



RehabGroup

Investing in People, Changing Perspectives

Annual Report 2010

# RehabGroup

Investing in People, Changing Perspectives

## Legal Status

### Company Data

The Rehab Group is a company limited by guarantee having no share capital

### Registered Office

Roslyn Park, 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 (Ireland), Withers (England and Wales), McClure Naismith (Scotland)

### Auditor

PricewaterhouseCoopers

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### Cover Image

James Graham at Rehab Recycle's waste electrical and electronic equipment recycling facility in Tallaght, Dublin.

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The Rehab Group would like to express its sincere appreciation to the people who write in this report of their personal experiences and the supports provided to them by the Group.

# ABOUT REHAB

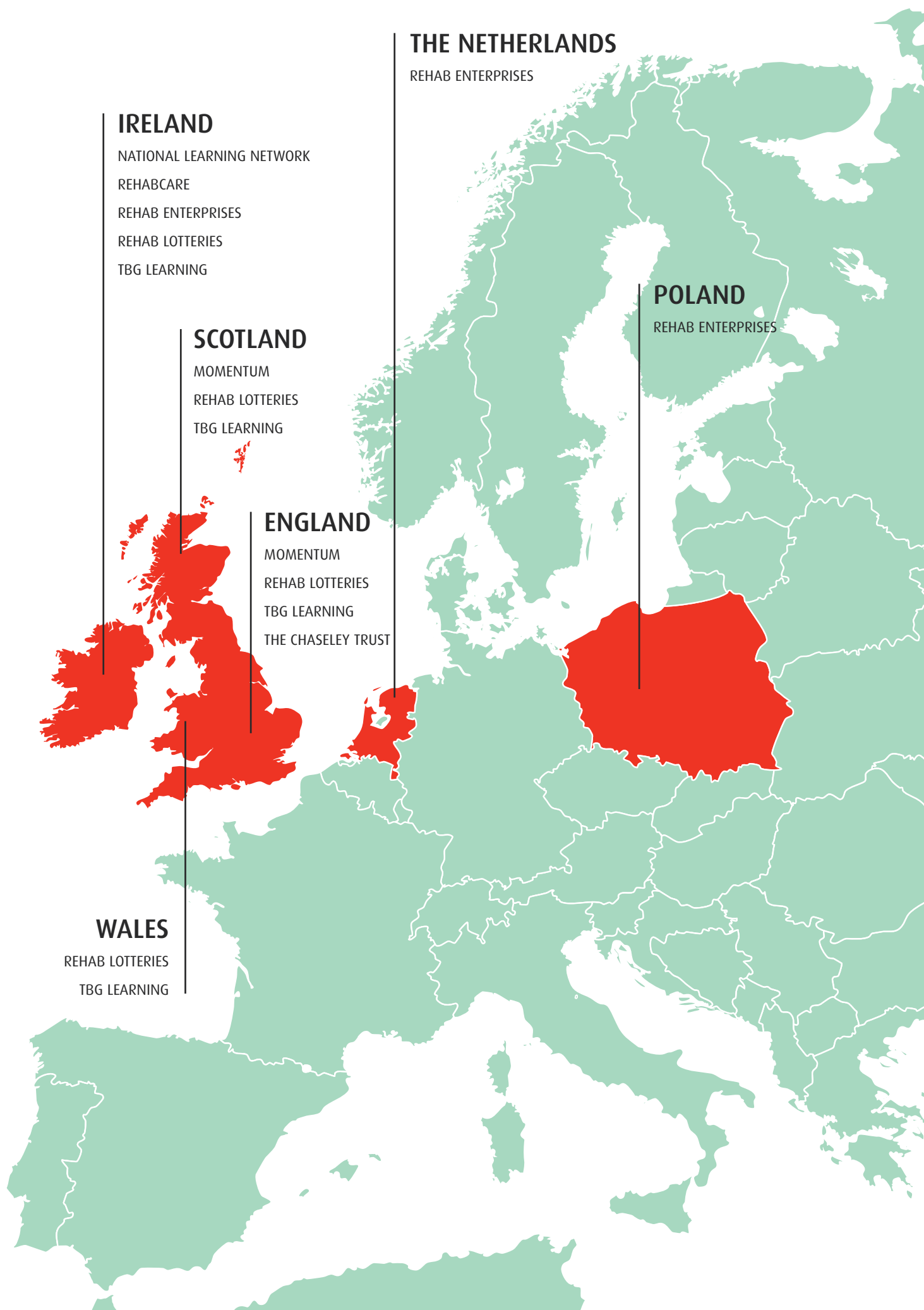
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Rehab is a leading non-governmental organisation that strives towards a world where every person has the opportunity to achieve their potential. Rehab works in local communities to provide high-quality services and opportunities to people who need them.

Over 3,500 Rehab staff members provide health and social care, training and education, and rehabilitation, employment and commercial services in Ireland, England, Scotland, Wales, The Netherlands and Poland. 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. Rehab 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 Rehab'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 older people, carers and others who are marginalised.

Every year, more than 43,000 people and their families benefit from the supports provided by Rehab in over 200 locations. Rehab 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.



## IRELAND

NATIONAL LEARNING NETWORK  
 REHABCARE  
 REHAB ENTERPRISES  
 REHAB LOTTERIES  
 TBG LEARNING

## SCOTLAND

MOMENTUM  
 REHAB LOTTERIES  
 TBG LEARNING

## ENGLAND

MOMENTUM  
 REHAB LOTTERIES  
 TBG LEARNING  
 THE CHASELEY TRUST

## WALES

REHAB LOTTERIES  
 TBG LEARNING

## THE NETHERLANDS

REHAB ENTERPRISES

## POLAND

REHAB ENTERPRISES





'Since moving in, I have become more independent. I have great company and having people to talk to about the same problems has helped free my mind.'

# ROBERT DEANE

Client of RehabCare Bantry Resource Centre and Supported Accommodation Service, Co. Cork, Ireland

I had been living at home alone. My brother lived nearby but, as Mum passed away more than 10 years ago, I was very isolated and on my own for long spells. I felt depressed even though I didn't realise it at the time.

I was attending the centre only once a week – when local transport was available – arriving late and having to leave early to get the return bus home. My brother and sister realised I was depressed and they wanted to help. They had meetings with the staff in RehabCare Bantry to see what could be done for me.

I was offered the option of moving into RehabCare's supported accommodation service next door, which would enable me to attend the centre each day. Since moving in, I have become more independent. I have great company and having people to talk to about the same problems has helped free my mind.

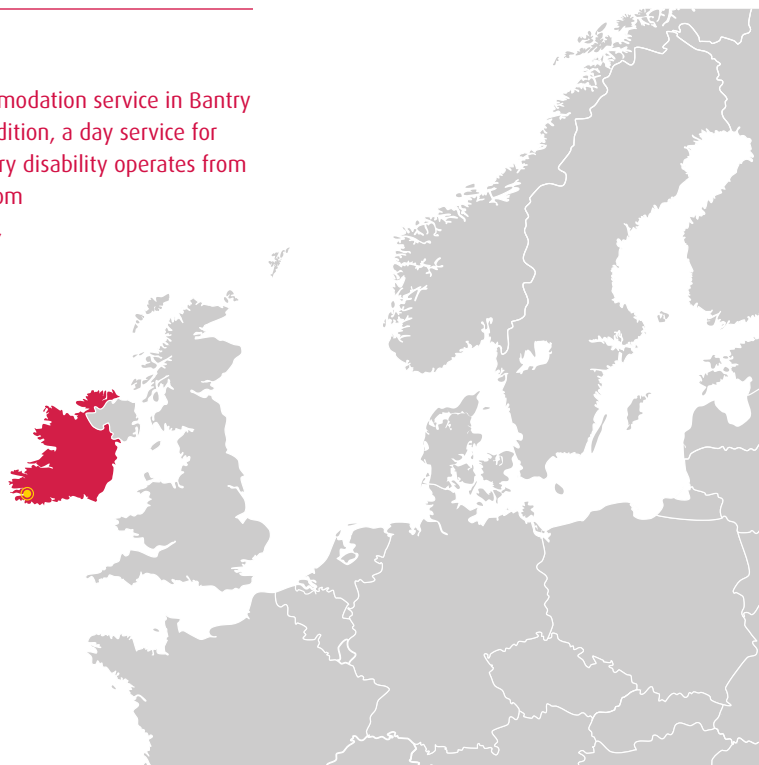
I participate in a lot of sessions in the resource centre, including computers, boxercise, gardening, walking, table tennis and pool. My mental health has improved in many ways. I certainly feel much happier in myself, which makes it easier for me to cope at weekends when I go home. I now go to church on a Sunday, where I am involved in giving readings and singing in the choir.

Having more confidence has afforded me the scope to do more things and to do them freely, as before I would have been very shy. I used to drink, which I don't do anymore; this has had a good effect all-round, including medication working better and I'm stronger physically and mentally.

I feel I now have the right balance in my life, I am a much happier and fulfilled person. My sister and brother have noticed the improved changes in me too. I take one day at a time and so far so good!

## RehabCare Bantry

RehabCare's low support accommodation service in Bantry supports up to 18 people. In addition, a day service for people with a physical or sensory disability operates from Bantry four days a week and from Castletownbere on the fifth day, while a respite service and mental health day service are also provided.



# CHAIRMAN'S STATEMENT



Brian Kerr,  
Chairman

*This Annual Report offers me, as Chairman, the chance to reflect on the broad range of activities of the Rehab Group. The diverse nature and geographic spread of these and the vast numbers of people who are beneficiaries are chronicled in this report. Nowhere is the reality of the Group's impact on the lives of over 43,000 people more evident than in the stories that are told by individuals in their own words within these pages.*

Operating in four European Union member States, the external environment inevitably impacts on the work of the Group. The economic circumstances of the countries in which we operate naturally have a bearing on policies relating to employment, training, education, and social services and business. The Group plays an important role in these areas, and so contributes to informing policy development while, at the same time, reviewing its own operations to ensure services are responsive and relevant to a changing society, as well as being tailored to the needs of individuals.

In Ireland, straitened financial circumstances for the Exchequer in recent years have prompted calls for greater value for money for public spending. The Group has always provided an excellent service, with an emphasis on quality and on meeting the needs of individuals in a flexible, individualised and cost-effective manner, and continues to do so. As the environment becomes ever more competitive, we become more creative, striving to do more with less, and ensuring that the needs of the client are always at the centre of our service.

A change of Government in the United Kingdom has had an impact on the focus of many of the employment and training-related contracts that the Group delivers. In October, the Department for Work and Pensions published a plan for 2011–15

outlining its vision for training and employment services in the future, and signalled further reform of the welfare system. This will continue to provide opportunities as well as challenge us to deliver. The Group's operations in The Netherlands and Poland continue to play a key role in providing employment opportunities for people with disabilities, both in those locations and in Ireland.

The importance of generating additional income through fundraising has increased as capital demands grow, and the Group continues to pursue both traditional and new and innovative fundraising schemes to provide the funding required to augment services and to ensure development funding. Great credit is due to our many volunteer fundraisers and fundraising committees, who give so much of their time in raising vital funds. Sincere thanks also to our many donors, who give so generously and without whom the development of existing services and the pioneering of new projects would not be possible.

It is important to recognise the efforts and additional value provided by the management and staff throughout the organisation. The Group is recognised in the jurisdictions in which it operates, and worldwide, as a leading provider of quality services.



This is due in no small part to the excellence of the care provided in the home, the learning experience in the classroom, and the colleague-to-colleague support in the employment services. The experience, dedication and commitment of staff, led by Angela Kerins and the Group Management Team, is second to none.

I wish to thank our funders, who continue to recognise the quality work that we do and support us in many ways, including, in Ireland, the Health Service Executive, FÁS, the Departments of Health, Education and Skills, Justice and Equality, Environment, Heritage and Local Government and, in the United Kingdom, the Department for Work and Pensions, the Department for Business, Innovation and Skills, local authorities, health boards, Primary Care Trusts, and other funding agencies.

I want to express my sincere appreciation to the members of the Rehab Group Board, and to the members of the other Group boards, for giving of their expertise and time in advancing our mission. Particular thanks are due to the Vice-Chairman Barry Keogh, and chairs of the sub-committees of the Board – Liam Hogan (audit), Don Tallon (best practice) and Declan Doyle (remuneration) – for their enormous contributions.

At the time of writing, news has sadly come through of the untimely passing of my Board colleague Colm Allen SC. Colm preceeded me as Chair of the Board, an office he held with great enthusiasm and distinction. His contribution since his appointment to the Group Board in 2002, along with other subsidiary boards, has been immense, and his presence will be sorely missed by colleagues.

The people who access our services each year, and their families, rely on the Group to provide the support that they need in living the life of their choice. The trust they place in us is something we value greatly, and we will continue to work hard to deliver world-class services to support those needs.

**Brian Kerr,**  
Chairman

July 2011

# CHIEF EXECUTIVE'S STATEMENT



Angela Kerins,  
Chief Executive

*'Investing in People, Changing Perspectives' is not just a strapline – it is core to what Rehab achieves on a daily basis through the services we provide. The remarkable achievements of our clients every day, in pursuing their goals and realising their dreams, is a testament to the impact that the work of Rehab has on people's lives.*

2010 brought new challenges to Rehab, and some new ways of doing things. Across the jurisdictions in which it operates, the changing economic environments have impacted on services in different ways. In Ireland, reductions in Exchequer funding for contracted services required Rehab to review certain operations and costs, including staff costs, to ensure that frontline services were preserved. Staff responded with great dedication, ensuring that every effort was made so that the person at the centre of the service – the client – was not impacted by funding cuts and continued to receive a high-quality, personalised service.

In the United Kingdom, major policy changes in the training arena meant adapting to a new regime of tendering and new service-delivery models, with changes in health and social care including reduced availability of funding. Intense preparations were put in place during 2010 to ensure Rehab was in a position to compete for large new contracts and that its services were at their optimum in meeting all required standards.

There were a great many highlights in 2010. In more difficult times, new opportunities often emerge, and the Labour Market Activation Fund in Ireland offered a chance to utilise skills across the Rehab Group in a dynamic way. TBG Learning and National Learning Network were successful in obtaining a significant contract from the Department of Education and Skills for the delivery of a new programme for people who were unemployed. The JobFit programme was delivered in the second half of 2010 in 11 centres across Ireland and marked a new venture for the Group,

supporting people who were unemployed for more than three months to go back to work, or go on to further education or training.

