

ANNUAL REPORT

2025

St. Margaret's Network

Independence, Autonomy, Self-direction

IRL-IASD CLG trading as St. Margaret's Network
Reg No: 637280 - A company limited by guarantee
CHY No: 22550

CHAIRPERSON'S REPORT

St. Margaret's Network
Independence, Autonomy, Self-direction



Mary Hanlon

DIRECTOR & CHAIRPERSON

It is my privilege to present the Chairperson's Report on behalf of the Board of Directors for St. Margaret's Network 2025 Annual Report.

2025 marks the conclusion of our 2021-2025 Five-Year Strategic Framework after our establishment as a Section 39 Not-For-Profit Disability Service in 2019. As our first strategy, it set the "Foundation for the Future', supporting people with intellectual disabilities move to their own home and enabling them achieve independence, autonomy and self-direction.

The Board commence engagement on the work of our 2026-2030 Strategy in September and we look forward to working closely with individuals, families, staff and management to shape St. Margaret's new Strategic Plan, ensuring the voice of the individuals we support is central to our future direction.

Working with the Chief Executive and the Executive Management Team throughout 2025, the Board continued to provide oversight, assuring delivery and development in line with our mission and values. Service delivery continued to be a challenge with ever increasing costs and funding restrictions, together with staffing and housing challenges.

The Board sub-committees completed a schedule of work to provide further compliance oversight & assurance to the Board on governance, audit & finance and quality & risk. I wish to thank them for their commitment, time and expertise and the work completed during 2025.

In October 2025, Christine Linehan, founding member, Board Secretary and Governance & Nominations Sub-Committee Chair, resigned. On behalf of the Board, I wish to thank Christine for her passion, commitment, dedication and hard work as a Director of St. Margaret's Network.

As Chairperson, I wish to extend my sincere thanks to my fellow Board members for their expertise, guidance and direction, to our leadership and staff for their commitment and professionalism, and to families for advocating and standing alongside us, as we supported each of their loved ones in their life. Most of all, I wish to thank each individual for their resilience and determination as they continue to remind us why we do what we do, and why it matters – supporting each person to live a good life with joy and fulfilment at the heart of family, friends and their community

Chief Executive's Report

St. Margaret's Network
Independence, Autonomy, Self-direction



Breda O'Neill
Chief Executive

As we reflect on 2025, we do so with pride and gratitude.

This year marked tangible progress in delivering our shared mission: enabling and reimagining innovation through co-design with the individuals we support, families and other partners, making a real difference to the lives, potential and wellbeing of the people we support.

In another year of rising demand, evolving needs and continued economic pressure, the value of our strong & committed leadership and staff teams cannot be overstated. I wish to thank everyone for their continued dedication and committment to delivering on our mission and values.

Throughout 2025, collaboration, dedicated partnership and collective effort remained central to everything we achieved. Working closely with our HSE partners and other stakeholders we continued develop services that supported people to have better lives through listening to their will and preferences about their life and their lifestyle choices; of course having their own home is the vital anchor in having real and meaninigful engagement with family, friends and being and integral member of their community.

Being able to see the impact of the work we do on the lives of individuals reaffirms and refocuses us to continue to reflectively develop the way we work with each person in their life.

2025 again confirmed the importance of our focus on strong governance and accountability.
I wish to thank our Board of Directors and Sub-Committees for their oversight, steering and guiding us through challenges and difficulties to deliver on our mission, vision, values and goals. I would also like to thank our Executive Management Team for their strong leadership, providing operational excellence aligned with our core values and service freamework, ensuring St. Margret's Network remains sustainable, responsible and trusted.

As we look ahead to 2026 and beyond, we look forward to our new Strategy 2026-2030 that will reaffirm our commitment to working with each individual, one person at a time, flexibly responding to their changing choice and needs in ways that will support them experience the good things of life.

Our Committment: "to support you, one step at a time, one day at a time, as you need"

Leadership



Director of Person Support Services

Kate Byrne

HR Manager

Raffaele Capolupo

Chief Executive

Breda O'Neill

Housing Coordinator

Sandra Keenan

Finance Manager/ Deputy CEO

Barry Moriarty



VISION

Creating a society where all people can freely exercise their rights as equal citizens and live according to their own choices.







