and addressing staffing and enrolment challenges. A big focus was the [Blended Learning Application submission](#), Blended Learning Strategy, and the revalidation process of the Healthcare Support Programme going forward. The Board met four (4) times throughout the year to review the programme performance and ensure compliance with QQI standards. This report highlights our main achievements, challenges, and future goals as we move into 2025.

During 2024 The Academic Board noted the training department's high standards following the positive comments made by the External Authenticator. Finally, because of low interest and feedback from a survey conducted, the Board agreed to the retirement of the validated Level 3 modules and continue to utilise NALA-approved modules.

### **Managing Risk**

In 2024, **RSG** focused on managing risks for its Blended Learning Programme. The Academic Board is responsible for identifying and addressing these risks, which include non-compliance with standards (e.g., QQI and GDPR), accidents during the programme or work placements, loss of key tutors, payment issues, and IT system failures. To manage these risks, **RSG** conducts regular audits, follows safety protocols, offers tutor support, and ensures reliable technology. Risks are carefully monitored through a detailed risk register and mitigation strategies. RSG also regularly reviews these risks and gathers feedback from learners and staff to continuously improve the programme.

### **Programme Performance and Learner Engagement**

Most learners completed their courses, with very few dropouts, reflecting high completion rates. However, there were enrolment challenges, particularly with the Intellectual Disability Studies module, and the Person-Centred Focus to Disabilities module was not offered due to low interest. To address these challenges, the academic board recommended that we now focus our recruitment efforts on targeting Special Needs Assistants (SNAs) to boost enrolment and ensure the continued success of these programmes.

### **Internal Verification (IV) Process**

2024's Internal Verification (IV) process reviewed assessments across various modules, ensuring proper procedures were followed. Each assessment was individually checked without sampling and all/any issues identified. Some learners deferred skills demonstrations, resulting in no submissions.



### External Authentication

The 2024 review highlighted strong assessment practices, including well-structured assessment briefs, consistent marking, and constructive learner feedback. Positive aspects included comprehensive marking schemes, clear grading practices, and effective use of reflective models like Gibbs' Reflective Cycle. Organised learner materials, thorough internal verification, and efficient centre operations were also commended. The main recommendation was to improve referencing in learner submissions, but overall, the process was praised for its rigour and accuracy.

### Tutor Evaluation Across the Programme

All modules were well-structured and effectively delivered, ensuring that learners met the learning outcomes and programme objectives. The tutors expressed satisfaction with the assessment process, the time allocated for delivery, and the support received from RSG.

### Learner Evaluation Across the Programme

Overall, the programmes were well-received, with positive feedback on content relevance, tutor support, and learning tools. Virtual learning through Zoom and GiraffePad was effective, though some learners preferred in-person sessions.

### Level 5 Healthcare Support Programme

In 2024, the primary source of income for the Level 5 Healthcare Support Programme was from the public, contributing to 72% of the total income, an increase of over 12% in 2024.

### Training Stats – Key Findings

The percentage difference between the percentages of women and men in 2023 to the percentages calculated for 2024 across the full programme. The proportion of females has decreased (-8.93%), while the proportion of males has increased significantly (+23.90) in 2024.



Figure 8 – Healthcare Training Gender Breakdown

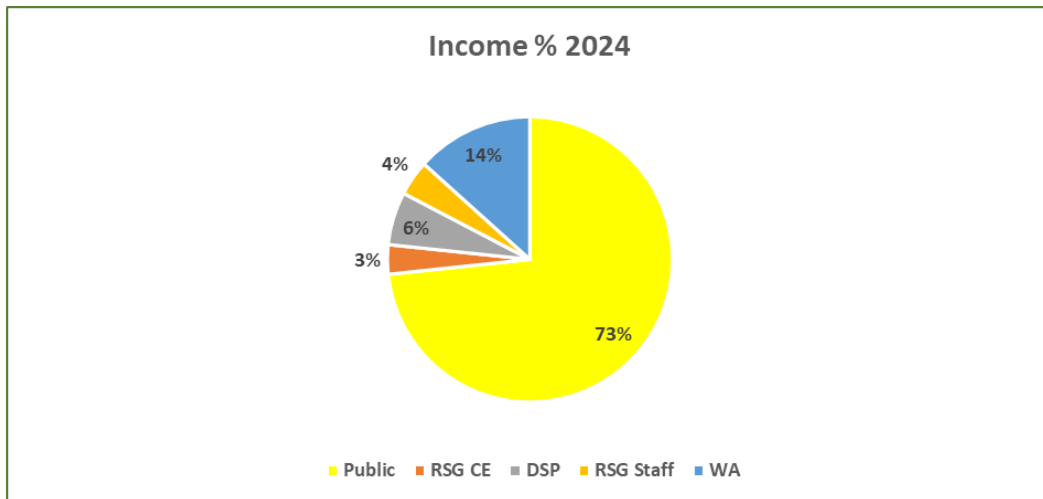


Figure 9 – Income Source Healthcare Support Training

Overall Increase in Participants: Key observations percentage difference 2023-2024 shows an increase of 1.3% in 2024.

