



RehabGroup

Investing in People, Changing Perspectives

Annual Report 2009

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# RehabGroup

Investing in People, Changing Perspectives

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## Legal Status

### Company Data

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

### Registered Office

Roslyn Park, Sandymount, Dublin 4, Ireland

### Company Secretary

Mr K Poole, BBS, FCA

### Bankers

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

### Solicitors

McCann FitzGerald, ME Marren & Co., Withers, McClure Naismith

### Auditor

PricewaterhouseCoopers

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## Cover Image

Kevin Toner and Jean Benrebha, students on the culinary skills course  
at Roslyn Park College, National Learning Network, Dublin

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The Rehab Group would like to express its sincere appreciation to the various individuals who write in this report of their personal experiences of the services provided by the Group.

# About Rehab

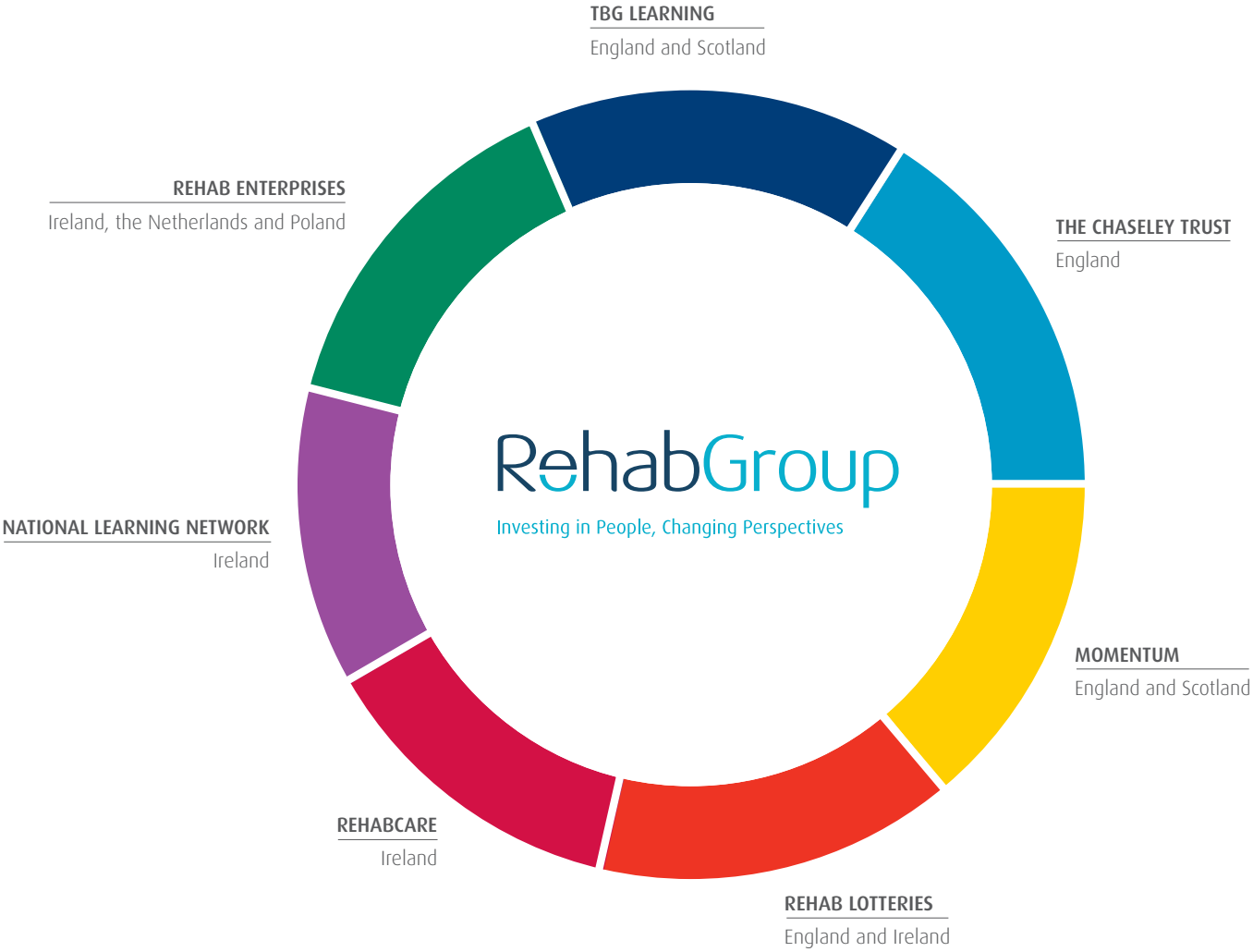
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Rehab is a leading non-Governmental organisation which strives towards a world where every person has the opportunity to achieve their potential. Rehab works in local communities to provide high-quality services and opportunities to people who need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

Over 3,350 Rehab staff members provide health and social care, training and education, and rehabilitation, employment and commercial services in Ireland, England, Scotland, the Netherlands and Poland. These services enhance the quality of people's lives, by supporting them in fulfilling personal goals, in accessing new opportunities and in playing a more active role in their communities. Rehab enables people to make the most of their skills and talents, to take up employment or further education and to live more independent lives.

The people who currently use our services include young people and adults with physical, sensory and intellectual disabilities, people with mental health difficulties, people with autism and people with an acquired brain injury. A range of essential services are also provided to older people, carers and others who are marginalised.

Every year, more than 46,000 people and their families benefit from the supports provided by Rehab in over 200 locations. Rehab works to influence leaders and policymakers to deliver positive change in the lives of the people who access our services, and has consultative status as a non-Governmental organisation at the Economic and Social Council of the United Nations.



# Chairman's Statement

Mr C Allen S.C.  
Chairman

This is the last occasion on which I shall report to you as Chairman of the Rehab Group.

For three years I have had the honour of holding that office and at our recent AGM was succeeded by my friend and Board colleague, Brian Kerr, a man who will bring his own unique skill sets to the role. I wish him every success and look forward to serving under him in the years to come.

I have often felt that not many people realise just how broad a church the Rehab Group is or of the nature and extent of the work which our excellent management, staff and volunteers do daily throughout Ireland and the other countries, including the UK, in which we are so actively involved. Perhaps it is because we do not pursue the cult of personality.

Yet in the year under review, RehabCare opened its first resource centre in Co. Clare, providing services to 30 people with disabilities in Shannon and the surrounding area. Rehab Enterprises saw its network of Smiles retail outlets across Dublin increase from seven to 10, with new shops opened in PricewaterhouseCoopers and CIÉ locations. Rehab Recycle, which was the first entity in Ireland to introduce bottle banks and glass processing, celebrated 25 years of glass recycling with celebratory events in Dublin, Cork and Galway.

The National Learning Network was awarded the Excellence Through People gold standard for the second time. Roslyn Park College also marked a quarter of a century of supporting students in realising their potential and was honoured with a visit by the President of Ireland.

TBG Learning's new centre in the heart of Birmingham was officially unveiled in September. The centre offers a range of programmes to support people in gaining skills for employment and in helping people's confidence in entering or getting back into the workplace.



It is the case, however, that these great advances were achieved against a backdrop of deteriorating public finances, impacting on the incomes of people with disabilities and on the funding being provided to our services. Public funding to the Group was cut during 2009 with clear indications that the reductions for 2010 will be even more severe.

**'The role of the volunteer is key in Rehab. It is central to our ethos. Those who founded us were themselves extraordinary individuals working entirely on a voluntary basis, driven by the need to help the most vulnerable in our society.'**

Our funders play a key role in facilitating the work which we as a Group do. I would like to make a particular mention of, in Ireland, the Health Service Executive, FÁS, the Departments of Education and Science, Justice, Equality and Law Reform, Health and Children, Enterprise, Trade and Employment, Community, Rural and Gaeltacht Affairs, and Pobal, and, in the UK, the Department for Work and Pensions, the Department for Business, Innovation and Skills, Local Authorities, Health Boards, Primary Care Trusts, and Learning and Skills Councils.

I wish to express my sincere appreciation to the members of the Rehab Group Board and those who served on other subsidiary boards for voluntarily giving of their expertise and time. I would particularly like to thank Liam Hogan, Chairman of the Audit Committee, Don Tallon, Chairman of the Best Practice Committee, and Declan Doyle, Chairman of the Remuneration Committee.

Fundamental to the Group's ability to deliver the services which it does to some 46,000 people each year is the work done by all of those who work within the organisation from the Chief Executive down. I salute each and every one of them for the enormous contribution which they have made and continue to make and I want to recognise in particular the fact that the year 2009 was, to say the least, a challenging one. It is a tribute to the strength of the management team, led by our Group Chief Executive, Angela Kerins, that notwithstanding the various difficulties which arose they were dealt with effectively, efficiently and with considerable success.

In closing, I wish to convey my deep gratitude to the many volunteer fundraisers and fundraising committees who give so much of their time in raising vital funds. Now, more than ever, this fundraising effort is key to the success of our work. The role of the volunteer is key in Rehab. It is central to our ethos. Those who founded us were themselves extraordinary individuals working entirely on a voluntary basis, driven by the need to help the most vulnerable in our society. Long may that concept be our guiding light.



**Colm Allen S.C.**

Chairman

June 2010



# Chief Executive's Statement

Ms A Kerins  
Chief Executive



The Rehab Group is an extraordinarily diverse and dynamic organisation, united by a common commitment to supporting people with disabilities and others who are marginalised to live their lives independently and to achieve their dreams.

Once again, during 2009, the lives of thousands of people have been transformed due to the services and support that they have received from Rehab. In this annual report, we have invited some of those people to tell their story in their own words. These personal accounts best capture the spirit and the energy with which Rehab delivers its vast range of activities and services which now serve over 46,000 people across four European Union member states.

Rehab continues to be at the forefront of quality service provision. Although the organisation experienced a challenging year in 2009, new and innovative projects and initiatives were introduced. All of these efforts have one focus – to allow us to ensure a sustainable and successful future for the organisation, our clients, their families and our staff.

During 2009 the economic environment began to impact to a greater extent on funding for service provision. Initial funding cuts were received from some funders in 2008 and these continued and deepened in 2009, with indications of further reductions in 2010. A number of measures were taken, including further reduction of support costs, to protect front line service provision and to ensure that the organisation remains financially sustainable. It is essential in this environment that all cost bases are continuously reviewed to ensure maximum value for money and efficiency, to maintain services for clients and to retain employment to the maximum possible extent.

Rehab continues to be committed to highlighting issues which impact on the lives of people with disabilities in the jurisdictions in which it operates. In Ireland, Rehab is extremely active in monitoring the implementation of the National Disability Strategy and we welcome the Government commitment to implement a Recession

Implementation Plan for the strategy. Our ongoing engagement with members of the Irish, Scottish and Westminster Parliaments in areas concerning people with disabilities, older people and people who are not in employment is of exceptional importance in the current climate.

Many milestones were achieved by individuals and services throughout Rehab during 2009. At events in centres all over Ireland, England and Scotland, we celebrated together the achievements of learners and clients who gained new skills, completed courses, achieved qualifications and secured employment or onward progression to further education or training. In a constrained employment market, over 4,500 people entered new employment with the help of Rehab, while over 17,000 qualifications were achieved.

**‘Once again, during 2009, the lives of thousands of people have been transformed due to the services and support that they have received from Rehab.’**

In homes across Scotland and Ireland, thousands of hours of homecare were delivered, allowing people to continue living independently in their own communities. In a challenging business environment, value for money is paramount for customers, and Rehab Enterprises and Haven Products strive to continue to deliver efficient and practical solutions that meet customers’ emerging needs and identify new areas of business growth, to support the employment of people with disabilities. Throughout



Rehab, people learned new skills, gained confidence and achieved their own personal goals. We take immense pride in all of their successes.