MISSION

To support people who use our service making choices in their lives, developing valued roles and relationships, and engaging with their community

OUR VALUES







PARTNERSHIP

Building relationships and ways of working together with openness, honesty and integrity.

INCLUSION

Ensuring participation in a diverse society that respects peoples' values, beliefs, culture and lifestyles.

RIGHTS

Supporting individual choice and preferences through a rights based approach.

ACCOUNTABILTY

Inspiring a move to action that ensures opportunities, valued roles and choices for a better life.

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A Rights Based Approach

Through our core values of Partnership, Rights, Inclusion and Accountability, we support each individual in their lifestyle choices as they exercise their rights at home and in their community.

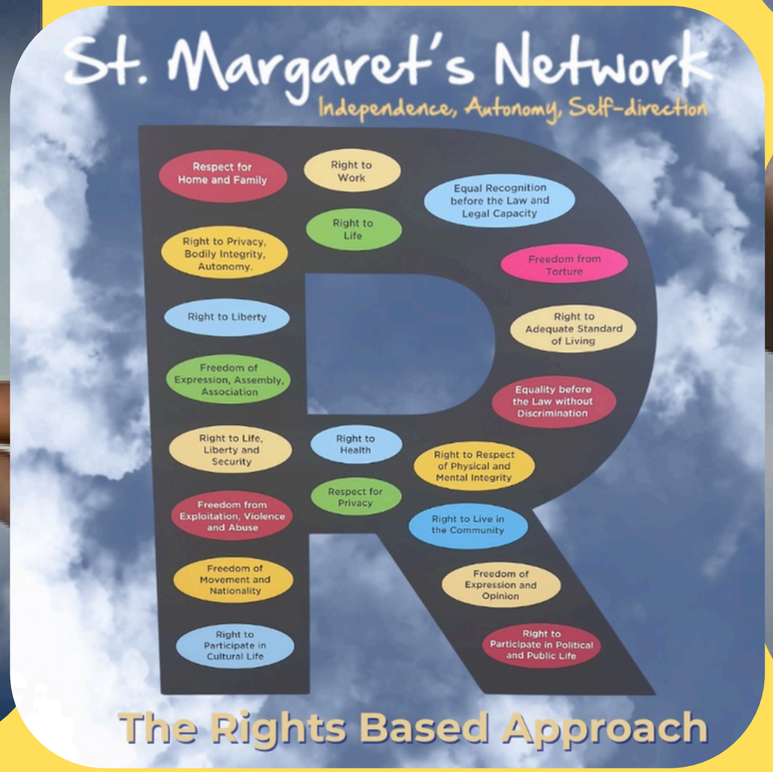




Specialist in Supported Self Directed Living

We support you to:

- find your vision for your life
- discover and develop positive relationships
- contribute to your community
- share meaningful days
- maintain a socially inclusive lifestyle







Person Support Services

Supporting One Person at a Time

Our Service Framework

Social Role Valorization (SRV) underpins our individualised, rights based, values driven services
John O'Brien's 5 Valued Experiences inform our framework of Supported Self-Directed Living.

Developing trusted relationships with the individuals we support, their families and significant people in their lives is core to how we deliver on our committment to each person.

Underpinning that trusted relationship is our committment to continuously develop a team to deliver on high-quality service and operational excellence.

Delivering on our Goals in 2025:

In this regard, we partnered with the HSE CHO7 to complete a high-quality sustainable housing development in Crumlin. Delivering these homes stands a a reminder of the fundamental importance of home to belonging, security and wellbeing. As we see the impact of 'home ' on peoples' lives, it serves as a reminder that we at St. Margaret's Network are making a difference.

We also piloted and rolled out a 1-1 Skills Learning & Development Programmein collaboration with HSE CHO5. Due to the success of the programme, the on-going rollout will ensure the large cohort of people identified for the programme will be supported to develop their competencies and confidence among their friends, peers and family as an active member of their community. We hope to further expand this programme for the substantial waiting list referred by CHO5.

We had the HIQA inspections of two new services in August, confirming the individuals received good quality supports where their independence was promoted, confirming that we are delivering on our mission & goals.

