

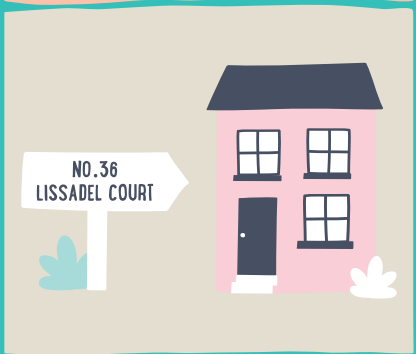
# WALK

## Annual Report

# 2018

11 PQASSO Quality Areas

User-Centred Services	Governance
External Communications	
Learning & Development	Managing Resources
Planning	
Leadership & Management	Assessing Outcomes and Impact
Working with Others	
Managing Money	Managing People



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# WALK

## Our Vision

An inclusive society where communities value and treat all people as equal citizens.

## Our Mission

We are leaders in a movement for change, empowering people with disabilities to live self-determined lives in an equal and inclusive society.

## Our Values

### Supports are:

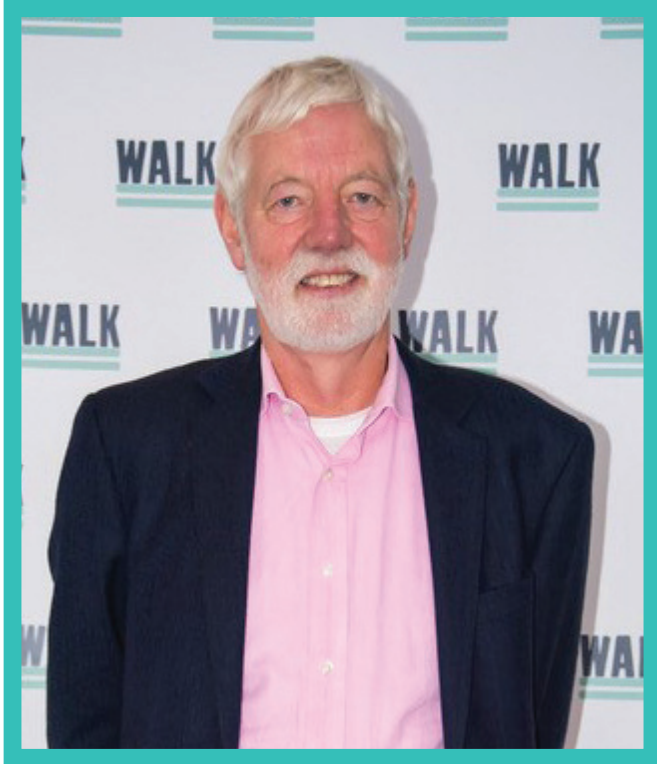
- Rights based
- Capacity building
- Relationship oriented
- Socially inclusive
- Person centred
- Respectful of the right to self-determination
- Delivered locally
- Proven value for money
- Oriented towards learning and continuous improvement

### WALK are:

- Flexible, resourceful and creative
- Contributors to the community
- Accountable to stakeholders
- Inclusive



# Chairperson's Statement



I am pleased to present our annual report for 2018. It was another very productive year for WALK and as chairperson of the board I am always so proud of the outcomes that are achieved for the people that WALK support.

It was the first year of the implementation of our new strategic plan. Our three strategic themes are internal communication, residential reform and sustainability.

The internal communication strategy has provided the organisation with a platform to review our culture and values and ensure they are still in line with the mission and vision of WALK. I would like to thank all the stakeholders who contributed to this.

Financial constraints and years of underfunding continue to provide us with huge challenges when it comes to making significant reforms that are required in WALK, particularly in our residential

services. However, we wish to acknowledge the proactive partnership that we have developed with the HSE.

Sustainability and quality supports remain the priority of the senior management team. There has been a significant increase in costs associated with regulatory and funding-related compliance, which has, in turn, resulted in an inevitable increase in staffing costs that have not been factored in by WALK's statutory funding body. Staff are also increasingly spending more time doing paperwork than delivering services due to unnecessary duplication in reporting requirements. WALK is struggling under an administrative load which diverts attention and scarce resources away from the people we support.

What remains constant is the ability of the organisation to continue to adapt to a challenging and volatile environment and respond in a manner that reflects WALK's values, qualities and principles.

John Bourke  
Chairperson  
WALK



# Strategic Plan Review



WALK's Strategic Plan for 2018 – 2020 was officially launched in January 2018.

Reports on the plan progress are published every two months on our website, following the Board meeting.

Progress is measured on the following scale:

### Outputs

These are all the activities WALK does and the supports WALK provides.

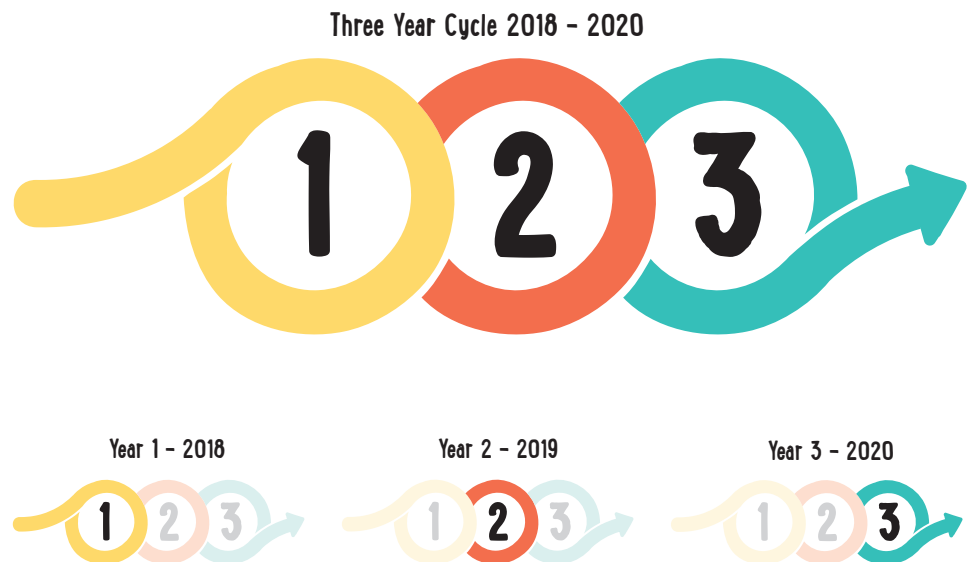
### Outcomes

These are the changes, benefits or learning that happens as a result of WALK's work.

### Indicators

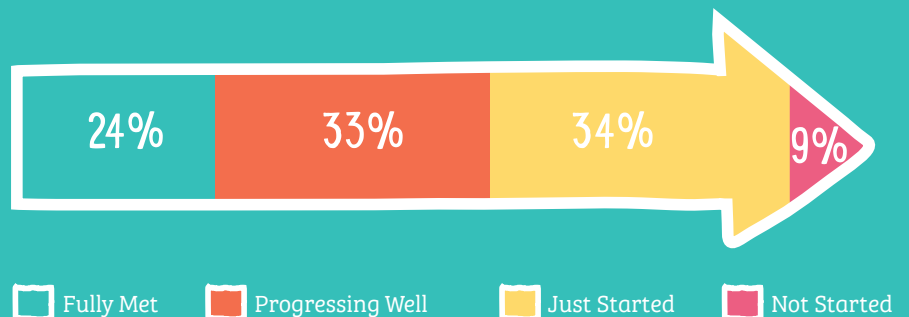
These are the pointers we use to measure whether the outputs and outcomes are being achieved.

2018 represents the beginning of a three year cycle for WALK's Strategic Plan 2018 -2020.



The plan is measured using a monitoring and evaluation tool. This tool breaks the plan down into:

- Fully Met
- Progressing Well
- Just Started
- Not Started



The organisation is very happy with the progress it has made and the impact the Strategic Plan has had on the organisation and its community.