We continue to share expertise with, and learn from the experiences of, our international colleagues. October saw National Learning Network host the annual conference of the European Platform for Rehabilitation with delegates from 17 European countries converging on Waterford City. Participants discussed how best to protect the most vulnerable groups in our society from the worst effects of the recession and the need for services to be more flexible in responding to people's changing needs.

The communities we serve continued to support us through their fundraising efforts. This voluntary activity is hugely important to Rehab and one on which we need to continue to build to ensure the considerable capital and other non-funded requirements of services are met.

Rehab continues to place great emphasis on the quality of its services, and all sections of the Group continued to make progress in their quality journey. Divisional achievements in this arena in 2009 included the receipt by RehabCare of the 'Recognised for Excellence' Level 4 award from the European Foundation for Quality Management, the awarding to National Learning Network of the European Quality in Social Services award, and the receipt by Rehab Enterprises and The Chaseley Trust of relevant ISO accreditation.

There were many high points and memorable moments across the year. In London, TBG Learning moved to new flagship premises in Lambeth and commenced delivering the Response to Redundancy programme from its 20 centres in England, in addition to its many other offerings.

The milestone of the first academic year was reached in Rehab's new school at Red Hill in Limerick and many of the pupils participated in an innovative new summer camp.

Momentum's new head office in the regeneration area of Govan in Glasgow was officially opened. This exciting

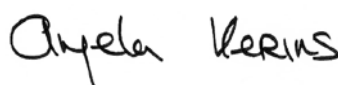
development was facilitated following the allocation of funding from the Scottish Investment Fund, a Government scheme created to support enterprising third sector organisations.

We celebrated the official opening of Regent House, Rehab's new flagship centre in Kilkenny, with the live broadcast from the centre of *The Tubridy Show* on RTÉ Radio One.

In a significant development, Rehab Recycle's glass and can recycling activity merged with Glassco Recycling Ltd in December to form Rehab Glassco Ltd. This brings together Rehab Recycle's extensive collection network with Glassco's state-of-the-art processing facilities in Kildare, and securely positions the new entity at a time of unprecedented economic change.

The single most important asset in Rehab is its people. The achievements on a daily basis of all who use our services, and the commitment and dedication of all of our staff members and volunteers, make Rehab an organisation of which we can all be immensely proud. By responding quickly to emerging events, anticipating future challenges and by planning and implementing effectively, together we can ensure that Rehab remains a strong, united organisation, which is well placed to withstand challenges and to ensure the continued successes of its services.

Finally, I would like to thank the outgoing Chairman of the Rehab Group, Mr Colm Allen S.C., for his significant contribution during his term of office, for which I am grateful. I warmly welcome the incoming Chairman, Mr Brian Kerr, and look forward to working closely together in the years ahead for the benefit of all those who use our services in realising their needs and aspirations.



**Angela Kerins**

Chief Executive

June 2010

# Group Boards of Directors

## The Rehab Group

Mr C Allen SC (Chair)  
Mr B W Kerr (Vice-Chair)  
Mr J Browne  
Mr H D Cashell  
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

## National Learning Network Ltd

Ms A Kerins (Chair)  
Mr J Browne  
Ms P Cremin\*  
Mr J Herlihy\*  
Mr P Lydon\*  
Mr K Poole

## RehabCare

Ms A Kerins (Chair)  
Ms N Gildea\*  
Ms M Joyce  
Mr B T Keogh\*  
Mr G Lambert\*  
Mr K Poole  
Mr D Tallon

## Rehab Enterprises Ltd

Ms A Kerins (Chair)  
Mr D Doyle\*  
Mr H D Governey\*  
Mr B W Kerr\*  
Mr M O'Sullivan<sup>1</sup>  
Mr K Poole

## Momentum Scotland

Ms A Kerins (Chair)  
Ms S Boyne  
Mr F Flannery  
Mr D Gentleman  
Mr A Heron  
Mr J Houston  
Mr B T Keogh\*  
Mr K Poole

## TBG Learning

Ms A Kerins (Chair)  
Mr C Allen SC  
Ms S Boyne  
Ms S Gidman<sup>2</sup>  
Mr I Hounslow  
Mr B T Keogh\*  
Mr K Poole  
Mr I Welsh<sup>3</sup>

## The Chaseley Trust

Ms A Kerins (Chair)  
Mr R Bugler  
Mr F Flannery  
Mr J J Q Howes  
Mr P Salmon  
Mr I Welsh<sup>3</sup>

## Rehab Lotteries Ltd

Mr C Allen SC (Chair)  
Mr J Browne  
Mr F Flannery  
Ms A Kerins  
Mr B W Kerr  
Dr J McGuire  
Mr K Poole

\* appointed 22 June 2009

<sup>1</sup> resigned 27 October 2009

<sup>2</sup> resigned 8 May 2009

<sup>3</sup> resigned 30 October 2009

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# Rehab Group Management Team

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

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

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Director of Finance  
**Mr K Poole, BBS, FCA**

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Director of Enterprises  
**Mr M Horgan, BSc Mgt, Dip Mgt Studies, Dip Bus Mgt**

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Director of Human Resources  
**Ms S Boyne, BA, Dip HRM, FCIPD**

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

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Director of Policy and Service Compliance  
**Ms S J Dillon, MBA, BSc OT**

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Director of Fundraising  
**Dr J McGuire, BSc, PhD, FMII, MICI**

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# Staff Profile

## Rehab Group

CEO Programme Manager  
**Ms C O'Neill, BA (Intl),  
H Dip DD, Dip LS**

Chief Information  
and Technology Officer  
**Mr G Merrigan, MSc Mgt Ops,  
BSc Comp Apps, MICS, MACM**

Group Financial Controller  
**Mr M Cronin, FCCA**

Group Internal Auditor  
**Mr T Connaughton, ACCA**

Head of Fundraising  
**Ms P Crowley, B Comm, MBS**

Group Property Manager  
**Mr P Costelloe, MIPFMA,  
PG Dip Proj Mgt**

Head of Communications  
and Public Affairs  
**Mr D Delaney, BSc Commun,  
Adv Dip Comm, MPRII**

Divisional Financial Controller,  
Enterprises  
**Mr E Hardy, FCCA**

Divisional Financial Controller,  
Health and Social Care  
**Ms M McEvoy, ACMA**

Divisional Financial Controller,  
Training and Employment Services  
**Mr T Dunne, ACA**

Divisional Financial Controller,  
Fundraising  
**Mr W Doyle**

Divisional Financial Controller,  
UK Services  
**Mr I Hounslow, BA, FCMA**

Head of Development, UK Services  
**Mr S Black, DMS, MBA**

Senior Human Resources  
Operations Manager  
**Ms K Fanneran, BBS, MCIPD**

Resourcing Manager  
**Ms D Jackson, MMII (Grad), MCIPD**

Human Resources Manager,  
Enterprises  
**Ms N Byrne, MSc, BSc, FCIPD**

Human Resources Manager,  
Health and Social Care  
**Ms C McKenna, BA, MCIPD**

Human Resources Manager,  
Training and Employment Services  
**Ms M Kearns, MSc, H Dip**

Clinical Risk Specialist  
**Mr S Dillon, MBA, H Dip, BSc**

## RehabCare

Assistant Director of Health  
and Social Care Services  
**Ms L Keane, MSc, Dip COT**

General Manager,  
West and North West  
**Mr K Clancy, Dip HCM**

General Manager,  
Midlands and North East  
**Mr P McKevitt**

General Manager,  
South and Mid-West  
**Ms R Thurlby, BA Eur Bus**

General Manager,  
East and South East (*Locum*)  
**Mr M O'Connor, BA Mgt, MBS**

Principal Clinical Psychologist  
**Mr A Abrahams, MA ClinPsych,  
MSc AdTher**

Home-based Services Manager  
**Mr K Dhondt, BSc, Dip App SS,  
Dip Mgt**

Health and Safety Manager (*Locum*)  
**Ms Y Fallon, RGN, BSc, CMIOSH**

## Rehab Enterprises

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

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

Business Development  
Manager, Workability  
**Mr J McEntee, MMII Grad, PG Dip**

Quality Manager  
**Mr M Maguire, BSc,  
Dip Prod Eng, Cert Ind Eng**

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

Director of Operations,  
Haven Products  
**Mr T Bruin**

## 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, M Ed**

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

Regional Director, Dublin,  
Wicklow and North East  
**Mr C Gibbons, MSc, 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,  
H Dip CBT, AFPsSI**

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

## TBG Learning

Regional Manager, South  
**Mr M Burger**

Regional Manager,  
Mid-East and Scotland  
**Mr R Fitt**

Regional Manager, London  
**Ms A Osho, ADMS**

Regional Manager,  
Mid-West and Wales  
**Mr P Hazelhurst, Cert Ed**

Business Manager, Employer Division  
**Mr F Seeley**

Head of Business Development  
**Mr R Horne**

Financial Controller  
**Mr A Fantham, ACMA**

Human Resources Manager  
**Ms B Read, MA, MCIPD**

Content and Quality Manager  
**Ms L Williamson**

## Momentum

Financial Controller  
**Mr D Whyte, BAcc, CA**

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

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

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

Programme Development Officer  
**Ms N Neilson**

## The Chaseley Trust

Chief Executive  
**Ms S Wyatt, RGN**

Registered Manager, Chaseley Home  
**Ms H Barrow, RGN, MCMI**

Finance Manager  
**Mr P Hemsworth, ACMA, MCMI**

Human Resources Manager  
**Ms A Rae, RGN**

# Paul Woods

## Chaseley Bungalows resident, Eastbourne

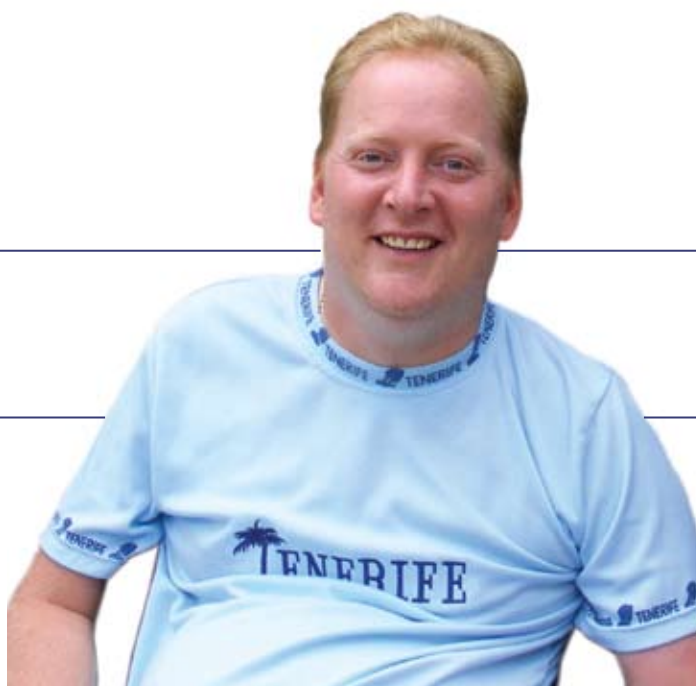
I first attended Chaseley as a day care service user, but became a resident in 2005 as my condition – multiple sclerosis – had caused my health and mobility to deteriorate.

Although I enjoyed living at Chaseley's main home, I sometimes longed for more independence and privacy, and when the Trust started work on its new project, Chaseley Bungalows, I think I was the first person to put my name down to live there. I moved into a brand-new, one-bedroom bungalow in May and now it's a real home for me. I love having my own space and my own front door.

