

# WEST LIMERICK INDEPENDENT LIVING ANNUAL REPORT

## 2025



*Wlil-ing To Assist!*





*Willing To Assist!*

Supporting Independence. Empowering Lives. Strengthening Communities.

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## 1. SERVICES DELIVERED IN 2025



### 78,977

**TOTAL HOURS DELIVERED**

Across Home Support,  
Personal Assistant Service  
and Training Centre



### 128

**INDIVIDUALS SUPPORTED**

Through our services in 2025



**ESSENTIAL SUPPORT  
THAT ENABLES  
INDEPENDENCE**

Helping people to live at  
home, participate in their  
communities and live  
the life they choose.

## 2. REFERRALS & ASSESSMENTS



### 29

**REFERRALS RECEIVED**  
from the HSE



### 24

**ASSESSMENTS  
COMPLETED**  
during the year



### 13

**NEW SERVICES  
COMMENCED**  
in 2025



**SERVICES APPROVED  
BUT AWAITING STAFFING**

Recruitment challenges  
continue to impact service  
commencement.



**SOME REFERRALS  
DID NOT PROCEED**

Due to client choice, unable to  
make contact, or withdrawn /  
closed by the HSE.

## 3. OUR WORKFORCE IN 2025



### 84

**STAFF MEMBERS**

### 54

**WHOLE TIME  
EQUIVALENT (WTE)**

### WORKFORCE BREAKDOWN

|                                                                                     |                                                                                                        |                           |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------|
|  | General Manager                                                                                        | 1<br>Full-Time            |
|  | Financial Manager /<br>Company Secretary                                                               | 1<br>Full-Time            |
|  | Service Coordinators                                                                                   | 4<br>Full-Time            |
|  | Administrators                                                                                         | 2<br>Part-Time            |
|  | Drivers                                                                                                | 2<br>Part-Time<br>(1 WTE) |
|  | Frontline Support Staff<br>(Personal Assistants / Home<br>Support Workers / Health<br>Care Assistants) | 40<br>WTE                 |

*Our staff are at the heart of everything we do.*

## 4. TRANSPORT SERVICE



**BUS OPERATOR  
SERVICE**

Operating  
Monday to Friday

Providing safe, reliable and  
accessible transport for individuals  
to access education, employment,  
appointments, social activities  
and community participation.





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## Introduction

West Limerick Independent Living CLG is a non-profit organisation dedicated to supporting people with disabilities to live independently, with dignity, choice and control over their own lives. Since its establishment in 1997, the organisation has worked to promote the principles of independent living by providing personalised supports that enable individuals to participate fully in their homes, communities, education, employment and social activities.

This Annual Report outlines the activities, achievements and developments of the organisation during 2025. It highlights the services delivered, the individuals supported, the work undertaken by staff and volunteers, and the ongoing efforts of the Board and management to ensure the organisation remains responsive to the needs of the people it serves.

Throughout the year, West Limerick Independent Living remained committed to its core mission of empowering individuals with disabilities to exercise choice, maintain independence and participate as active members of their communities.

**WLIL**  
WEST LIMERICK  
INDEPENDENT LIVING

## *Wil-ing To Assist!*

Supporting Independence. Empowering Lives.  
Strengthening Communities.

Choice.  
Control.  
Independence.  
Community.

Personalised Support | Living Independently | Participating in Community | Choice and Control

**WE SUPPORT PEOPLE TO LIVE LIFE THEIR WAY**

*Helping people get where they need to be.*





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## Regulatory and Compliance Information

West Limerick Independent Living CLG is committed to operating in accordance with the highest standards of governance, accountability, transparency, and regulatory compliance. As a registered charity and company limited by guarantee, the organisation adheres to all relevant statutory, regulatory, and contractual obligations governing the delivery of disability support services.

The organisation's registrations with the relevant regulatory bodies are as follows:

| Authority                                   | Registration Number |
|---------------------------------------------|---------------------|
| <b>Charities Regulatory Authority (CRA)</b> | 20037192            |
| <b>Companies Registration Office (CRO)</b>  | 271412              |
| <b>Revenue Charities Unit (CHY)</b>         | 12592               |

Throughout 2025, West Limerick Independent Living continued to maintain robust governance and compliance systems to support the safe and effective delivery of services. This included ongoing monitoring of legislative developments, review of organisational policies and procedures, maintenance of financial controls, safeguarding measures, risk management processes, and compliance with the requirements of the Health Service Executive Service Level Agreement.

The organisation continued to review and strengthen its governance, quality assurance and compliance systems during 2025. This work included reviewing emerging standards, strengthening quality assurance systems, and ensuring that governance arrangements remain aligned with evolving national requirements.

West Limerick Independent Living recognises that strong governance and regulatory compliance are essential to maintaining public trust, protecting service users, supporting staff, and ensuring the long-term sustainability of the organisation.



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## Company Overview, Governance and Organisational Structure

West Limerick Independent Living CLG is a company limited by guarantee and a registered charity dedicated to supporting people with disabilities to live independently within their communities. Established in 1997, the organisation has grown to become one of the largest providers of Personal Assistant Services, Home Support Services, and accessible transport supports across Limerick City and County.

The organisation delivers services across four geographical areas covering West Limerick, East Limerick, Limerick City and North Tipperary. Through a person-centred approach, West Limerick Independent Living supports individuals with physical, sensory and intellectual disabilities to exercise choice and control over their daily lives and participate fully in their communities.