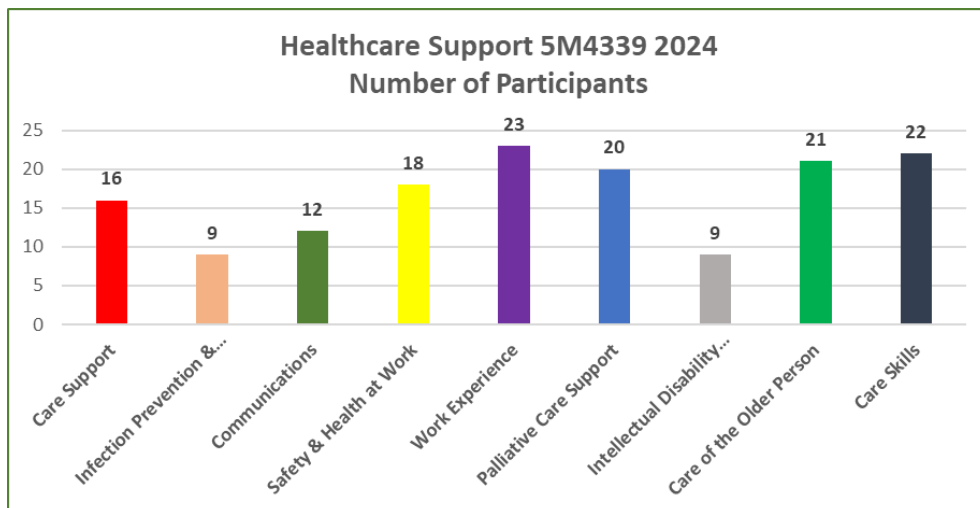


Figure 10 – Healthcare Support Number of Participants 2024

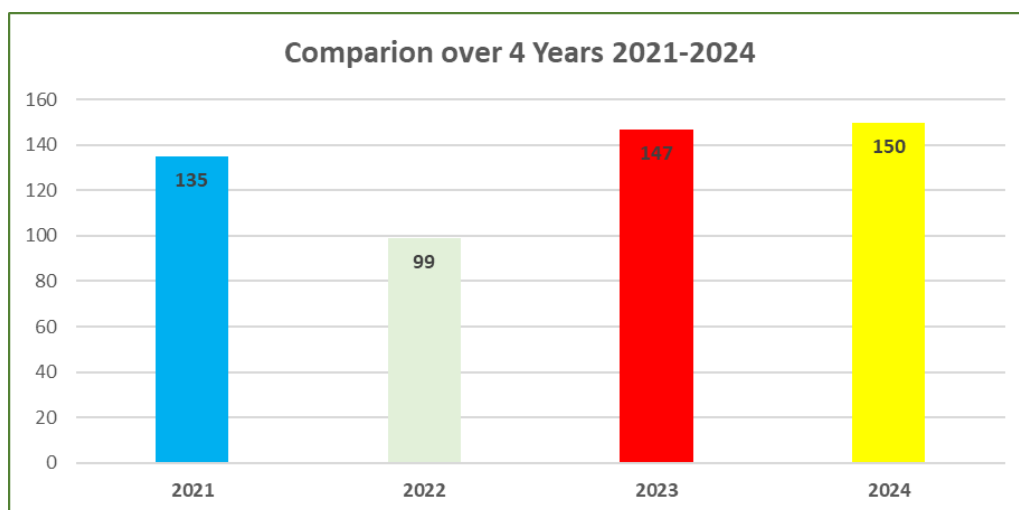


Figure 11 – Level 5 Healthcare Support Learners Number Comparison Over 4 Years

### Manual Handling and Patient Moving Training

In 2024, Manual Handling & Patient Moving training was provided to various groups, including RSG Staff, RSG CE participants, the public, and other organisations. The percentage decrease from 2023 to 2024 is 20.8% as there were fewer training sessions scheduled in 2024.

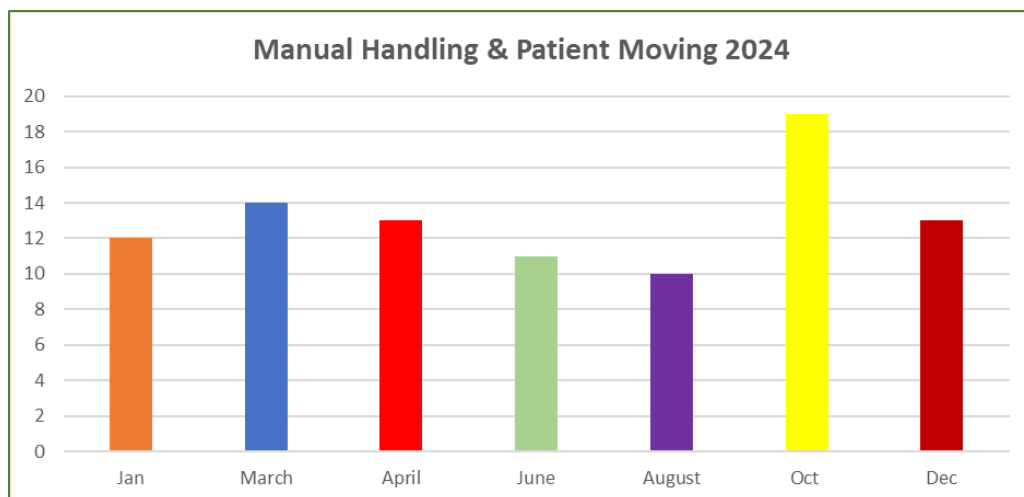


Figure 12 – Number of Participants 2024 Manual Handling & Patient Moving

In 2024, the primary source of income for Manual Handling & Patient Moving was from the public, contributing to 54% in 2024 as opposed to 33.60% in 2023.

The broad accessibility of the training to diverse groups highlighted the department's inclusive and community-focused approach, contributing to safety and well-being within and beyond the organisation.