I am now quite paralysed but use an environmental control system to help me manage independently and have special adaptations to my computer which allow me to surf the internet and keep in touch via Facebook and other sites. But it's really good to know that I have nursing and care staff on hand at any time of the day or night, when I need them. I'm in control of my own routine, the staff members help me when I want them to, and I don't have to get up or eat at any particular time, which I appreciate.

I like to eat healthily and plan my own menus and don't just leave my care assistants to get on with it. I like to taste the food as they prepare it and suggest improvements, maybe with spices or herbs.

Being one of the first residents, I have enjoyed showing people around, including our local MP, Nigel Waterson, and Eastbourne's Mayor and Mayoress. I'm very happy here. It's a quiet and peaceful place with lovely garden areas and I'm looking forward to the summer when we'll be having some barbecues for all the people in this friendly little community.



'I'm very happy here. It's a quiet and peaceful place with lovely garden areas and I'm looking forward to the summer when we'll be having some barbecues for all the people in this friendly little community.'

The Chaseley Bungalows provide a new model of social care, offering greater freedom and choice to Chaseley's clients. When completed, the bungalows will provide residential nursing care for 13 people.

# Geraldine FitzGerald

## Mum of Louis, who attends the Red House respite centre, Limerick

Louis has been attending Red House respite centre for almost four years. I consider Red House to be Louis's home from home. I have always noticed when dropping off Louis how happy and content he appears, and knowing that he enjoys his time in Red House is of great comfort and solace to me.

I have also noticed that staff members offer a holistic approach in their care-giving which includes myself, always asking how I am and how I'm coping on a day-to-day basis. It is a great support to receive that type of care.

Last December, having been diagnosed with swine flu, I contacted Michelle McMahon, the manager of Red House, in desperation. Michelle was of huge support and immediately put my mind at rest. I was assured that Louis would be cared for in Red House until I had returned to full health. I really don't know how I would have managed at that time without the help. Owing to Louis's cardiac history, he requires a lot of medical care and in Red House this is provided with the same attention and love that Louis receives in his own home. Red House provides an invaluable service for my family and others like us that helps us cope with the day-to-day care of our loved ones. It would be hard to envisage how my family and I would survive without the staff and the service.

'I have always noticed when dropping off Louis how happy and content he appears, and knowing that he enjoys his time in Red House is of great comfort and solace to me.'



Louis FitzGerald

Red House respite centre was established in 2000 for children with autism. The centre provides planned breaks to families from Co. Clare, Co. Limerick and North Tipperary. Currently there are 35 families benefiting from the service through a number of respite options, including after-school care, day care, overnights and weekends.



# RehabCare

Investing in People, Changing Perspectives

‘Continuing to lead in the provision of quality, person-centred health and social care services, enabling people to live their lives to the full in line with their choices and aspirations.’



Mary Frances McAteer, a member of RehabCare's Encore Productions drama group in Dundalk, enjoys some amateur dramatics with Drama Co-ordinator Sandy Sneedon

In 2009, more than 2,600 clients accessed a wide range of quality services provided by RehabCare, supported by the Health Service Executive (HSE) and the Department of Health and Children. The division remained focused on delivering high quality services for people with disabilities and older people within its current service portfolio and continued to maximise efficiencies and effectiveness where possible, against a backdrop of reducing funding. This was especially recognised this year in the awarding by the European Foundation for Quality Management of 'Recognised for Excellence' Level 4.

### Resource Centres

During the year, a new resource centre was officially opened in Shannon by Minister Tony Killeen TD. A total of 30 people now attend this centre, which provides a broad range of independent living services.

A new resource centre in the heart of Tullamore town was completed in the autumn. This state-of-the-art building received capital funding from the HSE and provides a modern environment for the provision of services to over 40 people with disabilities.

December saw the official opening of a RehabCare resource centre in the Rehab Group's new building in Kilkenny, Regent House. Every day, 30 people with disabilities from Kilkenny and its hinterland come to the centre to access a wide range of supports. In addition, the top floor's supported accommodation units, with their spectacular views of Kilkenny city, can accommodate up to 16 people.

In Castlebar, a transitional programme which provides high support services to recent school-leavers opened. When fully operational in new premises on Spencer

Street in 2010, the service will support ten people in accessing new activities in the local community. Work also commenced on refurbishing the resource centre in Breaffy Road, which includes a full-size boccia court – the only one in Co. Mayo. Funding from the HSE and a bequest have contributed to creating this modern environment to support clients in attaining their goals.

Thanks to the support and flexibility of staff, a new range of additional evening programmes, such as social outings, sporting activities and art classes, also commenced throughout the country for the benefit of clients.

Following a series of campaigns for new volunteers, there was an increase in the number of people giving their time to support those using RehabCare's services in experiencing new activities such as cookery, gardening, woodwork, talking books, cultural pursuits, health and safety, etc. This, in addition to an increase in the number of student internships/placements, considerably enhances the range of services delivered.

# RehabCare

Investing in People, Changing Perspectives



Taking part in 'Give it a Swirl' day in Londis, Quay Street, Dundalk, were (left to right) Frances McArdle, RehabCare volunteer, Olivia Coburn, RehabCare service user, Deirdre Quinn, Community Services Manager, RehabCare Dundalk, and Mairead Nixon, Londis

## Residential and Respite Services

Through funding from the Department of the Environment, Heritage and Local Government, the adult residential service in Ennis – which provides 24-hour supports for four individuals with disabilities – moved to a new building in a residential part of the town. With funding from the HSE, the Mid-West respite service, which provides regular respite breaks for people with autism, also moved premises to a more rural location allowing residents to enjoy a real break in a comfortable home from home.

In Navan, building and adaptation work continued on a new respite centre which will provide essential breaks for children with disabilities and their families from across Co. Meath.

## Supported Accommodation Services

In 2009, four people moved into beautiful homes in RehabCare's new independent living apartments in Kilmainham, right in the heart of Dublin city and close to local transport links and amenities.

## Home-based Services

RehabCare continued to develop its home-based services for older people, and adults and children with disabilities throughout the country. The introduction of a new software platform – CareFree – has enabled further enhancements in terms of efficiency, logistical management and service quality and, most importantly, in providing support to lone home support workers as they go about their daily work.



## Business Excellence

The ongoing commitment to an ethos of continuous review and improvement in all areas of service delivery was externally acknowledged in September when RehabCare received the European Foundation for Quality Management (EFQM) 'Recognised for Excellence' Level 4 award.

The award followed a rigorous assessment process against the EFQM excellence model, which is a management framework that organisations use to identify areas for improvement and to achieve performance excellence.

Excellence Ireland, the awarding body, stated that 'the scope of this assessment was quite wide and the assessment team were very complimentary of the standards and understanding that the people they interacted with had of the business and the EFQM model'.

## Red Hill School

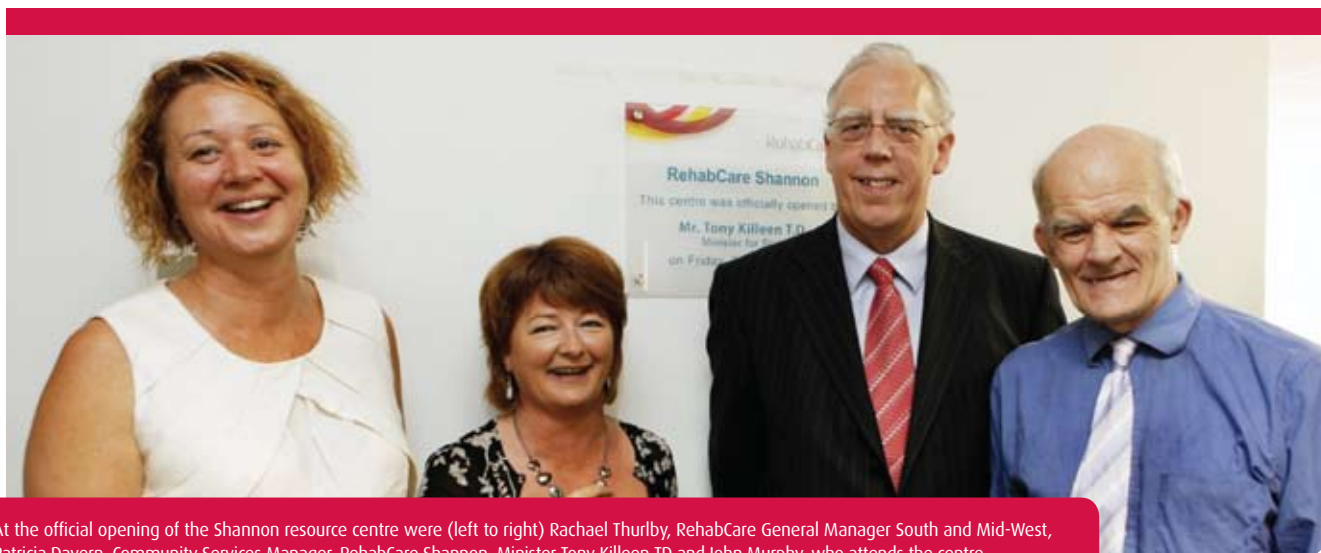
The Group's new school at Red Hill in Limerick celebrated its first anniversary. Plans are underway for a new school building and an increase in pupil numbers.

## Learning and Development

RehabCare acknowledges the huge contribution that all staff members made, and continue to make, in supporting clients in achieving their wishes in life, through the delivery of high-quality person-centred services.

Training is key to ensuring that staff members are confident that their skills are up-to-date and, during the year, the training department continued to progress RehabCare's learning and development strategy. One key area was the achievement of 12 staff members in becoming fully-accredited Crisis Prevention Institute instructors. This will further enhance the training provided to services in meeting the specific needs of clients in a way that is truly person-centred.

In conjunction with National Learning Network, the training department is actively progressing FETAC accreditation for a number of enhanced in-house training courses. Planning also began for a Mental Health First Aid course to equip staff with the knowledge to identify and support people with mental health difficulties. Training for trainers will be carried out in early 2010.



At the official opening of the Shannon resource centre were (left to right) Rachael Thurlby, RehabCare General Manager South and Mid-West, Patricia Davern, Community Services Manager, RehabCare Shannon, Minister Tony Killeen TD and John Murphy, who attends the centre

# Imelda Sheehy

## Resident of The Willows adult residential service, Ennis, Co. Clare

I came to live in a RehabCare house in 2007 and shared the house with other people. In 2008, the manager, Lars Schabelski, explained that we were moving house and offered me the apartment that was beside the main house.

At first I was frightened at the thought of living on my own but Lars explained to me that anytime I needed staff I could call for them and they would come to me. I am now used to living on my own. I like it because the apartment is separate to the main house so I have my own space and freedom.

I do my own cleaning, hoovering and wash my own clothes. I have my own telly and DVD player so I can watch what I want. I also go to Dulick Day Centre from Monday to Friday.

The staff supports me for a few hours every day of the week, including weekends, helping me with my shopping, accompanying me on social outings, etc. I have a meeting with the manager twice a week to discuss how I am getting on and we meet for dinner in Dulick once a month.

The manager is a very nice man. He is the best manager that I have ever had. He wants the best for me and the other service users.

I get on well with the service users living in the main house. We all want a happy house.

I get invited in for dinner and sometimes we go for drives and walks together. I have made friends with my next-door neighbour, Geraldine, and her two dogs. I visit her for tea and a chat or else we go for a walk.



I feel very safe living in my apartment. The staff are all very good to me and make sure that nothing frightens or upsets me.

