

Annual Report 2012



RehabGroup

Investing in People, Changing Perspectives

RehabGroup

Investing in People, Changing Perspectives

Legal Status

Company Data

The Rehab Group is a company limited by guarantee and not having a share capital

Registered Office

Roslyn Park, Beach Road, Sandymount, Dublin 4, Ireland

Company Secretary

Keith Poole, BBS, FCA

Bankers

Allied Irish Bank plc, Bank of Ireland, Barclays Bank plc, Royal Bank of Scotland and HSBC

Solicitors

McCann FitzGerald and Philip Lee (Ireland),
Withers (England and Wales), McClure Naismith (Scotland)

Auditor

PricewaterhouseCoopers



Louis Conrad Burke at play at Red Hill School, Limerick.

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About Rehab

The Rehab Group is an independent international group of charities and commercial companies working towards a world where every person has the opportunity to achieve their potential.

Over 3,800 staff members provide high-quality health and social care, training and education, and rehabilitation, employment and commercial services in local communities in Ireland, England, Wales, Scotland, the Netherlands, Poland and Saudi Arabia. These services enhance the quality of people's lives, by supporting them in fulfilling personal goals, in accessing new opportunities and in playing a more active role in their communities. The Group enables people to make the most of their skills and talents, to take up employment or further education and to live more independent lives.

The people who currently use the Group's services include young people and adults with physical, sensory and intellectual disabilities, people with mental health difficulties, people with autism and people with an acquired brain injury. A range of essential services is also provided to people who are unemployed, older people, carers and others who are marginalised. Every year, more than 80,000 people and their families benefit from the supports provided by the organisation in more than 260 locations.

The Group works to influence leaders and policymakers to deliver positive change in the lives of the people who access its services, and has consultative status as a non-governmental organisation at the Economic and Social Council of the United Nations.



Students from National Learning Network's centre on Model Farm Road in Cork take a break between classes.



Jordan Reece-Reid, who attended TBG Learning in Lambeth, pictured working as a trainee baker in Herne Hill, London.

ENGLAND

MOMENTUM
REHAB LOTTERIES
TBG LEARNING
THE CHASELEY TRUST

SCOTLAND

MOMENTUM
REHAB LOTTERIES

IRELAND

NATIONAL LEARNING NETWORK
REHABCARE
REHAB ENTERPRISES
REHAB LOTTERIES

WALES

REHAB LOTTERIES
TBG LEARNING

THE NETHERLANDS

REHAB ENTERPRISES

POLAND

REHAB ENTERPRISES

SAUDI ARABIA

NATIONAL LEARNING NETWORK

Making a Difference – Some Social Impacts

The Rehab Group is all about making a difference – making a difference to people's lives and providing the support necessary so that they can learn new skills, live independently, get a job, or follow whatever their dream may be. In 2012, we are proud to say that more than 80,000 people and their families benefited from the services provided by the Group. Here are just some of the ways in which this was accomplished.

91 per cent

of people who completed programmes at National Learning Network training centres in 2012 progressed to employment or higher levels of training and education.

168

people who use RehabCare's services were supported in paid part-time employment and 111 in voluntary work.

1,043

people to date have been supported through the Rehab Group's International Fund.

40

people with significant disabilities have benefited from the opportunity to improve their health and fitness through exercise at Chaseley's Activate gym.



Mary McNamara,
Rehab Logistics.

46

people engaged in the RehabCare volunteer programme, sharing their skills and talents with people who attend its services and making a valuable difference to their lives.



William Nixon,
Momentum Skills.

11,500

people with and without disabilities were placed into employment by the Rehab Group in Ireland and the UK.

100,000

tonnes of waste were recycled in 2012, contributing significantly in reducing CO₂ emissions and helping to safeguard the environment for future generations.

394

new jobs were created across Group divisions in 2012.

160

national and local heroes were recognised at Rehab's national and local People of the Year Awards for their outstanding contribution to our communities.



Jonathan Bracken (left) and Sean O'Brien (right), RehabCare.

25,214

people entered a TBG Learning training programme, with 11,011 qualifications achieved.

301

people were supported by Momentum Skills and its sub-contractors in gaining employment.

2,700 plus

media articles in Ireland and the United Kingdom referenced the work of the Rehab Group, including the achievements of people with disabilities and others who are marginalised who attend the Group's services.



An Taoiseach, Enda Kenny TD with People of the Year Award winner Katie Taylor.

319

people with a disability, comprising almost 60 per cent of the workforce, were employed in 2012, making Rehab Enterprises a leading employer of people with disabilities.

€16m

was the total amount won by the public from playing the Group's lottery games in retail shops and on the Internet.

13,930

people were supported by TBG Learning and its partners on their journey into the workplace, with 9,614 individuals gaining jobs.

533

people got a job and the chance to start a new life thanks to the training and employment supports provided by National Learning Network.

283

people attended HeadsUp's Applied Suicide Intervention Skills Training (ASIST) and SafeTalk suicide prevention courses for the benefit of their communities.

Chairman's Statement



This is my third report as Chairman of the Rehab Group and I am pleased to be able to reflect on a year of successful operations, development and expansion for the organisation. The Group has always sought new ways of doing things and to be a leader in all that it does. It is notable that at a time of financial challenge in many jurisdictions and sectors, the organisation is continuing to expand and diversify, constantly developing its activities in different areas with new groups of people who require its services.

Several of these developments merit particular mention. Rehab Enterprises' high-quality service provision has led to it being awarded a number of important contracts in its recycling and logistics businesses, both in Ireland and in its facilities in Poland and the Netherlands. National Learning Network has demonstrated how its unique model of training and support can benefit a wider population than it has traditionally served, with success in a number of competitive tenders to provide training and learning supports to people who are long-term unemployed, among others, and new services in the university sector.

A number of care services were opened in Ireland in 2012, with some rationalisation of our care services in the United Kingdom in line with funding. Lottery and

fundraising activity continued to play an important role in the provision of development resources to the Group. The commencement of the Rehab Group building project on Sexton Street in Limerick was an important development for the region and we look forward to commencing service delivery in 2013.

As a diverse and multinational organisation, external validation of the work of the Group is important. It demonstrates good governance and enables us to assure those who use our services, and their families, funders and members of the public, that the highest standards are applied in the delivery of services and in the running of the organisation. In 2012, further quality assurance measures were undertaken by the Group to ensure continuous improvement across its services.

These were recognised by a number of external bodies, as evidenced by various awards, including the European Quality in Social Services Assurance award, Investors in People, Excellence Through People and ISO accreditation. In addition, the ratings achieved across the organisation's divisions from statutory bodies such as the Care Commission, Ofsted and others, continue to rise.

I was delighted to have the opportunity to visit the Group's 'Changing Perspectives' garden at Bloom 2012 in Dublin's Phoenix Park in May. The garden was inspired by the journeys of students, clients and employees of the Group, and was brought to life through the collective efforts of different parts of the organisation. The award-winning garden generated significant positive publicity about the Group and the impact its services have on people's lives, and was an excellent example of the organisation's spirit of collaboration and creativity.

There is no doubt that considerable challenges still exist in the economies and societies in which we operate. Fiscal concerns and policy decisions impact greatly on the lives of people who use our services. In this context, the support they receive from the organisation often becomes even more important as people rely on it further. The Group continues to advocate on behalf of those who depend on its services and supports them to advocate on their own behalf to ensure that their voices are heard.

The achievements of those people who use the services of the Group are many, and they are supported every day by the thousands of staff who work to enable them to progress in their lives in the way that they wish to. The management and staff, led by Angela Kerins, demonstrate commitment and drive in ensuring that new opportunities are provided, that care is second to none, that training is cutting-edge, that stories are highlighted in the media and that people get the chance in life that they need. On behalf of my fellow Board members, I would like to commend and thank the management and staff of the organisation and its divisions for their

daily contribution to the advancement of the Group's mission.

It is also important to recognise the invaluable contribution of a range of government departments, agencies and funders, and their support for the ongoing work of the Group in achieving its mission, including, in Ireland, the Health Service Executive, FÁS, the Departments of Education and Skills, Justice and Equality, Social Protection, and Environment, Community and Local Government and, in the United Kingdom, the Departments for Work and Pensions, Business, Innovation and Skills, and Education, local authorities, NHS Primary Care Trusts and other funding agencies.

I would like to acknowledge long-standing board member Barry Keogh, who completed his service on the Board during 2012, after almost 16 years of thorough and supportive contribution to the Group.

Finally, I would like to thank each of my fellow Board members for their ongoing voluntary commitment to the work of the organisation. Their passion and interest drives forward an agenda that benefits many thousands of people every year. As that number, and the scope and scale of the services of the organisation grow, all who are involved in the Group can be proud of the achievements of the whole and of the contribution made by each individual.

Brian Kerr
Chairman



Chief Executive's Statement



The Rehab Group is a unique entity, which is best described as an organisation focused on social values, with a strong commercial underpinning. In more than 250 locations, across five countries, through its structure of charities and for-profit companies, it delivers world-class training, education, employment, and health and social care and rehabilitation services, as well as offering a range of commercial services to companies in the fields of logistics, recycling, retail and manufacturing. The Rehab Group is itself a not-for-profit company, and so any surplus generated is utilised in furthering the aims of the Group through its capital projects and innovative services, to support as many people as possible in the countries in which it operates.

Throughout this Annual Report, you will read some of the stories of people who use the services of the Rehab Group; their skills and talents, their triumphs and achievements. In 2012, our services reached more than 80,000 people and their families, the highest number of beneficiaries in the history of the Rehab Group. Many of our clients overcome significant barriers to achieve their goals and our staff work exceptionally hard to support them, and gain tremendous satisfaction from helping people to fulfil their dreams. We are very proud to have been able to add value to so many people's lives and we will continue to strive to increase the number of beneficiaries of our services.

In 2012, the Rehab Group laid strong foundations for new business, broadening its reach to provide services to a wider group of people who are in need of support. New business development will underpin

the Rehab Group's continued success and will help to insulate the organisation against the difficult economic environment which continues in some of the jurisdictions in which it operates.

The Rehab Group's strategic plan has an ambitious target to create 750 jobs across all Rehab Group divisions by 2015. I am delighted to report that, by year-end 2012, we had already created more than 394 new jobs. The Rehab Group is never static; we must remain nimble and ensure that our services evolve and change to meet demand, and this will mean that we cease activity in some fields and geographies and commence in others. We aim to be an employer of choice, and believe that with drive and ambition we can continue to ensure that the services of the Rehab Group reach a greater cohort of people and provide new opportunities for staff.

In 2012, the Rehab Group had a number of key successes as divisions worked to expand and consolidate their operations. More than 90% of people completing training with National Learning Network progressed to employment training or further education, an extraordinary achievement which the division has upheld now for many years. National Learning Network's objectives to bring this expertise to a wider group of people saw great progress as the organisation successfully tendered to provide training for people who are unemployed and training to people with a specific disability in a number of regions throughout Ireland.

With nearly 13% of its 3,800-strong workforce declaring a disability, Rehab is Ireland's largest non-governmental employer of people with disabilities. Rehab Enterprises has a particular expertise in providing supportive employment for people with disabilities and it directly employs more than 300 people with disabilities in its commercial operations which deliver quality, reliable products and services. We continue to grow our numbers of staff with disabilities in other jurisdictions.

Despite the difficult economic times, RehabCare progressed a number of important capital projects. This included the commencement of a €5.5 million project in Limerick City comprising residential accommodation, a day resource centre for up to 35 people with disabilities from the local community and regional offices. This development could not have happened without the support of many stakeholders, local and national.

In the UK, through Rehab Jobfit, its joint venture with Interserve Plc, Rehab continued its involvement in the delivery of the Work Programme in Wales and South West England. Through a supply chain of 19 sub-contractor sites, more than 60,000 people experiencing long-term unemployment were supported to take the vital steps back to work.

In 2012, despite a very difficult labour market, Rehab supported more than 11,500 people with disabilities and others who are marginalised to get a job. This demonstrates how its outcome-oriented models of service provision make it an ideal partner to support governments to overcome the challenge that long-term unemployment presents.

The needs of the people we support drive our mission and their wishes are our compass. We are grateful to

each person who uses our services for trusting in us to support them in their daily lives. The support of the families of people using Rehab's services is essential to our work. Whether going that extra mile for their family member, working with us as partners in service provision or helping us through fundraising or local events, the Rehab family continues to grow and enhances our services on a daily basis.

In every community in which we operate, local businesses and employers provide invaluable support to us by providing employment opportunities to the people we support and supporting local fundraising initiatives. Our commercial customers are crucial to the sustainability of our retail, recycling and logistics businesses operating in Ireland, Scotland, the Netherlands and Poland.

I would like to thank the members of Board of the Rehab Group for their considerable, voluntary support to the organisation's work. Their commitment to overseeing the governance of the organisation significantly contributes to the esteem in which the organisation is held among all its stakeholders. In particular, I would like to thank the Chairman, Brian Kerr, who continued to provide strong leadership to the Board in 2012.

Through their hard work, each of our divisions ensures that the Rehab Group is greater than the sum of its parts and I am very grateful to the members of the Group Management Team for continuing to work to ensure that their area of responsibility thrives despite some very challenging and complex times.

The Rehab Group's greatest asset is its people. Every day, our staff provide innovative supports in local communities which really deliver for our clients. Their 'can-do' attitude means that even seemingly unlikely objectives are possible and by taking small steps every day they are transforming people's lives.

All of the stakeholders of the Rehab Group contribute to the organisation's success. By working together towards shared goals, by investing time, energy and ensuring an efficient use of all resources, we can ensure that the Rehab Group continues to be in a position to change perspectives in every community in which it operates.