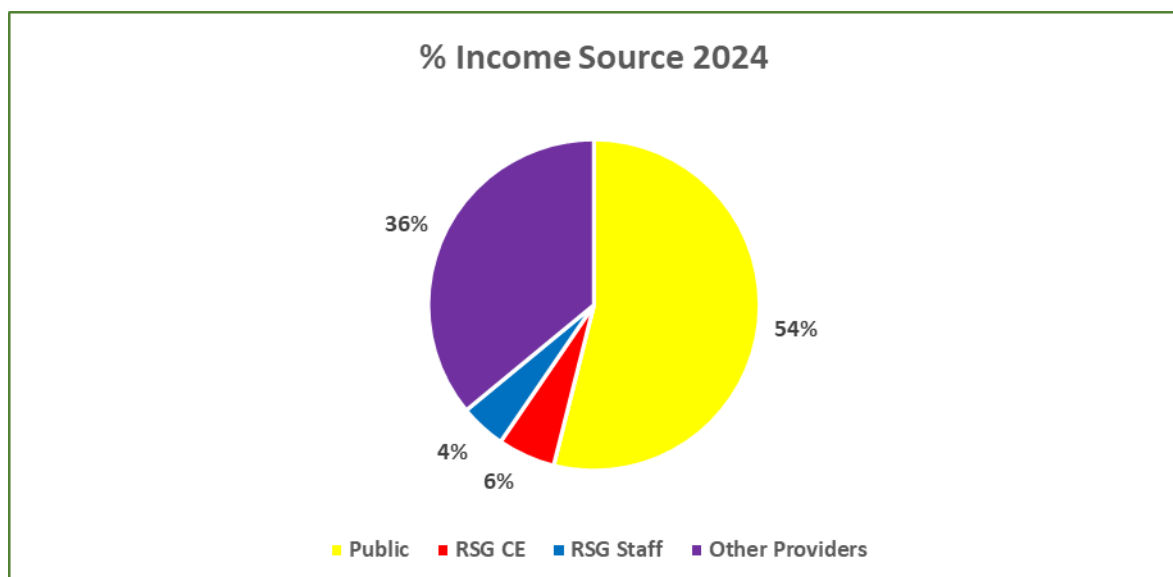


Figure 13 – Manual Handling & Patient Moving Percentage Income 2024

### **Next Steps for 2025 – Training Department**

- As **RSG** moves forward into 2025, the priority remains securing QQI approval for blended learning, strengthening recruitment efforts, exploring offsite learning opportunities, and further refining programme delivery to uphold educational excellence.
- Strengthen marketing efforts to raise awareness of courses with historically low enrolment, such as Intellectual Disability Studies. Utilise targeted campaigns, social media platforms, and partnerships with relevant organisations to increase visibility and attract participants.
- Submit Blended Learning Application, Blended Learning Strategy, Self-Assessment, Policies and Procedures by March 2025.
- Fill staffing gaps, especially in the Healthcare Support Programme.
- Research off-site learning options for better accessibility.
- Monitor enrolment trends and advise on recruitment strategies.
- The Academic Board had in-depth discussions on several important topics. The possibility of offsite learning was explored. However, more research is needed before moving forward.
- Assessment improvements, the Internal Verification (IV) process has improved, but there are still some minor issues with marking accuracy that need to be addressed.

### **Conclusion**

In 2024, the Academic Board made significant strides in enhancing education quality, learner engagement, and the successful implementation of the Blended Learning Strategy. While challenges such as staffing gaps and enrolment fluctuations persisted, our commitment to quality assurance, academic integrity, and programme development remained strong.

Looking ahead to 2025, our focus will be on securing QQI approval for the Blended Learning Programme, strengthening recruitment efforts, and exploring new learning opportunities, including offsite training options. By continuing to uphold high standards and adapting to the evolving educational landscape, we aim to provide learners with the best possible learning experience.





## Section 7: Community Employment (CE) Review

### 2024 – RSG’s CE Project Year End Report

This report is for the period 1 January 2024 to 31 December 2024 and covers the second part of the CE Scheme 2023/24 and the first part of the CE Scheme 2024/25.

Table 1 – CE Funding 2024

<b><u>FUNDING RECEIVED 2024</u></b>	
	<b>€'s</b>
Total Participant Wages	€172,485.00
Employers PRSI was claimed on Materials and paid by the DSP	€668.33
Supervisors Gross Wages	€42,202.68
Employers PRSI (paid by the DSP)	€4,673.08
Total Materials less PRSI	€6,491.08
Total Participant Development	€3,852.75
<b>TOTAL FUNDING RECEIVED</b>	<b>€230,372.92</b>