Over 1,500 people accessed the programme, which was extremely successful and well-supported in every community. In early 2011, a small amount of funding was made available to extend the programme in four locations. The programme has demonstrated the transferability of the person-centred model to the general population, and is another way in which Rehab has been playing its part in getting Ireland back to work.

The Group has always enjoyed tremendous support from the community. In 2010, the first-ever national fundraising day, 1 Day for Rehab, was established, with hundreds of events happening around Ireland, ranging from more traditional cake sales, walks and cycles to treasure hunts and scuba dives. Funds raised locally are used to finance local projects, and many of our services benefited greatly from the energetic and imaginative efforts of communities, families, staff, volunteers and clients, all of whom deserve thanks.

Events took place around Ireland to mark the success of learners in attaining FETAC certification, and learners in the United Kingdom celebrated their achievement of a range of qualifications. In Poland, Rehab Enterprises continued to grow its business in Łódź, providing our customer Dell with a first-rate service and sustaining employment for people with and without disabilities. In Eindhoven, our successful recycling partnership with Microsoft continued to develop.

Rehab's greatest asset is its people – staff and clients – whose enthusiasm and creativity drive everything Rehab does. This creativity is demonstrated every day as tens of thousands of people come through the doors of Rehab's centres. The diversity of our activities is something to be very proud of, from book-writing in Dun Laoghaire and hip-hop dance classes in London to healthy eating awards in the Yoker Café in Glasgow. In all of the centres that I visited in 2010, there was an enormous positivity, great buzz and, most importantly, a strong sense of community.

The people who use Rehab's services are at the heart of everything that we do. They continue to contribute positively through the various advocacy and representative groups and through enthusiastic participation in surveys and focus groups. Their person-centred planning process drives our services, and ensures that we can continue to provide services that are relevant.

Employment is the goal of many people who use Rehab's services. In 2010, Rehab supported thousands of people in gaining employment, a huge success in the current jobs market. Thousands more were helped on their way to employment, with progression to further education and training and the achievement of qualifications. Rehab works closely with local employers in every one of our locations and we very much value their support.

Rehab is committed to remaining at the forefront of service provision. As competitive tendering becomes more prominent in the procurement of public services, the quality of our services is evident as one of our strongest features. We will continue to campaign for the introduction of service standards and, in the meantime, pursue quality programmes to ensure that our services are externally recognised under the European Foundation for Quality Management and European Quality in Social Services models. Our memberships

of international organisations such as the European Platform for Rehabilitation and Workability International provide access to insights into international best practice and quality systems.

I would like to thank the Board of Rehab Group for its ongoing tremendous support, which is given in a voluntary capacity. In April 2011, Board member Colm Allen SC passed away suddenly, just one year after he completed his term as Chairman of the Group. We send our sympathies to his family and acknowledge here the significant contribution he made during his time as a Board member.

The Chairman, Brian Kerr, has shown enormous commitment to the organisation over the last 12 months and I am grateful for his contribution. I look forward to continuing to work with him over the coming years of his term.

I wish to express my thanks to my colleagues on the Group Management Team for their support and outstanding input to the development of the organisation over the past 12 months.

Finally, on behalf of myself and the Group Management Team, I would like to express my sincere appreciation to each and every member of staff at all levels of the organisation and across the many countries in which the Group operates, for their tireless passion, enthusiasm and hard work.

It is the combination of everyone – clients, families, customers, supporters, volunteers and staff – working together that make Rehab Group the successful, dynamic and “can-do” organisation that it is today.

**Angela Kerins,**  
Chief Executive

July 2011

# REHAB GROUP BOARDS OF DIRECTORS

As of 31 December 2010

## THE REHAB GROUP

Brian Kerr (Chair)  
Barry Keogh (Vice-Chair)  
Colm Allen <sup>RIP</sup>  
John Browne  
Henry Desmond Cashell  
Philomena Cremin  
Declan Doyle  
Noreen Gildea  
Hugh Governey  
Jerry Herlihy  
Liam Hogan  
Gene Lambert  
Padraig Lydon  
Martin Enda Marren  
Don Tallon

## NATIONAL LEARNING NETWORK LTD

Angela Kerins (Chair)  
Padraig Lydon (Vice-Chair)  
John Browne  
Philomena Cremin  
Jerry Herlihy  
Keith Poole

## REHABCARE

Angela Kerins (Chair)  
Noreen Gildea (Vice-Chair)  
Michelle Joyce  
Barry Keogh  
Gene Lambert  
Keith Poole  
Don Tallon

## REHAB ENTERPRISES LTD

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

## REHAB LOTTERIES LTD

Colm Allen (Chair) <sup>RIP</sup>  
Angela Kerins (Vice-Chair)  
John Browne  
Frank Flannery  
Brian Kerr  
John McGuire  
Keith Poole

## MOMENTUM SCOTLAND

Angela Kerins (Chair)  
John Houston (Vice-Chair)  
Shona Boyne  
Douglas Gentleman  
Andrew Heron  
Barry Keogh  
Keith Poole

## TBG LEARNING LTD

Angela Kerins (Chair)  
Barry Keogh (Vice-Chair)  
Colm Allen <sup>RIP</sup>  
Shona Boyne  
Keith Poole

## THE CHASELEY TRUST

Margaret Gillard (Chair)  
Richard Bugler  
Sarah Jane Dillon  
Karen Fanneran  
Jeremy Howes  
John William Smith

## NEWGROVE HOUSING ASSOCIATION LTD

Keith Poole (Chair)  
Shona Boyne  
Pat Costelloe  
Margaret Gillard  
Barry Keogh  
Martin Enda Marren  
Clíodhna O'Neill

## POLIO FELLOWSHIP OF IRELAND

Keith Poole (Chair)  
Patrick Costello  
Margaret Gillard  
Pat Grennan  
Marie Kelly  
Michelle McEvoy



# REHAB GROUP MANAGEMENT TEAM



Chief Executive  
**Angela Kerins, SRN, SCM, LLD**

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

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Director of Finance  
**Keith Poole, BBS, FCA**

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Director of Health and Social Care Services  
**Margaret Gillard, RGN, DSN**

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Director of Human Resources  
**Shona Boyne, BA, Dip HRM, FCIPD**

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

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Director of Labour Market Services  
**Andrew Conlan-Trant, BComm, HDE, MSc Mgt**

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Director of Fundraising  
**John McGuire, BSc, PhD, FMII, MICI**

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# STAFF PROFILE

## REHAB GROUP

CEO Programme Manager

**Clíodhna O'Neill, BL, BA (Intl),  
H Dip DD**

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**

Head of Fundraising

**Pauline Crowley, BComm, MBS**

Group Property Manager

**Pat Costelloe, MIPFMA, PG Dip Proj Mgt**

Head of Communications and Marketing

**Don Delaney, MPRII, BSc Commun,  
Adv Dip Comm**

Public Affairs and Advocacy Manager

**Sonya Felton, BA, MBS**

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, ACA**

Divisional Financial Controller, Fundraising

**Wayne Doyle, ACA**

Head of Development, UK Services

**Steve Black, DMS, MBA**

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**

## NATIONAL LEARNING NETWORK

Director of Operations

**Joe O'Brien**

Director of Strategic Development

**Lucianne Bird, BA, MA, Dip SVR**

Manager of Learning and  
Assessment Services

**Dawn Duffin, Cert Ed, M Phil, Dip Cont Ed**

Head of Accreditation, Standards  
and Supports

**David Muldoon, BComm, M Ed**

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

**Michael O'Sullivan, BE**

Principal Psychologist

**Mick Coughlan, MA, H Dip CBT, AFPsSI**

Environmental, Health and  
Safety Manager

**Paul Dempsey, BSc, CMIOSH**

## REHABCARE

Assistant Director of Health and  
Social Care Services

**Laura Keane, MSc, Dip COT**

General Manager, West and North West

**Kevin Clancy, Dip HCM**

General Manager, Midlands  
and North-East

**Peter McKevitt**

General Manager, South and Mid-West

**Rachael Thurlby, BA Eur Bus**

General Manager, East and  
South-East (*Locum*)

**Michael O'Connor, BA Mgt, MBS**

Principal Clinical Psychologist

**Armien Abrahams, MA ClinPsych,  
MSc AdTher**

Home-based Services Manager

**Kris Dhondt, BSc, Dip App SS, Dip Mgt**

Health and Safety Manager

**Yvonne Fallon, RGN, BSc, CMIOSH**

## REHAB ENTERPRISES

General Manager, Rehab Recycle

**Bob Rowat**

General Manager, Rehab Logistics

**Paudie Murphy**

Business Development Manager,  
Rehab Logistics Navan  
**John McEntee, MMII (Grad), PG Dip**

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

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

#### REHAB LOTTERIES

Business Support Manager  
**Aileen Masterson, BA**

Business Development Manager  
**Joanne Eakins**

#### MOMENTUM

Financial Controller  
**David Whyte, BAcc, CA**

Head of Community Health  
and Social Care  
**Alice Drife, RGN, SCM, HV, BSc,  
MSc, FCIPD**

Head of Operations, Momentum Skills  
**Dougie Taylor, MA, Dip Ed**

Human Resources Manager  
**Kenneth Richmond, MSc, MCIPD**

Health and Safety Manager  
**Paul McCormick, GMIOSH**

Programme Development Officer  
**Nicky Neilson**

Fundraising Manager  
**Sue Norman, MinstF (Cert)**

#### TBG LEARNING

Head of Operations – South  
**Mike Burger**

Head of Operations – North  
**Rob Fitt**

Head of Education and Skills Development  
**Abi Osho, ADMS**

Head of Business Development  
**Roger Horne**

Quality and Compliance Manager  
**Linda Williamson**

Head of Employment Services  
Development  
**Nicholas Cole**

Financial Controller and Corporate Services  
Manager  
**Adrian Fantham, ACMA**

Human Resources Manager  
**Barbara Read, MA, MCIPD**

Health and Safety Manager  
**Muhammad Javed, BA, Tech IOSH**

#### THE CHASELEY TRUST

Chief Executive  
**Sue Wyatt, RGN**

Registered Manager, Chaseley Home  
**Helena Barrow, RGN, MCMI**

Registered Manager, Chaseley Bungalows  
**Noel Chilton, RGN**

Human Resources and Training Manager  
**Amanda Rae, RGN, MCMI,  
Assoc CIPD**



'As well as gaining a formal qualification that helped me secure a new career, I have also made lifelong friends who all share similar experiences.'



# GERARD TREACY

Former IT by Distance Learning student,  
National Learning Network, Ballybrit, Galway, Ireland

I suffered a serious back injury in 1993. I spent the next five years in and out of different hospitals having surgery and other types of treatment and, with the excellent help of the medical people, I survived. I had to close my engineering company as I was restricted to 50 per cent mobility, which was far off the mark for the type of work I did.

This greatly affected my confidence, and my morale and motivation for life were at an all-time low. I found myself with a lot of time on my hands and nothing to do, but somehow I never gave up hope.

The turning point came when I read an advertisement in the local paper for National Learning Network's distance learning courses.

I was thrilled to be accepted, but nervous about starting a computer course by distance learning. It was a life-changing experience for me. Not knowing how to turn on a computer, the support and advice I got was far beyond my expectations and helped me overcome my anxiety.

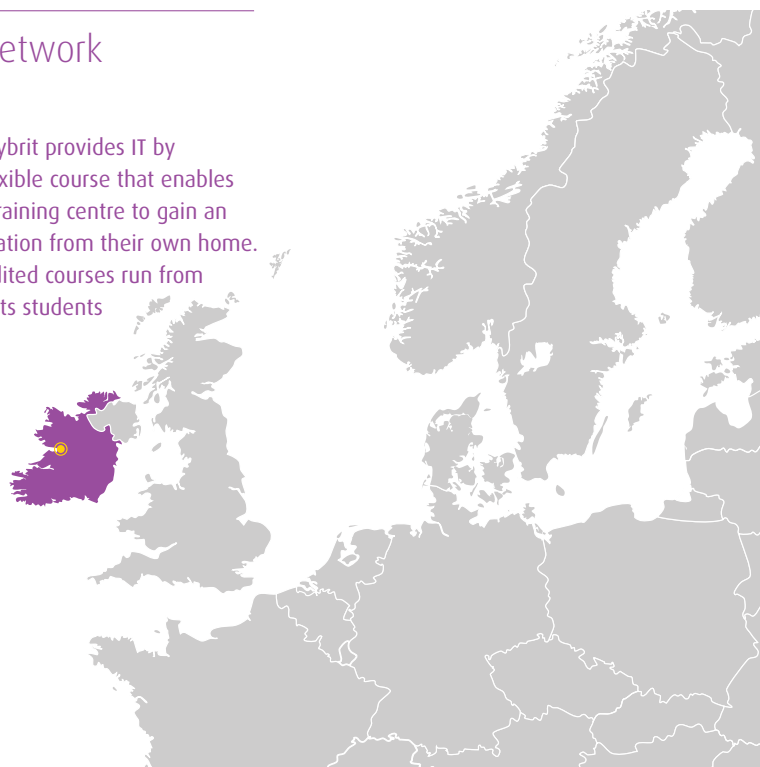
I am now qualified in Microsoft Office and this technical knowledge, along with the self-confidence I gained through studying, taking exams – for the first time in 40 years – and passing them, has encouraged me to start my own business, developing an accounts software programme for farmers.

One of the most important things I gained from being part of National Learning Network is that the overwhelming feeling of isolation was removed. Whilst the participants mainly study from home, there is fantastic team camaraderie and it was invaluable to me to meet others in similar circumstances to myself. As well as gaining a formal qualification that helped me secure a new career, I have also made lifelong friends who all share similar experiences.

I wish to express my sincere appreciation to National Learning Network and FÁS in supporting less fortunate people to realise their true potential and in enabling them to live their lives to the full.

## National Learning Network Ballybrit

National Learning Network Ballybrit provides IT by Distance Learning which is a flexible course that enables students who cannot access a training centre to gain an information technology qualification from their own home. It is one of a range of six accredited courses run from the centre in Ballybrit that assists students to gain employment.



# National Learning Network

Investing in People, Changing Perspectives

*2010 was a successful year for National Learning Network, which delivers a wide range of tailored courses in 50 locations around Ireland that are responsive to current labour market requirements. National Learning Network continues to develop and deliver a range of inclusive training, education and employment access services to meet the variety of needs of its students.*



Agnes Ingham, a student on National Learning Network's Employer-based Training course, gains some valuable work experience with Athlone Community Radio.

