



# RehabGroup

Investing in People, Changing Perspectives

Annual Report 2007





**Registered in Dublin No. 14800**

The Rehab Group

## Legal Status

**Company Data**

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

**Registered Office**

Roslyn Park, Sandymount, Dublin 4

**Company Secretary**

Mr K Poole, BBS, FCA

**Bankers**

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

**Solicitors**

McCann FitzGerald, ME Marren & Co., Withers

**Auditor**

PricewaterhouseCoopers

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# Chairman's Statement



Chairman  
**Mr C Allen**

In 2007, Rehab Group enjoyed a successful year and entered a new stage of its development under the stewardship of Chief Executive Angela Kerins. Building on the impressive growth of recent years, we saw considerable development as the organisation moved to develop its capabilities in new areas and to ensure that existing core services are meeting the changing needs of those who access Rehab's services.

Rehab is now a truly international organisation, providing tailored services to more than 56,000 people in locations throughout Ireland, the UK, the Netherlands and Poland. Increasing diversity of location, of services and, most importantly, of the people who access our services will provide exciting challenges over the coming years.

In 2007, the organisation pioneered a number of new initiatives to ensure that cross-division and cross-discipline co-ordination occurs at every level of the organisation. This new emphasis on a fully integrated approach will ensure that synergies between different parts of the organisation are identified and bring real benefit to all of our clients.

The Board too initiated significant development in terms of its corporate governance framework over the last year to ensure that the Group continues to comply with best practice. Following a comprehensive review of its governance, new arrangements were put in place and these were effected at an extraordinary general meeting in November.

As Chairman of the Board, I would like to express my gratitude to my Board colleagues for their continued voluntary commitment in terms of time and energy and to acknowledge the real benefits that their involvement brings to the Rehab Group. My particular thanks are due to those Board members who chair important sub-committees namely Liam Hogan (Audit), Don Tallon (Best Practice) and Declan Doyle (Remuneration).

Externally, Rehab Group continues to enjoy beneficial partnerships with a number of agencies, which make it possible for the organisation to provide high quality services to people, when and where they are most needed. I would like, in particular, to express our appreciation to our funding partners, including the Health Service Executive, FÁS, the Departments of Education and Science, Justice, Equality and Law Reform and Community, Rural and Gaeltacht Affairs, as well as Pobal, in Ireland and the Department for Work and Pensions, local authorities, health boards, Primary Care Trusts, Learning and Skills Councils in the UK, as they continue to generously support the organisation's work.

I would also like to take this opportunity to acknowledge the ongoing commitment of Government and key Government Ministers to the implementation of the National Disability Strategy in Ireland which is now firmly in its implementation phase. The Rehab Group will continue to play a key role in focusing attention on the commitments given by Government to assist in ensuring their prompt delivery.

Rehab's work on the international stage continues to both contribute to shared learning and to reap benefits for the organisation, in particular from the significant contribution to the work of the European Platform for Rehabilitation, and to Workability International, as well as to the Economic and Social Council of the United Nations.

On behalf of the Group Board, I would like to acknowledge those who have given so much to the organisation over the last year. To our management and staff I extend our gratitude for their motivation and dedication. Our sincere thanks also go to our voluntary committees and many volunteers who work so hard to ensure the success of our varied and imaginative fundraising events. Finally, I would like to thank the people who access our services and their families; we look forward to continuing to work with you in 2008.

Now in its 59th year, Rehab Group holds a strong position. One of the largest not-for-profit organisations providing services to people with disabilities in Europe, Rehab is an influential organisation which champions the rights of people with disabilities, older people and others who are marginalised to bring real difference to people's lives. That the organisation is held in such high regard is one of its greatest assets. The great strides of 2007 bode very well for the future and will ensure that Rehab continues to be recognised as an organisation which enables people to change their lives, and to achieve their goals, for many years to come.



**Colm Allen**  
Chairman

June 2008



# Chief Executive's Statement



Chief Executive  
**Ms A Kerins**

2007 was an extremely successful year for the Rehab Group and its operations in over 200 centres in Ireland, the UK, the Netherlands and Poland. The Group places great importance on delivering person-centred, world-class services and this is perhaps best evidenced by the fact that, each year, thousands of people choose Rehab's health and social care, training and education, and rehabilitation, employment and commercial services.

The Group saw a host of new service developments during the year, including the opening by RehabCare and the Newgrove Housing Association of the Knocklofty residential and rural day service in Waterford, the opening of Rehab Recycle's first expanded polystyrene plant in Navan, the opening by TBG Learning of new centres in West Bromwich, Southall, Sittingbourne and Folkestone, and the acquisition of a new domiciliary care business in Aberdeenshire by Momentum Care. National Learning Network received European Quality Recognition Mark (EQRN) recognition – attaining the highest marks in Europe – and the Group also launched a new HeadsUp text service, sponsored by Meteor, as part of our suite of suicide prevention initiatives.

2007 was a particularly significant year for Gandon Enterprises which changed its name to Rehab Enterprises. This was done to better align the division's commercial and employment activities within the overall Group and our unwavering commitment to the ethos of providing employment opportunities for people with disabilities.

Rehab Enterprises also opened its exciting new logistics facility in Łódź, Poland, which will be a significant employer of people with disabilities. The future development of the Rehab Group in the UK is taking place against a backdrop of significant change in the education, health and social care sectors and considerable pressure on traditional funding sources. The Group will continue to remain vigilant to these external developments in ensuring its preparedness to meet and exceed these challenges.

The Group places a great deal of importance on the need to contribute the benefit of our experience internationally. We equally value the learning we receive from the best practice being implemented in other jurisdictions. The Group is therefore proud to list among its memberships the European Platform for Rehabilitation and Workability International, and its consultative status with the Economic and Social Council (ECOSOC) of the United Nations.

The year saw a 21 per cent increase in turnover on 2006, principally due to the growth of new care and training services and an increase in online lottery activity. These service developments saw over 250 additional staff join the organisation. Notwithstanding this, recruitment continues to be a challenge. To address this, a Group HR function has now been established to deliver greater responsiveness and consistency of approach and to contribute at a strategic level to service delivery. Work also began during the year on the development of an overall Group policy framework to ensure best practice across the Group.

In 2008, the Group can look forward to a number of key capital initiatives including:

- The opening of its new Kilkenny development which will provide a RehabCare resource centre, supported accommodation and a National Learning Network training facility
- The opening of a new primary school for children with autism in Limerick, which will see Rehab being recognised as a school patron for the first time in its history

The Group Management Advisory Committees (GMACs) were established towards the end of the year. These range across a number of areas from research and best practice to business excellence to risk management. With membership from across the various Group divisions, they offer a real opportunity to learn from each other, to co-ordinate Group activity and to maximise the use of resources for our clients. In addition to the GMACs, I am establishing expert advisory groups in relation to specific issues of relevance to the Group, thereby allowing for the greatest participation possible.

During the year, we undertook a comprehensive consultation strategy with staff, clients and families through a series of focus groups. We also undertook a staff ideas survey, a series of regional meetings with staff and have established regional committees which will ensure that managers and staff share knowledge, make services more seamless and build an even better organisation. In addition, we have also met with clients from across the Group to assess their needs and wishes. Very valuable meetings were held with families who not only gave us a great insight into their needs but also demonstrated a great desire to contribute

in many ways to the Group. I am very grateful to all who have given of their time to these initiatives and pledge that the ideas and directions put forward will be taken on board. It is also great to see the huge support and enthusiasm there is for Rehab services both in Ireland and the UK.

I would like to take this opportunity to acknowledge the incredible support that is given by the Board of the Group. Each of the members has a busy life but manages to make a significant contribution and provide great support to the Group Management Team.

This year has been my first full year in the role of Chief Executive. I am delighted to state that I have been wonderfully supported in meeting this challenge by highly-professional colleagues who have displayed great energy, professionalism and a "can do" entrepreneurial spirit.

"Investing in People, Changing Perspectives" is the motto of the Rehab Group. We, as an organisation, have achieved much in many different areas and, without doubt, by all of us working together, we can continue to be a powerful voice for change.



**Angela Kerins**  
Chief Executive

June 2008

# Group Boards of Directors

## Rehab Group

- Mr C Allen SC (*Chair*)
- Mr B W Kerr (*Vice-Chair*)
- Mr H D Cashell
- Mr J Browne
- Ms P Cremin
- Mr D Doyle
- Ms N Gildea
- Mr H D Governey
- Mr J Herlihy
- Mr L Hogan
- Mr B T Keogh
- Mr G Lambert
- Mr P Lydon
- Mr M E Marren
- Mr D Tallon
- Mr J M Treacy

## National Learning Network Ltd

- Dr A Kerins (*Chair*)
- Mr J Browne
- Mr K Poole

## RehabCare

- Dr A Kerins (*Chair*)
- Mr H D Cashell
- Ms M Joyce
- Mr K Poole
- Mr D Tallon

## Rehab Enterprises Ltd

- Dr A Kerins (*Chair*)
- Mr H D Cashell
- Mr M O'Sullivan
- Mr K Poole
- Mr J M Treacy

## Momentum

- Dr A Kerins (*Chair*)
- Ms S Boyne
- Mr H D Cashell
- Mr F Flannery
- Mr D Gentleman
- Mr A Heron
- Mr J Houston
- Mr K Poole



## The Training and Business Group Ltd

Dr A Kerins (*Chair*)

Mr C Allen SC

Ms S Boyne

Ms S Gidman

Mr I Hounslow

Mr K Poole

Mr J M Treacy

## Rehab UK

Dr A Kerins (*Chair*)

Mr K Poole

Mr I Welsh

## The Chaseley Trust

Dr A Kerins (*Chair*)

Mr F Flannery

Mrs K Gammon

Mr R Bugler

Mr J J Q Howes

Mr P Salmon

Mr I Welsh

## Rehab Lotteries Ltd

Mr H D Cashell (*Chair*)

Mr C Allen SC

Mr J Browne

Mr F Flannery

Dr A Kerins

Mr B Kerr

Dr J McGuire

Mr K Poole

Mr J M Treacy

# Staff Profile

## Rehab Group

Chief Executive

**Ms A Kerins, SRN, SCM, LLD**

Director of Finance

**Mr K Poole, BBS, FCA**

Director of Human Resources

**Ms S Boyne, BA, Dip HRM, FCIPD**

Director of Fundraising and Marketing

**Dr J McGuire**

Director of Policy and Co-ordination

**Ms S J Dillon, MBA, BSc OT**

Director of Health  
and Social Care Services

**Ms M Gillard, RGN, DSN**

Director of Enterprises

**Mr M Horgan, BSc Mgt,  
Dip Mgt Studies, Dip Bus Mgt**

Director of Training  
and Employment Services

**Ms M Kelly, MBA, ACMA, MAAT**

Director of UK Services

**Mr I Welsh, MA (Hons),  
MA, DPSE, FRSA**

CEO Programme Manager

**Ms C O'Neill, BA (Intl), H Dip**

Chief Information  
and Technology Officer

**Mr G Merrigan, MSc, BSc,  
MICS, MACM**

Head of Marketing

**Ms P Crowley, B Comm, MBS**

Group Financial Controller

**Mr M Cronin, FCCA**

Group Property Manager

**Mr P Costelloe, MIPFMA, Dip Proj Mgt**

Head of Communications  
and Public Affairs

**Mr D Delaney, BSc Commun,  
Adv Dip Comm, MPRII**

Group Internal Auditor

**Mr T Connaughton, ACCA**

Divisional Financial Controller –  
Health and Social Care

**Ms M McEvoy, ACMA**

Divisional Financial Controller –  
Training and Employment Services

**Ms C O'Dowd, ACA**

Divisional Financial Controller –  
Enterprises

**Mr E Hardy, ACCA**

Divisional Financial Controller –  
UK Services

**Mr I Hounslow, BA, FCMA**

Senior Human Resources  
Operations Manager

**Ms K Fanneran, BBS, MCIPD**

Resourcing Manager

**Ms D Jackson, MMII (Grad)**

Human Resources Manager –

Health and Social Care

**Ms C McKenna, BA MCIPD**

Human Resources Manager –

Training and Employment Services

**Ms M Kearns, MSc, HDip**

Human Resources Manager –  
Enterprises

**Ms N Byrne, MCIPD**

Human Resources Manager –  
TBG Learning

**Ms B Read, MA, MCIPD**

## RehabCare

Assistant Director of Health  
and Social Care Services

**Ms L Keane, MSc (Health Services  
Management), Dip COT**

General Manager West and North West

**Mr K Clancy, Dip HCM**

General Manager East and South East

**Mr T McGarry, BA IR, N Dip IR,  
Grad IPD, MIITD, HDip QHM**

General Manager Midlands  
and North East

**Mr P McKevitt**

General Manager South and Mid West

**Ms R Thurlby, BA (Hons) Eur Bus**

Principal Clinical Psychologist

**Mr A Abrahams, MA Clinical  
Psychology, MSc Adult Psychotherapy**

Programmes Manager  
**Mr K Barnes, B Eng (Hons), MSc**

Home-based Services Manager  
**Mr K Dhondt, Dip Ap SS**

Health and Safety Manager  
**Ms M Peate-Morgan, MSc, Dip LS, CMIOSH, MIIRSM**

## Rehab Enterprises

Environmental, Health and Safety Manager  
**Mr J Crummy, MBS, BSc**

General Manager, Rehab Recycle  
**Mr R Rowat**

General Manager, Rehab Logistics  
**Mr P Murphy**

## National Learning Network

Director of Operations  
**Mr J O'Brien**

Manager of Learning and Assessment Services  
**Ms D Duffin, Cert Ed M Phil**

Head of Accreditation, Standards and Supports  
**Mr D Muldoon, BComm, MEd**

Regional Director Midlands, West and North West  
**Ms L Bird, BA, MA, MEd, Dip SVR**