Angela Kerins
Chief Executive

REHAB GROUP BOARDS OF DIRECTORS

THE REHAB GROUP

Brian Kerr (Chair)
Andrew Heron (Vice-Chair)
Philomena Cremin
Declan Doyle
Frank Flannery
Noreen Gildea
Hugh Governey
Liam Hogan
Gene Lambert
Padraig Lydon
Jeff Smith
Don Tallon

REHABCARE

Angela Kerins (Chair)
Noreen Gildea (Vice-Chair)
Gene Lambert
Keith Poole
Don Tallon

NATIONAL LEARNING NETWORK LTD

Angela Kerins (Chair)
Padraig Lydon (Vice-Chair)
Philomena Cremin
Frank Flannery
Clíodhna O'Neill
Keith Poole

REHAB ENTERPRISES LTD

Angela Kerins (Chair)
Hugh Governey (Vice-Chair)
Declan Doyle
Brian Kerr
Keith Poole

TBG LEARNING LTD

Angela Kerins (Chair)
Andrew Heron (Vice-Chair)
Shona Boyne
Frank Flannery
Marie Kelly
Clíodhna O'Neill
Keith Poole

MOMENTUM SCOTLAND

Angela Kerins (Chair)
Andrew Heron (Vice-Chair)
Shona Boyne
Frank Flannery
Douglas Gentleman
Keith Poole

THE CHASELEY TRUST

Sarah Jane Dillon (Chair)
Richard Bugler
Karen Fanneran
Jeremy Howes
Laura Keane
Keith Poole
John William Smith

REHAB LOTTERIES LTD

Frank Flannery (Chair)
Angela Kerins (Vice-Chair)
Brian Kerr
John McGuire
Keith Poole
Jeff Smith

NEWGROVE HOUSING ASSOCIATION LTD

Keith Poole (Chair)
Shona Boyne
Pat Costelloe
Hugh Governey
Gene Lambert
Clíodhna O'Neill
Jeff Smith
Rachael Thurlby

POLIO FELLOWSHIP OF IRELAND

Keith Poole (Chair)
Marie Kelly
Michelle McEvoy

REHAB GLASSCO LTD

Séamus Clancy (Chair)
Damian Cooper
Zeki Mustafa
Keith Poole

REHAB JOBFIT LLP

Angela Kerins (Chair)
Peter Leahy
Keith Poole
Dougie Sutherland
Bob Vince

Rehab Group Management Team



Chief Executive
Angela Kerins, SRN, SCM, LLD



Director of Finance
Keith Poole, BBS, FCA



Director of Health and Social Care Services
Laura Keane, MSc, Dip COT



Director of Training and Employment Services
Marie Kelly, MBA, CGMA, ACMA, MAAT



Director of Fundraising and Lotteries
John Fleming BComm MBS Mgt Dip (IMI)



Director of Enterprises
Séamus Clancy, BE, MSc, MIEI



Director of Human Resources
Shona Boyne, BA, Dip HRM, FCIPO



Director of Policy and Service Compliance
Sarah Jane Dillon, MBA, BSc OT



Director of Public Affairs and Communications
Clíodhna O'Neill, BL, BA (Intl), H Dip DD

ENGLAND
MOMENTUM
REHAB LOTTERIES
TBG LEARNING
THE CHASELEY TRUST

SCOTLAND
MOMENTUM
REHAB LOTTERIES

IRELAND
NATIONAL LEARNING
NETWORK
REHABCARE
REHAB ENTERPRISES
REHAB LOTTERIES

WALES
REHAB LOTTERIES
TBG LEARNING

THE NETHERLANDS
REHAB ENTERPRISES

POLAND
REHAB ENTERPRISES

SAUDI ARABIA
NATIONAL LEARNING
NETWORK

STAFF PROFILE

REHAB GROUP

Chief Information and Technology Officer
Gary Merrigan, MSc Mgt Ops, BSc Comp Apps, MICS, MACM

Group Financial Controller
Mick Cronin, FCCA

Group Internal Auditor
Tom Connaughton, CMIIA, FCCA

Group Property Manager
Pat Costelloe, MIPFMA, PG Dip Proj Mgt

Head of Public Affairs and Advocacy
Sonya Felton, BA, MBS

Head of Communications
Karl Richardson, BA, MA

Divisional Financial Controller, Enterprises
Edward Hardy, FCCA

Divisional Financial Controller, Health and Social Care
Michelle McEvoy, ACMA

Divisional Financial Controller, Training and Employment Services
Tom Dunne, BAcc, ACA

Divisional Financial Controller, Fundraising
Wayne Doyle, ACA

Senior Human Resources Operations Manager
Karen Fanneran, BBS, MCIPD

Resourcing Manager
Diane Jackson, MMII (Grad), MCIPD

Human Resources Manager, Enterprises
Niamh Byrne, MSc, BSc, FCIPD

Human Resources Manager, Health and Social Care
Claire McKenna, BA, MCIPD

Human Resources Manager, Training and Employment Services
Maria Kearns, MSc, H Dip

Clinical Risk Specialist
Seamus Dillon, MBA, H Dip, BSc

Information Technology Manager (Ireland)
Robert Younger, MSc MIS, BSc Syst Inf, MICS, MACM

Information Technology Manager (United Kingdom)
Ian Stockley

Property Manager (United Kingdom and Europe)
Richard Cutler, MRICS

REHABCARE

Director of Operations
Rachael Thurlby, BA Eur Bus

Head of Business Development
Kevin Clancy, Dip HCM

Head of Change Management
Peter McKevitt

Head of Quality & Standards
Michael O'Connor, BA Mgt, MBS

Principal Clinical Psychologist
Armien Abrahams, MA ClinPsych, MSc Adult Psychotherapy

Home-based Services Manager
Kris Dhondt, BSc, Dip App SS, Dip Mgt

Health and Safety Manager
Yvonne Fallon, MSc, BSc, RGN, CMIOSH

NATIONAL LEARNING NETWORK

Director of Operations
Joe O'Brien

Director of Strategic Development
Lucianne Bird, BA, MA, Dip SVR

Head of Accreditation, Standards and Supports
David Muldoon, BComm, MEd

Regional Director, Dublin, Wicklow and North-East
Cyril Gibbons, MSc, Dip SVR, MMII (Grad), Grad CIPD

Regional Director, South-West, Mid-West and South-East
Ursula Collins, MSoc Sc, Dip HR Mgt

Principal Psychologist
Mick Coughlan, MA, H Dip CBT, AFPsSI

Environmental, Health and Safety Manager
Paul Dempsey, BSc, CMIOSH

REHAB ENTERPRISES

Commercial Director
Martin Reddy

Operations Director, Rehab Logistics
Paudie Murphy

Operations Director, Rehab Recycle
Richard Jordan

Quality Manager
Mike Maguire, BSc, Dip Prod Eng, Cert Ind Eng

Environmental, Health and Safety Manager
John Crummy, MBS, BSc, GMIOSH

TBG LEARNING

Head of Programme Delivery
David Umpleby, MBA

Head of Operations – South
Mike Burger

Head of Operations – North
Rob Fitt

Head of Business Development
Simon O'Connell, BA

Head of Quality, Compliance and Curriculum
Sarah Clamp, BA

Financial Controller and Corporate Services Manager
Adrian Fantham, ACMA

Human Resources Manager, Rehab Group
(United Kingdom)
Barbara Read, MA, MCIPD

Health and Safety Manager
Muhammad Javed, BA, Tech IOSH

MOMENTUM

Financial Controller
David Whyte, BAcc, CA

Head of Health and Social Care, Momentum Care
Steve Black, DMS, MBA

Business Development Manager, Momentum Skills
Dougie Taylor, MA, Dip Ed

Business Development Manager, Momentum Skills
Nicky Neilson

Business Manager, Haven
Matt Harley

Human Resources Business Partner
Katherine Wainwright, BA, PG Dip, MCIPD

Health and Safety Manager
Paul McCormick, GMIOSH

Fundraising Manager
Sue Norman, MinstF (Cert)

THE CHASELEY TRUST

Chaseley Home Interim Registered Manager
Steve Black
Head of Health and Social Care, Momentum Care

REHAB LOTTERIES

Business Support Manager
Aileen Masterson, BA

Business Development Manager
Joanne Eakins



RehabCare

Investing in People, Changing Perspectives

RehabCare supports people with disabilities, older people and people with mental health difficulties to live their lives in the way that they choose. RehabCare's network of high-quality services is constantly evolving to meet people's needs and is underpinned by a person-centred approach. Every year more than 3,000 people are supported to achieve their goals and enjoy new experiences, such as learning a skill, securing employment, meeting different people and living independently.

RehabCare continues to rise to the challenge of year-on-year funding reductions. In 2012, staff members remained focused on maintaining service levels and improving quality and accountability. In partnership with colleagues, work practices were reviewed and increased efficiencies and savings made in the areas of pay and non-pay.

Residential and Supported Accommodation Services

The number of places provided in RehabCare's residential and supported accommodation services increased to 221. Service-development highlights in 2012 included:

- the commencement of a project to develop accommodation in Limerick city centre to accommodate 35 people with disabilities and others from the local community – this is a collaboration with the Health Service Executive (HSE), Limerick City Council, the Department of the Environment, Community and Local Government, the Presentation Order, the JP McManus Invitational Pro-Am Committee, the Rehab Group and Newgrove Housing Association

- the completion of two purpose-built homes and a self-contained apartment in Stradavoher, Co. Tipperary, to support four people with autism who have high support needs and five adults with a disability
- the development of a new home to meet the changing mobility needs of five people in Sligo, the provision of a new supported accommodation service for three people in the town of Longford and the development of supported accommodation in Castlebar, Co. Mayo, enabling five people to live within their local community.

Resource Centres

While the number of funded places in RehabCare's resource centre services was reduced, efficiencies resulted in a five per cent increase in the number of people supported, with 1,450 people receiving person-centred support.

RehabCare continued to make progress in the reconfiguration of services in line with the HSE's 'New Directions' policy framework on personal support services for people with disabilities. Localised satellite services were developed in Ratoath, Co. Meath, Castleblayney, Co. Monaghan, Belturbet, Co. Cavan, the Beara Peninsula, Co. Cork, and Castlebar, Co. Mayo. Staff teams increasingly demonstrated the person-centred approach and flexibility for which they are renowned, by choosing to support people outside traditional service hours, including weekends, evenings and holidays.

Michelle Coonan, from RehabCare in Portlaoise, puts the finishing touches to an art sculpture.



In consultation with staff and the people who attend RehabCare's resource centre services, the Service User Pathway plan was improved, incorporating the key steps of support planning, person-centred planning, community-based delivery, regular review and outcome measurement.

Other resource centre service highlights in 2012 included:

- the opening in June of a new resource centre in Stradavoher, Co. Tipperary, designed to meet the needs of people with autism and intellectual disabilities
- a move to new premises for three centres in Dundalk, Galway and Longford
- the awarding of prizes from the local Tidy Towns committees to the centres in Tullamore and Monaghan, and the presentation of a Green Flag award by An Taisce to the Athlone centre.

Respite Care

In 2012, RehabCare provided centre-based respite care to 204 adults and 195 children. One highlight during the year was the development of a sensory play garden for children who attend the Meadows respite service, following local fundraising of €24,000.

CareLink Home-based Services

RehabCare's home-based services have been providing a range of flexible support services to older people and people with disabilities since 1997. In 2012, RehabCare delivered 175,487 hours, up 7 per cent on 2011, supporting people to live as independently as possible in their own homes.

EQUASS Achievement

In November, RehabCare was delighted to be recognised with the European Quality in Social Services award – EQUASS Assurance – bringing to 28 the number of RehabCare services that have now gained the distinguished quality assurance recognition. The auditors paid tribute to staff members' passion for their work, a strong 'can-do' attitude and a clear focus on improving people's quality of life.



Angela Kerins, Chief Executive, Rehab Group (left), and Jan O'Sullivan TD, Minister of State with responsibility for Housing and Planning, pictured with RehabCare's James Crowe at an exhibition of artwork to mark the launch of the new industry and resource centre development on Sexton Street, Limerick.



Pictured attending the Early-Drive road safety course at Mondello Park, Co. Kildare, are (left to right) Felim McKinney, Paul Heffernan, Sean Cleary, Gearóid Lightholder and Alan Kennedy, all from the RehabCare resource centre in Ballyfermot.

Employment Opportunities

Getting a job remains an important goal for many people attending RehabCare's services. In response to the increasing difficulties experienced in securing meaningful voluntary or paid employment, RehabCare and the National RehabCare Advocacy Council have established a joint working group to identify and secure additional work opportunities.

Galway Multiple Sclerosis Outreach Project

In 2012, a new service, providing specialist rehabilitation for people with multiple sclerosis living with cognitive difficulties, was introduced in Galway by RehabCare in partnership with MS Ireland and the HSE. To date, eight clients have accessed the service and symptom management information days have been provided to approximately 120 people, including family members. A goal-focused rehabilitation programme is developed for each individual and informed by a cognitive and functional assessment undertaken by an occupational therapist or neuropsychologist.

Compass Project

The Compass project, funded by the Genio Trust, was initiated in partnership with Asperger's Action Galway, to provide case management and housing support to a group of seven people with Asperger's syndrome in Galway. The project aims to enable them to achieve their chosen direction in life and facilitate their independence.

Refocus Project

The Refocus project is a three-year Genio Trust-funded partnership in Co. Mayo between RehabCare, the HSE's Mayo mental health services and the HSE's recovery team. It aims to develop a new approach to individualised planning and community engagement for people using mental health day services and training centres. Separately, it will see the establishment of Ireland's first Recovery College – a learning platform and education collaboration where peer educators and professionals co-design and co-deliver training and learning opportunities for both people living with mental health problems and their

supporters, as well as for professionals and the wider community.

Training

A number of training initiatives were undertaken during the year. In the area of mental health, advanced WRAP (Wellness Recovery Action Plan) facilitation training was provided to staff and mental health first-aid training courses were delivered to Youthreach, the Irish Red Cross and Irish Prison Service partnership, Abbott Ireland, the Union of Students in Ireland, the Citizens' Information Board, the West Cork Carers' Support Group, and other carer groups and voluntary organisations. A collaborative workshop was provided at the British Institute of Learning Disabilities' annual conference on the practical application of the least restrictive alternative concept in the context of positive behaviour support to safeguarding service users.

Our Social Impacts

90 per cent

of people attending RehabCare's resource centre, residential and supported accommodation services used person-centred planning to set out their goals for their lives.

89 per cent

of people said that they were satisfied with the service they receive in a customer satisfaction survey. A national action plan and local action plans were developed in response to feedback received.

168

people who use RehabCare's services were supported in paid part-time employment and 111 in voluntary work.

46

people engaged in the RehabCare volunteer programme, sharing their skills and talents with people who attend its services and making a valuable difference to their lives.