Focusing on our core values of Partnership, Rights, Inclusion and Accountability, our goals prioritise rights, autonomy and advocacy, and delivering on our mission through working with each person to support them experience the good things of life.

BEING PART OF THE TEAM SUPPORTING THEIR DREAM













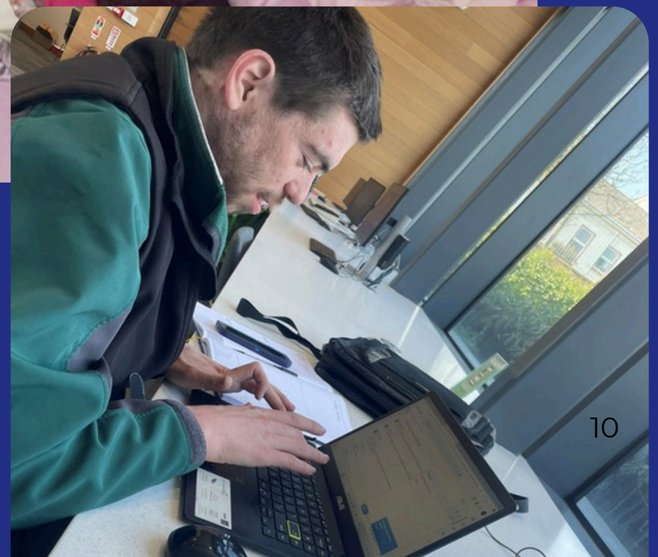
CELEBRATIONS & ACHIEVEMENTS





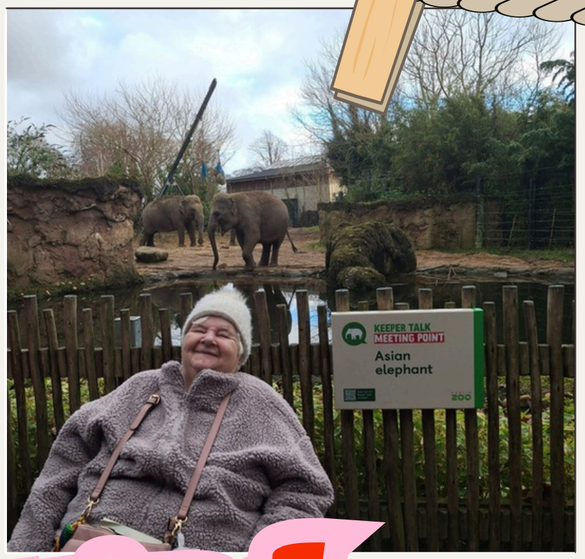














Enjoying Life!

LIVING THE DREAM

















OUT & ABOUT

CELEBRATIONS!













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REMEMBERING OUR FRIENDS



Karen Dolan was passionate about life.

Through her determination to overcome challenges, she was inspirational, wanting a life filled with people who support her achieve her dreams of moving into her own home, people who brought fun, joy & laughter into her life, particularly her family, her support team at St. Margaret's Network and her friends at the Deaf Village, Cabra, close to her home.

. Karen had strong and enduring relationships and will be deeply missed by with everyone in her life; her family, her newtwork of friends, her support staff and all of us at St. Margaret's Network who were privileged to know her.

May Karen's memeory be a blessing to all of us.



Mary Kelleher had a great love for life

We had the great privilege of journeying with Mary from Donnybrook, to Churchtown, Ringsend and finally to her home at Verchoyle Place, off Merrion Square.

Mary's great joys were living in her own home, travel, music and art.

We will all remember Mary standing at her own front door, her voice and laughter echoing out along the walkway as you arrive to visit.

Mary's greatest pride & joy washer extended family, celebrations together, their visits to her home and her visits & outings with them.

Her other great passion was classical music, opera art & travel across Europe, going to concerts & the opera in Italy.

Mary lived life to the full; she inspired us and continues to remind us how people thrive through love and joy.

Ar dheis Dé go raibh a hainm dílis

HUMAN RESOURCES

STAFFING & RECRUITMENT

Staffing stability is integral to the delivery of quality outcomes across St. Margaret's Network
Staff turnover slowed in Q1/Q2 2025 but increased in Q3/Q4, resulting in a 19% annual.