**'The staff supports me for a few hours every day of the week, including weekends, helping me with my shopping, accompanying me on social outings, etc.'**

The Willows adult residential service was established in July 2006 and comprises a four-bedroom house for three adults and a separate one-bedroom apartment for one adult within a residential development in Ennis. The staff team offers a high support service as required, providing healthcare and other specialist supports, independent living and leisure activity programmes, and helping to develop clients' social skills.

# Bernadette Dowd

Service user at RehabCare resource centre, Dunboyne, Co. Meath, and Citizens Information Centre volunteer



I attend RehabCare's physical and sensory resource centre in Dunboyne. For the past three years, I have been running the Dunboyne Citizens Information Centre from the RehabCare centre with my fellow service user, Tom Dunn. The service is open every Thursday and is a fantastic amenity in the local community.

Before we started at the Citizens Information Centre, we did a six-month intensive information providers' course which covered topics from maternity benefits to registering a death, and everything in between. This was the first time I'd studied in a long time and it was a bit daunting but I'm so glad I did it.

In recent years, people have been experiencing great difficulties in managing their money and in accessing their entitlements. 2009 was a very busy year with people losing their jobs and, in some instances, their homes. Every case is different and sometimes people feel better just from being able to talk to someone.

Before I came to RehabCare in 2006, I was sitting at home not doing anything. My life has changed so much since then. I've even published my autobiography. It's an amazing experience to hold a book you have written in your hands – so good, in fact, that I'm now working on my second book. There's such a wonderful family atmosphere at the RehabCare centre. You are among people who understand you and your abilities. There are times I have to pinch myself when I see what I've achieved and it all comes back to RehabCare and the staff here in Dunboyne.

'There are times I have to pinch myself when I see what I've achieved and it all comes back to RehabCare and the staff here in Dunboyne.'

In partnership with the Health Service Executive, the RehabCare resource centre in Dunboyne offers support to 43 people with physical and sensory disabilities across a range of person-centred programmes, including IT, creative writing, art and photography, social and leisure activities, independent living and therapeutic supports.

# Rehab Enterprises

Investing in People, Changing Perspectives

‘Rehab Enterprises is Ireland’s leading private sector employer of people with disabilities in the provision of quality services to customers in areas as diverse as recycling, logistics and retail.’



Cllr. Mick Duff, Mayor of South Dublin, celebrates 25 years of Rehab Recycle at its Ballymount recycling facility with Michael Horgan, Director of Enterprises, Rehab Group, and staff



Rehab Enterprises provides integrated employment for people with disabilities across a range of sectors in over 22 locations around Ireland, as well as in the Netherlands and Poland. In 2009, the Rehab Enterprises group of companies developed and expanded its services in both the retail and recycling areas.

At the end of the year, a total of 429 people were employed directly by Rehab Enterprises, of whom 241 were people with disabilities. Rehab Enterprises avails of the Government's Wage Subsidy Scheme, which is operated by FÁS. The scheme provides financial supports to employers who employ people with disabilities. Rehab Enterprises also seeks to promote the employment of people with disabilities by assisting companies in availing of this scheme through its Access Ability and Workability services.

### Rehab Logistics

The Rehab Logistics facility in Limerick, along with its Polish facility, provides 24/7 product support to computer manufacturer Dell in the form of storage, pad printing and electronic assembly services. In line with the Rehab Group's mission, partnership arrangements have been developed with local disability organisations and a significant number of people with disabilities are employed in the Rehab Enterprises Polish plant in Łódź.

2009 was a difficult year for Rehab Logistics in Limerick, due to the downturn in the Irish market. As a result, a major restructuring was required and a refocus of the business model was carried out to ensure the future employment of people with disabilities.

Rehab Logistics in Navan offers a quality manufacturing and distribution service and is ISO 9000 approved. Its product offerings include DuPont, Tyvek protective garments and a range of aids and appliances for the healthcare sector. In Mountmellick, Rehab Logistics offers local assembly solutions to industry in the Midlands and the facility is ISO 9001:2000 approved.

### Rehab Recycle

Rehab Recycle is Ireland's largest post-consumer waste recycler. During 2009, it recycled in excess of 60,000 tonnes of mixed waste. In addition to running the largest network of glass bring banks in Ireland, Rehab Recycle operates an IT equipment and waste electrical recycling business and provides consultancy services to industry. Cans, cardboard, paper and plastics are also recycled, while Rehab Recycle Navan operates an expanded polystyrene recycling service. 2009 saw a new departure for Rehab Recycle with the extension of its recycling activities to include non-hazardous white goods.

Rehab Recycle Tallaght offers a full 'take-back' service that ensures not only disposal of waste electrical and electronic equipment (WEEE) but also guaranteed data destruction and a complete audit trail. As part of this service, a yearly environmental report is provided, summarising recycling activity carried out by customers. Rehab Recycle is also responsible for Dell's asset recovery business and out-of-date and obsolete WEEE products.

Rehab Recycle's ongoing programme with WEEE Ireland and Microsoft to raise awareness about electrical and electronic waste recycling by supplying every primary school in the country with a recycled computer was extended to secondary schools. Over 600 primary and secondary schools have been supplied with in excess of 1,200 computers under this programme.

# Rehab Enterprises

Investing in People, Changing Perspectives



At the official opening of the new Smiles shop in Blackrock were (left to right) Angela Kerins, Chief Executive, Rehab Group, staff members Keith Browne and Ronan O'Brien, Dr John Lynch, Chairman of CIÉ and Iarnród Éireann, and Minister Mary Hanafin TD



(Left to right) Rehab Recycle staff Abdul Raoof and Patrick Brophy enjoy a moment's respite from their efforts

Rehab Recycle in the Netherlands operates a reverse logistics system that collects, destroys and reports product 'take-back' from the marketplace for some of the largest software manufacturers.

Rehab Recycle faced unprecedented challenges in 2009 with new local authority recycling arrangements and a fall in hospitality sector recycling activities affecting its glass and can recycling businesses. In a strategic development, a new glass and can company was created with the merger of Rehab Recycle and Glassco Recycling Ltd. This new company, Rehab Glassco Ltd, serves to securely position both enterprises at the forefront of recycling within Ireland at a time of unparalleled economic challenges and an ever-changing market. More specifically, it presents great opportunities for the expansion of the business and the increased employment of people with disabilities.

## 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 by a Rehab Enterprises customer.

### • Rehab Retail

Rehab Retail successfully operates a wide range of convenience store retail services at various locations in Dublin and opened three new outlets in 2009, bringing the total number to ten. Rehab Retail now trades under the name Smiles and plans to expand further during 2010.

### • Rehab Packaging

Rehab Packaging specialises in 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, offering a 'just-in-time' service to its major customers. In 2009, it saw the development of new business offerings in Kilkenny, with the expansion of a call centre as well as the introduction of new services for the customised supply of products to local pharmaceutical companies and the recycling of mobile phones.

#### • ABLE Awards

Rehab Enterprises, in partnership with the Excellence Ireland Quality Association, continued the rollout of its new disability standard for business – the ABLE Business Excellence Award. This Award sets the standard for Irish

companies in demonstrating their commitment to people with disabilities – both as employees and as customers – in the provision of services and up to 40 organisations had embarked on the assessment process by year-end.

## Eileen Murray

Assistant Supervisor, Smiles,  
PricewaterhouseCoopers, Dublin



I have been with the Rehab Group nearly 15 years. I started off as a trainee in the catering section based in Harrison's restaurant in Westmoreland Street. I loved every minute of it there and succeeded in getting a full-time position in 2001.

I then moved over to the retail section which recently got a new name, Smiles. I am now based in PricewaterhouseCoopers and love it here. The building is like a hotel and everyone is so friendly. I and my colleagues work to the very best of our abilities. The shop is open from 7.30am in the morning until 6.30pm in the evening and offers a wide range of services, including dry cleaning and postal services. I have worked in all the other Smiles shops but prefer PWC! I suffer from depression and anxiety and the Rehab Group has supported me through my many setbacks. My job is always there for me when I am ready to go back. Just by having a daily routine, getting out of the bed to go to work, and having positive feedback, really makes a big difference for anybody suffering from depression.

'I and my colleagues work to the very best of our abilities.'

Smiles shops are now operating in ten locations across Dublin city and provide employment to 28 people, including 22 people with disabilities. Smiles shops are located in some of Ireland's leading companies, including Vodafone, CIÉ, Eircom, PricewaterhouseCoopers, Ulster Bank, Allied Irish Bank and Dáil Éireann.

# National Learning Network

Investing in People, Changing Perspectives

‘To promote equality by providing world-class training, education and employment access services and by actively influencing the creation of a more inclusive society.’



Learners from the National Learning Network centre in Portlaoise catch a few waves in Tramore, Co. Waterford

National Learning Network has been one of Ireland's leading providers of rehabilitative and vocational training opportunities for over 60 years. The services are focused at those who are distant from the labour market to assist individuals to acquire the skills that they need to achieve their full potential and to build lasting careers in jobs that reflect their interests and abilities.

National Learning Network's rehabilitative and vocational training programmes continue to lead the field in terms of students' progression to employment and further education outcomes in their chosen career paths through an individualised person-centred planning approach.

Over 90 per cent of students who have completed programmes with National Learning Network successfully go on to employment and/or further education and training. All programmes carry the nationally-recognised FETAC accreditation and can form part of the lifelong learning of an individual.

The provision of high-quality training using a person-centred approach is fundamental to everything that National Learning Network stands for. Each student is engaged in developing an individual action plan which supports their preferred personal and vocational goals. The success of this approach is reflected in the continued demand for programmes.

As part of its ongoing quality assurance programme, every year National Learning Network conducts regular comprehensive surveys of satisfaction levels covering all aspects of training services. In 2009, over 1,400 students responded and, overall, results show that 97 per cent of students are satisfied or very satisfied with the services that they receive.

National Learning Network also provided very successful continuous professional development, educational assessment and disability support services to over 8,000 beneficiaries.

These nationwide services would not be possible without the funding and positive relationships in place with FÁS, the Health Service Executive (HSE), the Department of Enterprise, Trade and Employment, the Department of Education and Science, the Department of Health and Children and the Department of Justice, Equality and Law Reform.

Another vital contribution to National Learning Network's work comes from the very positive relationships maintained with the colleges of further and continuing education and a network of over 3,000 employers who provide work placements and other supports.

### CDVEC Disability Support Service

The CDVEC (City of Dublin Vocational Education Committee) Disability Support Service provided by National Learning Network continues to service significant numbers of students and staff of the CDVEC. It provides a range of support services and has assisted a considerable number of people in successfully applying to the Higher Education Authority for individual student supports at third level.

### Assessment Service

The educational assessment service continued to experience significant growth in 2009 with over 1,300 individual assessments and interventions during the course of the year. The team offers holistic and wellness assessment that addresses both educational and vocational requirements.



# National Learning Network

Investing in People, Changing Perspectives

## Continuous Professional Development

As a registered FETAC provider, the continuous professional development department provided in excess of 1,000 professionals from a range of external organisations with accredited and tailored training. The various training courses available cover all aspects of disability and equality, as well as learning diversity and tools for inclusive teaching. In the summer, the department was asked by FETAC to lead a Standard Development Group in the area of disability and this work is due to conclude in 2010.

## Skill-Up

Working closely with FÁS, 12 National Learning Network locations delivered the FÁS Skill-Up programme to over 100 staff drawn from various businesses. The programme offers participants the opportunity to gain the skills that employers have identified within an individually-tailored accredited programme. This programme was highly successful, particularly in the context of employers releasing staff for training at a time when they are making determined efforts to maximise resources.

## Microsoft's Business in the Community

Roslyn Park College in Dublin has been selected by Microsoft Ireland as a 'Business in the Community' partner. This involves Microsoft staff volunteering their time to provide free IT consultancy services and facilitating student visits to 'job shadow' a range of professions at work in the Microsoft head office. In addition, longer-term work experience placements for students are also supported by Microsoft.