# Theme 1

Sustainability



# Theme 2

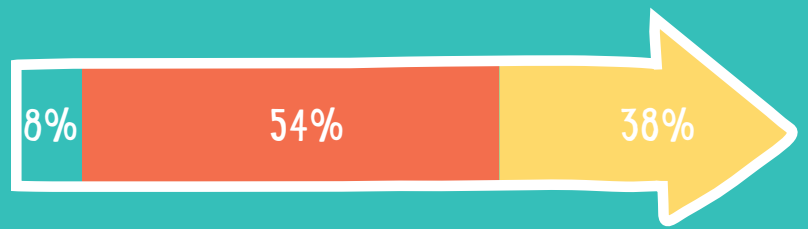
Residential Reform



# Theme 3

Communication

# Theme 1



Fully Met
  Progressing Well
  Just Started
  Not Started

## Sustainability

The overall aim is for WALK to have sufficient resources to continue offering high quality person-centred supports (WALK's Strategic Plan, 2018 – 2020).

## TARGETS ACHIEVED

### Human Resources and IT needs

- Comprehensive review of recruitment policy and procedure.
- Based on full research report entitled *Lean and Six Sigma in the Community and Voluntary Sector*, by the end of 2018, a project team and project scope were established to implement a bespoke IT system to meet the future rostering and HR needs of the organisation.

### Staff and Pay

- Significant liaising with the HSE and NFVB in relation to meet pay gaps between section 38 and section 39 agencies and to restore increments.
- 1 Learning and Development Plan updated and implemented.
- Update financial policy to be more comprehensive in relation to procurement.
- Update the fundraising policy to be in line with best practice.

### Volunteers

- Volunteer and Natural Support Networks policy reviewed and updated.
- 42 active volunteers.

### Wellbeing

- WALK promotes positive and healthy employee wellbeing. CIPD award for “embedding a culture of workplace well-being” with our initiative “WALK with Well-being”.
- Irish HR Award – shortlisted for ‘best health and wellbeing initiative’.

### Service sustainability

- Ability project funding secured for two projects.
- PEER project in residential progressed.
- 1 Sustainability plan developed and implemented.
- In June 2018 WALK began drawing down on framework agreements created by the Office of Government Procurement (OGP). This coordinated and efficient way of procurement delivers sustainable savings.
- LED lights fitted in Long Mile Road March 2018. Initial figures show a saving of 7.5% but it is anticipated that after 12 months savings will be in excess of 20%.
- Sharepoint systems introduced in 2018 for risk/complaints/maintenance which have replaced paper based systems reducing our demand for paper.
- 5 Defibrillators purchased and set up.

### Learning & Development

80

Training Courses delivered in 2018

27

different Training Courses

3,666

hours of staff Training provided for 2018

### Lobbying

There were 9 lobbying issues raised on the lobbying register for 2018:

x3

**Social Care Residential Reform**

x3

**Social Enterprise**

x2

**Social Care Funding for Transitions Programme**

x1

**Special Education & Supported Transition**

# Working in Partnerships with others



WALK continuously develop and maintain partnerships with others to progress our Strategic Plan, our mission and our vision. All partners have shared values with WALK. Here is a snapshot of some of the partnerships initiated or progressed in 2018.



## WALKways Tallaght University Hospital

11 trainees graduated from this award-winning programme in 2018. This is a one-year structured learning programme run in partnership between Tallaght University Hospital, Dublin and Dun Laoghaire Education and Training Board (DDLETB) and WALK.

“The WALKways Tallaght University Hospital programme has provided a rich learning ground for people with intellectual disabilities to experience the world of work in a structured, nurturing and inclusive environment. The participants of this programme have grown in confidence, learnt new skills, overcome real life challenges and developed new relationships. The WALKways Tallaght University Hospital programme is a major step in the journey of the participants’ lives, one that should be recognised for its immense significance”.

*Catherine Kelly, Director of Services, WALK*

## See Change

In partnership with ‘See Change’ we organised mental health workshops for all managers and staff. We engaged with the Green Ribbon campaign in May and we launched our mental health policy to celebrate World Mental Health Day in October.



## Oireachtas Work and Learn

The Oireachtas Work and Learn (OWL) Programme offers a unique 11 month internship programme for adults with intellectual disabilities, which gives them the opportunity to gain practical work experience and be accredited for their learning. The programme is a four way partnership between the Houses of the Oireachtas, WALK, KARE and the Adult Education Service of City of Dublin Education and Training Board.



## Erasmus+ funded a Youth Exchange

WALK partnered with the Miguel Hernandez University of Elche, Spain. 10 participants of WALK’s Real Life Training model of support engaged with this foreign exchange programme.

## Ability Funded Programmes

**WALK were the only organisation in the country to be funded for two projects under the \*Ability programme funding.**

**WALK REAL Ability** project partners, Airfield Estate and Walkinstown Green Social Enterprises facilitate participants to gain meaningful vocational training and work experience in a supportive environment. WALK REAL Trainers and Job Coaches support participants to realise their employment ambitions, plan their individual pathway, and access appropriate local opportunities.

27

participants, aged 18+, supported through a variety of work placements and training with partner organisations to progress to employment in the open labour market

5

participants progressed to employment by the end of 2018

**WALK PEER Ability** Project supports young people with Special Educational Needs to identify opportunities and bridge gaps to mainstream Further Education, Training, and Employment. This ability\* funded project supports young people with special educational needs aged 15-24 within three special schools' settings, to develop their employment aspirations, identify their career goals and experience work in the open labour market. These schools are St. Ita's (Drogheda, Louth), St. Brigid's (Dundalk, Louth) and St. Augustine's (Blackrock, Dublin) It ultimately supports young people with disabilities to develop a career like their non-disabled peers.

65

students of Special Schools supported

23

students transitioned to mainstream Further Education, Training, and Employment in the open labour market

	Ireland's European Structural and Investment Funds Programmes 2014-2020 Co-funded by the Irish Government and the European Union		EUROPEAN UNION Investing in your Future
	An Roinn Gnóthaí Fostaíochta agus Coimircé Sóisialaí Department of Employment Affairs and Social Protection		European Social Fund Ag tacú le daoine éagsúla fáil a bhaint amach ar a gcumais a bhaint amach Supporting young people with disabilities reach their potential
			

\*Ability is co-financed by the Irish Government and the European Social Fund as part of the ESF Programme for Employability, Inclusion and Learning 2014-2020.



## Community Gardens

WALK has expanded its horticultural area to two local gardens. There is a polytunnel and beehives in a local school that has been built by WALK, school pupils and members of the local Youth Reach Community. The gardens have welcomed several local school tours over the years as well as special interest groups including the Dublin 12 Incredible Edibles.

"I just wanted to pay a huge thanks to WALK for kindly allowing my class to visit their community gardens... my class came back having learned a whole lot & myself included! It was so educational but also hands on and extremely fun. The children even paid an unforgettable visit to the beehives where Hubert showed us inside, this was something I or the children will never forget!"

## Walkinstown Green Social Enterprises Limited

65

people supported in employment

4212

hours of paid supported employment in 2018

12

people supported on work placements

1508

hours of training facilitated in 2018

## Progressing Accessible Supported Transitions to Employment

This research report by Dublin City University was launched. The research used WALK PEER as an example of best practice.



# Challenges for 2019

- 1 Continue to work on staff recruitment and retention within a very competitive market space.
- 2 Continue to seek, develop and sustain partnerships.
- 3 Develop additional ways to strengthen our ties in the community.
- 4 Funding.

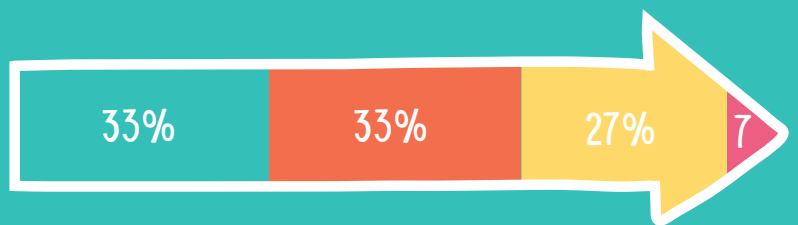


## Plans to work towards completion of Strategic Theme 1

- 1 Implement business development annual plan for 2019.
- 2 Implement bespoke IT system for more efficient Human Resources Management.
- 3 Review changes made to recruitment practices and improve if required.
- 4 Increase number of volunteers and peer mentors supporting people to achieve their personal outcomes and goals.



