



HORIZONS

Cope Foundation in Cork Communities

2025 Annual Report

Change Powered by People

Overview

Welcome from the Executive Team

Change is powered by people, and it is through people that we will continue to improve and make an impact. We are delighted to present our 2025 Annual Report, providing a comprehensive report of the organisation's activities throughout 2025.

As we reflect on the past year, we are reminded that meaningful change does not happen in isolation - it is driven, sustained, and made real by people. Across our organisation, the idea of *Change Powered by People* has been more than a statement of intent; it has been a lived experience shaped by the dedication of our staff, the voices of those we serve, and the strength of our partnerships.

Operating in an evolving health and social care environment, we have faced increased demand, shifting policy priorities, and the need for continued innovation. In response, our teams have shown resilience, professionalism, and a strong commitment to delivering high-quality, person-centred care.

Collaboration has been central to our progress. Change is most effective when it is inclusive - when all our staff are empowered to contribute, people we support are involved in shaping their support, and partnerships are strengthened across statutory and community services. This approach has enabled us to respond effectively to emerging needs while staying focused on our core mission.

This year we progressed key initiatives in workforce development, digital innovation, and quality improvement. These advances have been guided by the insight and expertise of our people, alongside a continued focus on governance, accountability, and sustainability.

We also recognise that change can bring uncertainty. Supporting our staff through transition remains a priority, and we are proud of our culture grounded in respect and wellbeing. Investing in our people continues to be essential to our success.

We are also deeply grateful to those who use our services and to their families. Their experiences, feedback, and trust are invaluable in guiding our work. Listening and responding to their needs ensures that our services remain relevant, compassionate, and effective.

On behalf of the Executive Team, we extend our sincere thanks to the people we support, our staff, partners, and stakeholders, for their continued support and engagement. Together, we are not only responding to change - we are shaping it.

Lorraine Egan - Chief Executive Officer

Eamon Nash - Chief Operations Officer

Patrick McEvoy - Director of Operations

Anna Broderick - Director of Nursing

Helen Cashell - Chief People Officer

John Murphy - Head of Finance

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Chairperson

John Higgins

It is a privilege to address you as Chair of the Board of Directors of Horizons. Having served as a Board member since 2018, including as Chair of the Audit and Risk Committee, I was honoured to assume the role of Chair in 2025. I do so with a deep sense of responsibility and a clear purpose: to champion the extraordinary work carried out every day by our teams across all of our locations, spanning residential homes, day centres, community hubs, and multidisciplinary supports throughout Cork city and county.

The past year has been one of meaningful progress and significant change for Horizons. At the heart of everything we do remains a simple but powerful ambition: to support each person to live a full, meaningful life, connected to their community, and guided by their own choices and aspirations. This vision continues to shape our services and inspire our collective efforts.

Advocacy remains a cornerstone of our work. We are dedicated to ensuring that the voices of the people we support are not only heard, but respected and acted upon. Empowering individuals to make choices about their own lives, and to access independent advocacy where needed, is fundamental to delivering rights-based, person-centred services.

Horizons now supports over 2,900 people in over 120 locations in Cork city & county. Our work spans a broad and evolving range of services, from residential services and children's disability supports, to education, housing, respite, and creative and physical activities. Behind every service is a person, a family, and a story – and it is these lives that give purpose to our work.

A key priority for Horizons remains the development of high-quality, purpose-built residential services, particularly for people with complex needs. While progress has been made, we are acutely aware of the gaps that persist – especially in developing new services to meet the needs of the people who attend our day services and hubs, services for older persons, dementia care, respite and short breaks, and autism-specific supports. We understand the strain this places on people and families, and we remain steadfast in our determination to address these needs with urgency and compassion.

Quality is not simply a standard we aim to meet – it is a commitment we strive to exceed. At the end of 2025, we concluded our Quality and Continuous Improvement Programme (QCIP). This programme was developed to support services to meet the requirements of regulatory compliance. It provided us with an opportunity to work with a number of centres to develop a range of initiatives to support both staff and people we support. We found that not only did it achieve the identified objectives, it provided Horizons with a range of improved ways to enhance services, meaningfully support people to be the leaders of their service, and reinforce our focus on learning, accountability, and excellence.

“Quality is not simply a standard we aim to meet – it is a commitment we strive to exceed.”

Guided by the important oversight of the Health Act Regulations and HIQA's National Standards, we have made tangible improvements across our residential services, while recognising that this is an ongoing journey requiring vigilance and dedication. We now look toward 2026 when we will use our learning to enhance our services across the organisation.

In visiting our services, I am continually inspired by the people who bring Horizons to life – our staff. Their kindness, professionalism, and unwavering respect for each person are evident in every interaction. They do far more than deliver services; they build relationships, nurture independence, and create environments where people can truly thrive. It was a pleasure this year to recognise many of our long-

serving colleagues, whose loyalty and commitment over decades have shaped the organisation we are today.

We are equally committed to investing in our staff as future leaders. Our partnership with Munster Technological University (MTU) continues to strengthen leadership capability across the organisation, ensuring we have the skills and capacity to meet the challenges and opportunities ahead. Creating a workplace where people feel valued, supported, and able to grow is central to our long-term vision.

This year also marked significant leadership transitions. We extend our gratitude and well wishes to Sean Abbott on his retirement after nearly 40 years of service, including nine years as Chief Executive Officer. Having accompanied Sean on visits to our services, I have witnessed his connection with both the people we support and our staff. Sean's deep commitment to Horizons and the people we support has left a lasting legacy that will endure for years to come. We also said a fond farewell to Marguerite O'Brien, executive team member and Head of Quality Systems and Shared Services who retired at the end of September. Marguerite held the role of interim CEO following Sean's retirement while we were recruiting for the post.

At the same time, we were delighted to welcome Lorraine Egan as Chief Executive Officer in September 2025. Lorraine brings a wealth of experience and a strong values-driven approach. Her early reflections on Horizons – recognising the dedication of our staff and the strength of our mission – affirm the shared commitment that underpins our work as we look to the future.

I would like to sincerely thank the Board of Directors for their expertise, guidance, and commitment. We feel privileged to be part of the lives of the people we support and remain fully committed to creating positive change for the future. I also wish to welcome Deirdre Scully and Tom Randles to the Board. Their experience and expertise will further strengthen our governance and strategic direction.

On behalf of the Board, I would like to acknowledge Donna Roche, who stepped down from the Board in 2025 after many years of dedicated service, including her time as Chair. Donna's leadership and



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Horizons is an organisation defined not only by what it does, but by the values it lives every day.”

**- John Higgins,
Chairperson, Horizons**

commitment have made a significant contribution to Horizons' development and governance.

Finally, I would like to acknowledge the Health Service Executive as our primary funder and a key partner in our work. Their ongoing support and engagement enable us to continue delivering and developing vital services across the region.

As we reflect on the year, we do so with gratitude – to our staff, our volunteers, our partners, and our supporters, whose generosity and belief in our mission make our work possible. Above all, we are privileged to walk alongside the people we support and their families.

“Above all, we are privileged to walk alongside the people we support and their families.”

Horizons is an organisation defined not only by what it does, but by the values it lives every day. With ambition, compassion, and determination, we will continue to evolve and grow, ensuring that we meet the changing needs of those we support and create a future filled with opportunity, dignity, and inclusion for all.

Chief Executive Officer

Lorraine Egan

It was both an honour and a privilege to begin my role as Chief Executive Officer in September 2025. Reflecting on my personal and professional journey, I am grateful to hold a position where my values closely match the ethos of the organisation I now serve, and where I have the opportunity to lead Horizons in making a genuine difference in people's lives.

Though my tenure has so far been brief, I have spent these initial months listening, learning, and engaging with those who truly shape this organisation – the people we support, their families, our staff, Board members, organisational members, and stakeholders throughout Cork city and county. My experiences have shown me that Horizons is firmly rooted in Cork's legacy and demonstrates a strong commitment to dignity, inclusion, and respect. Meeting those we support and hearing their aspirations and achievements first-hand has reinforced to me how vital it is that our services remain safe and compliant, but also empowering and responsive to the changing needs of people we support.

The disability sector continues to operate within a complex and demanding environment. During 2025, our services have faced ongoing challenges, such as workforce shortages, growing needs among those we support, increasing demand for enhanced services, regulatory and governance requirements, and the need to modernise our service models to align with national policy and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). Despite these pressures, I am deeply impressed by the resilience, professionalism, and dedication of our staff.

