Throughout the following pages we reflect on and celebrate the achievements in 2018 and in particular on the very significant consultative process that took place across the CoAction community in the second half of 2018. We look to the future with renewed focus on our vision and ethos and to the opportunities and challenges that lie ahead as we begin the journey of implementing our recently launched 5-year strategic plan.

The Road Ahead. Bígí Linn!
As Chairperson of CoAction I am delighted to report a very positive, successful and productive 2018 for CoAction. Perhaps the most significant of these was the appointment of Gobnait Ní Chrualaoí as CoAction’s Chief Executive Officer. Gobnait is a proven leader with a passion for service delivery and all the areas it encompasses with extensive experience of working within our sector. With this track record, Gobnait is very well placed to deliver the goals and objectives of CoAction both currently and into the future. Gobnait’s appointment is a clear reflection of our vision.

Following an in depth review of our governance structures during 2015 and 2016 to ensure compliance with both the Companies Act and the Charities Act, CoAction established four committees with specific functions and responsibilities. These are:
• Finance, Audit and Buildings
• Nominations
• Quality and Risk
• Remuneration

In 2018, the Board adopted The Code of Governance for Community and Voluntary Organisations and the Constitution was reviewed and updated to reflect these changes, on which the membership voted and approved.

The membership of the Board and committees reflect the organisation’s ethos, with members drawn from parent and family members, the wider community and business sectors of West Cork. CoAction has a strong Board and Committee structure made up of individuals from a range of backgrounds and knowledge, skills and expertise as well as a willingness to give of their time voluntarily to fulfil the organisations vision.

The Board of Trustees, who delegate responsibility for delivering on its agreed strategic priorities to the Senior Management Team, via the CEO, had 12 meetings in 2018. CoAction recognises the role our staff play in delivering on CoAction’s strategic priorities on a day-to-day basis. We are committed to building the organisation’s capacity to support them to maximise the contribution they make to the lives of people, through leadership development programmes, support, mentoring and guidance. We are committed to increasing opportunities for continuous professional development and upskilling.

As part of our commitment to ensuring excellence in corporate governance, during 2018 the Trustees fully supported the development of our 5-year strategic plan. We were very encouraged by the level of engagement and support shown by the people we support, families, friends and staff in the development of the plan.

I would like to thank our dedicated staff who deliver such invaluable services and support. I am very thankful to such enthusiastic volunteers, who give their time freely to support the work we do. I would like to take this opportunity to thank the HSE who provide much needed funding to CoAction, to our CEO, Gobnait Ní Chrualaoí, who is responsible for the overall running of the organisation, and finally to my fellow Trustees, a huge thank you for your loyal support to CoAction.

As this is my final report as Chairperson, I would like to take this opportunity to personally thank all those who supported me in this role. It has been a wonderful experience and one that has been very rewarding. I hope that the same support and good wishes will be passed on to the incoming Chairperson.

Go raibh míle maith agaibh.
The Board Committees’ Report

The aim of the committees is to provide guidance to the Board through the development and establishment of policies and best practice in order to support a well-run service and thereby demonstrate good governance.

Each committee has specific terms of reference and comprise as a minimum, four members, two of whom are Trustees and two who are external to the Board. Generally meetings occur on a quarterly cycle though these can increase subject to service needs.

Whilst there are four separate committees, they in turn inform each other which directly assist the Trustees to fulfill their governance responsibilities and make decisions.

The work of each committee is supported by the relevant member of the Senior Management Team and the CEO aims to attend most meetings of each committee.

Finance, Audit & Buildings Committee

This committee comprises two Trustees, Reggie Chambers, Chair and Marian Barry. There are two external members, Pat Sullivan and Margaret Horan. The Financial Controller supports the work of this committee. This committee held four meetings in 2018.

The committee is responsible for providing oversight, guidance and support to the senior management team on the management of CoAction’s finances, capital developments, acquisitions and disposals and projects that involve significant modifications to current buildings. The committee meet with the Auditor on an annual basis in relation to the Audited Accounts. 2018 was a busy year for the committee in dealing with the fallout of recruitment challenges which resulted in unusual payroll savings. There was a significant amount of activity in relation to capital works and potential new developments throughout the year, as well as progression on the investment in new software.

Reggie Chambers, Chairperson, Finance, Audit & Buildings Committee

Nominations Committee

The Nominations Committee are responsible for recruiting people to the Board and its Committees. They seek out people who have a willingness to give of their time, knowledge and expertise to the work of CoAction on a voluntary basis. As part of the review of the Constitution that took place this year the membership of the committee was extended to include three Branch members in addition to two Trustees and two external members.

The members of the committee in 2018 included two Trustees: Martin Scully (Chair) and Mary Molloy; external members: Ann McGrath Coughlan and Noreen Deasy and Sheila Carroll, Marian White and Frank Wright as Branch representatives. The CEO supports the work of this committee. This committee met on four occasions during 2018.

Mary Molloy, Chairperson, Nominations Committee

Quality and Risk Committee

Members of this committee included two Trustees, Tom Wilson (Chair) and Mary Molloy (Trustee) and Luke O’Donovan (external). The Nominations Committee worked to find a fourth member and we are hopeful that this will be finalised in early 2019. The Adult Services Manager and Director of Childrens Services produce reports for this committee and attend meetings, along with the CEO, as required.

This committee met on three occasions during 2018. The major areas of responsibility covered at each meeting included:

1. Risk Management - overall identification and review of service related risks. Duties include reviewing and appraising risk reports, making observations, probing and providing advice on high risks, reviewing results of any investigations conducted, inclusive of any follow up requirements. Lastly, assessing results/reports from Regulatory Authorities (i.e. HIQA, HSA, HSE) from a risk perspective.

2. Quality - review CoAction’s quality initiatives and Restrictive Practices Committee reports every six months.

3. Compliance - Monitoring reports from Regulatory Authorities (i.e. HSE, HIQA, HSA) with areas of non-compliance being discussed to ensure management have measures in place to address such matters.

4. Policies and Procedures - identify and in turn review the quality and risk related policies and procedures that CoAction must have in place to meet statutory and regulatory requirements.

Tom Wilson, Chairperson, Quality & Risk Committee

Remuneration Committee

Members of the Remuneration Committee included Pat Holland (Chair / Trustee), Tom Wilson (Trustee) and Brian Williams (external). The Nominations Committee worked to find a fourth member and we are hopeful that this will be finalised in early 2019.