West Limerick Independent Living is governed by a voluntary Board of Directors elected by the members of the organisation. The Board provides strategic leadership, governance, oversight and accountability, ensuring the organisation operates in accordance with its charitable objectives while maintaining high standards of financial management, quality assurance, safeguarding, risk management and regulatory compliance.



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The Board is comprised of individuals with lived experience of disability together with members who bring expertise from areas including business, healthcare, information technology and manufacturing, providing a broad range of knowledge and perspectives to support organisational decision-making.

Responsibility for the day-to-day management of the organisation is delegated by the Board to the General Manager, who has overall responsibility for operational performance, service delivery, staffing, safeguarding, quality assurance and compliance. Supporting the General Manager is the Financial Manager and Company Secretary, who oversees financial management, budgeting, governance support, compliance monitoring and organisational development.

Through this governance and management structure, West Limerick Independent Living seeks to ensure that services remain safe, effective, person-centred and responsive to the needs of the individuals and communities it serves.

### Board of Directors and Company Secretary

| Name                            | Position          | Background                                                                                                                                                                      |
|---------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mr. Ben Lenihan</b>          | Chairperson       | Business owner and employer with extensive experience in information technology. A long-standing advocate for independent living and an active Personal Assistant Service user. |
| <b>Ms. Pamela Hogan Wallace</b> | Director          | Background in banking and financial services. Personal Assistant Service user with a strong interest in governance and service quality.                                         |
| <b>Mr. John Creedon</b>         | Director          | Information Technology professional with Sysco Ireland. Active member of the disability community and Personal Assistant Service user.                                          |
| <b>Mr. John Killowry</b>        | Director          | Former employee of Wyeth Nutrition with significant experience in manufacturing and industry. Personal Assistant Service user.                                                  |
| <b>Mr. John O'Farrell</b>       | Director          | Former Health Service Executive employee with extensive experience of public services and disability supports. Personal Assistant Service user.                                 |
| <b>Mr. Gerard O'Connor</b>      | Company Secretary | Financial Manager with over 25 years' experience in management, governance, financial oversight, service delivery, organisational development and regulatory compliance.        |





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## Role of the Board

The Board is responsible for:

1. Providing strategic direction and leadership.
2. Safeguarding the mission, values and objectives of the organisation.
3. Monitoring organisational performance and service quality.
4. Ensuring sound financial management and long-term sustainability.
5. Overseeing risk management, safeguarding and regulatory compliance.
6. Supporting the development of effective governance systems and policies.
7. Ensuring accountability to service users, members, funders and stakeholders.

## Governance Framework

The Board is supported by regular financial reporting, risk management, safeguarding oversight, policy review processes and the Quality, Safety and Ethics Committee, ensuring effective governance and accountability throughout the organisation.

## Management and Service Delivery Structure

Service delivery is coordinated through a team of Service Coordinators who oversee the day-to-day operation of services within their designated geographical areas. Their responsibilities include client assessments, care planning, service reviews, staff supervision, scheduling, incident management, risk assessment and monitoring, safeguarding oversight, and quality assurance activities. Service Coordinators act as the primary link between service users, Personal Assistants, Home Support staff, families, healthcare professionals and external agencies, ensuring that supports are delivered safely, effectively and in accordance with everyone's assessed needs and preferences. Through ongoing communication, monitoring and review, they play a key role in maintaining high standards of service delivery and responding promptly to changing circumstances or emerging needs.

The coordinators are supported by administrative staff who provide payroll, records management, communication and operational support, together with transport personnel who assist in delivering accessible transport services throughout the organisation's catchment area.





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## HSE Funding and Service Delivery Framework

West Limerick Independent Living CLG delivers Personal Assistant and Home Support Services through funding provided by the Health Service Executive (HSE) under Section 39 of the Health Act 2004. As a Section 39 organisation, West Limerick Independent Living operates independently while working in partnership with the HSE to provide essential supports to people with disabilities throughout Limerick City and County.

The organisation provides two primary services:

1. **Personal Assistant Service** – Supporting individuals with physical and sensory disabilities to live independently and participate fully in their communities.
2. **Home Support Service** – Supporting individuals, including people with intellectual disabilities and autism, to remain living in their own homes and communities.
3. In addition to its Personal Assistant and Home Support Services, West Limerick Independent Living also operates a limited Accessible **Passenger Transport Service**.

Supports are tailored to the individual needs of each person and are delivered in a manner that respects personal autonomy and human rights.

## Referral and Assessment Process

Access to services is primarily through referral by the Health Service Executive. When a referral is received, West Limerick Independent Living undertakes an assessment of the individual's support requirements. This assessment considers the person's needs, circumstances, goals, preferences, environmental factors, and the level of support required to enable independent living.

Following the assessment process, information is provided to the HSE to assist in determining service requirements and resource allocation. While West Limerick Independent Living plays an important role in assessing needs and advising on support requirements, decisions regarding waiting lists, funding allocations, service approvals, and the prioritisation of referrals remain the responsibility of the Health Service Executive.

## Partnership with the HSE

West Limerick Independent Living continues to work in partnership with the Health Service Executive and operates in accordance with the requirements of its Service Level Agreement.



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## Acting Chairperson's Statement

It is my pleasure to present the Annual Report of West Limerick Independent Living for 2025.

As many members will be aware, I had indicated my intention to step down as Chairperson following the 2024 Annual General Meeting. However, due to the Board's decision to defer the appointment of a successor until a later date, I have continued in the role during the past year and have been pleased to support the organisation through another period of growth and development.