# Theme 2



## Residential Reform

The overall aim is that people choose where and with whom they live (WALK's Strategic Plan, 2018 – 2020).



## TARGETS ACHIEVED

### Stakeholder Engagement

- There was an analysis of all stakeholder groups and a subsequent prioritised targeted stakeholder engagement plan. **Outcome:** Resolution of a number of funding stream and Service Level Agreement challenges which in turn helped in the sustainability of service and in an increase in one to one supports for an identified individual. In addition, those measures allowed for the commencement of a transition plan for another person in preparation for a move to another support location with greater compatibility with housemates.
- 30 person centred plans created.
- A satisfaction survey with revised format and methodology was completed with the 30 people supported. There was a 98% response rate. The average satisfaction score on where people lived was 6.7 / 10
- with a trend of those scoring higher having more choice with whom they lived with. **The data from the survey reiterated the importance of the reform theme.**
- Another satisfaction survey with revised format and methodology was completed with the 30 families of those supported residentially. There was a 70% response rate. **There were scores in the high percentile for 'the premises', 'the welcome', 'having space for privacy' and 'staff support'.** There was a correlation between family members and people supported in the scoring on satisfaction with 'where' or 'with whom' people lived with. This showed an understanding of the importance of compatibility and choice in the model of support. Family members were less sure about the potential for alternatives.
- There was a review of the Staff Supervision System.

### 2 Elevator Pitches

- These pitches were made to the Minister of State for Disability and the Minister for State for Health and the National Drug Strategy. They promoted the potential for residential reform in providing solutions to issues of incompatibility, safeguarding, individualised models of support and HSE waiting lists. Investment savings for commissioners was clearly demonstrated.

### Internal Audits and Regulation

- All four designated centres maintained their registration status with the regulator.
- Actions from the 2017 annual reviews were completed.
- Four annual reviews and eight bi-annual inspections and reports were completed.

### Building achievements

- Building commenced on the site at Rafters Lane which will provide accommodation in two properties for four people WALK support and a further nine one-bedroomed properties for older persons from Dublin City Council waiting list.

# Challenges for 2019

The objective to create more **individualised models of support** for people and establish greater compatibility of house-mates who choose to share remains for 2019. The last twelve months have demonstrated that the resources for this are scarce, there are competing priorities, and the scale of change required is considerable in the time-frame.

The three year cycle for registration with HIQA will expire in 2019. Renewing the registration status of the existing designated centres will require WALK to again demonstrate not just regulatory compliance but also movement towards continued improvement. In the new cycle of registration there exists the potential in supporting some people in the reform process to move from designated centre accommodation to their own homes which may be outside regulatory remit. In that instance the need for WALK to be confident the quality of service support and lifestyle outcomes for those individuals carries equal responsibility.



## Plans to work towards completion of Strategic Theme 2

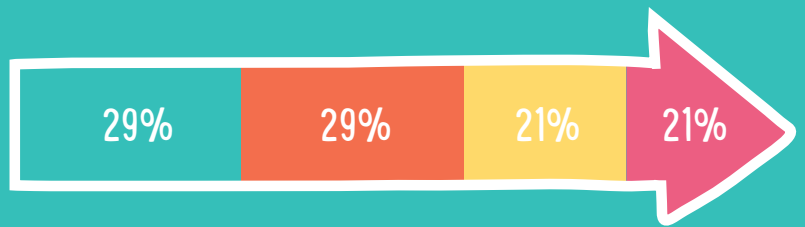


Bringing Rafters Lane from a build project to occupancy is an exciting and challenging proposition for the year ahead.

Focusing on key individual elements of the wider reform agenda is critical to gaining momentum. Keeping the stakeholders in those targeted areas of reform positively engaged will require time, effort and skill.



# Theme 3



## Communication

□ Fully Met    □ Progressing Well    □ Just Started    □ Not Started

The overall aim is to improve internal communication by promoting clear, informative and engaging two-way communications which are planned and effectively linked to WALK's organisational objectives (WALK's Strategic Plan, 2018 – 2020).

## TARGETS ACHIEVED

### Internal Reviews

- Organisation-wide culture and values reviewed.
- Clinical governance structures reviewed.
- Employee Representative system reviewed.
- Communications policy reviewed.
- Stakeholder analysis completed on communications.
- Decision-making framework developed and piloted.

### Family surveys

x2

family surveys – one general and one focussed on strategic theme 2, residential reform

“the work you do is excellent and very supportive of my son's goals”.

“my son has had enormous support since joining WALK...it is an absolutely brilliant organisation”.

### Internal workshops

- 9 additional people supported by WALK were trained in recruitment practices. They were involved in recruitment panels for 6 different roles including residential, day and community inclusion supports.
- GDPR information sessions provided for all staff teams.
- 1 wellbeing plan implemented.
- 1 Equality and Rights plan implemented.

### Satisfaction reports

Staff satisfaction report and action plan completed.

91%

agreed/strongly agreed that “I know what is expected of me in work”

89%

agreed/strongly agreed that “The mission/purpose of WALK makes me feel my job is important”

### Monitoring and planning

- Communications training completed by two key staff.

### Online and Realtime Systems

The following bespoke systems were implemented online.

- Complaints system.
- Organisational maintenance system.
- Risk management system.

Information on these systems is now universally accessible across the organisation and provides appropriate information and reporting tools sophisticated enough for internal and external presentation. Information is easily accessed in real-time by people who require it to do their job.

## POMs Data\*

Year	Outcomes present	Support present
2017	76%	88%
2018	76%	87%
Change	No change	-1%

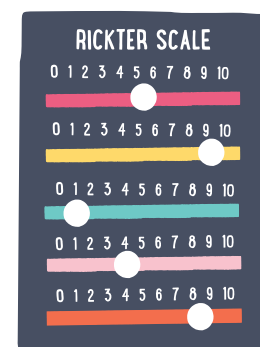
Averages for both outcomes and support present have essentially remained the same as 2017.

\*Personal Outcomes Measures is used to measure quality of life under a number of different indicators. The data reveals if the Outcome is present or not present for the individual. It also reveals if the Supports, where required by the individual to reach/maintain the Outcome, are present or not present.



## POMs priorities in 2018

Outcome	% of people identifying as a priority
Best possible health	56%
Natural support networks	26%
Interact with others/community	25%
Participate in community life	25%



## Rickter Data

The Rickter Scale allows people to measure where they are currently and where they would like to be in the future in 10 areas. These are scored on a scale of 0-10. The Real Life Training and Advance teams came up with 10 areas that were most relevant to the people they support. They have been using the Rickter Scale for approximately 18 months and have conducted follow up reviews with many of the people they support during which they updated their scores in each area from their initial ones.

The difference between the initial and updated scores were compared to the desired score to come up with a percentage for how far people had moved towards their desired score since their initial interviews. For example, if initial score = 6 and desired score = 10. On review the person now scores 8. This means they are 50% of the way towards their desired score of 10.

Communication	83%	Support	80%
Independence	82%	Friends	85%
Taking Responsibility	72%	Achievement	69%
Education	58%	Resilience	85%
Career	78%	Happiness	82%

# Challenges for 2019

- 1 There remain challenges to achieving the goals which WALK continue to liaise with the relevant stakeholders on.
- 2 Adapt the decision-making tool for all levels and all teams across the organisation.