Regional Director Dublin, Wicklow and North East  
**Mr C Gibbons, MSc Rehabilitation Studies, Dip SVR, Grad MII, Grad CIPD**

Regional Director South West, Mid West and South East  
**Mr M O'Sullivan, BE**

Principal Psychologist  
**Mr M Coughlan, MA, HDip CBT, AFPsSI**

Environmental Health and Safety Manager  
**Mr P Dempsey, BSc, CIOSH**

## TBG Learning

Director of HR, Continuous Improvement and Employer Division  
**Ms S Gidman, BA, MIPD**

Regional Manager  
**Ms A Asho, ADMS**

Regional Manager  
**Mr L Thirlaway, BA**

## Momentum

Financial Controller  
**Mr G Myers, BA, CA**

Managing Director, Haven Products  
**Mr D Whyte, BAcc, CA**

Head of Community Health and Social Care  
**Ms R Dorman, RGN, RCOE, DipSW**

Head of Business Development  
**Mr S Black, DMS, MBA**

Head of Operations, Momentum Skills  
**Mr D Taylor, MA, Dip Ed**

Human Resources Manager  
**Mr K Richmond, MSc, MCIPD**

Resource Development Manager  
**Ms L Spowage, MA, AM IoF**

Programme Development Officer  
**Ms N Neilson**

Communications Manager  
**Ms A Lennon, MA, M Phil, MCIPR**

## Rehab UK

Regional Manager (London)  
**Dr D Sollis**

Regional Manager (Birmingham)  
**Ms S Ashby, CIPD, CMI**

Regional Manager (Newcastle)  
**Mr J Soulsby, BSc, Cert Ed**

Fundraising Manager  
**Ms S Norman**

## The Chaseley Trust

Chief Executive  
**Ms S Wyatt, RGN**

Registered Manager  
**Mrs H Barrow, RGM, MCMI**





# National Learning Network

Investing in People, Changing Perspectives



"An internationally-recognised world leader in the provision of high-quality, accredited training and specialist support."

Director of Training and Employment Services  
**Ms M Kelly**



# National Learning Network

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National Learning Network continues to be an internationally-recognised world leader in the provision of high-quality, accredited training and specialist support to people who are distant from the labour market. Through a range of programmes developed with the benefit of almost 60 years' experience, the organisation continues to embrace person-centredness, best practice and innovation.

A range of continuous professional development (CPD) courses aimed at upskilling trainers, teachers and other staff working in rehabilitation, inclusive education and community settings, is also offered.

In 2007, National Learning Network continued to build a portfolio of FETAC Level 6 modules across a range of areas, including mental health and specific learning difficulty.

Almost 5,000 learners benefited from National Learning Network's vocational and rehabilitative accredited training and support services. Over 90 per cent of those who complete training have been placed in employment or assisted in progressing to further training, education and other appropriate activities.

National Learning Network's continued success in achieving successful outcomes is based on a value-for-money framework in partnership with its main funders, FÁS and the Health Service Executive (HSE). This partnership is enhanced through the development of very positive relationships with the Departments of Health and Children, Enterprise, Trade and Employment, Justice, Equality and Law Reform, and Education and Science.

## Services' Growth

There continues to be 100 per cent occupancy on training programmes with overall demand in excess of supply – a trend that is likely to remain. National Learning Network is experiencing significant growth in its rehabilitative training programmes funded through the HSE. However, growth within the vocational training activity funded through FÁS has been curtailed due to a continuing cap on the numbers of training places allocated. Further extension of outreach and community-based services in a number of areas was completed in 2007 in response to learner need across an expanded geographical base. There is a strong case in favour of increasing the number of available places for these types of training programmes in response to demand, positive outcomes and in line with the National Disability Strategy.

## 2007 Key Highlights and New Developments

### • FÁS Skill Up

The individually-tailored Skill Up programme offers employees basic skills for the workforce that have been identified by them and their employers. Funded by FÁS and accredited by both FETAC (Further Education and Training Awards Council) and IAS (Integrated Assessment System), a highly-successful development saw National Learning Network deliver the programme to 120 staff employed in various businesses.







- **Sporting Chance**

Sporting Chance in Tralee was launched, offering people with a disability an opportunity to build careers as future coaches, leaders and managers in the sports and leisure industry. Funded through the Department of Justice, Equality and Law Reform and run in collaboration with the Institute of Technology, Tralee, the programme is fully accredited by FETAC and also includes coaching courses across a number of sports accredited by the national governing bodies.

- **Community Garden Project**

The Community Training Initiative Garden Project commenced in Bantry, aimed at enabling participants to acquire skills to access employment in the construction and landscaping sectors. This garden has had the very enthusiastic support of the West Cork Arts Centre, Cork County Council Arts and Library Service, Bantry Town Council and FÁS. It is in a beautiful setting that includes a sensory garden, sculptures, children's art and play area, and a performance area.

- **Active Retirement**

As part of our active inclusion philosophy, National Learning Network provided training in IT skills for older persons in partnership with Active Retirement Association groups.

- **Delvin Project**

A mental health support service was initiated in North Co. Dublin aimed at supporting the community integration of people with severe and enduring mental health difficulties. Developed in partnership with the HSE's mental health and rehabilitative training guidance services and the learners themselves, the Delvin Project is modelled on the principles outlined in *A Vision for Change, the Report of the Expert Group on Mental Health Policy*.

- **The E4E Project**

The E4E (Education for Employment) Equal 2-funded collaborative project to create pathways through mainstream education for marginalised individuals was completed in November. A conference was held to disseminate its findings and materials, including a DVD and a handbook on teaching and learning in higher education, were developed.

- **Disability Support Service**

The CDVEC Disability Support Service Principals' Manual, a comprehensive guide to inclusion in education based on the experience of the Disability Support Service, was published. The service continues to offer a wide range of supports to students with disabilities and has made over 60 successful applications to the Higher Education Authority (HEA) for student supports in third-level educational establishments.

- **Provet**

National Learning Network took part in the Provet project around exchanging knowledge in the field of transparency of qualification, access to guidance services and benchmarking methodologies. The aim is to modernise vocational, education and training service delivery in order to offer people better chances of education and employment.

## Department of Accreditation, Standards and Supports

During 2007, the department launched the Continuous Improvement Review system, with centres completing detailed self-evaluations to inform service planning. The National Standards Association of Ireland provided training to staff to carry out verification visits. National Learning Network was also delighted to receive EQRN (European Quality Recognition Mark) recognition, attaining the highest marks by any organisation in Europe.







# RehabCare

Investing in People, Changing Perspectives



"Continuing to develop and expand our range of community-based health and social care services, with a significant focus on the development of high-support specialised services."

Director of Health and Social Care Services  
**Ms M Gillard**

RehabCare continued to develop and expand its range of community-based health and social care services nationally in 2007, with a significant focus on the development of high-support specialised services. The division also succeeded in achieving external validation and awards in a number of key areas in line with its mission, vision and values.

RehabCare works in partnership with the Health Service Executive and enjoys significant support in the delivery of its services. During the year, more than 2,600 people benefited from RehabCare's services nationwide delivered by a dedicated and expanding full- and part-time team of 1,156 staff at year-end.

## Quality Initiatives

In November, RehabCare was again successful in achieving the European Quality Rehabilitation Mark (EQRM) in a number of services and departments, including Dun Laoghaire Resource Centre, Dundalk Resource Centre, Sligo Resource Centre, Limerick Resource Centre, the programmes department and the Director's office.

The human resources (HR) and programmes departments were successfully awarded the Excellence Through People standard in June, a progression from the award received by the HR department previously. One of RehabCare's medium-term strategic objectives is to apply for Excellence Through People on a national basis.

As a result of RehabCare's continued development and enhancement of a robust health and safety framework,

it received an award for Increasing Safety Performance from the National Irish Safety Organisation in October.

## 2007 Key Highlights

- An accommodation service for three people with Asperger's syndrome was developed in Galway.
- A new residential service for children with autism opened in Tullamore.
- The new Workability programme was introduced in Cavan, Monaghan, Dundalk and Tullamore to support service users in accessing paid employment in their own community. A total of 46 clients successfully secured external part-time employment, with the assistance of ongoing supports, in response to their individual goals.
- In October, the official launch of Knocklofty residential and rural day service took place. This development was a significant milestone for RehabCare in providing rural services to meet the needs of individuals with a disability, whose choice is to remain within a rural setting.
- A new residential service for children with autism and a residential/respite service for adults with multiple disabilities opened in South Dublin.
- Five new services across a range of service models, including residential care and day services, commissioned in 2006 opened in Thurles in 2007.
- Discussions commenced with the Department of Education and Science regarding the development of a special school for children with autism in Limerick. These concluded successfully and a 2008 launch is planned.





### Resource Centre Services

Almost 490 clients continued to avail of the successful resource centre model aimed at assisting people with disabilities in achieving their full potential and a better quality of life. A new satellite day service for 20 clients opened in Bailieboro, Co. Cavan and a new day service for individuals with autism also opened in Limerick.

### Sheltered Occupational Services

RehabCare's sheltered occupational services continued to develop and progress. In line with individuals' person-centred plans, as well as experiencing a wide range of programmes and personal development opportunities, a significant number of clients also secured part-time work and work placements within their communities. Some services also successfully progressed to the resource centre model. Outreach services continued to develop to meet individual needs on evenings and weekends.

### CareLink Home-based Services

The primary aim of RehabCare's home-based service to support individuals in remaining within their own homes and communities with appropriate care packages continued to develop, with over 213,000 hours of care delivered during the year.

### Residential Services/Accommodation Services

Residential services continued to be a key area for development for both adults and children and new services were developed across Ireland.

### Respite Services

Charleville Cottage expanded to provide an outreach service to people with autism in Tullamore, and respite services commenced for people with intellectual, physical and sensory disabilities, as well as to people with autism in Navan and Thurles.

### Programmes/Research

Development and implementation of RehabCare's person-centred planning strategy continued regionally. A review of the RehabCare Charter of Rights and Responsibilities and complaints procedure commenced. A new DVD on person-centred planning was launched in Dundalk as part of an induction programme for parents. The graduates from the 2007 Partners in Policymaking course received their certificates at a ceremony in April.

### Property

In partnership with Newgrove Housing Association, a significant number of new properties were leased and purchased. Building commenced on the Group's Kilkenny development which will provide a RehabCare resource centre, a National Learning Network training facility and accommodation services. This will be completed in the summer of 2008.

Houses for Drogheda and Dundalk supported accommodation services were purchased and a new property for Navan respite service was sourced. Plans progressed for the Sexton Street development in Limerick which, when complete, will accommodate the new regional offices, a resource centre and regional training facility, along with a range of accommodation options.

### Clinical Supports

As the range of specialist support services continued to develop, a principal clinical psychologist, neuropsychologist and behavioural therapist were appointed in 2007. These clinical supports provide specialist advice, guidance and training, providing a positive impact on the quality of life of service users while supporting the staff teams in providing effective and responsive services. In 2008, an additional behavioural therapist and specialist trainer will also join the team.