Its models encompass training delivered in specific training centres, within employment settings and through distance learning. In 2010, a new blended learning model of classroom and e-learning was also used to enhance the collaborative experience of those on distance learning programmes, while maintaining flexibility for students in accessing their training. The range of courses continued to diversify with those in the areas of personal development, computers and the service industries remaining popular choices. All programmes carry the nationally-recognised Further Education and Training Awards Council (FETAC) accreditation.



Artlink is just one of the range of arts programmes offered by National Learning Network's Roslyn Park College. Here Eileen Fitzgerald puts the finishing touches to an art piece.

Employment in the open labour market is the first choice of many students and National Learning Network is committed to supporting students to achieve this goal through providing high-quality courses that are tailored to meet the needs of individuals and which are also relevant to the labour market. The rate of progression of students completing training programmes remained strong in competitive jobs and further education markets, with over 90 per cent completing programmes and going on to employment, further education, training and other services.

The 2010 student satisfaction survey conducted as part of National Learning Network's ongoing quality assurance programme showed that 97 per cent of students were satisfied or very satisfied with the services that they receive. National



Learning Network's individualised person-centred planning approach contributes to these high-level outcomes.

A total of 4,832 people availed of rehabilitative training and vocational training in 2010. National Learning Network also provided support in accessing higher education grants as well as very successful continuous professional development, educational assessment and disability support services to over 8,000 people.

Without the positive relationships in place with FÁS, the Health Service Executive (HSE), the Department of Education and Skills, the Department of Health, and the Department of Justice and Equality, these services would not be possible. Colleges of further and continuing education, and a network of over 3,500 employers who provide work placements, also collaborate with National Learning Network.

### Labour Market Activation Fund – JobFit Programme

Working in partnership with TBG Learning, National Learning Network provided the quality assurance and FETAC certification for the JobFit programme. JobFit provided access to employment opportunities and FETAC-accredited course modules to over 1,500 participants in 2010.

### Quality Assurance

National Learning Network was delighted to achieve the European Foundation for Quality Management Recognised for Excellence quality award at Level 4 during 2010.

### Reach and Delvin Mental Health Services

Reach and Delvin are two services based in Balbriggan, Co. Dublin, that provide training and additional supports tailored for people who have enduring mental health difficulties. Acknowledged as best practice models in line with *A Vision for Change*, the report of the Department of Health's expert group on mental health policy, the programme was developed and delivered by National Learning Network, in partnership with the HSE.

These programmes represent a unique, socially-inclusive, recovery-based model of mental health rehabilitation in North Dublin. The services aim to assist students to experience health and social gains while also achieving the maximum level of community integration. Students explore further training and work opportunities while also completing FETAC certification in a variety of modules, where appropriate.

### New Horticulture Programme

A new Horticulture Skills programme commenced in December in Galway to equip students with the skills required to access employment in the amenity horticulture industry. During 2011, it is envisaged that the programme will operate in partnership with the FÁS-funded Galway Community Training Centre, sharing training facilities and offering cross-programme delivery.

### Brain Injury Service Innovations

National Learning Network's Quest service for people with acquired brain injury (ABI) started a project to develop a web-based international resource for people seeking easy-to-read and practical ABI-related information. The project is sponsored by Covidien and a launch is expected in mid-2011.



### Assessment Service

The educational assessment service continued to experience significant growth in services and further developed its partnership with the Institute of Technology Blanchardstown (ITB). The final report on the learning styles strand of the Strategic Innovation Fund project, in collaboration with ITB, was published in November. The assessment service also provided a range of services to a number of other Institutes of Technology, including educational profiling of students and training to staff on differentiated learning techniques.

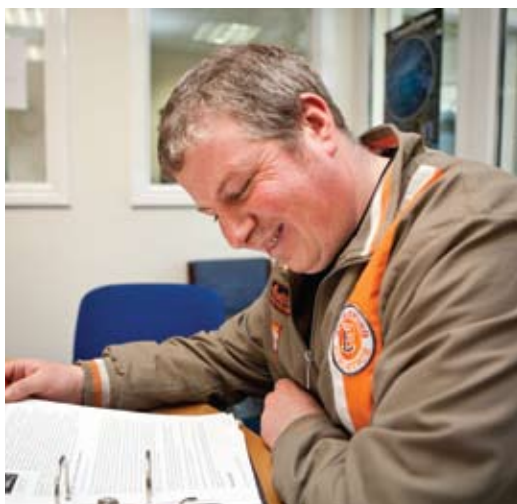
### National Learning Network/CDVEC Disability Support Service

The Disability Support Service continues to serve students and staff in eight City of Dublin Vocational Education Committee (CDVEC) Colleges of Further Education. The number of students requesting support continued to increase. The service also offers support to teaching staff and management, with training provided on disability issues and inclusive teaching practices.



Enjoying National Learning Network's horticulture course in Park House, Stillorgan, are (left to right): Emmet Noone, Sean O'Toole, Sean McDonald and Wesley Flanagan.





David O'Rourke, a participant on the Stepping Out project based in Athlone, which is funded by the Department of Justice and Equality through the Probation Service.

In November a *Study Skills Manual*, designed to assist students in further and higher education, was launched, a result of ongoing work between National Learning Network, the CDVEC, ITB and the Dyscovery Centre at the University of Wales, Newport.

An OECD research project commissioned by the Higher Education Authority on behalf of the Department of Education and Skills, *Pathways for Students with Disabilities to Tertiary Education and Employment*, noted the Disability Support Service as a model of best practice, referring to it as 'a sustainable, innovative and cost-effective approach'.

## Continuous Professional Development

The continuous professional development department provides accredited training to external organisations and individual professionals, offering an extensive range of courses covering disability and equality, learning diversity and tools for inclusive teaching. The department led a FETAC Standards Development Group in the establishment of three major awards in the disability domain – these are Level 6 Inclusive Education and Training, Level 6 Social and Vocational Integration and Level 5 Intellectual Disability Practice. The awards were approved by FETAC and will be available from March 2011.

## Banking on Your Skills

National Learning Network was selected by Business in the Community to participate in a project with Ulster Bank in Dublin. The project, entitled 'Banking on Your Skills', afforded students on the Information Technology with Office Skills programmes an opportunity to examine career progression routes in financial services with leading professionals in the industry.



'I was welcomed by people who were warm, open-hearted and willing to understand my illness... I am back at work now and I am happy to have a job that gives me satisfaction and hope for a better future.'

# TOMASZ\*

Staff member at Rehab Enterprises,  
Łódź, Poland

My health problems started in 2003. I was diagnosed with depression and paranoid schizophrenia with symptoms of catatonia. With some help I managed to fight the depression. However, you will never win over schizophrenia. For the rest of my life, I have to take medicines and be under a doctor's authority.

Before I found myself in hospital, I had not known what was happening to me. There were loads of thoughts in my mind. I heard different voices, I was afraid of people and had suicidal thoughts. I was introverted and I did not care about myself at all. Life was not easy for me. My mother and father died – that broke me completely. By profession I am a computer scientist. I lost a good job. I was no longer able to concentrate on anything. The disease took everything I had. I was left alone.

After a long period of hospital treatment I was directed to a medical clinic that helps people with mental disorders to return to society. At this time, the clinic was leading a project that aimed to find employment for its members. I was in real financial trouble – no money, loads of debts.

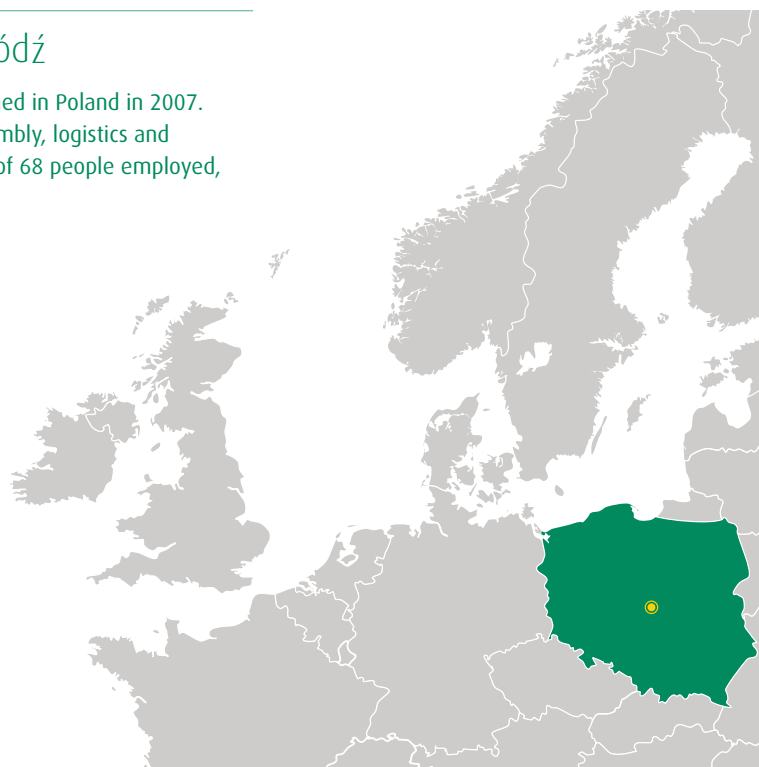
Fortunately, they found something for me. Rehab Enterprises in Poland was taking part in the project and they took me for three months to gain work experience in production. I was welcomed by people who were warm, open-hearted and willing to understand my illness. After three months the possibility to stay longer arose. I took my chance.

In the meantime I had a mental breakdown and I had to stay in hospital for three months. But even then, when I returned to work, Rehab Enterprises welcomed me with open arms and told me not to worry about anything. I am back at work now and I am happy to have a job that gives me satisfaction and hope for a better future.

\*Staff member's name has been changed to protect their confidentiality.

## Rehab Enterprises Łódź

Rehab Enterprises was established in Poland in 2007. Services include electronic assembly, logistics and keyboard printing, with a total of 68 people employed, of whom 18 have a disability.





# Rehab Enterprises

Investing in People, Changing Perspectives

*Through its 10 manufacturing and 11 retail locations across Ireland, Rehab Enterprises continues as Ireland's leading private sector employer of people with disabilities across a range of business sectors. Its international operations extend to four manufacturing locations in three European Union member states – the United Kingdom (through Haven), The Netherlands and Poland – with a total of 438 people employed of whom 226 are people with a disability.*



Expanded polystyrene recycling is but one of a range of services offered by Rehab Recycle – here Paul Brunton is pictured hard at work.



2010 presented Rehab Enterprises with significant challenges across a number of its manufacturing sites as customers and suppliers adapted to a changing economic landscape. Rehab Enterprises grasped these challenges as an opportunity to conduct a review of its operations and to more clearly focus its attention on the design, development and delivery of activities in its core areas of expertise, namely logistics, recycling, retail and employment services.

Rehab Enterprises receives support in Ireland through the Government's Wage Subsidy Scheme, operated by FÁS, and from the United Kingdom Government through the Department for Work and Pensions, as an employer of people with disabilities.

## Rehab Recycle

Rehab Recycle continues to be Ireland's largest post-consumer waste recycler. During 2010, it recycled in excess of 95,000 tonnes of waste – an increase of over 30,000 tonnes on 2009 – from its glass bring banks and waste electrical and electronic recycling (WEEE), plastic and paper recycling businesses.

Rehab Recycle's glass recycling businesses transitioned successfully from wholly-owned and operated premises in Dublin to a purpose-built site in Naas. The new business, Rehab Glassco – a joint venture in which the Rehab Group is the majority shareholder – produces recycled glass to the highest specification for sale into the glass manufacturing industry, in addition to metal can and PET (polyethylene terephthalate) recycling. Its class-leading manufacturing facilities are unequalled in Ireland and in 2011 the business will drive towards the goal of zero output to landfill. Plans are at an early stage for the former glass recycling facility in Dublin to be used for a new WEEE recycling operation.

Rehab Recycle Tallaght offers a 'take-back' service that ensures not only recycling of WEEE but can also include guaranteed data destruction and audited reporting. It partners with all of the major IT manufacturers in Ireland and offers a full asset recovery service with potential for a cash return to customers. Rehab Recycle in The Netherlands operates a reverse logistics system that collects, destroys and reports product 'take-back' from the marketplace for some of the largest software manufacturers. Rehab Recycle's ongoing programme with WEEE Ireland and Microsoft to raise awareness of WEEE recycling continued. Since its inception, over 1,500 schools have participated with in excess of 2,000 computers supplied free of charge as part of the programme.

The climate for cardboard and paper recycling remained challenging throughout 2010 with significant swings in the price for baled paper and strong competition for collection contracts. Towards the end of the year, the Rehab Recycle Ballyfermot facility was upgraded with improved security capabilities, as the business seeks to capitalise on growth opportunities in the confidential document destruction sector. The plastics recycling business will relocate from Navan to Ballyfermot in 2011, reducing operating costs and improving efficiencies.

## Rehab Logistics

The Rehab Logistics facilities in Limerick and Łódź provide 24/7 integrated logistics support to computer manufacturer Dell in the form of storage, keyboard printing and electronic assembly services. The Łódź plant now provides the greater manufacturing capacity, with the Limerick plant hosting the customer interface. The partnership arrangements developed with local disability organisations in Poland continue to provide employment opportunities for a significant number of people with disabilities. 2010 proved

a very successful year at the Łódź plant with an impressive 23 per cent increase in keyboard printing output and the securing of three major new customers in the area of electronic assembly that will likely lead to further significant business opportunities in 2011.

Rehab Logistics in Kilkenny specialises in customised packaging solutions for the electronics, pharmaceutical, telecommunications and food sectors. Its call centre operation and associated direct mailing service experienced continued growth and development during the year arising from increased call and mail volumes.

The Rehab Logistics plant in Mountmellick was relocated to new premises in Portlaoise offering better access and increased space. The plant offers local assembly solutions to industry across Ireland, including a distribution service for a range of TheraTogs physical rehabilitation aids.

## Rehab Retail

Rehab Retail enjoyed a successful and profitable 2010 and ended the year with a total of 11 Smiles stores sited within client premises in Dublin. The stores offer a wide range of convenience retail services for staff and visitors and further store openings are planned for 2011.



Staff (left to right): Ronan O'Brien, Rashid Koya and Oisín Hedou at the Smiles shop in AIB Bank Centre in Dublin. Rehab Enterprises operates 11 stores on client sites across Dublin.



James Doyle, one of the asset recovery staff at Rehab Recycle's WEEE recycling facility in Tallaght.