## Plans to work towards completion of Strategic Theme 3

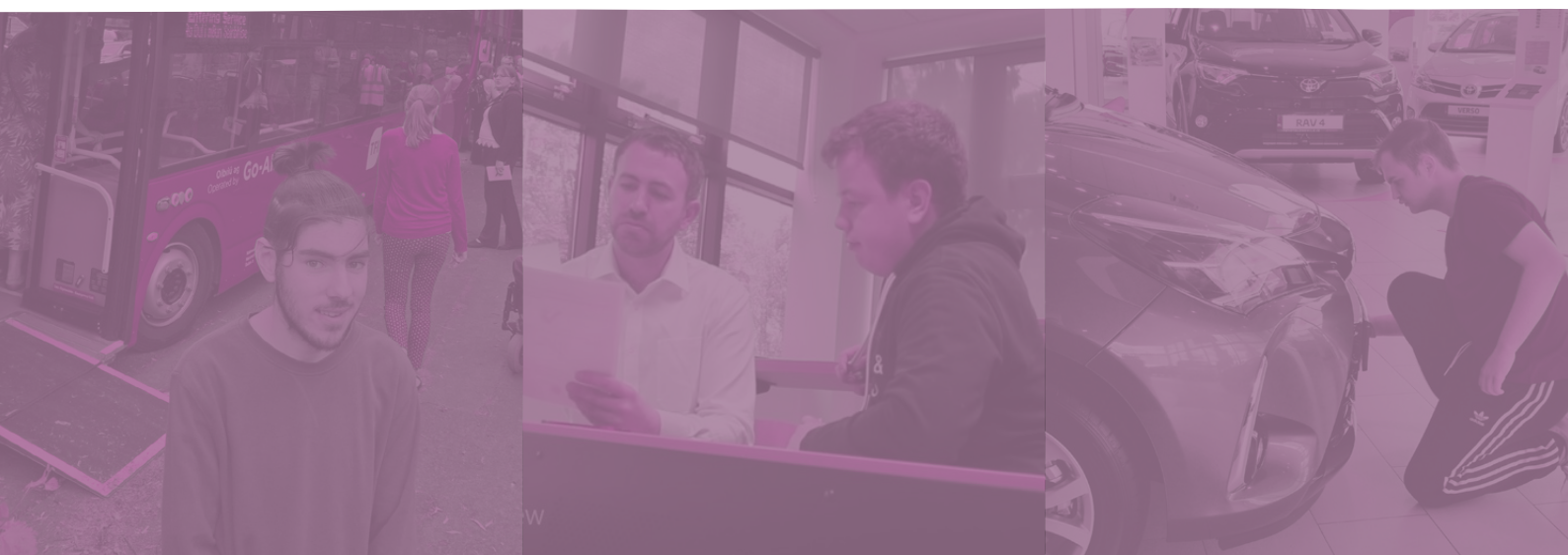
- 1 Introduction of additional systems to support internal communications such as the HR system; Incident Report System; Health and Safety Systems.
- 2 Improve internal communications policy and practice.
- 3 Update values and culture and communicate to all in WALK.
- 4 Ensure stakeholder involvement in key decisions.
- 5 Use of Rickter for other models of support.





# Real Life Stories

The true reflection on the work that WALK undertakes can be found in the stories of the people we support. We support many different people, all of whom work hard every day to achieve their self-set goals. This section also introduces you to one of our volunteers and we also share some reflections of one of our staff members. Hopefully the true essence of how WALK fulfils its mission while working towards its vision can be realised from these inspiring stories.



# Samuel's journey to become a pizza chef

Samuel describes himself as, 'a visual learner'. He is someone who does not allow groups to influence him. He is an independent thinker and doer. He is a talented artist and he loves superheroes.

His dream job is to make pizza!

Back in 2015, Samuel joined the supports of WALK. From September 2015 to June 2016, Samuel completed weekly classes about employability. He enjoyed onsite visits to different worlds of work, an onsite placement in a local restaurant, and job shadowing. This helped him, and his support team, to put together a 'vocational profile' for Samuel. A vocational profile matches people with their skill set, their desires and areas of suitability for the world of work. It is a form of career guidance.

During his first year of being supported by WALK, Samuel also completed a 10 week placement for 2 hours in Hillbillies, a family-owned family restaurant in the local community. On this placement, Samuel's role included mincing beef, making burgers, maintaining kitchen hygiene and basic food preparation. Samuel was so successful in this placement that his role was extended for a further 10 weeks following which he was given a permanent position of paid employment.

Mark, Samuel's employment facilitator, continually liaised with Samuel and the manager of Hillbillies.

**The manager revealed Samuel to have increased the team morale in general and said that he was a valued team member.**

As part of National Job Shadow Day, Samuel worked in the Department of the Environment undertaking tasks such as scanning and franking letters. This was a great opportunity to sample work in different areas. Samuel then completed a more focussed career preparation QQI Level 3 module. During his 2 hour weekly classes he created a portfolio of work. The idea is that revisiting past experiences can help embed and further learning in the work journey so far. It helps to focus on employability skills.



Moving a year on and Samuel was ready to take on more responsibility. Alongside his now well-established work in Hillbillies, he started a new 10-week paid placement in The Green Gallery in St Stephen's Green Shopping Centre. Samuel is a keen artist and has an interest in all things art. This placement looked to explore employment around the arts and to help build Samuel's experiences. His role in The Green Gallery involved building picture frames, maintaining gallery display space and moving stock.

According to his manager in The Green Gallery,

**“Samuel was good at his tasks, friendly and inquisitive. There were no challenges as he listened and followed instructions.”**

*- Dermot, The Green Gallery.*

And then... Samuel became a Nandaco. This is a trusted and valuable Nando's member of staff. Essentially, what started as a 2 hour, 10-week work placement, turned in to a significant paid employment role with all the benefits of regular employment attached.

So, we can see that Samuel's work experiences were all going in the right direction, but the other crucial piece in the employment world today is external learning. To complement Samuel's experiences, he undertook a Cookery course at Crumlin College; a QQI Level 4 Food Hygiene/HACCP for Food Handlers course; and, Baking in Bluebell Community Centre.

The next stop for Samuel was Compass. Compass is a commercial restaurant group operating in many of Ireland's corporate sectors. There was an employment opportunity available to Samuel in the Italian Restaurant, Pronto, within the Google Barrow Street branch. This was a 20 hour a week role. Samuel was ready to seize such an

opportunity. Samuel, together with his job coach, arranged a phased start. This was 3 hours per day 3 days per week. He was supported on-site by both his Job Coach and the Pronto team. There was a clear schedule of work agreed for Samuel. This included working on basic tasks such as grating mozzarella, making tomato pizza sauce, making grissini breadsticks and pizza!

Each day before work Samuel and his Job Coach revisit the learning from the previous days' using pictures taken of the steps for all tasks. WALK supported Pronto staff by providing Disability Awareness Training.

Gradually, Samuel moved on to a 20 hour per week contract. His Job Coach remained in daily contact with him but is no longer on-site. In agreement with Samuel, the job coach maintains weekly contact with Pronto for updates and review. It is important that the management in Pronto know that WALK support them every bit as much as they support Samuel.

Samuel is showing interest in more than Pizza cheffing and is in love with the craft of creating in the kitchen. Pronto have committed to developing Samuel as a chef with actionable areas for development following 1:1 reviews.



# Mark's Material Management journey

Mark was one of the first participants on the WALKways Tallaght University Hospital programme. He absolutely loved being on the programme and kindly agreed to tell us about his time in Tallaght University Hospital.

Before starting on the WALKways program Mark was employed in a local grocery shop, but he felt like he wanted to try something different, as he wasn't sure about his career path. Mark's keyworker told him about the program and he liked the idea of it. The Walkways program seemed the perfect option for him.

He says, "I applied for the WALKways TUH program. I attended an interview and I was successful! I just wanted to give it a go and try something new... I was very nervous before I started, I didn't know what to expect. I also wasn't sure if the hospital environment would suit me".



For his first rotation, Mark worked in Facilities, where he was responsible for cleaning and maintaining almost 100 hand gel dispensers in the hospital every day as well as other duties in the washroom.

Mark met many people through this job and he absolutely loved that.

"I liked having the chat with people and I also realised how much I loved the hospital environment. It was different to what I had expected, and the staff are happy here and so nice!"

Mark felt like his confidence increased after his first rotation and was less nervous before his second rotation in Materials Supplies. Mark explains that by moving into his second department he had a lot of new responsibilities, he learned a lot and also realised his own potential. There were new tasks that he wanted to master, and with time and support from the team in his department, he mastered every task he did!