# Rehab Enterprises

Investing in People, Changing Perspectives



“Providing integrated employment for people with disabilities in 14 locations around Ireland, as well as in the Netherlands and Poland.”

Director of Enterprises  
**Mr M Horgan**

# Rehab Enterprises

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Rehab Enterprises provides integrated employment for people with disabilities in 14 locations around Ireland, as well as in the Netherlands and Poland. In 2007, the Gandon Enterprises group of companies changed its name to Rehab Enterprises to better align its commercial and employment activities within the Rehab Group. This was done in conjunction with employees and customers and reflects the ethos of the Group in providing opportunities for people with disabilities in the workplace.

At the end of 2007, a total of 367 people were employed by Rehab Enterprises, of whom 222 were employed under the Government's Wage Subsidy Scheme (WSS). The WSS provides financial supports to employers in taking on people with disabilities and is open to all companies. Rehab Enterprises also seeks to promote the employment of people with disabilities by assisting companies to avail of this scheme through its Access Ability and Workability services.

## Rehab Logistics

The Rehab Logistics facility in Limerick provides storage, "just-in-time" delivery, pad printing and electronic assembly services to a variety of companies in the Mid-West, including Dell Computers. The company also represents some of Dell's suppliers locally in the day-to-day management of their businesses. Arising from this very successful relationship, Rehab

Enterprises was requested to set up a similar operating process in Poland to service Dell's new facility there. This is being done in conjunction with local disability service providers to ensure the employment of people with disabilities.

Rehab Logistics in Navan offers a quality manufacturing and distribution service and is ISO 9000-approved. Its product offerings are DuPont Tyvek protective garments and a range of aids and appliances to the healthcare sector. In Mountmellick, Rehab Logistics offers local assembly solutions to industry in the Midlands. Its employees have 10 years' experience in contract manufacturing and the facility has ISO 9001:2000-approval.

## Rehab Recycle

Rehab Recycle is Ireland's largest post-consumer waste recycler. During 2007, it recycled in excess of 80,000 tonnes of mixed waste – including a record total of 300 million bottles and jars. In addition to running the largest network of bring banks in Ireland, Rehab Recycle operates an IT equipment and waste electrical recycling business and provides consultancy services to industry based on a total waste solution model. In addition to glass, cans, cardboard, paper, plastics, electrical and electronic products are also recycled.







Waste electrical and electronic equipment (WEEE) services also continued to develop during 2007. Rehab Recycle offers a full “take-back” service that ensures not only WEEE disposal but also guaranteed data destruction and a complete audit trail. As part of this service, Rehab Recycle provides a yearly environmental report, summarising recycling activity carried out by customers. Rehab Recycle is also responsible for Dell’s asset recovery business and WEEE “take-back”.

Operating from locations in Dublin and Cork, Rehab Recycle has also launched a highly-successful initiative with Microsoft to provide schools and charities with software and recycled/refurbished computer equipment. In addition, agreement has been reached with WEEE Ireland for Rehab Recycle to supply every primary school in Ireland with a recycled computer as part of a programme to raise awareness about electrical and electronic waste recycling.

Rehab Recycle opened its first expanded polystyrene plant in Navan in 2007, the first of many facilities to be opened around Ireland. This plant can reduce expanded polystyrene by a factor of 400 per cent.

In the Netherlands, Rehab Recycle operates a managed return system of reporting for some of the largest software manufacturers. This operation is a wholly-owned subsidiary of Rehab Enterprises.

### Workability

Workability comprises Rehab Retail, Rehab Packaging, Access Ability and Mediability. The main focus is the employment of people with disabilities in the workplace, whether they are employed by Rehab Enterprises or a Rehab Enterprises customer.

- **Rehab Retail**

Rehab Retail successfully operates a wide range of convenience store retail services at various locations in Dublin, supported by a dedicated staff with over 20 years’ experience in the retail industry.

- **Rehab Packaging**

Rehab Packaging specialises in total packaging solutions for the electronics, pharmaceutical, telecommunications and food sectors and is ISO 9002-approved. Plant facilities enable the company to offer both high- and low-volume production of premium packaging materials customised to the needs of hi-tech businesses. Rehab Enterprises’ strength lies in its quick response time, offering a “just-in-time” service to its major customers.

- **Access Ability**

Access Ability is a disability management consultancy company providing advice and best practice in all areas relating to the employment and retention of people with disabilities. Through five phases – access services, learning, recruitment and selection best practice, Rehab absence management services and Workpath ongoing support – Access Ability provides practical “one-stop shop” advice on employment issues and guidance on recruiting and retaining people with disabilities. Access Ability also provides disability awareness training for a wide range of employers.

- **Mediability**

Rehab Media Enterprises, trading as Mediability, is a production company funded by Pobal which employs people with disabilities trained as journalists, research assistants and producers. It offers an extensive range of in-house production services culminating in high-end, tailored print and audio-visual solutions for corporate and community clients. Mediability journalists are regular contributors to local press and radio and to *Insight* magazine and have conducted research for programmes such as *From the Outside In* (RTÉ), *Three 60* (RTÉ), and *A Special Determination* which was screened on Setanta Sports.







# Rehab Group in the UK

Momentum  
TBG Learning  
Rehab UK  
The Chaseley Trust



"Delivering a range of innovative training and employment solutions, social care and community outreach services from Eastbourne to Inverness."

Director of UK Services  
**Mr I Welsh**

# Rehab Group in the UK



From Eastbourne to Inverness, the Rehab Group in the UK delivers a range of innovative training and employment solutions and social care and community outreach services. Rehab Group in the UK incorporates Momentum Skills, Momentum Care and Haven Products in Scotland and TBG Learning, Rehab UK and The Chaseley Trust in England.

The organisation works in partnership with the Department for Work and Pensions, local authorities, health boards, Primary Care Trusts, Learning and Skills Councils, Community Planning Partnerships, further education colleges, the University for Industry, regional development agencies, the Big Lottery Fund, insurance companies and a range of trusts and individual donors.

## Momentum

Momentum Skills is one of Scotland's leading providers of rehabilitation and training services, empowering disabled and excluded people to gain the skills that they need to live independently and to gain access to employment. Established in 1990, the organisation now operates from 25 locations across the country, assisting around 2,200 people each year.

Momentum Care offers a variety of social care services for people with a wide range of needs. An experienced team of professional social care staff provides flexible services which support people in their communities, enabling them to live independently in their own homes and to take part in community-based activities.

Haven Products operates as a commercially-viable and efficient business, providing employment opportunities for disabled people. Around 86 per cent of its employees are disabled. It works with some of Scotland's largest blue-chip companies which have outsourced vital elements of their production processes. Haven Products operates from a number of key sites across Scotland, delivering business services in a range of areas, from packaging to component assembly to print finishing. The majority of Haven's workforce is referred by Jobcentre Plus through the Workstep programme which supports disabled people in accessing employment. The model is widely acclaimed and Haven Products recently won the Company of the Year award at the Scottish Business in the Community Awards.







As well as expanding existing services in 2007, Momentum also launched a number of new initiatives:

- Momentum Skills launched its Opportunities and Progression through Employment and Learning (OPEL) programme in partnership with South Lanarkshire Council. The programme assists people with learning difficulties to achieve their goals within the employment field.
- Working together with Abilitynet and the DSGi Group, Momentum Skills launched the Switched On Communities programme which introduces people to the benefits of assistive technology. The programme will extend assistive technology training to many more people and organisations across Scotland over a three-year period.
- Maytag's access programme for employability and "one-stop shop" was launched.
- Momentum Care acquired a new care contract in East Kilbride and will develop this service throughout 2008.
- The expansion of Momentum Care through the acquisition of another care organisation in Aberdeen has made Momentum the biggest home care provider in Aberdeen city.
- Momentum Skills' ETeam service in Aberdeen was awarded a substantial grant of £54,592 from the Scottish Government to provide early intervention/ job retention support to GP surgeries in Aberdeen city.
- Momentum Skills took on the existing core activity and service level agreements of Opening, a small Glasgow-based disability service.
- Momentum Skills was awarded £13,000 by the Christopher Reeve Foundation to support its spinal injury service based at the Queen Elizabeth National Spinal Injuries Unit in Glasgow.

## TBG Learning

TBG Learning continues to grow and is now one of the UK's leading youth and adult learning organisations. The majority of people accessing TBG Learning's services come from socially-disadvantaged groups such as people who are long-term unemployed, people with skill training needs or basic skills needs, as well as people who need to upskill to improve their employability or career prospects. Learners can choose from a wide variety of learning opportunities, ranging from basic literacy and numeracy skills to computer engineering, which are delivered at TBG Learning's network of 18 learning centres throughout England.

- TBG Learning continues to provide learning, development and employment opportunities for a large number of socially- and economically-disadvantaged clients, aged from 14 to over 80 years. The clients can range from disengaged school pupils to adult learners on further education programmes wishing to learn IT skills for the first time.
- During 2007, TBG Learning enrolled over 47,000 clients across a range of programmes, including nearly 23,000 on Citizenship Tests. A total of 32,196 qualifications were attained (including 8,653 Skills for Life qualifications) and 2,560 jobs were achieved by unemployed clients on programmes designed to help them to enter or to re-enter employment.
- Work with employers and their employees in Apprenticeships and Advanced Apprenticeships (16 to 24-year-olds), Adult Apprenticeships (25 years plus) and Train to Gain (adults) continues to be an important aspect of provision. Employers are also vital partners in providing placement and job opportunities for our 16 to 18-year-old Entry to Employment (E2E) and Jobcentre Plus New Deal clients.

- The major tendering round with the Learning and Skills Council (LSC) during the summer of 2007 led to TBG Learning acquiring new contracts in the South East, London, East of England, East Midlands and West Midlands LSC regions. Some of these contracts are new types of provision such as: NEET (Not in Employment, Education or Training) contracts, supporting particularly challenging and disadvantaged 16 to 18-year-olds back into mainstream learning or employment through this highly-flexible programme; the new Employability Skills programme delivering literacy, numeracy, ESOL (English for Speakers of Other Languages) and employability skills qualifications for unemployed adults; and the Learning Agreement Pilot working with employed 16 to 18-year-olds delivering bespoke training solutions to meet individual needs, such as literacy and information and communications technology qualifications.
- New additional contracts were awarded, including: E2E in Kent and West London; and contracts for Train to Gain, the Government's flagship programme for upskilling the workforce, were won in all regions.
- New centres were opened in West Bromwich in the West Midlands and Southall in West London to accommodate some of the new LSC contracts. Two new premises were also opened in Sittingbourne and Folkestone in Kent to provide geographical coverage for the Jobcentre Plus New Deal Prime Contract.
- TBG Learning was very active in marketing its services, with centres holding celebration and awards events for learners, many of which were supported by local politicians and celebrities. In addition, TBG Learning had two high-profile visits, the first by Mr Alan Cave, Director of Learning for the Department for Work and Pensions, who visited the Gravesend centre in Kent in June, and the second by Mr Paul Holmes, MP for Chesterfield and member of the Government's Education and Skills Select Committee, who visited the Chesterfield centre in November.
- TBG Learning had a very successful OFSTED inspection in September when the Jobcentre Plus New Deal Prime Contract provision in Derbyshire, along with Learndirect provision in Derby, were inspected.
- TBG Learning undertook over 100 in-house training events and workshops, delivering 770 training days for staff. These included standardisation meetings for each qualification delivered, programme champion meetings to explore ideas and spread best practice, Management Information Systems training and e-portfolio National Vocational Qualification system training.
- In continuing TBG Learning's commitment to equality and diversity, a range of training sessions were delivered for staff, equality and diversity training featured in all learners' induction programmes, and an innovative equality and diversity monthly calendar of events was produced leading to raised awareness among clients and staff.





## RehabUK

Investing in People, Changing Perspectives

### Rehab UK

Rehab UK provides assessment, training and development programmes that enable people with disabilities to break into the workforce. The organisation operates three brain injury centres – in Birmingham, London and Newcastle. In addition, Rehab UK operates a nationwide assessment and intervention service for people with acquired disabilities, along with job retention and work preparation programmes through its rehabilitation and assessment services.