## Link-Up

Link-Up is a new innovative programme, funded by the HSE, currently being piloted at Roslyn Park College. Offering FETAC-accredited modules at levels 3 and 4, it is designed as a transition programme from rehabilitative training to vocational training specifically for young people with learning difficulties who have recently left school. It places an emphasis on preparing students for further training and education or work, incorporating both community involvement and work experience.



Pictured with cook Tony Byrne (second left) are students on the Culinary Skills course (left to right) Jean Benrebha, Noel Delaney and Kevin Toner at Roslyn Park College, Dublin



Sueann Moore, a student on the Artlink course in Roslyn Park College, Dublin



## Open Heart House

Open Heart House (OHH) is a member-led organisation with a mission to empower and enhance the lives of people living with HIV and AIDS. National Learning Network Phibsboro and OHH have developed a six-month case management service to facilitate women accessing OHH to develop and implement focused employment plans. The programme is supported and funded by the European Social Fund through the Human Capital Investment Programme 2007–2013, by the Department of Justice, Equality and Law Reform through the Equality for Women Measure, and by the National Women's Strategy.

## Stepping Out

Based in Athlone and funded through the Department of Justice, Equality and Law Reform, the primary aim of Stepping Out is to reduce levels of recidivism among participants and to support entry to education and employment. The programme assists offenders in changing patterns of behaviour by focusing on attitudes and emotional development while identifying their vocational strengths and supporting these with training in the relevant areas. The 2009 group organised a tidy towns' event in Athlone in which benches and bins in a local park were painted. In another initiative, some students wrote, produced, edited and presented a programme, *Rock through the Ages*, which aired on Athlone Community Radio during September. This programme enabled some participants to achieve a FETAC level 5 award in radio production.

## Erris Fresh Start

The Fresh Start project in Erris, Co. Mayo, was developed to facilitate personal, social and vocational exploration for people who are severely excluded and marginalised, mainly because of mental health issues. Erris is a deprived area with poor infrastructure, making access to services difficult, so the programme provides a safe place to learn new skills and plan future education/career pathways while achieving FETAC certification. It is delivered in partnership with Iorras le Chéile, FÁS, the HSE, Údúrá na Gaeltachta and the Department of Social and Family Affairs.

## Elluminate

National Learning Network has been selected to pilot the introduction of Elluminate technology, an interactive learning platform which allows remote access to a virtual learning classroom. Participants have access to online tutorials as well as group and one-to-one training.



Pictured with Stepping Out Co-ordinator Jim McNamee (second left) are participants (left to right) Shona Murray, Haley McDonagh, William Shine and Martin Judge



# Karen Forrester

Former National Learning Network student, Roslyn Park College, Dublin

I've always had an interest in photography, but somewhere along the way I got diverted from my goals and I got a bit lost. I was working in retail but it wasn't what I wanted to do.

The turning point came when I was admitted to hospital in 2007 with a relapse for bi-polar disorder, something that I had been diagnosed with in 2004. During my stay in hospital, a member of staff suggested that I give Roslyn Park College a call. I came in for a tour of the facility and really liked what I saw. I became eager to return to photography.

Despite my excitement, I was nervous. I had been out of college for such a long time and the thought of getting to know new people was daunting. But I needn't have worried. Everybody was very nice and approachable.

The great thing about National Learning Network is that you don't feel that you are on your own. Everybody has their own story to tell and you meet people who are in a similar position to yourself. It's a place where you can learn and grow. Most importantly, it's a place where you can be yourself.

The training I received on the digital photography course was excellent. Although there is a constant intake, everybody gets attention and support at their own level.

I feel like I have been on a real journey over the past two years. I'm now following my dream and studying for a degree in photography. National Learning Network has given me the opportunity to follow that dream and a new chapter in my life has begun. I'm very excited about what the future may hold and where my career will take me.



'The great thing about National Learning Network is that you don't feel that you are on your own... It's a place where you can learn and grow. Most importantly, it's a place where you can be yourself.'

During 2009 National Learning Network provided over 40 different training courses in over 50 locations throughout Ireland. Over 90 per cent of students who completed courses progressed to employment, education and further training.

# Geraldine Clancy

## Service user at Quest Brain Injury Services, Galway



When I first started in Quest my sense of direction was very bad. I had lived in Galway all my life and loved going to town with my daughter, Shauna, but after my brain injury, which resulted from a brain haemorrhage, I felt I had lost my independence because places and shops were so unfamiliar to me.

Getting lost was very upsetting as I had known Galway like the back of my hand. It's disorientating and hard when you can't distinguish one end of town from the other.

As part of the training programme at Quest, a group of us would meet for coffee in the Eyre Square shopping centre in Galway. Ciara, our instructor, helped us to identify the streets by using landmarks and branching off from a central location.

This type of instruction and orientation helped me so much. It gave me the confidence I needed to be able to head off again on my own. The Quest programme has helped me to improve my memory, given me the opportunity to try out different jobs and, with my new-found confidence and independence, I hope to return to the workplace.

It has been a long road for me but I know that, with time and patience, I will eventually get there. Everyone in Quest has helped me cope with life in some way or other. Living life is one step at a time.

'The Quest programme has helped me to improve my memory, given me the opportunity to try out different jobs and, with my new-found confidence and independence, I hope to return to the workplace.'

Quest Brain Injury Services provide specialised rehabilitative training services to people with an acquired brain injury throughout Counties Galway, Mayo and Roscommon. Quest's continuum of services focuses on providing practical and social supports to people – building their capacity for independence and giving them the opportunity to rebuild their lives and to potentially secure employment.

# Rehab Group in the UK

‘Strengthening its position as an innovative provider of rehabilitation, social care, training and employment services to people with disabilities and socially-disadvantaged groups across Scotland and England.’



Adelaide Ekwalla, a student on the PC maintenance course at TBG Learning in Lambeth. Adelaide has since progressed to further education at Lambeth College in South London

In the United Kingdom, the Rehab Group incorporates Momentum Skills, Momentum Care, Haven Products, TBG Learning and The Chaseley Trust. The Group works in partnership with the Department for Work and Pensions, the Department for Business, Innovation and Skills, Local Authorities, Health Boards, Primary Care Trusts, and Learning and Skills Councils. In addition, the Group works closely with 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.



Paige Wilson receives a pampering from Junnee Channer-Scotland, both learners on TBG Learning Lambeth's nail and beauty course

### Momentum

During March, Momentum's new head office in Govan in Glasgow was officially opened by the Leader of Glasgow City Council. Funding was provided from a government scheme – the Scottish Investment Fund – to support the development.

**Momentum Skills** is a leading provider of rehabilitation and training services, empowering disabled and disadvantaged people to build the skills that they need to combat exclusion and to gain access to training and employment. Established in 1990, the organisation now operates from 18 locations across the country, assisting around 1,600 people annually.

As a result of restructuring and a review of brain injury activities within the Group in the UK, the brain injury services in Birmingham and Newcastle are now managed by **Momentum Skills**. The centres provide assessment, training and development programmes that enable people with disabilities to break into the workforce, and have demonstrated a consistently-high average of service users returning to work, education and training.

In 2009, **Momentum Skills** entered a new market when it won a contract to deliver a Community Engagement Programme which sees it facilitate Glasgow Community



# Rehab Group in the UK

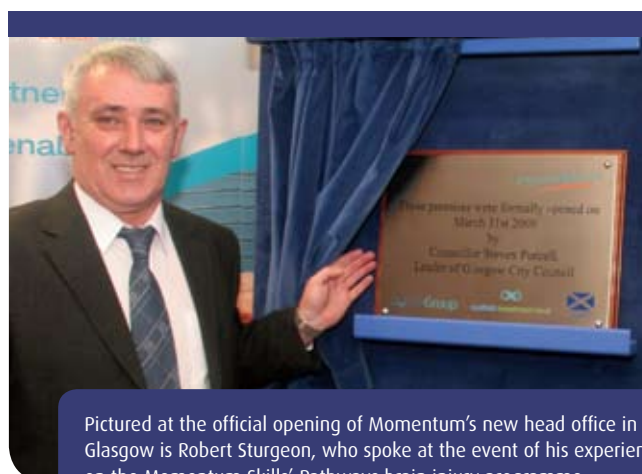
Planning Partnership's engagement with communities in the city's West Strategic Planning Area. Later in the year, as a result of that achievement, it also won the contract to undertake a similar programme in the South West Strategic Planning Area of Glasgow.

**Momentum Skills'** Catalyst programme in East Ayrshire developed a personal development project – Accelerate – for people with an addiction. In terms of services for people with brain injury, a new vocational programme, Changing Lives, was developed in Newcastle in partnership with the Stroke Association, an outreach occupational therapy service was introduced in Glasgow in partnership with West Dunbartonshire Council, and a new Work Ahead vocational programme was developed in South Lanarkshire.

**Momentum Skills** key highlights and developments in 2009 included:

- Momentum Skills attracted capital funding from Glasgow Community Planning Partnership in order to equip an assistive technology assessment centre in the city.
- Momentum Skills secured an area share of an elementary food hygiene contract to deliver training to Council staff across South Lanarkshire, East Renfrewshire, Renfrewshire and West Dunbartonshire.
- Momentum Skills was requested to work with Her Majesty's Inspectorate for Education to assist in the preparation for the implementation of the Department for Work and Pensions' quality framework for evaluating the delivery systems and services of organisations.
- Momentum Skills was invited to attend the Scottish Government's Finance Select Committee as it consulted on its budget for 2010–11.

**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



Pictured at the official opening of Momentum's new head office in Glasgow is Robert Sturgeon, who spoke at the event of his experience on the Momentum Skills' Pathways brain injury programme

and to take part in community-based activities. In 2009, **Momentum Care** commenced Care Connect, a new personal care at home service for people in Moray and Glasgow, along with the provision of several 24-hour Living Options care packages from its North and East, and Central and West branches.

**Momentum Care** key highlights and developments in 2009 included:

- Two Group services, Teach na hÉireann in Coventry and the North East Brain Injury Service in Blyth, came under the umbrella of Momentum Care from March, and were rebranded as Momentum Care Coventry and Momentum Care Northumberland.
- Momentum Care secured funding from the Scottish Government to lead training and awareness-raising across Scotland for the Adult Support & Protection (Scotland) Act 2007 and, in partnership with the Scottish Government, Age Concern and Alzheimer's Scotland, developed a national advertising campaign to support this.
- Momentum Care secured a Future Jobs Fund contract in partnership with the Scottish Council for Voluntary Organisations and South Lanarkshire Council to support the creation of jobs for long-term unemployed 18 to 24-year-olds and others who face significant disadvantage in the labour market.



Celebrating Momentum Skills' achievement in receiving the 'healthyliving award' at its Yoker café are (left to right) Karen Milne, Michael Dolan, Norman Cuthbertson and Gerry Mullaney, Manager and Catering Tutor



Haven Products' employee Richard Dodson demonstrates his work to John Swinney MSP, the Cabinet Secretary for Finance and Sustainable Growth, on the occasion of his visit to the Hillington facility

- The Head of Community Health and Social Care was elected to the Community Care Providers Scotland board of directors.

**Haven Products** operates as a commercially-viable and efficient business, providing employment opportunities for disabled people – around 80 per cent of its employees are disabled. In 2009, Haven received Supplier Award Gold recognition from its largest private sector customer, The Edrington Group. It works with some of Scotland's largest blue-chip companies which have outsourced vital elements of their production processes. Haven 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 its WORKSTEP programme which supports disabled people in accessing employment.