Their unwavering commitment to identifying and delivering person-centred supports is a testament to their values and dedication to those we support.

Since my appointment, a central priority has been to gain a clear understanding of the organisation's current position – its strengths, risks, and opportunities for growth. This has involved reviewing governance structures, consulting with management and frontline teams, and examining data from inspections, audits, and feedback mechanisms. I have observed many areas of strong performance, particularly in values-based leadership

and work practices. Throughout every engagement, I have witnessed person-centredness, honesty, kindness, and creativity. It is rare to see values so genuinely embedded throughout an organisation, and this reflects the culture of Horizons, and the understanding that our most important work happens through our relationships with those we support, their families, and our stakeholders. I am committed to building on this foundation and ensuring our work and leadership remain consistent with our values.

I am also encouraged by the improvements people are working towards. I am committed to providing the leadership and resources required to further enhance these areas. Strengthening what we do, and how we do it, is the cornerstone of a learning organisation, ensuring we all challenge ourselves and each other to achieve more for those we support, now and in the future.

"Despite these pressures, I am deeply impressed by the resilience, professionalism, and dedication of our staff."

Since my appointment, we have initiated work in several areas, leading to measurable improvements for those we support, particularly in regulatory compliance, strengthening governance, and launching engagement on restructuring governance to meet rising demand and empower our managers and staff. I look forward to continuing these efforts with staff, managers, and the Board, ensuring Horizons is positioned for ongoing growth to meet the needs of Cork families and communities.

Workforce sustainability is another essential focus. Like others in our sector, we face recruitment

and retention challenges. Addressing these will require a multifaceted approach: enhancing our value proposition as an employer, investing in staff development, and making sure our workforce feels supported, valued, and equipped to deliver high-quality support. I am committed to working collaboratively with staff and management to build a positive, sustainable workforce strategy, guiding us to become the employer of choice across Cork's health and social care sector. This will strengthen Horizons, allow for expansion of services, and enable us to plan for succession in key posts. Supporting staff professional development is vital and I am committed to doing more in this regard.

Engagement and communication will underpin all aspects of our work moving forward. I believe the best decisions are made when we listen to those most affected.

In the coming year, we will strengthen engagement mechanisms with the people we support and their families, ensuring their voices are central to service design and delivery. Likewise, we will continue to foster open, transparent communication with staff at every level.

I would like to acknowledge the vital role of our Board of Directors in providing governance, oversight, and strategic direction. Since joining, I have been generously supported and guided by our Board, whose members bring significant expertise in areas such as finance, property, human resources, ICT, governance, disability policy, and service provision. In particular, the Chair Mr. John Higgins has

provided strong support and ensured my transition to the post was seamless.

I also wish to thank my predecessor, Mr. Sean Abbott, who has retired after a long and distinguished career with Horizons. His commitment to the organisation and the disability sector is unwavering. I also pay tribute to Ms. Marguerite O'Brien, who served as interim CEO for several months and is now enjoying a well-deserved retirement.

Looking ahead, I am optimistic about our future. We have a strong foundation, a dedicated workforce, and a clear sense of purpose. By building on these strengths and addressing areas for improvement collaboratively, we can continue to enhance the quality of life for the people we support.

In closing, I extend my sincere thanks to the people we support and their families for their trust, to our staff for their dedication and professionalism, and to the Board for their guidance and support. I look forward to working with everyone as we continue this important journey together.



Seamus O'Sullivan
pictured with Lorraine Egan
on her first day as CEO.



"I believe the best decisions are made when we listen to those most affected."

- Lorraine Egan, Chief Executive Officer, Horizons

Vision & Mission

What we Want to Do and Achieve

Vision: Your Life, Your Way

To enhance the lives of people with an intellectual disability and additional needs such as autism or physical and medical conditions; working in partnership with them, their families, and local communities, to provide a range of person-centred services and supports. This will enable each person to live life to the full, influence the decisions that affect them, and actively participate in their community.

Mission

Supporting people with an intellectual disability and additional needs such as autism or physical and medical conditions; to live a life of their choosing, connected to, and participating in their communities.

Values

What we Believe is Important

Honest

We have respect for each other so we will always give each other the full and truthful picture. We deliver on promises.

Creative

We don't just accept what it is, we explore what it could be. We are inspired by challenges and we find new ways of doing things. We are constantly learning and striving to do things better.

Person-centred

We believe the people we support can live extraordinary lives. We put people we support first in everything we do. We treat people as individuals and respect their choices.

Kind

We value kindness and respect in all that we do.



Bandmates members: Shaunna McGowan, Brian McDonnell, Norita Hedigan, Euan Pickard, Micheal Broderick, Lucy Holmes and Ivan Geran.

Bandmates The Movie

1 performance | 1 film premiere | Countless connections through music

Bandmates, a music group from Horizons' Community Hub and Day Centre in Mallow, brought energy and inspiration to the stage during Neurodiversity Week at Scoil Ghobnatan Primary School. Their performance of *Fix You* by Coldplay was more than a musical moment - it was a powerful expression of inclusion and shared experience.

Through music, Bandmates created a space where differences disappeared and connection took centre stage. Students, staff, and performers came together, united by the experience of live music, and the message it carried.

The journey did not end there. *Bandmates: The Movie*, captured by staff member Finbarr Murray, tells the story of their growth, creativity, and determination. The film was celebrated with a red-carpet premiere at the Gate Cinema - an unforgettable moment that recognised their talent. Bandmates continue to inspire through music, showing what is possible when people are supported to express themselves and be heard.

This is Change Powered by People - where creativity becomes a voice, and creates confidence.

“Bandmates makes me feel proud and helps me build my confidence when singing in front of an audience.”

- Micheal Broderick, Bandmates Member, Supported by Horizons

“Music united complete strangers that day, bridging the gap between those with intellectual disabilities, and those without, bringing us together as one - and that's what Bandmates has always been about.”

- Finbarr Murray, Staff Member, Horizons

Passionate Community Changemakers

4+ years of action | 1 Green Campus Flag | A community committed to sustainability

Horizons' Bonnington Training Centre (BTC) reached a significant milestone in November 2025, proudly receiving the Green Campus Flag from An Taisce. This achievement reflects over four years of dedication from students and staff, working together to build a more sustainable and environmentally conscious campus.

The Green Campus Programme, a national initiative promoting environmental education and action, is built on a partnership approach. With 55 campuses registered on the programme across Ireland, BTC is now one of the 25 select groups to have completed this programme and been awarded the Green Campus Flag for their commitment to meaningful, lasting change.

The core themes of the Green Campus Programme include Litter and Waste Management, Energy Conservation, Water Management, Biodiversity, Travel, and Transport. Climate Change is another very important theme.

At BTC, this journey has been driven by the energy and commitment of its community. Through a structured, seven-step process, students and staff have worked together to embed sustainability into everyday life. Key focus areas include biodiversity, litter, and waste management - all of which have shaped hands-on projects and learning experiences across the centre.

Students have explored ways to protect local biodiversity while reducing waste and promoting more sustainable practices. These initiatives not only enhance the campus environment but also build valuable life skills. Learning in areas such as horticulture, science, and environmental awareness supports students in achieving QQI and Gaisce awards, while fostering a strong sense of responsibility for the world around them.

This achievement is about more than earning a flag - it represents a shared commitment to positive change. Through initiatives like Green Campus, BTC continues to empower students as active citizens and passionate community changemakers.

This is Change Powered by People: by the effort and collaboration of students, staff, and the wider community.

“ Seeing our students take ownership of these projects and grow in confidence has been incredible. This journey shows what is possible when people come together with a shared purpose.”

- Denis Mangan, Senior Supervisor Instructor, Horizons

Horizons is currently the only Disability Training Centre in Ireland to have achieved this award.



Recruitment

Onboarding New Talent

Melissa Martin, Recruitment Officer, Horizons



Melissa Martin and Aine Carroll at our recruitment open day in The Metropole Hotel.

Recruitment activity in 2025 reflected a continued focus on innovation, accessibility, and candidate engagement, ensuring the organisation attracts and retains high-quality talent to support service delivery. **Over the course of the year, a total of 205 employees were successfully onboarded across a range of disciplines, representing a significant achievement in a competitive recruitment environment.**

A key driver of this success has been the expansion and refinement of our recruitment open days. These events have become a cornerstone of our recruitment strategy, providing prospective candidates with an opportunity to engage directly with staff, gain insight into our services, and experience the organisation's culture firsthand.