Alice Jackman

I am 56 years old and I attend the RehabCare resource centre in Bray, Co. Wicklow. I live in St. Joseph's House for Adult Deaf and Deafblind in Stillorgan, Co. Dublin, and travel to and from the RehabCare centre independently on the bus.

I was born deaf and I communicate with others through Irish Sign Language. I can write messages too. It's hard to believe that I've been with Rehab since 1984. I visit the RehabCare resource centre five days a week. My favourite activities include cookery, dance, sign language and drama. We are currently working on a play called *The Office*, which the group here in the centre wrote. I play the part of the mother of terrible twins who get up to mischief and in trouble.

The National RehabCare Advocacy Council has played a big role in my life during my time in RehabCare. I have been on the national committee since my election in 2008. It is very important to me to help and advocate for others who attend RehabCare. My term finishes this year, and I'll be sad to see it end, but I'll be busy with a new project as part of the centre's Eco-Heads programme. We are planting a garden to show the life cycle of plants and are aiming for a Silver ECO-Sustainability Award from ECO-UNESCO. We achieved the Bronze ECO-Sustainability Award last year and also won a Rehab Innovation Award for Eco-Heads, which was very exciting.

I have made lots of friends here at the centre and everyone is trying to learn sign language so that they can communicate better with me. This makes me very happy particularly as my sister also attends the sign classes to learn. She comes in every Monday morning to the class and is getting much better at it. I am very proud of her.



The RehabCare resource centre in Bray offers a wide variety of person-centred programmes to over 40 adults with disabilities. The programmes, which include life learning and social and leisure activities, promote community integration, independent living and access to further education and employment. People are also supported in drawing up their own person-centred plans, which map out their needs and interests as well as the activities and goals that they would like to pursue.

TheChaseleyTrust

Supporting People with Disabilities

The Chaseley Trust operates two registered nursing homes providing services to people with significant physical disabilities. Chaseley Home provides residential accommodation for 55 people and Chaseley Bungalows provides residential accommodation for 13 people. In addition, respite care, day care, therapy services and a community gym are provided at Chaseley Home.

In 2012, Activate, the only accessible gym for wheelchair users in the Eastbourne area, was opened. The gym provides a supported environment to allow both wheelchair users and those with restricted mobility an opportunity to exercise. Under the guidance of gym instructors, following a full induction programme, tailor-made packages are designed to suit individual requirements, whether the user is exercising for the first time or wishing to continue to keep fit and healthy.

The Trust's partnership with East Sussex Outpatient Services (ESOPS) in providing a venue for NHS consultant-led clinics continued, with 40 clinics per month across a range of specialties, including urology, orthopaedics, musculoskeletal medicine, gynaecology, general surgery, gastroenterology, ENT, dermatology and colorectal surgery.

The Trust maintained its contract with the Primary Care Trust to provide outpatient physiotherapy services to 32 people from the community.

Our Social Impacts

40

people with significant disabilities have benefited from the opportunity to improve their health and fitness through exercise at Chaseley's Activate gym.

32

outpatients received a therapy service that improved their quality of life.



Chaseley Home resident David Platten-Higgins and Birgitte Knudsen, Clinical Lead, meet a Beefeater at the annual Buckingham Palace garden party.



Amanda Helm

Back in 2001, when I was 18, I was diagnosed with multiple sclerosis (MS). Before moving to Eastbourne in July 2012, I had completed a BSc in Management at Royal Holloway University and spent six years working at the Thorpe Park theme park. Throughout the years my MS has flared up a number of times, impairing my mobility somewhat. I currently use a manual wheelchair to get around, but I am able to 'furniture walk' or use a frame for short distances. When I lived in Surrey I attended a gym and had a personal trainer. I felt it was good to keep moving as much as I could to keep the muscles strong. However, as it was a standard gym, the trainer did not really understand the effects of MS and why sometimes my ability to do things would differ from week to week.

I first saw an advert for the Activate gym at Chaseley Home on the Internet and decided to give it a go. Within a week I had met David and the other instructors and had a tour of the gym. I tried some of the equipment and David was able to create a personal fitness programme for me to follow.

I have attended the gym twice a week for the last six months. All the instructors are very friendly; there's never a problem if I need assistance with anything. The gym is so well equipped and it's wonderful to be able to complete a valuable workout in such a safe and welcoming environment. I find attending the Activate gym so rewarding. I'm very happy that I am able to do it.

Located in Eastbourne and operating since 1946, the Chaseley Trust provides residential nursing care for up to 68 adults with significant physical disabilities in the Chaseley Home and the Chaseley Bungalows. The Trust also supports many more individuals through respite care, day care and a multi-disciplinary therapy service available to non-residents. This service includes Activate, Chaseley's therapy gym, which enables people with disabilities to access specially adapted exercise facilities.





National Learning Network

Investing in People, Changing Perspectives

National Learning Network is Ireland's leading provider of inclusive training, education and employment services, enabling people to acquire the skills that they need to build rewarding careers in jobs that reflect their interests and abilities.

During 2012, National Learning Network expanded its services to reach 14,000 students and was successful in developing new programmes for people who require specialist supports, including the long-term unemployed, primary school children and older persons. Of those completing programmes in training centres in 2012, 91 per cent progressed to employment or higher levels of training and education.

The positive implications of such outstanding achievements are evidenced in both the socio-economic benefit of participation of students in the labour market and in the positive impact of the organisation in other areas of public spending, both in terms of reduced social welfare costs and reduced dependency on health services.

National Learning Network continues to forge strong business relationships with many State departments and agencies, including the Department of Education and Skills through the provision of adult compensatory education; the Probation Service of the Department of Justice and Equality through a programme to help reduce recidivism; Solas through high-performance vocational training; and the Health Service Executive (HSE) through rehabilitative training to meet the varied needs of individuals. National Learning Network enjoys a mutually beneficial partnership with more than 3,500 employers where students avail of work experience, on-the-job training and employment

opportunities. These partnerships form the cornerstone of the organisation's success in an increasingly challenging environment.

Disability Activation Project

National Learning Network was successful in its bid to establish three new services that aim to enable people with disabilities to participate fully in the labour market as part of the Disability Activation Project, which is jointly funded by the European Social Fund and the Department of Social Protection, and managed by Pobal.

Transition Action Planning (TAP) Service

TAP is an inter-agency response for individuals with autism/learning disabilities in Donegal. It focuses on the needs of adolescents and their families in negotiating the transition from school and child services, and on facilitating access to the appropriate health, training and vocational services.

Personal Employment Pathway (PEP) Service

PEP is an inclusive labour-market integration service for people with disabilities in Laois, Offaly and Westmeath. The service provides a comprehensive assessment of need, professional expertise in career planning, group employability skills training and job tasters.

Linking In Project

The Linking In project in Mayo, Galway and Roscommon seeks to develop best practice in disability management and returning to work in the Irish small- and medium-enterprise sector. This is done through early supportive interventions in promoting reintegration into the workplace.

Andrew Cann, a student at National Learning Network's Roslyn Park College in Dublin, pictured at work in the Artlink classroom.

Stepping Out

Stepping Out is a programme offered in Athlone, Co. Westmeath, which seeks to reduce reoffending behaviour by supporting clients of the Probation Service to participate in rehabilitation and vocational exploration. Funded by the Probation Service in partnership with FÁS and the Vocational Education Committee, staff members work with people with a history of offending behaviours, low education attainment or lack of work experience, and who may have a history of alcohol or drug addiction. Students have the opportunity to progress on to National Learning Network's Employment-based Training programme, as well as work on a boat-building skills project. A number of students have progressed on to third-level education, while work experience has also led to students gaining full-time employment.

West Cork Mental Health Initiatives

National Learning Network in West Cork, in partnership with the West Cork Mental Health Services, secured funding from the Genio Trust for Open Dialogue training, which offers a 'whole-family' recovery and transparent communication approach to managing mental health difficulties. The project is aimed at establishing a new recovery-centred way of working, focused on family and community support, rather than in-patient care.

Funding was also received from the Genio Trust for a mobile recovery centre, in partnership with West Cork Mental Health Services and RehabCare. It will provide training courses, including WRAP (Wellness Recovery Action Plan) training, personal development groups, an open art studio and an extensive recovery resource library.

Red Hill School

Red Hill School in Limerick provides a quality, individualised education programme for 60 children, who range in age from 3 to 18 years old, with a primary diagnosis of autism. In 2012, the Board of Management was successful in achieving secondary status from the Department of Education and Skills, which will enable the school to deliver the post-primary level curriculum.

ConneXions Programme

The ConneXions programme is a cross-border initiative run jointly by National Learning Network and the Cedar Foundation, and funded by the EU INTERREG IVA programme. The project supports people with disabilities experiencing isolation to take part in social networks. These groups support participants in exploring social opportunities available in their local communities.



Sonia Casey instructor (*left*) with Anne Brady, a student on the IT in Business course at the National Learning Network centre in Swords.



National Learning Network in Letterkenny, Co. Donegal, was named as the country's Best Training Centre at the National Service Users Executive annual awards. The award was presented by Kathleen Lynch TD, Minister of State with responsibility for Disability, Equality, Mental Health and Older People, at an event in St Patrick's University Hospital in Dublin.

E-learning Platform

An e-learning platform, for use by National Learning Network staff and students, was launched to modernise training delivery through online learning. Additional features will be added in 2013 to enable greater interactive and collaborative learning.

Higher/Further Education Supports

A new mental health support service was introduced at the National University of Ireland, Maynooth. The service provides educational support to students who have mental health difficulties and includes assistance with study skills, assignment planning and time management. In-service training is also provided to lecturers in supporting students. National Learning Network continued to develop its partnerships with the City of Dublin Vocational Education Committee, in providing a disability support service to students and staff, and the Institute of Technology, Blanchardstown, in providing an assessment service for students.

QOLIS

Having contributed, in conjunction with 11 European partner organisations, to the development of a new Quality Of Life Impact of Services (QOLIS) questionnaire for students leaving National Learning Network's services, the questionnaire has now been rolled out for use by the organisation's training services. QOLIS measures participants' perceptions on the impact of services on their quality of life and benchmarks results with other leading European organisations.

Best Training Centre

National Learning Network in Letterkenny, Co. Donegal, was named Ireland's Best Training Centre in 2012 at the National Service Users' Executive's (NSUE) annual awards. The centre scored the highest mark in its category in NSUE's annual national survey, where people evaluated the mental health services that they receive. The centre is the first non-HSE service to win the award.

Our Social Impacts

91 per cent

of people who completed programmes at National Learning Network training centres in 2012 progressed to employment or higher levels of training and education.

98 per cent

of students in training centres said that they were satisfied or very satisfied with the service provided.

4,188

qualifications were awarded to people completing National Learning Network's training programmes and participating in continuous professional development training.

533

people got a job and the chance to start a new life thanks to the training and employment supports provided by National Learning Network.



Celebrating an award for the Best Use of Technology in Education and Training for National Learning Network's virtual desktop infrastructure at the ICT Excellence Awards 2012 are (left to right) Grace O'Rourke Veitch, Irish Country Manager, Citrix Systems, Gary Merrigan, Chief Information and Technology Officer, Rehab Group, Marie Kelly, Director of Training and Employment Services, Rehab Group, and Andrew Miller, Head of Sales and Marketing, Unity Technology Solutions.





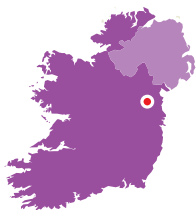
Linda Lawlor

I'm a mother of three girls who are 20, 16 and 9 years of age. I recently turned 40 – a milestone birthday! I left school after the Intermediate Certificate. I didn't think that I was clever enough for the Leaving Certificate and college. Besides, I didn't know what I wanted to do. I thought the best thing was to get an apprenticeship, so I went into hairdressing. I did my four-year apprenticeship but, to be honest, I never really liked it. I didn't know what else to do, so I stuck it out.

Over the years I went on to work in a number of different factories and I also spent time being a stay-at-home mum. I always wanted to do more with my life, but I had no idea what to do and I lacked confidence. In the past few years I did a few courses – computers and even barbering. Although I didn't find my calling, I did find some confidence along the way.

I had seen details of the Healthcare Assistant Traineeship, which is run by National Learning Network in Navan, on the FÁS website. I thought it sounded very interesting, so I decided to give it a go. I have to say that, from day one, I absolutely loved it. All of the people on the course are lovely and we get on so well. I have two tutors – Maria and Mary Rose – both are brilliant and very supportive. There are twelve modules in the course and so far my favourites have been occupational first aid, anatomy and physiology. I love learning how the body works.

I'm doing my work placement in St Joseph's Nursing Home in Virginia, Co. Cavan. The residents are lovely and a joy to be around. The staff are also great and so helpful too. It's been a long road, but I think that I have finally found what I want to do with my life. I also know that I want to keep learning, to keep pushing myself. None of this would be possible without the support and encouragement of my husband Keith.



In 2012, National Learning Network expanded its training and employment services to people who are long-term unemployed, to support them in learning new skills, improving their confidence and gaining relevant job experience. It delivered 13 contracts across the country under FÁS Contracted Training, helping 123 people to achieve certification and 61 to get jobs. The Healthcare Assistant Traineeship is a 36-week course and includes 25 weeks of part-time work experience with an employer.



Rehab Enterprises

Investing in People, Changing Perspectives

Through its logistics, recycling and retail locations across Ireland, the United Kingdom, the Netherlands and Poland, Rehab Enterprises is one of Europe's leading private sector employers of people with disabilities, in a range of business sectors. With turnover in excess of €30 million, 543 employees and a blue-chip customer base, Rehab Enterprises delivers professionalism, innovation, quality and value-for-money services.

Rehab Enterprises' solutions for Irish companies and commercial organisations include logistics, information destruction, recycling, packaging and retail services. Its operations are independently assessed and certified to European and industry standards and resourced to deliver world-class performance.

2012 was a challenging year for Rehab Enterprises, with restructuring undertaken of its recycling, logistics and retail businesses in order to respond to market needs and achieve cost savings. Realignment of services in line with market demands resulted in cost savings being implemented across all divisions.

Business management systems for accounts, time and attendance, and customer relationship management were upgraded, and these developments place Rehab Enterprises in a strong position to command its future.