The HR Manager supports the work of this committee and the CEO attends as frequently as possible.

The Remuneration Committee would like to take the opportunity to recognise the contribution made to CoAction by all staff, as without the commitment and dedication of our employees we could not have achieved all we have in the year.

Recruitment remains a key challenge not only for CoAction, but for the sector, as unemployment levels continue to decrease. The situation in CoAction is compounded by our geographical location and by the lack of Pay Restoration. With this in mind, a Staff Incentives Forum was set up to identify ways in which we could attract staff to work with us and stay with us. These initiatives continue to be monitored and developed.

Development of staff and identification of career pathways were key issues identified by staff during the consultative process that took place for the strategic planning process. Responding to this will be one of our key objectives going forward into 2019 and 2020.

As with previous years, the committee reviewed and recommended HR related policies, procedures and practices in order to ensure CoAction meets its statutory and regulatory obligations and to ensure best practice in all HR related matters. This committee held two meetings in 2018.

Pat Holland, Chairperson, Remuneration Committee
I am delighted to present the 2018 Annual Report for CoAction West Cork CLG (hereinafter called CoAction). The report provides an overview of all that was achieved and celebrated within CoAction throughout the year. Some of the key challenges faced are also noted. The Statement of our Financial Position / annual accounts are included on page 35.

I would like to begin by saying what a great honour and privilege it is for me to have been appointed CEO of CoAction West Cork CLG. I commit to honouring the trust placed in me by ensuring that the ethos and vision of the CoAction community directs all of my endeavours. I look forward to working with you all as we journey together towards making real our shared vision.

Supporting people to live the life of their choosing is what CoAction is all about. As you read through these pages ahead you will get a great flavour of the work and achievements of the year gone by. I would like to take this opportunity to thank and acknowledge the tremendous work of the Trustees and Committee members, for the many hours of their time and expertise they give so willingly - and all of which is crucial to ensuring the smooth and efficient running of CoAction.

By the end of 2018, CoAction was providing services to over 670 children and 160 adults across five locations and employing over 260 staff.

The single most significant event perhaps in the CoAction 2018 calendar was the consultative process that took place between May and October 2018 with the people we support and their families, carers, staff, volunteers, the Trustees, Board Committee members, Friends of CoAction, Branch members, the Health Service Executive (CHO 4) and Cork County Council - for our 5 year Strategic Plan (2019 - 2023).

The consultative process, which included the use of both questionnaire surveys and focus group meetings, was conducted using the SOAR model, which embraced an appreciative inquiry approach. This approach generated discussion with all stakeholders and focused on the capacity for continuous improvement for the future of CoAction. The conversations with all stakeholders - regardless of who they were - focused on:

- **Strengths** - what’s working well
- **Opportunities** - how CoAction can add value to the stakeholders’ needs
- **Aspirations** - people’s hopes and dreams for the future
- **Results** - what people would like CoAction to achieve

The process gave everyone who has a stake in CoAction the opportunity to reflect on past successes and challenges and to identify effective strategies in response to the ever-changing landscape that we now live in. The message emerging from the consultative process strongly reinforced the commitment of all stakeholders to our ethos - Empower, Support, Care.

Elizabeth Garry Brosnan, who led out on the consultative process, had the following to say about her engagement with the CoAction community:

"It quickly became evident that CoAction’s stakeholders greatly appreciate what they have achieved together in the past 40 years and acknowledge this wonderful resource for the people we support, families and carers. Of the more than 200 people interviewed, each individual is highly committed to the organisation, its growth, development and future sustainability. CoAction West Cork is a community within a community, bound together by their vision of providing a local service for local people and focused on ensuring that each person is facilitated to participate fully in all aspects of life as an equal citizen."

The following key themes emerged from the process:

- **Support people to more fully participate in all aspects of life as equal citizens.**
- **Embrace the Assisted Decision making (Capacity) legislation and enhance CoAction’s commitment to advocacy.**
- **Continue to explore opportunities and possibilities to increase opportunities for social inclusion for children within mainstream services within their local communities.**
- **Support people better at key transition points in their lives, for example, from pre-school to school and from school to adult services.**
- **Develop more effective and robust communication systems right across CoAction.**
- **Ensure the resources within WCCDS are maximised by continuing to develop Care Pathways based on best practice.**

The process of formulating and launching the Strategic Plan and developing annual work plans for each aspect of the organisation will be the work of 2019.

In conclusion, the various articles and reports in the pages ahead give a great flavour of the work and activities of the year gone by. I would like to take this opportunity to thank and acknowledge the tremendous work of the Trustees and Committee members, for the many hours of their time and expertise they give so willingly - and all of which is voluntary. I would like to acknowledge the Senior Management and staff, who work long hard hours to ensure the smooth and efficient running of CoAction on a continual basis.

Mo mhíle buiochas ó choili le gach einne a thug cabhair agus tasnaíodh dom le inniu na bliana.
2018 was a year of reflection and growth in adult services with the preparation and engagement in the development of our strategic plan, The Road Ahead. The people we support, families and staff actively participated and engaged in a number of consultative sessions working towards identifying the common themes on what the key priorities and targets need to be over the next five years. We challenged ourselves by looking at the past, learning from both the positive and negative, identified what was working well for people in the present and what people are aspiring to achieve in the months and years ahead.

We continued to support individuals in identifying their vision for the future using the person centred planning process. Implementing the core values of community inclusion, active citizenship, rights, quality and person centredness throughout the planning process and encouraging individuals to identify goals with these core values in mind.

Work continued to ensure that the supports we provide in our residential services meet HIQA regulations in all designated centres. Congratulations to the Skibbereen Adult Services team, led by Carolann Corkery, Area Manager (Person in Charge) on achieving registration for the Skibbereen Residential centre - Blaithorn and Newbridge houses.

During the year the Senior Management Team and Area Managers worked in collaboration with the HSE to facilitate the delivery of supports to individuals through a variety of projects for residential and respite supports including:

- HSE funding was secured for additional respite in the form of evening and weekend outings for individuals not in receipt of traditional respite services. This project provided additional support to 45 individuals and supported them to participate in activities and events within their local communities outside of traditional day service hours.
- The HSE approved a proposal to reconfigure our respite and residential services so that additional supports could be provided to individuals with changing needs or changing family circumstances.
- Overnight respite supports, which included waking night staff, was achieved for individuals who heretofore had not had access to respite, through the development of the Regional Respite service.
- An additional Social Worker post was secured to support the further development of the Homeshare programme.
- A number of additional ‘weekends-away’ were coordinated before Christmas facilitating small groups of people to ‘get away’ on short breaks.

