

IRELAND BROTHERS OF CHARITY SERVICES



VISION

‘Love and Respect in Every Action’

MISSION STATEMENT

“Belonging to an internationally active movement and rooted in the values of the Christian Gospels, the Brothers of Charity Services Ireland provide quality Services to support people who are in danger of being marginalised. The Brothers of Charity Services strive to create opportunities and choices that develop and maintain connected lives where all are cherished as valued and equal citizens in our communities.”

(2014)

BROTHERS OF CHARITY SERVICES IRELAND CLG.

Registered Address: Kilcornan House, Clarinbridge, Co. Galway, H91 K2E9, Ireland.

Company Registration No: 344780 Registered in Dublin, Republic of Ireland.

Charity Regulation Authority No: 20064853.

Board: Bro. A Hassett. Bro. J O’Shea. Bro. N Corcoran. Ms. M Allen. Mr. P McGinley,

Mr. J Barry. Mr. J Hayes. Ms. A Geraghty. Mr. J Delahunty. Ms. G Larkin.

www.brothersofcharity.ie



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FOREWORD

CHAIRPERSON OF THE BOARD Brother Alfred Hassett

Dear Friends,

I am pleased, on behalf of the Board of Brothers of Charity Services Ireland, to present to you our Annual Report 2020. It is in sharing and experiencing the joys and sorrows and the successes and challenges of our daily lives that we continue to learn to achieve our goals and together build a better world for all citizens. This was never more apparent than in 2020 when we all faced the unprecedented impact of the Corona Virus Pandemic which hit our shores in March 2020. The Board wishes to express its appreciation to all associated with the Brothers of Charity Services Ireland especially to our staff and management for their unstinting energy in ensuring the safety of the many individuals we support.

We wish to express our appreciation for the work of the National and Regional Advocacy Councils in particular for their positive engagement over the crisis; and to the families and advocates for the confidence and trust they continue to place in our Services. We work to deliver innovative, quality, and safe services despite the seriously challenging pandemic and the demands of the financial and regulatory environment in which we operate. We are concerned about people on waiting lists, school leavers, and those with changing needs; and we highlight these issues with our funders. We seek to be as creative as possible as we face requests to deliver more services and comply with more regulations with less resources. While appreciative of the level of support that is available, the Board is increasingly concerned about the longer term effects this pressure may have across the organisation.

During 2020 the impact of the pandemic was significant leading to the reduction or closure of schools and day services. Where possible, some form of service continued through the inventiveness and

commitment of our staff and access to technology. We have always valued the myriad of community connections and natural supports that assist us in fulfilling our mission to create opportunities and choices that develop and maintain connected lives where all are cherished as valued and equal citizens. We have missed those connections throughout the pandemic and will endeavour to re-establish them once it is safe to do so.

The Board values the expertise, flexibility, and creativity of our staff. We recognise that they are the core strength of our services and extend our deep appreciation to all for their unfailing energy and continuing commitment to the people we support and our mission. On behalf of the Board I want to express our sincere thanks to Michael Hennessy our Chief Executive and the members of the National Leadership Team who work diligently to lead, promote, drive, and support the operation of the Services through very difficult and unprecedented times.

I wish to acknowledge and thank the many Government Departments, the Health Service Executive, Public Health, and the many other Statutory Bodies which gave us ongoing support and assistance throughout 2020, including clinical guidance and financial support, and we look forward to our continued partnership with them during 2021. I also wish to acknowledge all those with whom we have been associated who are no longer with us and pray for healing for those who love and miss them.

Brother Alfred Hassett
Chairman,
On behalf of the BOCSI Board



CHIEF EXECUTIVE Michael Hennessy

Welcome to Brothers of Charity Services Ireland (BOCSI) 2020 Annual Report. Once again we are delighted to share with you a report of the activities on our services during the past year. This year of the global pandemic was unprecedented, and the Services had to act rapidly to protect the people we support, families, and our staff. The Services had to respond minute to minute and day to day as the facts developed and new guidance was issued by Public Health. I am proud to say that the community of the BOCSI rose to meet the challenge together. The people we support, families, advocates, staff, and management all worked tirelessly to ensure that as safe as possible an environment was maintained and that most of our services could continue to operate during the pandemic.

The Board was in constant contact with the National Leadership Team; a Covid response clinical team was set up to lead out on all guidance from public health; our procurement team worked around the clock to ensure we had the required PPE; Management and Staff worked to implement all the changing guidance as quickly as possible; the Advocacy Council kept everyone's spirits up issuing newsletters and organising on line events; our ICT rose to the occasion as all our meetings went online as did those who had to cocoon or work remotely; we developed a Covid Portal for staff to ensure the required information was at everyone's fingertips; and everyone pulled together to respond to the challenge. I want to take this opportunity to thank the BOCSI community for your work and dedication.

Despite the pandemic this report also contains information and reports on other challenges and achievements in 2020 from the Directors of Service, National Function Heads, Internal Teams, Working Groups, the National Advocacy Council, along with some service statistics.

The BOCSI places huge value on quality of service delivery and we continue to work on our national quality control through the implementation of the Council of Quality and Leadership (CQL) standards throughout the Services.

The National Advocacy Council (NAC) continued its work with external bodies and agencies on issues of concern to its membership and the wider disability sector. The Advocacy Structure has operated within the BOCSI for over 30 years and we continue to be awed by the work carried out by the advocates and their supporters at every level of the structure. This year the NAC played a vital role in communicating with the people we support and keeping their spirits up during the country-wide lockdowns. The NAC meet with me regularly to discuss and share objectives for the Services and to hear and address any national concerns the NAC have on behalf of its members.

I want to acknowledge all staff and managers who work tirelessly and innovatively to improve the quality of life for the people supported by our services. These efforts include nurturing community partnerships to enhance the life experiences of those we support and ensuring an individualised approach to services. I would like to thank the many staff who participate in our National Teams during the year. Some of these teams were formed to undertake specific projects, while other teams are permanently in place to agree and review national approaches and shared learning and understanding. I wish to recognise the challenges the National Leadership Team continued to encounter and its efforts to produce quality services within available resources. I want to congratulate all staff on their continued drive and commitment to provide individualised person-centered services in fulfilment of our Ethos.

I wish to acknowledge the continued support

and guidance given by our Board the members of which are all volunteers, and I extend a sincere thank you to the Congregation of the Brothers of Charity, in particular, Bro. Alfred Hassett, Chairperson of the Board, Bro. Noel Corcoran and Bro. John O'Shea, Regional Leader, for their generous support during 2020.

I offer a very sincere thank you to the many individuals we support and their families for allowing us the privilege of sharing in their lives and for their continued trust and faith in each of us. Working together we can develop connected lives where all are cherished and respected as valued and equal citizens of our country.

Michael Hennessy
Chief Executive



INTRODUCTION TO BROTHERS OF CHARITY SERVICES IRELAND

The Congregation of the Brothers of Charity was founded by Canon Peter Joseph Triest, in Ghent, Belgium in 1807. A deeply spiritual and yet very practical man he inspired his young congregation to devote their lives to working with persons who were disadvantaged or marginalised. The Brothers of Charity opened their first Irish facility for people who experienced mental health difficulties in Waterford in 1883.

Today our Services focus on providing support to people with an intellectual disability in Ireland throughout the counties of Clare, Galway, Roscommon, Limerick, Cork, Kerry, Waterford and parts of South Tipperary and Kilkenny. An overall total of 6,918 people and their families accessed our Services in 2020, supported by 4533 staff (3705.77 whole time equivalent). Respecting and promoting the dignity and humanity of each person has always been the core value of the Services. The principal object of the Brothers of Charity Services Ireland states,

‘Belonging to an internationally active movement and rooted in the values of the Christian Gospels, the Brothers of Charity Services Ireland provide quality Services to support people who are in danger of being marginalised. The Brothers of

Charity strive to create opportunities and choices that develop and maintain connected lives where all are cherished as valued and equal citizens in our communities.’

The Brothers of Charity Services attempt to ensure a personal response to the wishes, hopes and dreams of each individual to whom support is provided. We adopt a person centred approach to service delivery, one in which individuals are assisted and supported by the Services to identify their life goals. They are, thereafter, supported to achieve these goals through their individual personal plan. The Services offer service responses in local communities, promoting and supporting positive engagement and interaction between those who use our Services and their community, and supporting them to participate in and be



included in all facets of community life as equal and valued citizens. The Services work in partnership with local communities, agencies and organisations to initiate and develop increasingly inclusive opportunities for, and with, the individuals we support.

The Brothers of Charity Services in Ireland is a learning organisation whose responses are based on best practice, and in full recognition of the right of each person to self-determine their own life goals and wishes. We value our staff and support them to fulfil their professional potential.

STRUCTURE

BROTHERS OF CHARITY SERVICES IRELAND

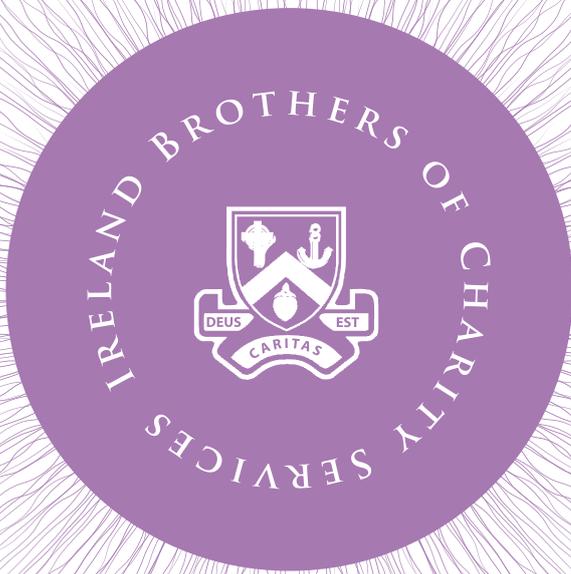
The Brothers of Charity Services Ireland is a Company Limited by Guarantee, and provides Services to people with an Intellectual Disability and Autism on behalf of the Congregation of the Brothers of Charity in Ireland. These Services are provided throughout counties Roscommon, Galway (West Region) Clare, Limerick (soon to merge to become the Mid-West Region), Cork & Kerry (Southern Region), and Waterford, Kilkenny, and South Tipperary (South East Region). There is one overarching Service Level Arrangement between the HSE and BOCSI with individual schedules attached pertaining to the delivery of Services in each Region. Regions manage their own annual budget received mainly from the HSE through the local Community Health Office (CHO).

The Brothers of Charity Services adhere to and promote the ethos and principles of the Congregation of the Brothers of Charity in the management and delivery of the Services. The core values of our Services are the dignity and humanity of each person. In delivering our Service responses throughout the country, we are committed to a person centred approach and aim to provide, in as far as possible, individual supports for people, in order that they may identify and achieve their personal life goals and live ordinary lives in their communities. Our Services are measured using an accredited quality system - Council for Quality and Leadership (CQL). Our Services are also monitored and inspected by HIQA.

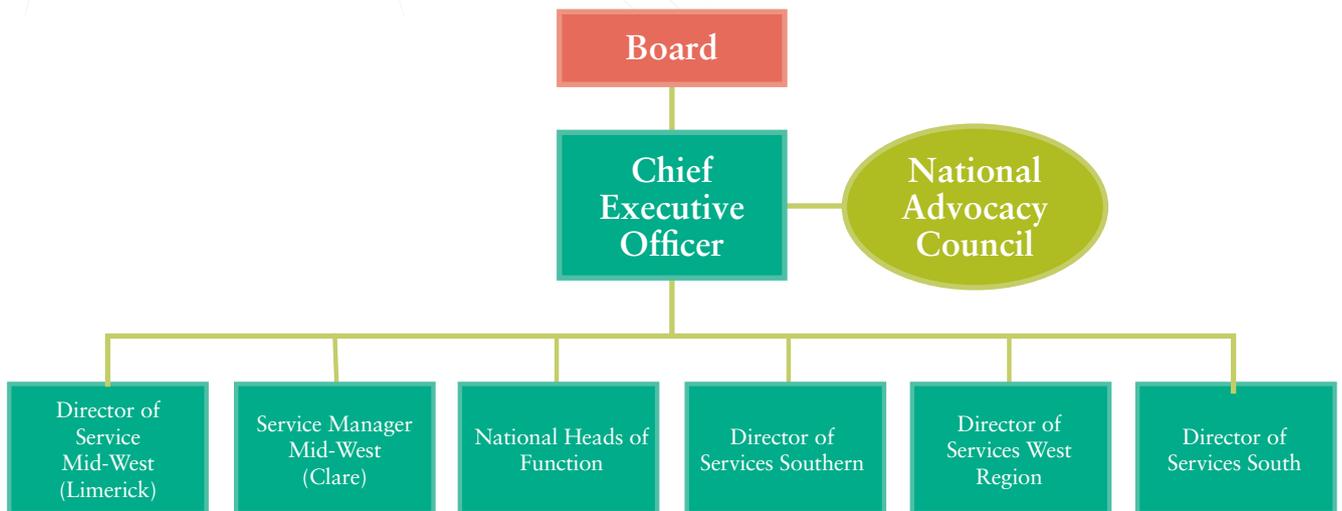
The BOCSI Company is supported by the National Office which is comprised of the Chief Executive Officer, the National Heads of Function (the Head of Finance; Risk and Regulation; Human Resource Management; ICT; Quality, Safety, Training & Advocacy; and Procurement); and the PA to the Chief Executive Officer. The National Leadership Team led by the Chief Executive Officer consists of the four Directors of Services and currently one Service Manager and the National Heads of Functions.