The open day format has proven highly effective in streamlining recruitment, building strong face to face connections with candidates, and clearly showcasing the meaningful work we do. This model has demonstrated both its efficiency and its strong appeal to candidates.

In addition to open days, the organisation has continued to strengthen its presence at external recruitment events and career fairs. Engagement with institutions, including participation in open days and career events at Munster Technological University (MTU), University College Cork (UCC), and Morrison's Island Campus (Cork College of FET) has been particularly valuable. These initiatives have supported early engagement with students and graduates, helping to build a sustainable talent pipeline and raise awareness of career

opportunities within the organisation. They also provide an important platform to promote the values and impact of the organisation's work within the wider community.

Alongside recruitment initiatives, significant progress has been made in enhancing the onboarding experience. The induction programme was comprehensively redesigned in 2025 to ensure a more structured, engaging, and supportive introduction for new employees. The updated induction programme now places a stronger emphasis on organisational culture, values, and impact on the people we support, while also incorporating interactive elements and opportunities for networking across teams.

Feedback from new starters has been overwhelmingly positive, with many highlighting the clarity and sense of connection established from the outset.

We have expanded our media output, including advertising across local bus routes throughout Cork city. This advertising has allowed us to reach a broad audience across both the city and county, enhancing awareness of our organisation and increasing candidate engagement.

"The updated induction programme now places a stronger emphasis on organisational culture, values and service user impact, while also incorporating interactive elements and opportunities for networking across teams."

Looking ahead, we will continue to build on the success of our recruitment open days while exploring opportunities to further diversify recruitment channels. Continued engagement with educational institutions, alongside the development of targeted campaigns, will remain a priority. In parallel, the induction programme will be kept under review to ensure it evolves in line with organisational needs and employee feedback. Through these combined efforts, we aim to sustain a responsive, efficient, and candidate-focused recruitment process that supports the delivery of high-quality services into the future.

"In light of a challenging recruitment landscape, Horizons successfully strengthened its workforce, with our enhanced induction programme ensuring new employees are well prepared to deliver high-quality, person-centred support."

- Melissa Martin, Recruitment Officer, Horizons

Liza Fitzgerald and Jackie O'Leary sharing their highlights from working with Horizons for over 35 years each.



Service Day

Recognising Staff

Helen Cashell, Chief People Officer, Horizons

1,000+ staff recognised | Thousands of years of impact

During the year, Horizons proudly introduced its first Long Service Awards, creating a formal opportunity to recognise and celebrate staff who have reached significant service milestones. These awards acknowledge service in five-year increments, up to forty years and honour the dedication and professional integrity of staff across their careers.

In an environment where workforce mobility is increasingly common, the depth of experience and knowledge held by long-serving staff is invaluable. Their continuity strengthens relationships and ensures consistent, trusted support for the people who rely on our services. Collectively, those recognised this year represent thousands of years of service across communities throughout Cork. That is thousands of years of listening, supporting, advocating, and caring. Thousands of years of showing up, on ordinary days and difficult ones alike, with professionalism and empathy.

and again, to care. It is about recognising people who have carried our values - honest, kind, creative, and person-centred practice into their daily work, without expectation of recognition. Their contribution is woven into the fabric of Horizons and into the lives of the people and families we support.

From 2025 onwards, these awards will become an annual tradition, embedded in the life of the organisation as an enduring expression of appreciation and respect. They are also a reminder that while organisations evolve and services grow; it is people who power that change. Every act of

“That is thousands of years of listening, supporting, advocating, and caring. Thousands of years of showing up, on ordinary days and difficult ones alike, with professionalism and empathy.”

In this inaugural year, over 1,000 staff members were recognised. Celebrations took place across local services, reflecting both the scale and reach of Horizons while keeping each moment personal and meaningful. In small gatherings and shared conversations, teams paused to acknowledge not just the length of service, but the impact behind it – the difference made in the lives of people we support and in each other’s lives as colleagues.

Recognising long service is about more than marking time. It is about honouring the decision, made again

care, every relationship built, every year of service contributes to a stronger organisation.

Horizons extend heartfelt thanks to all those recognised this year and to every colleague who continues to make a difference. Your commitment not only strengthens our organisation but also enriches the lives of the people and communities we are privileged to support.

This is Change Powered by People: by their commitment, and their belief in making a difference every day.



Leadership Development

Developing our People

Vicky Darrer, Board Liaison Officer and John Buttimer, Principal Psychologist, Horizons

Fifteen staff members successfully completed a Leadership Development Programme in 2025. Horizons worked in partnership with Munster Technological University (MTU) to create a Leadership programme focused on Horizons' organisational goals, marking a significant investment in the organisation's people and its future. This initiative was developed as a commitment to nurturing leadership capacity at all levels. By equipping staff with the skills, confidence, and insight required to lead effectively, the programme has strengthened the organisation's ability to respond to an evolving healthcare landscape.

The programme combined academic expertise with practical application, offering participants the opportunity to engage deeply with contemporary leadership thinking, while reflecting on their own leadership styles and experiences. The in-person classes and group discussions created a dynamic environment that encouraged collaboration and critical thinking. The decision to facilitate sessions face-to-face was particularly impactful, fostering meaningful dialogue and enabling participants to build strong, trusting relationships with colleagues from various roles across the organisation.

Feedback from participants highlights the transformative nature of the experience. John Buttimer, Principal Psychologist with Horizons reflected on his experience:

"Participation in the MTU programme changed and challenged my appreciation and understanding of leadership. I am thankful and appreciative of the time and effort that was put into the course by the MTU team. Each of them provided a unique perspective that challenged, supported, and encouraged active engagement and learning. There was also added value of having the sessions in-person and it made the experience more real and also allowed for discussion and engagement with colleagues on the course. It was also a beneficial experience to spend time developing a trusting relationship with peers who are also leaders across the organisation.

I enjoyed the opportunity to immerse myself, learning about new approaches and perspectives that challenged my assumptions about management and leadership. The exercises and assignments were useful and interesting and did add to the learning experience.

Finally, I'm appreciative of the time and funding invested in me by the organisation and that it places a value on staff training and development as well as facilitating management and leadership."

This feedback underscores not only the quality of the programme but also the importance of investing in people as a driver of organisational change. Participants reported increased confidence in their leadership abilities, a broader understanding of leadership in practice, and a greater appreciation for collaboration and shared learning.

As the organisation continues to navigate change, the development of skilled, reflective, and connected leaders will remain essential. The successful completion of this programme by fifteen staff members represents more than an educational achievement; it is a tangible demonstration of how empowering people can create momentum for positive, sustainable change across services. Based on feedback, this bespoke programme will continue to evolve and change as it is rolled out to all managers across Horizons.

This is Change Powered by People - by investing in and developing staff.

“

I can already see positive changes in how my team communicates and works together.”

“

Hearing from colleagues across different services really broadened my perspective. The peer discussions were just as valuable as the formal content and it created a real sense of shared purpose among us.”

“

This programme challenged how I think about my impact on others.”

“

This programme gave me the confidence to step into leadership, not just manage tasks. It wasn't just theory; it gave us practical ways to lead in complex environments.”

“

Investing in peoples leadership skills like this is essential for the future of our organisation.”

Graduation

Transition from Student to Staff Nurse

Cynthia Osagie, Registered Nurse in Intellectual Disability, Horizons



The past year has been one of the most defining periods of both my personal and professional life as a newly qualified Registered Nurse in Intellectual Disability (RNID) at Horizons. As I look back on my undergraduate nursing journey, I now recognise that it was far more than a series of lectures, assignments, and clinical placements. It was the beginning of my professional identity. During those formative years as a student nurse, I learned how to balance compassion with competence, theory with intuition, and confidence with vulnerability. I navigated moments of uncertainty, self-doubt, and growth; each experience quietly shaping the nurse I am becoming today.

Transitioning from student to Registered Intellectual Disability Nurse was both exciting and daunting. Stepping into my role at Horizons marked a profound shift in responsibility and accountability. For the first time, I was fully responsible for my own clinical decision-making and professional practice. In those early weeks, I experienced a natural anxiety about ensuring my care aligned with the NMBI Code of Professional Conduct, the Disability Act 2005, the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), the Assisted Decision-Making (Capacity) Act 2015, and the organisational policies that underpin safe, ethical, and person-centred care. There were moments when I genuinely questioned whether I was ready for this role.