Mr. Ben Lenihan  
Chairman

Throughout 2025, West Limerick Independent Living continued to demonstrate its commitment to supporting people with disabilities to live independently and participate fully within their communities. Despite the ongoing challenges facing the health and social care sector, particularly in relation to recruitment and retention, the organisation continued to provide high-quality services and increased the overall level of support delivered to service users.

During the year, the organisation delivered more than 73,500 hours of Personal Assistant and Home Support Services, while total service activity across all programmes exceeded 78,900 hours. These figures reflect the dedication of our staff, management team and Board members, all of whom remain committed to ensuring that individuals receive the supports they require to live independently and with dignity.

On behalf of the Board, I would like to acknowledge the continued leadership of Margaret O'Connor, General Manager, Gerard O'Connor, Financial Manager and Company Secretary, our Service Coordinators, administrative staff, drivers, passenger assistants and Personal Assistants. Their professionalism, commitment and flexibility have enabled the organisation to continue meeting the needs of service users throughout the year.

The Board has continued to focus on governance, quality assurance, safeguarding, financial sustainability and strategic planning. We recognise the importance of ensuring that West Limerick Independent Living remains well positioned to meet future challenges while continuing to uphold the values of the Independent Living Movement.

I would also like to thank my fellow Board members for their ongoing commitment and voluntary contribution to the organisation. As individuals with both professional expertise and lived experience of disability, they bring valuable insight and perspective to the governance of West Limerick Independent Living.





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As we look ahead, demand for disability support services continues to grow. While challenges remain, I am confident that the organisation is well placed to continue developing and delivering high-quality, person-centred supports that promote independence, choice and inclusion.

Finally, I would like to thank our service users and their families for the trust they place in West Limerick Independent Living. Supporting individuals to live independently remains at the heart of everything we do, and it continues to be a privilege to contribute to that mission.

Ben Lenihan

Ben Lenihan

Chairperson





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## Managers' Report

It is my privilege, as Manager of West Limerick Independent Living CLG, to present this Annual Report. As I reflect on the past year, I am immensely proud of our many achievements and the dedication shown by our Board, staff, service users, and wider community. Despite the challenges faced throughout the year, our commitment to excellence, innovation, inclusion, and resilience has enabled us to continue progressing and achieving significant milestones.



Ms. Margaret O'Connor  
Manager

Recruitment continues to be a challenge due to the national climate of high employment and the increased competition for suitably qualified staff, particularly within the care sector. In response, we remain committed to offering competitive employment conditions and fostering a positive and supportive working environment within the resources available to us. The pay increases introduced this year have strengthened the attractiveness of the Personal Assistant (PA) role within West Limerick Independent Living; however, recruiting and retaining skilled staff remains an ongoing priority for our management team.

Our dedicated team of Personal Assistants and support staff continue to uphold the principles of equality, dignity, and inclusion, enabling service users to live fulfilling and independent lives. Supported by a compassionate and highly skilled multidisciplinary team, we continue to provide person-centred services tailored to the individual needs, choices, and aspirations of each person we support.

Training and professional development have again been a key priority this year. The role of the Personal Assistant has evolved significantly and now requires recognised FETAC qualifications, reflecting the professionalism, skills, and commitment required to deliver high-quality supports within the independent living sector.

The staffing challenges experienced by our organisation are reflected across the wider disability sector, including within the Health Service Executive (HSE). Despite these challenges, our collaborative relationship with the HSE remains strong, and we look forward to continuing to work in partnership with organisations that share our vision of a more inclusive society.

We were also proud to recognise the dedication and loyalty of our employees through our Years of Service Awards, celebrating those who reached important milestones in their careers with West Limerick Independent Living. Their commitment is central to our success and reflects our ongoing dedication to creating a workplace where every employee feels respected, valued, and supported.





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Our commitment to innovation and continuous improvement remains a cornerstone of our organisation. The continued success of our IT Management System, introduced in 2022, has significantly enhanced operational efficiency, strengthened communication, and contributed to improved service quality for those we support.

Despite the ongoing staffing challenges, we successfully increased the number of support hours delivered during the year. This achievement is a testament to the commitment, flexibility, and professionalism of our management team and staff. Looking ahead, our strategic priorities remain focused on innovation, enhancing service user satisfaction, and driving continuous improvement across all areas of the organisation.

This year, we were deeply honoured to receive a generous bequest from a member of the public who had no previous affiliation with West Limerick Independent Living. This individual chose to support our organisation because our mission, values, and commitment to independent living closely reflected his own beliefs and principles. As a lasting tribute to his generosity and in recognition of his respect for our work, we have created a dedicated seating area in his memory. This space also honours the cherished service users and Personal Assistants who have sadly passed away and gone to their eternal reward. It serves as a place of reflection, remembrance, and appreciation for the lasting impact each of these individuals has had on our organisation and community.

I extend my sincere gratitude to our Board of Directors for their continued guidance, support, and unwavering commitment to the principles of independent living. Their leadership, together with the dedication of my colleagues and staff, is instrumental in the ongoing success of West Limerick Independent Living.

Together, we will continue to uphold our mission of empowering individuals to live independently with dignity, choice, and respect. Through collaboration, empathy, and innovation, we remain committed to building a more inclusive future for all.