**Haven Products** key highlights and developments in 2009 included:

- A Third Sector Enterprise Fund grant was awarded by the Scottish Government for the purchase of new equipment and for the funding of a sales and marketing post.
- Haven Products' Learning Centre hosted learning activities including IT, numeracy and literacy training, Scottish Qualifications Authority (SQA)-accredited core skills modules, confidence and motivation workshops, interview skills, guitar taster sessions and British Sign Language and Protection of Vulnerable Adults training.
- Funding was secured to launch the HELLO project (Haven Employees Laptop Loans Offer) allowing staff members to borrow a laptop and practise new IT skills in the comfort of their own homes.
- A Haven Inverness employee, Donald Stirling, was awarded an MBE at Buckingham Palace for his campaigning work for the rights of people with disabilities across Europe.

#### Momentum Quality and Audit

In the areas of quality and audit across Momentum, there were a number of developments:

- IOSH (Institute of Occupational Safety and Health) training was successfully completed by all managers and senior staff.
- Momentum Skills achieved a 'Full Assurance' rating in its audit by the Department for Work and Pensions – the highest possible standard.
- Momentum Care underwent its first Care Commission

# Rehab Group in the UK

Safer Recruitment Audit, the findings of which are now being used as examples of good practice.

- Haven Hillington was awarded a ROCCO Business Award for its commitment to employee development.
- Haven Products' employees were awarded SQA Access 2, Access 3 and Intermediate 1 level accreditations in IT, communications, problem-solving, and working with others, as a result of a partnership with Cardonald College.

## TBG Learning

TBG Learning continued to develop in 2009 and is now one of the United Kingdom's leading youth and adult learning organisations with an increased focus on employment preparation. A majority of people accessing TBG Learning's services come from socially-disadvantaged groups such as people who are long-term unemployed, people with skills training needs or basic skills needs, as well as people who need to upskill to improve their employability or career prospects. More recently, many people access TBG Learning's services because they have been made redundant and need support to find a new job or to change career. Customers can choose from a wide variety of learning opportunities, ranging from basic literacy, numeracy and social development skills to computer engineering. TBG Learning delivers services from its network of 21 centres across England as well as on employers' premises.

TBG Learning continues to provide learning, development and employment opportunities for a large number of socially- and economically-disadvantaged customers, aged 14 years and upwards. In 2009, almost 30,000 people accessed training and other interventions, achieved qualifications or other progressions while 2,520 people were supported in gaining employment – that's a new job for over 10 people every working day of the year.

During 2009, the market continued to be very competitive. Notwithstanding this, TBG Learning won new contracts for a Response to Redundancy programme

in Kent, Derbyshire and London; four contracts were secured with prime service providers for Flexible New Deal in London, Birmingham, Derbyshire and Kent; and an ESF-funded Train to Gain contract in London was awarded. The company also won Community Task Force contracts for new ventures in Scotland, its first business outside of England, where it was retained to provide a work placement programme for unemployed young people. The catchment area spans a region in the south of Scotland down to the English borders and will be delivered exclusively through subcontractors. A similar contract was won in the English Black Country.

TBG Learning commenced a significant change management programme during 2009 that has resulted in many changes to the operating structure and management of the organisation. This will improve service delivery and prepare the company for further growth and expansion in England and beyond.

TBG Learning key highlights and developments in 2009 included:

- A positive result was achieved following an ISO surveillance visit on TBG Learning.
- A second full-time learning centre was opened in Birmingham to accommodate new contracts, particularly Flexible New Deal.
- New start-up, interim centres were opened at Greenwich and Havering in London to accommodate Entry to Employment (E2E) contracts.

## The Chaseley Trust

The Chaseley Trust in Eastbourne on the south coast of England operates The Chaseley Home and The Chaseley Bungalows providing services to people with severe physical disabilities.

The Chaseley Home provides residential accommodation for up to 55 people and, alongside caring for its permanent residents, offers rehabilitation programmes, respite and holiday care. It also operates a number



of additional services which expanded during the year, e.g. the day service, which had opened only on weekdays, has been extended to include weekends. Chaseley's multi-disciplinary therapy service provides specialised interventions to clients, including complex postural and seating assessments, cognitive assessment, bespoke splinting and electrical stimulation, as well as individually-tailored gym programmes, using a wheelchair-accessible multi-gym. During the year, this service almost doubled its capacity in terms of the number of people with long-term neurological conditions that it sees in the community and who require ongoing therapy management of their condition.

The Chaseley Bungalows opened in 2009, offering a new model of social care to its client group, giving service users more personal space and choice to plan their daily routine and lifestyle. Eight bungalows have now been occupied.

Chaseley continued to build on its reputation for excellence by undergoing a detailed independent

audit by ISOQAR as part of the process towards gaining certification under ISO 9001:2008. This internationally-recognised standard provides a tried-and-tested framework for a systematic approach to managing the organisation's processes and is an important step towards ensuring client satisfaction.

Following on from its Diamond Jubilee Appeal project, modernisation continued with upgrades to various rooms at Chaseley Home and the purchase of new equipment. Fundraising is ongoing to continue this process.

The Chaseley Trust key highlights and developments in 2009 included:

- The Trust's partnership with the East Sussex Outpatient Services (ESOPS) in providing a venue for NHS consultant-led clinics expanded with the provision of additional out-patient clinic space. The specialties now covered include general surgery, colorectal surgery, urology, gynaecology and acupuncture.
- The Diamond Jubilee Project was officially inaugurated by the Duke of Devonshire KCVQ, CBE.



During the year, The Chaseley Trust was involved in trials of a specially-designed wheelchair which offers enhanced mobility to people who have lost the use of one arm and one leg. Pictured are (left to right) Jon Michaelis, Manufacturing Engineer, Neater Solutions, Brian Pettit, Dr Anne Mandy, Principal Research Fellow, University of Brighton, Samuel Lesley, Development Engineer and Faculty Fellow, University of Brighton, and Rachel Wilson, Therapy Manager

# David Tennant

## Production Operator, Haven Products, Glasgow

I joined the Haven team five years ago after being unemployed for four months. I work as a production operator and carry out a range of jobs, from assembling packaging and production checks to labelling. I need to make sure that all packaging is labelled properly because some of it goes abroad to Hong Kong and China and needs to be easily identified.

I like my job at Haven Products. It can be hectic at times but I just put my head down and get on with it. Working gets me out of the house and gives me some self-respect. I also get on well with the people I work with and we have a good laugh.

Every week, I swap the production line for activities in Haven's learning centre. I really enjoy doing the different courses that they put on and so far I've been to every one of them.

I've learned lots at the learning centre, such as how to use sign language and to play different chords on the guitar. I'm left-handed so I needed to turn the guitar upside down, which was a bit of a challenge! I've also brushed up on my other skills and have achieved Scottish Qualifications Authority certifications in IT and communications.

Right now I'm doing a research project at the centre into the history of my local football team, St Mirren. I'm a huge fan and I go to a lot of their games, even when they're playing away from home.

The centre is really handy to access from work and there is a nice learning atmosphere which is down to the friendly tutors with whom I have good relationships.



I'm also a first-aider. I had to do four days' training to become one and every three years I do a refresher course.

Haven has made a real difference to my life and working there has helped to bring me out of my shell a bit more.

**'I really enjoy doing the different courses that they put on and so far I've been to every one of them.'**

**Momentum's social enterprise firm, Haven Products, provides meaningful employment and training opportunities to a diverse workforce of 136 employees, 80 per cent of whom have a disability. Haven Products operates in Glasgow and Inverness.**

# Kelly Kirby

## Former TBG Learning student, Colchester

I suffered from severe agoraphobia for six years and I couldn't face leaving the house. However, with the help of TBG Learning, I have now turned my life around and was regional runner-up at the learndirect Adult Learners Awards.

I was just scared of going anywhere. My bedroom was my safe zone. I couldn't even come downstairs without having a panic attack. Then, one day I looked in the *Gazette* and saw an advert for TBG Learning in Colchester. I phoned and they got me in the next day – I didn't even have a chance to change my mind.

Within four months of visiting the centre in Southway, Colchester, I had gained the equivalent of GCSEs in Maths and English, and completed a beginner's computing course. They gave me a chair by the door and, if I felt anxious, I used to go outside for a little bit of time. I also trained in first aid and gained the necessary qualifications to become a security guard. Now I work full-time for Reliance Security, in Bury St Edmunds, Suffolk.

My confidence has soared and I feel like a different person. My family is very pleased with how much happier I am nowadays, and I've even managed to make friends with others at the centre, which is something I would have never felt comfortable doing. I really enjoy my job and am so glad that I took that first step a year ago.

I feel proud to have done this. I am so happy at my job which makes my life even better each day.



'My confidence has soared and I feel like a different person... I really enjoy my job and am so glad that I took that first step a year ago.'

TBG Learning in Colchester offers a range of courses, including Entry to Employment, New Deal for Disabled People, and National Vocational Qualifications and Apprenticeships in business administration, customer services, health and social care, management, and team leading. Each year, approximately 300 students are supported in upskilling to improve their employability and career prospects at the centre itself, and over 500 students have engaged in either a National Vocational Qualification or Apprenticeship within their workplace.



# Rehab Fundraising

‘Supporting the development of services through national fundraising, local community fundraising and lottery activities.’



(Left to right) Anita Guest, Liam O'Reilly and Linda Bell, from RehabCare's Encore Productions in Dundalk, pictured at the announcement of Rehab's selection as the official charity partner for the St Patrick's Festival 2009

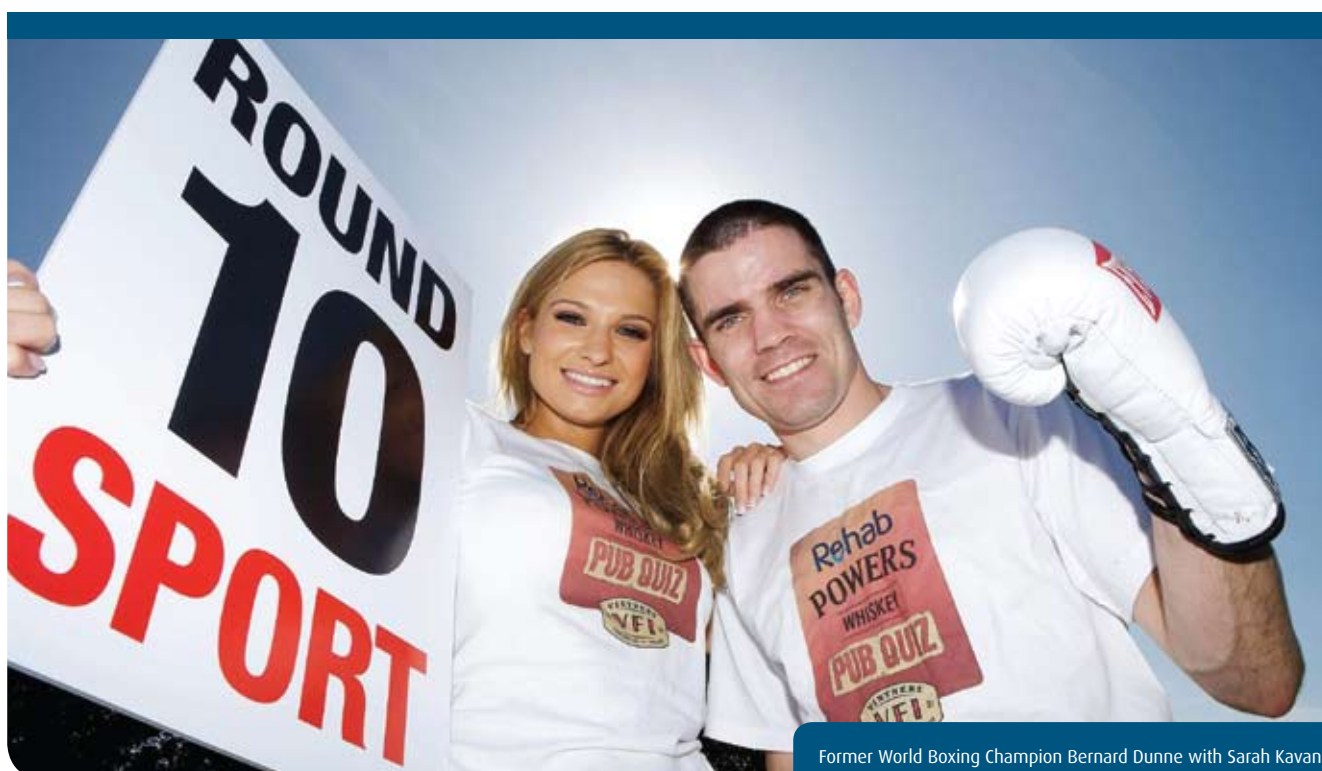
## The Rehab Group's fundraising activities are a vital source of income for the development and upgrading of many of the Group's services throughout Ireland, England and Scotland.