A new programme, *Slí Nua* or New Way, was introduced to enable individualised performance and future management plans to be developed for all employees and to encourage families and next of kin to participate. This inclusive programme will assist in managing staff members' current and long-term needs.

Rosetta McEvoy packs cosmetic products at the Rehab Logistics facility in Portlaoise.

In 2013, the organisation will continue to focus on maximising the efficiency of its operations and on further developing the potential of staff.

Rehab Recycle

Rehab Recycle is one of Ireland's largest post-consumer waste recyclers with a range of glass, waste electrical and electronic recycling (WEEE), plastic and paper recycling businesses. Rehab Glassco – a joint venture in which Rehab Group is the majority shareholder – operates a state-of-the-art recycling facility from its base in Naas, Co. Kildare. It produces recycled glass cullet to the highest worldwide standards for sale into the glass manufacturing industry, in addition to metal, can and PET (polyethylene terephthalate) recycling.

Rehab Recycle has six other facilities, five in Ireland – in Tallaght, Ballymount, Ballyfermot, Cork and Galway – and one in Eindhoven in the Netherlands. Both the Tallaght and Eindhoven operations have dedicated modern facilities for the recycling and reuse of electrical goods to a capacity of 10,000 tonnes per annum. The facilities have secure areas for asset storage and remanufacturing, equipment for data destruction, services for asset recovery and full international audit and traceability reporting. Facilities are Microsoft-, Dell-, Intel- and HP-approved.

Promise it to Rehab Recycle, the innovative corporate social responsibility initiative that encourages companies to donate their unused and out-of-date computers and other electrical equipment for schools,

charities, community groups and start-up enterprises, was recognised at the annual Green Awards in Dublin with the Green Corporate Citizenship Award. To date, more than 150 companies have signed up to the initiative.

In parallel with this scheme, Rehab Recycle, in partnership with WEEE Ireland and Microsoft, continued to provide the WEEE recycling awareness programme to over 3,000 schools.

Rehab Logistics

Rehab Logistics in Limerick and Łódź, Poland, provides 24/7 just-in-time logistics, storage, keyboard printing and electronic assembly services. The operations manage in excess of four million keyboards and print more than 900,000 keyboards in 27 languages per annum, making it the largest service provider of its type in Europe.

Rehab Logistics in Kilkenny, Navan, Portlaoise and Galway provides a range of packaging, assembly, storage and dispatch services for the electronics, pharmaceutical, telecommunications and food sectors.

Rehab Logistics customers include leading public and corporate entities such as Dell, Microsoft, Thermo King, eircom, An Post, DuPont and Becton, Dickinson and Company. An expansion of Rehab Logistics facilities in Poland is planned for 2013.

Rehab Retail

Rehab Retail had a successful year once again in 2012, with additional facilities opened in Paddy Power and Certus in Dublin. With a total of 12 SMILES Newsagents stores offering a range of retail services for staff and visitors within clients' premises across Ireland's capital, these outlets provide for the integration of people with disabilities in the working and community environment.

Employment Services

A key objective for Rehab Enterprises is to promote the employment of people with disabilities and it works to increase employment numbers each year. Rehab Enterprises provides specially trained counsellors to support staff in ensuring that their job is a success through WorkPath, a programme developed for those with a disability and integrated with the



Karolina Wiśniewska at the Rehab Enterprises facility in Łódź, Poland.



Pictured with Gerry Draper, Account Manager at Rehab Recycle (far right), receiving a laptop courtesy of Lenovo Ireland as part of the *Promise it to RehabRecycle* initiative are (left to right) Robert Carroll, Age Action Ireland, and Peter Dee and Mel Woods, Dublin City Council. The equipment was donated to the Getting Started programme provided in sheltered housing centres, which is run by Age Action Ireland and Dublin City Council.

newly introduced Slí Nua programme. This support includes work activity training and adapting working environments to suit employee needs, as well as assisting in areas such as independent living skills, mental health awareness, money management and recreational activities.

Working in Partnership

In Ireland, Rehab Enterprises receives assistance from the Government's Wage Subsidy Scheme, operated by FÁS, to enable it to employ people with disabilities and to provide the necessary supports, while in the United Kingdom it receives support from the Department for Work and Pensions. Rehab Enterprises also enjoys great support from businesses and communities in the countries in which it operates.

Our Social Impacts

319

people with a disability, comprising almost 60 per cent of the workforce, were employed in 2012, making Rehab Enterprises a leading employer of people with disabilities.

44 per cent

of participants in a Workpath survey of staff members with a disability said that meeting people and making friends were the most important aspects of their employment with Rehab Enterprises.

4,000 plus

computers have been provided to schools since the start of the WEEE recycling awareness programme in 2006.

100,000

tonnes of waste were recycled in 2012, contributing significantly in reducing CO₂ emissions and helping to safeguard the environment for future generations.



Martin Bergin operates a waste cardboard compactor at Rehab Logistics.





Dermot Murphy

I'm 40 years of age and I'm a Production Operator with Rehab Logistics in Limerick city. I started work here in the early 1990s. Until recently, I was responsible for checking and packing diagnostic tubes for a medical equipment company. At the moment I'm working on the production line – it's a new job, but I'm enjoying it. It's good to try something new.

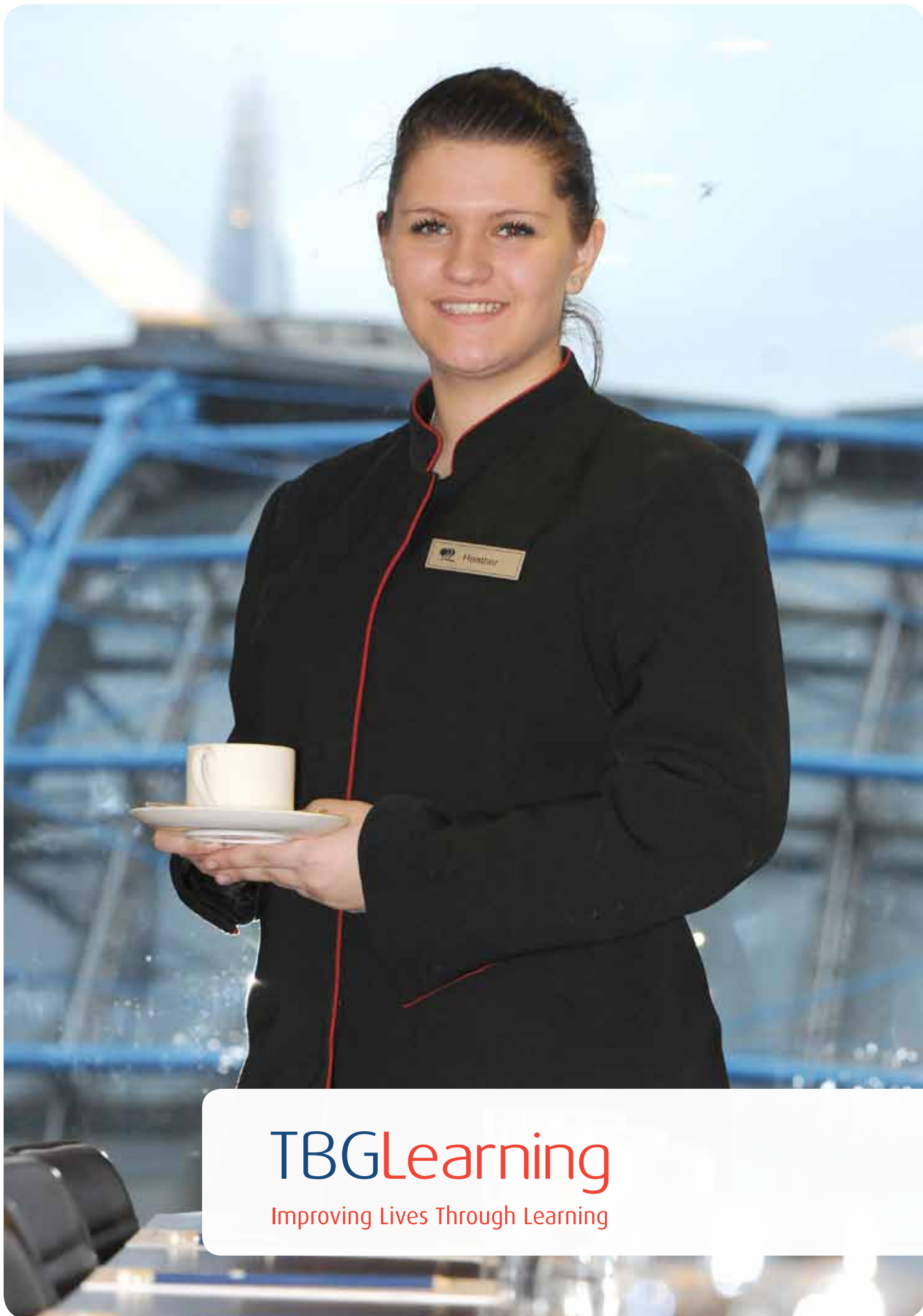
The management and staff are all very nice and there's a great atmosphere in work. Over the years I've made loads of friends. I'm mad into sport and I'm a big fan of Manchester United and the Munster rugby team. There's always great banter in the lead up to big matches.

My girlfriend Clare is also a Production Operator with Rehab Logistics. We met in work over 12 years ago. There was lots of slagging when our colleagues first found out about us, but it was all a bit of fun. Clare and I sometimes talk about work, but mostly we talk about other things. She's a big sports fan too and we've even travelled together to the Millennium Stadium in Cardiff to see Munster play in the Heineken Cup Final. You can imagine how happy we were when former Munster rugby player Jerry Flannery called in to Rehab Logistics for a surprise visit a couple of years ago. It was one of the best days at work ever!

I've been on lots of courses including manual handling, and health and safety. I also did a very interesting course on looking after your mental health. I'm soon going to be learning how to use a defibrillator. I'm looking forward to that because defibrillators can save people's lives. I'm really happy at Rehab Logistics.



Rehab Logistics, based in Raheen Business Park, Limerick, employs 51 people, 39 of whom have a disability. Rehab Logistics offers cost-effective, robust solutions, including quality manufacturing, assembly, warehousing and distribution services to a range of customers, primarily in the healthcare, medical, industrial and electronic sectors.



TBGLearning
Improving Lives Through Learning

TBG Learning is a growing provider of services focused on employment preparation and learning, serving thousands of people across the United Kingdom. TBG Learning's mission is to promote social inclusion by supporting people towards economic independence, working with individuals, communities and businesses, delivering high-quality, high-impact education, training and business support services.

TBG Learning currently operates direct-delivery centres across England and Wales, and a supply-chain network of almost 100 sites through Rehab JobFit, its joint venture with Interserve Plc, which delivers Work Programme services. A total of 59,529 people attended TBG Learning's programmes in 2012.

TBG Learning expanded its services following a major contract win to deliver a Mandatory Youth Activity Programme in Derbyshire, one of the first of its kind in the country. Working in partnership with Jobcentre Plus, the contract will see TBG Learning working with people between the ages of 18 and 34 who have been unemployed for more than 26 weeks and have not yet been referred to the Government's Work Programme. Other significant contracts secured include a Youth Contract in Kent and a Work Place Learning contract in London and Essex.

The Rehab Group has acquired the full shareholding of Acorn Training, which has been delivering youth and adult learning for over 17 years. The company has excellent achievement rates and will be a great addition to Rehab Group in the area of training activity.

TBG Learning's Employer Services division, which provides apprenticeships, National Vocational Qualifications (NVQs) and bespoke training to businesses, saw significant growth in 2012, with revenue increasing by 75 per cent on 2011, principally due to growth in the care sector. Its team secured contracts with a number of blue-chip companies, including Southern Railway, Costa, Barclays and Virgin Trains among others. Additionally, learner success rates in apprenticeships and NVQs have been higher than the national average.

TBG Learning's welfare-to-work arm, Rehab JobFit, a joint venture with Interserve, expanded its provision in 2012 by securing a Ministry of Justice employment and reoffending pilot. The pilot, which is an extension of the Work Programme, will be delivered by Rehab JobFit in partnership with Nacro, the crime reduction charity. It aims to reduce reoffending in Wales by providing housing and employment support to those given less than 12-month custodial sentences who, under current arrangements, receive none.

Heather Murray, who attended the Foundation Learning programme at TBG Learning in Lambeth, pictured working in the Park Plaza Westminster Bridge Hotel in London.

Rehab JobFit's flagship Work Programme contract continued to improve in performance month on month throughout the year as more customers began to reach the six-month mark of being in employment. This milestone is considered 'sustained employment' and is the major performance measure of the Department for Work and Pensions. The Work Programme is delivered through Rehab JobFit's network of 19 sub-contractors to people who are long-term unemployed in the two contract areas of South-West England and Wales, helping them to get a job and remain in work long-term.

Rehab JobFit made improvements to its supply chain in 2012, bringing on board two new sub-contractors – Interserve Working Futures and CAIS Employment Services. Jobseekers and staff at Rehab JobFit and TBG Learning in Swansea, which share the same building, met the new Minister for Employment, Mark Hoban MP, in November to discuss their experiences of the Work Programme.

Following a reassessment in May, TBG Learning successfully retained its Matrix Standard. This is the nationally recognised quality mark for information, advice and guidance for organisations that provide support to individuals to make learning and work more accessible. TBG Learning has held this quality mark since 2007. There were many strengths highlighted in the report, including reference to the organisation's ability to adapt to the changing climate in which it works, its positioning at the forefront of technology and the introduction of sound marketing activities.



Learners from TBG Learning in Lambeth with (centre) rugby player Tom Williams and Mike Burger, Head of Operations – South, TBG Learning.

Our Social Impacts

1,525

people completed an apprenticeship with TBG Learning in 2012. Research shows that apprentices earn, on average, over £100,000 more throughout their lifetime than other employees.

25,214

people entered a TBG Learning training programme, with 11,011 qualifications achieved.

13,930

people were supported by TBG Learning and its partners on their journey into the workplace, with 9,614 individuals gaining jobs.

44,180

people progressed through Rehab JobFit's Work Programme in Wales and South-West England. In a survey of 804 customers, 73 per cent said that they felt their chances of employment had increased as a consequence of the Work Programme and 94 per cent expressed satisfaction with how they were respected and treated.