Margaret O'Connor

Manager

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## Referrals, Assessments and New Service Development

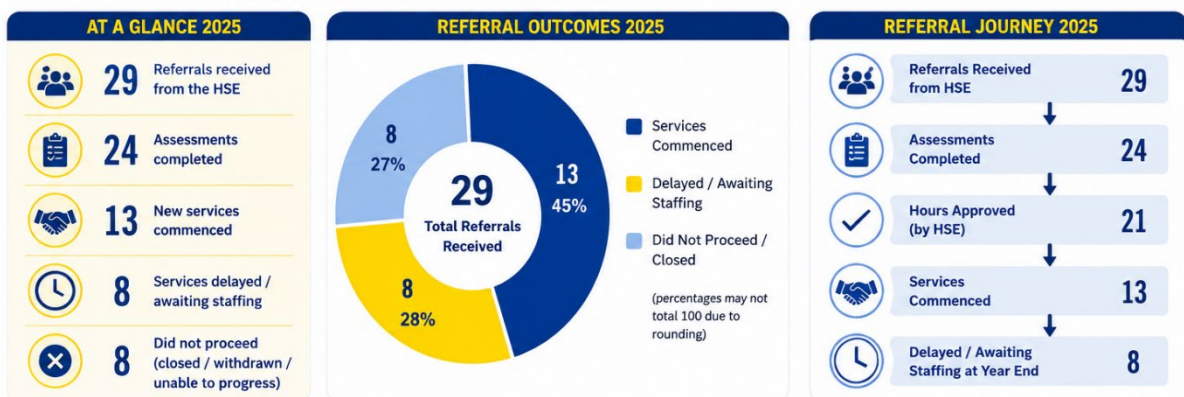
Throughout 2025, West Limerick Independent Living continued to experience strong demand for Personal Assistant and Home Support Services across County Limerick and North Tipperary. During the year, the organisation processed almost thirty new referrals from the HSE, representing individuals seeking support to maintain their independence and continue living within their own homes and communities.

Each referral received by the organisation initiates a comprehensive assessment process. This work is undertaken by Service Coordinators and involves reviewing referral information, arranging initial meetings, consulting with individuals and family members where appropriate, assessing support needs, identifying risks, developing care plans, preparing recommendations for the HSE, and coordinating arrangements for service commencement. In many instances, several contacts, visits and follow-up discussions are required before a service can begin.

## REFERRALS & SERVICE OUTCOMES 2025

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During 2025, West Limerick Independent Living processed referrals from the HSE for individuals seeking Personal Assistant and Home Support Services.



The referrals received during the year reflected a broad range of support requirements and varying levels of complexity. Following assessment, a significant number of individuals commenced new Personal Assistant or Home Support Services, while others were approved for support and placed on waiting lists pending staff availability. The organisation also encountered situations where individuals chose not to proceed with services, referrals were withdrawn, contact could not be established, or support requirements changed following assessment.

One of the most significant challenges experienced during 2025 continued to be the recruitment and retention of suitably qualified staff.





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While many referrals progressed successfully from assessment to service commencement, a few services could not be introduced as quickly as desired due to difficulties recruiting Personal Assistants and Support Workers. In some cases, assessments were completed, support hours were approved, and recommendations were submitted, but staffing shortages prevented the immediate commencement of services. There were also instances where the specialised nature of a service, geographical location, or required availability made recruitment particularly difficult.

The organisation devoted substantial resources throughout the year to addressing these workforce challenges. Recruitment campaigns were conducted through social media platforms, online employment websites, local newspapers, community networks, and word-of-mouth referrals. Management continued to review pay rates, employee supports, training opportunities, induction processes, and retention initiatives to attract and retain high-quality staff. Significant time was also invested in matching staff to individual service users, ensuring compatibility, continuity, and safe service delivery.

Despite these efforts, staffing shortages remain one of the most significant constraints on the organisation's ability to meet growing demand. This challenge is not unique to West Limerick Independent Living and reflects wider workforce pressures across the health and social care sector. Nevertheless, the organisation remains committed to exploring innovative recruitment strategies and advocating for sustainable funding and workforce solutions that will enable more individuals to access the support they require.

West Limerick Independent Living recognises the frustration experienced by individuals and families who may face delays in accessing services due to staffing shortages. The organisation remains committed to assessing all referrals received, supporting individuals through the assessment process, and commencing services as quickly as resources permit. The Board of Directors and management team continue to identify workforce development and recruitment as key strategic priorities for the future.



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## Workforce Profile and Service Delivery

The delivery of Personal Assistant and Home Support Services is dependent upon the availability of a skilled and committed workforce. During 2025, West Limerick Independent Living employed 84 staff members across a range of service delivery, coordination, transport, administration and management roles, representing approximately 54 Whole Time Equivalent (WTE) positions.

Most employees work directly with service users as Personal Assistants, Home Support Workers and Health Care Assistants, providing practical assistance that enables individuals to live independently within their own homes and communities. The organisation also employed Service Coordinators, administrative staff, management personnel and transport staff who support the effective operation of services throughout the region.

A notable feature of the organisation's workforce is the high proportion of part-time employment. While this flexibility benefits many employees and service users, it can present challenges when attempting to recruit staff for new services, expand existing supports, or fill vacancies at short notice. Many services require specific availability, geographical flexibility, specialised skills, or compatibility with an individual's preferred support arrangements.

The organisation continued to experience significant recruitment and retention challenges throughout 2025. Demand for services remained strong, and a few referrals progressed through assessment and approval processes; however, some approved services could not commence immediately due to difficulties recruiting suitably qualified staff. These challenges were particularly evident in rural locations and in circumstances where specialised support requirements existed.

Management continued to invest substantial resources in recruitment and retention initiatives throughout the year. These included social media campaigns, online advertising, local media promotion, community engagement, employee support initiatives, competitive pay rates, training opportunities, and ongoing efforts to improve staff retention. Despite these initiatives, workforce shortages remain one of the most significant challenges facing both West Limerick Independent Living and the wider disability services sector.