Celebrating their success at the 9th annual Repak Recycling Awards, where Rehab Glassco was named Repak Recovery Operator of the Year 2010, were (left to right): Andrew Olson, Marketing and Key Account Director for award sponsor Tetra-Pak; John Gormley TD, then Minister for the Environment, Heritage and Local Government; David Farrelly, Business Development Manager, Rehab Glassco; Zeki Mustafa, Managing Director, Rehab Glassco; and Andrew Hetherington, CEO, Repak.

## Employment Services

Rehab Enterprises seeks to promote the employment of people with disabilities in the public and private sectors by assisting companies through its range of employment services.

Workability offers a disability management service known as Access Ability to external companies, providing advice on best practice in all areas relating to the employment and retention of people with disabilities. It also provides support, advisory and assessment services to public sector organisations participating in the National Disability Authority's 'Excellence through Accessibility' (EtA) Award.

In 2010, Workability was commissioned by the Workplace Safety Initiative – a collaboration by a number of organisations to promote safety in the workplace – to update existing published research on 'Supporting an injured worker to return to work'. This aims to provide practical guidelines on developing and implementing a workplace return to work programme.

The Group's own employment assistance programme, WorkPath Services, continued to ensure that employees with a disability are supported in sustaining their performance and in developing work-related social skills.





'I am learning how to do my own cooking and cleaning my own house, which I am very proud of.'

# DYMPNA FARRELL

Resident at RehabCare Knocklofty Rural Residential Service,  
Co. Tipperary, Ireland

My name is Dympna Farrell and I am 46 years old. I live in Knocklofty, which is in a rural area. I live in a lovely semi-independent house during the week and I also get to go home to my father's family at the weekend. I get the best of both worlds.

I am learning how to do my own cooking and cleaning my own house, which I am very proud of. I choose what to have in my house and the staff members help me when I need it. I have lots of friends in the houses at Knocklofty and I can visit them for a cup of tea.

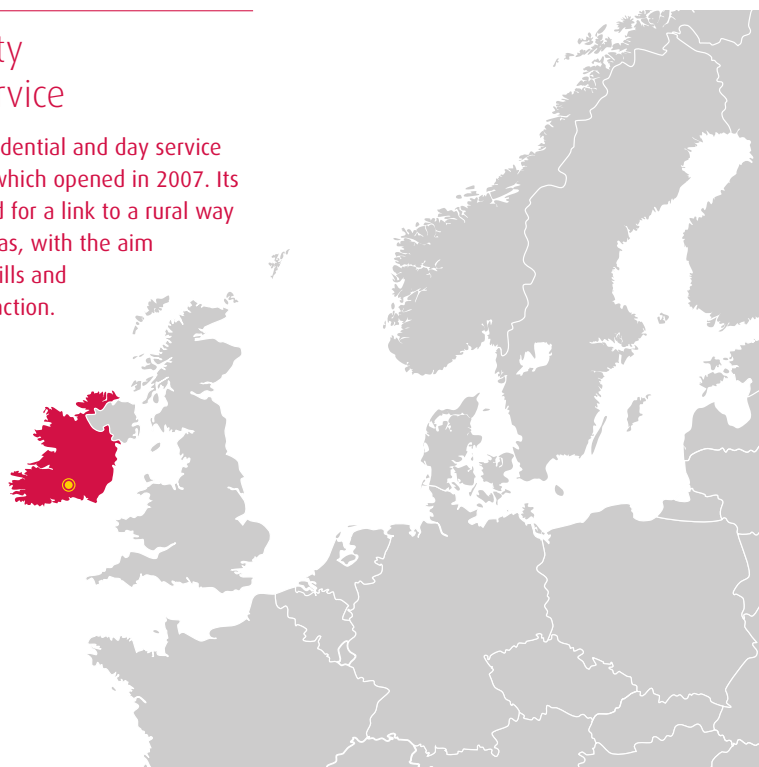
We have a big farm at Knocklofty too. I go to the farm and help look after all of the animals – the rabbits, the guinea pigs, the white horse, the donkey, the hens and the two dogs. I sweep the huts and put in some straw, wash the kennels out and feed the animals – I also collect the eggs laid by the hens each day.

We also do some gardening. We grow lots of different vegetables like tomatoes, cabbages, onions, and strawberries. We use the vegetables and eggs to make meals with and to bake with. We are helped to learn how to sow the seeds, water them and look after them until they grow and we can dig them up and eat them. I love the flowers we grow; they make everywhere look very colourful.

I also go to the day service and we write about the rabbits, do kitchen work, watch videos and make flower pictures for the annual Christmas craft fair held by the RehabCare resource centre in Clonmel. I am also doing a FETAC course on Living in a Diverse Society, which I love – I like writing stories.

## RehabCare Knocklofty Rural Residential Service

Knocklofty is a unique rural residential and day service in the hills of south Tipperary, which opened in 2007. Its ethos is recognition of the need for a link to a rural way of life for people from rural areas, with the aim of promoting self-sufficiency skills and achieving full community interaction.





# RehabCare

Investing in People, Changing Perspectives

*Flexibility, responsiveness, innovation and commitment to excellence continued to be the cornerstone of RehabCare's achievements during 2010. More than 2,600 clients accessed a range of community and home-based supports, including resource centres, outreach services, respite care, supported accommodation, residential and home-based services.*



Karen Long, a keen participant in a drama workshop, just one of a range of innovative programmes offered at RehabCare's resource centre in Carroll Village, Dundalk.

RehabCare's services are supported by a range of external stakeholders, including the Health Service Executive, the Department of Health, and the Department of the Environment, Heritage and Local Government. Support was also provided through the Rehab Group's own fundraising activities while staff and clients continued to strive for excellence and for new ways to deliver services in the context of significant economic challenges.

## Resource Centres

RehabCare's new resource centre in the heart of Tullamore town was officially opened by then Taoiseach, Brian Cowen TD in September. The centre caters for over 40 adults with disabilities.

The Castlerea resource centre underwent major refurbishment, with the service now supporting 30 people, from areas as far apart as Boyle on the Roscommon/Sligo border to Ballymoe in North Galway.

In December two clients at the Dun Laoghaire resource centre fulfilled a lifelong ambition with the publication of their books, thanks to support from the National Lottery grant scheme. The books were launched by author Sarah Webb at a reception also attended by then Minister of State Barry Andrews TD.

RehabCare in Navan was the beneficiary of the Vodafone 'World of Difference' competition with the awarding of financial support for a Project Arts Officer at the resource centre. The officer was tasked with building creative connections between those accessing the centre and the wider community through a number of arts projects.

The Dundalk resource centre received the Environmental Excellence Award at the County Louth Business Awards Gala event in recognition of its Green Flag and Healthy Food programmes.

## Residential and Respite Services

The plan to develop the Sexton Street residential and day service project in Limerick advanced considerably during the year. The project will provide 36 units of accommodation, a day service and regional support services. It is anticipated that construction will get underway in 2011.

Funding was approved for two new residential services in Thurles during the year. These will provide high support to a number of young people with an intellectual disability and significant support needs.

Following funding approval, a permanent property has been identified for the adult residential service in Nenagh. It is anticipated that four people will be able to move into the premises in spring 2011.

The Navan children's respite service transferred to a new purposely-renovated premises in March. The service provides a home from home for children with disabilities and offers parents an opportunity to take some time out for themselves and other family members.

The Knocklofty rural residential service opened a second house and independent living apartment during the year. Residents can participate in gardening and light farming, with the grounds featuring communal gardens, a polytunnel, a barn, a hen house and a range of farm animals. A total of eight people now avail of the accommodation options on-site, in addition to the day service in place.

## Supported Accommodation Services

In partnership with Newgrove Housing Association, plans are underway for two new supported accommodation services in Sligo and Castlebar. In total 10 people will move into their new semi-independent living homes during 2011, with support provided by RehabCare staff. This will create a stable home environment for the clients, and facilitate their independence and full integration into the community.

Clients continued to take up residence throughout the year in the supported accommodation apartments in Regent House in Kilkenny. Clients are enjoying all the benefits of living in the city centre and settling in well to the high-quality, purpose-built apartments with their panoramic views from the extensive rooftop terrace.

## Red Hill School

The Department of Education and Skills concluded a Whole School Evaluation of Red Hill School in 2010. This resulted in a very positive report with inspectors commending the Group for its vision in setting up the school, and its principal and staff for the programme of education and academic development in place. Separately, approval and funding have been granted by the Department of Education and Skills for the development of a new temporary building for the school in 2011 that will allow for its expansion from 17 pupils currently to 55.



Enjoying a game of bocce from RehabCare in Athlone are Aoife Farrell (*front*) and (*back left to right*): Laura Gaffey, Deirdre Corbally, Valerie Ryan and Kyra Kiniorns.



Having a game of pool as part of the social activity programme at the RehabCare resource centre in Bantry are (*left to right*): Oliver Harrington, Alan Brookes and Michael O'Riordan.

## Home-based Services

Although operating in a very challenging environment, RehabCare continued to develop its home-based services for older people and adults and children with disabilities throughout the country. Almost 170,000 hours of support were provided to people within their homes and communities.

## Quality

RehabCare undertook a number of quality initiatives during the year as follows:

- In line with the ethos of continuous improvement, a best practice framework for person-centred planning (PCP) was implemented. In addition, a FETAC Level 5 training course on a person-centred focus to disability was designed.
- An enhanced generic monitoring tool incorporating Health Information and Quality Authority standards was implemented and is being utilised across residential services.
- In line with international best practice, a new policy framework on behaviours that challenge was developed and is being implemented.

- The organisation continued working within the Business Excellence framework and is committed to undertaking the necessary requirements to maintain and enhance its Recognised for Excellence recognition in 2011.

## Learning and Development

RehabCare acknowledges the huge contribution that all staff members have made, and continue to make, in supporting clients in achieving their wishes in life. Training is key to ensuring that staff members are confident that their skills continue to be up-to-date. One important area of development was the achievement by 18 staff members in becoming fully-accredited Mental Health First Aid instructors. In addition, in conjunction with National Learning Network, the training department successfully progressed FETAC accreditation for Care Skills training with further accredited courses expected in 2011. This will further enhance services in meeting the specific needs of clients in a way that is truly person-centred.



At the launch of their books at the Dun Laoghaire resource centre in Dublin are Deirdre O'Brien and John Cooney.





‘It’s thanks to Chaseley that I have discovered a new aspect to life... it’s as though another door has opened and I can’t tell you how exciting it is.’



# JIM JENNER

Client at The Chaseley Trust's Day Care Centre,  
Eastbourne, England

I spend many an hour painting in the fantastic art room here, and I also join in with some of the activities. I've been coming for several years and I love talking to all the other people who use the day care service as well as the residents.

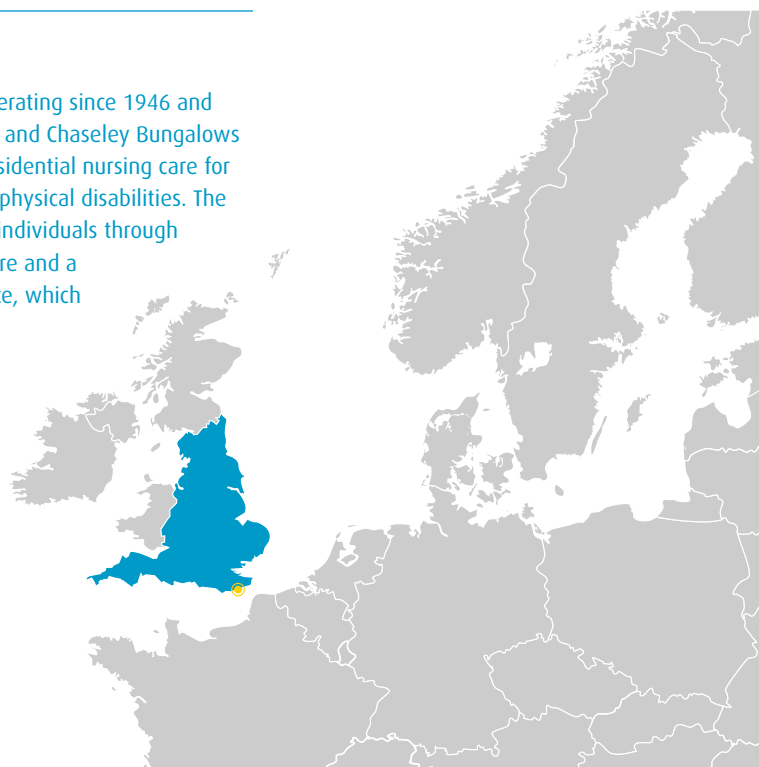
I confess it took a few months to get used to Chaseley, as I hadn't encountered such severely disabled people before, but now I can't tell you how much it means to me to come here. It gives me a social life and male company, which I really missed. I've made friends with some of the residents, and get invited to their rooms for a chat. Without Chaseley I wouldn't have a social life at all and, as my wife would tell you, would be a 'miserable so-and-so'.

It's also thanks to Chaseley that I have discovered a new aspect to life I never thought I'd have. Last year, I started carriage driving, facilitated by Riding for the Disabled. It's as though another door has opened and I can't tell you how exciting it is.

To be free on a lovely carriage with a beautiful horse in front of you that will respond to your commands is such a thrill. Winning my first-ever competition was even more amazing. Everyone should have a go at something like this and the brilliant group of people at Riding for the Disabled, along with Chaseley's activities staff, have made it all possible.

## The Chaseley Trust

The Chaseley Trust has been operating since 1946 and administers the Chaseley Home and Chaseley Bungalows in Eastbourne. These provide residential nursing care for up to 68 adults with significant physical disabilities. The Trust also supports many more individuals through respite and holiday care, day care and a multi-disciplinary therapy service, which is available to non-residents.



# TheChaseleyTrust

Supporting People with Disabilities

*The Chaseley Trust, located in Eastbourne on the south coast of England, operates two registered nursing homes, Chaseley Home and Chaseley Bungalows, providing services to people with significant physical disabilities.*



Chaseley Home resident Nicola Hinkley (centre) shares a lighter moment with Nursing Auxiliaries (left to right): Robyn Robards and Ross Cornford.

Chaseley Home provides residential accommodation for up to 55 people and, alongside caring for its permanent residents, offers respite/holiday care, day care and a multi-disciplinary therapy service. During the year, the number of therapy sessions increased by 260, with specialised interventions being provided to residential and outpatient clients with long-term physical and neurological conditions. These included complex postural and seating assessments, cognitive assessment, bespoke splinting and electrical stimulation, as well as individually-tailored gym programmes.