"I realised how much I loved work in the warehouse. I must say, I was a bit sad when I had to move to my last department for the final rotation"

The last department Mark worked in was the Canteen where he got to work in a new environment. He was responsible for filling the breakfast trolleys for the wards, maintaining the front of house, and also food preparation. Mark found work in the catering environment a bit difficult.

“I like all people I worked with and my confidence grew, but I felt this type work was just too difficult for me. This experience made me realise work in the canteen just isn’t for me.

**I learned that it is ok if some types of work do not suit me.”**



At the end of WALKways program, Mark felt his communication skills were stronger, his confidence grew, and he gained lots of new and different experiences. Mark also thought the program helped him learn to manage his emotions and reactions to some difficult situations in a variety of work environments.

**“I honestly feel like my coping systems are much stronger and better”**

**“I also made a new friend who works in the canteen.”**

After Mark completed the WALKways programme, Mark received good news from one of the WALKways job coaches who told him that he had been offered a paid position in Materials Supplies.

**“I was over the moon. It was my favourite department!”**

Mark started work in Materials Supplies from September 2018. After his first 6 month contract, Mark was offered another 6 month contract. Mark feels like this is his dream job. He loves his team and his manager and he is getting along great with everybody at work.

Mark said his manager is very supportive and Mark knows he can always talk to his Manager about any worries he might have at work. He likes to talk about all positive things too.

**“I love coming to work every day and I am never late.”**

# Reflection of Volunteer and Board Member

## Gerry Donohoe

Our Board members are all volunteers and are integral to WALK achieving its mission and vision. All our volunteers share the same values as us.

Gerry Donohoe joined WALK's Board of Directors towards the end of 2017. He is the newest board member.

Gerry had run his own business for over 20 years and was coming close to retiring. He decided that he would like to use his skill set to help support the Community and Voluntary sector. Through discussions with friends and others, he found himself meeting with Joe Mason, CEO of WALK, and having a discussion about how he could get involved. Joe suggested that Gerry would be a useful addition to the Board of Directors and subsequently set up a meeting with John Bourke to arrange this.

By the end of 2018, Gerry says he has thoroughly enjoyed his time working on WALK's Board of Directors. He said his induction gave him all the information he felt he needed to do his job properly. He describes his induction as both formal and informal. He met informally with staff members and discussed the business needs of WALK. He got a sense of what the organisation was about. Formally, he met with the Company Secretary and completed what he describes as a 'very in-depth' induction programme.

Gerry is interested in his own development and in the development of the Board. To highlight this, he has been co-opted on to two subcommittees of the Board, both Risk and Finance. His skillset from running his own business is very relevant for both of these subcommittees.

Gerry said that he feels this is a great organisation to a part of and to volunteer with. He feels valued as a volunteer and feels that his contributions wholly match WALK's values system. He said that he would encourage others to be involved also in whatever capacity would work best for them and suit their own skills and desires for personal development.



# People supported by WALK in hiring staff

## Person supported perspective:

### Kevin Murphy

Kevin was involved in several interview panels last year. He said he really enjoys interviewing and feels it comes very naturally to him. He thinks it is crucial that the people we support are involved in recruiting staff because they know how to look for the right people – these are people who are honest and have strong integrity. He said that being involved in interviewing gives him great confidence in both himself and in WALK. He said when staff that he recruited are later involved with supporting him that he feels a great sense of pride. Recalling a recent time when he was being supported by one of the people he was involved in recruiting, he chuckled and said, ‘that is one of my recruits and isn’t he doing a great job. We did well there!!!’.

## Employee perspective:

### Sean Dempsey

Sean was interviewed by the people that we support. Upon reflection of the interview process, he said that to be greeted by people supported as part of the interview process was ‘a breath of fresh air’. The professional and friendly nature of the interviewers was also noteworthy and the scenarios that were presented to him as part of the interview were very real to what happens in WALK on a day to day basis. Overall, the interview in itself provided a good insight into what WALK is really about and it leaves the interviewee with a lasting positive impression.



# Employment Story

## Eamonn's work experience turned to paid employment

An unpaid work placement for a few hours a week can be a great way to build experience and sometimes when the circumstances are right, it might just open the door to more. That door of opportunity opened to 2nd year Real Life Training student Eamonn whose hard work during a car valeting work experience with Toyota Long Mile earned him a 12 hour a week permanent contract with them.

Eamonn is passionate about cars and dreams of one day becoming a mechanic. He started out valeting in the dealership for 2 hours a week, building up to 3 and after several weeks felt comfortable enough to attend work independently.

“When I first started working in Toyota I was excited and nervous at the same time”, Eamonn says.

“I was nervous because it was new and I was worried I might make a mistake but excited because I'm a petrol head and in all honesty, Toyota Japanese built cars are the best in the world”.

Toyota were really happy with Eamonn's work but it was not until he was out sick for 2 weeks that they realised how much! This set in motion the process of making him a permanent employee. “The cars in the showroom were lacking the sparkle and shine that Eamonn gives them. It was a busy time of year and we needed him back” said Paddy his supervisor. “He's a great lad, he adds value to the garage and he really knows his Toyota cars”.

“When it turned into a paid position I was speechless and really happy”

Eamonn reflects. “Everyone there is really helpful. I also was given a blue work jacket with the Toyota Logo which is class in all honesty.”

Eamonn's employers are aware of his long term goals and are committed to helping him on that journey by slowly adding responsibility and adding more workshop and maintenance duties. “Toyota have spoken to me about maybe getting a full time apprenticeship and I would love that” Eamonn says.

“I am learning my driver theory and hope to learn how to drive so that I can then move cars around the showroom and between the garages and more.”



# Staff Story

## Vicki's journey to Project Management

“My favourite thing about WALK is the people; both the staff and the people we support. Even if you're having a tough day there is always someone to cheer you up or make you laugh”.

Vicki left school and studied Psychology in University College Cork. Following on from that she did a Masters before moving to Limerick to work as an Assistant Psychologist in the University of Limerick.

Up to this point, her career path was headed in the direction of working towards becoming a Clinical Psychologist. To gain further experience with diverse populations, Vicki began working in WALK in September 2014. Her initial plan was to gain the experience she needed that would help her secure a place on a clinical psychology doctorate. Well, the 6 month plan turned in to a 4 year plus plan. Vicki gained experience through WALK that was so enticing that she changed her career orientation and began to seek different avenues in her work that would bring her to the leadership role she now assumes within the organisation.

Vicki's initial role with WALK was on the Real Life Training programme Psychology Project Worker. In her own words, Vicki noted, “I loved working on this programme it was so progressive and the staff on the team were amazing and so supportive”. Seeing the different options to move both laterally and progressively throughout the organisation Vicki sought to find work that would give her more responsibility and that could give her further exposure to the different facets of the organisation. She put herself forward to the role of employee representative and was successful. As part of the role, Vicki got to meet with different staff teams and found herself sitting on different committees across the organisation. She was involved in policy review and development and also became an active staff voice in the stakeholder dialogue phase of the strategic plan formation. She was also a participant in a project-focussed leadership programme within WALK around Capacity Building which involved collaborative work with many different leaders in WALK.

Her experience across WALK strengthened her position when she heard of a new project that was starting up in collaboration with Tallaght University Hospital and the Education and Training Board. The role was to support job seekers with intellectual disability to enhance their employability skills so that they could pursue their career ambitions. Vicki recalls, “My team leader had always been extremely

encouraging and helped build my confidence to ensure I felt I was ready to go for this new chapter and challenge”. Vicki was delighted to start on the project as Project Liaison Officer and to help build it from its infancy right through to seeing it become a packaged model of support that with the right structures could be replicated elsewhere. When asked about her views on the project Vicki said, “it is so rewarding seeing the trainees being part of the culture in the hospital and being welcomed into their teams”.

During the first year in Tallaght University Hospital, Vicki got the opportunity to both manage and mentor staff and people supported on the programme. She gained further managerial skills and further insights into how WALK works in partnership with others to live its mission statement. Fuelled by her experience as Project Liaison Officer in that role, Vicki went on to have an active role in setting up, developing and coordinating the Oireachtas Work Learning Programme (OWL). Vicki now oversees the projects in both Tallaght University Hospital and in the Houses of the Oireachtas.