The Chief Executive Officer reports to the Board of the Brothers of Charity Services Ireland and is the Company Secretary. The Chief Executive Officer is responsible for the management and executive functions of the Company's regions through the National Leadership Team. The National Leadership Team supports the Chief Executive Officer, the National Board and its Committees, National Teams and Working Groups and it acts as appropriate as the single point of contact for external agencies and bodies.

The National Advocacy Council is made up of people we support from each Region and their supporters. This group meets with the NLT bi-annually. Policies and Procedures which relate directly to the people we support all go from the Policy Review Group to the National Advocacy Council for comment and for transfer into easy to read documents.



ORGANISATIONAL CHART 2020



BOARD MEMBERSHIP 2020 AND BOARD COMMITTEES

Brothers of Charity Services Ireland CLG

Bro. A.T. Hassett (Chair)

Bro. J. O'Shea

Mr. S. Hayes

Mr. P. McGinley

Mr. J. Barry

Ms. M. Allen

Mr. J. Delahunty

Ms. G. Larkin

Ms. A. Geraghty

Bro. N. Corcoran

Michael Hennessy (CEO) - Company Secretary



BOARD COMMITTEES

There are currently five committees in compliance with the Code of Practice for the Governance of State Bodies. Each Committee acts in accordance with its Terms of Reference, which are agreed by the Board, and reports to the Board.

AUDIT COMMITTEE

Appointed by the Board, the main objective of the Audit Committee of the BOCSI is to support the Board in fulfilling its function by providing independent and timely advice to the Board on areas within its remit. It ensures that there is full control over the income, expenditure and assets of the BOCSI and ensures that all of its resources are used effectively in fulfilling its responsibilities.

NOMINATIONS COMMITTEE

Appointed by the Board, the main objective of the Nominations Committee of the BOCSI is to oversee the arrangements for selection and rotation of members of the Board of the BOCSI.

QUALITY AND SAFEGUARDING COMMITTEE

Appointed by the Board, the main objective of the Quality and Safeguarding Committee of the

BOCSI is to support the Board to fulfil its function by providing independent and timely advice to the Board on areas within its remit, to ensure that clear and effective Quality and Safeguarding Management systems are in place, and that the welfare of those who use the Services is safeguarded.

REMUNERATION COMMITTEE

Appointed by the Board the main objective of the Remuneration Committee of the BOCSI is to oversee the employment practices of the BOCSI and ensure that they comply with the Public Sector Pay Policy.

RISK MANAGEMENT COMMITTEE

Appointed by the Board, the main objective of the Risk Management Committee of the BOCSI is to support the Board to fulfil its function by providing independent and timely advice to the Board on areas within its remit, to ensure that clear and effective Risk Management systems are in place, and that the welfare of those who are supported by the Services and our Staff is safeguarded.

APPROACH TO SERVICE PROVISION

A GENERAL OVERVIEW OF THE BROTHERS OF CHARITY SERVICES IN IRELAND

The BOCSI endeavours to offer Services in local communities, promoting and supporting positive engagement and interaction between those who use our Services and their community, and supporting them to participate in, and be included in, all facets of community life as equal and valued citizens. We work in partnership with local communities, agencies and organisations to initiate and develop increasingly inclusive opportunities for, and with, the people who are supported by the BOCSI.

We offer a range of comprehensive day, residential, respite and multidisciplinary supports and services to adults and children with autism or an intellectual disability, and their families. We are committed to a person-centred individualised approach in our service responses.

Services include:

- Early Assessment Intervention
- Development and Pre-School Services
- Health Related Support Services
- Educational Services
- Residential Care
- Day Activation for Children and Adults
- Vocational Preparation
- Advocacy Support
- Supported Living Arrangements
- Personal Development Training
- Family and Sibling Support
- Supported Employment
- Home Support
- Host Families
- Crisis Intervention
- Respite Services
- Services for Children and Adults with Autism

- Staff Training and Development
- Pastoral Care
- Support of Elderly Persons with Intellectual Disability
- Community School Age Support
- Integrated Leisure Activities
- Multi-disciplinary Services

The use of the term Multi-disciplinary Services refers to interventions by paediatricians, psychiatrists, psychologists, speech & language therapists, social workers, physiotherapists, and many other therapeutic interventions. We work in partnership with Brothers of Charity Housing Associations, mainstream Housing Associations, and local authorities in the provision of appropriate residential accommodation.

A PROFILE OF PEOPLE WHO USE OUR SERVICES

The Brothers of Charity Services Ireland provided some level of Services to 6,918 people in 2020. These Services have been identified in the previous section of this report. We supported 3,481 children and adults, an additional 73 adults received multi-disciplinary services only, and a further 3,364 children received services through Children Development Network Teams where BOCSI is the lead Agency or our staff are involved in the delivery of service.

The way in which we deliver Services has changed over time in response to those we support and to ensure we adhere to best practice. We are providing more supports into people's own homes to ensure that the people we serve continue to develop their

own identity as functioning citizens within their community. As no two people are alike, the range of supports required is varied and vast. Some people need a very high intervention level and others a low, the higher the intervention level the higher the cost of service provision.

Under the Government's Progressing Disability Services (PDS) Strategy a national programme to reorganise children's disability services was set in motion. PDS changes the way children (aged 0-18 years) and their families access and receive clinical disability services. PDS has reorganised children's services into Children's Disability Network Teams which brings together the current Service Providers to deliver services in partnership with one partnership agency taking the lead, either BOCSI, another Service Provider or the HSE CHO depending on the structure of the team in that geographical area. Our Children's Services are included in this strategy and they have been working on moving our children's service delivery to the Children's Disability Network Teams (CDNT). Parents have been informed of these changes and the identity of the lead agency. Children will receive services from one of these CDNTs based on their home address.

Our day services had to close under the direction of Public Health in 2020. Staff from day services were reassigned into residential services and where appropriate 'Covid Isolation Units'. The BOCSI through the multi-disciplinary teams set up on-line services and supports for those who had to stay at home when the day services closed. Some Day service premises were transformed into some residential settings and others covid isolation units, to ensure everyone was supported in the best way possible throughout this very difficult and unprecedented time.

A lot of the people we support have underlying complications and they were required to cocoon. This restricted movement was very hard for some people to understand. The National Advocacy Teams in each Region stepped up to produce newsletters to keep people informed and came up with various on-line interactions and competitions

to help with morale. Staff had to change the way they worked to ensure the safety of the people they support, these changes included wearing PPE, keeping work clothes for work only, working in pods, in specific areas only, monitoring their own health and temperature on a daily basis and to agreeing to only work in BOCSI during the pandemic. On top of this our staff worked tirelessly to ensure those who were cocooning were kept as entertained and stimulated as possible.

Our residential services grew during the pandemic as people were unable to stay at home fulltime once day services closed. Our residential services include supporting people in independent settings, their own home, community integrated living settings, full residential and temporary respite services along with crisis and special intensive and nursing home services.

In order to support the Government in planning for disability services, each Region updates the National Ability Supports System (NASS) which replaced the National Intellectual Disability Database in 2019.

ENERGY EFFICIENCY

The BOCSI is required to report energy efficiency data to the Sustainable Energy Agency Ireland (SEAI) annually. Up to 2020 our target was that we achieve an energy saving of 33% from our baseline and we met that target. However our work is not done, the EU Green Deal sets a target of 55% CO2 emissions reduction by 2030.

The Irish Government through the Department of Energy, Climate and Communications issued a requirement of a 7% annual reduction in carbon emissions by all public bodies including those bodies funding under S.38 of the Health Act. This is a big challenge for BOCSI and we will work toward building partnerships with the HSE Energy Unit, the SEAI, and our suppliers to meet these new targets.

ENERGY STATEMENT

The Brothers of Charity Services Ireland is dedicated to implementing energy efficient practices throughout its Services.

We are committed to:

- Reporting our energy efficiency data to the SEAI annually
- Continual improvement in reducing our energy usage
- Compliance with all environmental and related legislation
- Communication of our energy statement and energy programme to all our staff and those who are supported by our Services, and
- Ensuring our suppliers and contractors are aware of our energy programme.

COMPLIANCE REQUIREMENTS

To date the BOCSI is required to comply with and/or report on the following annually.

- The Health Act 2004
- Health and Social Care Professionals Act 2005
- Comhairle Act and (Amendment) Act 2004 (Advocacy)
- The Disability Act 2005
- Companies Registration Authority (Annual Audited Accounts & Governance)
- Children First in Disability Services 2011
- New Directions 2015
- The Assisted Decision-Making (Capacity) Act 2015
- The Charities Regulatory Authority
- The Climate Action Bill 2021
- Annual Compliance Statement to the HSE (Service Level Arrangement):
 - Governance outlining the current Governance arrangements of the Board
 - Internal Codes of Governance
 - Risk Management
 - Remuneration
 - Finance
 - Capital Assets
 - Taxation
 - Procurement
 - Related Companies and any subsidiaries etc.
 - Staff Absenteeism report to the HSE
 - Whole Time Equivalent report
 - Quarterly Accounts returns, and
 - People who use our Services number returns
- The Code of Practice for the Governance for State Bodies
- Safeguarding Children: Policy and Standards for the Catholic Church in Ireland 2016
- Health Research Board (National Ability Support System (NASS))
- The Health & Safety Authority - Audits
- The Freedom of Information Act 2014 - FOI Statistical Returns and compliance with the Model Publication Scheme
- Data Protection Act 2018 & GDPR
- The Office of the Ombudsman
- The Information Commissioners Office
- The Data Protection Commissioner
- Sustainable Energy Authority of Ireland (SEAI) Monitoring and Reporting
- State Claims Agency - National Incident Management System (NIMS)
- Incident and Accidents are required to be notified to the HSE Safeguarding Team
- CQL (Council for Quality & Leadership) - quality mark
- Education for Persons with Special Education Needs Act 2004
- Ethics in Public Office Act 1995
- BOCSI Ethos and Compliance with best practice Policies and Procedures and Guidelines
- Irish Council for Social Housing & the Department of the Environment
- HSE Governance and Financial Audits
- Standards in Public Office Act 2001
- The Governance Code for Voluntary and Community Organisations
- The Charities Code of Governance (from 2021)
- The Comptroller and Auditor General - Financial and Governance Audits
- Fundraising Guidelines

This list is not exhaustive but identifies the most relevant legislative compliance requirements, all of which require some form of reporting and audit. The BOCSI endeavour to meet all compliance requirements annually.

EXPERIENCES DURING COVID

Two of the people supported by BOCSI during 2020 graciously share their own experience and views of life during the pandemic.



GRAINNE'S STORY.

“Hi my name is Grainne. I live independently in my own home in West Cork. This is my experience of Living with the Corona Virus over the past year and a half.

It has been quite exhausting. At the beginning I felt scared in case I got the virus or my family got it. I couldn't spend time with my family. I love hugs but I couldn't give my nieces or nephews a hug. I like meeting and talking to people. I couldn't meet my friends and could only talk to them over the phone.

My jobs are important to me and I was agitated that I couldn't go to work. I was restless sometimes. I saw the staff more than before but only one staff could call to my house. I missed the other staff so I spoke to them over the phone. I missed all of my classes and courses and going for coffee and lunch with my friends.

I found it hard to put on and wear my mask at the start. Now I am used to them. I had my 1st vaccine injection and I gave my family hugs. Two weeks after my 2nd vaccine injection I was able to travel on the bus and go back to work. There will be no stopping me!!!

I am looking forward to meeting my friends inside for coffee and lunch and not outside in the cold and lashing rain!!

Now if I get the virus I won't be so sick. I am not afraid anymore.

I am looking forward to getting back out there, integrating with people and living my life.”

Grainne McGrath, Southern

PAT'S STORY.

“Early 2020 everything was on track we were involved in Hustings with potential TDs in the Centre for Disability and Law and as an advocacy group, we were making sure people’s voices and concerns were being heard. We enjoyed going to the polls and voting – and then Covid happened, our diaries were empty. We needed to regroup and figure things out, how were we going to get around this? Then along came zoom and this opened a different world, a world of technology which meant we could attend meetings and classes from the comfort of our own homes. I found it easy after the first 3 or 4 meetings I got used to getting the link and clicking to join, I was nervous in the beginning as it was all new.

In no way was I bored, I was kept busy with focus groups with inclusion Ireland, online presentations at Disability Federation Ireland (DFI) and Galway and Roscommon Education and Training Board (GRET) training days, preparing and presenting at the National Advocacy webinar, lots of educational classes and plenty of advocacy meetings in my area of Galway and as a representative on the National Advocacy Council. I am very grateful to the Irish Wheelchair Association who made weekly visits and phone calls. I helped them with surveys on how people were coping.