### Materials Grant

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

### **DEVELOPMENT TRAINING** **QQI ACCREDITED TRAINING**

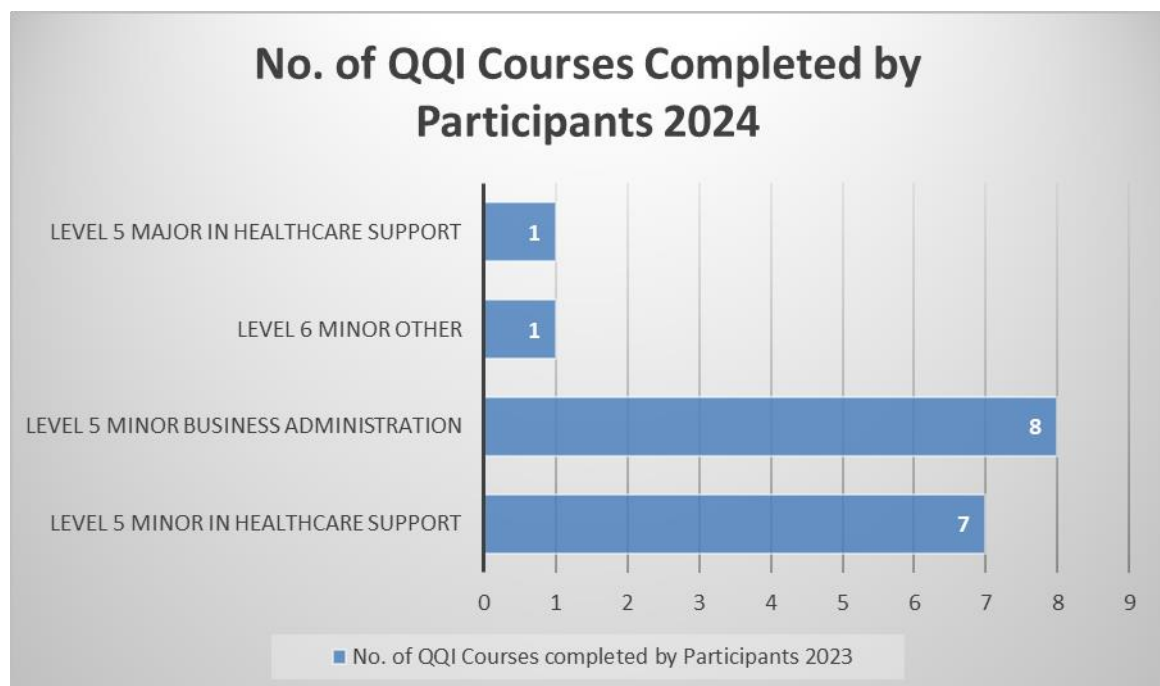


Figure 14 – No. of QQI Courses Completed by CE Participants



### OTHER DEVELOPMENT TRAINING – NON-QQI TRAINING



Figure 15 – CE Development Training – Non QQI Accredited

### Turnover of CE Participants 2024

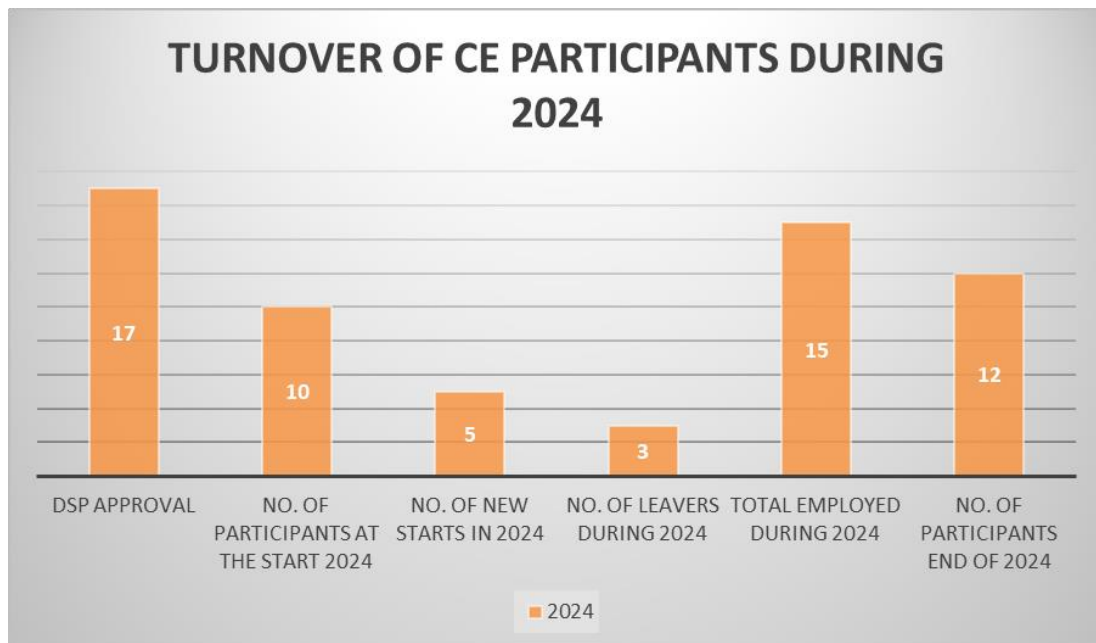


Figure 16 – Turnover of CE Participants 2024

The year 2024, there were still 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 3 participants that left the scheme in 2024, 2 participants who were fully qualified and achieved major awards in Healthcare Support QQI Level 5 found employment, in the Health and Social Care Sector.

Table 2 – CE Staff Progression Stats 2024

### **LEAVERS – PROGRESSION DURING 2024**

- **3 Leavers**
- **1 Participant found employment with Western Care, Castlebar**
- **1 Participant found employment with MS Society Galway and Galway CIL**
- **1 Participants returned to Jobseekers**