The Board of Directors recognises that the organisation's ability to respond to future demand is directly linked to the availability of suitably qualified staff. Accordingly, workforce planning, recruitment and employee retention will remain key strategic priorities in the years ahead.





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## Support Services Overview

West Limerick Independent Living CLG provides a range of person-centred support services designed to enable people with disabilities to live independently and participate fully in their communities. Through the delivery of Personal Assistant Services, Home Support Services and Accessible Passenger Transport Services, the organisation supports individuals across Limerick City and County to achieve greater independence, choice, dignity and inclusion.

The organisation's approach is founded on the principles of the Independent Living Movement, which recognises the right of people with disabilities to exercise control over their own lives and make decisions about how they live, work, learn and participate in society. The role of West Limerick Independent Living is to provide the practical supports necessary to assist individuals in achieving their personal goals while maintaining maximum autonomy and self-determination.



Throughout 2025, the organisation continued to deliver supports across a wide geographical area covering West Limerick, East Limerick, Limerick City, and parts of North Tipperary. Services were delivered by a dedicated team of Personal Assistants, Home Support staff, Service Coordinators, administrative personnel and transport staff who worked together to ensure that service users received safe, responsive and high-quality supports.



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The Personal Assistant Service continued to support adults with physical and sensory disabilities by providing assistance tailored to everyone's needs and preferences. Supports ranged from personal care and household activities to accessing education, employment, healthcare, social activities and community participation.

The Home Support Service continued to provide practical assistance within the home environment, supporting individuals to maintain their independence and quality of life while remaining in their own homes and communities.

In addition to these services, West Limerick Independent Living operated an Accessible Passenger Transport Service which plays an important role in reducing social isolation and supporting access to day services, training, community activities and social opportunities. The service is particularly valuable for individuals living in rural areas where accessible transport options can be limited.

Despite ongoing challenges within the wider health and social care sector, particularly in relation to recruitment and retention, West Limerick Independent Living remained committed to maintaining service continuity and responding to the needs of service users. Through careful planning, staff development, investment in technology and a continued focus on quality improvement, the organisation worked throughout the year to ensure that individuals received the support necessary to live independently and participate fully in community life.

The following sections provide an overview of the services delivered during 2025, together with information on service activity, referrals, client feedback, transport services and other key developments throughout the year.

## Home Support Services

West Limerick Independent Living continued to provide Home Support Services throughout 2025, supporting individuals to maintain their independence and participate fully within their homes and communities.

The service included supports delivered throughout the East Limerick - North Tipperary and surrounding areas, where staff provided person-centred assistance tailored to the individual needs of each service user. Supports ranged from assistance with daily living activities and community participation to practical supports designed to promote independence, wellbeing and social inclusion.

During 2025, approximately 24 individuals received support through the East Limerick - North Tipperary HSE area. A total of approximately 18,356 hours of support were delivered throughout the year, reflecting the organisation's ongoing commitment to meeting the needs of individuals requiring assistance within their local communities.





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In addition to individual home support services, West Limerick Independent Living continued to provide staff support within the HSE Training Centre in Gortboy, Newcastle West. Two Personal Assistants were assigned to the centre on a full-time basis, supporting participants attending a range of educational, social, recreational and community-based activities.

The training centre supports individuals with a variety of needs, including intellectual disabilities and mental health support needs, providing opportunities for personal development, social engagement, horticultural activities and skills development. During 2025, a total of approximately 5,473 support hours were delivered within the training centre setting.

Together, these services contributed significantly to promoting independence, community participation, personal development and quality of life for those who availed of the supports provided by West Limerick Independent Living.

When we add the Limerick Training Service hours of approximately **5,473 hours**, the combined Home Support-related activity becomes:

**23,829 hours delivered during 2025**



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## Personal Assistant Service

The Personal Assistant (PA) Service remains at the heart of West Limerick Independent Living's commitment to promoting independence, choice and inclusion for people with disabilities. Rooted in the principles of the Independent Living Movement, the service is designed to provide individuals with the practical support necessary to live their lives on their own terms, participate fully in their communities, and exercise control over the decisions that affect them.

Unlike traditional models of care, the Personal Assistant Service focuses on enabling individuals to direct their own lives. Personal Assistants provide support in accordance with each person's individual needs, preferences and goals, assisting with a wide range of activities including personal care, household tasks, accessing education and employment, attending healthcare appointments, social participation, recreational activities and community engagement.



Throughout 2025, West Limerick Independent Living continued to deliver Personal Assistant Services across Limerick City and County, supporting individuals living in both urban and rural communities.





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## Service Activity and Support Delivery

During 2025, West Limerick Independent Living continued to provide a broad range of supports designed to promote independence, community participation and quality of life for individuals with disabilities throughout Limerick City, County Limerick and North Tipperary.

Services were delivered through a dedicated team of Personal Assistants, Home Support Staff, Service Coordinators, administrative personnel and transport staff who worked closely with service users to ensure supports remained flexible, responsive and person-centred. Despite ongoing recruitment and retention challenges across the health and social care sector, the organisation remained focused on maintaining continuity of service and meeting the needs of those who rely on its supports.

During the year, approximately 55,148 Personal Assistant Service hours were delivered to around 98 individuals. In addition, Home Support Services, staffing supports within the HSE Training Centre in Gortboy, Newcastle West, and the Accessible Passenger Transport Service contributed to a combined total of approximately 78,977 hours of support delivered across all services.