Day Services continued to offer a range of supports, which continually strive to be more person centred and tailored to meet individuals’ needs that facilitate people achieve their goals and wishes as identified within their person centred plans. Supports continue to be more inclusive and community based enabling the people we support to be actively engaged within their local community in a variety of roles.

2018 saw the increase in day supports in Dunmanway from two to five days a week in the hub and work commenced on sourcing a premises in Bantry town with a view to facilitating a greater level of access and participation in ‘mainstream’ activities and opportunities in the town.

Whilst day services are not currently regulated in the same way as residential services, a process commenced through the implementation of the EASI Tool. This is the self-assessment process for reviewing how we are implementing the New Directions Interim Standards. During 2018 the focus was on evaluating how each day service was performing within Theme 1: Standards for Individualised Services and Supports. The evaluation was a consultative process with the people we support which reviewed how we provide supports to individuals against the standards identified. From this an action plan was developed to facilitate improvement. This first step in the self-evaluation process was widely appreciated and supported the strategic planning process.

Towards the end of 2018 we welcomed a number of young adults to our adult day services and supported them in their transition from school, striving to meet their support needs within the resources made available from the HSE.

The strategic planning process enabled better communication between the different stakeholder groups, with the opportunities and benefits that can be achieved by working in closer partnership being realised by all groups. The clear priorities for adult services for 2019 are to ensure continued compliance with all statutory regulations and in particular to achieve re-registration for our designated residential centres in Béara and Bantry with HIQA. We are actively engaged in reviewing and improving our Person Centred Planning process having been chosen by the HSE, as one of five agencies nationally, to pilot their new person centred planning framework. We will continue to develop supports in line with the UN Convention on the Rights of Persons with Disabilities, in particular the Assisted Decision Making (Capacity) Act and finally we are very keen to engage with families about their needs and wishes for the future.

‘I thought it was very positive and I was glad to be able to give my own opinion on my centre’. COLMAN SPEAKING ABOUT EASI TOOL
The EASI Tool self-evaluation day was facilitated in each adult service and gave individuals an opportunity to review how they feel their supports are meeting their needs within the area of individualised services and supports. Individual consultations and groups like the one pictured below were facilitated to include the people being supported to have their opinions heard and to help develop an action plan to improve how we support them. This is the first step in the review of day services and was welcomed by everyone as an opportunity to develop and improve.

**EASI Tool**

**Working in my community**

“My name is Damien. In 2018 I started working in Brookpark Vet Hospital in Dunmanway. I work there every Tuesday. When I started staff from CoAction were supporting me, but after a while I didn’t need this support. There is a job list for me to follow at the vets. I like working there and doing jobs and helping people in the town”.

Ciarán who works at the vet’s practice says, “Having Damien working here has been a positive experience. It has been insightful for the staff team and we have learned from him.”

**Volunteering in my home town**

“In October 2018 I started working in Schull Community Care Centre every Thursday. In the centre I help in the kitchen. I get a lovely lunch and afterwards I join the ladies at bingo. I love working in Schull as I get to know people in my local area.” KELLY

**Healthy & wellbeing**

**Tag Rugby**

An interested group of participants from various centres attended a very successful day playing Tag Rugby in Cork at the Cork SportsAbility day. From there the sport grew from strength to strength. There was a Tag rugby blitz in Mallow in August and links have been made locally with the Bantry Bay RFC who have welcomed the addition of the Tag rugby team to their club.

When asked what being able to play Tag Rugby meant to people, we got the following replies:

“Keeps you fitter, you have to talk a lot.” Seán

“You get faster, you make friends.” Shane

**Yoga**

Claire comes on a Friday morning for a yoga session. We really like Claire coming as she is really nice and calm and makes us feel really relaxed. Having yoga in the centre is a really nice way for us to participate in a group activity. The session is very calm and relaxed and we all enjoy it. We learn how to breathe properly and to relax. We also learn how to move in a way that suits us and relax our minds and bodies. We like doing this on a Friday morning after a busy week.

“I really enjoy being part of Clonakilty Tidy Towns” KEITH
MY ROAD TO BETTER HEALTH

by Colman

I feel a lot better now. I have more energy now.

“I had a kidney problem for a while, nearly 12 years. Then I was on dialysis for a while, nearly nine months.

I started on Dialysis on the 17th June, 2017. It was horrible, but I had to get on with it. I had to go to CUH every Tuesday and Saturday for my dialysis. Two hours up, four hours there and two hours back down.

I got a lift to the hospital with Martin or Kieran, local taxi drivers, who were very accommodating for me. The HSE funded the transport for me to get to Cork.

During Storm Emma, the roads were covered in deep snow. I had to get a lift from the coast guard from my home in Castletownbere to Enniskeane and then the army picked me up from there and brought me to CUH. I stayed in my brother James’ house that night in Blarney and he brought me home the next day.

I got a call from Beaumont hospital in Dublin on Wednesday 4th April, 2018 late at night. They said that they had a kidney for me and that I needed to get to the hospital as soon as possible. There was a plan in place for this situation. Martin was at my door within 15 minutes and we hit the road to Dublin - myself, Ina (my sister) and Martin driving. We arrived at the hospital between 2 and 3am. I had to get prepared for the operation the next morning. I went in to theatre at about 8 o’clock and was there until about 2 or 3 in the afternoon. Gordon Smith and Dilly Little were my surgeons. I was there until the 23rd of April.

I was recuperating at home then until June and then I came back to the centre.

I feel a lot better now. I have more energy now. I have to take regular medication and this is very important for me. CoAction have been helpful by making sure that all the staff who support me are trained on the safe administration of medication and they have been very helpful by making sure that I get my tablets at exactly the right times. My diet is less restricted than it was back then. I still watch what I eat, I don’t eat processed foods but I occasionally enjoy treats such as a rasher sandwich and a bit of chocolate. I am offered a lot of choices when it comes to meals and food when staying in the CoAction house and centre.

My consultant in CUH has said that I am the first transplant patient she has seen who has not had complications from their transplant.”

HEALTH & WELLBEING

SPECIAL OLYMPICS

CoAction are very proud of our Olympians who represented Team Munster at the 2018 Special Olympics Ireland games held in Dublin this year. Following the Opening Ceremony, three days of competitions took place in what was set to be one of the largest and most prestigious sporting events to take place in Ireland. Approximately 1,600 athletes took part in the opening ceremony of the 40th national games, at which they were cheered on by coaches, families, supporters, friends and an army of volunteers.