Chaseley Bungalows achieved Care Quality Commission registration in 2009 and, by the end of 2010, eight of the 11 bungalows were occupied. Respite care clients – some with their families – have also been accommodated in the bungalows during the year. It is anticipated that the bungalows will achieve full occupancy in 2011.



Outside his new conservatory is Chaseley Bungalows resident Graham Harwood, his wife Tania and their dog Poppy, with (back left to right): Noel Chilton, Chaseley Bungalows Registered Manager; Victoria Trevelion, Acting Deputy Manager; and Paul Harmer, Personal Assistant.

In the context of the changing economic climate and reductions in available resources, the Trust undertook a number of cost containment measures and restructuring of resources during the year to improve efficiency.

### Chaseley Conference

In September, the Trust staged a well-attended one-day conference for health and social care professionals exploring the needs of people living with a physical disability. The conference proved very valuable and of interest to attendees, and further enhanced the Trust's profile with a key audience.

### East Sussex Outpatient Services

The Trust's partnership with East Sussex Outpatient Services (ESOPS) in providing a venue for NHS consultant-led clinics continued to expand with the provision of further out-patient clinic space. Consultations are ongoing with other individuals and organisations, with the aim of making more clinics and services available to the community in future.

### Chaseley Home Improvements

Funding was secured to make further improvements to the Chaseley Home, including the provision of fixed overhead hoists to many residents' rooms – a process expected to be completed in 2011.

### New Brand Identity

A new brand identity for the Trust was introduced during the year to better represent the Trust as a member of the Rehab Group family. As part of this, the Chaseley Trust website was redeveloped to make it more engaging and user-friendly.





'The workshops were excellent and a lot of what I learned I've used in everyday life, such as thinking positively about every situation.'

# HEATHER KELLY

Former Service User, Momentum Skills' Accelerate Programme, Ayrshire, Scotland

No words can describe the pain I felt at having to give up my children. I have always been an excellent mother – and my children are testament to that – but I stopped looking after myself and I lost my way.

I was with my children's father for eight years and it was a turbulent relationship. When the relationship ended, I became depressed. I was desperate to meet people and to fill this empty space I felt. I started socialising and having a drink. Before I knew it, I had become dependent on alcohol in only a few months.

I had just completed a detox programme when my children were taken from me. Social services put them into their father's care because they believed he would be better looking after them at that time. However, I strongly disagreed with this. This sent me into a downward spiral and I started drinking again. Eventually I tried another detox programme and was successful.

I joined Momentum's Accelerate programme in September 2010 – this was different to anything that I had experienced before. The programme was a life-saver for me.

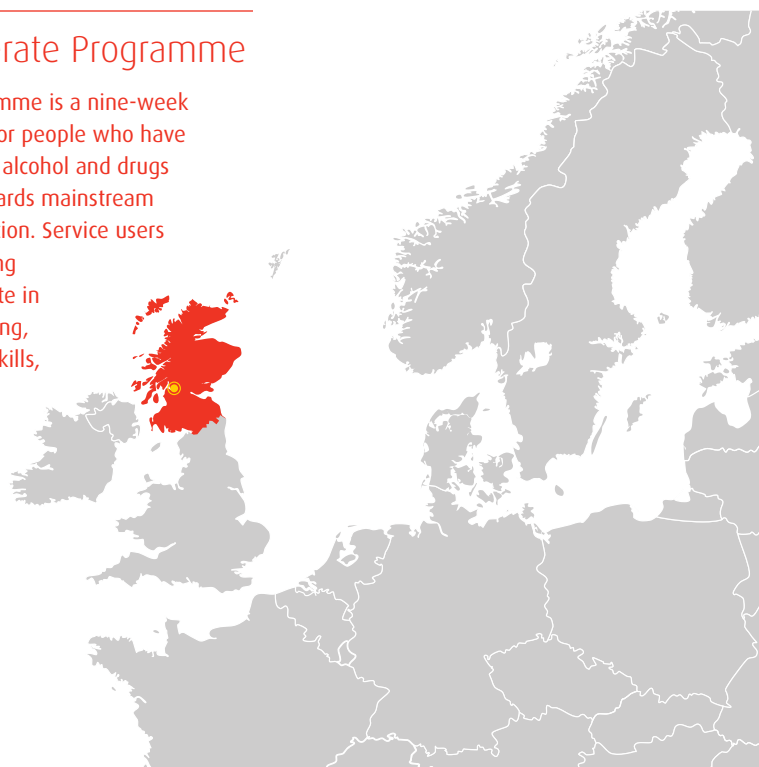
The workshops were excellent and a lot of what I learned I've used in everyday life, such as thinking positively about every situation. I participated in various confidence-building workshops and gained a range of qualifications, including achieving a 100 per cent pass rate in the Rural Environmental Health Institute of Scotland Food Hygiene course.

Instead of just dealing with my addiction, I learned how to deal with the issues that led to it. This is really what changed my life. Within weeks of completing Momentum's programme I was reunited with my children, on the day before Christmas Eve. I believe that this may not have happened, or at least would have taken longer, if I had not received this support.

The separation from my children was too long and I will never risk losing them again. I am much stronger than before and I now have the tools to stay strong and move forward thanks to Momentum.

## Momentum's Accelerate Programme

Momentum's Accelerate programme is a nine-week self-development programme for people who have experienced issues surrounding alcohol and drugs to support them in moving towards mainstream employment, training or education. Service users can undertake a range of training qualifications and also participate in workshops on confidence-building, assertiveness, communication skills, responsibility and ownership, team-building, creative arts and employability.





# MOMENTUM

*Momentum is a leading not-for-profit organisation that supports disabled and marginalised people to realise their potential and to fulfil their ambitions. Every year, Momentum transforms the lives of more than 2,000 people across the United Kingdom by supporting them to overcome barriers to employment or further education, inclusion and independence. Its services have a positive impact not only on the individuals it supports, but also on families, carers and local communities.*



Helena McFadden (left) enjoys a day out at an art gallery and museum with her Support Worker Samantha Dale (right) as part of Momentum Care's Community Solutions programme, which aims to increase the confidence and independence of adults with a brain injury.

Momentum delivers a wide range of high-quality, person-centred services from 26 locations across the United Kingdom. These services cover the areas of brain injury, spinal injury, mental health, employment and training, job retention, learning disability, community rehabilitation and social care. Momentum consists of three organisational strands: Momentum Skills, Momentum Care and Haven.

## Momentum Skills

Momentum Skills is a leading provider of training, employment and vocational rehabilitation services, empowering disabled and disadvantaged people to build the skills that they need to move towards full economic and social inclusion. The organisation operates from 17 locations, assisting around 1,600 people annually.

### Work Choice

Momentum Skills was successful in winning a prime contract from the Department for Work and Pensions to deliver its Work Choice programme in Grampian, the Highlands and Islands, and Clyde Coast. Work Choice is an employment programme for people with a disability and has been developed in close consultation with disability groups and disabled people. It is expected to greatly improve on the effectiveness of previous programmes by tailoring support to the needs of each person to help them find employment and then progress and stay in work. Significant subcontracts were also gained from Work Choice prime contractors in other areas of the country.

### Assistive Technology

Momentum Skills was awarded a capital grant from the Ian Karten Trust to install assistive technology in four centres, enabling access to information technology for disabled people.

## European Social Fund

The decision by the Scottish Government to adopt a co-financing model for 2011 funding applications means that third sector organisations like Momentum must now apply through Community Planning Partnerships or the Scottish Council for Voluntary Organisations (SCVO) for European Social Fund monies rather than directly as previously. There has thus been close engagement with these organisations to access the fund and, as a result, Momentum Skills was included in four bids – Glasgow, Fife, South Lanarkshire and the national SCVO bid – with the results to be announced in 2011.

### Access to Work

Momentum Skills was commissioned to undertake a review of Access to Work services for the Channel Islands in order to identify whether the United Kingdom model of Access to Work could be applied there. Access to Work provides ergonomic work station assessments and funding to implement technical and physical adjustments in the workplace to accommodate disabled staff, and it is hoped that this development will result in future opportunities for the organisation.

### Yoker Café

Momentum Skills' Yoker Café won an Eat Safe Award from the Scottish Food Standards Agency. This is a particularly special achievement as only 100 organisations in Glasgow have received the award, which recognises the highest standards in food preparation.

## Momentum Care

Momentum Care offers a variety of health and social care services to people with a wide range of needs. An experienced team of professional social care staff provides flexible services that support people in their communities, enabling them to live independently in their own homes and participate in community-based activities. In 2010, Momentum Care continued to develop its range of service provision in both England and Scotland, delivering 4,000 hours of support each week in 10 geographical locations.

### Framework Accreditation

Framework accreditation – previously known as Approved Provider status – was secured to deliver care at home services in Coventry, care at home services for older people in Redcar and Cleveland, and care at home services for people with learning disabilities in Durham.

### Service Development

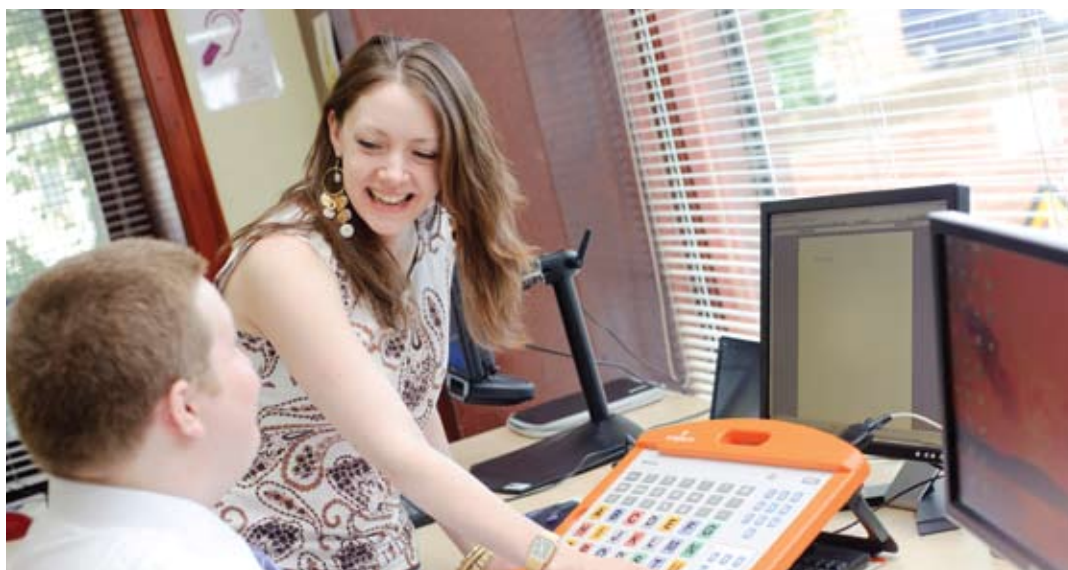
Extensions to the existing Momentum Care day care service in Coventry and home care contracts in Lanarkshire and Aberdeenshire were secured. As a result, approximately 200 more people will be able to benefit.

### Momentum Care Coventry

A new lease and future ownership of a larger fit-for-purpose day care facility in Coventry was agreed and this will open in 2011. The new facility will enable Momentum Care to expand its day and community support services to a wider adult population.

### New Induction Programme

A new programme of induction was developed for all Momentum Care delivery staff, in conjunction with the Care Commission in Scotland. The programme supports staff in working towards a Scottish Vocational Qualification Level 2 Award in Health and Social Care.



Momentum's Assistive Technology Development Worker Beth Mundell provides training and support to people with disabilities in accessing and operating specially-adapted computers and other assistive technologies to improve independence and quality of life.



Joe Murdoch enjoys his work assembling boxes at Haven in Hillington.



Tony Spence processes waste electronic and electrical materials, such as computers and televisions, for refurbishment and reuse at the Haven Recycle facility in Hillington.

## Haven

Haven provides meaningful employment and training opportunities to a diverse workforce, many of whom are disabled. Haven's service provision has now expanded from factory and complementary workforce operations into electronic recycling, based on the successful model developed by Rehab Enterprises in Ireland and The Netherlands.

### Work Choice

Haven's disabled employees have transitioned seamlessly from Workstep to the new Work Choice programme, which provides resources to support the employment of people with disabilities in the workplace. As part of this development, Haven will continue to support colleagues in maximising their potential and in achieving their career aspirations.

### Complementary Workforce

A successful partnership pilot with the Scottish Government and Registers of Scotland has enabled the number of Haven Complementary Workforce employees with disabilities working at Registers of Scotland to grow significantly. It is hoped a further pilot project will be developed in 2011.

### Haven Recycle

Funding was secured from Zero Waste Scotland to assist in the set-up and growth of the new Haven Recycle operation, an activity that contributes towards one of the Scottish Government's key objectives for a cleaner, greener Scotland.

### Edrington Group Award

For the second consecutive year the high level of customer service at the Hillington operation was recognised by a key customer, The Edrington Group. Haven will be presented with a Supplier Achievement Gold Award at the Group's headquarters in The Macallan Distillery, Speyside, in 2011.





'Being able to use what I've learnt with TBG Learning in my everyday job, and indeed my life in general, has made me feel so confident.'

Leanne Reed (*right*) chats with her TBG Learning Assessor Sarah Wood in the kitchen showroom of Carvers Builders Merchants in Wolverhampton.

# LEANNE REED

Former Business and Administration Apprentice at TBG Learning Derby, England

When my employer suggested that I sign up to do an Apprenticeship with TBG Learning I was a little unsure, but I thought I'd give it a go anyway.

My Assessor was a great help and really gave me the support I needed to progress through the course. I've never been confident with numbers or mathematics in general but my Assessor made me feel completely at ease. Being able to use what I've learnt with TBG Learning in my everyday job, and indeed my life in general, has made me feel so confident.