**67% 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 2024, 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.

### **CE 2024 STATISTICS**

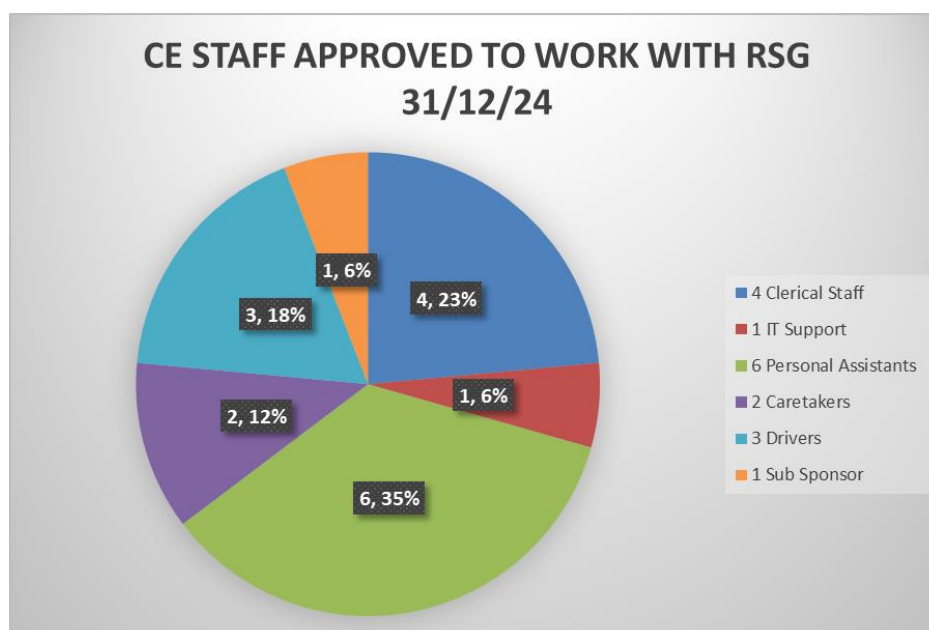


Figure 17 – CE Staff Approved To Work With RSG to end of December 2024

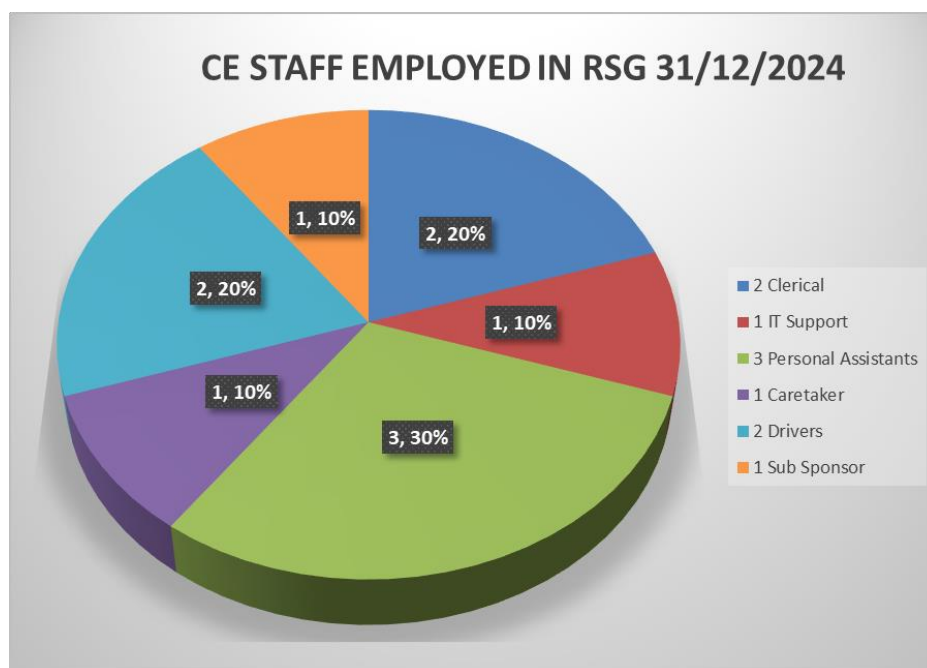


Figure 18 – CE Staff Employed in RSG to end of December 2024

Recruitment was a challenge in 2024 as there are very few referrals from the DSP and personal applications. Vacancies are advertised through [www.jobsireland.ie](http://www.jobsireland.ie); RSG Facebook page and Local Press.

Table 3 – Work Carried Out By Staff On The CE Scheme 2024

### **WORK CARRIED OUT BY STAFF ON THE CE SCHEME 2024**

- 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 F.L. College
- CE Staff provided IT Support to the whole Organisation including staff in the Community who needed assistance with online training
- CE Staff provided support & administration in the QQI accredited RSG FLC
- The Accessible Transport Service is provided by CE Staff
- Administration of the CE Scheme was carried out by Supervisors and CE Administrator employed on CE
- The Independent Living Skills programme started in 2014 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 Activities in particular College 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 services 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 19/06/2023 to 17/06/2024

## Section 8: Financial Review

### 2024 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 2024.

### Financial Results

2024 saw a 28% increase in income to €3,094,899.00, largely mainly due to an increase in the HSE income and Workplace Relations Commission (WRC) pay restoration process.

At the same time, expenditure increased by 7% in 2024 to €2,660,806.00 this primarily was due to a increase in wages and other utilities costs.

The surplus/(deficit) for the financial year after providing for depreciation amounted to €434,093 (2023 - €(37,078)). At the end of the financial year, the company has assets of €1,922,279 (2023 - €1,467,635) and liabilities of €399,355 (2023 €378,804). The net assets of the company have increased by €434,093.

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

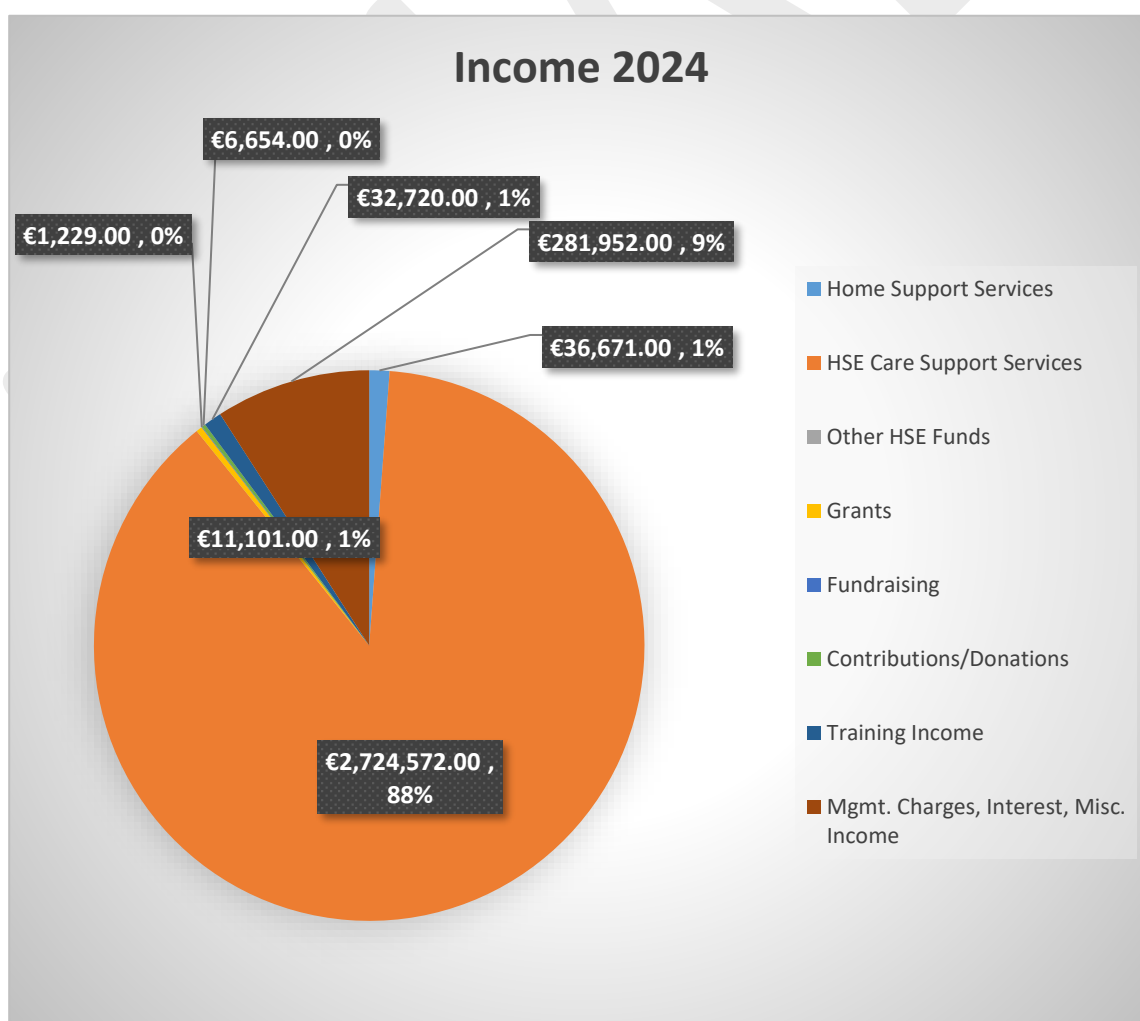


Figure 19 – RSG Income Analysis 2024

In 2024, **RSG** 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. A payment of €149,000 was made to RSG in recognition of the historical pay link between Section 39 organisations 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.