The 32 counties of Ireland were represented at the games with five teams taking part - Munster, Leinster, Connacht, Ulster and the Eastern Region, which covers Dublin and Wicklow.

The four-day event saw athletes compete across 13 sports with the backing of some 2,500 volunteers.

The CoAction athletes who represented Munster had to go through two qualification years of competition to earn their place on Team Munster. Having trained hard over the last year with dedicated coaches, they showed their professionalism and skill in competition over the weekend in Dublin and came away with deserved acclaim: winning medals and placings across Equestrian, Swimming, Golf and Table Tennis.

CLAIRE

“I had a fantastic time at the Special Olympics. I met Michael D. Higgins. I made great friends there. I won a silver medal. We stayed in a nice apartment in DCU.” MARY

EMILY, DELIGHTED AT HER WIN

“I am very happy that I got one gold and one silver medal for playing table tennis. We stayed in a nice apartment and got the bus to different places. Some of my friends from CoAction were there too.” CLAIRE

HEALTH & WELLBEING

“I had fun at Kinsale College Open Wellness day. My favourite things were potting plants and making healthy snacks” Eoin

EMILY SHOWING OFF HER MEDAL

LEFT: JERRY AT THE OPENING CEREMONY OF THE 2018 SPECIAL OLYMPICS ALL IRELAND GAMES
The Dunmanway hub was established in 2017 and is located in the heart of the Dunmanway town. Since opening, the hub has continued to grow and evolve and there are a lot of exciting things happening. The hub model, which is central to CoAction’s ethos of inclusion and community participation, is fully supported by the HSE as part of the implementation of the New Directions Interim Standards. The central focus of this service is to develop strong links and networks within the community so that the people we support can access as many opportunities as possible in order to be active citizens in their own local community. By doing this we are actively working towards facilitating the development of sustainable relationships and valued social roles for each individual.

The Rehabilitative Training (RT) programme also operates in Dunmanway for five individuals, again with a very strong emphasis on accessing opportunities for learning and development that are already taking place within local community mainstream services. We are lucky to have the ETB Centre in our community which we avail of. Paul attended the Mindfulness and Wellbeing course at the local ETB and said “I liked it because it helped me with stress and it was good to socialise with others”.

The hub is also used as a ‘drop in’ service for four individuals, a base from where they are supported with their daily activities such as volunteering in the community, supported employment and going to other community groups. Mairéad volunteers at the local Meals on Wheels service, and says “I like going to Meals on Wheels. It’s good fun and my favorite thing is peeling the carrots”.

The Community here in Dunmanway has been very positive and welcoming towards us. We have had great support from everyone and during 2018 have continued to build valued roles and ties within the community. The group in the Hub got involved with the Tidy Towns project which included painting benches and making flower boxes around the town. Kevin said “I really enjoyed varnishing the flower boxes in the county council yard”. A group from the hub also got involved with fundraising for the local playground and helped committee members to set up a function room in the Parkway Hotel for ‘Ladies night’. Mairéad said “It was really busy, we put out the forks and knives and made the tables look nice.”
In July 2018 we got a new bus in Dunmanway. The addition of the new bus has been wonderful as it has allowed us to explore beyond our local community and go on different trips such as Fota Wildlife Park, Christmas shopping in Cork city, Clonakilty Cinema, activities in other CoAction Centres like Zumba/Tag rugby and also going on social outings.

There were several trips to Fota Wildlife Park over the summer months from Béara. All enjoyed seeing the animals and having their lunch out. We were lucky to have beautiful sunny days for the trips.

Two people successfully completed a QQQI level 3 course with their work exhibited in Lisheens house.

Another six week course was held in the ETB Centre, Skibbereen under the guidance of tutor Karen Billing. Below is some of the artwork produced and displayed in Supervalu, Clonakilty as part of the Autism Awareness Ireland Week.

On the First Friday of every month, The Happiness Ensemble, which is a group associated with West Cork Mental Health invites our music group to an open doors music session at 49 North Street, Skibbereen from 11am – 1pm. We love going here, It makes us feel very happy being part of this music group. They always ask us to sing our favourite songs and sometimes they ask us to dance with them. It’s really fun and it’s nice being involved with people in our local community. Peter is there playing his guitar with his friends and Seán plays his accordion which is great fun. People take turns singing and everyone is so friendly. We always look forward to this.”

The past year has gone by in a blur of activity in Outline. The skills and creativity of all participants have reached the level whereby we have had to stop advertising or looking for business/projects. The word of mouth has become a roar!! The list of jobs/projects undertaken in the past year include: the creation of all the fairy houses used by Glengarriff Tidy Towns Committee for their recently opened ‘Fairy Walk’ and the design and creation of props and furniture for the newly opened ‘Poachers Rest’ cattery in Drimoleague. We have also worked on furniture restoration and customisation for a large number of customers. As ever signage remains a very popular request by both private and business customers.

If anyone would like to know more, feel free to call us in Outline on 027 56591.

“A major highlight of 2018 for Eugene was winning a first place prize in the Credit Union Art Competition and progressing to the Munster competition.”

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Holidays and trips away are a time to experience new things, to take a break, relax and unwind or to get involved and participate in sporting events or other activities. A holiday can be what you choose it to be. One of the most successful and popular events is the bowling holiday and last year a group of 17 went to Westport in Co Mayo to participate in the All Ireland Finals.

OUR TRIP TO DÁIL ÉIREANN

“In November 2018 we ventured on an exciting trip to Dáil Éireann in Dublin to meet with Minister for Disabilities Finian McGrath. We had such a great experience as we were given a private tour of the Dáil and the Seanad, we felt like celebrities, we even got to have tea in Leinster House canteen. Meeting with Mr. McGrath was a fantastic opportunity and he asked us to keep in contact! Seeing Leo Varadkar and Michael Healy Rae added to our wonderful day at the Dáil. While we were in Dublin we also got to see the beautiful Christmas lights on Grafton Street and went shopping in Liffey Valley shopping centre, where my hat blew away going into the shopping centre. It was very funny! It was a memorable trip for us all and we hope to be able to do more trips like this in the future.”

CLAIRE

KILLARNEY

When the opportunity arose to go on a short break one group chose to go to Killarney.