Staffiing continues to be one of the principal operational risks, with vacancies primarily within Person Support Services.

We ended the year with the successful recruitment of the Head of Perso n Support Services, commencing in 2026

TRAINING & DEVELOPMENT

Mandatory training was fully delivered, assuring safety, welfare, safe services & regulatory compliance across the organisation

We further prioritised training to support leadership capacity, workforce development, and future workforce sustainability through:

- **Our Scholarship Programme supporting education, learning & development across the organisation.**
- **Targeted HR-Led Management Training (Performance Management, Grievance & Disciplinary, GDPR)**
- **Learning Platforms - Training for management & staff on rights, choice & control; on developing & embedding a reflective mindset and intentional engaging action-planning approach with each person; on relationship building & engagement by direct support staff and leadership.**

These initiatives remain central to delivery on our rights based, values centred, relationship focussed way of working with each person and are critical for talent retention& development and succession planning.

COMPLIANCE & GOVERNANCE

- **HR systems and controls, fully embedded for rostering, annual leave, and attendance management in adherence with WRC requirements**
- **Digitisation of all HR records**
- **DocuSign system embedded across HR processes, documentation and policies**
- **Garda Vetting remained fully compliant throughout the year.**
- **The organisation met all statutory HR obligations during 2025.**

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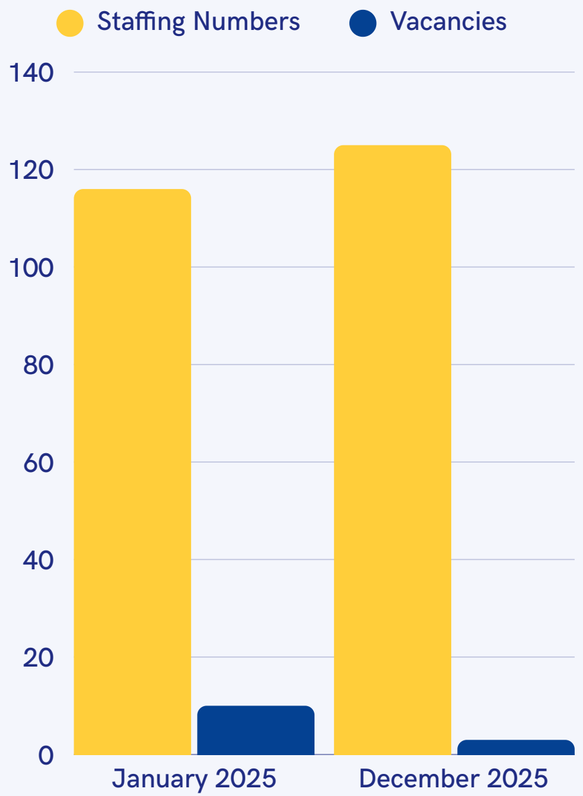
2025 STAFFING



STAFFING INCREASE 120-125 STAFF TURNOVER 18.96%

HUMAN RESOURCES

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GENDER PAY GAP REPORTING

St. Margaret's Network successfully published its Gender Pay Gap Report 2025, in line with legislative requirements.



Key outcomes:

- **Mean Gender Pay Gap: 4.69%**
- **Median Gender Pay Gap: 0.81%**
- **Predominantly female workforce (c.70%)**
- **No bonuses or benefits-in-kind reported**

The data confirms that pay gaps are driven primarily by role distribution, working patterns, and unsociable hours, rather than unequal pay for equal work. The report is publicly available and compliant with statutory requirements.

KEY HR RISKS & CHALLENGES

- **Non-alignment of pay & conditions across Disability & Helath Sector**
- **Loss of talent through high level of staff turnover**
- **Recruitment & best fit of Person Support Teams**
- **Workforce planning, retention of developed expertise, career development pathways**



Raffaele Capolupo

HEAD OF HUMAN RESOURCES





WELCOMING NEW MEMBERS TO OUR TEAM



Housing Report

We all know that home is the anchor to a good life. Home gives us our own place & space, a place for family & friends to visit, a place we can be neighbours, involved in and part of our community through groups & activities, we shop and stop to talk and get to know each other. We at St. Margaret's Network believe it is fundamental to belonging, participating, contributing, being respected and sharing ordinary places, creating the conditions for a good life.