What carried me through those moments was my resilience, my openness to learning, and the unwavering support of managers and colleagues at Horizons. Their encouragement, patience, and guidance during those early stages of my transition had a lasting impact. In particular, the Horizons' New Graduate Transition to Practice Programme, led by Anne Crowley (Nurse Practice Development Coordinator) and Liza Fitzgerald (Assistant Director of Nursing), played a vital role in my development. The programme created a safe and supportive space to ask questions, reflect honestly on my experiences, and gradually build confidence in my clinical judgement and professional voice.

In addition, working at Horizons has given me far more than experience; it has given me purpose. The environment has supported my growth not only as a nurse, but as a person. My understanding of person-centred care has deepened significantly. I have learned the importance of slowing down, listening beyond words, and being fully present. This role has strengthened my empathy, refined my patience, and reinforced

the value of collaboration, dignity, and respect. It has reminded me that advocating for people with intellectual disabilities and supporting their autonomy, comfort, and daily lives is not just an obligation, but a privilege.

Furthermore, my journey with the people I support deserves recognition, as they have been among my greatest teachers. Their communication whether verbal, non-verbal, or expressed through simple moments of connection has reminded me of the true essence of nursing. A smile during morning care, a gentle touch, a warm hug, or a parent's gratitude speaks volumes. These moments confirm that nursing is not just a profession, but a relationship built on trust, respect, and presence. Even on the most challenging days, these connections ground me and remind me why I chose this path. As I reflect on my time at Horizons, I feel a deep sense of pride. Pride in the student who persevered through long nights of study. Pride in the newly qualified nurse who continued to show up with courage, curiosity, and compassion. And pride in the advocate I am becoming for those who rely on me to champion their rights, dignity, and voice.

While the future remains unwritten, I look forward to continuing my journey at Horizons with gratitude, humility, and an ongoing commitment to growth. I remain dedicated to becoming the best nurse I can be for my colleagues, for the organisation, and most importantly, for the people I support every single day.

"As I reflect on my time at Horizons, I feel a deep sense of pride. Pride in the student who persevered through long nights of study. Pride in the newly qualified nurse who continued to show up with courage, curiosity, and compassion. And pride in the advocate I am becoming for those who rely on me to champion their rights, dignity, and voice."



Supporting the Future

A Collaboration with University College Cork

Nutrition & Dietetics Department, Horizons

Learning together | Breaking barriers

The MSc in Human Nutrition and Dietetics at University College Cork (UCC) is a two-year programme leading to a professional qualification and CORU registration. Horizons' Dietetics Department is proud to contribute to the programme, supporting the development of future dietitians and building confidence in working within disability services.

Our involvement includes student placements, guest lectures, and an annual interactive workshop - now a highlight for participants. This workshop brings together students and staff from Horizons' Doras Training Centre (known locally as 'Doras'), Horizons' dietitians, and UCC student dietitians in a shared space of experience and learning.

In March 2025, Doras students visited UCC to take part in a workshop on Healthy Breakfast Ideas. Working in small groups, participants used visual

For UCC student dietitians, the workshop provided a valuable opportunity to meet people we support; to learn about their lives and food choices; and to practice communicating dietary information in a clear and understandable format.

For Doras students, the experience offered connection and confidence. They shared their knowledge when presenting to the group and gained practical knowledge to support everyday food choices.

“Importantly, initiatives like this help to break down barriers. Many newly qualified dietitians feel uncertain about working in disability services due to limited exposure.”

tools such as animations, the food pyramid, food models, and packaging to explore balanced choices. Each group created a healthy breakfast plate and presented it to the wider group, sharing ideas, and learning from one another. Importantly, initiatives like this help to break down barriers. Many newly qualified dietitians feel uncertain about working in disability services due to limited exposure.

This collaboration challenges that perception, highlighting the value, impact, and opportunity within this field.

This is *Change Powered by People* - through shared learning and a commitment to inclusion. By learning together, we are shaping not only future professionals but a more inclusive future for all.



“It was an eye-opening experience and enjoyable to create rapport with the group.”

- Student Dietitian, UCC



Mary Quinn's First Passport

First passport at 83 | First trip abroad | A lifetime goal

At 83 years young, Mary achieved something she had long dreamed of - her very first trip abroad. Mary previously lived in St. Vincent's - a congregated institutional setting. Following Horizons taking over the running of this institution, the people living there moved into homes of their own. In her new chosen community, Mary shared her wish to travel, though she initially felt nervous about what it might involve.

With support from staff, Mary began to understand what was needed to make this dream a reality. She learned about passports, explored pictures, and gradually grew in confidence. With her permission, staff supported her through every step, from taking her photo to visiting the Garda station and ensuring she was involved in each decision along the way.

Obtaining a passport was about more than travel. It is an important form of identification that supports access to everyday services such as banking and online systems, strengthening independence and choice in line with the Assisted Decision-Making (Capacity) Act 2015.

When her passport arrived, excitement quickly followed. Mary travelled to Rome, experiencing the joy of being abroad for the first time. The trip was unforgettable, filled with new experiences and even a surprise meeting with Pope Leo. For Mary, this journey was about independence and achieving a lifelong goal.

This is *Change Powered by People* - supporting individuals not just to dream, but to live those dreams.

“Being part of Mary's journey from getting her first passport to travelling abroad, was incredibly special. Seeing her confidence grow and her pride in what she achieved reminded me why person-centred support matters so much.”

- Julie Punch, Care Assistant, Horizons

Sport for All

Building Inclusive Communities

Sports and Physical Activity Department, Horizons

€131,000 grant secured | Partnerships formed | Inclusion in action

At Horizons, we recognise the vital role sport and physical activity play in building healthier, happier, and more connected communities. Through our Sports and Physical Activity Department, we create pathways for participation - both within Horizons and in local communities - while contributing to the development of inclusive sports policy at local and national level.

Our approach is grounded in a rights-based, person-centred model and aligned with UNCRPD Article 30.5 and the Assisted Decision-Making (Capacity) Act 2015. This means moving beyond traditional, segregated models of service delivery and supporting people to access and participate in mainstream community sport - where they can belong and thrive.

A key example of this in action is our Mixed Ability Sports project. In August 2025, Horizons' Sports and Physical Activity Department was awarded over €131,000 from Rethink Ireland to support this initiative. With this funding, we set two clear goals: to establish three new mixed ability sports teams in Cork and to develop a practical toolkit to support clubs in creating their own inclusive teams. Mixed ability sport is an inclusive approach where people with and without disabilities train and compete together in the same team or environment. It promotes social inclusion by integrating people into mainstream sports clubs rather than creating segregated disability-only teams.

Working in partnership with local clubs including Leeds FC, Beech Hill Table Tennis, and St Finbarr's Athletics, we are supporting the development

of inclusive environments where people of all abilities can train and compete together. This work is strengthened through collaboration with Cork Sports Partnership and Mixed Ability Sport Ireland, whose leadership over the past decade has helped transform how inclusion is delivered in sport across Cork. Together, we are supporting clubs with clear guidance, practical tools, and confidence to reduce barriers and open opportunities for participation.

"Together, we are supporting clubs ... to reduce barriers and open opportunities for participation."

This initiative would not have been possible without the generous grant funding and support of Rethink Ireland, whose investment enables innovation and shared learning. Through initiatives like this, we are helping to create communities where everyone can take part and belong through sport.

This is Change Powered by People - by partnerships, shared ambition, and a commitment to inclusion.

Project team and representatives from the 3 clubs onboarded to the project.



Mary Murphy plays at National Event

1 national performance | 2 commissioned opportunities | Social valued role

Mary is a talented harp musician whose skill and passion for music are recognised within her community. Through her performances, she contributes to both local and national events, sharing her talent and enriching the cultural life of others.

In June 2025, Mary was commissioned to perform at the Inclusion Ireland Annual General Meeting (AGM) in Dublin, where she had the opportunity to showcase her music on a national stage. During the event, she met Minister of State Hildegard Naughton, an experience that further recognised her as a valued artist. This performance also opened the door to a further paid engagement with Community Foundation Ireland in December 2025 where she was invited to play at Trinity College Dublin (TCD) on December 3rd International Day of Persons with Disabilities.