Connor Lomas who undertook the Foundation Learning programme at TBG Learning in Colchester.



Aston Villa soccer player Nathan Baker (left) pictured with Taiwo Olaleye, who won the TBG Learning West Midlands Inspiration Prize, at Villa Park, Birmingham.





Rachelle Maxfield

I left secondary school in summer 2012 with GCSEs in English and in English Media, as well as a Level 2 NVQ diploma in Hairdressing. I'd always really liked hairdressing and I guess I was thinking about maybe making it my career. I joined TBG Learning's Foundation Learning programme at the Chesterfield centre with my friend Carly because I wanted support with Maths and also to get the skills that I needed in order to find a hairdressing apprenticeship.

The staff members at TBG Learning were really great. They helped me build my CV and practice my interview techniques. While I was on the programme, I was also able to go on work trials in a number of local hairdressing salons. There's lots of competition for hairdressing apprenticeships and I found it hard at the beginning to get a full-time position. I started to feel really disheartened. I even began to look at different careers, even though hairdressing was my dream.

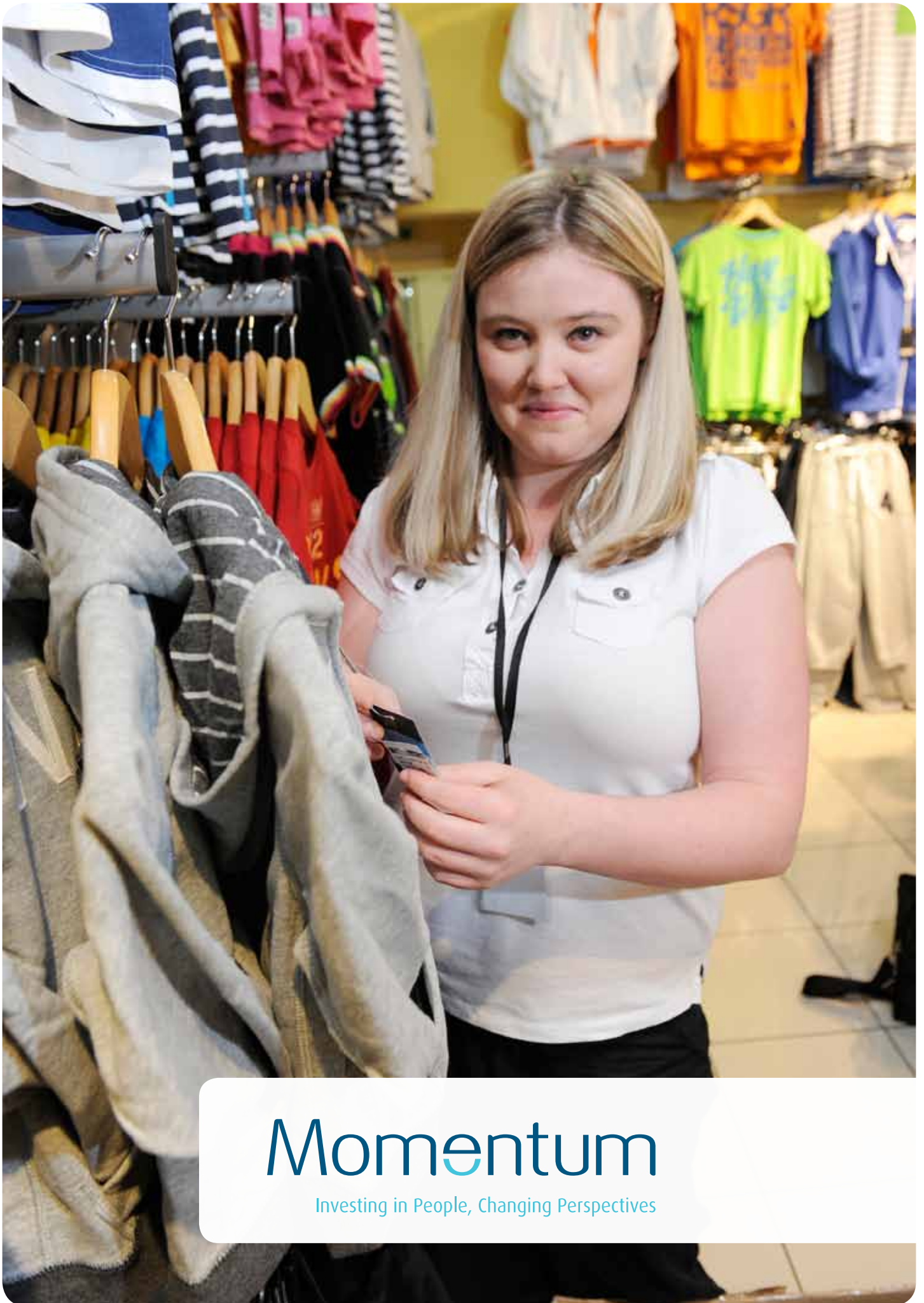
Still, I didn't give up completely. The staff at TBG Learning helped to keep me motivated. While I was on the programme I attended regular sessions with the TBG Learning Employability Mentor and went along to events where guest speakers visited the centre offering apprenticeship opportunities.

Then, last December, following an interview and a trial, I was offered an apprenticeship with Shabby Chic – the Hair Boutique, a brand-new salon in Chesterfield. I was delighted. I love my work and really enjoy meeting the customers. I'm also completing a Level 3 diploma in Hairdressing, so I'm on the way to becoming a professional hairdresser and making my dream come true!

I'm really pleased that I came to TBG Learning. It has really helped me to make something of myself and follow through with what I have always wanted to do.



TBG Learning's Foundation Learning programme gives young people the skills and experience that they need to gain employment or to progress on to further education. The programme offers young people opportunities not only to learn valuable work skills but also to gain the practical experience needed for getting a job or going on to college.



Momentum

Investing in People, Changing Perspectives

Momentum transforms the lives of almost 3,800 people across the United Kingdom each year – supporting disabled people, older people and those who are socially excluded to realise their potential and fulfil their ambitions. Its services have a positive impact, not only on the individuals it supports, but also on families, carers and local communities, enabling them to overcome barriers to employment or further education, inclusion and independence.

Momentum Skills

Momentum Skills is a leading provider of training, employment and vocational rehabilitation services, supporting disabled and disadvantaged people to move towards full economic and social inclusion. It delivers services from 22 locations across the United Kingdom, from Shetland in the north to Birmingham in the south. In 2012, in partnership with its sub-contractors on the Work Choice programme, it assisted 3,075 people to achieve their goals and aspirations, enhance their confidence and assertiveness and play a more active part in their communities.

During 2012, Momentum Skills was delighted to be invited to manage a new catering facility in the head office of Scottish Enterprise, the public body responsible for business and workforce development in Scotland. The tender was won not only on the strength of Momentum Skills' ability to deliver the inviting café environment and excellent food and beverages desired by Scottish Enterprise, but also

because of the organisation's focus on supporting disabled people in the workforce.

During the year, Momentum Skills began the development of a social-return-on-investment tool to map various social value outcomes and service impacts, and to provide for an evidence-based approach in communicating the value of programmes to customers, beneficiaries and funders.

Momentum Skills, with the support of the Rehab Group as a whole, was also a major sponsor of the British Association for Supported Employment's annual conference. It was instrumental in bringing the conference to Glasgow, the first time it has been held in Scotland.

Momentum Care

Momentum Care continued to develop services supporting the personalisation agenda in the United Kingdom. Momentum Care delivered community-based day-care and care-at-home services to over 670 people in 2012, working in partnership with over 10 local authorities and NHS trusts. Framework accreditation for care-at-home services was secured with Birmingham City Council, and Momentum Care was also successful in securing funding from the Irish Government's Emigrant Support Programme to support older people of Irish origin accessing its Coventry day service. Funding from the Scottish Government was

Jade Proctor on her Momentum Skills' work placement at Sphere in Braehead Shopping Centre near Glasgow.

secured to assist Momentum Care's management development programme, enabling relevant staff to gain Scottish Vocational Qualifications-accredited health and social care awards.

Against the backdrop of a difficult economic situation, Momentum Care undertook a full review of its care-at-home services and associated care-at-home framework contracts to assess their current and potential future viability. At the end of the third quarter of 2012, the organisation took the key strategic decision to transfer its current care-at-home provision in Scotland to a range of providers. This was undertaken with full consultation with respective local authorities, clients and staff in order to ensure a smooth transition and continuity of care, and to facilitate staff in transitioning to alternative employment where possible.

Haven

Haven successfully increased the number of employment opportunities open to people with a disability to 150 in 2012.

Haven Packaging has maintained its presence and excellent service delivery in contract packing for the whisky industry, highlighted by its Hillington operation achieving the Supplier of the Year Award and a Gold Award in 2012 from The Edrington Group for outstanding service.

A new partnership was established with R Healthcare to provide wheelchair assembly operations from Haven's Hillington facility. The new service will increase the skill set of existing employees and create employment opportunities for up to 10 staff in 2013.



Lisa Sturgeon (*right*) and Momentum Care Support Worker Theresa Curran enjoy a bowling trip in Glasgow.



Haven Para Athlete of the Year, Libby Clegg (*second right*), pictured having received her award from Paralympian David Weir (*centre*). Also pictured are (*left to right*) Matt Harley, Operations Manager, Haven Products, Shonaid Bowie, Business Development, Haven Products, and David Whyte, director, Haven.

Haven sponsored the Scottish Athletics Para Athlete of the Year Award, which was presented by Paralympic athlete David Weir to Libby Clegg who won a silver medal in the London Paralympics. Both athletes commented favourably at the event on the work done by Haven in providing employment and training for disabled people and giving them the opportunity to work and progress into mainstream employment.

Haven Recycle moved to new dedicated premises in Glasgow and is now the preferred supplier of WEEE recycling services to customers including NHS Greater Glasgow and Clyde and the University of the West of Scotland.

2012 saw some exciting new developments for Haven's Complementary Workforce. Haven associates were placed in a number of companies, including Lifescan, in its production, packaging and facilities groups, and Sopra Group, a European IT consulting and services company, within its facilities team.

Our Social Impacts

301

people were supported by Momentum Skills and its sub-contractors in gaining employment, 54 people in accessing voluntary employment and 156 people in progressing to further education and training.

2,000

hours of learning and development activity were provided by Momentum to staff.

ISO 14001

standard was awarded to Haven, reflecting its commitment to effective environmental management.



Participants in Momentum Skills' Energiser programme enjoying an archery session at Muigdock Country Park, Glasgow.





Thomas McNally

I have worked at Haven since 10 November 2003. I live in Johnstone with my younger brother. I love spending time with my young son as I don't get to see him too often as he lives in Sweden with his mum. I also enjoy solving puzzles, playing darts and the odd game of poker.

I started off as a Production Operator and have progressed to helping out in the warehouse, covering long-term sick leave. Our two largest customers are The Edrington Group and John Dewar & Sons. In the warehouse I have learned to book in materials, load and unload vehicles and supply materials to the production lines. I have also recently been introduced to stock control and I hope to learn more about this. I occasionally look after the production lines for the supervisors when they are busy, which I really enjoy.

The atmosphere is 'bouncing' and there is lots of banter. I have made lots of friends here and I am sometimes like an agony aunt as a lot of the staff come to me for advice or help.

I have completed a lot of courses with Haven, including first aid, manual handling and risk assessment, and I have passed the test for my forklift licence. I would also like to get my driving licence, which could help me progress further in the company.

Working here has changed my life. It's given me the chance to do more for myself and I will always be grateful for that.



Part of Momentum, Haven delivers services to a range of companies, from international blue-chip firms to local businesses. It specialises in offering high-quality services and solutions in areas that include contract packing, quality inspection and rework. It also offers electrical and electronic equipment (WEEE) recycling services through Haven Recycle. The majority of Haven's highly skilled and trained workforce comprises disabled or disadvantaged adults.



Rehab Group Fundraising

Fundraising is a very important activity for the Rehab Group, helping to bridge the gap between the income received from funders and the expenditure needed to develop new and existing services. The Group is involved in a varied range of local and national fundraising activities, including lottery businesses in Ireland and the United Kingdom.

The effects of the economic downturn continue to impact on fundraising, with both consumer giving and corporate social responsibility budgets affected. In response to this, the team built on its more established sources of fundraising income, as well as developing some new initiatives.

The Rehab Parliamentary Pancake Race took place in Westminster on Shrove Tuesday, to raise funds and awareness for the Group's services in the United Kingdom. The race, which has been a fixture for 15 years, sees members of the House of Commons and the House of Lords, as well as political correspondents, compete in teams in a relay race for the coveted Magnificent Tin Cup. The 2012 race, which was started by ITV's Natasha Kaplinsky, was won by the House of Commons team.

In March, the second annual Rehab Swimathon took place at 70 leisure centres around Ireland. Approximately 700 participants swam 1km in a sponsored swim to raise funds for the Group's services.

During the year it was announced that the Group had been selected by EUROSPAR to be its Charity of the Year for the second year running. This followed a very successful relationship in 2011 that saw over €60,000 raised for the organisation's services in local communities across Ireland.

The Moor Park Rehab Golf Day, which is the organisation's most successful fundraising event in the United Kingdom, took place in Rickmansworth. It attracted great support from the local business community and surrounding areas, and raised £30,000.

The organisation ran its third annual national fundraising day in Ireland, 1 Day for Rehab, on 15 June. Across the country, communities got together to organise local fun activities to raise much-needed funds for their local service. 1 Day for Rehab was sponsored by Covidien, a leading global provider of healthcare products.

Later in the year, the Rehab Five Peaks Challenge took place, when 34 participants scaled Carrauntoohil in Ireland, Slieve Donard in Northern Ireland, Ben Nevis in Scotland, Scafell Pike in England and Mount Snowdon in Wales in just three days. The purpose of their endeavours was to raise funds for HeadsUp, the Group's youth project to promote positive mental health among 15- to 24-year-olds and support efforts to reduce the number of suicides among young people in Ireland.

Braving the elements for HeadsUp, Rehab's youth suicide prevention project, are Darragh Moore (*left*) and Ger Griffin on the Five Peaks Challenge. The fundraiser sees participants conquer the highest peaks in Ireland, Northern Ireland, England, Scotland and Wales over three days.