- Throughout 2007, Rehab UK's vocational rehabilitation services for acquired brain injury demonstrated a consistently high average of service users returning to work, education, training or work in the voluntary sector.
- The London Brain Injury Centre continues to build on the reputation of its acquired brain injury services with its high-quality vocational programme and, during 2007, achieved positive outcomes showing 43 per cent of service users going into paid employment, with a further 23 per cent entering voluntary work and 7 per cent entering further education. The centre developed a new Community Solutions programme as part of the Rehab UK Community Integration Service.
- The team of qualified and experienced staff of psychologists, tutors and job coaches at the Birmingham Brain Injury Centre helped over 85 people focus on getting back to work through providing personal development, work experience placements and vocational guidance and support, with 41 per cent returning to paid employment and 24 per cent going into higher education and training.
- The Newcastle Brain Injury Centre is undergoing a period of growth with a new day centre in Blyth, Northumberland, coming on-stream. The centre served 106 clients in total in 2007, with 62 clients participating

in its vocational programme, 22 clients in its day care programme, 13 clients in community rehabilitation and nine clients on its Access to Work programme.

A total of 19 service users were successful in securing positive outcomes, including full- and part-time paid employment, education and voluntary work.

- After developing stronger links with insurers and lawyers during 2006, Rehab UK Case Management Services recognised the opportunity to further develop its support to these stakeholders by introducing a new Immediate Needs Service. This differs from full case management services as it identifies more short-term steps necessary to improve quality of life. Several service users have accessed this service in the latter part of the year, some moving onto long-term case management. The Rehab UK team of occupational therapists provided assessment and ongoing treatment to service users already known to the case management service, as well as receiving referrals from both claimant and defendant lawyers. This new service complements the existing case management provision to give a more holistic programme of support to service users and their families.
- Teach na hÉireann, the Irish Elders' Resource Centre, enjoyed another very successful year, developing from a drop-in centre to a registered Day Care and Social Inclusion Centre open five days a week. The service is part-funded through the Irish Government's Dion programme and facilitates up to 25 service users daily. Over 30 Teach na hÉireann service users enjoyed a holiday on the Isle of Wight with many more participating in day trips to Wicksteed Park and Hatton County World. Service users can also access keep fit, Tai Chi, Irish language and IT classes. On the back of this activity, a satellite service got underway in Leamington Spa which is currently running one day each week with an attendance of over 75 people.



## The Chaseley Trust

The Chaseley Trust operates a residential home in Eastbourne on the south coast of England which provides treatment and rehabilitation services for people with significant physical disabilities. As well as being a permanent home for up to 52 residents, it also offers facilities for respite and holiday care, rehabilitation for those who are able to return to the community, and day care services for non-residents.

- In 2007, the Chaseley Trust continued its Diamond Jubilee Appeal to raise £500,000 to expand its therapy department and social activity areas. Major grant-giving foundations and trusts were approached resulting in some very significant pledges and donations to the fund. Additionally, numerous fundraising events were held. A decision was made to commence project work and this began on 1 October, with much of the first phase being completed by the end of the year. The whole project is expected to be completed by early June 2008.

- The Trust enjoyed another very successful year, operating at capacity. Day care occupancy and physiotherapy outpatient referrals gained steady momentum.
- Student nurses, medical students, therapy students and police students continued to enjoy placements with the Trust.
- Resident representatives continued to be involved in the running of the home, attending management meetings and meeting with trustees.
- The Trust has continued to maintain the upkeep of the building and, towards the end of the year, work began to convert two double rooms into four single rooms, giving greater flexibility on occupancy.
- Planning for a new Domiciliary Care Service was started in late 2007 for full operation in 2008 and an innovative consultant-led musculo-skeletal clinic programme was initiated.





## Other Key Achievements of the Rehab Group in the UK

Momentum was the only voluntary organisation to receive a Committed to Excellence (C2E) award at the Scottish Awards for Business Excellence 2006/07.

Momentum Skills was awarded a substantial grant of £500,000 by the Big Lottery Fund to develop its brain injury services across Scotland over the next three years.

Momentum has become a trustee of Bighearted Scotland which is made up of seven charities. The partnership will provide a new source of income to the organisation from larger-scale fundraising events.

- Jobcentre Plus figures show that the Momentum Skills Workstep programme has the highest job outcome progression rate in Scotland at 32 per cent.
- Haven Products won a number of awards including the Enterprising Solutions award, the Investors in People award and the STAR award from Social Firms UK.
- TBG Learning retained its Investors in People accreditation following an assessment of its staff training and development activities, policies and procedures.
- TBG Learning was successful in securing its first Adult and Community Learning contract with Lambeth Council in August, delivering a range of IT and Basic Skills qualifications.

- TBG Learning's employer division was successful in gaining the Matrix accreditation, which recognises the professional standard of the independent advice and guidance given to learners both before starting and during their learning programmes.
- The annual Rehab UK Parliamentary Pancake Race in Westminster continues to achieve excellent media coverage, ensuring the organisation's profile remains high in the political arena.
- 2007 marked the fifteenth anniversary of the Rehab UK Golf Classic at Moor Park, with over £500,000 raised during that time.
- The Chaseley Trust was awarded the Recognised for Excellence accreditation award at the UK Excellence Awards ceremony in London.





A close-up photograph of a woman's dark hair being washed with bright green shampoo foam. The foam is thick and bubbly, covering the hair and part of her face. The background is a clear blue sky with some white clouds.

# Fundraising



"Bridging the gap between expenditure on providing services and the income received from such service provision."

Director of Fundraising and Marketing  
**Dr J McGuire**

# RehabLotteries

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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 such service provision. In particular, fundraising income is very important in the context of developing new services.

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

## National Fundraising

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 participation, courage and achievement, have made an outstanding contribution to the welfare of the community, whether at local or national level.

In 2007, the Awards, which were sponsored by QUINN-healthcare, were attended by 800 people in Dublin's City West Hotel and broadcast live on RTÉ ONE, attracting a viewership of almost 400,000.

An Taoiseach, Mr Bertie Ahern TD, former UK Prime Minister, Mr Tony Blair and Deputy First Minister Mr Martin McGuinness MP, MLA, were honoured for their achievements in relation to the Northern Ireland peace process. Other winners included Padraig Harrington for winning the British Open Championship and Christy Moore, who was voted Ireland's greatest living musician in a public poll.

Another important national fundraising activity is the Rehab Great Investment Race. This initiative sees teams of investment managers invest sponsored funds over the period of a year, with all profits generated by the investments being for the benefit of the Group. The fund which is made available for investment is €500,000; €100,000 for each of the five participating teams. The fifth race commenced in July and will conclude in July 2008. The participating teams are AIB Investment Managers, Irish Life Investment Managers, Bank of Ireland Asset Management, KBC Asset Management and Oppenheim Investment Managers. As in previous years, *The Irish Times* is covering the performance of the teams on a monthly basis.

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





## Community Fundraising

The Group employs a network of regional fundraisers to raise funds locally to facilitate the development of local services in those areas. Activities include: the selling of tickets for the Rehab Bonanza Draw; the selling of tickets for Rehab's Radio Bingo; the organisation of local People of the Year Awards; sponsored walks and church gate collections.

In 2007, one of our most successful community fundraising events was the Rehab/Powers Whiskey Pub Quiz which was organised with the Vintners' Federation of Ireland and sponsored by Powers Irish Whiskey. This event attracted 2,000 teams to 280 pubs in 25 counties. The Killarney Court Hotel team emerged as the overall winners.

Another successful event was the first Rehab/Top Oil National Car Wash Day. This event took place at 28 Top Oil outlets in 14 counties. Volunteers washed cars for free and car owners made a donation to Rehab in return.

Radio Bingo had another successful year, with sales increasing significantly. This product is promoted in partnership with local radio stations. Rehab is currently working with eight such stations and there are plans to add new stations in 2008.

The local People of the Year Awards are organised on a county basis and are a very important means of recognising human achievement at community level. In 2007, award ceremonies were organised in 11 counties stretching from Donegal to Wexford. This activity is a very important means of building awareness of Rehab and its services at a local level.

## Rehab Lotteries

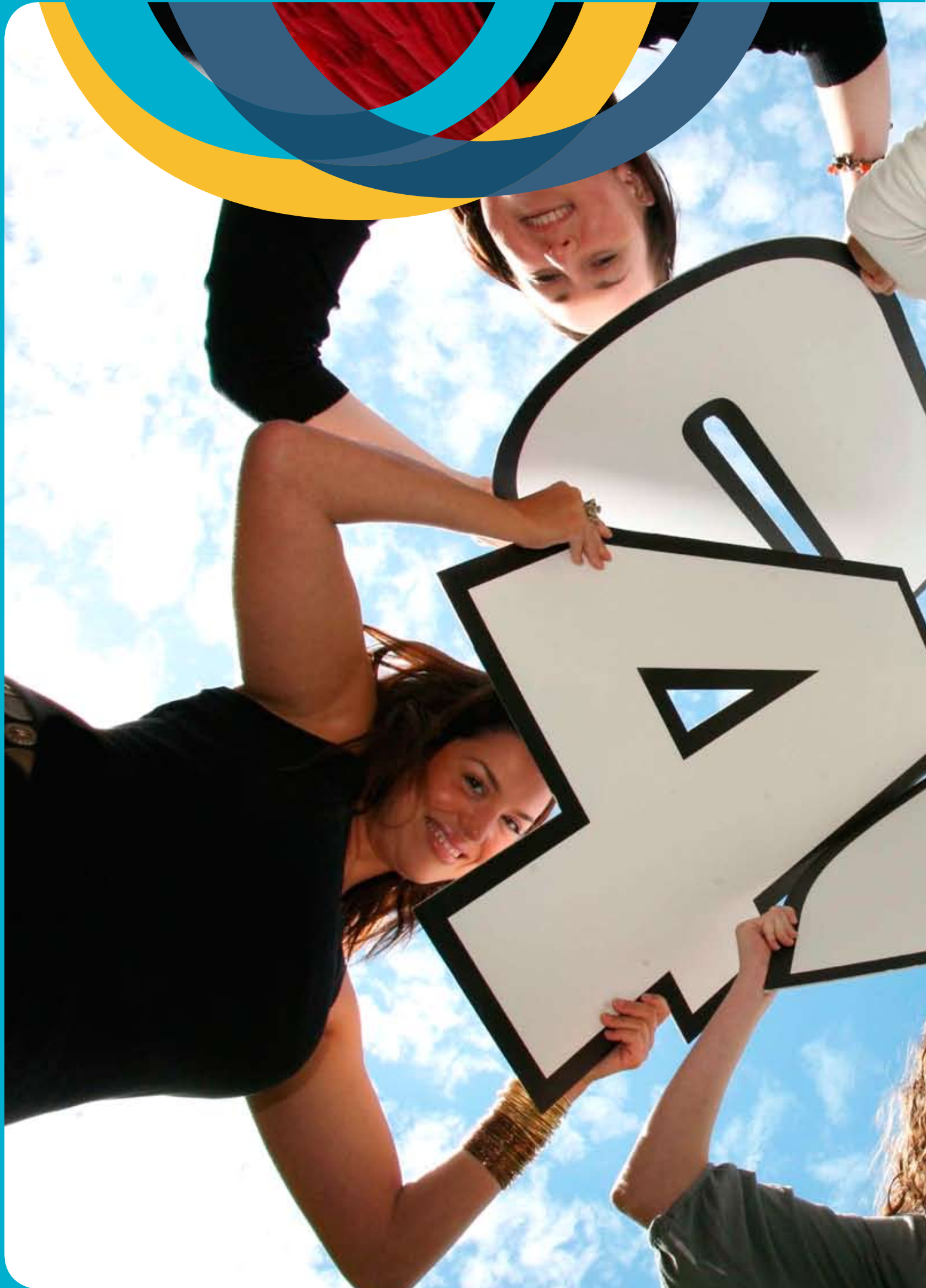
The Group benefits from a number of lottery activities – the main activity being Rehab Lotteries where the core business is the marketing of a range of scratch card games through a network of 1,400 retail agents nationwide.

In 2006, Rehab Lotteries established its new internet-based lottery activity at [www.rehabbingo.com](http://www.rehabbingo.com) and this business continued to grow progressively in 2007. During the year, Rehab Bingo sponsored the Miss Ireland competition.

The Group continued to benefit from the Charitable Lotteries Fund in 2007 as a result of sales generated by Rehab Lotteries. 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.

In addition to Rehab Lotteries, the Group continued to benefit from a number of separate lottery activities where it is in partnership with other organisations. These are: Conquer and Care Lotteries, a scratch card lottery in Ireland in partnership with the Irish Cancer Society; the Care Trust, a lottery in Ireland in partnership with the Central Remedial Clinic; and a charity scratch card lottery in the UK in partnership with Info Place.