“ I feel very happy when playing the harp. I enjoy getting opportunities to play for others and would like to continue to share my talent with others.”
- Mary Murphy, Musician, Supported by Horizons

These opportunities reflect Mary's growing profile as a musician and her valued role within the arts community. Performing at national level has supported Mary to build confidence, strengthen her independence, and develop new connections for future commissioned work. Most importantly, it has given her a strong sense of achievement and pride in her contribution.

This is *Change Powered by People* - where individual talents are recognised, and given space to flourish.

“ The experience reinforced for me the importance of person centred support and focusing on people's abilities and interests.”
- Meghan Collins, Social Care Worker, Horizons

Independent Living

Supporting Independence

Molly O’Keeffe, Project Lead for De-congregation and Organisation Change, Horizons

Independent living is not a programme, a placement, or a destination. It is a commitment to an ordinary life, to the idea that people flourish when they are supported to live as citizens, neighbours, and contributors in their communities, with choice, control, and belonging.

At Horizons, the concept of Independent Living is grounded in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) Article 19, which affirms the right of people to live independently and be included in the community, with the same freedom of choice as others. These rights shape not only where people live, but how they are supported to live.

Our role is not to direct lives, but to walk alongside people, listening carefully, noticing strengths, and supporting pathways that reflect what matters to each person and to those who know them well.

Community Living as a Shared Endeavour

Community living does not happen through services alone. It grows through relationships, familiarity, contribution, and time. Our approach to independent living recognises that:

- People are the authors of their own lives.
- Support works best when it strengthens, rather than replaces, natural relationships.
- Belonging comes from participation, not supervision.

This understanding informs how we plan, how we support decision-making, and how we respond to change. It requires patience, humility, and confidence in people’s capacity to grow. This *Change Powered by People* can be seen through a number of pathways for people supported by Horizons.

De-congregation: Making the Move from Buildings to Belonging

A significant focus of Horizons’ independent living work will continue to be placed within the de-congregation project, this pathway continues to support people currently living in congregated settings to move into homes of their own within

the community. This will include partnering with up to 250 people and their natural supports over the coming years.

De-congregation is not simply about moving people out of larger buildings. It is about reimagining what life can be, and ensuring that people do not leave one form of limitation only to encounter another. For Horizons, meaningful de-congregation includes a re-framing of how the person’s voice leads their lives, starting with choice about where and with whom they share their home, while ensuring their home reflects the essence of home, not services.

Thus, supports are shaped around daily life, not routines, while ensuring that each person has the required time and space to settle, adjust, and belong.

Each move represents a deeply personal transition. We continue to learn that success depends not on speed, but on readiness of people, homes, supports, and communities.

Planning for the Future: Housing Pathways through Day Services

Independent living also begins long before a key is handed over. Within Horizons’ day services, people are being supported to imagine and plan for their future, including future housing through social housing pathways and community-based options.

This planning work focuses on supporting over 800 people over the next number of years within Day Services to explore what “home” means to them, while supporting their development of life skills and confidence to enable opportunities for community presence and social valued roles.

These conversations are not abstract. They are practical, hopeful, and grounded in people’s lived experience. They recognise that people grow into independence through opportunity, support, and



Shane O’Flaherty receives the key to his own home in the community.

trust. Steps involved align with the HSE Policy for Day Services *New Directions* and the UNCRPD.

New Horizons: Pathways to Community Living and Active Citizenship

New Horizons is an individualised support service provided by Horizons since 2014. For many people supported by New Horizons, they can often remain on the cusp of society. Loneliness and the lack of belonging or purpose remains a barrier to their community and active citizenship.

The service promotes independence as choice and control, not the absence of support. Supports are flexible, responsive, and tailored to each person’s day-to-day life and circumstances, enabling them to maintain valued social roles and develop new ones.

New Horizons is based on the premise that independence is not about having to do things on your own, rather it is about having choice and control over your own life irrespective of the level of support required.

The service strives to support the person to continue in the various roles that are important to them and to develop new roles based on their interests and skills while ensuring that any vulnerabilities or

conditions needed to be successful are considered and supported. This model of support aligns with the UNCRPD and is guided by principles of Social Role Valorisation (SRV) and a strengths-based approach.*

Rights in Practice, Not on Paper

Horizons remains conscious of a wider truth: Ireland has no shortage of policy, strategy, and guidance about community living. The real challenge is bringing those commitments to life in appropriate housing options, sufficient funding, and the right supports to ensure that each person is supported by the right person, at the right time, in the right way.

Hence our focus remains not just compliance orientated, but practice that honours rights. We measure progress not by buildings vacated or beds closed, but by whether people belong to their community and are known for who they are, not a label.

This is *Change Powered by People*: slow enough to be humane, strong enough to matter, and rooted in the belief that everyone deserves a life of belonging.

Looking Ahead

Independent living at Horizons continues to evolve, shaped by the people we continue to walk alongside, their families, and the communities they call home.

The work is complex and demanding, but deeply worthwhile. As an organisation, Horizons remains committed to:

- Advancing community living as a human right.
- Supporting pathways from congregated settings to ordinary homes.
- Investing in relationships, skill, and reflection.
- Keeping people, not systems, at the centre of change.

*extracted from a piece written by Tara Dunne, Regional Manager of New Horizons, Horizons.

A Home of His Own

15 years of support | One move to independent living | A life shaped by choice

Benóg’s journey to independent living is a powerful example of what is possible when a person is supported to lead their own life, with the right people walking alongside them. After 15 years of support from Horizons, Benóg has made the transition to living independently in his own home - an achievement that reflects his determination, his learning over time, and a shared belief in his potential.

His move into independent living was guided by a rights-based, person-centred approach, grounded in the principles of choice, autonomy, and inclusion in the community. It was a journey shaped not by a single moment, but by many small steps - each one building confidence and skills.

Across his journey, Benóg was supported by a wide range of Horizons’ staff working in partnership with his family and wider network. This collaborative approach ensured that his voice remained central in all decisions, and that supports were tailored to his goals and aspirations. From everyday living skills to planning, each step was taken at his pace.

Living independently has given Benóg greater freedom and opportunity to shape his daily life. It has also supported him to develop further independence, explore his interests, and continue building a life connected to his community. Most importantly, it reflects his right to live life on his own terms.

For staff, Benóg’s journey is a reminder of the impact of person-centred practice. It highlights how meaningful change happens when we focus on ability rather than limitation, and when we trust people to lead their own lives with the right supports in place.

This is *Change Powered by People* - through collaboration, respect, and a shared commitment to supporting each person to live the life of their choosing.



“

I’ve lived at home, and I’ve lived with others. Every experience taught me something, what I like, what I don’t. But most importantly, I learned about myself.”

- Benóg Brady Bates, Living Independently, Supported by Horizons

Horizons on *Nationwide*

To celebrate International Day of persons with disabilities (IDPwD), Horizons featured in a special programme, *Nationwide*, on RTE One.

Horizons showcased how we support people to live independently and empower people to achieve their goals and ambitions. Benóg and his mother Mary spoke about how he was supported by Horizons to live in a home of his choosing. David, who is supported by our Doras training centre served up some delicious coffees in Roots Coffee House. He shared how much he loves his role as a barista and what his future goals are. *A huge thank you to everyone who participated in the programme.*



Mary Brady Bates, Benóg Brady Bates and Molly O’Keeffe

“

It was amazing to walk alongside Benóg as he gained valuable life experience in independent housing.”

- Niamh O’Mahony, Senior Supervisor Instructor, Horizons

Volunteering

Making Change Happen

Milly Farrell, Volunteer Coordinator, Horizons



Long-standing volunteer, Rose Phelan in Disneyland Paris.

Volunteers have always been the heartbeat of Horizons. From our beginnings almost 70 years ago to today, their generosity, creativity, and commitment have helped shape who we are. **In 2025, 93 volunteers across Cork city and county gave their time and energy to support the people who use our services** - creating opportunities, building connections, and enriching lives in ways that would not be possible without them.

93 volunteers | 22 corporate days | Countless moments of connection and impact

Our volunteers contribute across a wide range of activities, from art, music, gardening, and yoga, to social outings, sports, and buddy roles. Whether supporting a coffee outing, leading a walking group, or simply spending time in conversation, each moment matters.

These everyday interactions build confidence, reduce isolation, and create meaningful connections within communities.