# Starting my 'Real Life Training' journey

WALK's Real Life Training Programme supports young people aged 18 -24 to access mainstream education, training and employment and to develop their natural support network. These supports happen at key transition points in the young person's life and facilitate progression towards independence, inclusion and sustainable economic activity.

Cillian finished school and began on his Real Life Training journey in September 2017. We explored what Cillian's interests and ambitions in life were together from the outset. We learned that Cillian has a huge interest in music technology and IT. Cillian wants to turn that interest into an IT role in a big company where he will earn big money. He wanted to work towards a scuba diving licence and to learn how to drive.

Cillian's first year in RLT was largely around us facilitating Cillian to identify and progress his areas of interest. We supported him to learn and form foundations from which Cillian can hopefully go on to fulfil his long- term goals.

Cillian engaged with some classes in music technology, which included live drumming sessions – with Cillian on the drums! This enhanced Cillian's learning in music technology and also confirmed his passion for music.

Cillian also completed a series of 'journey to work' and skills classes. This is a foundation piece to prepare a person for accessing employment. Cillian reflects that some of it was useful -

“but I was keen to progress quickly  
into applying for jobs and the world of work”.

While Cillian applied for a job in a local supermarket but was not successful, he found the learning from the process very useful and it prepared him for future interviews. He feels more confident now that he is aware of the types of questions that might be asked.

While Cillian was looking for a part- time job he took on a series of work experiences in the technology field. Firstly, he completed work experience with an electronic sales and repair shop. Cillian said that this was an ok starting point for gaining insights into the world of work in this area – but wasn't a job that he wanted to continue in...



As part of his work experience Cillian has also been doing “IT School support – Technician’s Assistant one day a week for 9 months. Going in to fix people’s computers.” Cillian said: “I’ve learnt a lot about all sorts of things including: Projectors, TV’s and screens”

Also, in his first year of RLT,

**Cillian passed his driver theory test. He said  
“this was the biggest thing I’ve done so far”.**

Cillian identified that he wanted further support around his dyslexia. WALK facilitated him to engage in a mainstream classroom course supporting people to work on their dyslexia. He remembers that it was hard and not enjoyable to be in a classroom. He said the experience was not a waste because it helped him realise that his learning style is much more suited to doing “practical stuff”.

Cillian recalls a Youth Exchange he took to Spain with his mates. He said,

**“we went to visit different places. I learnt that in Spain if you have a disability you can’t vote - which isn’t fair! I also learnt that you can communicate with other people without speaking the same language. We had a laugh with the Spanish students and found out about each other - even if we didn’t speak the same language”.**

Cillian was also happy to have started working on a PADI scuba diving course. WALK is supporting him to study towards the theory part of the course so that he will be able to do the exam. Cillian has been using some of his spare time to travel to Lanzarote to practise diving and has a diving partner who he trusts and works well with there. He will complete the practical element of the Diver’s Licence in Lanzarote.

Cillian has a great sense of natural justice. He was glad to be invited to a National Transport Authority meeting to put his views forward on the new buses they were introducing. He put forward his ideas on the new buses. However, he did not feel like the National Transport Authority listened to his point of view. He said it was important as it was a point of view that would be representative of other people with disabilities. So, afterwards he wrote an article about his views on the subject and had it published in WALK’s newsletter and website. He also sent it to the National Transport Authority.

Cillian says he is generally enjoying the sense of freedom he has since leaving school. He is enjoying exploring the world of work, but is keen to progress into a role with a bigger company and to develop further skills in areas he is interested in. He has great plans for the rest of 2019 and beyond!





# Events

WALK hosts many events annually. The main focus of the events is to build and strengthen our community ties. The events we host offer an opportunity for us to 'give back' to the local communities who work so tirelessly to support us. These events provide invaluable opportunities for us in terms of both building community connections and also to provide a safe space for the people we support to experience different areas of work and volunteerism.

We are also supported by community groups that host events on our behalf. We are beyond grateful for the additional opportunities and networking that these hosted events provide.



# Winter Wonderland



Well done to all your volunteers, we had a lovely time today. Beautiful setting, all so nicely decorated. We had great fun finding the naughty elves in the garden”.



Absolutely amazing event with the loveliest of atmospheres. Really looked after my little girl tonight who couldn't cope with some of the crowds. Thanks so much to everyone involved.



# Walk for WALK



I brought my 8 year old son on this walk. It was fabulous. So well organised. We got to meet a lot of people while having a fun day out. My son was delighted to meet the Lord Mayor of Dublin after the event and to see the chains of office up close”

## Margie Meehan Perpetual Golfing

Thanks very much for such a brilliant day. It was time well spent. I got to enjoy the golfing and meet some other fellow golfers in a relaxed atmosphere. The organisation was second to none. The course was challenging enough but also very manageable. I'll be back next year.



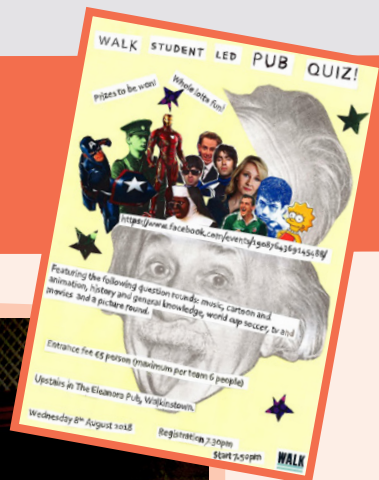
# Halloween Fright Night



Thanks for the fright night last night. My daughter and I had a blast. The witch sisters were hilarious, Dracula was a true gent and the thriller zombies would have made the king of pop himself proud no doubt

## RLT Quiz Night

"I was involved in planning the WALK RLT Quiz. It was to raise money for WALK's Community Projects Fund. I volunteered to collect prizes for the quiz from local businesses. I paired up with one of the first year students, Brendan, to research and write questions for two of the quiz rounds (TV & movies and Cartoons & animation). On the night I was one of the Quizmasters who read the questions out. I enjoyed reading the questions and raising money. It was very good for meeting new people".



# President Higgins uses WALK's sleigh



Stan, our famed horse, made himself available to Uachtarán na hÉireann, Michael D. Higgins, for his special tree lighting ceremony in Áras an Uachtaráin.

Santa arrived on WALK's one horse open sleigh to many communities around Dublin this year. His trips included turning on the lights in many of Dublin's Villages and also a visit to the paediatric outpatients department in Tallaght University Hospital.




# Community Project Fund

Fundraising is never the main intention of WALK's events, however, where funds are raised they go to WALK's Community Project Fund.

The following provides an overview of some of the areas that the Community Project Fund supported in 2018.

**Both staff and the people we support can apply to request funding for one of the following**

- **Community Projects:** To develop local events or projects that are inclusive and benefit service users and the local community.
  - **Capital Equipment:** To buy equipment small or large that would benefit service users and potentially the local community.
  - **Individual's Goals:** To assist a person to achieve their goals. This can be through accessing training, education or recreation.
- 

# Summer BBQ



Over 150 organisational members and their families used this fabulous opportunity to get together, get to know each other and to mingle. The gorgeous BBQ food was devoured, the musical entertainment provided was enjoyed and the kids enjoyed the face painting, goodie bags and balloons. Thanks to all who attended and made the event a success. Thanks to all those who organised it.

# Brilliant baristas



WALK's CPF has funded several people, who are being supported by WALK, to undertake barista courses. This hugely boosts their knowledge within their sector and provides a recognised training course for putting on their cv.



# Paul's allotment CPF



Through the community project fund Paul, a keen gardener, secured an allotment in the Cherry Orchard Equine Centre. For quite some time prior to this, Paul attended a monthly clean up group in Inchicore. Fellow members of the voluntary clean-up group had expressed an interest in helping in an allotment, but due to funding, or lack of availability, this could not be achieved.

When the allotment spot became available it provided an excellent opportunity for Paul to create natural supports and a meaningful activity for himself and people in his local community. Paul was extremely excited to be at the forefront of this project.