While fundraising has always been a key feature of the income generation activity undertaken by the Group, these efforts are now more crucial than ever in an environment of reduced public funding and significant commercial challenges.

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.

### Fundraising in Ireland

The Group's flagship national fundraising event is the annual People of the Year Awards which give public recognition to individuals who, through their courage and achievement, have made an outstanding contribution to the community – locally, nationally and internationally. In 2009, the Awards, which were sponsored by QUINN-healthcare, were attended by over 800 people at an event in Dublin and broadcast live on RTÉ One, attracting over 842,000 viewers. The Guest of Honour at the Awards was An Tánaiste, Mary Coughlan TD.



Former World Boxing Champion Bernard Dunne with Sarah Kavanagh promoting the National Rehab/Powers Whiskey Pub Quiz in association with the Vintners' Federation of Ireland

# Rehab Fundraising



Momentum rafters brave the fast-flowing rapids on the River Tummel in Scotland



Kelly Malcolm, who previously attended Momentum Skills' Pathways brain injury programme, is pictured here with her fiancé Eric Gilmour, having undertaken a sponsored head shave that raised over £2,000

Amongst the winners were the Irish Rugby Team, which won the country's first RBS Six Nations Grand Slam victory for 61 years, and Christine Buckley and Michael O'Brien who each received the honour of an Award for their continued campaigning on behalf of those abused in institutions in Ireland. Steve Collins was also recognised for his extraordinary bravery in the face of unprecedented gangland intimidation.

The Group employs a network of community fundraisers to raise funds to facilitate the development of local services in those areas. Activities include the organisation of fundraising events such as local People of the Year Awards, church gate collections and sponsored walks. The local awards are organised on a county basis and are a very important means of recognising human achievement in communities. In 2009, award ceremonies were held in 11 counties, stretching from Donegal to Wexford. This activity is central in building awareness of the Group and its services at a local level.

In 2009, one of the most successful community fundraising events was the Rehab/Powers Whiskey National Pub Quiz, which was organised with the Vintners' Federation of Ireland and sponsored by Powers Irish Whiskey. This event attracted 1,500

teams to 230 pubs in 25 counties. The Creamery pub in Bunratty, Co. Clare, emerged as the overall winner.

In March, Rehab was selected as the official charity partner of the 2009 St Patrick's Festival in Dublin. In addition to volunteer fundraisers taking to the streets to seek donations along the parade route, the partnership also saw a number of profile-raising activities take place including participation by a number of people who use the Group's services in leading a carnival pageant, the involvement of Ronan Hayes, Young Person of the Year, as a parade judge, and the development of a special Rehab Zone during the Denny Big Day Out where a host of fun activities took place.

Another successful event was Rehab's winter hyacinth fundraiser supported by Top Oil, the leading Irish-owned fuel importer and distributor. This winter fundraising initiative encouraged people to buy a hyacinth bulb as a gift for a friend or loved one and all proceeds from the sale of the hyacinth bulbs went directly to HeadsUp, Rehab's suicide prevention programme.

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



## Fundraising in the United Kingdom

In the United Kingdom, the Group is involved in a wide range of fundraising activities in England and Scotland.

In England, there are a number of high-profile fundraising events, most notably the annual Rehab Parliamentary Pancake Race and the annual Rehab Golf Day.

In the Parliamentary Pancake Race, teams from the House of Lords, the House of Commons and the Parliamentary Press Gallery gathered in Victoria Tower Gardens next to the Houses of Parliament, Westminster, to take part in the race. The 2009 event, sponsored by British Lion eggs, was officially started by ITV newscaster Mary Nightingale and won by the Lords team.

The Rehab Golf Day, which is the Group's single most successful fundraising event in the United Kingdom, took place in Moor Park in Rickmansworth and attracted great support from the London business community and from surrounding areas.

In addition to fundraising events, the organisation is actively involved in making grant applications to trusts and foundations. Funds are also generated from the sale of advertising in various publications, including *Re-New*, the *Brain Injury Handbook*, the Rehab Diary and the Parliamentary Pancake Race brochure.

In Scotland, a wide mix of events is organised to appeal to different age groups. These include the Santa Ski Challenge, white water rafting and various walking, climbing and running challenges. There is also a very successful donor programme operating in Scotland.

## RehabLotteries

The Group benefits from a number of lottery activities in Ireland and the United Kingdom. For over 20 years, the Group has been involved in the marketing of a range of scratch card games through a network of 1,400 retail agents nationwide.

More recently, the Group established its new internet-based online bingo activity – [www.rehabbingo.com](http://www.rehabbingo.com) – in 2006 and this business continued to grow progressively in 2009. Rehab Bingo sponsored the Bray Wanderers premier division football team for the 2009 season. During the year, a new innovation in the Rehab Lotteries suite of products saw the launch of Rehab Mobile, Ireland's first mobile lottery. This activity is expected to grow strongly in 2010.

Rehab Radio Bingo had another successful year with sales increasing significantly. This product is promoted in partnership with local radio stations. South East Radio in Wexford, Highland Radio in Donegal, C103 in Cork and Midlands 103 in Laois, Offaly and Westmeath joined the other ten stations already on board and there are plans to partner with even more stations in 2010.

The Group continued to benefit from the Charitable Lotteries Fund in 2009. The fund was established by the Irish Government in 1997 to supplement the income of the promoters of charitable lotteries experiencing difficulties in competing with the National Lottery.

The Group also continued to benefit from a number of 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 United Kingdom in partnership with Rieves (UK) Ltd.



# Tom Paterson

## Former service user at Momentum Skills' Pathways programme, Ayrshire

In December 2000 I was returning home from a day's mountain climbing when my car skidded on black ice and crashed into a tree.

The accident left me in a coma for six weeks. When I eventually woke up, I wasn't able to walk or talk and my pelvis and ribs were broken in a number of places. Doctors didn't hold out much hope for my future.

Even after months of physio and speech therapy, I had to work on regaining my other abilities, like being able to drive. I also couldn't go back to my old career in hairdressing.

It was a long road to recovery but with sheer determination to get my life back on track, and assistance from Momentum, I have turned my life around.

I attended Momentum's Pathways programme in Ayrshire, which assists people in managing the effects of their brain injury and getting back into work. The programme helped me by providing training in memory skills, communication skills and managing stress and anxiety.

Momentum gave me the self-confidence to keep moving forward and to achieve my potential. I secured a work placement in a retail environment where I could gain some practical experience and, following this, I applied to college to do a full-time course in holistic therapies.

Momentum also made me realise that I wanted to help other people deal with difficulties in their lives. I started by delivering talks to other service users which was a big step closer to what I was aiming for. Following this, I set



Picture courtesy of Herald & Times Group

up my own business called Mind Body Connections, which provides mind coaching, stress therapy and holistic therapies.

I have also found happiness with my partner Michelle and our new baby, Lucas. My life is now moving in a more positive direction and I'm excited about what the future holds for me.

**'It was a long road to recovery but with sheer determination to get my life back on track, and assistance from Momentum, I have turned my life around.'**

**Momentum's Pathways programme in Ayrshire provides specialist training and support for adults with an acquired brain injury who want to return to work or further education. Pathways Ayrshire assists approximately 20 people in Ayrshire each year.**

# RehabGroup

Investing in People, Changing Perspectives

Finance

Human Resources

Policy and Service Compliance

Service User Representation and Advocacy

International Activities

External Environment



Staff and service users with RTÉ's Ryan Tubridy as he cuts the ribbon at the official opening of Regent House, the Rehab Group's new state-of-the-art Kilkenny centre, incorporating a National Learning Network training centre, a RehabCare resource centre and supported accommodation

# Finance

In 2009, the Rehab Group reported an operating surplus of €1.9 million, representing 1 per cent of turnover. This compared with a surplus of €2.1 million in 2008. Turnover reduced by 6 per cent to €202 million from €216 million in 2008 due to a drop in commercial activity and reductions in service funding, and further significant challenges are anticipated in 2010. The Group's net cash position improved on the previous year, while the net cost of servicing debt during the year was €466,000.

The Group has adopted Financial Reporting Standard 17 on retirement benefits and in 2009 the liability in respect of the defined benefit pension scheme reduced by €8 million to €22.8 million. In common with many similar schemes, the effect of the downturn in global equity markets in 2008 had a serious impact on the scheme; however, following consultation with members, steps were taken to address this significant deficit.

The Group's commercial activities in Ireland experienced a difficult year and in December Rehab Recycle's glass business was merged with another glass recycler to form a new joint venture company, Rehab Glassco Ltd. Expansion of the Group's health and social care services slowed significantly in 2009 and this, combined with funding cuts, led to a drop in income for services. The Group's UK training services continued to perform well.

The Board and management of the Group are committed to maintaining a high standard of corporate governance. The internal audit function is now well-established and the Board's Audit Committee, chaired by Mr Liam Hogan, oversaw the work plan for 2009 and formally approved the work plan for 2010.

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 3,350 staff, and with more than 46,000 people and their families benefiting from the services provided throughout

the year, the Group needs to create and hold reserves to support itself as an independent, viable undertaking.

Whereas it is the Group's aim that its core services should be self-financing, some services are currently operating with deficits; in addition, the Group continues to invest in a capital programme. Historically, the Group developed ancillary activities such as pools, lotteries and fundraising activities to ensure that these deficits are covered and contribute to the capital programme, and also to allow for unfunded innovation in certain service areas. The Group continues to look at different ways of raising funds and further consolidated its retail lottery activity in Ireland in 2009. Fundraising continued to be undertaken in a very competitive environment and most of the Group's fundraising is now event-driven rather than the traditional donation type.

The Group acknowledges with gratitude the contribution to the development of the Group's services by the public authorities both in Ireland and in the United Kingdom. During the year, the Group spent €6.3 million – compared with €12.6 million in 2008 – on capital expenditure, which was funded in part by way of capital grants from various agencies, from fundraising and from borrowings.

Finally, movement in the €/£Stg exchange rate during the year had a positive impact on reserves of €681,000 and this, combined with the decrease in the defined benefit pension scheme liability and the surplus for the year, increased the Group's net assets to €51.7 million.