The Group was one of eight charities to be selected by Ulster Bank to participate in its new scheme whereby members of the public are able to make a donation through Ulster Bank's ATM network. Separately, a number of walkers undertook a walk of the New England area in the United States of America, visiting Boston, Cape Cod and Salem, with all funds raised from the event going to the organisation's services.

A range of local fundraising events took place throughout the year, including the local People of the Year Awards, held in 15 counties, church gate collections and sponsored walks.

In addition, the Group actively pursues donation income from philanthropic foundations, dormant account funds, business corporations and bequests.

Funds are also generated from the sale of advertising in various Group publications, including *Re-New*, the *Brain Injury Handbook*, *Right2Work*, the Rehab Diary and the Rehab Parliamentary Pancake Race programme.

RehabLotteries

The Group benefits from a number of lottery activities in Ireland and the United Kingdom. The Group sells a range of scratch-card lottery and bingo games through a network of 2,000 retail agents across Ireland, while in the United Kingdom, scratch cards are sold through a network of 34 lottery kiosks.

The Rehab Radio Bingo game, in partnership with 15 of Ireland's leading local radio stations, stretching from Highland Radio in the North to Radio Kerry in the South, had another successful year in 2012.



And they're off! Lord Redesdale (*left*) and Adam Boulton, Sky News' Political Editor, competing in the annual Rehab Parliamentary Pancake Race, which saw the MPs' team emerge victorious.



John McGuire, Director of Fundraising, Rehab Group, with Pauline McKiernan, Community Affairs Manager, Ulster Bank (*left*), and Deirdre Garvey, Chief Executive, The Wheel, at the launch of Ulster Bank's ATM charity initiative.

The Group also has an online bingo presence at www.RehabBingo.com, where players can play bingo and other games from the comfort of their own homes and, at the same time, engage in online chat with friends. A separate site at www.RehabGames.com offers high-win-ratio digital lottery games.

2012 proved to be another good year for the Group's subscription lottery, the Rehab Bonanza Draw, with the number of subscribers increasing on 2011.

The Group also continued to benefit from a number of separate lottery activities where it is in partnership with other organisations. These are Conquer and Care Lotteries – a scratch-card lottery in partnership with the Irish Cancer Society – and The Care Trust – a subscription lottery in partnership with the Central Remedial Clinic.

Our Social Impacts

€16m

was the total amount won by the public from playing the Group's lottery games in retail shops and on the Internet.

160

national and local heroes were recognised at Rehab's national and local People of the Year Awards for their outstanding contribution to our communities.



Nicola Dalton (*left*) and Katie Dolan from the Dublin Synchronised Swimming Team help publicise the Rehab Swimathon, which called on people to raise money for Rehab's local services by swimming 1km, either as an individual or as part of a team.

2012: Some Highlights



RTÉ weather presenters Audrey McGrath (*left*) and Helen Curran (*right*), join Elizabeth Eakins to announce the Rehab Group's participation in Bloom 2012 in Dublin's Phoenix Park.



The recipients of the 2012 People of the Year Awards, which took place in the Citywest Hotel, Dublin, in September and were televised live on RTÉ One.



Cutting the ribbon at the official opening of Rehab Enterprises' SMILES Newsagents at the Paddy Power head office in Clonskeagh, Dublin, were (*left to right*) Mike Malloy, Managing Director, BaxterStorey, which operates the catering facility at the office, Angela Kerins, Chief Executive, Rehab Group, and Paddy Power, Head of Communications, Paddy Power Plc.



Liz Sayce, Chief Executive, Disability Rights UK (*second right*), at Roslyn Park College as part of her visit to National Learning Network and RehabCare centres in Dublin and Wicklow. Pictured with her are (*left to right*) Nick Warinton, Head of Arts and Technology, Roslyn Park College, Michael Paul Gibson, Disability Rights UK, and Paul Coulter, Head of Roslyn Park College.



Pictured outside Leinster House, the seat of the National Parliament in Dublin, lending their support to Rehab's 'Brighten up our Banger' campaign, part of 1 Day for Rehab, are (*left to right*) Eoghan Murphy TD, Dublin South-East, Sinead Fahy, Covidien, Senator Cáit Keane, Senator Catherine Noone, Mary Mitchell-O'Connor TD, Dun Laoghaire, Senator Jillian van Turnhout and John McGuire, Director of Fundraising, Rehab Group.



HRH The Prince of Wales meets stewards (left to right) Miranda Ofori, Rochelle Chapman, Daniel Lee and Adrian Barrett during a visit to the Kia Oval cricket ground in Lambeth. The stewards had been recruited and trained as part of a project in partnership with TBG Learning.



Courtesy Les Brown

Lynne Gallagher, Performance Manager, Work Choice programme (left) and Amanda Gwynne, Senior Administrator, the Department for Work and Pensions, pictured at the Momentum Skills stand at the British Association for Supported Employment's annual conference in Glasgow.



Managers from 19 RehabCare resource centres located throughout Ireland whose services were awarded the European Quality in Social Services award – EQUASS Assurance. This brings to 28 the number of RehabCare services that have now gained this distinguished recognition.

Finance

In 2012 the Rehab Group reported an operating surplus of €0.2 million, down from €2.0 million in 2011.

Turnover fell slightly by just under 1 per cent to €183 million, from €185 million in 2011. The drop in turnover was not down to a reduction in activity but primarily due to funding reductions. Net cash at year-end fell by €1.2m and the Group continues to manage working capital closely. The net cost of servicing debt fell to €60,000.

The Group has adopted Financial Reporting Standard 17 on Retirement Benefits and, in 2011, the liability in respect of the defined benefit pension scheme increased by €9.4m to €32.8m. In common with many similar schemes in Ireland, the change in bond yields in 2012 had a serious impact on this liability. This, combined with the change to funding regulations for such schemes announced in the summer of 2012, meant the Board took the difficult decision that it could no longer support the scheme and the Trustees therefore decided to wind it up in 2013. The impact of this decision has been reflected in the 2012 financial statements. If this decision had not been taken then, the liability would have increased by a further €27m.

In Ireland, commercial activities had another difficult year in 2012. Following some restructuring and refocusing in 2013, the situation has improved. Services in Ireland saw further funding cuts and, whilst significant savings have been made across the Group in non-pay costs, it is hard to see how any further cuts can be absorbed without affecting service provision.

In the United Kingdom, TBG Learning performed well in 2012, as did the joint venture with Interserve plc – Rehab Jobfit. The Chaseley Trust's services continued to be fully occupied. The decision was taken, however, to exit from our domiciliary care services in Scotland, as funding levels from local authorities were, in our opinion, unsustainable.

The Board and management of the Group are committed to maintaining a high standard of corporate governance. The Board's Audit Committee, chaired by Liam Hogan, oversaw the work plan for the internal

audit function in 2012 and formally approved the work plan for 2013.

As a not-for-profit organisation, resources are committed to services for people with disabilities and other socially disadvantaged groups. As the organisation has over 3,300 staff, and with more than 50,000 people and their families benefiting from the services provided annually, the Group needs to create and hold reserves to support itself as an independent, viable undertaking.

Whereas it is the Group's aim that its core services should be self-financing, some services are currently operating with deficits; in addition, the Group continues to invest in a capital programme. Historically, the Group developed ancillary activities such as pools, lotteries and fundraising activities to ensure that these deficits were covered, to contribute to the capital programme and also to allow for unfunded innovation in certain service areas. Fundraising is a very competitive business and the Group continues to look at different ways of raising funds. Most of the Group's fundraising is now event-driven rather than through the traditional type of donation.

The Group acknowledges with gratitude the contribution by the public authorities, both in Ireland and in the United Kingdom, to the development of its services. During the year, €7.8 million was spent on capital expenditure (€7.8 million in 2011), which was funded in part by way of capital grants of €3.4m (€3.3m in 2011) from various agencies, with the balance coming from fundraising and the group's own resources.

Finally, movement in the €/£Stg exchange rate during the year had a positive impact on reserves and this, combined with the decision to wind up the defined pension scheme, meant the Group's net assets stood at €75.7 million at year-end.

(Extracts from Consolidated Financial Statements)

Consolidated Revenue Account & Statement of recognised gains & losses

	2012 €000's	2011 €000's
Turnover	183,039	184,721
Surplus attributable to the group	217	2,094
Taxation	(74)	(48)
Actuarial loss in respect of pension scheme	(27,133)	(11,225)
Net gain from curtailment of pension scheme	51,909	0
Revaluation of tangible assets	4	4
Foreign currency translation adjustments	312	254
Total recognised (losses) & gains since last annual report	25,235	(8,921)

Consolidated Balance Sheet as at December 31st

	2012 €'000	2011 €'000
Fixed Assets	120,646	119,245
Current Assets		
Stocks	1,065	1,131
Debtors	19,115	21,692
Bank	37,064	38,416
	57,244	61,239
Creditors - amounts falling due within one year	(39,100)	(38,417)
Net current assets	18,144	22,822
Total assets & less current liabilities	138,790	142,067
Provision for liabilities and charges	(5,603)	(6,563)
Creditors - amounts falling due after more than one year	(57,426)	(52,128)
Defined benefit pension scheme - net deficit	0	(32,850)
Net Assets	75,761	50,526
Capital & Reserves	75,761	83,376
Defined benefit pension scheme deficit	0	(32,850)
Total reserves	75,761	50,526

Human Resources

The Human Resources (HR) department has responsibility for the strategic management of HR, as defined by the corporate business objectives of the various divisions of the Rehab Group. The HR department aims to support the Group in adapting to changing needs, by identifying new processes and procedures to support delivery, and ensuring compliance with employment regulation.

Many management teams focused on new business and new models of service delivery in 2012, which saw an increase in tendering activity. The input and support of the HR department helped to best position the organisation to expand and diversify into additional areas of business and create new areas of expertise.

After several years of reductions in public-funding streams, 2012 saw the introduction of some revised job roles and pay structures across the organisation. This approach, primarily affecting new staff, is a direct response to the organisation's desire to protect service provision levels.

Recruitment

As a result of new business demand and diversification, 2012 saw an increase in staffing numbers and in new jobs across the Group.

Recruitment took place for a total of 886 posts, with 251 new jobs coming on stream in Ireland and 143 in the United Kingdom, which accounted for 44 per cent of overall recruitment activity for the year. This was a welcome and positive indicator of the strength of the organisation, after several years of reduced employment activity.

The organisation trialed new recruitment technology – a video recruitment tool – to assist with the high volumes of applicants. The Group receives, on average, 2,500 applications a month in response to advertised vacancies.

From January until the end of December 2012, headcount rose by 5 per cent to 3,527, and 136 staff were successful in securing promotions within the organisation throughout the year, which is a positive indicator of an increase in internal opportunities for staff.

Learning and Development

The Group has always placed an emphasis on staff learning and development, recognising the importance of new learning, skills and competencies in supporting colleagues to perform to the best of their abilities in their individual roles.

A competency-based approach has been taken in all divisions to define the core skills and abilities required to carry out professional roles. It is planned that this approach will form the framework for formal performance development processes, the pilots of which commenced in 2012.

Continuous Improvement

The HR department continued to support operational divisions in the achievement of continuous improvement and accreditation standards, with National Learning Network being awarded, once again, the Excellence Through People Standard in 2012.

Compliance and Consistency

A large volume of policy and procedure reviews, development and implementation continued to take place in 2012, with standardising almost complete of as many HR policies and procedures as possible, across all Group divisions.

HR Management Information System

The implementation of two modules of the CORE HR Management Information System (CORE Personnel and CORE Pay) was successfully completed in the Ireland divisions in 2012. The objective of this large-scale project, a joint venture project involving the HR, IT and Finance departments of the Group, is to transfer data from a number of HR and payroll systems into one integrated management information system. The completion of this phase has enabled the organisation to analyse HR data more effectively and to have more efficient HR planning and reporting capabilities based on real-time reporting.

The employee portal became available on a pilot basis in the Group's head office, enabling colleagues to access their staffing data and make defined changes to personal data. It will eventually be developed to enable staff to use this facility to request annual leave and reserve training places. The aim is to improve data management and to reduce unnecessary manual administration processes. The system also has other advantages in providing online pay slips and records.

A management portal is planned as a key component in this project, which will facilitate the transfer of some manual processes to online automation for line managers.

The project will expand into the Group's United Kingdom divisions in 2013 and implementation of additional system modules such as Learning and Development, and Time and Attendance, will commence.



Angela Kerins, Chief Executive, Rehab Group, and Richard Bruton TD, Minister for Jobs, Enterprise and Innovation, at the Group's job creation announcement.



Representatives from companies at the launch of the Diversity Charter in the Irish Business and Employers' Confederation (IBEC) head office in Dublin. The charter demonstrates a company's commitment to the development and implementation of diversity management in the workplace.

Our Social Impacts

394

new jobs were created across Group divisions in 2012.

43,842

hours of staff learning and development activity were facilitated by the HR department.

Policy and Service Compliance

The Rehab Group seeks to ensure that its services and businesses operate within, and meet the requirements of, all relevant legislation and regulation, and achieve best practice in their field.

Accordingly the Group has put in place a number of core systems to enable staff to manage positively the risks inherent in the services and businesses that they deliver. These systems include a Policy Framework, a Clinical Risk Framework, a Health and Safety Management System and a Risk Management System, all of which are Group-wide. The Policy and Service Compliance department has responsibility for the strategic development and operational oversight of these systems. It also has responsibility for the HeadsUp suicide prevention service aimed at young people.

Group Policy

At the end of 2012, the Group had a total of 73 policies covering the following areas of activities:

- Corporate Governance
- Health and Social Care
- Training and Employment
- Enterprise
- Human Resources
- Financial Management
- Information Technology
- Property
- Fundraising.

The department will continue to respond to the policy needs of the Group to ensure that they are in line with best practice and regulation.

Service Compliance

The core function of the service compliance team is to assist divisions to achieve compliance with the relevant regulatory, clinical and external standards, to gain the appropriate results in an independent or regulatory audit, and evidence best practice and continuous improvement in clinical governance. The team also supports local service teams in the management of clinical issues as they arise.