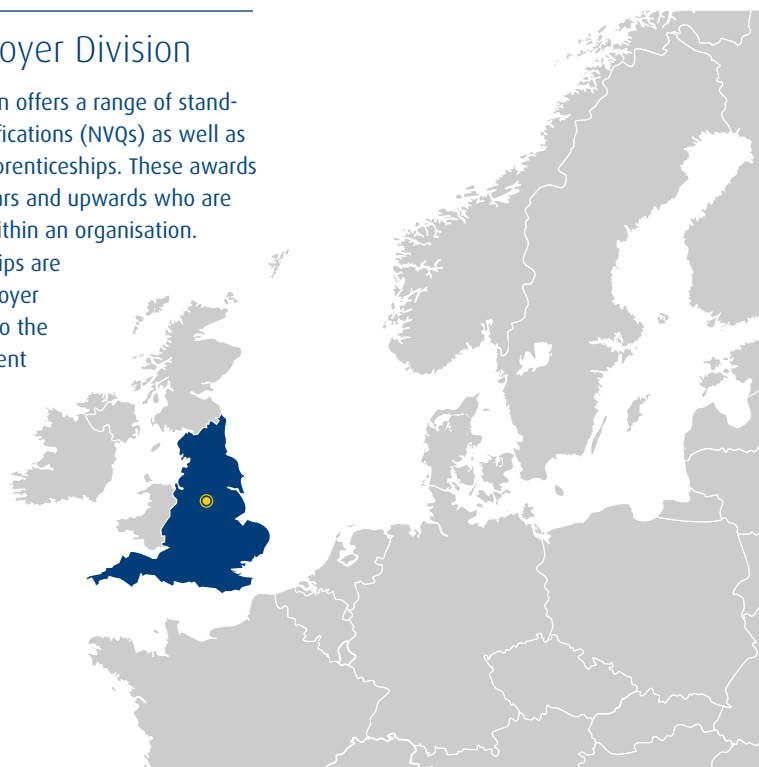
I've learnt how to be more professional in my day-to-day dealings, in terms of suppliers and customers. The Apprenticeship has also given me the ability to go on and achieve more in my job. Since completing the course, I've become the Staff Council Representative for a large section of my company, which gets me heavily involved in health and safety. I'm also the Events Co-coordinator for all staff events that take place and a member of the events team.

In addition, I'm deeply involved in charitable activities and have implemented a 'Charity Friday' at the end of every month. I'm a key volunteer for the Carver Wolverhampton marathon; I get our suppliers involved by sponsoring us and use the local media to raise the profile of the company.

I believe that all this wouldn't have been possible without the confidence my National Vocational Qualifications have given me. I'm just so glad that I took the steps to go through with it. Having the Assessor I had, and the guidance to complete the courses to the standard that I was capable of, definitely gave me the strength to carry on.

## TBG Learning's Employer Division

TBG Learning's Employer Division offers a range of stand-alone National Vocational Qualifications (NVQs) as well as Intermediate and Advanced Apprenticeships. These awards are open to people aged 16 years and upwards who are employed or on a placement within an organisation. Both the NVQ and Apprenticeships are delivered by a designated Employer Division Specialist who will go to the workplace to carry out assessment or support visits, reviews or training as required.



# TBG Learning

Improving Lives Through Learning

*TBG Learning provides learning, development and employment opportunities for a large number of socially- and economically-disadvantaged customers, aged 14 years and upwards. In 2010 almost 25,000 people accessed training and other interventions, achieved qualifications or other progressions while 3,234 people were supported in gaining employment – that's a new job for over 14 people every working day of the year.*



A learner from TBG Learning Lambeth's hip-hop dance course practises her moves.

During the year, TBG Learning delivered services from its network of 34 centres across England, Ireland and Scotland, as well as on employers' premises. Customers can choose from a wide variety of learning opportunities, ranging from basic literacy, numeracy and social development skills to beauty, dance and construction.

Throughout 2010, the market continued to be very competitive. Notwithstanding this, TBG Learning launched two Community Task Force (CTF) services in Scotland and the Black Country. It also won a substantial contract in Ireland for the delivery of a Labour Market Activation Fund service on behalf of the Department of Education and Skills, which was supported by the Irish Government and the European Social Fund. The company had also tendered extensively for new business in the welfare to work area that was ultimately cancelled following the change of Government in the United Kingdom. All of these contracts will be replaced by the Work Programme, run by the Department for Work and Pensions.

### The Work Programme

The funding environment for employment-related support services in the United Kingdom changed significantly after the new Government took office in May. The Conservative/Liberal Democrat Coalition Government introduced a new welfare to work policy, under which payments to service providers will be heavily weighted in accordance with the achievement of employment outcomes.

All previous welfare to work programmes, such as Flexible New Deal and CTF provided by TBG Learning, will conclude in 2011 to make way for the Work Programme, which offers comprehensive skills training, job placement and sustainable employment outcomes.

The procurement process started in autumn 2010 with the establishment of a Framework Agreement for the provision of services. TBG Learning, under the Rehab Group umbrella, competed to be included in the framework and was successfully appointed to it in Wales and the South West of England.

### JobFit in Ireland

In May, in partnership with National Learning Network, TBG Learning was awarded funding to establish the JobFit employment and training programme in 11 centres across Ireland. A total of 77 staff were recruited and tasked with engaging 1,500 participants before the end of December.

The programme was targeted at those unemployed people far removed from the labour market – those who have been out of work for three months or more and who have achieved a Junior Certificate or below – in supporting them in getting a job or moving on to further education or employment-related training.

It offered participants a personalised programme lasting up to 13 weeks including free skills training, nationally-recognised qualifications – for example, FETAC Work Preparation, Work Orientation and Computer Literacy qualifications – and free work placements with local employers. JobFit also provided participants with job search support in areas such as CV and letter-writing, interview techniques and presentation skills.

By the end of the initial phase of the programme, in an exceptionally challenging jobs market, staff had excelled in their efforts in meeting and exceeding the target of securing 300 jobs for participants.



## Ofsted Inspection

In July TBG Learning celebrated the results of its Ofsted inspection, which once again placed TBG Learning among the top providers in the United Kingdom for the quality of its provision. The inspection report, which dealt with all aspects of its services, graded its equality and diversity provision as 'outstanding' – the highest possible grade – and the organisation's overall effectiveness of provision as 'good', the next highest grade.

To receive a grade one 'outstanding' for equality and diversity a second time is testament to the ongoing commitment of the organisation. Ofsted highlighted within its report that learners are motivated, enthusiastic and enjoy their learning in very safe, informal learning environments, which is recognition of the exceptional work of tutors and learning centre staff.



At the celebration event marking participants' completion of the JobFit programme are (left to right): Tom Brophy, participant; Imelda Noone, JobFit Tallaght Centre Manager; Tanya Govan, participant; and Pat Rabbitte TD, Minister for Communications, Energy and Natural Resources.

## London Region

A new learning centre opened at Havering in London, delivering real-life training to 16 to 19-year-olds within a fully-functional retail store.

A Peer Learning Mentor programme was introduced offering practical support to young people joining the Foundation Learning programme. The learning mentors offering this support are young people who have completed their own Foundation Learning programme with TBG Learning.

## East of England and Scotland

As part of the Government's Backing Young Britain campaign, CTF was launched in Scotland, providing young people with an opportunity to gain work-related skills through placements with employers.

TBG Learning centres across Essex launched their new Foundation Learning programme and introduced training leading to qualifications in areas such as hair and beauty, and construction.



Patience Udofah (centre) receiving a New Beginner Award at TBG Learning Lambeth's awards and celebration event with Abi Osho, Head of Skills Development (left), and Kate Hoey, MP for Vauxhall (right).

## West of England

A new learning centre opened in Dudley in the West Midlands in January, delivering CTF and Foundation Learning programmes. By the end of the year, over 1,000 positive outcomes had been achieved.

In the Black Country, CTF helped 190 young people back into work in its first nine months of operation.

## South of England

Owing to the outstanding success of the Response to Redundancy contract in Kent, centres were awarded additional funding to support more customers while, separately, four centres were specifically awarded CTF contracts.

During 2010 centres offering Flexible New Deal secured jobs for 763 long-term unemployed customers, while 55 per cent of Entry to Employment customers progressed on to either further education or employment.



Leah Root is a keen participant on TBG Learning's Foundation Learning programme in Kent.

# REHAB GROUP FUNDRAISING

*Fundraising is a key activity within the operations of the Rehab Group in that it helps to bridge the gap between expenditure on providing services and the income received from funders. In particular, fundraising income is very important in the context of developing new services.*



Stephen Pound MP for Ealing North goes down on bended knee to be bestowed with his winner's medal by chef Gary Rhodes OBE, following the Rehab Parliamentary Pancake Race in Westminster.

The Group is engaged in a wide range of fundraising activities at local and national level, in Ireland and in the United Kingdom, as well as being involved in a number of lottery businesses.

## Fundraising in Ireland

2010 was a very difficult year for fundraising in Ireland because of the economic downturn. At consumer level, there was pressure on the amount of discretionary cash available for giving. Similarly, in the corporate sector, social responsibility budgets suffered because of the depressed business environment.

The fundraising team responded by introducing a number of new revenue-generating initiatives during the year as well as building on the more established sources of fundraising income.

The Group's flagship national fundraising event is the annual People of the Year Awards, which give public recognition to individuals who, through their personal courage and achievement, have made an outstanding contribution to communities both at local and national level. In 2010, the Awards, which were sponsored by QUINN-healthcare and broadcast live on RTÉ One, were attended by 850 people and attracted 823,000 viewers. The guest of honour at the Awards was the then Minister for Tourism, Culture and Sport, Ms Mary Hanafin TD.

In June, the organisation was successful in launching its new national fundraising day, 1 Day for Rehab. Across the country, over 100 communities got together to organise local fun activities to raise much-needed funds for their local Rehab service. The 1 Day for Rehab fund benefited from a number of key events, including the Lord Mayor's Gala Ball in Cork and a 24-hour scubathon undertaken by a number of regional diving clubs in Kilkee Bay, Co. Clare. It is hoped to build significantly on this initial success in 2011.

The inaugural Rehab Waterways Adventure, sponsored by Bord na Móna, took place in August. A three-person crew, led by Captain Eric Kemp, sailed the *Nieuwe Zorgen* heritage boat through the midlands over a period of two weeks on an awareness-raising and fundraising quest for Rehab.

A range of local fundraising events also took place, including the local People of the Year Awards held in 11 counties, church gate collections and sponsored walks. One of the Group's longest-established community fundraising events, the Rehab All-Ireland Pub Quiz came to a climax in Athlone in November. Legendary GAA commentator and broadcaster Micheál Ó Muircheartaigh acted as special guest quizmaster for the final.

The Group also actively pursues donation income from philanthropic foundations, dormant account funds and business corporations.

## Fundraising in the United Kingdom

The Group is involved in a wide range of fundraising activities in England and Scotland. In England, a number of high-profile fundraising events were held, most notably the annual Rehab Parliamentary Pancake Race and Rehab Golf Day.

In advance of Pancake Tuesday, on 9 February, teams from the House of Lords, the House of Commons and the Parliamentary Press Gallery participated in the annual Rehab Parliamentary Pancake Race next to the Houses of Parliament, Westminster. The race was officially started by chef, restaurateur and author Gary Rhodes OBE.

The Rehab Golf Day, which is the organisation's most successful fundraising event in the United Kingdom, took place in Moor Park Golf Club in Rickmansworth in May. It attracted great support from the local business community and surrounding areas and raised £35,000.



Other fundraising events during the year included the Dragon Boat Race in July, which received great support from the business community in the Birmingham area, and a Trans-Canada Cycle Ride by Lewis Roberts. Lewis suffered a brain injury following a near-fatal car accident in 2004 and was told that he would never walk again or live independently. From July 2009 to September 2010, he cycled 5,000 miles across Canada and, having received rehabilitation support from Momentum Skills' Birmingham and Midlands Brain Injury Centre, raised £3,000 in sponsorship for the organisation.

In Scotland, a range of events, including the Santa Ski Challenge, the Forth Rail Bridge Abseil, white water rafting and various activity challenges took place. The Top Hats and Tiaras Ball held in Aberdeen in September raised £15,000. The

event was organised by Rhian Johns, who credits Momentum with her recovery after she had to learn to eat, walk and speak again following a life-threatening brain haemorrhage.

In addition to fundraising events, the Group is actively involved in making grant applications and in pursuing donations and support from trusts, foundations, companies and organisations. A very successful Momentum home collection box and a direct debit donations programme are also in operation in Scotland.

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



Pupils from Scoil Mhuire Girls Primary School in Sandymount having fun at the Sandymount Community Fair for 1 Day for Rehab.



Owen O'Keefe, winner of the Young Person of the Year Award at the People of the Year Awards with host, RTÉ's Gráinne Seoige. Owen is the youngest Irish person ever to swim the English Channel.



Celebrity dancers – star of *The Apprentice*, Breffny Morgan (left), beauty guru Triona McCarthy (third right) and actress Rachel Sarah Murphy (second right) – get in some practice ahead of the Rebels Come Dancing fundraiser in aid of Rehab in Cork.

## RehabLotteries

The Group benefits from a number of lottery activities in Ireland and the United Kingdom.

In Ireland, for over 20 years, the Group has been involved in the marketing of a range of scratch card games through a network of 1,400 retail agents nationwide.

More recently, the Group established its internet-based online bingo activity at [www.rehabbingo.com](http://www.rehabbingo.com) in 2006 and this business continued to be an important source of funds in 2010.

Rehab Radio Bingo, which is promoted in partnership with local radio stations, had another successful year with Galway Bay FM and Clare FM becoming the latest stations to offer the game.

The Group continued to benefit from the Charitable Lotteries Fund. The fund was established by the Government in 1997 to supplement the income of the promoters of charitable lotteries experiencing difficulties in competing with the National Lottery.

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

In the United Kingdom, the Group had a very successful year as a result of a new trading relationship with Rieves (UK) Ltd whereby Rehab's scratch cards are sold through a network of 32 lottery kiosks throughout the country. It is anticipated that this business will continue to prosper in 2011.

# 2010: THE YEAR IN HIGHLIGHTS



1

Sophie Hagan and Charlie Owens join Captain Eric Kemp onboard the *Nieuwe Zorgen* at the launch of the Rehab Waterways Adventure.

2

At the official opening of Momentum's new care centre in Galashiels are (left to right): Michael Moore MP, Secretary of State for Scotland; Kieran Robb, Momentum service user; and Harry Wood, Momentum Borders Manager.

3

Smiles staff Eileen Murray (left) and Orla Brady (right) celebrate the first birthday of the Smiles store located in PricewaterhouseCoopers in Spencer Dock, Dublin.

4

At the launch of the new *Study Skills Manual* by the City of Dublin Vocational Education Committee (CDVEC) and National Learning Network are (left to right): Stephen McCarthy, Education Officer, CDVEC; Marie Kelly, Director of Training and Employment Services, Rehab Group; Dawn Duffin, Head of Learning Assessment Services, National Learning Network; Sean Haughey TD, then Minister for Lifelong Learning; and Jacinta Stewart, CEO, CDVEC.