I did miss meeting friends and family and I was disappointed that my trip to New York was cancelled due to Covid. I missed heading into town and socialising in the local pub.

During Lockdown I had a family member that I lived with go into hospital, this was the first time that I lived independently. I had supports that came in during the day to support me and to pick up meals. I had to do a few nights on my own. I was nervous at the beginning and as time went on I got confident and remembered to keep my mobile charged up and near me. Once I knew I could make contact with people, I was ok.



The hardest part was living on my own in this emergency was that I could not reach out to family and friends because of restrictions. I got the confidence and strength from somewhere to do this on my own and am happy I did it and was proud of myself that I achieved it.

Finally, I would like to say that Life has changed for everybody during Covid 19 and it is very difficult but we are getting through it. I have learned that lots of things can wait, such as deadlines and rushing around. I have learned not to take anything for granted in life. Everyday life for a person with a disability is the same as for people without a disability in lots of ways but it is also different. Last minute changes, during Covid were difficult. I know people are nervous - but try to be positive in everything you do and we will get through it. Believe you can achieve anything in life if you put your mind to it!”

**Pat Flaherty,
Galway Advocacy Council Chairperson**

REPORT FROM EACH SERVICE REGION

BROTHERS OF CHARITY SERVICES IRELAND MID-WEST REGION

Report from the Director of Service Norma Bagge (Limerick)

The Year 2020 will forever be associated with COVID19 and the focus of my report is recording and acknowledging all the work the Limerick Services has done, with the support of the Board and Chief Executive, the National Leadership Team, the National Clinical Group, the HSE, the families of people attending our services and with the dedication, commitment, hard work, determination and resilience of our staff.

The cooperation and flexibility of the people who attend our Services was present throughout this pandemic and their resilience and adaptability to significant change in their lives was evident throughout this pandemic. It has been said many times by staff throughout this year that it was a privilege to serve and work in this Service and it truly was. In what was a difficult year for the entire population it was meaningful and rewarding to be part of a national health services effort to keep services going and keep people safe.

We started the year with great plans to be part of the development of a national strategy, to commence a project under “Time to Move On”, to progress with the goal of CQL accreditation with BOCSI Clare Services to further enhance the delivery of person centred services and to continue our programme in property upgrades. However, plans were put to the side when the pandemic started to impact on Services. Initially, under the direction of the HSE, day services were closed. This was a significant decision and made in the interest of safety but it had a real impact on those individuals who no longer had a service to attend and remained at home. The consequences of this for our services is that staff working in day services were redeployed to work in our residential

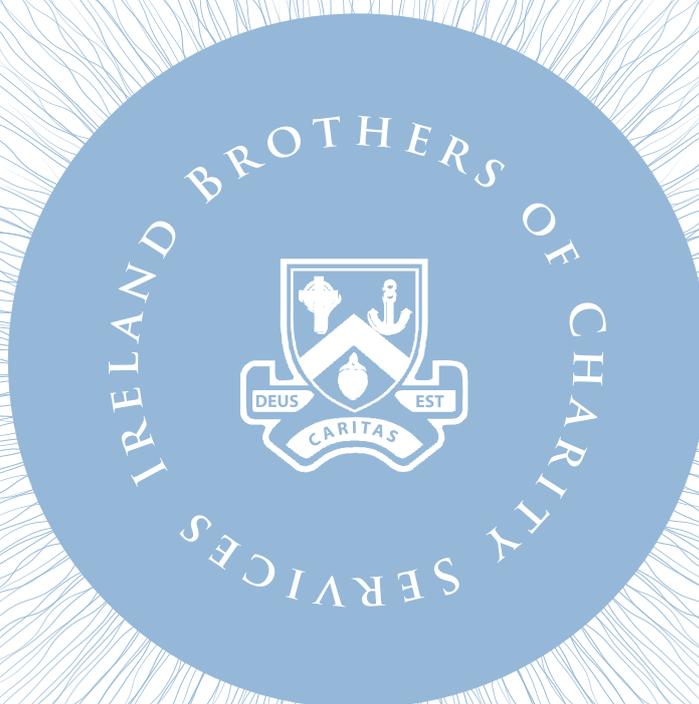
houses supporting individuals who also were without their day service. Thankfully the decision to reopen day services was made during the summer of 2020 and our day services reopened in September for day attendees only.

People in our residential houses remained at home and staff supporting them have demonstrated flexibility and creativity in ensuring people are having variety in their day and are content. This has been a challenge as we can all understand and appreciate. But individuals have shown their strength and resilience by making the best of a difficult situation. The use of information technology and devices has gone from strength to strength and both the people we support and staff are using technology in a way that improves communication and connection. This is one of the silver linings of this pandemic.

Throughout the pandemic our staff have attended training in infection control, worn various combinations of personal protective equipment, learned how to take swabs, set up and operated isolation centres and worked in ways they had not worked before. Staff have not hesitated in responding to what was asked of them. They understood clearly their responsibility and carried that responsibility on their shoulders with strength and courage. They have shown good humour, enthusiasm, creativity, tenacity and determination.

Our Children Services also adapted their model in an effort to continue to support families and children relying on the service. This involved tele-working as well as supporting home visits in line with public health.

REPORT FROM EACH SERVICE REGION



Once we weathered and adapted to the new normal within services our work did revert back to normal in the sense that we continued to progress with positive developments within the Services.

During the months of September and November we supported 10 people to transition from Bawnmore Centre to 3 newly upgraded houses in the community. We also completed upgrades in respect of a new respite house and secured 4 new homes to replace existing homes within our Limerick residential services. We also completed the upgrade of 2 new houses in Abbeyfeale, West Limerick to replace 2 houses Newcastle West.

We progressed a project proposal for the development of a new day service in West Limerick for consideration by the JP McManus Committee. We secured two new day service locations with the

support of the HSE that will enhance our day service provision in the years ahead.

We continued to have HIQA inspections that were largely positive and consistently recognised the high standards in respect of infection control.

The HSE has been very supportive of our Services throughout this pandemic and we worked collaboratively with them in respect of engaging with public health, arranging the swabbing of individuals, the development of isolation centres and access to PPE.

We are thankful that everyone remained safe throughout 2020 and we are forever grateful to our staff, the people supported and their families for all their support and cooperation throughout the year.

REPORT FROM EACH SERVICE REGION

BROTHERS OF CHARITY SERVICES IRELAND MID-WEST REGION

Report from the Service Manager, Martina Rynne (Clare).

The year 2020 was certainly a year with a difference. It challenged us as a Nation, as a Service and as a Community. It brought out the best in people and lay bare our vulnerabilities, as human beings. As a service, we were tested in so many ways and I am proud to report that we responded, with determination and commitment. Those supported by our services, were the priority at all times. However, with Day Services closed from March until August 12th, there was a sense of frustration from some individuals and families alike. Those whom we support residentially, benefited in many ways with the availability of additional staffing, as a result of day service closures.

As a management Team, we had never dealt with a situation so grave before. We galvanised ourselves, pulled together as a unit and went about, finding hand sanitizer, goggles and masks, wherever we could. We locked staff teams to one area and reduced footfall as much as possible. We held what became known as Local Covid Meetings, every few days and again, like a line from my Leaving Cert play, I can recall a member of the management team, commenting on one occasion, in early March ‘this is probably the last time, we will sit around a table like this for a while, having a meeting’. This paved the way for the Clare team to embrace Microsoft Teams and nine months later we still have not sat around a table.

The National Leadership Team provided regular and frequent support. Particularly pertinent advice was provided through our Covid National Clinical Group, with each of the representatives on the group, reflective of the Regions, working diligently

to provide succinct and up to date information. Procurement worked diligently to ensure PPE was sourced at local and national level and stocks of PPE improved as the weeks turned to months.

Enhanced Services

From the outset, BOCSI Clare had agreed with the HSE locally that some individuals regardless of how Covid was going to present or develop, would require day services. As the weeks turned into months families became less able to cope with having their loved one home fulltime. Staff teams, reviewed individual situations and where possible, safe and required, delivered face to face support. This took the form of meeting the person for a walk twice a week or the person returning to day service location for 2 days per week.

Various templates, were completed regularly for the HSE and following Minister Rabbitte’s announcement of an additional €75m, in September 2020, BOCSI Clare was successful in receiving €80,600 for capital investment, in late October, to renovate existing properties, provide transport services or lease community spaces. All of these measures, were to increase physical capacity and therefore, ensure that social distancing could be maintained and safe services delivered to those, who now needed to return to Day services. Revenue was also provided to enable us to engage additional staffing, to provide day services in these new locations. BOCSI Clare received an additional 7.85 WTE in that respect. Following further consultation with the HSE, regarding challenges to enhancing services further, we were successful in securing an additional €202,000, as once off funding in

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December. As the year came to a close in December, all capital works, with the exception of one area, were complete and this ensured that services in the vast majority of the county had been restored to 100%. In the remaining areas, approximately 70% of services had been restored.

New Service Development

Despite Covid, BOCSI Clare, welcomed a number of new individuals to the services in September. In 2020 we saw the introduction of another 6 school leavers into day services, 6 individuals exited the Rehabilitative programme and went on to receive day services and 7 new people came into the Rehabilitative programme in Ennis. Two new Day services hubs were opened in Ennis, to facilitate the new individuals to the service.

HIQA Compliance

In 2020, two new Designated Centres were registered with HIQA, Ballina Residential, in North Tipperary and Tir Na Coille in Ennis. Ballina Residential, across the bridge, in Killaloe and officially in North Tipperary was a first for us, having developed a day service in Killaloe in 2017. Both were desktop registrations due to Covid so there was no inspection report at the time of registration. Ballina Residential did subsequently have an inspection and this is included in the numbers of inspections in 2020.

Advocacy

A film produced by the Clare sector which was launched at the BOCSI National Advocacy

Conference, went on to achieve national acclaim, by being placed on the HSE platform, with the caption 'Co Clare Disabilities group, dance, laugh, reflect and share Covid Experience'. The film received further promotion, as part of the International Day of Person with Disabilities, whereby it was aired as one of the films, in a series of HSE Webinars, showcasing the Covid experiences of individuals, families, friends and carers right across the country.

We were exceptionally proud in BOCSI Clare to read the following on the HSE Platform 'In County Clare an advocacy group featuring clients from the HSE funded Brothers of Charity Intellectual Disability Services, produced, filmed and edited a sweeping video featuring poetry, baking, stories, dancing and everyday travels. The video highlights the day to day reality and challenges experienced by everyone but it also interweaves humour and fun and illustrates the creativity and talent of all involved. Introduced by Claire Nagle, Chairperson of the Ennis and Clare Advocacy Platforms with the Brothers of Charity Services, the video available at the link below provides an overview of the video in its entirety'.

To the Clare Management Team, I want to thank you most sincerely, for all the work you have put in over the past 12 months, without your direction and commitment, the services would have failed to manage the pandemic as well as it did. I am honoured to work alongside you, as your colleague and team member. Finally, to all the members of the National Leadership Team, thank you for your guidance and support over the past 12 months.

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BROTHERS OF CHARITY SERVICES IRELAND SOUTH EAST REGION

Report from the Director of Service Julia Kelly

Who would have thought at the start of 2020 what an extraordinary year it would turn out to be! In March everything changed and we all had to adapt to what is now a “new normal”. What is remarkable is how quickly everyone accepted and adapted to the many changes that COVID 19 brought to both our personal lives and to our work practices.

Front line staff have been following strict infection prevention control procedures since the start of the pandemic and have had to adapt to wearing PPE during the course of their working day. They had to support residents to understand the changes that were taking place, as these changes unfolded, and act as a key link between the resident and their families in maintaining contact. As day services were closed for nearly 6 months a number of day services staff were redeployed to residential houses to support residents during the day. The remainder of the day staff quickly moved to providing remote day supports to individuals at home.

Staff working in Children Services maintained supports to families and children throughout and found different ways of carrying out their roles and responsibilities which kept families in crisis connected with supports and ensured that assessments continued despite the challenges being faced. Our Recreation Department found new creative ways to encourage individuals we support to keep fit and moved to having online fitness classes and various challenges for individuals. In the absence of opportunities for the performing arts, individuals were invited to act out their favourite film clips and submit them. These efforts were recognised by the awarding of virtual Oscars. While individuals were and are still unable to meet in person, day services staff teams continue to do all

they can to keep connections alive through bingo, Lamh, and Quizzes. In one centre individuals created Christmas Cards and hand painted a stone for every resident in a local Nursing Home at Christmas. The feedback from this was very positive and helped to keep the connection that had been built up.

Day services reopened in September albeit on a reduced basis and significant work was undertaken by staff teams in consultation with our Health and Safety Department to ensure that appropriate risk assessments were completed and risk mitigation measures put in place to ensure that individuals supported could return safely. Up to the year-end full time day services had not recommenced except for some prioritised individuals and a number of day staff were still redeployed to support residents for whom day services have not recommenced.