More than 128 individuals benefited from the organisation's services during the year. The level of support varied significantly depending on individual circumstances, ranging from assistance with appointments, shopping, transport, education, employment and social activities to more intensive supports that enabled individuals to continue living independently in their own homes and communities.

Compared with 2024, the organisation continued to demonstrate resilience and growth in service delivery. Personal Assistant and Home Support Service hours increased from 71,431 hours in 2024 to approximately 73,504 hours in 2025, representing an additional 2,073 hours of direct support provided to service users. This increase was achieved despite ongoing workforce challenges and reflects the continued commitment of staff, management and the Board to meeting the growing demand for independent living supports.

The Accessible Passenger Transport Service continued to play an important role throughout the year, supporting access to day services, healthcare appointments, community activities and social opportunities, thereby enhancing participation and inclusion for service users across the region.

West Limerick Independent Living remains committed to strengthening and developing its services to ensure that individuals with disabilities continue to have access to the supports required to exercise choice, control and independence within their communities.



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## Service Statistics 2025

- Personal Assistant Service Hours Delivered: 55,148
- Personal Assistant Service Users Supported: Approximately 98
- Combined Service Hours Delivered Across All Programmes: 78,977
- Individuals Supported Across All Services: More than 128
- Service Coverage Area: Limerick City, County Limerick and North Tipperary
- Accessible Passenger Transport Service: Operated throughout the year supporting access to services and community participation

## Distribution of Service Users by Average Weekly Support Hours

To provide an overview of the level of support delivered throughout the year, service users were grouped according to their average weekly support allocation. The figures demonstrate the diversity of needs supported by West Limerick Independent Living and highlight the flexibility of services provided across the organisation.

### Average Weekly Support Hours Number of Individuals

|                      |    |
|----------------------|----|
| 1–5 Hours Per Week   | 37 |
| 6–10 Hours Per Week  | 23 |
| 11–20 Hours Per Week | 35 |
| 21–40 Hours Per Week | 17 |
| 41–60 Hours Per Week | 6  |
| 60+ Hours Per Week   | 4  |

**Total Individuals Supported 122**

In addition, the organisation operated an Accessible Passenger Transport Service throughout the year, supporting approximately six regular transport users. When included, the total number of individuals supported by West Limerick Independent Living during 2025 increased to approximately **128 individuals**.

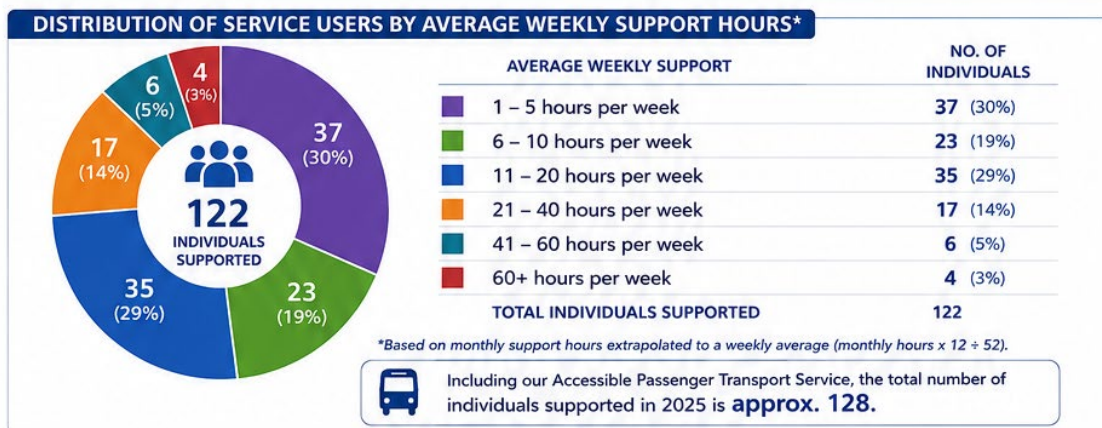
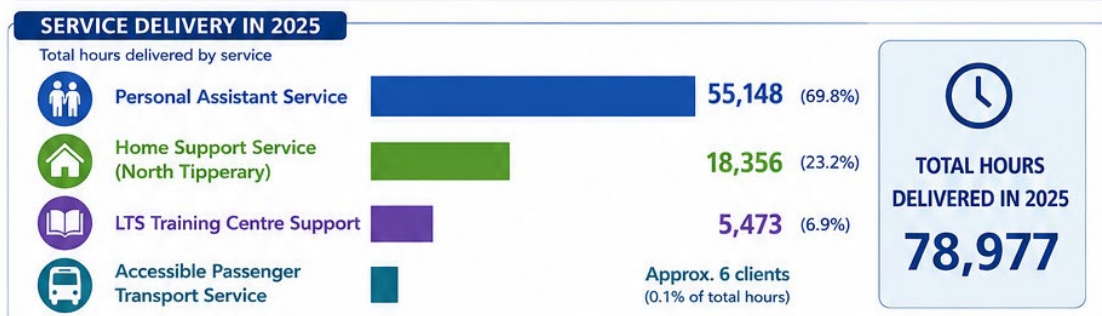




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It should be noted that the Training Centre support service differs from traditional one-to-one support arrangements. West Limerick Independent Living provides two dedicated Personal Assistants who are assigned to the centre and work alongside participants attending the programme. Rather than supporting a single individual, staff provide flexible assistance to several participants throughout the day, responding to individual needs as they arise and supporting engagement in educational, social, recreational and community-based activities. As a result, it is not possible to accurately attribute the service to a specific number of individuals, as support is delivered across a wider group of participants attending the centre throughout the year.