# Rehab Group

Finance  
Human Resources  
Policy and Co-ordination  
Service User Representation and Advocacy  
International Activities  
External Environment



# RehabGroup

Investing in People, Changing Perspectives



Director of Finance  
**Mr K Poole**

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## Finance

2007 was a satisfactory financial year for the Rehab Group, with an operating surplus of €2.2m, up on €0.7m in 2006.

Turnover grew by 21 per cent to €205m, from €170m the previous year, which reflected the new care and training services coming on-stream, together with an increase in online lottery activity.

Net borrowings at the year end stood at €3m – net cash was €2.7m in 2006 – and the cost of servicing debt remained constant at €0.5m.

The Group has adopted Financial Reporting Standard 17 on Retirement Benefits and, in 2007, liability in respect of the defined benefit pension scheme increased to €12.3m. In accordance with Financial Reporting Standard 15, the Group revalued its properties on 31 December and this led to a revaluation surplus of €11.2m.

In Ireland, commercial activities had a strong year and, in addition, Rehab Enterprises successfully opened a new facility in Poland. In Scotland, results stabilised following the setback of losing a major customer in 2006. Health and community care services continued to expand significantly and, towards the end of 2007, a new domiciliary care business in Scotland was acquired to further consolidate Momentum Care's position in this area. Turnover in TBG Learning almost doubled which was a notable achievement against a backdrop of significant change for one of the major funding bodies.

The Board and management of the Group are committed to maintaining a high standard of corporate governance and, to that end, jointly undertook a review in 2005/2006 of the Group's governance. At an EGM in November 2007, the Group adopted its new Memorandum and Articles of Association to fully implement the new governance structure. The internal audit function is now well established and the Board's Audit Committee, chaired by Mr Liam Hogan, formally approved the workplan for 2008.

As a not-for-profit organisation, resources are committed to services for people with disabilities and other socially disadvantaged groups. As the organisation has over 3,300 staff and 15,000 clients at any one time, 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 has developed ancillary activities such as pools, lotteries and fundraising activities to ensure that these deficits are covered and contribute to the capital programme and to allow also for unfunded innovation in certain service areas. The Group continues to look at different ways of raising funds and further developed its online lottery activity in 2007. Fundraising is a very competitive business. 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 UK to the development of its services. During the year, the Group spent €13.2m, up from €11.6m in 2006, on capital expenditure which was funded in part by way of capital grants from various agencies, from fundraising and from increased borrowings.



## The Rehab Group

(Extracts from Consolidated Financial Statements)

### Consolidated Revenue Account to 31 December

	2007 €'000	2006 €'000
Turnover	204,957	170,186
Operating surplus	2,495	1,214
Net finance costs	(167)	(426)
Taxation	(53)	(7)
Minority interest	(38)	(43)
Surplus attributable to the Group	2,237	738

### Consolidated Balance Sheet as at 31 December

	2007 €'000	2006 €'000
Fixed assets	108,869	91,294
<b>Current assets</b>		
Stocks	1,755	1,318
Debtors	30,957	26,241
Bank	17,097	20,048
	49,809	47,607
Creditors – amounts falling due within one year	(32,227)	(31,266)
Net current assets	17,582	16,341
Total assets	126,451	107,635
Provision for liabilities and charges	(1,561)	(2,246)
Creditors – amounts falling due after more than one year	(51,933)	(46,032)
Defined benefit pension scheme	(12,263)	(7,366)
<b>Net assets</b>	60,694	51,991
Capital & Reserves	72,861	59,299
Defined benefit pension scheme deficit	(12,263)	(7,366)
Minority interest	96	58
<b>Total reserves</b>	60,694	51,991

# RehabGroup

Investing in People, Changing Perspectives



Director of Human Resources  
**Ms S Boyne**

## Human Resources

As an employer, 2007 was a significant year for the Rehab Group. Staffing numbers grew from 3,044 in January to 3,301 in December. Staffing increases were primarily related to the expansion of care services in RehabCare and Momentum, with RehabCare commencing an overseas recruitment pilot in 2007, recruiting home support staff from Poland.

The recruitment of staff is a challenge in a competitive and increasingly European marketplace. Therefore, it is important that the Group develops a distinct employer brand in order for it to resource services and to meet the needs of service users and funders. Arising from this, the Group carried out a comprehensive review of its human resources (HR) service provision in the second quarter of the year. This involved the analysis of existing HR structures against recognised business needs and objectives. A number of staff contributed to the process which has led to the development of a change management programme which, in turn, has resulted in the establishment of a Group HR function consisting of a number of Group leads and a decentralised HR delivery into operational regions. It is envisaged that this new HR operations structure will facilitate and support the provision of important elements of HR practice such as greater responsiveness, consistency of approach and the ability to contribute at a strategic level to service delivery.

The other change that commenced from the HR review process is the establishment of a dedicated resourcing unit to manage recruitment needs. This move is reflective of a change in HR provision which many medium to large-scale employers have implemented. This is designed to ensure that the latest and most effective recruitment methods are implemented to facilitate candidate management, screening and assessment. This is an exciting move for the Group as it will support the establishment of a true employer brand and a recruitment strategy that will allow it to compete for the best staff in the marketplace. The resourcing unit will also be charged with the responsibility of supporting the development of succession planning and talent management approaches for staff across the Group to ensure development and promotional opportunities and the retention of key staff. It is envisaged that this proactive HR approach will benefit all stakeholders in the longer term.

The HR function is committed to the provision of best practice HR management. Ensuring that staff are supported in reaching their optimum performance in their roles will be a key HR priority for the organisation going forward in addition to the comprehensive review of all HR policies and procedures.

A large-scale review of staff training and development was completed in RehabCare. This has resulted in a core programme of training with a greater service focus and a similar process in other divisions is planned for 2008.



### Health and Safety

In 2007 the Group undertook a comprehensive review of health and safety management processes to ensure compliance with statutory obligations. This has led to significant investment in the health and safety function across the Group and the introduction of additional health and safety management positions in the divisional management teams. The Group is committed to ensuring that managers at all levels are aware of their safety management responsibilities and are supported in fulfilling these. This has led to the continued rollout of an Institution of Occupational Safety and Health managing safely training programme across middle and senior management grades which will continue into 2008.

### Excellence and Continuous Improvement

The Group has enjoyed significant success in achieving external European Foundation for Quality Management excellence accreditation at various levels across a number of divisions. The desire to continuously improve service provision is the driving force behind the Group's initiatives in this area. All divisional and support teams developed

individual continuous improvement plans in 2007 with key deliverables by 2009. These plans will keep external quality accreditation at the forefront of business and service objectives and it is envisaged that this approach will support the Group as it looks forward to the development of increased statutory regulation in the form of standards in service provision in Ireland.

The continued rollout of the Excellence Through People (Ireland) and Investors In People (United Kingdom) HR standards took place in 2007, with a number of divisions and business locations achieving accreditation for the first time and, in some cases, achieving re-accreditation under a new standard. Such acknowledgements complement the approach that the Group has taken in ensuring that HR activity is modelled on best practice and that the personal development of staff is given the required priority.

The Group looks forward to the challenges that 2008 will bring and to its continued development as a significant employer within the voluntary sector.







Director of Policy and Co-ordination  
**Ms S J Dillon**

## Policy and Co-ordination

Established in 2007, the Directorate of Policy and Co-ordination has a lead role in supporting the development and ongoing management of a number of key activities across the Rehab Group. These activities include policy framework and processes, research, advocacy, international affairs, knowledge management and other specific projects. Work began during the year on the development of a policy framework to ensure that the Group is working to best practice in the development, implementation, review and communication of all policies, procedures and guidelines.

### Research

In January, the Group commenced ProMenPol, a three-year project being undertaken by partners across seven European countries. The project, which is funded by the European Commission, seeks to address the issue of positive mental health promotion in three settings – education, the workplace and residences for older people – with specific aims to:

- Identify and package in a policy-friendly way existing scientific knowledge in relation to mental health promotion and protection
- Develop a set of tools for mental health assessment and policy development
- Promote policy development through a range of dissemination activities

The high-profile European-funded project Optiwork successfully concluded its work in 2007. The overall aim of this study was to develop a method for assessing international initiatives aimed at facilitating access to the labour market so as to help overcome barriers to recruitment. The views of people with disabilities, both inside and outside of the workplace, as well as employers, were sought as part of the project.

National Learning Network again participated in the Equavet research project which was completed this year. The aim was to provide information on European approaches for Quality Assurance and Excellence, to advance the viewpoint of stakeholders in the disability and social sectors, and to promote quality within the European Quality in Social Services framework (EQUASS). This resulted in an online self-evaluation tool and new quality assurance indicators tailor-made for the vocational and educational training, and rehabilitation sectors.

National Learning Network also completed a European-funded project entitled Work in Mind that had been active since 2004, as well as an internal learner satisfaction survey.

Work continued during the year on RehabCare's research into the support needs of people affected by rare disorders in Ireland. The final report will outline the social, emotional and information support needs of families affected by rare disorders. This project is funded by the Health Research Board and is due to be completed in 2008.

During 2007, RehabCare was represented on the respite care element of the RAPSODY (Rare Disease Patient Solidarity) project managed by Eurordis, the European Organisation for Rare Diseases.

The Group received funding in 2007 from the National Disability Authority Research Promotion Scheme to carry out research into processes for introducing a recovery



ethos to organisations that provide services to people with mental health difficulties. This research is due for completion at the end of 2008 and will provide a set of practical guidelines for use by organisations that are implementing a recovery ethos.

An internal evaluation was also carried out in RehabCare to ascertain staff understanding of the concept of person-centred planning. This research will inform the RehabCare Person-centred Planning Strategy and the type of support and training required by staff.

Other research conducted within the Group during 2007 included:

- Brand and customer research by Rehab Lotteries and TBG Learning
- Ongoing continuous improvement and service development research in Momentum, TBG Learning and The Chaseley Trust
- New product development research in both Rehab Enterprises and Rehab Lotteries
- External evaluation of the second RehabCare Partners in Policymaking programme
- Evaluations of the HeadsUp suicide prevention initiatives
- Research into rehabilitation services, specifically current unmet needs in Ireland and international best practice in the field

### HeadsUp

Focusing on 15 to 24-year-olds, the aim of the HeadsUp suicide prevention programme is to raise awareness and provide information and supports through initiatives, including a youth website and text referral service, lifeskills training and workplace training, and community action.

In 2005, the Group held a high-profile fundraising dinner hosted by former US President Bill Clinton that generated funds to initiate work on a number of projects under the HeadsUp umbrella of activity.

August saw the launch of the HeadsUp text service. Sponsored by Meteor, it is fully automated, 100 per cent confidential and is available 24 hours a day by texting "headsup" to 50424. The most requested topics include teen issues, sexuality, sexual health, mental health and suicide. Just under 10,000 texts had been received by the end of the year.

For the HeadsUp parenting course for fathers and sons, "Raising Boys for Fathers", fathers from across the Rehab staff team were trained to deliver the course, which was successfully given in 12 locations across Ireland.

### Suicide and the Internet

Ireland hosted the Biennial International Association of Suicidology Conference in Killarney, where the Group hosted a pre-conference workshop entitled "Suicide and the Internet". The workshop, which was attended by over 70 delegates, included guest speakers from organisations such as Bebo, The Samaritans, Electric News, Reach Out Australia, Richard Stockton University of New Jersey, Vrije Universiteit in Amsterdam, the University of Montreal in Quebec and the Internet Service Providers Association of Ireland.

### Community Rehabilitation Facilities

During 2007, the Group put considerable resources into developing a business case that advocated for a much-needed network of community-based rehabilitation facilities for the South and West of Ireland.

## Service User Representation and Advocacy

Driven by its strong vision, mission and values, the Rehab Group passionately believes its service users should play a key role in making the decisions that affect the services they use. Consequently, the Group places considerable importance on service user representation and involvement at all levels. The groups representing service users include: National RehabCare Advocacy Council (NRAC), the National Representative Council (NRC), The Chaseley Trust's Residential Forum and the Momentum Service Users' Council.

Under a new Group management structure, the operations of all advocacy supports were placed under the Directorate of Policy and Co-ordination, thus taking this function outside the operation of the divisions. This change facilitated the development of an internal Group advocacy forum to facilitate exchange of best practice across the Group and enable collaboration where appropriate.