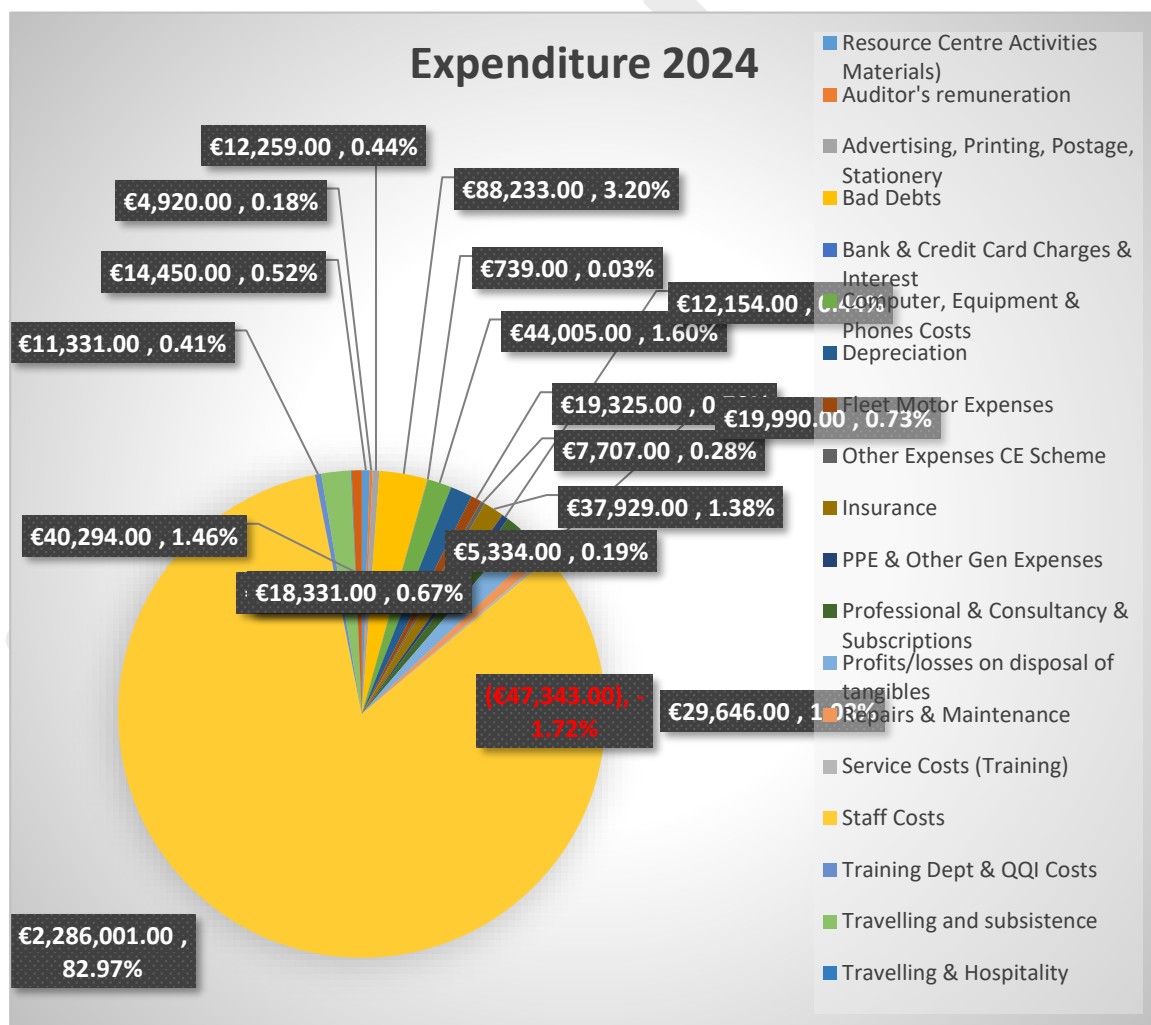


Figure 20 – RSG Expenditure Analysis 2024

Please refer to the separate Audited Accounts 2024 document for complete report on RSG's 2024 financial operations.



## **Directors' Responsibilities Statement**

For The Financial Year Ended 31 December 2024

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:**

  
Jim Ganly  
Director

20 May 2025

  
Margaret Treacey  
Director

20 May 2025

## Section 9: Structure, Governance & Management

### Company Structure

#### Legal Structure

**County Roscommon Disability Support Group (RSG)** is a Company Limited by Guarantee, and does not have a share capital, functioning under the registered business name of County Roscommon Disability Support Group CLG and operating under the Companies Act 2014. **RSG** is a registered Irish charity and has been granted charitable tax status under Sections 207 and 208 of the Taxes Consolidation Act 1997 - CHY 11009 and is registered with the Charities Regulatory Authority, Charity No 20029166. **RSG** is governed by its Board of Directors in accordance with the Company Constitution. **RSG** is a single legal entity and a wholly owned subsidiary.

### Board of Management

#### About the Board

The Board of Management are committed to attaining the highest standards of corporate governance with transparency and accountability their constant priorities together with Staff. The composition of the Board of Management is set out in the Constitution to represent the various stakeholders in the organisation.

The Board of Management comprises nine (9) volunteers trustee directors representing the diversity and broad interests of our community who provide the leadership to conduct the affairs of **RSG** and oversee the management of the business. The Board of Management and volunteer members give their time on a voluntary basis and receive no remuneration. Out-of-pocket expenses may be reimbursed. The Board hold a maximum of ten (10) meetings annually, four (4) of which in 2024 were Governance Subcommittee Meetings which involves trustees only. Occasional ad hoc meetings also take place as the need arises.

The Board comprises the Chairperson, elected by the members; a maximum of 7 members elected at the AGM, but the Directors may from time to time register a decrease or increase of members who may be co-opted by the Board for their particular expertise.