I am happy to report that late in 2020 the HSE committed funding for 2021 to recruit additional staff on a one year contract to facilitate the repatriation of staff back to their day services, and to endeavour to get individuals supported back to full-time services when Public Health Guidance allows this. Some once-off funding was made available for additional locations, adaptations to current locations and transport to maximise the numbers that could be supported in day services locations while being mindful of social distancing. We have also received funding for IT to support more remote access for individuals. Hopefully this investment will bear dividends in 2021 for those we support.

In the midst of all of this the normal business of the Services continued. Across the region we welcomed 20 new school leavers to our day services. As in

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previous years this necessitated the opening of new day service locations and this year we opened two new services – one in Ballyclerihan, Co. Tipperary and the other in Tramore, Co. Waterford. As in previous years the funding has not been adequate to provide for multi-disciplinary supports to these individuals or to cover the non-pay associated with these placements. We continue to advocate to the HSE for this to be addressed. It was a welcome development during the year to have a new residential service for two individuals open in Tipperary and 2 new residential places were developed in Ballytobin. It continues to be a concern that our residential waiting lists is increasing and that the only funding for residential places is for emergencies.

In 2020 through the auspices of the Belmont Park Housing Association we acquired three new houses – two to replace rented houses and one to replace a house which no longer meets the needs of the individuals who live there.

We had 12 HIQA inspections across the region in 2020 and we achieved a compliance rate of 85.2%. We had 5 non compliances in the “red category” however all of these arose from the inappropriateness of one house and I am happy to report that this has been addressed through the acquisition of a replacement house as mentioned above. In relation to our Accreditation with CQL we would have been due to have a monitoring visit in 2020 however this was not possible due to travel restrictions and will happen in 2021 instead.

Our Learning, Development, Quality and Advocacy Department had to adapt and find alternative ways of working. A few of these are as follows:

- The team were involved as part of the HIQA 6 monthly audits conducting a number of virtual interviews with residents of designated centres.
- A survey of individuals who attend day services was undertaken and the information gathered subsequently informed planning of the return to services.
- A major initiative was the development of an interactive Advocacy Newsletter to share information and maintain close links with individuals during the various stages of the lockdown. Our Christmas edition of the newsletter was edition no. 27.
- Our advocacy group’s meetings at local, regional and National level continued through the use of zoom.
- The team researched and provided online training to meet the need for mandatory staff training. Where this was not available externally they worked with internal trainers to facilitate modes of training other than face to face through the development of demonstration videos, or Teams meetings.
- Some face to face training was however required and risk assessments were completed and protocols developed which allowed for the safe use of the training centre to facilitate this.
- Our student policy was reviewed and updated in line with COVID 19 guidance and a virtual training module was developed for induction.

While it has been a bizarre and at times difficult year there has been significant learning in a number of areas. We have moved to holding meetings on line and this has led to a significant reduction in time spent attending meetings off site to also facilitating

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the attendance of individuals at meetings who might not otherwise be available to attend. In compliance with public health guidance where possible non frontline staff were encouraged to work from home, and while prior to this such a suggestion would not have been considered the evidence is that it can and does work in some circumstances. This may be an option that we can facilitate in the future. While, as I mentioned above, some individuals supported were unable to return to day services our outreach support proved very successful. This has opened a conversation around a more individualised way of providing day services. We are aware that a number of older individuals have indicated that they do not wish to return to attending regular day services. There are less individuals attending at any one time, and less movement in and out of buildings which has created a more relaxed and calm environment. Staff can really focus attention on individuals and highlight areas which need upskilling and have the time to provide the support to do that.

Our biggest challenge as we come to the end of the year is our inability to attract sufficient new staff however our HR Department is working tirelessly to try and address this. Despite the difficulties a significant number of new staff joined us this year, and we hope they have a long and fulfilling career with us.

I would like to remember at this time the 9 individuals we support and 1 staff member

who passed away during the year. The current restrictions made everything surrounding bereavements that bit more difficult for everyone involved and did not allow for the normal rituals which allow us to be there to show our support in such times. Their loss is felt by those who knew them – may they rest in peace. This year, as in other years, we said goodbye to a number of staff who left us for pastures new – we wish them all the best. We also had a number of staff retiring. We thank them for their years of hard work and dedication, and wish them all a very happy retirement

I would like to extend my thanks to members of the local communities, families, and community organisations who support us, and to the HSE personnel at local level - who we work closely with - for their continued efforts on our behalf.

Finally I would like to take the opportunity in this report to acknowledge and thank all our staff who have demonstrated great flexibility in responding to the changes wrought by Covid including cancelled holidays, redeployment and changed work patterns and practices. It has been a very difficult year for the services however the support, flexibility and commitment that management and staff teams demonstrated throughout this crisis was exceptional and continues to be so. I also want to thank the individuals we support who continue to be our inspiration as we look forward with confidence to 2021.

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BROTHERS OF CHARITY SERVICES IRELAND SOUTHERN REGION

Report from the Director of Services Una Nagle

The year 2020 has been a year of major disasters worldwide with the emergence of the coronavirus which led to the international pandemic status and which overshadowed the planned work of Southern region. It has also been a year of exceptional generosity by so many individuals who collectively have worked tirelessly to shelter the Persons Supported and the Services overall from any major impact of the virus.

This report of 2020 must centre on thanking all and in highlighting the very significant work undertaken in the period from March 2020 to year end. We again wish to extend our immense gratitude to colleagues throughout the organisation who have all responded to the challenge so selflessly and effectively in ensuring that people we support continued to receive the support they need. It has been an effort from everyone across the Services

Our thanks especially go to the following.

- To the staff in residential day and respite services who took on the biggest challenge of supporting individuals during the pandemic lockdown phases. They succeeded to keep the virus at bay and to engage individuals in meaningful daily activities despite not having access to community facilities. This in addition to having to undertake additional tasks such as refresher training on Infection Control, ensuring they were working in line with latest public health guidance, ongoing wearing of masks and other PPE, rigorous hand hygiene and cleaning routines. They also made extraordinary efforts to supported individuals who were suspected or confirmed cases and supported all to attend COVID19 mass testing clinics and presented themselves for testing regardless of the time or the place.
- To the staff who redeployed from day and other services to support individuals in residential service and to those who continued to operate day services and respite services to support those who needed to attend throughout the lockdown periods.
- To all Service Managers and Multidisciplinary and administrative staff for their time spent on daily/weekly COVID 19 planning meetings to ensure the latest guidelines were adopted and disseminated to all areas as quickly as possible. This was a considerable undertaking as guidance changed rapidly as the country went into various stages of lockdown and as public health were getting to understand the virus and the risks involved.
- To the National COVID19 Clinical Group and our representatives on the group for their timely issue of guidelines to support the Region.
- To the Board of Directors, Congregation, and Chief Executive for their ongoing support and letters of encouragement during the period.
- To the National Procurement Team for ensuring a supply of PPE.
- To the IT department locally and nationally for its very rapid response to ensuring continuity of working via remote linkages.
- To the National Heads of Function and various clinicians for developing the various guidelines and to the Heads of Discipline for developing Tele practice.
- To colleagues who provided vital enabling services and coping with multiple challenges such as virtual working to ensure that assessments and interventions could continue remotely wherever possible.
- To all Service Managers for developing Contingency and Service Resumptions

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plans after the first lockdown in March and for developing online daily programmes for individuals who could not attend the centre whether due to lock down or reduced attendance at day centre locations due to social distancing requirement.

- To the Quality & Training Department for organising training online and in particular for organising the training as COVID19 swab testers to ensure the early testing of any person supported presenting with COVID19 symptoms.
- To Finance and HR who worked tirelessly to ensure that all the relevant details were provided to public health for COVID19 test clinics to run smoothly and to maintenance and other volunteers who assisted on the test days.
- To our Facilities Manager/Safety Officer who ensured that all areas had access to sufficient infection control products and PPE and that premises were assessed and marked for social distancing. Special thanks to National Procurement Office in their sourcing of emergency PPE supplies in the early stages of the pandemic.
- To the staff and users of support services such as canteens, swimming pools and so on for their understanding as to why the services had to close and for their work in planning for phased reopening.
- To our Human Resources Department for running recruitment campaigns and rapid turnaround in employing additional staff. The Department has supported all in managing the ongoing uncertainty regarding the impact of COVID19 in relation to staff absences together with risks of not being able to recruit suitably qualified replacement staff in high support

areas. This continues to be a major risk to the Services into 2021.

- To the HSE Disability Office in Blackpool who were there at all times to support and supply whatever stocks of PPE we required, advancing any specific queries to Public Health and providing additional funding to support the reopening of Day Services in August.
- Last but certainly not least to the local Public Health Teams who were extraordinary in their rapid responses to the three outbreaks we encountered in that period including one over the Christmas period. We are truly grateful for their common sense approach and for their understanding.

Our sympathies are with all those people we support, colleagues, volunteers and family members who have lost loved ones because of the virus or have suffered from it themselves.

Despite the challenges, it was a positive and progressive year in many respects and we ensured that we took opportunities to take stock of the positive elements arising from the lockdown. These included the following.

- Looking to support people who have significant difficulties in transitioning from home to day services in a different way.
- Developing and sharing online resources for Persons supported and families.
- Developing remote links for those who could not attend their regular day activities.
- Looking to sustain efficiencies by remote meeting eliminating unnecessary travel time and costs.
- Moving classroom based trainings to online

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wherever possible again saving on travel time and costs and also supporting staff to avail of trainings at a time most suitable to their individual circumstances.

- Greater cohesion and communication among service areas who all rallied to the cause of enhanced Infection Control Processes and other shared learnings from the pandemic.
- Upgrading our digital technology to make it fit for our purposes.
- Residential respite service continued to operate throughout the health restrictions based on reduced numbers attending and on a single occupancy basis only. This has been a lifeline to families who have faced significant challenges in the face of school closures. The service has remained in at least weekly contact with all families, including those not prioritised for services at this time. We remain vigilant to family's needs changing and we will re-examine prioritisation should the need arise.
- Family Support (home support) continued to provide centre based day supports to a significant number of families throughout the health restrictions also based on reduced numbers and single occupancy attendance. From June 2020, all new home support arrangements have been agreed based on fortnightly sessions rather than weekly sessions. This has nearly doubled the number of children getting a family (home support) session.
- All Childrens Services has operated within the health restriction guidelines with reduced footfall in the clinics and single occupancy attendance for the most part. Remote working and remote interventions has proven very successful for many families.

Other Service developments of note during 2020 included these.

- Following the reconfiguration of Childrens Services in Kerry in 2013 Significant progress is being made with the roll out of Progressing Disability Services for Children and Young People in Cork. Two network managers were appointed to the Carrigaline/Kinsale/Bandon and Carrigtwohill/Glanmire Network in September.
- Seven Training Graduates were supported to take up adult day service placements, and we welcome 10 new school leavers to adult day service.
- The ASD Diagnostic waitlist initiative continued to be funded additional multiagency approaches to further reduce waitlists were entered into in the year.
- Funding was made available by HSE for iPad and other ICT equipment to enable persons supported to link remotely to day services and avail of online tuition/activities.
- Procurement initiatives were heavily concentrated on COVID 19 protective and in the areas of vehicle maintenance, print management and waste management costs.
- Over 6,200 views of the YouTube videos developed by SLT Cork since March 2019 and put on the BOCSI YouTube channel. The videos include explanatory videos for families about AAC and also there are many with activities that can be carried out with children and adults using AAC (aided and unaided including Lámh©).
- Developing an online resource for training staff in special schools regarding Dysphagia and the new IDSSI descriptors.
- Positive feedback from Safeguarding HSE re current approach to community cases and management of risk.
- Opened a new Day Services in Bishopstown and in Blackpool.

BROTHERS OF CHARITY SERVICES IRELAND WEST REGION

Report from the Director of Services Eamon Loughrey

In a year that saw unprecedented changes to the world and services we operate in, due to the Covid 19 Pandemic, I am delighted to update you on the key events for 2020 in the West Region (Galway and Roscommon). The Region as an “essential service” continued to provide services to the adults and children we support during the various lockdowns to the best of our ability. Our frontline staff and line management worked incredibly hard during the year in keeping people supported safe and well from infection. The fact that we had only one person in our residential services contract Covid-19 during 2020 is a testament to the efforts and dedication of our frontline staff and managers and to the expertise and skills of our regional and national Covid Response Teams. The Services worked very closely with the HSE Public Health and Prevention and Control Teams (IPC) in the CHO2 area to ensure that all Public Health precautions and restrictions were upheld and maintained.

The West Region is very grateful to the HSE and government for providing specific funding to alleviate the effects of the pandemic including additional funding for the resumption and upscaling of our day services. The West Region was able to achieve a breakeven financial outturn during the year, however, there remains a substantial legacy deficit in one of the sectors which will require a substantial funding injection to rectify in the years ahead. The region continued, where possible, on the planned integration of the various functions and departments. In March the full integration of the finance, payroll and human resources functions for the former Galway and Roscommon regions to the new West Region took place.

The Quality and Training departments in Galway and

Roscommon worked innovatively and tirelessly to support staff training and development together with a number of quality initiatives during the year. As part of the Covid-19 infection prevention and control measures, all face to face training was suspended in March 2020. In the interim E-learning options were explored and a number of training videos were developed. With the resumption of essential training in July, all training venues were risk assessed and comprehensive control measures aligned with Public Health Measures together with BOCSI national guidelines were implemented.