Overall the plan for the allotment is to create a community space where members can join an inclusive and relaxed gardening group to plant fruit and vegetables. The fruit and vegetables may be used personally but at a later stage Paul and the other members may look in to selling this produce.



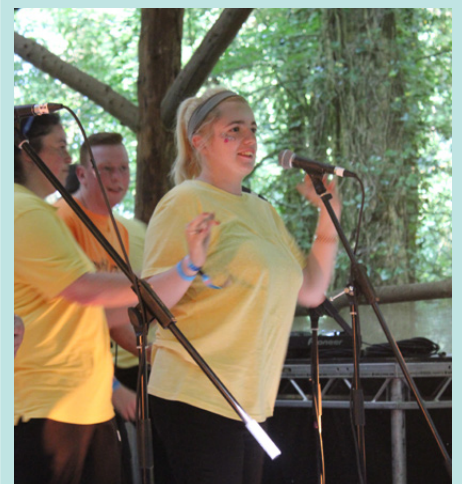
# Joyful Noise' journey to Body and Soul Festival



Joyful Noise is an inclusive, community music project for young adults .

It is a band full of passion for singing and performing. Having being initially formed in 2016, the band were later funded by WALK's Community Project Fund to engage the support of seasoned musicians. This helped to keep the momentum going and to sharpen the bands performance styles and abilities. The project has since become largely self-sustaining. The band joined together weekly to practice their entertainment and choose their set list. They have enjoyed moments in the limelight as a result of their amazing performances in 2018 in places such as The Sugar Club and on a stage at the famous Body and Soul Festival.

"Joyful Noise means me a lot to me. The songs are great and as a band we have a lot of fun. It helps you make friends and builds your confidence up. When I started I was very shy but now I'm different and feel good talking a lot more. I was nervous at first but now I can sing." Kathryn



# Christmas Community Groups



Christmas can be a very challenging time of year for some people. For the last few years WALK staff have put on some additional shows for local community groups who for various reasons may not have been able to attend such Christmas events.

WALK's staff are trained in autism and so it was fitting to put on a show for an ASD-specific unit. All the children were able to meet with Santa, Mrs. Claus and their elves. We sang songs and had lots of fun.

WALK covered the costs of running the shows for the community groups, however, there was a need to cover the costs for the presents. So, the staff team at WALK contributed from their wages towards the presents and the shortfall was added to by WALK's Community Project Fund. This meant that all the children from the schools were able to have a decent gift from Santa.

# Community Gardens & Bee Suits



The importance of introducing children to nature and the environment cannot be underestimated. WALK's Community Gardens greet children from many local schools and interest groups throughout the year. The WALK community project fund purchased children's bee suits so that we could introduce more children to the hives.



# Declan's Cooking

Declan completed a 10 week Beginner's Cookery Course in Crumlin College. Declan thoroughly enjoyed the experience and Chef Jack was a great teacher, although Declan reckons his Bolognese was better!!! Declan learned to prepare and cook a number of starters, mains and desserts.

Through these 10 week courses, Declan built a great relationship with Chef Jack as well as the other students in the class. Chef Jack is very helpful to the class and given Declan's regular attendance he has been able to guide him gently through the individual steps of the different meals.

Declan enrolled in the course to increase his independence and gain the knowledge he required to prepare and cook his own dinner with minimal input from staff. Declan takes great pride in what he cooks and his favourite part is the taste test and loves comparing his dish to others. He relishes telling others when his is the best tasting dish!

This ability to cook, and gain independence as a result, is a goal of Declan's that he has achieved and now continues to build upon. He demonstrates this achievement and his new found skills and learning on a daily basis. His confidence in his own abilities has increased greatly since completing the course and using the skills at home. Declan considers diet and exercise a fundamental part of his routine and he is aware of the impact of this on his wellbeing. In addition to being able to cook, the course has lead to Declan achieving another goal and that is to understand and prepare healthy and nutritious meals for himself!



# Tim's holistic healing



Tim is a great organiser. He loves to meet new people. He also had a few health goals he was working towards. Following one of the reminiscence café's (also funded for the Older Person's Group by the community project fund) that Tim organised, a number of people spoke to him about running a holistics/meditation meeting for older person's on a more regular basis. Tim thought this would be a great way for him to share his passion for organising and meeting whilst also supporting him to reach his own health goals. He requested funds from the Community Project Fund to get the holistic/meditation gatherings started. A number of people from the local community now benefit from these weekly meetings. Tim enjoys making sure the room is set up and that he has the correct music for the sessions. He was also involved in choosing the correct equipment for the sessions.



# Governance & Compliance

All governing decisions are made in line with WALK's vision, mission and strategic plan. WALK's Board of Directors is made up of 11 Volunteers with responsibility for governance including financial oversight, setting the strategic direction and monitoring progress against it. According to our governing document, the Board is made up of non-executive directors. All of WALK's directors bring unique skills to the Board including expertise in the areas including but not limited to legal, medicine, family involvement, human resources, financial management, business management, and the community and voluntary sector.

## 100% of board targets for 2018 met

- Charities regulator annual returns completed
- Update constitution and have approval by relevant parties
- Performance Development Review meeting with CEO
- Annual General Meeting held in March 2018
- Annual report for 2017 published
- Annual Financial Statements for 2017 published
- Governance code self assessment complete and remains fully met
- PQASSO peer review meetings with board members during on site visit
- Completion of all PQASSO indicators related to 'Governance'
- Board skills audit completed
- Review of practices and establishment of Risk Subcommittee
- Engaged with stakeholders at community events

# Committee Attendance

	Jan	Mar	May	July	Sept	Nov	Dec*
Michael Hussey							
John Bourke							
Annita Lernihan							
Don McLaughlin							
Dr. Gerry Moran							
Betty Brophy							
Peter Byrne							
Pat McCarthy							
Kay Broderick							
Gavin Murphy							
Gerry Donohoe							

\*Emergency General Meeting held in December 2018

## Non-Board Members

Joe Mason							
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The following members of the organisation attended meetings throughout the year to provide information to the Board on areas relevant to their expertise. Catherine Kelly (Director of Services), Eamonn Teague (Director of Residential Services), Sandra Burke re PQASSO, Andrea Hermes and Karen Harrison re Louth PEER, Ken Kearney re GDPR, John Hannigan (Circle Housing Association) and Ivan Cooper (The Wheel reference Governance)

# Subcommittees of the Board

- Risk Review Committee: The objective is to oversee and evaluate the Risk Management systems in place in WALK. This subcommittee commenced meetings in September 2018.
- Finance/Audit Subcommittee, in brief, provides an objective review of the accuracy of financial data, and the financial reporting process; the integrity of the financial statements and significant financial reporting judgements contained in them; WALK's internal financial controls, budgeting and budgetary control systems; and financial risk management systems. They make recommendations to the Board in relation to the External Auditors. They review procedures to enable

whistleblowing by staff in relation to any concerns about improper use of the organisation's finances. There are two executive Directors on this subcommittee, Annita Lernihan and Patrick McCarthy. WALK's Financial Controller, Director of Resources and CEO attend the bimonthly meetings.

- Remuneration subcommittee: in brief, reviews the salary of the CEO.



# Triple Lock system



Fully compliant with the Governance Code in September 2018



We are signed up to the Statement of Guiding Principles for Fundraising



Accounts prepared using the Statement of Recommended Practice

As well as completing the triple lock system, we undertake the following internal measures to ensure accountability and governance are strong within WALK:

- Regular internal audits in each location to include audits on health and safety, service user finances, person centred planning and clinical systems
- Annual external accounts audit
- Policies related to Human Resources reviewed with external expertise
- Audited accounts and Annual Reports available on our website
- HIQA inspection reports available on our website
- Fully compliant with the Charities Regulatory Authority requirements
- Fully compliant with the Companies Registration Office requirements
- Protected disclosures policy.