A profile of the board members is provided on **RSG's** website at [www.rsg.ie](http://www.rsg.ie). The composition of the Board provides diverse perspectives and insight in relation to those services provided by **RSG** and our stakeholders as well as providing expertise in various business acumens.

#### Membership and Renewals of The Board of Directors During 2024

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 AGM on the 5<sup>th</sup> of September 2024 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 appointed Treasurer at a meeting following the AGM. There were eight (8) board meetings in the 2024 calendar year and were each attended with the appropriate quorum and four (4) Special Board /Governance Subcommittee meeting.

## **Best Practice Governance**

**RSG** operates to high standards of governance with a focus on continuous development and improvement. The day-to-day business of the company is managed by the CEO, Senior Management Team and employees. The Board see corporate responsibility as distinct yet interconnected with commitments to our service users, employees, stakeholders, funders, and the wider community.

**RSG** holds charitable status and current tax clearance Certificate and tax exemption status for donations. **RSG** are fully compliant with the Charities Regulator [Charities Governance Code](#) standard completing the relevant Compliance Record annually since 2019. **RSG** is also fully compliant with the Guidelines for Charitable Organisations on Fundraising from the Public as published by the Charities Regulator.

**RSG** is currently progressing the alternative quality assurance framework Improving Quality (IQ) Standard as an alternative to the previous Trusted Charity (previously PQASSO) quality award of excellence. IQ has been developed specifically for the not-for-profit sector and built around four pillars of; accountable, welcoming, effective and sustainable, elements that cover all aspects of management and service delivery.

## **Subcommittees of The Board**

The Board is supported in its governance activities by several subcommittees. Each subcommittee operates under the terms of reference in line with the Governance Manual and reports to the Board on its activities.

**RSG's** subcommittees include:

- Finance and Audit Subcommittee
- Governance Subcommittee (Including Remuneration, Nominations & Staff Liaison Committees)
- Risk Subcommittee (Including Quality & Safety Committee)
- Community Employment Subcommittee/The Project Management Committee
- Academic Board / Subcommittee

## **Risks and Risk Management**

As a Section 39 organisation providing essential services to individuals with physical and sensory disabilities, home support for older persons, and QQI Level 5 healthcare training, we recognise the importance of proactive risk management.

In 2024, we identified and addressed key risks across financial, operational, regulatory, and service delivery areas to ensure the sustainability and effectiveness of our organisation.

*Table 4 – RSG's Risk Identification and Management Strategies*

Identified Risk	Description	Risk Management Strategies
<b>Financial Sustainability</b>	Limited funding and increasing operational costs continue to pose financial challenges. Reliance on government funding, coupled with inflationary pressures, impacts our ability to maintain and expand services.	Financial planning and advocacy are essential. RSG actively engage with HSE and other relevant stakeholders to advocate for sustainable funding, explore alternative revenue streams, and implement cost-effective measures to maintain service quality. Finance and Audit and the Risk Subcommittees maintain full oversight of all and any financial risks.

<b>Workforce Challenges</b>	Recruitment and retention of qualified staff remain an ongoing risk, particularly due to sector-wide workforce shortages, increasing demand for skilled personnel, and funding constraints affecting salary competitiveness.	Workforce development and retention are critical. Investment in staff training, well-being initiatives, employee assistance programmes, employee incentive schemes (Employee of the Quarter implemented in 2024), and career progression opportunities assists greatly in enhancing retention and maintaining a skilled workforce.
<b>Regulatory Compliance</b>	Evolving healthcare and education regulations require continuous monitoring and adherence to ensure compliance with sector-specific standards, safeguarding policies, and training requirements.	Essential is full compliance and good governance practices. Robust policies, regular audits, and continuous training ensure adherence to all regulatory requirements and sector standards. We also engage the services of an external HR expert contractor.
<b>Service Delivery &amp; Capacity</b>	Demand for home support and disability services, combined with resource limitations, poses a risk to maintaining timely, high-quality, and person-centred care.	Service planning and innovation is crucial. Strategic planning, resource optimisation, and service adaptations help us meet the evolving needs of service users while maintaining quality care and support. Comprehensive training together with documented policies and procedures encourage an ethos of quality and continuous improvement.
<b>Health &amp; Safety Risks</b>	Ensuring the safety and well-being of service users, staff, and learners requires ongoing training, adherence to best practices, and risk assessments related to workplace safety, infection control, and transport services.	Essential is robust health and safety protocols. Stringent safety measures, risk assessments, and continuous staff training mitigate risks related to health, safety, and infection prevention.
<b>IT &amp; Data Protection</b>	As reliance on digital systems increases, risks related to cybersecurity, data breaches, and compliance with GDPR regulations remain a priority. Ensuring the security of client, staff, and learner data is essential to maintaining trust and legal compliance.	Robust IT Security and Data Protection processes are paramount. We implement strong cybersecurity measures, encrypted communication channels, secure data storage solutions, and staff training on GDPR compliance to protect sensitive information and prevent data breaches. We also engage the services of an external IT and Cyber Security expert contractor.

By proactively addressing these risks, **RSG** remain committed to delivering high-quality, sustainable services that support individuals with disabilities, older persons, and healthcare learners while ensuring operational resilience and compliance.