### National RehabCare Advocacy Council

For NRAC, 2007 was another busy and productive year. During the first part of the year, the newly-elected national committee completed leadership training in areas such as advocacy skills, the role of committee members, meeting skills and how to consult with internal and external stakeholders. The committee collaborated with the RehabCare Programmes and Research team to produce draft guidelines on effective communication within organisational working groups, to support both staff and service users.

The committee also continued to provide information on NRAC and service user involvement in RehabCare induction training throughout the year. NRAC regional meetings were held where committee members from local NRAC committees came together to discuss key regional issues with the General Manager.

NRAC members also began to plan for their participation in the consultation process surrounding the Review of HSE-funded Adult Day Services to take place in 2008.

### National Representative Council

The NRC held a number of successful events in 2007. Three regional seminars took place, with Local Representative Council members from the region and staff attending. In June, the NRC Advocacy Seminar was held in Dublin, with more than 150 learners and staff in attendance. The theme was "Advocacy – Our Achievements", with learners and staff sharing their successes in advocacy and social inclusion.

The NRC continued to provide training in advocacy and local committee development to learners in National Learning Network centres, with training taking place in Tullamore and a number of centres in Cork. The NRC induction booklet was also updated to include guidelines on the complaints procedure and bullying.

The NRC continued to provide an independent advocacy service to a number of designated National Learning Network centres, funded by the Citizen's Information Board (CIB). This service provides both one-to-one and group advocacy supports. Mechanisms were also put in place for learners to access other external advocacy projects funded by the CIB.





### Momentum Service Users' Council

The Momentum Service Users' Council continued to develop and expand its role during 2007. Promotional visits to many Momentum Skills services took place, resulting in a number of new members joining the Council.

Momentum was one of just 11 organisations across Scotland chosen to participate in the official opening ceremony of the Scottish Parliament on 30 June. Two members of the Service Users' Council and one member of staff carried a specially-commissioned Momentum banner, which was designed in collaboration with two professional artists.

During the year, a training event in developing skills and understanding for civic participation was held for current and future members of the Service Users' Council in association with Communication Forum Scotland and the Scottish Government's Education and Information Department. A research project to ascertain the extent of service user involvement within each service, along with identifying areas of best practice that could be developed across the organisation, is planned for 2008.

### TBG Learning

Within TBG Learning, a key focus for the year was the encouragement of learner involvement in programme design and continuous improvement. A number of learner forums called "Learner Voices" were held where a representative group of learners met centre managers to discuss their experiences and provide feedback on programmes. Learners also had the opportunity to feed back on their learning experiences through TBG Learning's online feedback system which was also extended to TBG sub-contracted learners.

### The Chaseley Trust

The four service user representatives at The Chaseley Trust regularly attended management and trustee meetings and were also involved in the induction of new service users and staff, and the training of medical students. Service users completed a questionnaire about advocacy supports, the results of which will be finalised in 2008.

### Rehab UK

Rehab UK centres in Birmingham, Newcastle and London continued to develop their service user representation through regular meetings with service user representatives and staff. In Birmingham and Newcastle, training and support was provided for service users to participate in the staff recruitment process.

## International Activities

During 2007, the Rehab Group continued to dedicate focused effort, both at Group and divisional level, to developing and enhancing effective and beneficial international relations and partnerships that support the organisation in achieving its objectives. These international activities enable the Group to exchange and learn from international best practice and to maximise its opportunities to influence inclusive and effective policy development for individuals with disabilities and their families.

The Group hosted a number of visits by colleagues to a variety of its centres throughout Ireland during the year, with visitors from San Diego and Michigan in the United States, Morwell in Australia, Berlin in Germany and St Etienne in France. In addition to this, the Group grew its international membership profile by joining the European Association of Service Providers for Persons with a Disability (EASPD).

### European Platform for Rehabilitation

The European Platform for Rehabilitation (EPR) is a network of leading European service providers to people with disabilities with current membership covering 15 European countries. RehabCare and National Learning Network are members and Momentum and The Chaseley Trust associate members. The key activities of the EPR centre on the development of a network of individual members, innovative projects and learning groups, and proactive input into international public affairs.

RehabCare and National Learning Network both participated in the ICF (International Classification of Functioning) Learning Group and the Decentralised Services project team.

In addition to this, RehabCare was involved in a number of projects and discussion groups, including Relations with Service Users. National Learning Network was involved in a number of projects and discussion groups including Relations with Employers, Outcome Measurement, Distance Learning and Benchmarking on Quality.

### Workability International and Workability Europe

Workability International is a worldwide network of over 125 member organisations throughout 38 countries. Rehab Enterprises is the Group's lead member.

The Group actively participated in the Workability International Annual Conference held in Stockholm on 11-14 September, which celebrated the twentieth anniversary of Workability International.

A key focus of the Group's contribution to Workability International is the extremely successful business-to-business initiative Workability Europe Business (WEB) BV, a private limited company established to negotiate and transact all commercial agreements with external companies for the benefit of all members. This initiative has established, and will continue to develop, a number of international procurement deals with global companies. It facilitates members in maximising the cost efficiencies of the social enterprises they operate and their core mission to create meaningful jobs for people with a disability.



In the last quarter of 2007, a one-year Rehab Group International Disability Employment Development Fund for Developing Economies was launched in association with Workability International. This is a pilot grant scheme that seeks to fund or provide seed funding to new and innovative projects that support the development of enterprise and staff training and personal development projects for people with disabilities within sheltered and supported employment settings.

The Group has made a total of €50,000 available to the grant scheme. Ten applications were received from Workability International members in a host of countries. Three applications were successful and the Group will receive six, nine and 12-month updates from the organisations as to the progress of their projects. The National Rehabilitation Centre of the Disabled in Nepal works with people with physical disabilities and will provide skills to sustain an independent livelihood through an incense and candle-making project. The Eden Social Welfare Foundation in Taiwan will provide opportunities for people with disabilities to work and earn an income through a range of skills' development courses, e.g. paper clay, bread flower and season's greetings card-making, while ORBIT India (Organisation for Rehabilitation of the Blind in Tiruchi) will provide sustainable small industry employment to 60 workers.

### United Nations Activity

Following the adoption by the United Nations (UN) General Assembly of the Convention on the Rights of Persons with Disabilities and its Optional Protocol in late 2006, Ireland and the UK were among the first countries to sign it when it opened for signature on 30 March 2007.

The Convention clarifies and qualifies how all categories of rights apply to people with disabilities and identifies areas where adaptations to national law should be made for persons with disabilities to effectively exercise their rights. By the end of 2007, more than 100 countries had signed up to the Convention in principle, while a number of countries had ratified it, thereby becoming legally obliged to apply the Convention once it comes into force.

The Group continues to participate in UN activities through its consultative status with the Economic and Social Council (ECOSOC). The Group utilises this status to ensure that issues of importance to the Group and those who avail of its services are emphasised at UN level. During the year, both the Irish and UK Governments submitted their periodic reports on measures adopted to give effect to the provisions of the International Covenant on Civil and Political Rights, and the Group participated in consultative meetings led by Ireland's Department of Foreign Affairs in relation to this. The UK also provided its report in respect of the International Covenant on Economic, Social and Cultural Rights, with the Irish report expected in 2008.

In Ireland, the Group remains committed to contributing to the human rights debate through its membership of the Irish Government's Department of Foreign Affairs/ NGO Joint Standing Committee on Human Rights.



## External Environment

### IRELAND

The year saw a consolidation of recent major disability policy developments. With many elements of the National Disability Strategy in place, implementation and monitoring began. The Rehab Group participated in the cross-agency framework established to ensure the effective implementation of the strategy and began work to ensure that it is well-placed to benefit from the developments expected.

### Implementation of the National Disability Strategy

The National Centre for Excellence in Universal Design was established in 2007 within the National Disability Authority and this will promote a greater awareness of the importance of constructing accessible buildings.

Following considerable lobbying from the disability sector, including the Group, the Oireachtas passed the Citizens Information Act 2007 providing for a statutory personal advocacy service for people with disabilities.

The Independent Assessment of Need provided for under Part II of the Disability Act 2005 came into force for children aged up to five years, with rollout to all people with disabilities planned by 2011. In tandem with this, the Health Information and Quality Authority (HIQA) developed standards to guide this process.

The Department of the Environment, Heritage and Local Government established a working group to consider a National Strategy for Housing for People with Disabilities which it is hoped will significantly improve the availability of housing.

In addition, under Part V of the Disability Act 2005, the National Disability Authority published its first report on the 3 per cent quota for the employment of people with disabilities in the public service.

### Monitoring of the National Disability Strategy

Key to the National Disability Strategy is the Sectoral Plan framework through which six Government departments identify plans to ensure services meet the needs of individuals with disabilities with each presenting its first annual report to the Oireachtas in July.

Comprising senior Government officials, the National Disability Stakeholders' Monitoring Group oversees the Strategy's implementation. Consultative fora at department level also meet to consolidate links with the disability sector and the Group is represented on each of these groups through the Not-for-Profit Business Association. In addition, the Disability Stakeholders' Group (DSG), comprising major umbrella bodies from the disability sector, was established to ensure that the needs of people with disabilities remain central to policy decisions.

### Other Developments in Ireland

The Group has long called for the development of statutory standards for disability services. HIQA continued to develop its role and began work on the creation of statutory standards for residential services for older people. The Health Service Executive (HSE) also undertook a programme to develop guidance documents for services under its remit. A guidance document for residential services for young people with disabilities was published. The Review of HSE-funded Adult Day Services also commenced.



The Charities Bill 2007 was published which proposes the creation of a Charities Regulatory Authority and the development of national codes of fundraising practice.

The *Programme for Government* makes many commitments in relation to progressing a range of disability issues. The National Economic and Social Forum published its reports *Mental Health and Social Inclusion* and *Improving the Delivery of Quality Public Services*. The Central Statistics Office (CSO) published reports in relation to Census 2006 which, for the first time, includes extensive statistics relating to disability and carers. In addition, the CSO published its report *Equality in Ireland*.

## THE UK

The future development of the Rehab Group in the UK is taking place against a backdrop of significant change and transition across the sector.

### Developments in Government Policy

In 2007, the publication of *Reducing Dependency, Increasing Opportunity* by the Department for Work and Pensions was significant. The report states that the £12.5 billion expenditure on Incapacity Benefit can only be reduced by long-term, sustainable funding allied to an ambitious target of reducing the people who receive incapacity benefit by one million over ten years.

The rollout of the Government's Pathways to Work programme continued, with a £90m investment over the next ten years providing a single gateway to financial, employment and health support for people claiming incapacity benefits.

In England, the Department of Education and Skills divided to form the Department for Innovation, Universities and Skills and the Department for Children, Schools and Families. Impacts of this change on TBG Learning and Rehab UK include funding transfer to local authorities by 2010 for those aged 16-18 years and the demise of the Learning and Skills Council (LSC). The Adult Learning Inspectorate merged with Ofsted resulting in a combined inspectorate reporting on all aspects of teaching and learning.

### Competitive Marketplace

New skills and learning contracts for services are increasingly being allocated to larger Prime Contractors although the voluntary sector is encouraged to tender.

In supported employment, the social enterprises sector continues to be supported through a number of Government initiatives within the Department for Work and Pensions.

In domiciliary care, the outsourcing of home care provision by local authorities is continuing to increase, with 1.7 million people currently accessing home care services across the UK.

### Developments in Funding

There was considerable pressure on traditional funding sources in 2007. With demand high for funding from the Big Lottery throughout the UK, a reduction in European funding compared to earlier programmes, changes to the enterprise networks and the challenges faced by colleges and other educational providers in LSC tenders, the Rehab Group in the UK continues to operate in an increasingly volatile marketplace.