“Myself, Noreen, Mary, Ross, Wilson and three staff, Caroline, Rosie and Amy all went to stay in holiday homes called old Killarney Cottages in December. I had a really good time, we went on jaunting carts, went to the cinema, went to Dingle on a day trip, did Christmas shopping and we had dinner out in restaurants. I really enjoyed the break away with my friends. I would really like to have a weekend away again like that because it was so much fun”.

COLETTE

HORTICULTURE PROGRAMME

When asked what he enjoyed most about being able to take part in the horticulture programme John Paul replied :

“I like it so much, getting the lettuce and picking it and washing it”

GROW IN KINDNESS

Grow in Kindness is a compassion focused therapy informed group which ran over 6 - 8 weeks. Four women attended this group in the Bantry centre. The group is facilitated by Paula Hurley, Psychologist in Clinical Training from University of Limerick and Dr. Eileen Nitsch, Senior Clinical Psychologist, CoAction.

COOKING

“I am only a short time on my programme but am delighted that I am learning to cook different things”

AOIFE
PosAbilities has supported individuals to achieve a range of personal goals in 2018. This has been led by each individual's interests combined with the great work and support carried out by key workers and support staff. Some of the highlights of 2018 include:

- Two people successfully completing a QQI level 3 course with their work exhibited in Lsheens House
- A work placement which led to part-time weekly employment
- Volunteering at a local charity shop in Bantry
- Winning gold medals in table tennis at the Ireland Special Olympics
- Participation in new activities such as Tag rugby, bike riding, art therapy and dairy skills on a farm
- Participating in therapeutic horse riding.

As well as this, all individuals have been supported with a focus on health and wellbeing in a number of key areas.

- Being physically active by attending local gyms and swimming pools weekly and enjoying the benefits of local walks such as Lough Hyne, Dromillihy Woods, Warren beach, and Drimoleague river walk.
- Healthy eating through weekly meal planning and preparation.
- Sensory input by making good use of the sensory choices on offer at PosAbilities such as our sensory room, art room, music room, therapeutic garden, and relaxation sessions.

The end of 2018 marked the re-development of the previous Home Link service to the HomeShare programme. Home Sharing is an inclusive, community-based service that provides short break/holidays or full-time placement/support to children and adults with intellectual disabilities with a host carer or contract family. Home Sharing is an umbrella term used to describe all types of arrangements.

All Home Sharing host carers and families are assessed, vetted, trained, supported, and supervised by the Home Sharing team. Each child or adult is matched carefully to the Home Sharing host carer or family and strong relationships can and have developed.

Home Sharing is a valuable additional form of respite for the people we support, which is provided in a home setting. This model of respite has been seen to develop strong relationships for both the person availing of Home Share, their family, and the host carer or family within their local community. Home Sharing arrangements are seen as the way forward nationally and internationally as a viable and appropriate type of short breaks respite service provision for people with intellectual disabilities. Each person is unique therefore breaks can be tailored to suit the person's individual needs.

CoAction is currently working to expand the current HomeShare programme, and we look forward to reporting in 2019’s annual report on the growth of this service.
2018 proved to be a year of great progression and looking ahead to the future.

CoAction continued to provide a wide range of services to children and their families, including respite, home support, Summer Camps, Saturday Clubs and Homelink.

The Clinical Nurse Specialist Team reviewed the Summer Camps in all areas in 2018, the response to which was very positive overall from each area. A large number of children attended the CoAction Summer Camp in 2018. Some of the activities engaged in were centre based e.g. Zumba, music, baking, arts and crafts and yoga. The community based activities included swimming in their local pools, horse riding, visits to the library, playgrounds, Rumley’s Pet Farm, West Cork Secret Garden, crazy golf in Rosscarbery and bowling in Cork. On the final day, the children had a sports day and a party was enjoyed by all.

Approximately eight children attended mainstream camps in 2018 with others availing of the Surf to Heal camp in Inchydoney. These mainstream camps gave the children the opportunity to mix with their peer group providing social interaction within their local community.

Parents in general report that their child looks forward to the CoAction Summer Camp and “will sometimes have their bags packed weeks in advance”. Staff and volunteers have also informed the Clinical Nurse Specialist in each area how much knowledge they have gained from the experience of summer camp, to assist them in their choice of career for the future or their current college placement.

**TARA**

“Last year Tara attended a few days of CoAction summer camp, Rumley’s farm, Smugglers Cove and Secret Garden. These are outdoor activities with lots going on and Tara enjoys variety and movement.

Tara has in the past attended non-CoAction camps e.g. dancing camps and swimming camps. Tara enjoys being pushed outside her comfort zone and learning/experiencing new things and meeting new people with laughing central, always leading towards enjoyment.”

TARA’S MUM

**JUMBO RUN**

The third Jumbo Run took place on 22nd September, 2018 and again was a very successful and fun-filled day for the children, their siblings, the parents, the volunteers, the bikers and all involved. Huge thanks to the Quality Hotel, West Cork Secret Garden, the Clonakilty Branch and the Bikers for supporting this event. There were 23 children with special needs who enjoyed their spin in a sidecar. This unique event, which was the brainchild of Pat Mulcahy (a parent of a child in our service) could not be run without the support and assistance of the many volunteers, in particular Margaret Hayes and Denise Healy whose involvement ensured the smooth running of the event. Finally thank you to all our Branch Members who continue to work tirelessly for CoAction. Kevin Hodnett, outgoing Chairperson of our Clonakilty branch deserves a special mention for his time and input both leading up to the event and on the day.
WEST CORK CHILD DEVELOPMENT SERVICES:

West Cork Child Development Services (WCCDS) is a partnership service with the HSE, with CoAction as the lead agency. This service was established in January 2013 and provides multidisciplinary team services to children in West Cork with disabilities and complex needs aged 0–18 (or still attending school). Complex needs refers to one or more impairment which contributes to a range of significant functional difficulties that require an interdisciplinary disability team service. Access to WCCDS is determined in accordance with the National Policy on Access to Services for Children with Disability or Developmental Delay 2016 (See the diagram on page 27 for explanation of access routes to both WCCDS and Primary Care services).

There are now approximately 700 children availing of West Cork Child Development Services. This high caseload has led to increased waiting times for families. The service endeavours to ensure that resources are maximised by providing more group intervention and more parent training. There are caseload management systems in place highlighting prioritisations and exact waiting times.

We continue to work closely with the HSE to ensure we are maximising current resources and to secure additional resources in order to reduce waiting times for children and their families.