5

Getting the message out loud and clear to support 1 Day for Rehab are (left to right): Roisin Philbey and Neasa O' Mahony.





6

The winners of the 2010 People of the Year Awards pose for their official group photograph with the show's host, RTE's Gráinne Seoige (*front third left*).

7

Celebrating the official opening of RehabCare's resource centre in Tullamore are (*left to right*): Angela Kerins, Rehab Group Chief Executive; then Taoiseach, Brian Cowen TD; and Lavinia Stronge, RehabCare Regional Manager.



8

At the launch by Conor Counihan (*second left*), Cork Senior Football Team Manager, of the JobFit programme in Cork are (*left to right*): Jerry O' Riordan, JobFit participant; David Hardie, then Area Business Manager, TBG Learning; and Eugene Higgins, JobFit Advisor.



# FINANCE

*In 2010 the Rehab Group reported an operating surplus of €2.3 million, up from €1.9 million in 2009.*

This surplus represents just 1 per cent of turnover. Turnover fell by 8 per cent to €187 million, from €202 million in 2009, which resulted from a drop in commercial activity combined with reductions in service funding. Further significant challenges are anticipated in 2011. Net cash at year-end was better than the previous year with a marked improvement in debtor days. The net cost of servicing debt was €300,000.

The Group has adopted Financial Reporting Standard 17 on Retirement Benefits and in 2010 the liability in respect of the defined benefit pension scheme increased by €630,000 to €23.4 million. In common with many similar schemes, the effect of the downturn in global equity markets in 2008 had a serious impact. In consultation with the members, steps were taken in 2010 to begin to address this significant deficit.

In Ireland commercial activities had a difficult year and in late 2009 the glass business was merged with another glass recycler to form a new joint venture company, Rehab Glassco. Its facilities in Naas underwent a considerable upgrade at the end of 2010 and we hope to see the benefits of this investment in 2011.

TBG Learning in the United Kingdom continued to perform very well, while funding cuts led to a drop in income for other Group services.

The Board and management of the Group are committed to maintaining a high standard of corporate governance. The internal audit function is now well established and the Board's Audit Committee, chaired by Liam Hogan, oversaw the work plan for 2010 and formally approved the work plan for 2011.

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 3,500 staff, and with more than 43,000 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 are covered and 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 the traditional donation type.

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 the Group spent €6.2 million – compared with €6.3 million in 2009 – on capital expenditure, which was funded in part by way of capital grants from various agencies, from fundraising and from borrowings. Finally, movement in the €/£Stg exchange rate during the year had a positive impact on reserves and this, combined with the decrease in the defined pension scheme liability, the revaluation of tangible assets and the surplus for the year, increased the Group's net assets to €59.4 million.

EXTRACTS FROM CONSOLIDATED FINANCIAL STATEMENTS  
CONSOLIDATED REVENUE ACCOUNT TO DECEMBER 31ST

	<b>2010</b> <b>€'000</b>	<b>2009</b> <b>€'000</b>
Turnover	191,082	202,168
Operating surplus	3,777	3,777
Net finance costs	(1,337)	(1,778)
Taxation	(73)	(94)
Minority interest	-	-
Surplus attributable to the Group	2,367	1,905

CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31ST

	<b>2010</b> <b>€'000</b>	<b>2009</b> <b>€'000</b>
Fixed Assets	119,918	113,992
Current Assets:		
Stocks	1,154	837
Debtors	11,774	17,096
Bank	37,738	27,287
	50,666	45,220
Creditors - amounts falling due within one year	(28,484)	(27,461)
Net Current Assets	22,182	17,759
Total Assets	142,100	131,751
Provision for liabilities and charges	(6,956)	(4,096)
Creditors – amounts falling due after more than one year	(52,287)	(53,093)
Defined benefit pension scheme	(23,410)	(22,781)
<b>Net Assets</b>	<b>59,447</b>	<b>51,781</b>
Capital and Reserves	82,857	74,562
Defined benefit pension scheme deficit	(23,410)	(22,781)
<b>Total Reserves</b>	<b>59,447</b>	<b>51,781</b>

# HUMAN RESOURCES

*The Human Resources (HR) Department is responsible for the strategic management of HR in accordance with the defined human capital objectives of the Rehab Group. The department helps to anticipate changing business needs, and monitors and plans for changes in the legislative framework governing the employment of staff. It also plays a lead role in policy development, review and implementation, and supports the Group's divisions in the development and achievement of continuous improvement plans and accreditation standards.*



Staff from head office in Sandymount organised the Sandymount Community Fair as part of 1 Day for Rehab, which attracted a lot of interest from the local community.



Staff and supporters joined service users from RehabCare's Inis Grove Children's Residential Service in Ennis on a 1 Day for Rehab fun run.

Like many organisations, the Group has had to navigate through very challenging commercial and funding conditions in 2010. Some difficult decisions have had to be taken and, for the second year running, all divisions of the Group had to put in place cost containment strategies. Staff rose to the challenge by providing suggestions on how costs could be reduced in a variety of areas of operational spend. Staffing numbers increased slightly from 3,363 in December 2009 to 3,504 in December 2010 and continued to be closely monitored and approved on a needs-only basis. As a result, the organisation has seen an increase in fixed-term and temporary employment in a number of divisions.

## CORE HR Management Information System

Progress continued in 2010 on the implementation of a new integrated HR and payroll system designed to streamline processes and increase efficiency in administration. The CORE HR system became 'live' towards the end of the year with a number of key milestones planned for early 2011. The final system will assist the organisation in the management and analysis of employee data, employee resourcing and manpower planning, and will incorporate manager and employee self-service portals. The system will facilitate more efficient employee information management and

administration, including payroll administration, rostering, and time and attendance.

### Training and Development

In line with the Group's policy framework, work continued in 2010 in the review, development and implementation of a number of key Group HR policies and procedures. A four-day management development training programme commenced rollout in September in the Irish divisions, focusing on key HR policy areas of discipline and grievance, dignity in the workplace and diversity. Core skills-based components in the areas of conflict management, stress and resilience were also delivered. The programme is mandatory for all staff members with a line management responsibility. It is planned that this programme will develop further in 2011 to cover other areas of management practice.

### Defined Benefit Pension Scheme

Undoubtedly, one of the most significant changes that took place in 2010 concerned the funding structure of the Group's defined benefit pension scheme in Ireland. The Group entered into a detailed consultation process with scheme members outlining the need to introduce a structure of employee contributions for future accrued service. A series of regional meetings was held for pension scheme members in order to ensure clear communication. As an employer, the Group is very aware of the effect of this change on members and has done everything possible to provide a range of choices in terms of pension benefits. The contribution of those members who volunteered to be part of the Pension Partnership Committee was significant and much appreciated.

### Recruitment

Despite the reductions in funding and in some commercial activity in 2010, exciting new business was secured that had implications for the HR function. TBG Learning was successful

in its bid to provide a new programme under the Labour Market Activation Fund in Ireland, in partnership with National Learning Network. The development of the JobFit programme necessitated the recruitment of 77 new staff in a range of locations across Ireland. A recruitment campaign and staff induction programme was structured and implemented in record time – a great example of the Group's approach to teamwork and the skills that the organisation has to bring to sectors in which it operates.

### Affinity Scheme

The Group Affinity Scheme ([www.rehab.groupscheme.com](http://www.rehab.groupscheme.com)) launched in 2009 continued to provide an increasingly diverse range of goods and services. It proved particularly popular throughout the year as staff shopped around for the most competitive prices for their domestic needs. Utilisation figures show that access to the scheme peaked in November, in the run-up to Christmas.

### Human Capital

The challenges for the Group are similar to those of most businesses at present. The organisation's human capital objectives provide a work plan for the year ahead in relation to HR strategy, as do the individual divisional business plans. The organisation is fortunate to have such a skilled, diverse and committed workforce, which represents a considerable asset. It is important that staff members have the opportunity to put forward ideas and viewpoints in influencing and shaping the organisation's future. The Group is committed to ongoing staff engagement in continuously stimulating innovation in the provision of services to people with a disability and those who are marginalised.



# POLICY AND SERVICE COMPLIANCE

*The key responsibilities of the Policy and Service Compliance Directorate are to lead on the Rehab Group's Policy Framework and its service compliance/clinical governance infrastructure and practice. This remit includes a central focus on clinical governance, risk management, service compliance and continuous improvement in all clinical and client activity.*



Cameron Stewart from Ark® takes part in a campaign to spread Acts of Random Kindness on Dublin's Grafton Street as part of a HeadsUp initiative to positively impact on people's mental well-being to mark World Mental Health Day on Sunday, 10 October.



Demonstrating the importance of having appropriate health and safety measures in place are Derry O'Leary (left) and Dave Myler, Programme Facilitator, at the RehabCare resource centre in Bantry.

The directorate is also responsible for leading the strategic development and operation of the Group's health and safety systems, for co-ordinating the Group's Risk Management System, and for the operational management of the HeadsUp suicide prevention service.

## Group Policy

The Group Policy Framework continues to be a fundamental part of the governance system within the organisation. Its goal is to ensure coherent policies that are compliant with all relevant legislation and standards, and which meet the diverse needs of the organisation, its clients and staff. By the end of 2010, policies supporting procedures and guidelines from a total of 52 areas had been implemented, amongst them:

- Whistle-blowing
- Data protection
- Managing behaviours that challenge
- Positive risk enablement
- Diversity
- Recruitment and selection
- Communications and public affairs
- Risk management

## Service Compliance

A clear Group objective is that the organisation has a comprehensive Group-wide Service Compliance Framework that is practical, accessible and operational across divisions and functions. During 2010, a small team comprising a Clinical Risk Specialist and Service Compliance Auditor

was recruited to oversee and support divisions' to operate within an agreed Service Compliance Framework.

A key element of this is the establishment of divisional service compliance fora, which have oversight of all service-related incidents and their management. The fora review the effectiveness of systems and responses to previous incidents, consider audit information and incident trends across the Group, and provide a central focus on best practice approaches to all service-related matters.

Clear terms of reference were set for these fora and their membership was agreed with divisions, with activity focused on integrating the fora into divisional operational systems. As part of this, divisional service compliance structures and processes were implemented on a phased basis across all divisions.

## Rehab Group Risk Management

In the context of the current challenging economic environment, Group management recognises more than ever the need for an effective and practical risk management system in the delivery of its objectives. To this end, the Group continues to operate its internal risk management system according to the Australian and New Zealand Standard 4360:2004, with each division and function having a current risk register in operation.

## Health and Safety

At the beginning of 2010, the strategic management of the Group Health and Safety systems transferred successfully from the HR Department to the Directorate of Policy and Service Compliance. The Institute of Occupational Safety and Health (IOSH) Managing Safely and Working Safely programmes continued to be rolled out to staff. Content and layout were agreed for the new Group Health and Safety Statement, which will

standardise health and safety processes across divisions. The specification of the online health and safety reporting module of the new integrated HR system has progressed to development phase with planned implementation due to take place in Ireland in 2011.

## HeadsUp

HeadsUp, Rehab's youth suicide prevention project, which targets 15 to 24 year olds using a mental health promotion approach, had a productive year in 2010.

Three Raising Boys for Fathers parenting courses were delivered, with approximately 30 fathers benefiting from the course. Four Applied Suicide Intervention (ASIST), or suicide first aid, training courses were provided to 91 people in Limerick, Ballinamore and Dublin. Five SafeTalk courses, which teach people how to recognise those with thoughts of suicide and how to link them with suicide intervention resources, were offered to 120 participants.

The HeadsUp Text service, which is an automated text referral service that provides a list of support services 24 hours a day, grew from 9,868 unique users in December 2009 to 13,350 in December 2010. This service is supported by Meteor. Usage of the HeadsUp website, which provides information, support and skills to young people, grew with an increase of 15,135 unique visitors and 926,126 hits.

The HeadsUp project was also promoted in colleges and youth venues and a total of 23 secondary schools were visited during the year as part of a joint initiative with the pop band Keywest, which was undertaking a tour. HeadsUp continued to work in partnership with other groups working in the sector to promote mental health messages to young people throughout Ireland.

# SERVICE USER REPRESENTATION AND ADVOCACY

*The Rehab Group is committed to ensuring that it engages with each person who uses its services and that everyone has the opportunity to play a central role in the decisions made about their service.*



At a National RehabCare Advocacy Committee meeting in the RehabCare resource centre in Bantry are (left to right): Michael Cronin, Norman Poole and Michael O'Riordan.



General Election 2011 candidates speaking at a Questions and Answers Session attended by service users and learners in Rehab's centre in Ballyfermot (left to right): Catherine Byrne TD (Fine Gael), Eric Byrne TD (Labour) and Paul King (Independent).

Across the organisation, representative groups continue to work to ensure that the voices of service users are central to decision-making. These groups include the National RehabCare Advocacy Council (NRAC), National Representative Council (NRC) and The Chaseley Trust Residential Forum.

## Ireland

### National RehabCare Advocacy Council

NRAC continued to develop its role in 2010 with the National Committee, in its final year, continuing to support the operation of NRAC throughout the country. The committee agreed to an extension of its term to facilitate an election in early 2011. NRAC regional meetings now take place in each RehabCare region three times a year and are attended by senior management. This is a very useful medium for sharing ideas and raising issues of importance to both service users and staff alike. Likewise local committees continue to provide a vibrant forum in RehabCare centres throughout the country.

### National Representative Council

The NRC local committees continued to meet to discuss matters of interest both within centres and in local areas. However, it has been acknowledged that greater support is needed to ensure that these committees develop their role and so this will be a priority in 2011. The NRC advocacy project, funded by the Citizens Information Board, provided one-to-one advocacy supports to students within five National Learning Network centres. This project came to a close at the end of the year with the resources transferring to the permanent Citizens Information Board National Advocacy Service.

## Partners in Policymaking

The Group's third Partners in Policymaking course, which commenced in September 2009, came to a close in January with a graduation ceremony. Eight self-advocates and 16 parents of children with a disability aged 12 to 23 years took part in a five-month programme. Funded by The Wheel, the course enabled participants to develop the skills required to become more effective advocates for people with disabilities in influencing policy.