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The distribution demonstrates that while many individuals required lower levels of support to assist with specific activities such as community participation, appointments, shopping and social engagement, others required significantly higher levels of support to maintain independence within their own homes and communities. This reflects the organisation's commitment to providing flexible, person-centred supports tailored to the individual needs of each service user.

## InTouch Magazine

InTouch Magazine continued to be published throughout 2025, providing a valuable source of information, news and engagement for clients, Personal Assistants, staff, board members and the wider community. The magazine helps keep readers informed about developments within West Limerick Independent Living, while also promoting independent living, inclusion and community participation.

During the year, the magazine featured a wide range of articles covering service developments, training and education, client achievements, health and wellbeing, community events and disability-related topics. It also provided an opportunity to recognise the dedication and achievements of our staff through the Employee of the Season programme, which remains a popular feature of each edition. This initiative allows clients and colleagues to acknowledge employees who have demonstrated exceptional commitment and support throughout the year.



InTouch Magazine continues to strengthen communication across the organisation, celebrate the achievements of clients and staff, and promote the values of independent living that underpin the work of West Limerick Independent Living.

## Employee of the Season

The Employee of the Season initiative continues to be an important part of recognising and celebrating the dedication of our staff. Nominations from clients and colleagues provide an opportunity to acknowledge employees who consistently demonstrate professionalism, compassion, and a commitment to supporting independent living. The programme helps foster a culture of appreciation, boosts staff morale, and highlights the positive difference that Personal Assistants and support staff make in the lives of those we support every day.





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## The Difference Independent Living Support Makes

While service hours, referrals, assessments and staffing figures provide an important measure of activity, they do not fully capture the impact that Personal Assistant and Home Support Services have on the lives of the people who receive them.

Throughout 2025, service users and their families continued to provide overwhelmingly positive feedback regarding the support they received from West Limerick Independent Living. Their comments highlight the importance of personalised, reliable and consistent support in enabling people to live independently, maintain their dignity, remain connected to their communities and enjoy the highest possible quality of life.

Feedback received during the year demonstrated that our services helped individuals to:

1. Remain living independently in their own homes and communities.
2. Maintain important family, social and community connections.
3. Access appointments, activities and opportunities that might otherwise not be possible.
4. Retain choice, control and independence in their daily lives.
5. Improve confidence, wellbeing and quality of life.
6. Reduce isolation and increase community participation.
7. Provide reassurance and support to family members and informal carers.
8. Receive consistent support from trusted Personal Assistants who understand their individual needs and preferences.

One family member described the support provided over many years as having a profoundly positive impact on their loved one's life and expressed sincere appreciation for the dedication, kindness and commitment shown by staff throughout that time.

Another family highlighted the reassurance provided by staff who consistently stepped forward to ensure support was available during periods of staffing difficulty, ensuring that their family member's care and wellbeing were never compromised.





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Service users also spoke positively about staff who supported them to pursue hobbies, participate in community activities, maintain friendships and continue engaging in the aspects of life that were important to them.

These comments reinforce the central purpose of West Limerick Independent Living: to support people with disabilities to live independently, exercise choice and control, and participate fully in the life of their communities. They also reflect the dedication, professionalism and compassion shown every day by our Personal Assistants, Home Support Staff, Coordinators, Drivers and Administrative Team.

The organisation remains grateful to all service users and families who continue to place their trust in West Limerick Independent Living and who share their experiences and feedback with us. Their voices remain central to the ongoing development and improvement of our services.



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## Training and Development 2025

West Limerick Independent Living continued to place a strong emphasis on staff training and professional development throughout 2025. As a provider of Personal Assistant and Home Support Services, we recognise that maintaining a skilled, knowledgeable and confident workforce is essential to delivering safe, high-quality, person-centred services.

During the year, staff participated in a wide range of mandatory and specialist training programmes.



These included Manual Handling, First Aid, Epilepsy Awareness and Buccal Midazolam Administration, Disability Awareness, Skin Integrity, Communication Skills, Lone Working and De-escalation Training, together with ongoing training in safeguarding, health and safety, infection prevention and control, medication management, fire safety and data protection.

Emphasis was placed on ensuring staff remained up to date with mandatory training requirements and best practice guidance. Training was delivered through a combination of classroom-based learning, practical workshops and online sessions, allowing staff to develop both their knowledge and practical skills.

West Limerick Independent Living remains committed to investing in staff development and continuous learning. By supporting our employees to maintain and enhance their skills, we strengthen our ability to provide safe, responsive and person-centred services that promote independence, dignity and quality of life for those we support.

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## Financial Overview

West Limerick Independent Living remained financially stable throughout 2025 and continued to maintain a strong financial position while responding to increasing demand for services. During the year, the organisation received income and grant funding of approximately €2.54 million and delivered 78,977 hours of support across its Personal Assistant, Home Support and Accessible Transport Services.

Based on the total funding received and hours delivered, the average funding available equated to approximately €32 per hour of service delivered. As a people-centred organisation, payroll and related employment costs continued to represent the largest area of expenditure, reflecting the significant level of frontline support provided throughout the year.

The organisation recorded a surplus of €40,422 at year end. As a not-for-profit organisation, West Limerick Independent Living does not operate to generate profits. This surplus arose primarily as a result of staffing shortages and recruitment challenges experienced in certain areas during the year, which affected the organisation's ability to fully deliver all approved service hours. Any surplus generated is retained within the organisation to support future service delivery, financial stability and ongoing investment in quality improvements.