Increased access to and use of technology ensured that people supported remained connected with their families and friends as well as availing of a wide range of online opportunities including advocacy events, classes and workshops. While some people supported missed their day services, others enjoyed their time at home and engaging in more activities on an individualised basis.

In Galway, 15 monitoring inspections were completed in designated centres with an overall compliance rate of 96%. The services in Roscommon had a number of inspections during the year and while most reports achieved high compliance outcomes, there were issues arising in some centres with fire regulations and governance issues from on-call arrangements. We will continue efforts with HIQA and staff to resolve these deficits in 2021. Comprehensive templates were developed for each designated centre in the region to support each house to complete the HIQA Self-Assessment tool on the preparedness planning and on infection control assurances, to keep their contingency response and outbreak management plans fully up to date and to maintain Covid response and outbreak management plans.

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That's Life programme for 2020 was greatly impacted by Covid with many large arts projects and events postponed or totally re-designed. However, a good number of people supported availed of activities including creative writing, collage painting, lip-sync competitions, arts installations and were kept connected through the sharing of their work online. The "Wash your Hands" video was very popular and viewed nationwide.

Advocates in both counties were very busy during 2020 despite the restrictions, with people becoming experts in online presentations and meetings. For example, the advocates in Galway put together 11 newsletters to inform people supported on the ever changing restrictions that the country was experiencing during the year. These newsletters were an excellent resource and readers shared activities and events which made them feel connected to their BOCSI community. The advocates also created many easy to read documents about Covid-19. Advocacy meetings with senior managers continued on-line during the year. One of the highlights of the year was the hosting of an online webinar with the Mid-West Clare Region advocates instead of the National Conference in October 2020. The Webinar was based on people's experience of living with Covid-19. Advocates from Limelight Creative Arts in Oranmore, Co. Galway, developed a short video on decision making for HIQA'S Online E-learning course. HIQA was very grateful for the video and asked the participants for their consent to use it on social media to promote the module.

Services for children were especially impacted by the Pandemic during 2020 with schools closed for long periods and services having to reduce respite

support. In some cases, staff from our children's services were redeployed to provide support in areas of the service where there were staff shortages. The Family support service continued to support families throughout the course of the year despite the pandemic with a number of host home sharing families providing an enhanced support to existing guests. The "July Provision" and holiday projects in August 2020 were delivered during Summer 2020 which was a welcome relief to many families. The children's centre based respite services had adaptations made to their premises to ensure that they could continue to provide safe services for children dependent on centre based respite.

Two manuals for use by staff and members of the public were developed and published by members of the Psychology department. The first manual titled 'Mind your Mind on the Frontline' was published in April 2020. This manual was developed to support frontline and healthcare staff throughout the Pandemic with a focus on emotional well-being, self-care and building resilience and details relevant psychological theory, practical advice and resources. The second manual titled 'Floating the Waves of Grief' was published in May 2020 due to the recognition that there was a need to support those who are grieving during these exceptional times. This handbook was developed for frontline and healthcare staff but is also relevant to people supported and the general public and provides information on grief and bereavement during the Pandemic. Participants in the Dialectical Behaviour Therapy Programme did not let Covid-19 stop them from graduating in December 2020. Each Individual adapted to the changes and completed the programme using their smart phone and other devices.

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The reduction in face to face contact during the Pandemic had a big impact on the delivery of therapy supports in the Services. This challenge was overcome to some extent by adapting to tele-practice and continuing face to face interventions when deemed critical or a sudden change in a person's needs. For example, the daily skills training delivered by the OT Department to support increased engagement and participation in daily activities was adapted to online training for staff. The Physiotherapy department came up with many creative initiatives to "Keep on the Move" with many miles chalked up in virtual challenges. Each Multi-disciplinary department contributed to a bank of multi-disciplinary resource materials which was developed to support children and adults through Covid-19 restrictions. The focus of support was shifted to the home environment with schools and day services closed for extended periods.

The East Galway sector saw a number of positive developments during 2020, including the following.

- In the Clarin services the service commenced working on sourcing 3 houses to replace rented accommodation that was no longer available together with an agreement with Peter Triest Housing Association on the extensive upgrading of a fourth house in the area.
- Works were completed on the new Limelight Day service in Oranmore which is an exciting move to a new location in the county.
- In Ballinasloe a group of individuals moved into their own apartment in the Millrace apartment complex and were delighted to have their own place.
- Seven individuals were accommodated with a new residential placement or package of

funded supports in the sector which were all urgently required for both the individuals concerned and their families.

Unfortunately, due to the Pandemic most events around the Galway City of Culture programme had to be cancelled which was very sad for the Blue Teapot Theatre Group as it had a number of exciting events planned for the year. The focus of the company turned into the production of the play "Into the Dark Woods" written by one of its core actors. The play will have its launch once restrictions are lifted and they are also working on filming a theatre production of it in 2021.

Services in Roscommon continued to be busy with a number of very innovative projects during 2020.

- Thirteen people supported completed the PPALS Training course between September and December 2020. PPALS is a physical activity initiative for older adults with an intellectual disability. The training was delivered by staff from Trinity College Dublin together with Age & Opportunity Ireland. The group in Roscommon were the first nationally to complete the training following the initial pilot project.
- The services in Roscommon have actively entered into a partnership with other community organisations and agencies in the county with the support of the Roscommon Leader programme on the development of the Social Prescribing Project whose purpose is to enhance community life for all citizens who feel they need support to become more active within their community.
- The services in the county formed a "Roswellness" group at the commencement

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of the first lockdown in March 2020. The aim of the group of advocates together with staff from across the service was to provide people supported and staff with accessible information on Covid-19.

- Activity packs were developed and circulated to people who were being supported to live at home and in people in residential services. Challenges were developed and activities based around cooking, arts, sport and positive mental health were undertaken around the county. Community connections were maintained throughout each lockdown using this initiative.

The highlights for the year for the West Galway sector included.

- The opening of two new houses in Galway city and Carnmore providing eight residential places affording more appropriate living solutions and space for people supported as well as facilitating increased compatibility among existing residents.
- The commencement of a number of new entrants to the day's services in the city enabled the opening of a new day service location on the Headford Road which is most welcome.
- Most day service locations remained open for day attenders during 2020 and those living in residential services were given new opportunities to have a day services from their homes.
- Staff rosters were amended to facilitate this and staff used their initiative to create new and meaningful activities that could be run from home.
- A successful application to Galway City

Council Covid-19 emergency fund resulted in a number of ipads being funded and purchased.

- September 2020 saw the retirement of Ann Loughney as sector manager after many years of dedicated service. Everyone wishes her well for the future.

On behalf of the senior management team in the West Region, I wish to acknowledge what has been achieved in 2020, a most unique and challenging year. In addition, I would like to take this opportunity to thank frontline staff and line management in the region for their huge effort in keeping people safe, members of the local communities and families who supported us in our work and the staff from the HSE for their continued efforts to support individuals in the Services to have a good life. Above all, I want to thank all those people who availed of our services during 2020

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2020 NATIONAL ADVOCACY CONFERENCE



The National Advocacy Council had to cancel this year's conference which was due to be hosted by the West Region (Roscommon) due to the pandemic. A decision was made to host a webinar instead entitled "People's experiences of living with Covid" which went live online on October 15th. This was a new challenge for the National Advocacy Council. From the planning stage and the continuous adjusting to the new restrictions, the National Advocacy Council kept their focus and determination. "Yes, we can do this" became their motto and their hard work was rewarded when the event took place and was such a huge success. It was so important to all participants that the National Advocacy Council were able to keep this annual event alive despite the pandemic.

The webinar's success was beyond expectation and it became an international event with hundreds of viewers from Ireland and overseas including some as far away as Australia and America.

Presentations by each Region of the BOCSI were delivered on the following topics:

- "Learnings from Covid - Acknowledging our Achievements and Highlighting our Struggles" Mid-West Region (Limerick)
- "Communication and Covid" and "2020 Vision" West Region (Galway).
- "Creative Clare in the Covid Pandemic" Mid-West Region (Clare)
- "The Good, the Bad and the Learning" Southern Region
- "Covid 19 Time Well Spent" West Region (Roscommon)



The event was hosted by advocates from the Mid-West Region (Clare) and the West Region (Galway). Although reaching a much wider audience, everyone missed the buzz of the face to face interaction and the evening events which are always a highlight of the National Advocacy Conference.

The National Advocacy Council expressed their thanks to everyone who joined them live on the

day, to those who sent in messages of support and to the facilitators. The success of the webinar was measured by the fact that over 200 devices connected on the day. It was worth all the hard work.

It remains only to congratulate the National Advocacy Council and their supporters on a job very well done.

SPECIAL PROJECT REPORT

– CLARE REGION – ON LINE TRAINING FROM FACE TO FACE TO ON-LINE TRAINING

Covid 19 had a significant impact on the delivery of the training programmes to those supported in Clare. For instance, the Vocational Training programme, delivered in partnership with the Limerick/Clare Education and Training Board (LCETB), would normally deliver 3 major award programmes to 16 learners in centre/work placements 5 days a week. By mid-March 2020, all learners were at home and were supported via phone calls twice a day, in addition to receiving hard copies of module work in the post. Both learners and staff found this challenging. However, the learners enjoyed having a focus to their day and a contact point with the team to discuss their work and have a chat. For those learners engaging in the Streetwise Programme or Project Me, (funded by the Rehabilitative training programme), the experience was the same. While work packs and check-ins were sufficient at the outset, feedback from learners soon identified that while continuing education was important, the real issues for people were around feeling isolated at home and missing their peers, staff, and the social aspects of their training.

BOCSI Clare began discussions with the LCETB to gain access to the Microsoft Team's teaching platform in June 2020. By August 2020 all learners and staff had access to Teams, their own log in and an area where they could have online classes daily and submit their assignments. The staff team

worked with each learner to navigate their way through the programme and various functions that could assist their learning. From the initial class of on line learning through Teams, it was obvious this new learning platform, was going to make a significant difference in a very positive way, with learners, delighted to be able to connect with their friends, peers and support staff again, albeit in a virtual way. Learning, assignments, tasks and discussions immediately became much easier and enjoyable.

A year on tutors have developed new ways of teaching supported by the LCETB training and Team's platforms. Learner engagement is at 100% and all learners are successfully completing and submitting their minor awards in level 3 and level 4. Assessments and presentations are being completed online with the use of Teams.

The feedback from the learners has been extremely positive and although they cannot wait to get back to a world pre-covid, they enjoy linking with their peers and continuing their module work via Teams. For those learners engaged in the Streetwise Programme and Project Me, as restrictions eased and Day services were categorised as an essential service, face to face learning was re-introduced, and learners began having access to a blend of online and in-person services.



NATIONAL TEAMS & REPORTS FROM FUNCTION HEADS

The Brothers of Charity Services recognise that a number of functional supports are required to enable the efficient operation of our front line Services. The role of the functional supports is to develop management, clinical and administrative processes that are efficient, evidence-based, easy for people to access and understand, that monitor performance, and deliver continuous improvement and value for money.

Our core support services work to ensure that our Service runs as smoothly and trouble free as possible. To enable this to happen, Management, ICT, Finance, Human Resource Management, Training & Development, Quality & Evaluation, Risk & Regulation, Safety, Health and Welfare, Policy Development, Advocacy, and Administration all work together to improve our infrastructure and Service Delivery. The work of these functions directly impacts on the quality of the service being delivered and the quality of life of those we support. The role of our National Teams is to act as a support for our Staff, the Chief Executive Officer, and the National Leadership Team, to inform the Service, and Governance, to undertake specific projects, to ensure compliance, and to develop policies and procedures on issues relating to the Teams' particular area of expertise. The work of each National Team is on-going. Each Team reports to the relevant Head of Function, through them to the Chief Executive Officer and the relevant Board Committee annually or as projects determine.

THE NATIONAL LEADERSHIP TEAM MEMBERSHIP

Michael Hennessy (Chair)	Chief Executive Officer
Norma Bagge	Director of Services, Mid-West Region (Limerick)
Laura Coyne	National Head of Finance
Kenneth Gavin	National Head of Procurement
Margaret Glacken	National Head of Quality & Safety
Julia Kelly	Director of Services, South East
Brian Leahy	National Head of HRM
Eamon Loughrey	Director of Services, West Region
Mike Lyons	National Head of ICT
Gina Magliocco	National Head of Risk & Regulation
Una Nagle	Director of Services, Southern Region
Martina Rynne	Service Leader, Mid-West Region (Clare)

Recording Secretary, Mary Comer (PA to the CEO)



The National Leadership Team (NLT) reports to the Chief Executive Officer and provides strategic and operational leadership to BOCSI. The NLT set goals; agrees national policies, procedures and budgets; develops strategies; and ensures those strategies are implemented effectively.

The NLT acts as the executive co-ordinating link between Regions. It also facilitates shared service functions within Regions. This Team usually meets a minimum of six times annually and meets with the National Advocacy Council twice annually. All other National Teams report to the NLT via the Head of Function or the CEO.