Throughout the year, there were many memorable moments that captured the impact of volunteering. A group travelling to Disneyland Paris experienced the trip of a lifetime, supported by long-standing

volunteer **Rose Phelan**, whose warmth and energy brought joy to every part of the journey. At Horizons' Roots Café in University College Cork, student volunteer **Isabel Wallace** played an important role in supporting a twelve-week training programme for adults with disabilities, helping participants build skills and confidence for future employment. Reflecting on her experience, Isabel shared:

“Volunteering at Roots has improved my sense of responsibility, my communication skills... It has also shown me the unique capabilities of people with learning disabilities and made me more compassionate.”

- Isabel Wallace, Volunteer, Horizons



Isabel Wallace volunteering in Roots UCC

Creativity also played a role in enhancing services this year. Artist **Ciara Fehilly** generously gave her time to transform our children's respite service into a bright, welcoming environment - helping to create a place where children feel comfortable, supported, and at home.

Corporate volunteering continued to grow in 2025, with 22 days of support from local businesses. From gardening projects to fundraising initiatives, this contribution has allowed Horizons to enhance services and strengthen community partnerships. These collaborations benefit everyone involved, creating shared value and lasting impact.

Volunteering is not just about giving time - it is about connection. It brings people together, strengthens

communities, and opens new possibilities for everyone involved. It is also a powerful way to challenge perceptions, build understanding, and create a more inclusive society.

To every volunteer who supported Horizons in 2025, we extend our heartfelt thanks. Your generosity, kindness, and commitment continue to make a real difference. Together, we are building a future where everyone can belong, participate, and thrive.

This is *Change Powered by People* - every hour given, every skill shared, and every connection made, contributes to a more inclusive community where people are supported to live full and meaningful lives.

“

Being part of creating a warm, welcoming space for the children was such a special experience and I am truly very grateful as it has opened up many more doors for me.”

- Ciara Fehilly, Volunteer, Horizons



Volunteer and talented artist Ciara Fehilly. Photo Credit: Annette Brock Photography (www.annettebrockphotography.com)

Board Directors

Honorary Directors



John Higgins: Chairperson

John Higgins is a highly experienced business leader and former Managing Partner with EY in Cork. His professional experience spans multiple sectors providing him with a broad commercial perspective and strong understanding of governance best practice. John recently completed the Institute of Directors Chartered Director programme and qualified as a Chartered Director in 2025.

John joined the Board of Directors in 2018 and has been in the role of Chairperson since 2025. He brings deep expertise in financial oversight, risk management, and organisational leadership, with a strong track record of supporting businesses through growth and change.



Isobel O'Regan: Vice-Chairperson

Isobel O'Regan is a Director at Savills Ireland in Cork, where she specialises in commercial property advisory and professional services. She is a qualified Chartered Surveyor with over 30 years' experience. She is widely recognised within the profession for her contribution to the property sector, including her commitment to mentoring and advancing professional standards.

Isobel joined the Board of Directors in 2020. As the current vice-chairperson, Isobel provides strategic guidance and governance oversight to the organisation, drawing on her industry knowledge and leadership experience.



Prof. Margaret Linehan: Board Member

Prof Margaret Linehan holds a senior management position at Munter Technological University (MTU). Margaret's research reflects a strong emphasis on equality and inclusion and addresses many societal challenges.

Margaret joined the Board of Directors in 2022. She brings extensive experience in higher education, leadership, academic development, and strategic planning. Margaret contributes significant expertise in governance, policy development, and organisational strategy. Her commitment to public value strengthens the organisation's mission and long-term development.



Geraldine Prendeville: Board Member

Geraldine Prendeville is a former Principal of Scoil Aislinn* in Cork and an experienced leader in special education. She led the development of a specialised educational environment supporting children with autism and complex additional needs. She has extensive experience in inclusive education, working closely with multidisciplinary teams, families, and support services.

Geraldine joined the Board of Directors in 2024. As a Board Member, Geraldine brings valuable expertise in education, safeguarding, governance, and supporting the organisation's commitment to inclusive and high-quality service provision.



Geni D'Arcy: Board Member

Geni D'Arcy is an experienced HR professional based in Cork, with a strong background in people management, organisational development, and workplace culture. She has supported organisations across multiple sectors in building effective teams and enhancing employee engagement.

Her expertise includes talent development, employee relations, and change management, with a focus on fostering inclusive and high-performing workplaces. Geni joined the Board of Directors in 2019. As a Board Member, Geni brings a people-centred perspective to governance and organisational strategy, supporting strong internal practices and sustainable development.



Deirdre Scully: Board Member

Deirdre Scully is a former senior manager with the Health Service Executive (HSE), where she held national leadership roles in disability and mental health services.

She has significant experience in public service reform, policy development, and the implementation of national disability strategies, working across sectors to improve outcomes for the people we support.

Deirdre joined the Board of Directors in 2025. As a Board Member, Deirdre brings expertise in public sector governance and disability services, strengthening the organisation's strategic direction and service delivery.



Thomas Randles: Board Member

Thomas Randles is Chief Executive Officer of PFH Technology Group, a leading provider of ICT solutions and managed services in Ireland.

He has extensive experience in executive leadership within the technology sector.

His expertise includes corporate strategy, digital transformation, and operational leadership, with a strong track record in delivering innovative solutions across public and private sector organisations.

Thomas joined the Board of Directors in 2025. As a Board Member, Thomas contributes insight in digital strategy, governance, and organisational scalability, supporting innovation and long-term sustainability.



James Eivers: Board Member

James Eivers is an experienced technology entrepreneur and business leader based in Cork, with a long track record in the Irish IT sector. He is co-founder and Chairman of Client Solutions Ltd. and has played a key role in the development of Ireland's technology ecosystem.

James joined the Board of Directors in 2017. As a Board Member, James brings extensive expertise in entrepreneurship, innovation, and strategic development, supporting the organisation's long-term vision and industry engagement.

*Horizons is Patron of Scoil Aislinn.

Board Directors

Attendance Record and Committees

Board Meeting Attendance Records 2025												
Directors Name	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Geni D'Arcy	A	P	P	P	P	A	P	P	P	A	A	A
James Eivers	P	P	A	A	P	P	P	A	P	P	P	P
Gearóid Gilley	P	P	P	P	P	NA	NA	NA	NA	NA	NA	NA
Simon Healy	P	P	A	A	P	NA	NA	NA	NA	NA	NA	NA
John Higgins	P	P	P	P	P	P	P	P	P	P	P	P
Margaret Linehan	P	P	P	P	P	P	P	P	P	P	P	P
Kieran Moran	A	P	A	A	NA	NA	NA	NA	NA	NA	NA	NA
Isobel O'Regan	A	P	P	P	P	P	P	P	P	P	P	P
Geraldine Prendeville	P	P	P	P	P	P	P	P	A	P	P	P
Thomas Randles	NA	NA	NA	NA	NA	NA	NA	NA	NA	P	P	P
Donna Roche	P	P	P	P	P	NA	NA	NA	NA	NA	NA	NA
Deirdre Scully	NA	NA	NA	NA	NA	NA	NA	NA	NA	P	P	A

Keys: P = Present, A = Absent and NA = Not Appointed

Board Sub Committee 2025

Audit and Risk Committee

Quality and Safety Governance Committee

Service Infrastructure Committee

Pension Trustee Committee

Board Directors

Fun Facts

John Higgins

Outside of work...

I am passionate about Cork hurling and during the spring and summer it is either going around the country to Cork matches or playing bad golf.

Isobel O'Regan

Outside of work...

I am a big sports fan, across a lot of sports including rugby, GAA and currently a stressed Spurs supporter!

Prof. Margaret Linehan

Outside of work...

I run 5km every morning, 365 days of the year!

Geraldine Prendeville

Outside of work...

I swim in the sea all year round. I'm like a tea bag a quick dip in and out.

Geni D'Arcy

Favourite movie...

Geni's all time favourite movie is Pretty Woman as she loves to shop and to travel :-). She has been to many parts of the US including taking a walk down Rodeo Drive and Hollywood Boulevard! While in the US, she met Bill Clinton while he was President, she would like to clarify that it wasn't on Hollywood Boulevard, for those that know the movie!!

Deirdre Scully

A song that puts you in a good mood...

Fairytale of New York. It puts me in good humour because I absolutely love Christmas. It is my favourite time of year. So when this song is playing I know Christmas is coming.

Thomas Randles

Outside of work...

I love all activities involving the outdoors, hiking, skiing, sailing and being active and many years ago climbed Mont Blanc, the highest mountain in Western Europe.