The organisation continued to invest in staff training, quality assurance, governance, information technology and service improvements while maintaining appropriate financial controls and oversight. At year end, West Limerick Independent Living retained net assets of €1.396 million and cash reserves of €452,247, providing financial stability and supporting the long-term sustainability of services.

The Board of Directors and management remain committed to ensuring that all available resources are utilised effectively, responsibly and in accordance with the organisation's charitable objectives. Through careful financial management and strong governance, the organisation remains well positioned to continue supporting independent living and delivering high-quality, person-centred services into the future.





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## Quality, Health, Safety and Ethics Management Sub-Committee Annual Report 2025

The Quality, Health, Safety and Ethics Management Sub-Committee continued to provide oversight of service quality, client safety, staff welfare, safeguarding, risk management and ethical practice throughout 2025. As West Limerick Independent Living is a relatively small organisation, responsibility for these important areas is combined within a single committee structure, allowing matters affecting quality, health and safety and ethics to be considered in a coordinated and practical manner.

The Committee met regularly throughout the year and reported to the Board of Directors on key operational, quality assurance and risk management matters. Particular attention was given to safeguarding, incident management, care planning, staffing challenges, service continuity, training requirements, risk assessments and supporting individuals with complex and changing needs.

### Committee Meetings and Attendance

| Meeting Date     | Chairperson       | Core Attendees                                                   |
|------------------|-------------------|------------------------------------------------------------------|
| 05 February 2025 | Margaret O'Connor | Management Team, Coordinators, Finance Manager, Administration   |
| 19 March 2025    | Margaret O'Connor | Management Team, Coordinators, Finance Manager and Administrator |
| 29 April 2025    | Margaret O'Connor | Management Team, Coordinators, Finance Manager, Administration   |
| 26 June 2025     | Margaret O'Connor | Management Team, Coordinators, Finance Manager, Administration   |
| 29 August 2025   | Margaret O'Connor | Management Team, Coordinators, Finance Manager, Administration   |
| 16 October 2025  | Margaret O'Connor | Management Team, Coordinators, Finance Manager, Administration   |
| 10 December 2025 | Margaret O'Connor | Management Team, Coordinators, Finance Manager, Administration   |

The Chairperson of the Board received reports from the Committee throughout the year and was invited to participate in the Committee's work as required.



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## Quality and Service Delivery

Throughout 2025, the Committee monitored service delivery across both the Personal Assistant Service and Home Support Service. Regular reviews were undertaken of client needs, service capacity, staffing arrangements, care plans and risk assessments. Focus was placed on supporting individuals with complex medical needs, ensuring appropriate multidisciplinary involvement, and responding promptly to changing circumstances.

The Committee reviewed new referrals, service commencements, hospital admissions, discharges, staffing pressures and continuity of service arrangements. Ongoing monitoring helped ensure that supports remained person-centred, responsive and aligned with everyone's assessed needs.

## Health, Safety and Risk Management

Health and safety remained a standing agenda item at every meeting. The Committee reviewed incidents, manual handling requirements, environmental risks, equipment needs and staff safety concerns. Attention was given to hoisting requirements, specialised equipment, safe transfer procedures, infection prevention measures and the provision of appropriate staff training.

Risk assessments and care plan reviews were regularly monitored, and where concerns were identified, actions were implemented to reduce risk and improve safety for both service users and staff. The Committee also reviewed staffing challenges and contingency arrangements to minimise disruption to services.

The Committee was pleased to note that, despite the challenges associated with delivering services across a wide geographical area and supporting individuals with diverse and complex needs, there were no significant health and safety incidents, serious injuries, or major reportable events during 2025.

No substantial insurance claims arose from service delivery activities during the year. This reflects the continued commitment of staff, management and service users to maintaining safe working practices, effective risk management systems and a strong culture of safety throughout the organisation.

## Safeguarding and Ethics

The Committee maintained oversight of safeguarding matters throughout the year and ensured that all concerns were addressed in accordance with organisational policies and HSE guidance. Where safeguarding concerns arose, these were reviewed promptly and appropriate referrals, investigations and follow-up actions were undertaken.





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The Committee remained committed to promoting dignity, respect, choice and autonomy for all service users. Ethical considerations formed part of discussions relating to service delivery, risk management and safeguarding, ensuring that the rights and wellbeing of individuals remained central to decision-making.

The Committee also maintained oversight of staff training and professional development throughout the year, recognising that a well-trained workforce is fundamental to the delivery of safe, high-quality services. Regular reports were received regarding mandatory and specialist training, including manual handling, safeguarding, first aid, epilepsy awareness, disability awareness, lone working and de-escalation techniques. The Committee was satisfied that significant investment continued to be made in staff training and development during 2025, helping to strengthen service quality, support regulatory compliance, reduce risk and promote positive outcomes for both service users and staff.

### **Looking Ahead to 2026**

The Committee will continue to strengthen quality assurance systems, support staff training and development, monitor safeguarding and risk management arrangements and oversee continuous service improvement initiatives. Particular focus will remain on recruitment and retention, maintaining service continuity, strengthening governance systems and ensuring that West Limerick Independent Living continues to deliver safe, high-quality and person-centred services.

The Board wishes to acknowledge the commitment and professionalism of management, coordinators, Personal Assistants, support staff and volunteers whose efforts throughout 2025 contributed significantly to the quality and safety of services provided by West Limerick Independent Living.