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### General Manager: Pat Fitzpatrick

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## Workability

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Clarence Street  
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*Retail shops in the following locations:*

Ulster Bank Ltd, Dublin 2  
AIB Bankcentre, Dublin 4  
Dáil Éireann, Dublin 2  
Vodafone, Dublin 18  
Eircom, Dublin 8  
Trinity Hall, Dublin 2

## RehabCare Regional Offices

### MIDLANDS, NORTH EAST

#### General Manager: Peter McKevitt

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Dundalk  
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Tel: 042 933 7418  
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### Midlands

#### Regional Manager: Lavinia Stronge

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## North East

#### Regional Manager: Aveen Toner

RehabCare  
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### WEST/NORTH WEST

#### General Manager: Kevin Clancy

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Email: kevin.clancy@rehabcare.ie

## West

#### Regional Manager: Mark Logan

Unit 9B, Liosban Business Park  
Tuam Road  
Galway

Tel/Fax: 091 755 686  
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## North West

#### Regional Manager: Barry Sweeney

Lakeview Business Centre  
Aughamore Far  
Sligo

Tel: 071 915 0385  
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### EAST/SOUTH EAST

#### General Manager: Tom McGarry

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Kylemore Road  
Ballyfermot  
Dublin 10

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## East

#### Regional Manager: Michael O'Connor

Park House Day Activity Centre  
Stillorgan  
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Tel: 01 210 8567  
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## South East

### Regional Manager: Pat McPhillips

Good Shepherd Centre  
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## SOUTH/MIDWEST

### General Manager: Rachael Thurlby

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National Technology Park  
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## South

### Regional Manager: Neil Tobin

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## Mid-West

### Regional Manager: Sinead Butler

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## Resource Centres

### Bailieboro Resource Centre

#### Community Services Manager: Bernard McVeigh

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### Ballinamore Resource Centre

#### Community Services Manager:

##### Sheila O'Dowd

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## Bantry Resource Centre

### Community Services Manager:

#### Alison Steeds

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## Blennerville Resource Centre

### Community Services Manager:

#### Mike Barton

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## RehabCare Dun Laoghaire

### Community Services Manager:

#### Clara McAuliffe

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## Dunboyne Resource Centre

### Community Services Manager:

#### Jacqueline De Giovanni

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## Dundalk Resource Centre

### Community Services Manager:

#### Caitlin McKinley

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## Galway Resource Centre

### Community Services Manager:

#### Rory Douglas

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## HOPS

### Community Services Manager:

#### Amy O'Malley

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## Kildare Resource Centre

### Community Services Manager:

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## Kilkenny Resource Centre

### Community Services Manager: Siobhan

#### Powell

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## Lean Ar Aghaidh Day Service

### Community Services Manager: Rebecca Power

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### Limerick Resource Centre

**Community Services Manager:**  
**Philip Atkinson**

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### Nenagh Resource Centre

**Regional Manager: Sinead Butler**

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### Monaghan Resource Centre

**Community Services Manager:**  
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Tirkeenan  
Monaghan

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### Park House Day Activity Centre

**Community Services Manager:**  
**Frank Kiely**

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### Portlaoise Resource Centre

**Community Services Manager:**  
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### Sligo Resource Centre

**Community Services Manager:**  
**Eamonn Wheeler**

Lakeview Business Centre  
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Sligo

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### The Phoenix Service

**Community Services Manager:**  
**Rebecca Power**

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### Thurles Day Service

**Regional Manager: Sinead Butler**

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### Knocklofty Rural Day Centre

**Community Services Manager:**  
**Harry Keskinen**

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### Kilkenny Day Service

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## Home Support

### Dublin Home-based Respite

**Care Planner: Taylor Linseman**

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### Home First

Roslyn Park  
Beach Road  
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Dublin 4

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Fax: 01 205 7384

### Limerick Home Support Service

**Home Support Co-ordinator:**

**Barbara Kelly**

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### Home Help

**Manager: Nicky Scudds**

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087 850 9075 /  
087 249 0227  
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### Mayo Personal Assistant/ Home Support

**Co-ordinator: Pat Lillis**

The Parish Centre  
Chapel Street  
Castlebar  
Co. Mayo

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## Monaghan Home Support

### Co-ordinator: Linda Moore

Derrylossett  
Rockcorry  
Co. Monaghan

Tel/Fax: 042 974 2234

## Slán Abhaile

### Care Planner: Laura Quinlan

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Fax: 01 205 7384

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## Waterford Home-based Respite

### Community Services Manager:

#### Donal O'Brien

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## Wexford Home Support

### Community Services Manager:

#### Donal O'Brien

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## Wicklow Home-based Respite

### Care Planner: Giuliana Settineri

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Email: giuliana.settineri@rehabcare.ie

## Accommodation Services

### Ballinamore Supported Accommodation

#### Community Services Manager:

##### Sheila O'Dowd

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Email: sheila.odowd@rehabcare.ie

### Bantry Hostel

#### Community Services Manager:

##### Alison Steeds

Tel: 027 51414

Email: bantry@rehabcare.ie

## Bray Supported Accommodation (Ripley Hills)

### Community Services Manager:

#### Clara McAuliffe

Tel: 086 809 1153

Email: clara.mcauliffe@rehabcare.ie

## Castlebar Accommodation

### Community Services Manager:

#### Lorraine Gibbons

Tel: 094 902 5026

Email: lorraine.gibbons@rehabcare.ie

## Cavan Supported Accommodation

### Community Services Manager: Bernard McVeigh

Tel: 049 433 1161

Email: bernard.mcveigh@rehabcare.ie

## Deansgrange Supported Accommodation (Kill Abbey)

### Community Services Manager:

#### Clara McAuliffe

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Email: clara.mcauliffe@rehabcare.ie

## Drogheda Supported Accommodation

### Community Services Manager:

#### Deirdre Quinn

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## Dundalk Supported Accommodation

### Community Services Manager:

#### Caitlin McKinley

Tel: 042 933 3491

Email: sadundalk@rehabcare.ie

## Galway Supported Accommodation

### Community Services Manager:

#### Rory Douglas

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Email: rory.douglas@rehab.ie

## Galway Supported Accommodation (Acquired Brain Injury)

### Residential Services Manager:

#### Shona King

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Email: shona.king@rehabcare.ie

## Lifford Supported Accommodation

### Community Services Manager:

#### Loretto Gillespie

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## Longford Supported Accommodation

### Residential Services Manager:

#### Sally Budd

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## Monaghan Supported Accommodation

### Community Services Manager:

#### Anne McFarland

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## Nenagh Supported Accommodation

### Regional Manager: Sinead Butler

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## Sligo Supported Accommodation

### Community Services Manager:

#### Eamonn Wheeler

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Email: sligo@rehabcare.ie

## Tralee Hostel

### Community Services Manager:

#### Michael Barton

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## Stepaside Supported Accommodation

### Community Services Manager:

#### Rebecca Power

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## Thurles Supported Accommodation

### Residential Services Manager:

#### Geraldine Egan

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## Respite Services

### Clare Respite Service

#### Social Care Manager: Grainne Palmer

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### Kilbane

**Community Services Manager:**

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### Limerick Autism Respite Service

**Social Care Manager:**

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### Limerick Physical and Sensory Respite Service

**Community Services Manager:**

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### Navan Children's Respite Service

**Residential Services Manager:**

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### Thurles Respite Service

**Residential Services Manager:**

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### Tullamore Autism Respite Service

**Residential Services Manager:**

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## Residential Care

### Knocklofty Residential

**Residential Services Manager:**

**David Frith**

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### Clare Residential Service

**Residential Services Manager:**

**Lars Schabelski**

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### 'Fernhill' Children's Autism Service

**Social Care Manager: Janet Gunning**

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### Glendaniel Children's Residential Service

**Unit Manager: Gerard Soosay**

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### Seoidín Children's

**Residential Service**
**Social Care Manager:**

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### Longford Autism Service

**Residential Services Manager:**

**Sally Budd**

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### Mid-West Children's Unit

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### Navan Autism Residential Service

**Residential Services Manager:**

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### Nenagh Children's Residential Service

**Residential Services Manager:**

**Rita Coffey**

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### Prader Willi Syndrome Service

#### Residential Services Manager:

##### Laurence Collins

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### Lean Ar Aghaidh Residential Service (DEE House)

#### Residential Services Manager:

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### Tullamore Autism Residential Service

#### Residential Services Manager:

##### Chiara Glynn

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### Thurles Residential Service

#### Residential Services Manager:

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### Acquired Brain Injury

#### Galway Acquired Brain Injury Service

#### Residential Services Manager:

##### Shona King

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### Galway Transitional Living Unit

#### Residential Services Manager:

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### Asperger's Residential Service

#### Galway Asperger's

#### Residential Service

#### Residential Services Manager:

##### Shona King

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### Sheltered Occupational Services

#### Athlone Sheltered

#### Occupational Service

#### Community Services Manager:

##### Veronica Cullinan

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#### Ballyfermot Sheltered Occupational Service

#### Community Services Manager:

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#### Bantry Sheltered

#### Occupational Service

#### Community Services Manager:

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### Bray Sheltered

#### Occupational Service

#### Community Services Manager:

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#### Carlow Sheltered

#### Occupational Service

#### Community Services Manager:

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#### Castlebar Sheltered

#### Occupational Service

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#### Castlerea Sheltered

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#### Cavan Sheltered

#### Occupational Service

#### Community Services Manager:

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### Clonmel Sheltered Occupational Service

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### Costello Sheltered Occupational Service

**Community Services Manager:**  
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### Douglas Sheltered Occupational Service

**Community Services Manager:**  
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### Dundalk Sheltered Occupational Service

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### Galway Sheltered Occupational Service

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### Hollyhill Sheltered Occupational Service

**Community Services Manager:**  
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Bruach  
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Cork  
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### Lifford Sheltered Occupational Service

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### Navan Sheltered Occupational Service

**Community Services Manager:**  
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Athboy  
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### Sligo Sheltered Occupational Service

**Community Services Manager:**  
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Aughamore Far  
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### Tullamore Sheltered Occupational Service

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### Waterford Sheltered Occupational Service

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### Wexford Sheltered Occupational Service

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## Outreach Services

### Athlone Outreach Service for People with Physical and Sensory Disabilities

**Community Services Manager:**  
**Veronica Cullinan**  
Crescent House  
The Crescent  
Railway Road  
Athlone  
Co. Westmeath  
Tel: 090 649 1452  
Fax: 090 649 1454  
Email: veronica.cullinan@rehabcare.ie

### Tullamore Outreach Service for Children with Autism

**Residential Services Manager:**  
**Mary Conroy Thoms**  
Charleville Cottage  
Charleville Road  
Tullamore  
Co. Offaly  
Tel: 057 932 9991  
Fax: 057 932 9819  
Email: mary.conroythoms@rehabcare.ie



## RehabCare Outreach Swords

### Community Services Manager:

**Clara McAuliffe**

Balheary Industrial Estate  
Swords  
Co. Dublin

Tel: 01 626 9979

Email: clara.mcauliffe@rehabcare.ie

## RehabCare Outreach Tallaght

### Community Services Manager:

**Clara McAuliffe**

77 Broomhill Road  
Tallaght Industrial Estate  
Dublin 24

Tel: 01 626 9979

Email: clara.mcauliffe@rehabcare.ie

## Costello Assertive Outreach Service

### Community Services Manager:

**Brendan Folan**

Unit 7, Industrial Estate  
Casla  
Co. Galway

Tel: 091 572 210

Fax: 091 572 370

Email: costello@rehabcare.ie

## Castlerea Assertive Outreach Service

### Community Services Manager:

**Miriam Mannion**

Church Road  
Castlerea  
Co. Roscommon

Tel: 094 962 2972

Fax: 094 962 2044

Email: castlerea@rehabcare.ie

## Tralee Outreach Service

### Community Services Manager:

**Mike Barton**

32 The Belfry  
Tralee  
Co. Kerry

Tel: 066 719 0559

Email: mike.barton@rehabcare.ie

## Thurles Outreach Service

### Residential Services Manager:

**Geraldine Egan**

Dovea  
Kilkillahara  
Thurles  
Co. Tipperary

Tel: 0504 58925

Email: geraldine.egan@rehabcare.ie

## Acquired Brain Injury Outreach and Community Support Service

## Galway Outreach and Community Support Service

### Residential Services Manager:

**Shona King**

Unit 9B, Liosban Business Park  
Tuam Road  
Galway

Tel: 091 755 836

Email: shona.king@rehabcare.ie

## Newgrove Housing Association

### Housing Development Officer:

**Kevin Lunny**

Newgrove Housing Association  
Roslyn Park  
Beach Road  
Sandymount  
Dublin 4

Tel: 01 205 7397

Fax: 01 205 7285

Email: kevin.lunny@rehabcare.ie

## Rehab Lotteries Ltd

Rehab House  
Blackhall Court  
Dublin 7

Tel: 01 679 7088

Fax: 01 679 1502

Website: www.rehab.ie

## The Care Trust

71-73 College House  
Rock Road  
Blackrock  
Co. Dublin

Tel: 01 200 0060

Fax: 01 200 0061

Email: thecaretrust@give.ie

## TBG Learning Head Office

Lombard House  
145 Great Charles Street  
Birmingham B3 3JR

Tel: 0121 200 1140

Fax: 0121 233 0573 / 233 9567

## TBG Learning Barking

Monteagle Court  
Wakering Road  
Barking  
Essex IG11 8PD

Tel: 020 8507 1377

Fax: 020 8507 1296

## TBG Learning Tower Hamlets

Truman Building  
91 Brick Lane  
London E1 6QL

Tel: 020 7247 0036

Fax: 020 7426 0560

## TBG Learning Newham

246-250 Romford Road  
Forest Gate  
London E7 9HZ

Tel: 020 8221 4656

Fax: 020 8221 4644

## TBG Learning Colchester

Portal House  
27 Southway  
Colchester CO2 7BA

Tel: 01206 366 341

Fax: 01206 366 358

## TBG Learning Tendring

103-105 Carnarvon Road  
Clacton-on-Sea CO15 6QA

Tel: 01255 430 053

Fax: 01255 688 240

## TBG Learning Derbyshire

St Peter's House  
Gower Street  
Derby DE1 1SB

Tel: 01332 202 828

Fax: 01332 202 804

## TBG Learning Chesterfield

Block A  
1st Floor  
St Mary's Court  
St Mary's Gate  
Chesterfield  
Derbyshire S41 7TD