## Income Statement

	2018	2017
	€000	€000
Income	6,961	7,459
Expenditure	6,856	7,450
Net loss	105	9
<b>Balance sheet</b>	<b>2018</b>	<b>2017</b>
Fixed Assets	4816	4960
Current Assets	1092	952
Current Liabilities	-757	-755
Net Current Assets	335	197
Total Assets less Current Liabilities	5151	5,157
Creditors > 1 year	-728	-840
<b>Total Net Assets</b>	<b>4423</b>	<b>4317</b>
<b>Charity Funds</b>		
Restricted Funds	3999	3898
Unrestricted Funds	424	419
	<b>4423</b>	<b>4317</b>

For each Euro raised, this is how it is spent



Service Provision



Governance

You can read WALK's Financial Statement 2018 [HERE](#)



# CEO Report



This 2018 Annual Report marks the completion of the first year of our Strategic Plan 2018 - 2020. I am pleased to say that we have made good progress in our first year of this strategic plan and have delivered on all our key strategic milestones for the year.

In July 2018 we received confirmation that we would be funded for two ability projects. This was on the back of a long campaign by WALK where the organisation identified that there was limited programmes available in Ireland for young people fifteen years of age and over that provided age appropriate career progression supports. The outcomes of similar pilot programmes run by WALK have provided evidence that when we support people to progress into education, training and/or employment we increase life expectations and experiences which in turn empowers people to live full lives as equal contributing Irish citizens.

In 2018, Ceann Comhairle, Seán Ó Fearghaíl launched the Oireachtas Work Learning (OWL) programme in Leinster House. This is a tripartite partnership between WALK, KARE and the House of the Oireachtas. The programme's aim is to provide real and applied learning experiences for the trainees in the

busy work setting of Leinster House. The trainees also undertake formalised training through the Adult section of Dublin City Education and Training Board for the purpose of achieving a QQI qualification. In addition, the trainees benefit from coaching, mentoring, active learning including the learning of social skills in the workplace as well as gaining confidence in a role.

In 2018 WALK was recommended for Legal Island HR award on wellbeing. This was a result of a huge amount of work completed by the wellbeing project committee which originated from our leadership capacity training.

In 2018, we also had a comprehensive review completed by Practical Quality Assurance System for Small Organisations (PQASSO). PQASSO is a performance evaluation system and quality mark for charitable organisations. As an organisation we were challenged to implement an updated edition of PQASSO and in order to reach higher standards we devised a comprehensive action plan.

PQASSO quality reviewers were highly complimentary of WALK governance, staff, systems and quality of service.

While residential reform remains an ongoing struggle we were able to secure some additional funding in 2018 which went some way to supporting a small number of people in a more meaningful way. We continue to constantly highlight the areas within our residential services where reform is critical. While we recognise that this is an ongoing piece of development that will require more investment, I would like to take the opportunity to thank the people in the HSE for their support on this matter.

On behalf of WALK I would like to take this opportunity to thank all our staff and stakeholders for their contribution, hard work and passion during 2018. Together we will achieve quality outcomes for the people we support.

Joe Mason

CEO

# Accreditation



## PQASSO

PQASSO is a quality system designed specifically for the voluntary sector, including charities, social enterprises, community interest companies and community groups. ([www.ncvo.org.uk](http://www.ncvo.org.uk))

PQASSO has been used to guide WALK's quality development as its overarching quality system for many years. We were the first organisation in Ireland to be accredited at PQASSO Level 2 in 2011 and we were successfully re-accredited at this level at the end of 2015. The organisation continues to learn and develop while being guided by the quality areas that include: Governance, Planning, Leadership & Management, User-Centred Services, Managing People, Learning & Development, Managing Money, Managing Resources, External Communications, Working with Others, Assessing Outcomes and Impact

**WALK reapplied for accreditation at level 2 with PQASSO 4th edition in 2018.**



**By the end of 2018 the following elements of the accreditation processes had been completed.**

**246** documents reviewed as part of the comprehensive PQASSO desktop review

**4** day visit from 2 PQASSO assessors

**3** volunteers interviewed

**3** board members interviewed

**24** staff members interviewed

**6** locations visited

## 11 PQASSO Quality Areas



# Policy Statements

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## Safeguarding Vulnerable Adults

WALK's safeguarding policy and procedure mirror the standards established in the national policy, *Safeguarding Vulnerable Persons at Risk of Abuse - National Policy and Procedures*. WALK is committed to policy and practices which promote the welfare of vulnerable persons and safeguard vulnerable persons from abuse.

In keeping with the Assisted Decision Making Act, WALK presume decision making capacity exists for people we support unless proven otherwise. In so doing we respect the autonomy of the individual and we endeavour to uphold the rights of people to full and meaningful lives in safe and supportive environments.

We are committed to the safeguarding of all persons from abuse and we acknowledge that all adults have the right to be safe and live a life free from abuse regardless of circumstance.

**WALK have a NO TOLERANCE approach to any form of abuse.** Through education, training, awareness, policy, procedure, gate keeping, leadership and partnership we promote a culture which supports this ethos.

Concerns relating to suspected or known incidents of abuse can be reported by any person to WALK staff, line management or to any of WALK's Designated Officers; Catherine Kelly, Director of Services Mick Teehan, Day Services Manager Eamonn Teague, Director of Residential Services.

## Complaints

WALK is committed to ensuring that all dealings people have with our organisation are done so with utmost respect and dignity.

WALK provides a transparent process for complaints made against the organisation and records all complaints made in line with legislative provision provided in the Health Act 2004.

WALK has a Complaints Officer. If you, or your advocate, have tried to address your complaint with a staff member and they cannot help you resolve it then you can make your complaint directly to WALK's Complaints Officer.

You can find *WALK's Complaints Policy for Service Users and Third Parties* on our website or you can contact the Head Office for a copy to be sent out to you.

## Equal Opportunities and Diversity

WALK complies with equality legislation when dealing with employees, potential employees, people we support, persons who may be supported in the future, and all other third parties.

WALK promotes equality and diversity and prohibits discrimination in the workplace across the nine grounds of Gender, Marital Status, Family Status, Age, Disability, Sexual Orientation, Race, Religion, and Membership of the Traveller Community.

WALK has an Equality & Rights' Officer. You can find WALK's Equal Opportunities and Diversity Policy Statement on our website or you can contact the Head Office for a copy to be sent out to you.

# WALK Committees and Meetings

There are a number of committees operating within WALK. These committees are made up of membership that allows expertise to be drawn on and to ensure that all stakeholders are represented.

**Quality Measures Implementation Group** This is an internal group sub divided into three projects representing a cross section of the organisation. Its purpose is to support the Quality Department and WALK as an organisation in the implementation, monitoring and evaluation of continuous improvement initiatives. The projects are: Accessibility, Person Centred Practices and PQASSO.

**Health and Safety Committee** An internal group that is represented by the Health and Safety Officer for WALK and a cross section of staff. The purpose of this committee is to review all health and safety systems and implementation of those systems.

**Policy Review Committee** Reviews internal policies ensuring they meet all legal and best practice requirements.

**Learning and Development Committee** Looks at learning and development requirements and opportunities for staff across the organisation.

**Wellbeing Committee** Promotes workplace wellbeing by reviewing data gathered from staff satisfaction surveys and plans events for the year to further promote wellbeing for all in WALK.

**Clinical Governance** meetings ensures WALK meets all legal and best practice clinical requirements and that all WALK practices follow a human rights based approach and are according to WALK's low arousal philosophy. There is internal and external representation.

**Strategic Planning subcommittee** Review the progress of the operational components of the Strategic Plan 2018 – 2020.

**Equality and Rights Committee** Reviews practices within the organisation in relation to equality and diversity and ensures they are meeting all legal and best practice requirements.

**Fundraising and Community Projects Committee** Planning and organising community events as well as authorising and organising the distribution of funds in the Community Projects Fund.

**Business Development Committee** Assesses potential for and follows up on business initiatives and partnerships across different industries. These partnerships are mutually beneficial for WALK and other like-minded organisations. The partnerships' overall aims must progress WALK's strategic themes.

## Next steps

WALK will continue to implement its operational plans in line with the three Strategic Priorities identified for 2018 – 2020. Bimonthly updates will be provided to all stakeholders via WALK's website.

WALK's strategic planning subcommittee reviews progress against the operational plans. They anticipate challenges to implementation based on internal or external factors. Using this information, they modify the flow of the implementation of the strategic plan.

# WALK



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