NEW INITIATIVES WITHIN WCCDS

1 Occupational Therapy Advice Clinics have been set up which run monthly across each network. Parents/caregivers can book a 45 minute appointment with an OT to problem solve and discuss strategies on specific issues such as: how to help their child stay at the table longer at meals times; making homework time more manageable and feeding skills. (Young people/children do not attend these appointments). There has been a positive uptake in this new initiative with satisfaction rating being between 80 and 90% to date.

2 Picky Eaters Parents Workshops This was a joint initiative between Speech & Language Therapists and Occupational Therapists. The ‘Picky Eaters’ course was a pathway for parents of children who have restricted eating habits. Three educational evenings took place which involved teaching parents the general strategies from the ‘Sequential Oral Sensory (SOS) Approach to Feeding’ programme, which parents were then encouraged to apply at home.

3 2018 was another busy year in the Speech & Language Therapy (SLT) service. The Feeding, Eating, Drinking and Swallowing clinic continued to be a regular event. In the teenage group we have been developing a new care pathway with schools to develop teacher training to more effectively support older children with speech, language and communication support needs (SLCN). We have also been learning more about social thinking and how to intervene to improve the social abilities of children; these new approaches have been piloted in Clonakilty. In other areas Hanen Talkability courses were run. SLTs have also been looking at developing new approaches with multidisciplinary groups for our youngest children in the early intervention services. A growing area for all of the SLTs on the team is augmentative communication and the use of assistive technology with most of the team getting more training resulting in many more options being suggested to the children as a result. As we now have two LAMH tutors LAMH training has increased significantly in children’s and adult’s services. Despite the ever growing demand on the service the SLT team continues to strive for best practice and a quality service.

Overall, 2018 proved to be a year of great progression and looking ahead to the future. There were many positive discussions and suggestions for change during the Strategic Planning process that took place in the second half of 2018.

We welcome and value the input from parents and families to help us to improve the service. If you have any queries or suggestions, please feel free to phone the Director of Children’s Services, Hazel Trudgill on 023-8890306 or email: hazeltrudgill@coaction.ie

PARENT FORUM

All parents of children availing of WCCDS are invited to the Parent Forum. There were three meetings held during the year.

At the first meeting the parents decided that they would like to have a speaker at each meeting. In the new format there is a speaker for half of the meeting and open discussion for the other half. The meetings last for one and a half hours.

On 13th June over 30 parents attended a talk on the management of challenging behaviour. This was a very interesting talk which led to many parents contributing to the discussion and parents helping each other with ideas and support.

On the 28th November Sharon Hanna, Senior Psychologist gave a talk on Sibling Support.

We would like to thank the two representative parents who help to organise the Parent Forums, Dearbhail Gilda & Joanne Hickey, and for their continued contribution to the Management Group of WCCDS.

ACCESS ROUTES TO BOTH WCCDS AND PRIMARY CARE SERVICES.

Transfer between services if & when child’s needs change

Child with non-complex needs

Primary Care Services

Support & Consultation

WCCDS

Specialist support provided by Primary Care and WCCDS

Child with complex needs

Children with disability or developmental delay and their families
2018 was a time of transition for the Human Resource Department with changes to personnel in both roles. A key function of the HR team in 2018 was the involvement in the consultative process for the formulation of the Strategic Plan. A number of areas for improvement were identified within the process, focusing on recruitment and retention and we look forward to working on the initial operational aspects of the plan into the coming months.

Above all, the main function and purpose of the HR Department is to listen to the entire employee base, with a focus on understanding and responding to the trends shaping the future of work, which enables us to create the best possible environment for our workforce. In 2018, CoAction built on a number of initiatives to improve existing HR systems and processes.

A Staff Incentives Working Group was established comprising of members of the Finance and Remuneration Committee, the Employee Forum and members of Senior Management. The focus of this group was to identify incentives and initiatives for CoAction employees. Members of each committee / forum were invited to put forward their thoughts and proposals, with the most workable options going forward to the Board of Trustees for approval. A number of initiatives were identified and work will continue on the implementation of these in the coming months.

It is crucial for CoAction to understand what motivates and engages our employees and how they perceive their work environment. At all times in CoAction, we encourage open and regular dialogue between managers and their team members and offer the opportunity for all employees to feel comfortable to speak up, raise concerns and are empowered to initiate improvements. The Employee Forum offers employees the opportunity to discuss issues which matter most to them and bring them to the attention of the CoAction Senior Management Team, through the HR Manager’s attendance at the Forum. A key priority of the Strategic Plan is to rejuvenate the Forum, with a view to increasing the number of Employee Representatives.

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Special thanks to Richard Salter-Townsend for organising the first ever Bantry Glow Run this year which, despite the wet weather, was a very popular and successful event attended by many. The event was supported by GAA youth group and generously by AIB bank. Thanks to them both.

Thanks to Therèse Lenihan for organising and hosting a coffee morning in aid of CoAction and Bantry Hospice. A huge amount of work was involved in this extremely enjoyable, well attended and successful event.

I would like to take this opportunity to thank the CoAction West Cork Board and Friends of CoAction Board for all their work to ensure the future of CoAction services. I would like to acknowledge and thank, the outgoing Chair Tess Healy, who has provided great support and done so much work for the Branch over the 7 year period that she has been Chair. The Bantry Branch and CoAction has benefitted hugely from her help. Finally, I would like to pay tribute to the commitment and time that my fellow Bantry Branch members contribute, year in, year out.

Kyra Conner, Chairperson

Béara Branch Report

Greetings to all in West Cork CoAction community as we reflect on the year gone by!

The people of Béara have yet again been proactive in supporting CoAction in so many ways. We wish to thank everyone who supported us throughout the year in the many successful fundraising activities that took place and which CoAction directly benefited from.

A special mention goes to the Castletownbere Fisherman’s Co-Op. This company has been a cornerstone of our community for over 50 years.
Branch reports

and we were delighted and stunned by a huge, and very generous donation of €250,000, which they wish to make to CoAction for the benefit of people who are being supported on the Béara peninsula. We have initiated discussions with the Management team and Board of CoAction, Cork County Council and Engineer Diamurdi McCarthy about possible projects that would make best use of this very generous donation. We are very grateful for the support of all those we are engaging with to date.

Due to construction works in the Béara centre this year the Christmas Fair could not proceed. We would like to thank all the stall holders and the locals who have supported us down through the years. This coming year, we hope to make the Fair bigger and better!