James Eivers

A song that puts you in a good mood...

Meatloaf - bat out of hell.

Fundraising Highlights

Driving Change Together

Jane Duane, Community Fundraiser, Horizons

Sincere thank you to everyone who supported us in 2025. **Thank you for your kindness and creativity.** Here are some highlights in 2025.

Partnerships

Every business, big or small, can act for positive change. We collaborate with organisations that share our commitment to inclusion and social progress. We believe meaningful impact is achieved when partners align their values, share resources, and work together towards common goals.

Throughout 2025, we celebrated our Horizons' calendar on the theme of 'Home', kindly sponsored by **Sysco Ireland**. Powerful artwork and messages were shared by people we support, expressing the importance of having a place to belong.

The **Trigon Hotel Group's** five-year partnership came to an end this year, but the strong connections built will continue. Their support of the Ability@Work programme and the creation of the Sensory Garden at Montenotte leaves a lasting legacy for the people we support.

Our annual Golf Classic, sponsored by **O'Flynn Exhams LLP** and **Sysco Ireland**, continues to raise vital funds each year, with Advantage Beef Programme (ABP) taking home the Bord Gáis Perpetual Trophy in 2025.

We also thank the many businesses who supported our mission through donations and volunteer hours. **KPMG** hosted a Pancake Day at their South Mall offices, followed by visits from 83 KPMG employees to our services and the **Cork Rotary Club** included Horizons as one of the beneficiaries of the Christmas Tree of Remembrance. **AIB Macroom** supported local events, including a community coffee morning, matched funding initiatives, and participation in the Echo Women's Mini Marathon alongside Team Horizons.



Community

Fundraising continues to evolve, with digital engagement and relationship-building becoming increasingly important. While fundraising committees have decreased since 2020, those remaining raised over €94,000 in 2025, demonstrating the continued strength of community support. Local events remain vital in building awareness, connection, and inclusion.

We are also grateful for the ongoing support of our **Golf Alliance**, which raised €44,000 in 2025. With 480 members across Cork, Douglas, Monkstown, and Muskerry Golf Clubs, the Alliance has now raised over €1 million to date - an incredible achievement.

Across the year, individuals and teams took part in a wide range of fundraising events - from the Cork city and Dublin Marathons to Mini Marathons. Support also came from further afield, including fundraising efforts in the UK and an inspiring English Channel swim attempt by Horizons' staff member, Jonathan O'Regan, raising funds for Horizons and Cork Mental Health Foundation.

Legacies and Lasting Impact

Legacies continue to play a vital role in our future and allow us to make long term plans for our services and supports. **Gift in wills donations amounted to a significant sum of €476,977.00 in 2025.**

The Impact

Fundraised income allows us to enhance person-centred supports across Cork. This helps people to live more independently, connect with their communities, and pursue their goals. Funds also improve people's everyday quality of life - supporting better facilities, transport, and access to new opportunities and experiences.

This is Change Powered by People - through generosity, partnership, and a shared belief in a more inclusive future.



Financial Summary

Information About our Accounts

John Murphy, Head of Finance, Horizons

Horizons is a not for profit organisation, constituted as a company limited by guarantee, not having a share capital, that supports over 2,900 children and adults with an intellectual disability and additional needs such as autism or physical and medical conditions across Cork City and County, and is also a registered charity (reference 5288), and is registered with the Charities Regulator (reference 20007584).

In 2025 Horizons had income of €105m approx. received from various sources including the HSE, Government Departments, and Fundraising.

The income for the year was expended on a combination of professional payroll and associated costs of €89m approx. plus €16m approx. on a range of non-pay expenditure including food, medicines, heating & lighting, maintenance, transport, equipment, insurance, vehicles, and housing. During the year, the average number of whole time equivalent staff was 1,264 staff.

Fundraising

In 2025, Horizons collected €999,527 through fundraising, which will be spent on services and supports including: the upgrade of residential accommodation to support independent living and de-congregation, investment in transport to support independence, and other expenditure from funds received for specific purposes.

4% was used to help the cost of raising funds, including advertising, printing, postage, etc.

14% went towards paying a small number of fundraising staff.

Horizons adheres to the different regulatory codes including:

- The Charities Code of Governance.
- Statement of Guiding Principles for Fundraising.
- Registered with the Approved Housing Body.

Horizons is fully committed to being an open and transparent organisation and to ensuring that everything which is undertaken reflects our core values (read about our values on page 8)

Horizons has an Audit and Risk Committee and both the external and internal auditors report to this committee regularly throughout the year, the aim of which is to ensure that:

- How our organisation is run and how funding is used in line with best practice.
- We are providing good quality services and supports.
- We are doing the right thing by the people we support, their families, our staff, our funders, and those who generously give their time and support towards our work.

You can read more about our accounts in the 2025 Directors Report and Financial Statements available on www.horizonscork.ie.



Statement of Accounts

Income and Expenditure Account for the year ended 31 December 2025

	2025	2024
Operating income	€104,170,437	€98,019,211
<i>Operating Expenses:</i>		
Pay expenses	(€88,562,071)	(€82,032,432)
Non-pay expenses	(€15,548,257)	(€15,910,791)
Total operating expenses	(€104,110,328)	(€97,943,223)
Operating surplus	€60,109	€75,988
Other income/expenses		
Fundraising income	€999,527	€1,130,503
Fundraising expenses	(€177,424)	(€174,021)
Capital grants	€834,824	
Other income		€16,000
Miscellaneous corporate expenses	(€96,524)	(€89,574)
Net other income/expenses	€ 1,560,403	€ 882,908
Other required adjustments		
Grant amortisation	€977,137	€924,929
Depreciation charge	(€3,126,702)	(€3,059,539)
Net other required adjustments	(€2,149,565)	(€2,134,610)
Net after effect of other income/expenses & other required adjustments	(€529,053)	(€1,175,714)