One of the main undertakings of the NLT in 2020 was dealing with the impact of the Global Pandemic

to minimise the impact it had on our services. The NLT met on line initially daily during March/April to agree and implement a strategy to ensure business continuity during the pandemic, which included sourcing budget, PPE, risk management, setting up a national clinical team, agreeing HR strategy, disseminating the ever changing clinical guidance, setting up isolation units, communication and support for all stakeholders, ensuring ICT resources for multi-ds to deliver services, etc. and thereafter weekly, and then less frequently as systems became embedded to cope with the pandemic. The Board Chair met with the NLT on two occasions but was in constant contact with the Chief Executive throughout the year. The Chief Executive met with the National Advocacy Council.

NATIONAL TEAMS

NATIONAL ADVOCACY COUNCIL

The National Advocacy Council (NAC), which comprises representatives from each of the Brothers of Charity Services Regional Advocacy Councils, met on 16 occasions during 2020. The Council also had 5 meetings with the CEO Michael Hennessey. Due to covid restrictions our meetings were on line. The NAC started with one representative and one facilitator from each region and then introduced 2 representatives from each region towards the second half of the year.

Current elected roles NAC:

Chairperson	Claire Power, South East Region
Vice Chairperson	Claire Nagle, Mid-West Region (Clare)
Treasurer	West Region (Galway)
Venue Coordinator	Limerick Advocacy
PRO	Southern Region

The role of Secretary alternates from Region to Region by agreement.

MEMBERS

Tom Mulqueen, Southern Region
John Collins, Southern Region
Nora Healy, West Region (Roscommon)
Aoife Hegarty, West Region (Roscommon)
Killian O’Gara, West Region (Roscommon)
Claire Power, South East Region
Claire Meagher, South East Region
Majella Jordan, West Region (Galway)
Pat Flaherty, West Region (Galway)
Bernie Bourke, Mid-West Region (Limerick)
Sean Donovan, Mid-West Region (Limerick)
Lisa Acheson, Mid-West Region (Clare)
Clare Nagle, Mid-West Region (Clare)

FACILITATORS – STAFF WHO SUPPORT ADVOCATES

Siobhán Flynn, South East Region
Rob Hopkins, Mid-West Region (Clare)

Rosin Glynn, Mid-West Region (Clare)
Ann Holden, Southern Region (Cork)
Emma Corcoran, West Region (Roscommon)
Emily Walsh, West Region (Roscommon)
Jackie Moran, West Region (Galway)
Sarah Meek, Mid-West Region (Limerick)
Liz Phelan, Mid-West Region (Limerick)

The main issues discussed this year are as follows.

- People’s rights during Covid lockdowns and restrictions, the need for good supports, having the same rights to visit shops, hairdressers, cafes and facilities in the community. We advocated for the same rights as every other citizen and not to be treated differently. We advocated for risk assessments to ensure people’s rights are respected.
- We raised the concerns of many people supported by the Services around the closure of day services and advocate for supports in people’s homes. During Covid people’s views changed about what supports they wanted and the NAC advocated that the Service needed to understand these changing needs and to listen to peoples voices and adapted to what people wanted.
- We advocated to ensure that we were treated differently to the residents of nursing homes throughout the pandemic.
- We advocated on the BOCSI visitors’ guidance and policies and as the health guidance changed. We gave our views and we brought about change
- Through the meetings with Michael Hennessey the BOCSI CEO the NAC expressed the views and lived experiences of people supported by the services and in turn Michael listened and passed our views on to the Regional Directors and local managers.
- The NAC carried out regional surveys with people supported by the services on the reopening of day services. The results were fed back to senior management groups the National

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Leadership Team and the CEO to plan what future services would look like.

- The NAC hosted its first ever National Webinar in October called “Our Experiences during the Covid pandemic” where over 200 devices connected from across Ireland and from as far as Australia and America. We are very thankful to Paul Barry in the BOCSI IT department and to Clare and Galway advocates who did the live hosting on the day.
- NAC Policy Group meet six times in 2020 and consulted on policies and developed easy to read policies.
- The NAC requested Involvement at Governance level, and it was agreed that when the face to face Board meetings resume; as the Board rotates their meeting from Region to Region that whatever Region they were meeting in, that Region’s Advocacy Council would be invited to make a presentation to the Board.
- NAC applied to be part of the Disability Participation Consultation Network for 2021. Being members gives the members of the NAC a great chance to have the voices of people with disabilities heard.
- NAC continue to lobby for all regions to involve people supported on staff Interview Panels. Paid expenses and pay for participants was discussed.
- Members of the NAC worked with Inclusion Ireland on consultations and attending their webinar about people with ID and how they have been connecting through COVID.
- Making Covid information accessible and consulting on the consent process.
- Promoting Internet access, devices and technology for all people in the services.
- Strengthening advocacy structure across the organisation. NAC made a submission on the framework for Adult Safeguarding.
- Clare Advocates involved in the HSE Disability Sharing Day.

- UN Convention on the Rights of persons with Disabilities.
- Inclusive Research Group and Research being undertaken within the BOCSI.

NATIONAL POLICY DEVELOPMENT AND REVIEW TEAM MEMBERSHIP

Julia Kelly (Chair)	Director of Services - South East Region
John Armstrong	West Region (Roscommon)
Jonathan Learner	Southern Region
Mary Seale	West Region (Galway)
Gina Magliocco	National Head of Risk & Regulation
Brian Muldoon	Mid-West Region (Limerick)
Mary Rowan	Mid-West Region (Clare)

The purpose of this team is to manage the development, review and monitoring of all national policies and procedures, guidelines and governance statements to ensure standardised practice throughout the Services. This team monitors new requirements from various statutory bodies and ensures that BOCSI national policies and procedures support and promote compliance with any new legislation. The team works closely with the National Advocacy Council Policy Action Group to ensure that there is appropriate consultation on any relevant policies being developed or reviewed and that any such policies are not signed off until any feedback from this Group has been considered

IN 2020 THE TEAM REVIEWED THE FOLLOWING NATIONAL POLICIES & PROCEDURES.

- Food Nutrition and Hydration Policy
- Policy on Missing Persons
- Education Support for Children in Respite/ Residential Care Policy

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- National Policy & Procedures for the Safeguarding of Adults at Risk of Abuse
- Intimate/Personal Care Policy
- Records Management Policy
- Dignity at Work Policy
- Grievance and Disciplinary Procedure
- National Procedure for the Investigation of Allegations against Staff of Abuse of Vulnerable Adults or Children, and
- National Staff Training and Development Policy

THE FOLLOWING NEW POLICY WAS DEVELOPED IN 2020.

- National Policy on Time in Lieu

During the year Ann Loughney and Brenda Hutton who had been long-standing members of the Team retired from the Services. The Chairperson would like to acknowledge and thank them for their contribution to the Team and wish them well in their retirement. The Chairperson is pleased to report they have been ably replaced by Jonathon Learner (Southern Region) and Mary Seale West Region (Galway) and welcome both of them to the Team.

DESIGNATED OFFICERS GROUP MEMBERSHIP

Kieran Barrett (Chair)	Southern Region
Michael J Carroll	South East Region (Waterford & Tipperary)
K Michael Flood	West Region (Galway)
Karen Lyons (Secretary)	Mid-West Region (Limerick)
Padraig Rooney	West Region (Roscommon)
Jo Rynne	Mid-West Region (Clare)

The role of the Designated Officers Group within the Brothers of Charity Services

endeavours to provide a uniform, coherent response to safeguarding within the services. Whilst Safeguarding is everybody's business the Designated Officers group act as a source of support and advice on matters of child protection and adult safeguarding throughout the service. The meetings take place a minimum of four times a year and provide an opportunity to discuss and reflect on practice issues as well as reviewing policies, procedures and guidance documents.

It is important to note that 2020 brought with it the challenge of Covid 19 and the pandemic. Whilst there has been much discussion as to the effect this has had on referrals to safeguarding, as some services were suspended, it is important to note that some people expressed a preference for the alternative way their supports were being delivered.

ACTIONS COMPLETED IN 2020

- Worked with the Federation of Voluntary Bodies and contributed to feedback in relation to the Regulatory Framework for Adult Safeguarding & The Child Care Act
- Had representation on the HSE Safeguarding Education & Training subgroup
- Provided feedback to HSE Adult Safeguarding policy
- Reviewed forms for Safeguarding Adult statistics and Safeguarding Children's statistics
- Online safety for individuals supported. Modules circulated
- Reviewed Children's Safety Statement
- Provided ongoing peer support to each DO within the group, and
- Explored the development of an online e learning module for BOC staff. A HSE e learning module has replaced the face to face training previously provided. This training is limited and does not

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provide staff with information re local process and procedure. The DO's have started to develop an e learning module that should be completed in tandem with the HSE module. This e module could also act as a resource for managers and be used in induction. New staff will not have to wait for a place on a training course and will be able to immediately access training.

PLAN FOR 2021

- Sign off and implementation of the Peer to Peer protocol
- Attend training in relation to revised Trust in care/Allegations against staff policy
- Access to OLIS to be made available to DO's
- Complete and submit statistics via Microsoft teams
- When the HSE revised policy is implemented to ensure BOCSI review and adjust their Safeguarding Policies and procedures to be in line with same
- BOCSI e learning module to be completed and rolled out. In order for this to happen access to an IT consultant is necessary. It is hoped that this module will be interactive and will have input/ voiceovers from individuals with disability and short films added. This is an opportunity to create a really good resource but it must be done in a way that gets the primary messages across and can be edited as policies evolve. A budget will need to be provided for this, and
- As the post of chair and minute taker are reviewed on an annual basis for 2021 the posts will be held by Jo Rynne (Chair) and Pdraig Rooney (Secretary).

REPORT OF THE NATIONAL HEAD OF QUALITY, SAFEGUARDING, TRAINING & ADVOCACY – MARGARET GLACKEN NATIONAL COVID CLINICAL TEAM

A National Covid Clinical Team (CCT) was established on 18.03.2020 in response to the need highlighted by the National Leadership Team for a co-ordinated clinical approach by the BOCSI to the coronavirus pandemic (COVID 19). The CCT kept abreast of changing guidance from the Health Service Executive and the Health Protection Surveillance Centre as the impact of the virus emerged. As new guidance and information was published the Clinical Team reviewed, developed, and updated BOCSI guidance documents to ensure that all staff had the relevant information in a timely and accessible format. The group was led by a member of the National Leadership Team and each Region provided clinical representation.

Margaret Glacken	Clinical Lead, National Office
Maria Murphy	Clinical Lead, West Region (Roscommon)
Aoife O'Donohue	Clinical Lead, West Region (Galway)
Karen Downes	Clinical Lead, Midwest Region (Clare)
Caroline Heffernan	Clinical Lead, Midwest Region (Limerick)
Breda Gaffney	Clinical Lead, Waterford Southeast Region

The following documents were prepared by the group for implementation in the Services.

- Guideline for Services on the Prevention and Management of COVID 19
 - Version 1 25.03.2020
 - Version 2 01.04.2020
 - Version 3 06.04.2020
 - Version 4 23.04.2020
 - Version 5 20.05.2020
 - Version 6 01.07.2020
 - Version 7 28.10.2020

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- Monitoring Staff Symptoms during COVID 15.04.2020
- Pathways of Care during COVID 01.05.2020
- Safe Rostering during COVID 13.05.2020
- Guidelines for Enhanced Support Facility COVID 07.05.2020
- Guidelines for High Support Isolation Area COVID 07.05.2020
- Guidance on Facilitation of Visits to Residential Services
Version 1 11.06.2020
Version 2 04.08.2020
- Approach to supporting people in residential services as Ireland moves through the phases of easing Coronavirus COVID restrictions.
Version 1 09.07.2020.

COMMUNICATION

It was essential to ensure that staff received accurate information and the most up-to-date guidelines based on the information received from Public Health and the HSE as the pandemic progressed. The CCT reviewed and drafted policies and procedures and ICT (George Allard) and the National Head of Risk & Regulation (Gina Magliocco) designed, researched, and populated a portal to deliver up-to-date information and other resources in an easily accessible format for all Staff. The Covid-19 Portal developed into a responsive network for staff and managers which facilitates immediate access to all information relating to dealing with the impact of Covid-19 on our Services. The Portal provides resources for our staff on Vaccination information and support documents; Fun Activities for people supported, BOCSI Covid related Guidelines, Policies and Procedures; Easy to Read Documents and Posters including Irish Sign Language posters: Covid-19 Public Information; Guidance on Minding your Mental Health; and a Training Bulletin Board and information on the

required national training for staff.

The portal provides links to the BOCSI YouTube channel and HSE Land training and acts as a hub for staff to share information with other regions of the BOCSI and to support one another through the various lockdowns. The portal also facilitated the recording of essential managerial data and the delivery of messages to staff from the Chief Executive. We envisage that the portal will continue to support staff and management throughout this pandemic and beyond.