Positive risk policy training has equipped managers with a range of risk management tools to allow them to advocate for people in a person-centred manner and challenge perceived limits to a person's scope of activities and abilities. Initiatives such as enhanced incident reporting and complaint management systems will enhance the quality of the service provided, while also significantly decreasing the administrative burden on frontline managers.

The following key activities were undertaken during 2012:

- Compliance audits on issues such as medication, admissions and behaviours that challenge were carried out.
- A collaborative clinical support log was developed.
- An IT-based complaint management system and an incident logging and management tool were developed for implementation in 2013.
- Training on risk management, complaints and positive risk policy was provided to service managers.
- Processes relating to service compliance and risk management continued to be refined.

Health and Safety

The Group places a very high value on the area of health and safety, and allocates considerable resources to ensure that it is a priority. These include:

- dedicated health and safety expertise at Group and divisional level
- a Group-wide Health and Safety Management System
- a comprehensive health and safety training strategy
- comprehensive incident management systems

- a positive reporting culture
- 100 internal health and safety audits/site visits completed in 2012.

2012 was the first year of full implementation of the new Group Health and Safety Management System and training was provided to ensure its smooth implementation.

Risk Management

A fundamental element of every staff member's working day is the positive management of risk. Across the Group, risk presents itself in many ways including in the achievement of service users' goals and aspirations, through business operations and in the challenging economic environment in which the Group operates.

The Group recognises more than ever the need for an effective and practical risk management system in the delivery of its objectives. To this end, it continues to operate and evolve its internal risk management system in line with the international standard ISO 31000:2009 relating to risk management.



HeadsUp had an active year despite a challenging funding environment. The need for resilience-building supports to be available to young people has never been more important, with youth suicide in Ireland continuing to be of serious concern. Activity in 2012 included the HeadsUp Movie Awards, which were run for the second time in partnership with RTÉ Two's *Two Tube*, a 'Life after Secondary School' live webcast with a panel of experts following the Leaving Certificate results and the training of 11 new facilitators in the delivery of the Raising Boys for Fathers parenting programme. The HeadsUp website had 20,042 unique visits, with 24,189 visitors viewing 66,708 pages, with peak times of engagement including exam and results' periods. In the course of 2012, HeadsUp was featured in 201 newspaper articles – 15 national and 186 local – and in 23 radio interviews, affording the project a valuable opportunity to raise awareness of its services and to work to reduce the stigma around mental health.

Our Social Impacts

27,576

people have been reached by the HeadsUp text service since its launch in August 2007 – 5,064 of these in 2012.

283

people attended HeadsUp's Applied Suicide Intervention Skills Training (ASIST) and SafeTalk suicide prevention courses for the benefit of their communities.

139

staff members completed Institution of Occupational Safety and Health (IOSH) Managing Safely training and 613 staff completed the IOSH Working Safely course or an equivalent.



HeadsUp Movie Award winners Laura Gaynor from Sligo and Tullow Theatre Group from Carlow, pictured with RTÉ Two's *Two Tube* presenters Stephen Byrne (*far left*), Sinéad Kennedy (*second left*) and Blathnaid Treacy (*second right*).



Larry Delaney prepares waste material for recovery at the Rehab Logistics facility in Portlaoise. Throughout the Rehab Group, health and safety is a priority.

Public Affairs and Communications

The Public Affairs and Communications department has overall responsibility for promoting and communicating the Rehab Group's mission, vision, activities and impacts to multiple audiences with diverse needs. It uses a range of public affairs, advocacy, communications and marketing activities to achieve this challenging goal. The department is also responsible for overseeing the Group's diversity, research and international engagement activities.

Communications and Marketing

In 2012, the department provided strategic and operational support to all divisions and functions in meeting the communications and marketing requirements for the Group's existing and new activities and developments. A full suite of communications services was provided, ranging from publicity to event management support, from website design and content development to publications management and the production of marketing collateral, advertisements, videos and library imagery. The team also achieved significant positive media coverage in support of a range of other Group initiatives and developments.

The department co-ordinated the People of the Year Awards, which were attended by An Taoiseach, Enda Kenny TD, as guest of honour and televised by RTÉ. A new partnership saw the *Tubridy* programme on RTÉ 2fm champion a special Neighbour of the Year category. A total of 965,000 people tuned in at some point during the programme.

The annual Rehab Parliamentary Pancake Race in Westminster on Shrove Tuesday was also supported, and both the pancake breakfast and the race itself were well attended by members of the Houses of Parliament and the media, attracting international media attention.

The department played a key role, along with colleagues from RehabCare, National Learning Network, Rehab Recycle and the fundraising department, in organising the Group's 'Changing Perspectives' garden for Bloom 2012, attended by over 100,000 people. The garden won a Bronze medal in the medium garden category.

Insight magazine, in association with *The Irish Times*, was launched, with a specific focus on social and disability issues. Separately, a new publication, *Right2Work*, was published in the United Kingdom, focusing on the employment of disabled people.

The Group's proudest ambassadors are those who benefit from its services and their success stories in achieving their life ambitions continued to garner significant coverage in print and broadcast media.

Public Affairs

In line with the Group's mission to advocate on issues that impact on the lives of people with disabilities and others who are marginalised, a comprehensive public affairs service was provided to all divisions, including the development of submissions on policy matters, engagement with public representatives and monitoring of the external environment. The department had a particular focus on developing the Group's profile with key influencers in the United Kingdom.

A range of submissions was made to key government departments and State agencies. In Ireland these included feedback to the Department of Education and Skills on the implementation of SOLAS, the new national education and training authority; the Advisory Group on Tax and Social Welfare on disability payments; the Department of Health on the National Rare Disease Plan; the Health Information and Quality Authority on the 'Draft National Standards for Residential Centres for People with Disabilities'; the Department of the Environment, Community and Local Government on the review of Producer Responsibility Initiatives in Ireland and, separately, on the development of 'A Voluntary Regulation Code for Approved Housing Bodies in Ireland'.

In the United Kingdom, feedback was provided to the Office for Disability Issues on the disability strategy 'Fulfilling Potential'; the Work and Pensions Committee on youth unemployment and the Government's Youth Contract, as well as to its inquiry into the Work Programme; and the Welsh Affairs Committee inquiry into the Work Programme.

The department co-ordinated active engagement with the organisations of which the Group is a member, including, in Ireland, the Disability Federation of Ireland, Mental Health Reform, the Neurological Alliance of Ireland, the Irish Business and Employers' Confederation (IBEC) and, in the United Kingdom, Disability Rights UK and the Employment Related Services Association.

Through the Group's ongoing voter education initiative, the department rolled out short programmes to people who use the Group's services in respect of the Fiscal Stability Treaty Referendum and the Children's Referendum, which took place in Ireland in 2012.

Diversity

A number of activities to promote diversity were undertaken, including participation in the IBEC Diversity Forum, and the Group contributed to IBEC's Diversity Charter Ireland initiative as one of its founding signatories. A film festival focusing on the portrayal of disability and diversity in film took place in Roslyn Park College, Dublin, in June.

Research and Innovation

Nine research proposals were considered by the Group's Best Practice Committee, as the department continued to support staff members and external researchers in conducting research. The Rehab Group Innovation Awards were organised, attracting more than 50 applications from across Group. A special seminar recognised the winners and highlighted the importance of innovation.

Our Social Impacts

18

submissions were made across a range of issues to policy-makers, advocating on behalf of the people who use the Group's services.

2,700 plus

media articles in Ireland and the United Kingdom referenced the work of the Rehab Group, including the achievements of people with disabilities and others who are marginalised who attend the Group's services, positively impacting on people's perceptions.



Members of RehabCare's Encore Productions troupe perform at the Rehab Group's medal-winning show garden at Bloom 2012 in Dublin.



Access2 students from National Learning Network in Bray pictured on a visit to Leinster House. The students were guests of Simon Harris TD.

Advocacy and Engagement

Through a range of tailored advocacy supports, the people using the Rehab Group's services and programmes play an active and meaningful role in decision-making at all levels of the organisation. By ensuring a strong awareness of the organisation's commitment to meaningful engagement and also supporting individuals and groups to develop their advocacy skills, people gain the confidence that they need to make their voices heard and to highlight issues of importance within services. The advocacy services of the Group are supported by the public affairs and advocacy team. Two dedicated advocacy officers provide support across RehabCare and National Learning Network services, while the other divisions support advocacy through their operational structures.

Ireland

Advocacy in RehabCare

People using RehabCare's services continued to play an active role in decision-making in relation to their services in a range of different ways. The National RehabCare Advocacy Council (NRAC) played a robust and active role in many activities including policy development, the establishment of a joint working group to look at employment opportunities for people with disabilities as well as the roll-out of a very successful local community survey which sought to measure the level of awareness of RehabCare within the communities in which it works. A key highlight took place in September when members of the NRAC National Committee made a presentation about its activities to the RehabCare Board. In addition to NRAC's work, specific attention was also given to developing direct advocacy supports for people using residential, supported accommodation and other RehabCare services, including a targeted focus group with older people using RehabCare's Carelink home support services.

National Learning Network

National Learning Network's learner forum, the National Representative Council (NRC) continued to develop in 2012. The Advocacy Team worked closely with local committees to develop advocacy skills and also to develop a suite of tools to help local committees to operate effectively. In 2012, regional meetings took place enabling effective and positive engagement with regional management, with specific meetings taking place with people accessing employer-based, blended learning and mental health

focus programmes. Issues raised at these meetings included funding for services, entitlements for learners, access to IT and local issues.

Local representative committees around the country got off to a busy start in early 2012 when students worked to raise awareness of a proposal to change the allowance payable to those on rehabilitative training. Towards the end of the year, NRC members took part in a nationwide consultation to review the National Learning Network's Charter of Rights and Responsibilities which will be amended in 2013 to take account of changes requested.

United Kingdom

TBG Learning

TBG Learning continues to work closely with learners and employers who provide regular feedback in relation to their services. Results of feedback were used in the annual self assessment process and provided key messages to assist in the improvement of provision for both learners and employers. Throughout the year, managers held fora known as 'Learner Voices' enabling a group of learners to meet and discuss their experiences to inform service provision. Feedback was also sought from the Skills Funding Agency (SFA) via an online process, from participants in programmes it funds.

Momentum

Supporting advocacy is a key priority for Momentum Skills, with regular meetings taking place between the people using the service and relevant staff. Feedback was gathered through group work sessions, induction

evaluations and post programme feedback. A number of innovative tools were used to enable people to participate, for example, the use of the 'talking wall' process which supports people with intellectual disabilities. Feedback gathered informed both the service provided and Momentum's participation in public affairs activities in Scotland.

With the increasing impact of the personalisation agenda, Momentum Care continued to work collaboratively with service users, with service user forums taking place as well as annual surveys and six-monthly meetings with service users to review the service provided. Feedback received about the quality of support informs action plans for continuous improvement.

The Chaseley Trust

Representatives on The Chaseley Trust's Residential Forum ensured that the views of people using the service were represented to managers and the Trustees. Representatives participate regularly in management meetings, meet with the Trustees and take part in the process of recruiting staff. Throughout the Trust, there is a culture of peer advocacy, with people using the service acting as advocates for others, when required. This has had a hugely positive effect by ensuring that the voices of all residents are heard.

In 2012, the Trust once again retained an external assessor to conduct a satisfaction survey and representatives played a key role in encouraging people to meet the assessor and in completing questionnaires. Residents were also supported in advocating for themselves in relation to funding for services. Residents also actively participated in defining the design scheme for the refurbishment of their dining room and in nominating staff for the Chaseley Trust Employee of the Month scheme.

Our Social Impacts

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formal meetings took place between people accessing RehabCare and National Learning Network at regional and national level as well as hundreds of informal and local meetings.



Hilary Oakshott (left) and Bettine Whitney, resident representatives at Chaseley Home attending a residents' meeting.



James Coughlan pictured at the National RehabCare Advocacy Council AGM, receiving a certificate in recognition of his participation on its national committee from Laura Keane, Director of Health and Social Care Services, Rehab Group.

International Activities

The Rehab Group is committed to sharing its expertise across national boundaries in support of its vision for 'a world of equal opportunity'. In 2012, key activities included engagement with international member groups and co-ordination of a High-level Segment event at a major United Nations (UN) conference, as well as participation in a number of international projects aimed at improving outcomes for people with disabilities and others who are marginalised.

European Platform for Rehabilitation

RehabCare, National Learning Network and TBG Learning are members of the European Platform for Rehabilitation (EPR). In the second year of a two-year term, Angela Kerins, the Group's Chief Executive, continued as President of the EPR. Group representatives regularly attend and speak at EPR events, which often highlight best practice in the provision of services to people with disabilities.

A process of developing Centre Action Plans ensures that membership of EPR delivers specific outcomes for member organisations each year. 2013 will be an important year for the Group's involvement in EPR, as RehabCare plans to host the EPR annual conference in Dublin during Ireland's Presidency of the European Union.

RehabCare

- Representatives from RehabCare attended two European seminars during the year – a European Union disability policy seminar, hosted by EPR in March and a second seminar on the role of quality in the draft directive on public procurement, hosted by the European Economic and Social Committee. RehabCare also attended the EPR annual conference held in Norway in June.
- As part of RehabCare's action plan, EPR experts provided a seminar on European Union disability policy to RehabCare staff in Dublin.
- RehabCare commenced a pilot internship programme with fellow EPR member organisation SRH, based in Germany, resulting in two students from Heidelberg completing work placements in Dublin.

National Learning Network

- In partnership with six other EPR members based in Italy, Northern Ireland, Germany and Slovenia, National Learning Network is involved in a project entitled 'Learning Environment for Disabled Users', which is developing a best-practice model of employment support for people with disabilities.
- EPR experts ran a seminar in Dublin on change management to familiarise National Learning Network managers and staff with the principles of effective change management.

The SALUS Project

In partnership with Action Mental Health Northern Ireland, and funded by the INTERREG IVA programme, National Learning Network has been involved in the SALUS project, which aims to promote the mental health and well-being of young people aged 12 to 25 through the provision of training, information, conferences and events in Donegal and Derry, Cavan and Fermanagh. The project also aims to build the capacity of carers, teachers and youth facilitators to better understand and support the mental health needs of young people.

United Nations Activity

The Group continues to engage actively at an international level in line with its consultative status as a non-governmental organisation with the Economic and Social Council of the United Nations.