Tel: 01246 207 500

Fax: 01246 207 002

## TBG Learning Alfreton

10 High Street  
Alfreton  
Derbyshire DE55 7BN

Tel: 01773 521 921

Fax: 01773 521 821

**TBG Learning Kent**

23-25 King Street  
Gravesend  
Kent DA12 2DU  
Tel: 01474 566 588  
Fax: 01474 569 100

**TBG Learning Kent**

2nd Floor  
193B Parrock Street  
Gravesend  
Kent DA12 1EW  
Tel: 01474 369 108

**TBG Learning Aylesham**

c/o Aylesham and District  
Community Workshop  
Aylesham Community Project  
Ackholt Road  
Kent CT3 3AJ  
Tel: 01304 841 813

**TBG Learning Folkestone**

Folkestone Enterprise Centre  
Unit 20, Shearway Business Park  
Shearway Road  
Folkestone  
Kent CT19 4RH  
Tel: 01303 298 298  
Fax: 01303 298 299

**TBG Learning Sittingbourne**

Mainstream House  
Bonham Drive  
Sittingbourne  
Kent ME10 3RY  
Tel: 01795 476 709  
Fax: 01795 437 892

**TBG Learning South London**

13-14 Ellerslie Square  
Lyham Road  
London SW2 5DZ  
Tel: 020 7274 4106  
Fax: 020 7274 0764

**TBG Learning Camden**

Unit A, Linton House  
39-51 Highgate Road  
Camden  
London NW5 1RS  
Tel: 0207 485 1677  
Fax: 0207 485 1911

**TBG Learning West London**

84 Uxbridge Road  
Ealing  
London W13 8RA  
Tel: 020 8566 5252  
Fax: 020 8579 6735

**TBG Learning Southall**

Unit 1, Iron Bridge House  
Windmill Place Business Centre  
2-4 Windmill Lane  
Southall UB2 4NJ  
Tel: 0208 893 5389  
Fax: 0208 813 8656

**TBG Learning West Bromwich**

Suite 2  
1st Floor  
Lanchard House  
Victoria Street  
West Bromwich B70 8ER  
Tel: 0121 525 5498  
Fax: 0121 525 4219

**TBG Learning West Midlands**

145 Great Charles Street  
Birmingham B3 3JR  
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Fax: 0121 233 9567

**Momentum  
Head Office**

The Stables  
21-25 Carlton Court  
Glasgow G5 9JP  
Tel: 0141 221 2333  
Fax: 0141 429 8190  
Email: headoffice@  
momentumscotland.org

**Brain Injury****Pathways**

South Wing  
Migvie House  
23 North Silver Street  
Aberdeen AB10 1RJ  
Tel: 01224 625 580  
Fax: 01224 625 581  
Email: info.pathwaysaberdeen@  
momentumscotland.org

**Integrate and Pathways**

Unit 5, Abbotsford Court Business Centre  
Kelso TD5 7BQ  
Tel: 01573 229 728 / 229 730  
Fax: 01573 229 729  
Email: info.integrateborders@  
momentumscotland.org /  
info.pathwaysborders@  
momentumscotland.org

**Pathways**

7th Floor  
Savoy Tower  
77 Renfrew Street  
Glasgow G2 3BZ  
Tel: 0141 333 0567  
Fax: 0141 333 1678  
Email: info.pathwaysglasgow@  
momentumscotland.org

**Pathways**

Eglinton Disability Resource Centre  
Pavilion 9  
Ayrshire Central Hospital  
Kilwinning Road  
Irvine KA12 8SS  
Tel: 01294 311 433  
Email: info.pathwaysayrshire@  
momentumscotland.org

**Transitions**

43B Skene Terrace  
Aberdeen  
AB10 1RN  
Tel: 01224 622 261  
Fax: 01224 625 581  
Email: info.transitions@  
momentumscotland.org

**Mental Health****Fresh Start**

7th Floor  
Savoy Tower  
77 Renfrew Street  
Glasgow G2 3BZ  
Tel: 0141 333 0567  
Fax: 0141 333 1678  
Email: info.freshstart@  
momentumscotland.org

### Work Matters/Starting Point

The Charleston Centre  
49 Neilston Road  
Paisley PA2 6LY  
Tel: 0141 842 3410  
Fax: 0141 842 3418  
Email: info.workmatters@momentumscotland.org

### ESTeam (Employment Support Team)

53 Market Street  
Aberdeen AB11 5PZ  
Tel: 01224 587 777  
Fax: 01224 589 599  
Email: esteam@momentumscotland.org

## Employment

### Access To Work

7th Floor  
Savoy Tower  
77 Renfrew Street  
Glasgow G2 3BZ  
Tel: 0141 333 0567  
Fax: 0141 333 1678

### OPEL

Room F.01  
1-15 Main Street  
Cambuslang  
Glasgow G72 7EX  
Tel: 0141 646 2550  
Fax: 0141 646 2880  
Email: info.workability@momentumscotland.org

### Workability

The White Studios  
Room 206  
62 Templeton Street  
Glasgow G40 1DA  
Tel: 0141 554 8822  
Fax: 0141 550 5259  
Email: info.workabilityglasgow@momentumscotland.org

### Work Prep (programmes offered in Aberdeen, Fife and Glasgow)

7th Floor  
Savoy Tower  
77 Renfrew Street  
Glasgow G2 3BZ  
Tel: 0141 333 0567  
Fax: 0141 333 1678  
Email: info.workprep@momentumscotland.org

### Work Step

7th Floor  
Savoy Tower  
77 Renfrew Street  
Glasgow G2 3BZ  
Tel: 0141 333 0567  
Fax: 0141 333 1678  
Email: info.workstep@momentumscotland.org

### Work Prep

11 Carberry Place  
Mitchelston Industrial Estate  
Kirkcaldy  
Fife KY1 3AQ  
Tel/Fax: 01592 654 618  
Email: info.fife@momentumscotland.org

### May-Tag One-Stop Shop

6-8 School Vennell  
Maybole KA19 7DQ  
Tel: 01655 884 032

### May-Tag

Maybole Resource Centre  
48-50 High Street  
Maybole KA19 7BZ  
Tel/Fax: 01655 884 022  
Email: resource@may-tag.com

## Pan-Disability

### Energiser and Inclusive

Open Gate Community College  
44 Hecla Square  
Drumchapel  
Glasgow G15 8NH  
Tel: 0141 949 4885  
Fax: 0141 944 6232  
Email: info.energiserdrumchapel@momentumscotland.org / info.inclusivedrumchapel@momentumscotland.org

### Energiser and Inclusive

9 Kelso Place  
Yoker  
Glasgow G14 0LL  
Tel: 0141 952 6494  
Email: info.energiser-yoker@momentumscotland.org / info.inclusiveyoker@momentumscotland.org

### Inclusive East

The White Studios  
Room 203  
62 Templeton Street  
Glasgow G40 1DA  
Tel: 0141 550 4922  
Email: info.inclusiveeast@momentumscotland.org

### Energiser

53 Market Street  
Aberdeen AB11 5PZ  
Tel: 01224 587 777  
Fax: 01224 589 599  
Email: info.energiseraberdeen@momentumscotland.org

### Assist

Queen Elizabeth National  
Spinal Injuries Unit  
Southern General Hospital  
1345 Govan Road  
Glasgow G51 4TF

Tel: 0141 201 2205  
Fax: 0141 201 2991  
Email: momentumscotland@sgh.scot.nhs.uk

## Job Retention

### Get Back Plus

7th Floor  
Savoy Tower  
77 Renfrew Street  
Glasgow G2 3BZ  
Tel: 0141 333 0567  
Fax: 0141 333 1678  
Email: info.getbackplusglasgow@momentumscotland.org

## Community Rehabilitation (Substance Misuse)

### Link Programme (part of STAR – Supported Training And Rehabilitation – partnership)

3 Merryton Avenue  
Drumchapel  
Glasgow G15 7PS  
Tel: 0141 944 6649  
Fax: 0141 944 6518

### Catalyst

65 King Street  
Kilmarnock KA1 1PT  
Tel/Fax: 01563 549 377

## Care and Supported Living

### Momentum Care

Clydeway House  
813 South Street  
Glasgow G14 0BX

Tel: 0141 221 6255  
Email: info.momentumcare@momentumscotland.org

### Momentum Care Aberdeenshire

Banchory Business Centre  
Burn O'Bennie Road  
Banchory AB31 5ZU

Tel: 01330 826 545  
Email: info.momentumcare@momentumscotland.org

### Momentum Care Ayrshire

1 Wellington Square  
Ayr KA7 1EN

Tel/Fax: 01292 262 002  
Email: info.momentumcare@momentumscotland.org

### Let's Go

Momentum Care Morayshire  
Unit 6, Douglas Centre  
Marchburn Crescent  
Buckie

Tel: 01542 839 081

## Social Enterprise

### Haven Products

Sentinel Court  
3 Atholl Avenue  
Hillington Park Industrial Estate  
Glasgow G52 4UA

Tel: 0141 882 5752  
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Email: info@havenproducts.co.uk

### Haven Products

21 Harbour Road  
Longman Industrial Estate  
Inverness IV1 1SY

Tel: 01463 238 211  
Fax: 01463 710 297  
Email: info@havenproducts.co.uk

### Haven Products

12 Springhill Drive South  
Glasgow Business Park  
Glasgow G69 6GD

Tel: 0141 771 2300  
Fax: 0141 771 5490  
Email: info@havenproducts.co.uk

## Retail

### Café Momentum

Toryglen Resource Centre  
179 Prospecthill Circus  
Glasgow G42 0LT

Tel: 0141 613 3094

### Café Momentum

Yoker Community Centre  
Kelso Place  
Yoker  
Glasgow G14 0LL

Tel: 0141 435 7526

## The Chaseley Trust

### Chief Executive: Sue Wyatt

South Cliff  
Eastbourne  
East Sussex BN20 7JH

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Fax: 01323 744 208

## Rehab UK

### London and South East

#### Brain Injury Centre

##### Regional Manager: Dr David Sollis

21 St Thomas Street  
London SE1 9RY

Tel: 0207 378 0505  
Fax: 0207 403 4219

### Birmingham and Midlands

#### Brain Injury Centre

##### Regional Manager: Suzanne Ashby

58-72 John Bright Street  
Birmingham B1 1BN

Tel: 0121 616 3900  
Fax: 0121 616 3909

### Newcastle and North East

#### Brain Injury Centre

##### Regional Manager: John Soulsby

Melbourne House  
Melbourne Street  
Newcastle-Upon-Tyne NE1 2JQ

Tel: 0191 232 0234  
Fax: 0191 230 4307

### Teach Na hÉireann

##### Manager: Monica Whitehurst

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25 St Columbus Close  
Coventry CV1 4BX

Tel/Fax: 02476 221 600

### Northumberland Day Centre

##### Manager: Paul McKay

101 Waterloo Road  
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Northumberland NE24 1BY

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### Rehab UK Case

#### Management Services

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Eastbourne  
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Investing in People, Changing Perspectives

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