NATIONAL TRAINING & DEVELOPMENT TEAM MEMBERSHIP

Margaret Glacken	National Head of Training (Chair)
Jodie Healy	West Region (Roscommon)
Jonathan Lerner	Southern Region
Regina O'Donovan	Mid-West Region (Limerick)
Mary Rowan	Mid-West Region (Clare)
Mairead Vaughan	West Region (Galway)
Kaye Whelan	South East Region

The National Training & Development Team comprises of representatives from each of the regions. The Team endeavours to reflect and deepen the shared ethos, values and vision of BOCSI within our learning and development initiatives and in all aspects of service provision. All learning and development initiatives are rooted in the needs of our primary customers who are the individuals who avail of our Services. The BOCSI recognise that their staff members are a highly significant resource in providing our innovative and quality services and we continue to develop a consistent national approach towards supporting employee progression and service development.

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NATIONAL QUALITY & EVALUATION TEAM

The work of the National Quality Team is informed by national and international best practice, quality systems, policies and reports including HIQA (overarched by the Health Act 2007), The Council for Quality and Leadership (CQL), HSE New Directions Interim Standards 2015, Time to Move on from Congregated Settings Report 2011, and Value for Money and Policy Review of Disability services in Ireland Report 2012. The Team focuses on supporting the implementation of recommendations and requirements from these processes to ensure continuous quality improvements and a creative response to people who use our services across the regions.

MEMBERSHIP

Margaret Glacken	National Head of Quality (Chair)
Fiona Coffey	West Region (Galway)
Jodie Healy	West Region (Roscommon)
Brenda Hutton	Southern Region
Liz Phelan	Mid-West Region (Limerick)
Mary Rowan	Mid-West Region (Clare)
Kaye Whelan	South East Region

REPORT FROM THE NATIONAL HEAD OF HUMAN RESOURCE MANAGEMENT – BRIAN LEAHY

The National Human Resources Team comprises HR representatives from each of the regions and is led by the National Head of HR. Its primary objective is to act as a co-ordinating function for the development of best practice in Human Resource Management and in addressing Industrial Relations Issues and those of Employment Law.

This National Head of Human Resource Chairs

this Team and reports to the Chief Executive Officer and directly to the Board as a member of the Remuneration Committee to the Board. Each Region is supported by a team of dedicated and dynamic HR staff.

HUMAN RESOURCE MANAGEMENT TEAM MEMBERSHIP

Brian Leahy (Chair)	National Head of HRM
Judith Conway	Southern Region
Kieran Foley	Mid-West Region (Limerick)
Colette Geoghegan	Mid-West Region (Clare)
Bernie Grace	West (Galway & Roscommon)
Elizabeth Tyrrell	South East Region

STAFFING AT A GLANCE

The BOCSI employed 4,533 staff as of December 2020 an increase on the previous December of a 174 staff an almost 4% increase.

The whole time equivalent (wte) number of staff posts at the end of 2020 was 3705.77 an increase of almost 180 wte on the previous year's total. Approximately 6% of our staff is attributed to Management and Administration, this percentage includes many managers of services. Over 94% of our staff work directly with the people we support. The low administration figures continues to impact us negatively as we have increased compliance requirements and as we seek to make our services more responsive and effective.

HR 'HIGHLIGHTS' OF 2020

I would like to take this opportunity to thank the staff working in HR as they worked above and beyond to ensure the selection process for almost 1,200 prospective new staff in a few weeks in late March early April to ensure that, had the pandemic

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spun out of control in Ireland, the Services would have been best placed to maintain the safest possible staffing levels. The HR team continued to support managers throughout the year with the rapidly changing employee relations and occupational health environment during the worst months of the pandemic.

REPORT FROM THE NATIONAL HEAD OF FINANCE – LAURA COYNE

At the onset of the pandemic, the regional finance teams worked collaboratively with our ICT colleagues to ensure that staff could work remotely, whilst simultaneously supporting their frontline colleagues and persons supported to ensure services to them were maintained. Finance also supported the Procurement Team with regard to the purchase of PPE at the start of the pandemic when such resources were scarce. The appropriate processes were put in place to track the extensive, exceptional COVID related costs incurred, as required for both internal and HSE analysis.

NATIONAL FINANCE TEAM MEMBERSHIP

Laura Coyne	National Head of Finance (Chair)
Larry Boyce	Clare
Mary Dundon	Limerick
Seamus Durkin	West
Pat Keaveney	Southern
Sunniva O'Brien	South East

The National Finance Team comprises the National Head of Finance and the Head of Finance from each of the BOCSI regions. The National Head of Finance reports to the Chief Executive and attends the Audit Committee to the Board. The team met formally on a monthly basis in 2020.

The primary objective of the National Finance Team is to share information and best practice across all aspects of the finance function including:

- reporting/management information
- budgeting, costing and cost control
- transaction processing and procedures
- internal controls, governance and financial compliance
- cash management
- relevant legislative, pension, payroll and tax changes
- introduction of new systems/system changes
- Various adjustments had to be made to current practice to isolate 'Covid' spend, and
- Financial policy development and implementation.

The National Head of Finance also manages BOCSI insurance and leads out on the Annual Compliance Statement to the HSE.

REPORT FROM THE NATIONAL HEAD OF RISK & REGULATION

– GINA MAGLIOCCO

In 2020, due to the pandemic, all meetings took place on line and this practice will continue into the future.

FREEDOM OF INFORMATION TEAM MEMBERSHIP

Gina Magliocco	National Head of Risk & Regulation (Chair)
Ann Donoghue	West Region (Galway)
Mary McMahan	Mid-West Region (Clare)
Marianne Murphy/ Ciara Dowd	West Region (Roscommon)
Brian Muldoon	Mid-West Region (Limerick)
Kathleen O'Reilly	Southern Region
Margaret Ryan	South East Region

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Overall compliance with the Model Publication Scheme is handled nationally and published via the National Web Site. FOI requests are processed within each Region by the Regional FOI Officer and appeals are reviewed regionally at Director of Service level or nationally by the National FOI Officer as appropriate.

The National Freedom of Information Team (FOI Team) is made up of the FOI Officers from each of the BOCSI Regions. It reports to the Head of Risk & Regulation. The ongoing purpose and benefit of the FOI Team is the sharing of information, advice and support, regarding compliance with the FOI Act 2014 and the model publication scheme. Through the sharing of information it strives to achieve conformity in responding to FOI requests. The purpose of this Team is to ensure that BOCSI complies in a standardised way with the relevant legislation and to keep the Chief Executive Officer informed of trends in FOI requests and any legislative developments and matters nationally.

HEALTH & SAFETY TEAM

The Chief Executive Officer (CEO) has overarching responsibility under the Safety, Health, and Welfare at Work Act, 2005, to ensure, so far as is reasonably practicable, the safety, health and welfare at work of all employees and other affected by BOCSI activities. The CEO has appointed the National Head of Risk & Regulation to report to him on all matters relating to Health & Safety. The Corporate Safety Statement sets out a clear allocation of responsibilities and accountability. Each Region has an overarching Regional Safety Statement and individual Site Specific Safety Statements in place. The Health & Safety Team was formed to coordinate and standardise best practice throughout BOCSI. Each Region reports their own incidents on the National Incident Management System and carry out investigations into incidents.

HEALTH & SAFETY TEAM MEMBERSHIP

Gina Magliocco (Chair & DPO)	National Head of Risk & Regulation
Sean Gallagher	Mid-West Region (Limerick)
Bryan Galvin	Southern Region
Fran Keating	South East Region
Anna Nolan	West Region (Roscommon)
Carol Madden	West Region (Galway)
Louise Skerritt	Mid-West Region (Clare)

The main objective of the National Health & Safety Management Team is to support the CEO and the Board to identify a clear and effective Health & Safety Management system throughout the BOCSI and to support those in the Regions appointed with the management of Health & Safety. The ongoing purpose and benefit of the H&S Team is the sharing of information, advice and support, regarding compliance with the Safety, Health and Welfare at Work Act 2005 (S.I. 10 of 2005) and The Safety, Health and Welfare at Work (General Application) Regulations, 1993 (S.I. 144).

The BOCSI Risk Management Policy and Procedure and associated training includes Health and Safety Management. This team developed the National Corporate Safety Statement and a National Health and Safety Monitoring Form which issues quarterly to Regions. The purpose of these quarterly monitoring forms is to gather data to inform the Board, through the Risk Management Board Committee, on the compliance of Regions with the requirements set out by the Health & Safety Authority.

DATA PROTECTION

The Data Protection Officer (DPO) is responsible for the implementation of the compliance requirements as set out in the Data Protection Act 2018 and the

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EU General Data Protection Regulations in BOCSI. In order to achieve compliance the DPO has the support of the Data Protection Team (DPT). Each Region has a Data Protection Representative who as well as processing Subject Access Requests and reporting Data Breaches to the DPO, are responsible for the recording of processing activities; training; ensuring that Data Protection Impact Assessments take place when new data processes are proposed; and ensuring that Data Protection Agreements are in place regionally as appropriate. The DPO acts as an adviser and auditor and deals with all national Data Protection issues as they arise including appeals.

DATA PROTECTION TEAM MEMBERSHIP

Gina Magliocco	National Head of Risk & Regulation
John Casey	West Region (Roscommon)
Ann Donoghue	West Region (Galway)
Mary McMahan	Mid-West Region (Clare)
Brian Muldoon	Mid-West Region (Limerick)
Kathleen O'Reilly	Southern Region
Margaret Ryan	South East Region

This Team is made up of a Data Protection Representative from each Region and reports to the National Head of Risk & Regulation who in turn reports to the CEO and the Board. The DPT continues to support each Region towards achieving full compliance. The DPT and the DPO produced the following guidelines and templates during 2020.

- Data Protection Handbook - A Practical Guide for BOCSI Staff v.2
- Data Processing Agreement Template, and
- Data Protection Impact Assessment Template

RISK MANAGEMENT

The National Head of Risk & Regulation reports to the CE and the Board Committee on Risk

Management and maintains the Corporate Risk Register. Each Region has a Risk Manager who monitors the implementation of the National Risk Management Policy and Procedure in their Region and supports the region in identifying risks, undertaking risk assessments and advising their Director of Service regarding the Regional Risk Register. Training is delivered to staff to ensure the standardised application of the Risk Management Policy and Procedure throughout BOCSI.

RISK MANAGEMENT TEAM MEMBERSHIP

Gina Magliocco	National Head of Risk & Regulation
John Armstrong	West Region (Roscommon)
Colette Geoghegan	Mid-West Region (Clare)
Carol Madden	West Region (Galway)
Eugene O'Loughlin	Southern Region
Liz Phelan	Mid-West Region (Limerick)
Margaret Ryan	South East Region

The National Risk Management Team (RMT) is made up of representatives from each Region and reports to the National Head of Risk & Regulation. The main objective of the RMT is to review the Risk Management System and ensure a standardised clear and effective National Risk Management System is in place throughout the Services. This ensures best practice for our Services and complies with the requirements of various State Bodies. The National Head of Risk & Regulation Chairs this committee and reports to the Chief Executive Officer and directly to the Board as a member of the Risk Management Committee to the Board.

In 2019 the Risk Management Team produced a standardised National Policy and Procedure on Risk Management and an accompanying training package to support its implementation throughout

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the BOCSI by the end of 2020. The training of the trainers took place in September 2019, and 30 trainers were trained; this allows each Region to have trainers in place to deliver standardised training to all staff within BOCSI. The Team had a plan to roll out training during 2020 and managed to deliver some face to face training at regional level before the pandemic hit in March 2020. This training will be reactivated as soon as possible, in the meantime the option of on-line training is being reviewed. Training and monitoring takes place regionally to ensure the Risk Management Policy is embedded in each Region. Risk Management is on the Agenda of all management and Governance meetings.

ENERGY EFFICIENCY TEAM

The new Climate Action Plan for Ireland requires that we move our target in line with the EU to a climate neutral economy. From 2021 there will be new mandatory reporting requirements for additional information from the SEAI by public bodies. These reporting requirements relate to vehicles, procurement, tracking decarbonisation, register of buildings, details of energy saving projects, annual energy costs, asset level energy consumption, green-house gasses, business travel, home working, other energy scope 3 emissions, and non-energy related emissions. In order to work towards meeting these requirements the National Head of Risk & Regulation is supported by the Energy Efficiency Team.

ENERGY EFFICIENCY TEAM MEMBERSHIP

Gina Magliocco (Chair)	National Head of Risk & Regulation
Ken Gavin	National Head of Procurement
Dave O'Halloran	West Region (Facilities)
Christopher Crowe	Mid-West Region (Clare)
Carol Madden	West Region (Galway)

Bryan Galvin	Southern Region
Yvonne Cummins	Southern Region (HRM)
Brendan Lyons	Mid-West Region (Limerick)
Breda Breen	South East Region

The new target of 50% for 2030 and net zero for carbon reductions by 2050 will be very challenging for our Services without the investment of resources. The Climate Action Bill requires that we move our target in line with the EU to a Climate neutral economy (net zero carbon dioxide emissions) by 2050. BOCSI is required by the Irish Government and monitored through the Department of Energy, Climate and Communications to reduce carbon emissions by 7% annually up to 2030.