At the UN ECOSOC High-level Segment in July, the Group co-sponsored a side conference with the Department for Economic and Social Affairs (DESA) NGO branch office for ECOSOC Support and Co-

ordination entitled 'Employment – The Key to Social Inclusion for People with Disabilities'. A written submission highlighting issues in relation to employment was also made.

During the year, the Group submitted its quadrennial report detailing its work relevant to the UN during the period 2007–2011, and also provided feedback to the Fourth Report by Ireland on measures adopted to give effect to the provisions of the International Covenant on Civil and Political Rights.

Inclusion International

In 2012, the Group was accepted as a member of Inclusion International, a global federation of family-based organisations advocating for the human rights of people with intellectual disabilities worldwide.

Workability International

The Group continues to be an active member of Workability International, the world's largest body representing providers of work and employment services to people with disabilities. In 2012, representatives from the Group made presentations at the Workability International annual conference hosted by the Eden Social Welfare Foundation and held in Taiwan.

International Fund

The Group's International Fund continued to provide much-needed funds to support the employment of people with disabilities. In 2012, funding was provided to support the employment of people with disabilities affected by the earthquake and tsunami in Japan. The project will run until 2014 and is providing support to more than 40 people with disabilities to help them back into work. This brings the total beneficiaries of the International Fund to more than 1,043.

Our Social Impacts

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people were supported through the International Fund, bringing the total number of beneficiaries to more than 1,043.



Employees at Kirara Onagawa in Japan, pictured making Karinto snacks, which are deep-fried sweets made of wheat. Kirara Onagawa provides employment to people with disabilities in an area that was devastated by the tsunami.



Angela Kerins (*left*), Chief Executive, Rehab Group, meets Jennifer Yost from New York at a seminar co-sponsored by the Rehab Group, part of the United Nations Economic and Social Council High-level Segment event.





Rowland John

I had been out of work for a couple of years after being made redundant from my previous job at a glazing company before I was referred to the TBG Learning centre in Swansea, on the Government's Work Programme.


I have to admit that the two years I was out of employment were the toughest ever. It was so disheartening to be applying regularly for jobs and then getting no responses, not to mention the feeling of being trapped in your own home because you can't afford to go out and enjoy the activities in the community.

At 58 years of age, and with unemployment being so high, I was starting to feel that I'd never find a job. But now, thanks to TBG Learning, I'm back at work and thoroughly enjoying it!

The team at TBG Learning were brilliant. They all provided me with support to update my computer skills and also identified various local options that suited my skills. The TBG Learning in-work adviser put me in contact with employers and soon found an opportunity for me with my local Shell garage.

Following an interview with the manager, I started a job as a full-time Forecourt Assistant at Shell Halfway in Mumbles, Swansea. I'm responsible for refuelling customers' cars and checking tyres.

It's wonderful to be back in work. It has really lifted my self-esteem and confidence again, and I'm able to take part in more local activities. The best bit about my job is that I'm out meeting new people on a daily basis. It's great to have a sense of purpose again. I hope to be a part of the Shell family for a long time.



TBG Learning in Swansea delivers the Government's Work Programme, providing support, guidance and employability training to unemployed people. The team works to help people find employment in an industry that they're interested in, by supporting them through the job search and application process, and providing information and advice to help them tackle any barriers to work that they may have.

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MENTAL HEALTH DEVELOPMENT MANAGER

Regional Manager

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ACCOMMODATION SERVICES

CAVAN – CAVAN SUPPORTED ACCOMMODATION

Community Services Manager

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CORK – BANTRY HOSTEL

Community Services Manager

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DONEGAL – LIFFORD SUPPORTED ACCOMMODATION

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DUBLIN – KILMAINHAM INDEPENDENT ACCOMMODATION Community Services Manager Nessa Canavan	Tel: 087 967 8069	nessa.canavan@rehabcare.ie
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GALWAY – GALWAY ACCOMMODATION Residential Services Manager Shona Logan-King	Tel: 091 755 517 Fax: 091 771 574	shona.loganking@rehabcare.ie
KERRY – TRALEE HOSTEL Community Services Manager Alison Steeds	Tel: 027 51414	alison.steeds@rehabcare.ie
KILKENNY – KILKENNY SUPPORTED ACCOMMODATION Community Services Manager Siobhán Powell	Tel: 056 779 7555 Fax: 056 779 7560	siobhan.powell@rehabcare.ie
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LONGFORD – LONGFORD SUPPORTED ACCOMMODATION Residential Services Manager Sally Budd	Tel/Fax: 043 332 4511	salongford@rehabcare.ie
LOUTH – DROGHEDA SUPPORTED ACCOMMODATION Community Services Manager Deirdre Quinn	Tel: 041 983 2210	sadrogheda@rehabcare.ie
LOUTH – DUNDALK SUPPORTED ACCOMMODATION Residential Services Manager Kieran O'Sullivan	Tel/Fax: 042 933 3491	sadundalk@rehabcare.ie
MAYO – CASTLEBAR SUPPORTED ACCOMMODATION Community Services Manager Lorraine Gibbons	Tel: 094 904 3055 Fax: 094 904 3056	lorraine.gibbons@rehabcare.ie
MONAGHAN – MONAGHAN SUPPORTED ACCOMMODATION Community Services Manager Anne McFarland	Tel: 087 968 2560	sa.monaghan@rehabcare.ie

Address	Telephone/Fax	Email
SLIGO – SLIGO SUPPORTED ACCOMMODATION Community Services Manager Eamonn Wheeler	Tel: 071 917 0045 Fax: 071 917 0020	sligo@rehabcare.ie
TIPPERARY – NENAGH SUPPORTED ACCOMMODATION Residential Services Manager Jonna Goranson	Tel: 067 43046 Fax: 067 43047	jonna.goranson@rehabcare.ie
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WICKLOW – BRAY SUPPORTED ACCOMMODATION (RIPLEY HILLS) Community Services Manager Clara McAuliffe	Tel: 086 809 1153	clara.mcauliffe@rehabcare.ie
ACQUIRED BRAIN INJURY		
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GALWAY TRANSITIONAL LIVING UNIT Residential Services Manager Shona Logan-King	Heather Grove, Ballybane, Galway Tel: 091 755 836/ 768 700	shona.loganking@rehabcare.ie
ACQUIRED BRAIN INJURY OUTREACH AND COMMUNITY SUPPORT SERVICE		
GALWAY OUTREACH AND COMMUNITY SUPPORT SERVICE Residential Services Manager Shona Logan-King	Unit 9B, Liosban Business Park, Tuam Road, Galway Tel: 091 755 836 Fax: 091 771 574	shona.loganking@rehabcare.ie
ASPERGER'S CASE MANAGEMENT		
COMPASS PROJECT Regional Manager Mark Logan	Room 104, 60 Upper Newcastle Road, Galway Tel: 087 659 2130	mark.logan@rehabcare.ie
ASPERGER'S RESIDENTIAL SERVICE		
GALWAY ASPERGER'S RESIDENTIAL SERVICE Residential Services Manager Geraldine Hannon	Clybaun Road, Galway Tel: 091 527 420/ 086 042 9549	geraldine.hannon@rehabcare.ie
COMMUNITY MENTAL HEALTH		
REFOCUS PEER SUPPORT AND RECOVERY COLLEGE PROJECT MAYO Co-ordinator Maeve Earley	Breaffy Road, Castlebar, Co. Mayo Tel: 086 029 3117	maeve.earley@rehabcare.ie
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DUBLIN – DUBLIN HOME HELP/HOME SUPPORT			
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DUBLIN – SLÁN ABHAILE			
Care Planners Laura Quinlan and Craig Linke	Roslyn Park, Beach Road, Sandymount, Dublin 4	Tel: 01 205 7347/ 205 7344/205 7237 Fax: 01 205 7384	laura.quinlan@rehabcare.ie craig.linke@rehabcare.ie
DUBLIN/WICKLOW – HOME-BASED RESPITE			
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LIMERICK – CARELINK MID-WEST PERSONAL SUPPORT SERVICE			
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MAYO – PERSONAL ASSISTANT SERVICE			
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MONAGHAN – MONAGHAN HOME SUPPORT			
Monaghan Flexi-worker Co-ordinator Linda Moore	Mall Road, Tirkeenan, Monaghan, Co. Monaghan	Tel: 047 81115/ 086 770 2065 Fax: 047 84037	linda.moore@rehabcare.ie
WATERFORD – WATERFORD HOME SUPPORT			
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WEXFORD – WEXFORD HOME SUPPORT			
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OUTREACH SERVICES			
KERRY – TRALEE OUTREACH SERVICE			
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OFFALY – TULLAMORE OUTREACH SERVICE FOR CHILDREN WITH AUTISM			
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ROSCOMMON – CASTLEREA ASSERTIVE OUTREACH SERVICE			
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WESTMEATH – ATHLONE OUTREACH SERVICE FOR PEOPLE WITH PHYSICAL AND SENSORY DISABILITIES			
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RESIDENTIAL CARE (ADULTS)			
CLARE – CLARE RESIDENTIAL SERVICE			
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DUBLIN – LEAN AR AGHAIDH RESIDENTIAL SERVICE (DEE HOUSE)			
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DUBLIN – PRADER WILLI SYNDROME SERVICE			
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LIMERICK – DROMBANNA ADULT RESIDENTIAL SERVICE			
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LIMERICK – MID-WEST RESIDENTIAL SERVICE			
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LONGFORD – LONGFORD AUTISM SERVICE			
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MEATH – NAVAN AUTISM RESIDENTIAL SERVICE			
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OFFALY – KILLEIGH RESIDENTIAL SERVICE			
Residential Services Manager Chiara Glynn	Aghanrush, Killeigh, Co. Offaly	Tel: 057 934 4890	chiara.glynn@rehabcare.ie
OFFALY – TULLAMORE AUTISM RESIDENTIAL SERVICE			
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TIPPERARY – KNOCKLOFTY RURAL RESIDENTIAL SERVICE (THE SPINNEY)			
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TIPPERARY – NENAGH RESIDENTIAL SERVICE			
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TIPPERARY – THURLES RESIDENTIAL SERVICE			
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RESIDENTIAL CARE (CHILDREN)			
CLARE – CLARE CHILDREN'S RESIDENTIAL SERVICE			
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LIMERICK – SEOIDÍN CHILDREN'S RESIDENTIAL SERVICE			
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RESOURCE CENTRES			
CARLOW – CARLOW RESOURCE CENTRE			
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CAVAN – BAILIEBORO RESOURCE CENTRE			
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CAVAN – CAVAN RESOURCE CENTRE			
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CLARE – SHANNON RESOURCE CENTRE			
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CORK – BANTRY RESOURCE CENTRE AND BANTRY PHYSICAL AND SENSORY RESOURCE CENTRE			
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CORK – DOUGLAS RESOURCE CENTRE			
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DONEGAL – LIFFORD RESOURCE CENTRE			
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DUBLIN – BALLYFERMOT RESOURCE CENTRE			
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DUBLIN – DUN LAOGHAIRE RESOURCE CENTRE			
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DUBLIN – HARRISON'S OPPORTUNITY AND PLACEMENT SERVICES (HOPS)			
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DUBLIN – PARK HOUSE RESOURCE CENTRE/NEW HORIZONS RESOURCE CENTRE			
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GALWAY – CASLA RESOURCE CENTRE			
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GALWAY – GALWAY RESOURCE CENTRE			
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KERRY – BLENNEVILLE RESOURCE CENTRE			
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KILDARE – KILDARE RESOURCE CENTRE			
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KILKENNY – KILKENNY RESOURCE CENTRE			
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LAOIS – PORTLAOISE RESOURCE CENTRE			
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LEITRIM – BALLINAMORE RESOURCE CENTRE			
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LIMERICK – LIMERICK RESOURCE CENTRE			
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LONGFORD – AUTISM RESOURCE CENTRE			
Manager Sally Budd	Redleaf House, Unit 1 and 2, Parkstown, Co. Longford	Tel: 043 334 2563 Fax: 043 332 4573	sally.budd@rehabcare.ie
LOUTH – DUNDALK RESOURCE CENTRE – CARROLL VILLAGE			
Community Services Manager Caitlin McKinley	Dundalk House, Carroll Village, Church Street, Dundalk, Co. Louth	Tel: 042 932 8766 Fax: 042 932 8769	caitlin.mckinley@rehabcare.ie rcdundalk@rehabcare.ie
LOUTH – DUNDALK RESOURCE CENTRE – QUAYSIDE			
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MAYO – CASTLEBAR RESOURCE CENTRE (BREAFFY ROAD)			
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MAYO – CASTLEBAR RESOURCE CENTRE (SPENCER STREET)			
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MEATH – DUNBOYNE RESOURCE CENTRE			
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MEATH – NAVAN RESOURCE CENTRE			
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MONAGHAN – MONAGHAN RESOURCE CENTRE			
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OFFALY – AUTISM RESOURCE CENTRE TULLAMORE			
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ROSCOMMON – CASTLEREA RESOURCE CENTRE			
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SLIGO – SLIGO RESOURCE CENTRE			
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TIPPERARY – KNOCKLOFTY RURAL RESOURCE CENTRE			
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TIPPERARY – NENAGH RESOURCE CENTRE			
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TIPPERARY – ROCFIELD RESOURCE CENTRE			
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TIPPERARY – THURLES RESOURCE CENTRE			
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WATERFORD – WATERFORD RESOURCE CENTRE			
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WESTMEATH – ATHLONE RESOURCE CENTRE			
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WEXFORD – WEXFORD RESOURCE CENTRE			
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WICKLOW – BRAY RESOURCE CENTRE, PHOENIX SERVICE AND LEAN AR AGHAIDH SERVICE			
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RESPITE SERVICES			
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LIMERICK – LIMERICK AUTISM RESPITE SERVICE			
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LIMERICK – LIMERICK PHYSICAL AND SENSORY RESPITE SERVICE			
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MEATH – NAVAN CHILDREN'S RESPITE SERVICE			
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OFFALY – TULLAMORE AUTISM RESPITE SERVICE			
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TIPPERARY – MID-WEST ADULT RESPITE SERVICE			
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TIPPERARY – THURLES RESPITE SERVICE			
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THE CARE TRUST

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MOMENTUM

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Notes

Notes

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