It is very important to acknowledge the role of our weekly Lotto, which we share with the RNLI, in raising much needed funds. Thank you to all the people who give of their time, week in and week out, organizing and selling tickets. In particular, I wish to acknowledge Mammy, Dean, Tony and Grace who dedicate their time once a week in the RNLI station. For that we are very grateful.

We had a hugely successful cooking demonstration in the Béara Coast Hotel during the year which we hope to repeat again this year. I would like to make a special mention to our committee member Margaret Heffernan who planned and made the whole event such a huge success.

We want to thank the wonderful caring staff and volunteers in CoAction Béara, who dedicated themselves to their role and the people they supported throughout the year.

Our hardworking committee meet monthly. We welcome new members to our committee and anyone who has an interest in joining us can contact CoAction Béara. I want to acknowledge the dedication shown by all members of the committee.

Finally, I would like to express a sincere thank you to you the kind people of Béara who continue to support CoAction. Your support is greatly appreciated.

Wayne O’Sullivan, Chairperson

Clonakilty Branch Report

The Clonakilty Branch continued to meet throughout the year. I would like to thank all of our hardworking committee who attended meetings and helped with fundraising activities throughout the year. What with a dance in Dunmore House Hotel, Church Gate collections, the very popular Jumbo Run and participation in the Cloncycle event, it’s hard to keep track.

The Clonakilty Branch would like to thank Hazel Trudgill for her organising of the Jumbo Run. This event proves hugely popular each year and is a great social event for everyone. Cloncycle very generously included us again as one of their nominated charities and we are very grateful to them.

Helen Sheehan has moved to pastures new from the Adult Services centre in Clonakilty and we would like to thank her for all her help throughout the year and wish her the very best for the future. We will miss her presentations at our AGMs.

Finally on behalf of the local Branch I would like to thank everyone who assisted in any way throughout the year, whether it’s staff members here in Clonakilty or Bantry, people who helped with Church Gate collections, made sandwiches for events or fundraised for us in any way, each and every one of you has made a huge difference in people’s lives.

Kevin Hodnett, Chairperson

Dunmanway Branch Report

An Annual Report provides a great opportunity to look back over the previous year. In the Dunmanway area we continue to make progress in a number of ways.

The Adult Hub continues to develop in a very positive way.

The Children’s Services & Respite house continue to serve the needs of the children and young people of the area; for these services we thank all staff who provide support and oversee the delivery of these very important supports and services.

We wish to say a big thanks to the employers and other groups in the Dunmanway area who support our young adults, to help them to develop new skills and enable them to lead the best possible lives that they can.

Fundraising by the Branch and by other groups on behalf of CoAction, remains strong. I want to say a very sincere thank you to the Dunmanway Branch members and to the wider community for your continuing support.

Pat Holland, Chairperson

Skibbereen Branch Report

Once again over the past year the people of the Skibbereen area have continued their great support of CoAction. Thank God. Our branch is very appreciative of the huge number of people who donate their time and also their financial support. Our success with the club draw is exceptional. We had two new people involved this year and their enthusiasm and boundless energy made it a joy to work with all of them. There is a wonderful community spirit out there and support for CoAction is outstanding.

To all the employers who are so kind to people on supported employment and all the businesses who display our collection boxes a sincere thank you. To those wonderful people who fundraise on behalf of CoAction, those involved in church gate collections, flag days, vintage days, cheval rides, coffee mornings or help in anyway, we really appreciate your unending support.

Finally I would like to thank my fellow branch committee members, volunteers, the management and staff of CoAction for their continuous dedication and commitment to all the fabulous people who are supported by CoAction.

Thank you,

Sheila Carroll, Chairperson
## Financial report

### Income

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<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
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<tr>
<td>HSE</td>
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<td>€ 7,549,283</td>
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<tr>
<td>HSE Income</td>
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<td>Summer Camp/Saturday Club</td>
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<td>€ 8,602</td>
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<td>Gross Income from Activities</td>
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<td>€ 2,936</td>
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<tr>
<td>Misc Income/Grants</td>
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<tr>
<td>Membership fees</td>
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<tr>
<td>Canteen Contributions</td>
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<td>€ 95</td>
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<td>Deposit Interest</td>
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<td>Grant Ammortisation</td>
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<td><strong>Sub-Total income</strong></td>
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<tr>
<td>Donation from Friends of CoAction</td>
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<td><strong>Total income</strong></td>
<td><strong>€ 8,150,593</strong></td>
<td><strong>€ 7,884,521</strong></td>
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### Expenditure

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<tr>
<th>Description</th>
<th>2018</th>
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<tr>
<td>Payroll costs</td>
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<td>Depreciation</td>
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<td>Transport costs</td>
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<tr>
<td>Building Repairs &amp; Renewals</td>
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<tr>
<td>Insurance</td>
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<tr>
<td>I.T. &amp; Office expenses</td>
<td>€ 159,414</td>
<td>€ 85,032</td>
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<tr>
<td>Light, Heat &amp; Telephone</td>
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<td>€ 106,302</td>
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<tr>
<td>Housekeeping</td>
<td>€ 111,160</td>
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<tr>
<td>Adult training resources etc.</td>
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<td>Staff travel</td>
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<td>Rent &amp; Rates</td>
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<td>Staff recruitment &amp; training</td>
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<td>Professional &amp; contract fees</td>
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<td>Training allowances</td>
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<td>Summer camp/Sat Club non pay</td>
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<td>Therapy resources</td>
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<td>Affiliation/memberships</td>
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<tr>
<td>Miscellaneous</td>
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<td>€ 4,154</td>
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<td>Bank Interest &amp; Charges</td>
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<td>€ 1,312</td>
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<tr>
<td>Auditors’ remuneration</td>
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<td>€ 6,150</td>
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<tr>
<td><strong>Total Expenditure</strong></td>
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<td><strong>€ 7,610,678</strong></td>
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<tr>
<td>Surplus</td>
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<td>273,843</td>
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</table>

A full set of financial statements is available on the CoAction website: [www.coaction.ie](http://www.coaction.ie)
How you can help

VOLUNTEER YOUR TIME AND SKILLS

There are a number of volunteering roles within CoAction. All our volunteers receive training and work closely with our trained staff. We work with volunteers to ensure their experience with CoAction is meaningful and rewarding. Our volunteers have told us they feel proud of the difference they can make and the people we support continue to benefit from the relationships that are formed with the volunteers who join us.