The Energy Efficiency Team's role is to support the BOCSI on working towards the various energy efficiency targets including setting up of Green Teams and promoting Green procurement. This team is new this year and has suffered a delay in progress due to the pandemic.

PUBLICATIONS, WEB SITE AND MEDIA

This year the focus has been on the provision of information for those who are supported by our services, parents, and our staff in response to the Covid-19 pandemic via the development and population of the Covid-19 Portal and additions to our National Web Site and the production of the National Annual Report 2020.

GOVERNANCE AND REGULATORY COMPLIANCE

The National Head of Risk & Regulation reviews and updates the Governance documents for the Board in relation to compliance and the Charities Regulatory Authority report regarding compliance with the Charities Code and acts as the Ombudsman Liaison Officer, National Complaints, and the Open Disclosures Officer for BOCSI.

NATIONAL TEAMS

REPORT FROM THE NATIONAL HEAD OF INFORMATION, COMMUNICATIONS & TECHNOLOGY (ICT) 2020 – MIKE LYONS

The Brothers of Charity Services Ireland continued to develop and progress its ICT strategy during 2020.

The ICT strategy sets out our vision to:

“Deliver a secure and responsive information service that enables Brothers of Charity Services Ireland to share and engage with our stakeholders.”

The ICT strategy has three core themes of (1) Improving ICT Services, (2) Reducing ICT Complexity and (3) Increasing the Value of ICT.

IMPROVING ICT SERVICES

A number of initiatives were implemented during 2020 to improve our ICT services. Many of these services were in response to the Covid-19.

- Roll-out and adoption of Microsoft Teams: In the absence of face to face meetings a secure remote meeting platform was required and Microsoft Teams filled this gap. Over 1000 staff interacted with the application in 2020 with over 50,000 individual meetings being held.
- Roll-Out and adoption of Telehealth: In the absence of face to face appointments our clinical teams required a secure Telehealth platform to allow remote appointments. ICT supported this requirement and over 100 clinicians actively used the platform in 2020.
- New Role: National Head of Cloud and Infrastructure Services was hired in 2020 to act as a bridge between technology and the business of Information Services, and the organization.
- Application Development: Our Client Relationship Management system has been further enhanced to enable new features to support the National Ability Support System requirements and a successful upload of current residential and day services to NASS was

completed at the end of 2020.

- Covid Portal: There was a requirement to have an information and reporting hub for all items related to the Covid-19 pandemic. ICT worked closely with key business stakeholders in delivering a central hub where all members of staff could inform themselves of the latest policies and developments. The portal was further enhanced to allow information gathering on covid related absences, testing and vaccinations.

REDUCING ICT COMPLEXITY

- Our ICT projects have continued to provide greater standardisation and reduced complexity. The continuation of legacy firewall replacement further improved our security.
- With the introduction of ICT automation, we now meet the needs of the BOCSI more effectively. New staff accounts, email, online desktop and applications can be deployed in minutes using automation. Modern dynamic email features have also allowed automation of previous manual tasks and improved ICT backend services. These new processes will continue to evolve as we reduce ICT complexity through automation.

INCREASING VALUE OF ICT

- In 2020 we achieved further system consolidation projects including the rollout of the national staff ID access all regions along with the merging of 2 regions. Our development team merged data in key database systems to reduce the number of systems being managed and to improve efficiency.
- A further 2 regions were migrated to the data centre during 2020. This complex project sees all regional information moving to a more central and secure infrastructure.
- Our focus on ICT value, security and automation will be key areas in 2020 as BOCSI focuses on becoming a modern and technology based organisation.

REPORT FROM THE NATIONAL HEAD OF PROCUREMENT 2020 – KEN GAVIN

The year 2020 was a very challenging year due to the Covid19 Pandemic. Ireland had its first reported confirmed case in February. BOCSI Procurement played a pivotal role in the management of our Personal Protection Equipment supply chain, inventory management, and internal allocation within the BOCSI. PPE management became the main focus for Procurement in 2020 as other projects were put on hold or delayed to ensure the safety of our staff and those we support.

The National Procurement Office took control of the sourcing and allocation of PPE for each of the BOCSI regions. We partnered with each region in setting up central stores for PPE and we established a National store in Bawnmore in Co. Limerick. The National Store became the distribution hub for delivery and allocation of PPE for each region. Each region provided a daily PPE inventory stock update to National Procurement. Working with the Covid-19 Clinical Group, Procurement developed a PPE usage model based on the weekly requirement of PPE for a six-person residential unit. This model allowed us to forecast monthly usage for our 400 plus residential units.

We established a close working relationship with the HSE, HBS Procurement Group and became their single point of contact. We negotiated a Service Level Agreement with the HSE that they would supply PPE within four hours of an outbreak of Covid-19 in any of our locations. Fortunately, we never had to avail of this arrangement.

Due to the worldwide shortages of PPE the HSE were unable to provide us with our weekly requirements of PPE in Q1 & Q2 of 2020. The period March

to July 2020 was an extremely challenging time for National Procurement the internal demand for PPE was urgent and the worldwide supply was limited. Many opportunist suppliers entered the market and a lot of buyers were left with unusable PPE. BOCSI were fortunate not to receive any unusable PPE.

Procurement made the decision to work with multiple Irish suppliers rather than try to source directly from foreign 3rd parties as we did not have the resources to manage and oversee such a supply chain. In 2020 National Procurement purchased over €350,000.00 of PPE from multiple suppliers. We made the decision to place our orders with multiple supplier and we had a minimum of four suppliers for each item so that we were not dependent on a single supplier. Using our PPE Usage Model we were able to provide each of our suppliers with accurate usage data which allowed them to meet our requirements. When possible we requested samples for evaluation prior to placing any order, the BOCSI Covid-19 Clinical Group were extremely adept at assessing PPE quality and were the main reason we did not purchase unusable PPE.

By October 2020 the supply chain was stable and the HSE were able to meet our weekly requirements. By the end of the year we did not require regional weekly inventory updates and the central store in Limerick was no longer required. The National Procurement Office secured sustainable supplies of PPE to ensure that BOCSI would not be faced with any shortages going into 2021. PPE Management ceased to be the main task of the National Procurement Office and we were able to focus on other national procurement projects such as the Vehicle Maintenance Panel Contract and the Facility Maintenance Panel Contract.

SUMMARY OF CONSOLIDATED REVENUE INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER 2019

Income	
Health Service Executive	240,716,621
Other HSE Grants & Funding	4,079,469
Other Income	13,175,440
Deferred Income	(3,221,647)
Designated Funds Released	–
Total:	254,749,883
Expenditure	
Pay and Associated Expenditure	212,746,005
Non Pay	41,372,461
Total:	254,118,466
Surplus for the year	631,417 (0.25%)

Figures from our external Auditor Tony Brazil, MK Brazil.



VOLUNTEERING IN THE BROTHERS OF CHARITY SERVICES AND CITIZEN ADVOCACY

The Brothers of Charity Services Ireland (BOCSI) deeply appreciates the many individuals who volunteer their time throughout our Regions. The aim of the volunteer service is to offer individuals who are supported by our Services the opportunity to pursue their individual interests and goals and widen their circle of friends. In general, volunteers are matched with an individual with the aim of befriending that person. A number of our volunteers also participate in the Citizen Advocacy Programme.

The types of support that volunteers are currently involved with include,

- Supporting individuals to engage in social and recreational outings and activities such as attending dances, social gatherings, shopping and swimming;
- Volunteer Buddy Scheme - volunteers buddying with individuals and supporting them to establish and maintain friendships;

- Supporting individuals to attend sporting occasions or to visit their family; and
- Individuals with particular skills and expertise in, for example, Information Technology, Gardening, Arts and Crafts choose to volunteer their time in day Services.

No volunteers worked in the BOCSI during 2020 due to the pandemic; we usually have approximately 300 volunteers supporting people throughout our Services. **All persons who offer their time as volunteers within the Brothers of Charity Services are subject to Garda vetting and bound by the Safeguarding Policies and Procedures of the BOCSI and the Service Region.** For further information please log onto our website or phone the Brothers of Charity Service closest to you.

www.brothersofcharity.ie/volunteers.php



DATA PROTECTION & GENERAL DATA PROTECTION REGULATIONS

The BOCSI operates under the Data Protection Act and the EU General Data Protection Regulations (2018). We have appointed a Data Protection Officer (DPO) because we carry out large scale processing of special categories of data in order to fulfil our role in providing Services to people with an intellectual disability under Section 38 of the Health Act. We have appointed a Data Protection Representative in each of our Regions to support the management of Subject Access Requests, implement the national plan for GDPR compliance, and to report Data Breaches to the DPO. The main GDPR

lawful basis under which we operate as a Section 38 organisation is ‘public task’ in relation to data belonging to people who are supported by our Services and ‘under contract and ‘legal obligation’ in relation to data belonging to our employees, suppliers, and volunteers. We share data with other State Bodies including but not limited to Revenue, the Health Service Executive, TUSLA or An Garda Síochána. Please see our web site for further details of Data Protection and GDPR.

www.brothersofcharity.ie/data-protection.php



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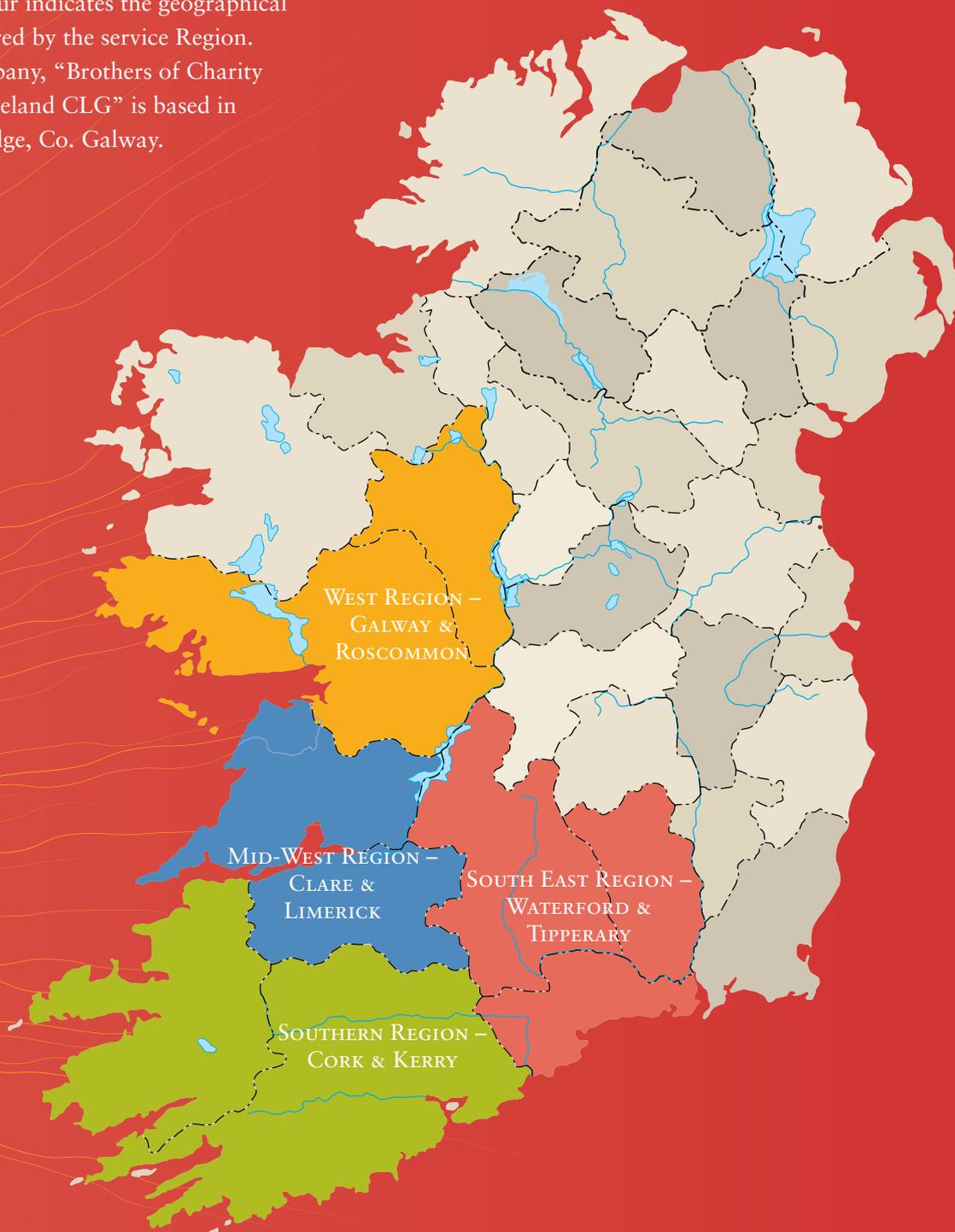
IRELAND BROTHERS OF CHARITY SERVICES



LOCATIONS OF BROTHERS OF CHARITY SERVICES 2020



Each colour indicates the geographical area covered by the service Region.
The Company, "Brothers of Charity Services Ireland CLG" is based in Clarinbridge, Co. Galway.



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