## RSG's Organisational Chart

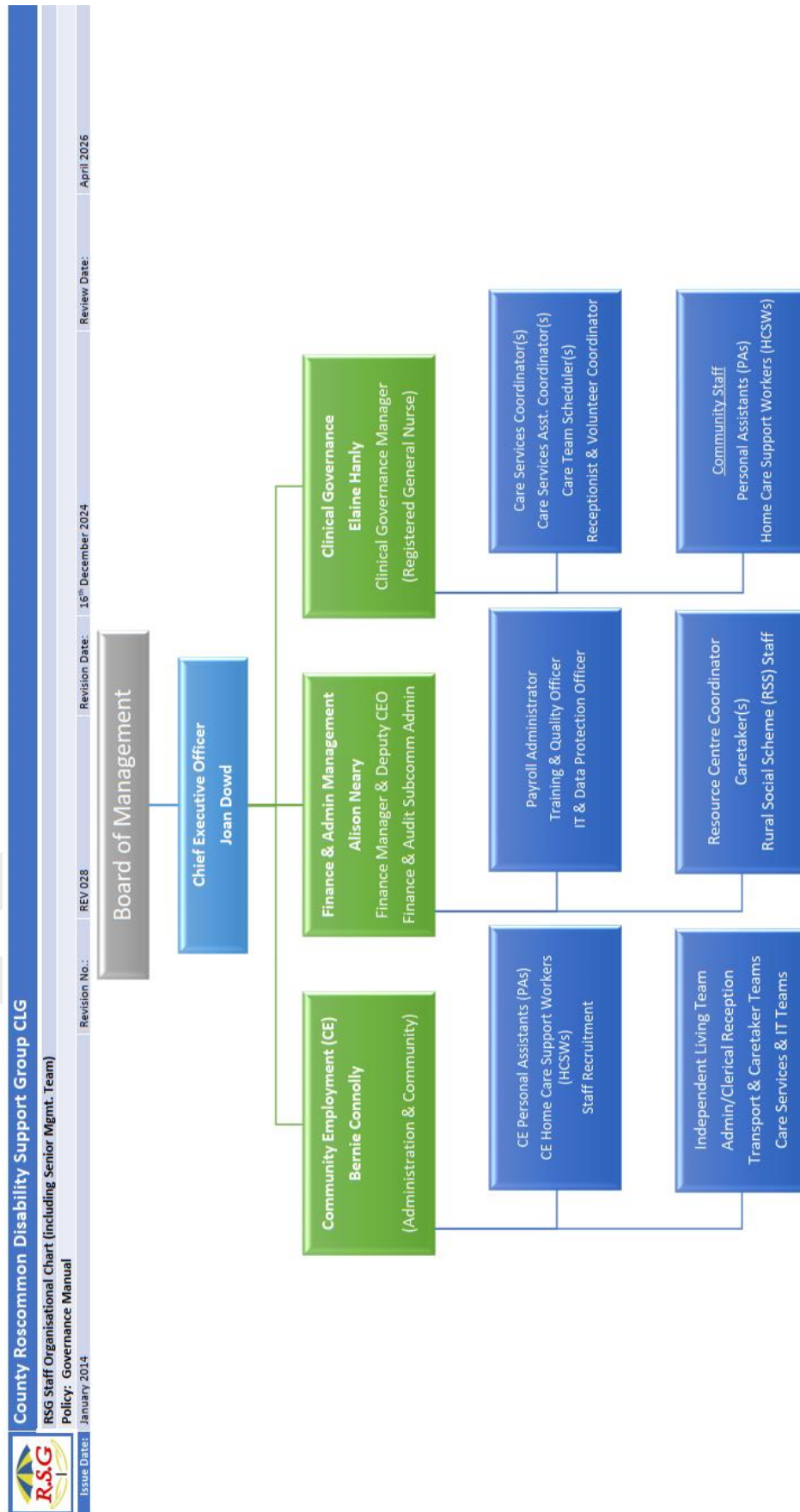


Figure 21 – RSG's Organisational Chart



## Section 10: Other Directors' and Trustee Report Requirements

### Accounting Records

The measures taken by the Directors to ensure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, with regard to the keeping of accounting records, are the implementation of necessary policies and procedures for recording transactions, employment of appropriately qualified accounting personnel with appropriate expertise, the provision of adequate resources to the financial function and the maintenance of computerised accounting systems. The Company's accounting records are maintained at the Company's registered office at Derrane, Co. Roscommon F42 WK60.

### Statement on Relevant Audit Information

In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of the Companies Act 2014, so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

### Auditors

The auditors, Paul Foxe & Company Chartered Accountants, Chartered Accountants and Statutory Audit Firm, having been reappointed in 2024, continue in office in accordance with the Companies Act 2014.

### Garda Vetting

**RSG** are fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Adults) Act 2012. **RSG** applies Safeguarding Vulnerable Persons at Risk of Abuse and Child Protection policies, which are based on the National HSE Safeguarding Vulnerable Persons at Risk of Abuse Policy Framework, Children First Act 2015, and Children First Guidelines 2017, and best practice company recruitment, Garda vetting and international policy clearance policies and procedures. **RSG** staff are also re-vetted in line with best practice.

### Lobbying

As required under the Regulation of Lobbying Act 2015, **RSG** records all lobbying activity and communications engaged in with the Designated Public Officials. **RSG** has made all the returns and submissions required by the Act.

## Section 11: Plans for Future Periods: Strategic Planning

### Plans for Future Periods

Looking ahead to 2025, **RSG** remains committed to delivering high-quality services to individuals with physical and sensory disabilities, as well as providing home support services to older persons.

Through our service arrangements with the HSE, we continue to enhance the lives of those who rely on our care, with a focus on innovation, sustainability, and person-centred support.

In addition to our frontline services, we will further develop our well-established QQI Level 5 healthcare training programmes, ensuring that healthcare professionals receive the necessary qualifications and skills to excel in the sector.

### Outlook for 2025

#### 1. 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.

#### 2. 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.

#### 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. Continued Delivery of QQI Level 5 Healthcare Training**

- a. Our QQI Level 5 healthcare training programmes remain a cornerstone of our commitment to sector workforce development.
- b. In 2025, we will continue to deliver these sector-recognised qualifications, supporting both existing staff and external learners in gaining essential healthcare skills.
- c. We will explore opportunities to enhance our training delivery methods, including blended learning options and increased accessibility for learners in rural areas.
- d. We aim to increase our QQI accredited modules courses learner participants by 15% in 2025.

#### **5. 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.

#### **6. 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.

#### **7. 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 2025 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 2025, 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 we enter 2025, **RSG** is well-positioned to build on its existing strengths, ensuring the continued delivery of high-quality care and training. By enhancing our services, deepening our partnerships, and investing in staff, service-user and learner outcomes, we look forward to another year of growth, innovation, and collaboration.



# Annual Report 2024

## RSG

**A Company Limited by Guarantee**

**Company Registration No.:** 231700

**Revenue Charity Reference: No.** CHY 11009

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