If you have some free time - it doesn’t matter how much or how little - and would like to explore the rewarding and challenging role of volunteering please call and have a chat with our Volunteer Coordinator at 027 50114 or 086 043 0310 or volunteering@coaction.ie

JOIN YOUR LOCAL BRANCH

We are always looking for volunteers to join our local branches. Our branches promote and represent CoAction in their own areas and develop opportunities for fundraising. Branches are located in Bantry, Béara, Skibbereen, Clonakilty and Dunmanway. For more information contact your local Branch Chairperson or call 027 50114.

CREATE EMPLOYMENT OPPORTUNITIES:

If you are an employer you could provide valuable work experience opportunities in your community. Supported employment is a community based model of support to assist people in accessing meaningful job opportunities in their local community. The aim of this model is to identify vacancies available locally that match the skills and goals of the people we support. Supports are provided by job coaches as required and opportunities can range from short term work experience through to supported work placements and independent employment positions.

If you are a business / employer with a vacancy and would like to benefit from welcoming one of our skilled and dedicated people to your team, please contact 027 50114 to be put in touch with your local job coach.

HELP WITH FUNDRAISING

To contribute to fundraising you can:

1. Organise a fundraising event on our behalf.
If you have an idea for a fundraiser, we would love to hear from you. Please get in touch with your local branch chairperson or you can call us on 027 50114.

2. Support one of CoAction’s fundraising events.


4. Support our annual Church Gate Collections.

5. Raise sponsorship through participation in events (e.g. marathons etc.) on behalf of CoAction.

6. Leave a lasting gift:

By leaving a gift to CoAction West Cork in your will, you can continue to support our services. Many people feel that they are unable to give as much support during their lifetime as they would like to. By including CoAction West Cork in your will, you don’t have to exclude your loved ones, as no bequest is too little. Making a will is a simple procedure and ensures that your wishes will be carried out after your death and that what you have left behind is allocated according to your wishes. It is always advisable that you seek the professional advice of a solicitor when drawing up a will.

CoAction is registered for the Charitable Donation Scheme. If you donate to CoAction, the amount we receive can be enhanced through this scheme. To obtain a Form CHY4 or more information please email: info@coaction.ie or go to: www.revenue.ie

Thank you. For further information on any of the above please contact us on 027 50114.

PETER’S STORY: “I was asked to say a few words about my volunteering at CoAction but really just two would do, “pure joy!” Every Wednesday I walk into a room of smiling faces and by the end of our session of music and laughter I sometimes wonder who is getting the most benefit! I’m very grateful to all members of staff who enable these good times to happen.”

Martin works with us one day a week for a few hours and in that time he completes a number of routine jobs that he approaches with great enthusiasm. With the time he has left each day he completes a variety of other tasks depending on what is happening on that day. Examples would include stapling tickets, pricing product for the shop, moving stock and more recently delivering goods and correspondence direct to customers in Bantry.

Martin has very quickly settled into the shop and is now a very important part of the team. It is no exaggeration to say that we all look forward to Martin’s arrival at 10am on Tuesday mornings. While Martin is very capable, what we really love about him is his friendship and his sense of humour which brings a ray of sunshine to the shop on even the dullest days.

Whatever reservations that we may have had before Martin joined as at fast.net, none of us would be without him now. Martin has a very special place in the shop as a great worker, motivator, comedian and friend.”

TOBY CAMPBELL, FAST.NET

AN EMPLOYER’S PERSPECTIVE:

“I have to admit that I was apprehensive when CoAction first approached me regarding a work placement. As a stationery retailer and a print shop, our working environment is very busy and we are constantly up against very short deadlines. I was also unsure how my staff would cope with the added responsibility.

Martin has very quickly settled into the shop and is now a very important part of the team. It is no exaggeration to say that we all look forward to Martin’s arrival at 10am on Tuesday mornings. While Martin is very capable, what we really love about him is his friendship and his sense of humour which brings a ray of sunshine to the shop on even the dullest days.

Whatever reservations that we may have had before Martin joined as at fast.net, none of us would be without him now. Martin has a very special place in the shop as a great worker, motivator, comedian and friend.”

TOBY CAMPBELL, FAST.NET

HELP WITH FUNDRAISING

To contribute to fundraising you can:

1. Organise a fundraising event on our behalf.
   If you have an idea for a fundraiser, we would love to hear from you. Please get in touch with your local branch chairperson or you can call us on 027 50114.

2. Support one of CoAction’s fundraising events.


4. Support our annual Church Gate Collections.

5. Raise sponsorship through participation in events (e.g. marathons etc.) on behalf of CoAction.

6. Leave a lasting gift:

By leaving a gift to CoAction West Cork in your will, you can continue to support our services. Many people feel that they are unable to give as much support during their lifetime as they would like to. By including CoAction West Cork in your will, you don’t have to exclude your loved ones, as no bequest is too little. Making a will is a simple procedure and ensures that your wishes will be carried out after your death and that what you have left behind is allocated according to your wishes. It is always advisable that you seek the professional advice of a solicitor when drawing up a will.

CoAction is registered for the Charitable Donation Scheme. If you donate to CoAction, the amount we receive can be enhanced through this scheme. To obtain a Form CHY4 or more information please email: info@coaction.ie or go to: www.revenue.ie

Thank you. For further information on any of the above please contact us on 027 50114.

MARTIN AND TOBY

PETER AND SEAN
This year’s artists

This year’s winner

front cover - detail
Lámh sa Lámh, Shane, Diarmuid, Pamela, Lorraine, Brian, Margaret and Eleanor, Bantry

This painting was created by using our handprints as a way of expressing our message. In line with this year’s theme “The Road Ahead”, the painting is our way of saying “the future is in our hands and that we are still growing”.

Art is a key activity within Lámh sa Lámh every week which supports people who communicate differently, to express their wishes and feelings.

A Special Thank You: CoAction would sincerely like to thank all those who in some way have touched the lives of the children and adults whom we support. Our vision for mainstream involvement and community inclusion is made possible by so many people as well as agencies and organisations who play a vital role in supporting people to live the life that they want in their own community. There are too many of you to mention by name but we know who you are and to you we extend our deepest gratitude. We look forward to your continued support. We would like to sincerely thank all of the contributors to this Annual Report who have helped bring our stories to life on these pages.

In Memoriam: CoAction would like to remember all those dear to us who passed away during 2018. May they rest in peace.