These accounts are available on www.horizonscork.ie

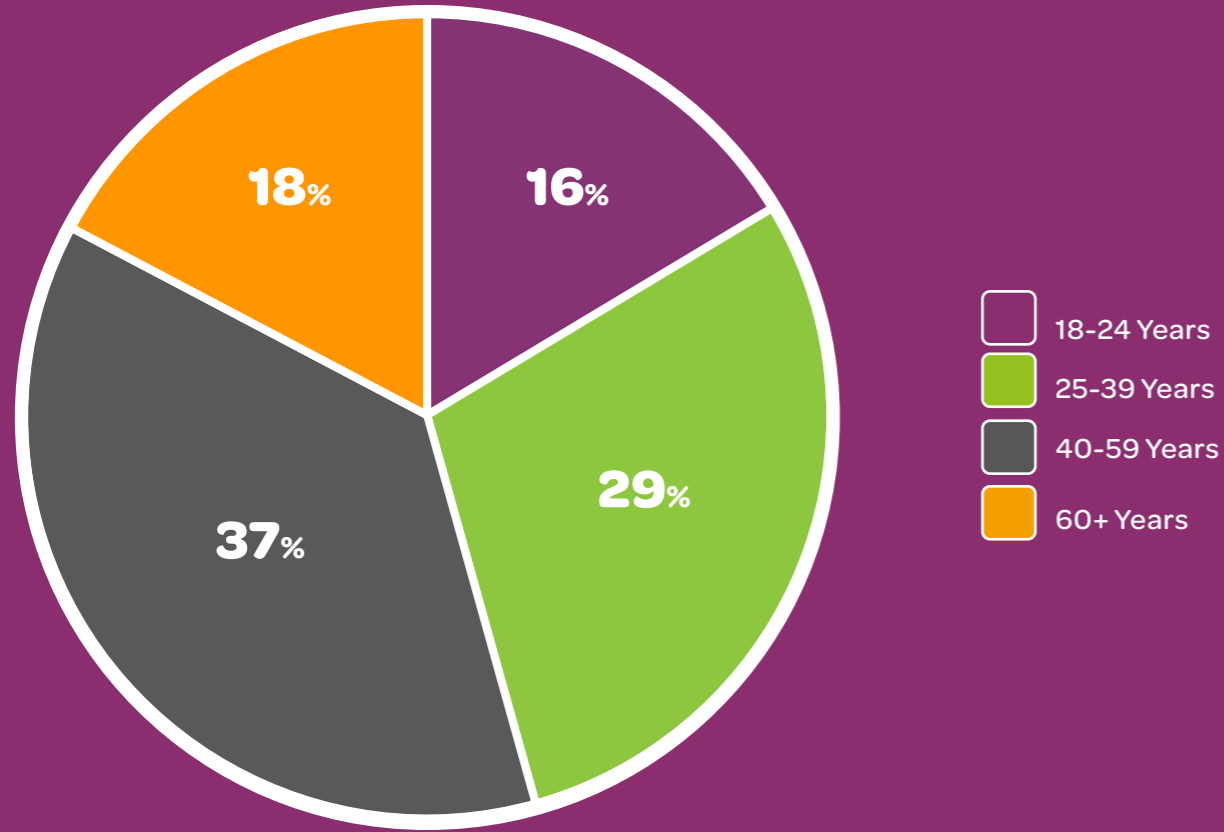
Balance Sheet as at 31 December 2025

	2025	2024
Fixed assets		
Tangible assets	€48,495,484	€49,778,311
Current Assets		
Stocks	€157,448	€170,406
Debtors	€6,021,016	€7,222,780
Cash at bank and in hand	€12,178,831	€8,773,438
	€18,357,295	€16,166,624
Creditors: amounts falling due within one year	(€15,045,585)	(€13,780,155)
Net current assets	€ 3,311,710	€ 2,386,469
Total assets less current liabilities	€51,807,194	€52,164,780
Creditors: amounts falling due after one year	(€301,950)	(€321,749)
Deferred Government Grants	(€16,457,608)	(€16,266,342)
Net assets	€35,047,636	€35,576,689
Financed by: Reserves	€35,047,636	€35,576,689

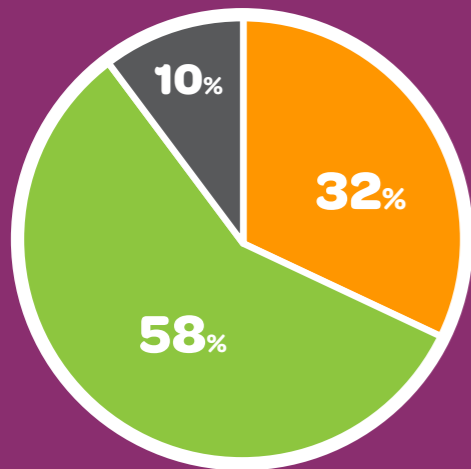
These accounts are available on www.horizonscork.ie

2025 Statistics

Breakdown of people supported full-time by age

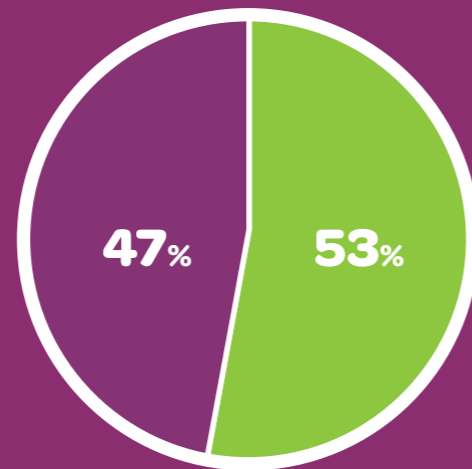


Breakdown of people attending day services/living in residential services



Day Residential Training

Breakdown of people supported full-time by Male/Female



Male Female

Horizons is the lead agency for three Children Disability Network Teams providing services under the Progressing Disability Services model to approximately 1,500 children across 3 networks covering Cork city and county areas.

Special Thanks



As we conclude this year's annual report, we would like to extend our sincere and heartfelt thanks to all those who contribute to the life and work of Horizons.

First and foremost, we wish to acknowledge the people we support. Your aspirations and achievements are at the heart of everything we do. It is a privilege to support you in living full, meaningful lives.

To our staff, thank you for your professionalism, compassion, and resilience. In a challenging environment, your commitment to delivering person-centred supports and upholding the values of dignity, inclusion, and respect is evident every day.

We also acknowledge our Board of Directors for their guidance, governance, and continued support. Their expertise and oversight are essential to our progress.

Finally, we recognise the strong foundation built by those who have contributed to Horizons over many years. To all our retired staff and members you have contributed to a legacy which continues to make real change powered by people.

As we look ahead, we are confident that together, we will continue to strengthen our services and make a meaningful difference in the lives of those we support.

The Executive Team

Acknowledgements

Expressing our Gratitude

We would like to thank the following people and groups for their continued support throughout 2025:

- The people we support, their families and loved ones
- Our staff and colleagues
- Our members
- An Taoiseach Micheál Martin
- Minister Norma Foley
- Minister Hildegarde Naughton
- Minister Emer Higgins
- Ministers, TDs, Senators, and all political representatives
- Lord Mayor Fergal Dennehy
- Department of Children, Disability & Equality (DCDE)
- Health Services Executive (HSE)
- Cork Chamber of Commerce
- Cork Education and Training Board (CETB)
- Munster Technological University (MTU)
- University College Cork (UCC)
- Cork City Council
- Cork County Council
- The National Federation of Voluntary Service Providers

Retired Staff

We would like to acknowledge and extend our sincere appreciation to those members of staff who retired during 2025. We recognise their many years of dedicated service and the significant contributions they have made to the organisation and to the people we support. We thank them for their valued service and wish them every success, good health, and fulfilment in their retirement.

Expressions of Sympathy

We extend our deepest condolences to the families, friends, and colleagues of those we have lost during 2025. We remember with gratitude the lives of the people we support and members of our staff who have passed away over the year. We honour their memory and the difference they made. Their presence and individuality have left a lasting impact on our community and they will always be remembered.

Volunteers

We wish to express our appreciation to all of our volunteers for their invaluable contribution throughout 2025. Their generosity of time, commitment, and willingness to support our work have made a meaningful difference to the people and communities we serve. We are deeply grateful for their ongoing support and recognise the important role they play in enhancing the quality and reach of our services.

Our Members

Honorary Members of Horizons

- | | | | |
|------------------------|-------------------------|-----------------------|------------------------------|
| Sean Abbott | Gearóid Gilley | Brian Mangan | Dan O’Sullivan |
| Angela Beechinor | Patricia Gilley | Rosaleen Moore | Mark O’Sullivan |
| Amy Begley | Hilary Grimes | Kieran Moran | Thomas A Potts – RIP |
| Denis Bohane | Simon Healy | John Mullins | Philomena Powell |
| Jeremiah Buttimer Jnr. | John Higgins | Kay Murphy | John Punch |
| Nigel Canning | Liam Howe | Niall Murphy | Geraldine Prendeville |
| Michael Conway | Rosaleen Hyland | Stuart Musgrave | Thomas Randles |
| Marie Coomey | Sean Jennings | Mark C Nolan | Donna Roche |
| Jerry Corkery | Ann Keating | Patrick J O’Callaghan | Ruairi Roddy |
| Lorna Cotter | William R Kelly | Derry O’Connor | Seamus Scally |
| William Cuddy | David Leland | Frances O’Donovan | Deirdre Scully |
| Geni D’Arcy | Kathleen Linehan | Frank M O’Flynn | William H Sullivan Jnr. |
| Anthony Dinan | Margaret Linehan | Peter O’Flynn | James Walsh |
| Peter Dineen | Janice Long | Katherine O’Leary | |
| David P Donegan | Don McAleese | Denis O’Mahony | |
| Cathy Doyle | Noel McCarthy | Michael O’Mahony | |
| James Eivers | Stephen McCarthy | Isobel O’Regan | |

Honorary Life Associate Membership

- Aylmer Barrett
- Catherine Field
- Sr Mary John
- Tom Monaghan
- Frank J O’Flynn
- Canon George A Salter - RIP

General Information

- Company Registered Number:** 17844
- Charity Number:** 5288
- Charity Registration Number:** 20007584
- Registered Office:** Bonnington, Montenotte, Cork, T23 PT93
- Company Secretary:** John Murphy
- Chief Executive Officer:** Lorraine Egan
- Independent Auditors:** Grant Thornton, Penrose One, Penrose Dock, Cork
- Banks:** Allied Irish Bank, 66 South Mall, Cork
- Solicitors:** O’Flynn Exhams LLP Solicitors, 58 South Mall, Cork



HORIZONS

Cope Foundation in Cork Communities

Horizons, Bonnington, Montenotte, Cork T23 PT93

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e: headoffice@horizonscork.ie

w: www.horizonscork.ie

Company Limited by Guarantee Number 17844.

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