As Housing Manager, I continue to work closely and collaborate with Local Authorities, Approved Housing Bodies (AHB), private landlords, and property developers to identify and secure suitable homes for people we support to live ordinary lives at home and in their community.

Reliability & Sustainability is the Key.

This means developing a stock of highquality housing where people can live while awaiting their own local authority home.

St Margaret's Network's approach focuses on developing appropriate housing that meets the needs of each person. We also look to build sustainable partnerships with housing developers and landlords where people can live while waiting for their local authority /AHB housing allocation.

As people move on to their own home, our high quality HIQA registered properties provide a pipeline of housing for newreferrals from HSE & other service commissioners for people on waiting lists.

New Developments

In 2025, in collaboration with HSE CHO7 we developed a cluster of eight one-bedroom apartment to support seven people, with a resource apartment on-location, reducing continual staff support in their home which provided them with a greater degree of independence and control.

The apartments are allocated and individuals are visiting and making plans as we await HIQA registration.



Wexford County Council

Moving Home

A key objective of St Margaret's Network is to support individuals to move towards greater independence and live in their own home.

During 2025 two individuals moved from private rented into their own local authority/AHB allocated homes,

The housing work of St. Margaret's Network during 2026 will continue to focus on expanding housing opportunities for people to live with greater independence & control at home and in their communities

Sandra Keenan
Housing Manager

Finance Report

Financial Overview 2025

Financial Performance & Management

- 2024 ended with a deficit of €317,000 due to non-payment of approved funding for enhanced services.
-
- The Executive Management Team implemented a cost control plan, with oversight by the Audit & Finance Board Sub-Committee; the plan including non-filling /delayed recruitment of a number leadership/management positions to reduce the deficit.

- At end of Q4 2025 the financial position stood at €235,578.00

Pensions:

- Auto-Enrolment Scheme: Preparation and setup for implementation completed for commencement on 1st January 2026
- St. Margaret's Pension: 44.5% of staff members of the pension which is part of Zurich Master Trust

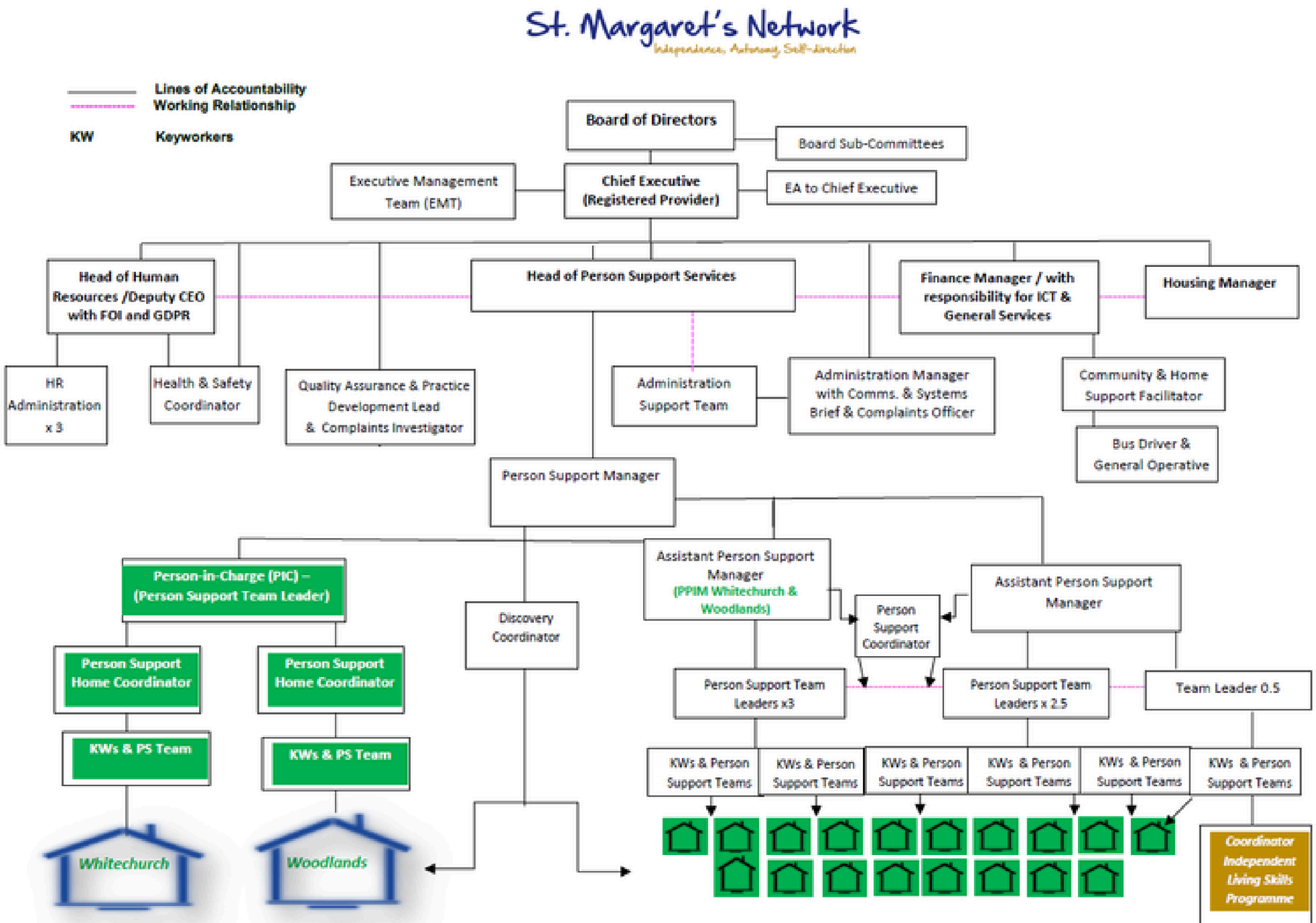
Implementation of WRC Pay Agreement:

- Implementation of WRC Pay Agreements from October 2024, April 2025 & November 2025 was completed in late 2025 excluding CHO6 which remained outstanding at the end of 2025

Audited Financial Statements 2025

- https://stmargaretsnetwork.ie/wp-content/uploads/2026/03/IRL-IASD-CLG-Signed-abridged-financial-statements-31-December-2025.pdf

OUR LEADERSHIP & SERVICE FRAMEWORK



Our Board Members

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Mary Hanlon



Will Crean



Christine Linehan



Liam Quinn



Rona Bowe



Ilaria Dondero



Charlotte Doyle



2025 BOARD MEETING ATTENDANCE

IRL-IASD Board Dates	Mary Hanlon	Christine Linehan	Charlotte Doyle	Ilaria Dondero	Liam Quinn	Rona Bowe	Will Crean
15.02.2025							
27.03.2025							
22.05.2025							
03.07.2025							
04.09.2025							
16.10.2025							
04.12.2025							

2025 Summary

- **Reeling in the Year 2025:** It was a a day of celebration where individuals we support and staff came together to reflect on their year. Individuals told us about their successes, achievements,their future goals and plans. Staff reflected on building relationships and supporting people in their lives and being part of the team, supporting their dream.

- **Financial Oversight & Accountibility:** As a result of the work by the Board of Directors, the Audit & Finance Sub Committee & the Executive Management Team, St. Margaret's Network achieved financial stability.

- **Maintainging strong Governance & Oversight:** 2025 was a year of continued focus on strong governance, with oversight by the the Board of Directors and its Sub Committees on Governance, Financial performance and Quality & Risk.

- **Developing on our Rights based approach:** Having a home is fundamental to having a good life.In partnership with HSE CHO7 we developed and commenced individualised, rights based, cluster model of 7 apartments at St. Agnes Road, Crumlin, to provide housing security for individuals within a village setting close to all amenities & excellent transport access across the city. The Independent Living Skills Programme was rolled out in Wexford, in collaboration with CHO5,

- **Independent Living Skills:** 1-1 Skills Learning & Development Programme -Developed in collaboration with CHO5 for people at risk of moving towards needing residential services was rolled out to support referrals from CHO5; the Programme supports individuals to develop their confidence, competence and independence, and continue to live at home, living a good life at the heart of with family & friends with community engagement & participation.

- **Strategy 2026-2030:** The work of preparing our Strategy commenced in October.

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