## United Kingdom

### TBG Learning

TBG Learning continues to be committed to providing opportunities for both learners and employers to provide feedback about TBG Learning's services through an online system. Every month results inform areas for improvement and highlight positive outcomes. The results of feedback were used in the annual self-assessment process and provided some powerful messages. Throughout the year, managers from across the organisation continued to engage with learners. Learner forums known as 'Learner Voices' were held, enabling a group of learners to meet and discuss their experiences and inform service provision. In addition, in May, the Office for Standards in Education, Children's Services and Skills (Ofsted) sought online feedback from learners and the results were excellent in terms of the number of responses and the positive nature of comments provided.

### Momentum

In Momentum Skills, new ways of engaging with learners, e.g. focus groups and external evaluation, are under consideration for 2011. In 2010, an evaluation of some of Momentum's services was carried out by a key funder, Glasgow City Council, using a process developed by Momentum to ensure people with brain injuries and learning disabilities were supported in participating. Service user involvement is a key priority within

Momentum Care and, in 2010, it reviewed the ways it engages with its range of service users, establishing a system of focus groups to enable them to raise local service issues with managers. Service users also give feedback through a twice-yearly questionnaire, while one-to-one reviews take place on an ongoing basis.

Across Momentum, newsletters that include contributions from service users are distributed regularly.

### The Chaseley Trust

Representatives on The Chaseley Trust's Residential Forum ensure service users' views on the operation of The Chaseley Home and The Chaseley Bungalows are passed on to managers and 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, where representatives and other service users act as advocates for less able service users when required and this has a hugely positive effect by ensuring that the voices of all residents are heard.

In the autumn, representatives participated in a conference held at Chaseley for healthcare professionals. They shared details of their own personal history, which attendees found to be enlightening and inspirational. In December, Chaseley's initiative to retain an outside Assessor to conduct a satisfaction survey was welcomed and representatives played a key role in encouraging people to meet the Assessor and in completing questionnaires.



# INTERNATIONAL ACTIVITIES

*Active participation in international affairs through membership of a number of key representative groups is one of the main strategic objectives of the Rehab Group. Involvement in international bodies allows the Group to learn from, and share expertise with, other organisations throughout the world.*



Former Taoiseach and EU Ambassador to the United States John Bruton addresses delegates at the Workability International Conference in Dublin in September.



A bee-keeping project run by Care-Co on the island of Rodrigues in Mauritius provides training and employment to people with disabilities.

## European Platform for Rehabilitation

RehabCare, National Learning Network and TBG Learning are members of the European Platform for Rehabilitation (EPR) and continued to be active members of the Platform throughout 2010. A process of developing Centre Action Plans ensures that membership of EPR delivers specific outcomes for member organisations each year.

There were a number of EPR membership highlights for RehabCare during 2010:

- A presentation on the 'Promotion of Active Citizenship' was made at the EPR annual conference in Finland in June while a presentation entitled 'Recruitment and Training' was delivered at the EPR Co-ordinators' meeting in Brussels in September.
- RehabCare's partnership with Pluyn, a service provider in The Netherlands, continued with plans afoot for RehabCare staff to visit in 2011.
- RehabCare began offering internship opportunities to international students, with a PhD student from the University of Modena in Italy due to take up a four-month internship in 2011.

2010 also saw a number of developments in relation to National Learning Network's membership of EPR, as follows:

- National Learning Network completed its participation with the two-year project Equabench, a partnership with other EPR member organisations from Italy, Slovenia, Northern Ireland, Belgium, Germany, Portugal and The

Netherlands. The aim of the project was to improve the quality of training for people who have a disability or other form of disadvantage, with each partner organisation applying at least one aspect of best practice. At the end of the project six innovative Practice Guides structured around the European Foundation for Quality Management concepts of excellence were produced. A final conference took place in Brussels in September attended by representatives from the European Commission.

## Vocational Integration Project

National Learning Network and Rehab Enterprises continued their work in the Vocational Integration Project, an initiative funded under the European Social Fund to develop vocational training systems and enterprise in Romania. Services have now been established in three sites to meet local needs. National Learning Network staff travelled to Romania to deliver staff training and to monitor newly-established services, while Rehab Enterprises collaborated on the development of a *Guide to Setting Up and Operating a Social Enterprise*.

## United Nations Activity

The Group continues to participate in United Nations (UN) activities through its consultative status with the Economic and Social Council (ECOSOC). In 2010, the United Kingdom Government ratified the optional protocol of the UN Convention on the Rights of People with Disabilities, while the Irish Government continued to work towards ratification.

In 2010, consultation began in respect of Ireland's human rights report to the UN's Universal Periodic Review (UPR), which will be considered in late 2011.

The Group's role as a leading human rights non-governmental organisation was recognised through

its reappointment to the Department of Foreign Affairs/NGO Standing Committee on Human Rights, which provides a formal framework for a regular exchange of views.

## Workability International

The 2010 Workability International conference was held in Dublin, organised by the Group. The three-day conference, entitled 'Social Enterprises Leading Recovery in Local and Global Markets', featured an exciting range of speakers.

This conference was an opportunity for members of Workability International to share their diverse experiences and to explore ways in which social enterprises can play a role in global economic recovery.

## International Fund

The international grant scheme, launched in association with Workability International in 2007, continued throughout 2010 with funding provided to three additional organisations.

The fund aims to help people with disabilities in developing countries find employment. A fund of €50,000 was distributed in 2010 to the National Rehabilitation Centre of the Disabled (NRCD) in Nepal, the Asociación Panameña de Industrias de Buena Voluntad in Panama and Care-Co Rodrigues in Mauritius.

In Nepal, the NRCD's innovative project aimed to provide employment opportunities for people with disabilities through the production of candlesticks and the keeping of goats and pigs. In Panama, the project funded focused on the provision of training to people with disabilities in the areas of gardening and landscaping. On the island of Rodrigues in Mauritius, Care-Co used the funding it received to extend its handcraft and jewellery workshop.

# EXTERNAL ENVIRONMENT

*The economy was the key driver of policy across the jurisdictions in which the Rehab Group operated. Straitened economic conditions impacted on both service provision and service users' income.*

## Ireland

At year-end, unemployment stood at 299,000. More than 140,000 people were categorised as long-term unemployed with the figure rising monthly. Expenditure on social welfare rose to more than €20 billion. In March, the Taoiseach announced changes in the responsibilities of Government Ministers, establishing a new Department of Community, Equality and Gaeltacht Affairs with disability and equality within its remit. FÁS's training functions transferred to the Department of Education and Skills while its employment remit transferred to the newly-established Department of Social Protection.

In November, the Irish Government agreed a programme of financial support for Ireland with the European Commission and the International Monetary Fund. This agreement will play a central role in Government spending and policy decisions over the next five years. Following this, an election and a new Programme for Government early in 2011 were indicated. In December, Budget 2011 introduced austerity measures including cuts in social welfare payments. The State pension was protected while reductions in the allocation for disability and mental health services were limited to 1.8 per cent, less than that experienced in other areas.

### Disability Policy

Changes in ministerial roles impacted on the National Disability Strategy Sectoral Plans, as departments adjusted to new responsibilities. In May, a five-year review of the operation of the Disability Act 2005 was carried out.

During 2010, the review of the efficiency and effectiveness of disability services funded from

the Health Vote continued and, in December, the Department of Health published a *Summary of Key Proposals from the Review of Disability Policy*, which heavily emphasised the issue of choice and proposed the idea of personal budgets.

### Advocacy

In late 2010, the National Advocacy Service was established to provide independent, representative advocacy services for people with disabilities under the auspices of the Citizens Information Board.

## The United Kingdom

Early in 2010, the United Kingdom officially exited recession with indications that recovery would be slow. Unemployment continued to grow, rising to 2.49 million, up 40,000 on the previous year. In May, a General Election took place leading to the formation of a historic Coalition Government by the Conservative Party and the Liberal Democrats. In June, the new Government's emergency Budget saw wide-ranging reform of economic policy, including current expenditure reductions of £30 billion per annum to be in place by 2014–15. A key area of policy for the new Government was the implementation of the Big Society, which decentralises power to local communities.

### Skills

The Department for Business, Innovation and Skills introduced the Skills for Sustainable Growth Strategy, which increases the number of adult apprenticeships available, supports basic skills courses in literacy and numeracy, and helps people who are on active job-seeking benefits to secure work through relevant labour market training. Following its establishment in 2009, the Skills Funding Agency continued to fund and regulate all adult further education and skills training in

# RehabGroup

Investing in People, Changing Perspectives

England. The Prime Contract model of service commissioning continued with outcome-focused programmes put out to tender.

## Employment-related Support Services

In 2010, the Department for Work and Pensions (DWP) introduced the Work Programme, an over-arching programme of services to meet the needs of all unemployed people. Under the Work Programme contracts are much larger than before and payment is based on outcomes achieved, with the bulk of funding from the DWP received when the customer is in work for over 12 months. Risks are higher for service providers with funding postponed for more than a year while low levels of job entry and job sustainment could result in less revenue overall. This has impacted on the welfare to work landscape with partnerships, consolidations and mergers becoming the norm.

## Care Services

In the care sector, the focus continued to be on the provision of best value within increasingly-diminishing budgets. Included in this context is the impact of social care transformation, including greater personalisation, changes in procurement and block contracts. The Government set up the Commission on Funding of Care and Support to make recommendations in 2011 in relation to how best to meet the costs of care and support. The Public Services Reform (Scotland) Act 2010 formally provided for the establishment of Social Care and Social Work Improvement Scotland

(SCSWIS), the new scrutiny body for social care, social work and children's services. In Scotland, work in personalised services increased with the introduction of a draft bill in October.

## Poland

Poland's economy continued to grow in 2010, at a slightly slower pace than 2009, but maintaining its position as the European Union member state with the strongest growth rate. Exports were the main growth contributor in Poland. Unemployment remained high, however, standing at 9.6 per cent in June. That same month, a new President was elected. Poland's political stability, coupled with positive economic reforms, provide a strong business environment. The country's ongoing integration into the Eurozone and its planned transition to the euro by 2015 also provides a strong foundation for economic development.

## The Netherlands

In 2010, the worldwide economic crisis continued to take its toll on Dutch finances. Following historic economic shrinkage in 2009, recovery began with growth of 1.8 per cent in 2010. However, stringent measures and cuts in Government expenditure were necessary to regain economic stability. In February, disagreements within the Christian Democrat-led coalition gave rise to a General Election in June, with a new coalition Government established following four months of negotiations in October.



Marion Kelly with An Taoiseach, Enda Kenny TD, at National Learning Network's certification ceremony in Castlebar.



UK Prime Minister David Cameron MP meets Rehab Group Chief Executive Angela Kerins.





'Last year, I felt there was no way back from the doldrums but, after joining the JobFit programme, life is terrific once more.'

# BRENDAN CALLAGHAN

Participant, TBG Learning JobFit Programme,  
Athlone, Ireland

In 2008 I had an injury when working with horses at a stud farm in Mullingar and was forced to leave my job. For me, always used to working and being very active, this was really hard. I just started to stay at home, lost all confidence and went into a depression.

I could not see a way back to normality until one wet and cold morning I was going into the social welfare office to sign on – as I had been doing for almost two years – when I saw a woman at a table from JobFit and signed up for the programme.

I was able to start the course that same week and this was fantastic as, even though it was only 13 weeks' long, the idea of getting back out there and meeting people again was amazing.

Having worked with horses, I had no idea what to do, but on the programme I learned a lot about myself and where I wanted to go with my career. As I'd always worked with the public, I decided to go into the hotel industry. The staff at the centre found a restaurant management course at the Athlone Institute of Technology and this was perfect.

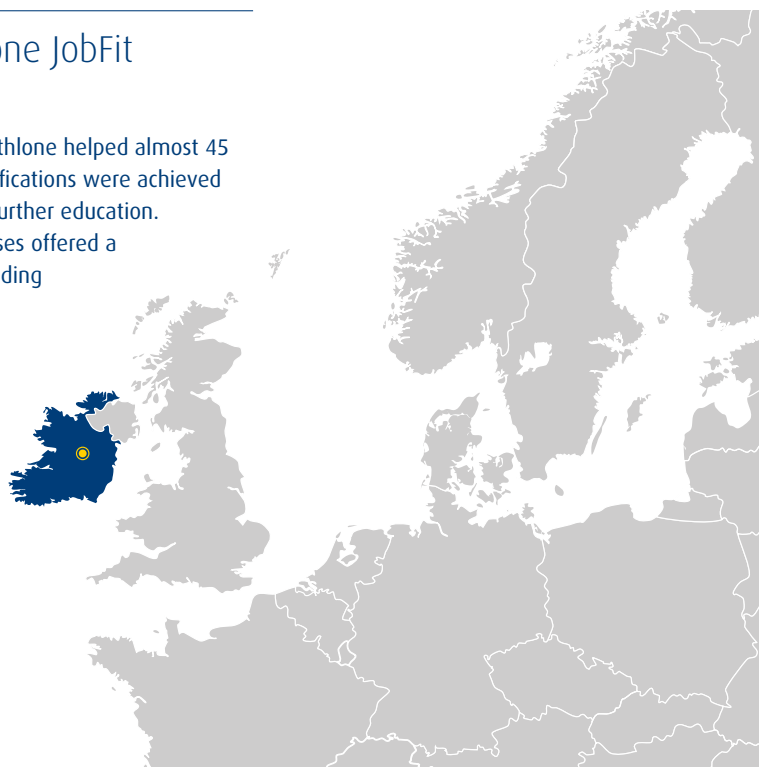
I was called to the college for an interview but I was quite nervous as it had been so long since I had done one but, after some mock interviews and with a lot of help and support, I was ready. At the college I was told how great the layout and content of my CV were and they accepted me.

With follow-on support from the programme I am now in paid employment at the four-star Hodson Bay Hotel in Athlone and I'm almost finished the course, having successfully passed my first-half exams at Christmas.

Last year, I felt there was no way back from the doldrums but, after joining the JobFit programme, life is terrific once more. I'm looking forward to a great future so to all you guys at JobFit, a very big thank you and continued success.

## TBG Learning's Athlone JobFit Programme

From July to December, JobFit Athlone helped almost 45 people into jobs, 95 FETAC qualifications were achieved and two people progressed to further education. These individually-tailored courses offered a range of training modules, including computer literacy, preparation for work, work orientation and CV/job search workshops.



# REHAB GROUP

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[www.rehabenterprises.ie](http://www.rehabenterprises.ie)  
[www.rehabglassco.ie](http://www.rehabglassco.ie)  
[www.rehabrecycle.ie](http://www.rehabrecycle.ie)  
[www.workability.ie](http://www.workability.ie)

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