# The Rehab Group

(Extracts from Consolidated Financial Statements)

## Consolidated Revenue Account to 31 December

	2009 €'000	2008 €'000
Turnover	202,168	215,624
Operating surplus	3,777	3,414
Net finance costs	(1,778)	(997)
Taxation	(94)	(340)
Minority interest	-	(5)
Surplus attributable to the Group	1,905	2,072

## Consolidated Balance Sheet as at 31 December

	2009 €'000	2008 €'000
Fixed assets	113,992	112,523
Current assets:		
Stocks	837	1,115
Debtors	17,096	22,516
Bank	27,287	17,528
	45,220	41,159
Creditors – amounts falling due within one year	(27,461)	(25,750)
Net current assets	17,759	15,409
Total assets	131,751	127,932
Provision for liabilities and charges	(4,096)	(2,681)
Creditors – amounts falling due after more than one year	(53,093)	(53,880)
Defined benefit pension scheme	(22,781)	(30,973)
<b>Net assets</b>	51,781	40,398
Capital and reserves	74,562	71,371
Defined benefit pension scheme deficit	(22,781)	(30,973)
<b>Total reserves</b>	51,781	40,398

# Human Resources

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As an employer, 2009 was a challenging year for the Rehab Group and the Group Human Resources (HR) function continued to work closely with colleagues in all divisions to manage through the changing times and the adjustments faced. Staffing numbers decreased for the first time in many years, from 3,569 in December 2008 to 3,363 in December 2009. The continued changes in the economic climate resulted in reduced funding in some divisions and a significant decrease in the revenue streams of the Group's commercial division, entailing reductions in staff numbers and short-time working.

In 2009, work continued on the implementation of the Group's Human Capital Strategy (HCS), which consists of six components: strategic HR, performance management, employee resourcing, learning and development, compensation and benefits, and employee relations. Individual project groups were established, led by a senior HR Manager and consisting of a cross-section of operational managers and staff, and project plans for each of the components have been developed. Additionally, divisional HR plans reflect both the HCS objectives and divisional business objectives.

Significant progress was achieved in the implementation of a new integrated HR and payroll system designed to streamline processes and increase efficiency in administration. The final system will assist the organisation in the management and analysis of employee data and will incorporate a manager self-service portal and an employee self-service portal. The new system is due to become operational in Ireland in the second quarter of 2010 and in the United Kingdom in the fourth quarter.

A large volume of policy review, development and implementation of a number of key Group HR policies and procedures took place in 2009, thus ensuring standardisation across all divisions. This process will reach completion in 2010.

Extensive work was undertaken in the United Kingdom by the Group HR team to streamline the recruitment process. As a result, the resourcing unit model has now been extended to United Kingdom divisions with the Candidate Manager programme being utilised as a recruitment tool.

In a new initiative, the Rehab Group Affinity Scheme was launched and it is likely to yield significant benefits for employees and their families. The scheme offers discounts on a range of goods and services from securing a trade professional to booking a weekend break and is delivered through a one-stop shop website, [www.rehab.groupscheme.com](http://www.rehab.groupscheme.com). Deals and discounts have been negotiated with retailers, e-tailers and Group suppliers and can represent real savings on regular outgoings for staff. Regular e-zines keep staff updated on new offers as they become available.

The Group also participated in the Bike to Work scheme with a keen interest being expressed by members of staff from around Ireland.

Undoubtedly, the Group will continue to face considerable challenges in 2010. Staff will go on playing a central part in ensuring that the organisation rises to these and that the Group remains a significant employer within the voluntary sector.





Celebrating National Learning Network's success in being awarded the Excellence Through People Gold standard are Marie Kelly, Director of Training and Employment Services, Rehab Group, and the Minister for the Environment, Heritage and Local Government, John Gormley TD



Staff engaged in a team meeting at RehabCare's Carroll Village resource centre in Dundalk

## Health and Safety

A large-scale programme of Institute of Occupational Safety and Health 'Managing Safely' training continued to be delivered across divisions in 2009, in line with the Group's commitment to, and investment in, safety management.

Work commenced on the replacement of manual systems of safety management reporting with online reporting as part of the new integrated HR system project. This will reduce current levels of administration and support on-site reporting.

The health and safety function transferred from the HR directorate to that of Policy and Service Compliance.

## Excellence and Continuous Improvement

The divisions continue to utilise the European Foundation for Quality Management business excellence model as a tool to drive enhancements in service provision. A range of quality initiatives throughout 2009 supported the organisation in the improvement of efficiency and effectiveness, and staff members are actively encouraged to be involved in systematic improvement within their workplaces.

During the year, RehabCare achieved the national award at 'Recognised for Excellence' Level 4 from the European Foundation for Quality Management and National Learning Network was awarded Excellence Through People accreditation at Gold level.

# Policy and Service Compliance

In line with the Rehab Group's mission and strategy to deliver world-class services, the Group Management Team is constantly reviewing and maximising organisational resources to ensure that organisational goals are reached.

Within this context, and taking consideration of the current funding environment, changing client profile, strict compliance and governance responsibilities – both within the internal and external environment – a new structure within what was previously the Policy and Co-ordination function was agreed in May. This function became the Policy and Service Compliance directorate with the following responsibilities:

- To lead the development, operation and monitoring of the Group Policy Framework.
- To lead the development of a service compliance/ clinical governance infrastructure, system, practice and policies across the Group. This remit includes a central focus on clinical governance and risk management, service compliance and continuous improvement in all clinical and client activity across Group services.
- To lead the strategic development and operation of the Group's health and safety systems.

## Group Policy

The Group has established a centrally co-ordinated framework for the development and review of all policies. This framework is now a fundamental part of the governance system within the organisation and requires input, collaboration and the expertise of staff from across divisions. Its goal is to ensure coherent policies across the Group that are compliant with all relevant legislation and standards, and which meet the diverse needs of the entire organisation, its clients and staff. By the end of 2009, policies and supporting procedures and guidelines from a total of 36 Group policy areas had been implemented.

## Service Compliance

During 2009, work commenced on developing a small Group team to support how the divisions operate within an agreed service compliance framework.

As part of this, a new divisional and Group service compliance structure was agreed for implementation across all divisions. Both at divisional and Group levels, these service compliance forums will have oversight of all service-related incidents and their management. They will review the effectiveness of systems, responses to previous incidents and consider audit information and incident trends across the Group. They will provide a central focus on the best practice approach to all service-related matters, including specific areas such as behaviours that challenge, and will be key in driving Group policy requirements.

## Rehab Group Risk Management

The Group recognises that good risk management is intrinsic to the delivery of its objectives. To this end, a risk management system has been developed according to the Australian and New Zealand Standard 4360:2004. A Group Management Advisory Committee on Risk Management is now firmly established. Its role is to ensure the full implementation and ongoing management of the Group's divisional risk register.

## Research

### ProMenPol

2009 was the third and final year of the EU-funded ProMenPol project. Its objectives were to identify useful and practical approaches to the promotion and protection of mental health by creating a systematic approach to identifying and classifying effective mental health



At the launch in the National Botanic Gardens, Dublin, of the Winter Hyacinth fundraising campaign in aid of HeadsUp were celebrity gardener Diarmuid Gavin, and HeadsUp youth advisors (left to right) Emma Louise Rogers, Carol Cavanagh, Lydia O'Byrne and Helen O'Sullivan

promotion tools across the lifespan. The main area of work within this year was to consolidate the three-tiered classification system previously used for each of the settings – schools, workplaces and older people's residences – into one integrated system. The project was successfully completed during the year and submitted to the European Commission.

### Recovery Research

Research into the introduction of a recovery ethos into organisations that provide services to people with mental health difficulties continued in the early part of the year. This research, which provides practical guidelines for service providers in developing such an ethos, was submitted to the National Disability Authority in July. It is anticipated that this research will now be considered by the independent monitoring group of *A Vision for Change*, the report of the expert group on mental health policy commissioned by the Department of Health and Children.



The Policy and Service Compliance directorate is now responsible for leading the strategic direction and development of the Group's health and safety systems. Here Tony Baneham is hard at work at Rehab Recycle's waste electrical and electronic equipment recycling facility in Tallaght, Dublin

## Specific Projects

### HeadsUp

HeadsUp, the Group's suicide prevention project directed by a group of youth advisors, targets young people aged 15–24 years, using a mental health promotion approach. It aims to enhance resilience, raise awareness, encourage help-seeking and reduce the stigma associated with mental health difficulties.

In 2009, the HeadsUp Lifeskills course funded by Pobal was delivered throughout the country in a mix of schools and community settings.

Applied Suicide Intervention Skills Training (ASIST) was also delivered with the support of Top Oil. In total, four ASIST courses, and one Safetalk course which enables participants to recognise people with thoughts of suicide and intervene, were delivered in 2009. Raising Boys for Fathers parenting courses were delivered to 67 fathers in six locations countrywide. By year-end, the HeadsUp text service, supported by Meteor, had over 10,000 unique users and the HeadsUp website had attracted almost 16,000 unique users.

# Service User Representation and Advocacy

The Rehab Group works hard to ensure that the people who use its services have the opportunity to take part in decisions that are made about their services and it places considerable importance on service user consultation, representation, engagement and involvement.

Across the organisation, groups continue to work to ensure that the voices of service users are heard in decision-making. These groups include the National RehabCare Advocacy Council, the National Representative Council, the Momentum Service Users' Council and The Chaseley Trust Residential Forum.

## Ireland

### National RehabCare Advocacy Council (NRAC)

NRAC continued its work with service users in 2009. Local committees play a key role in resource centres and work well with management to bring change about both within a centre and within its environs.

As part of a review of NRAC's operation and structures early in 2009, it was agreed that the National Committee would serve an additional year and it continued to meet regularly to discuss issues of importance, to participate in consultation processes and to engage with senior management. Regional meetings also took place giving NRAC representatives the opportunity to meet with fellow members in local areas.

### National Representative Council (NRC)

Local committees continued to meet to discuss and progress issues of importance both within centres and in local areas, working in partnership with staff to bring about change.

During the year, the NRC advocacy project, funded by the Citizens Information Board, continued to provide an independent one-to-one advocacy service designed to support learners within five National Learning Network services (Maynooth, Naas, Clonmel, Portlaoise and

Athlone) in accessing their rights and entitlements both within centres and in their personal lives. A survey of those who used the service found extremely positive results.

### Partners in Policymaking

The Group's third Partners in Policymaking course commenced in September, with eight self-advocates and 16 parents of children aged 12 to 23 years with a disability taking part in a five-month programme. Funded by The Wheel, the course enabled participants to develop the skills required to become more effective advocates for people with disabilities in influencing policy, in improving services and in building more inclusive communities. The course provides participants with the opportunity to become real partners with professionals as well as build social and support networks with other people and families in a similar position, creating a strong foundation for ongoing advocacy into the future.



(Left to right) Mary Lannon from Booterstown, Co. Dublin, receives her certificate from Minister Mary Hanafin TD having participated in the Partners in Policymaking programme



## United Kingdom

### TBG Learning

During 2009, TBG Learning provided opportunities for learners and employers to feed back comments and observations on the quality of services that they received using TBG Learning's easy-to-use online system. Results are monitored on a monthly basis so that appropriate action can be taken and improvements made. The results of feedback gained were used in the annual self-assessment process and provided some powerful and useful messages. In addition, learners participated in a national learner survey conducted by the Local Skills Council.

Throughout the year, managers from across the organisation engaged with learners in programme design and continuous improvement. A number of learner forums – 'Learner Voices' – were held in centres, in which a representative group of learners met to discuss their experiences and to provide views on programmes and other aspects of services provided. Various improvements were taken on board and 'You said – We did' messages were displayed within centres so that all stakeholders could see actions taken to improve services.

### Momentum Service Users' Council

During 2009, Momentum continued to engage with, and support, the Service User Council and has also been exploring new ways to involve its clients. All services were visited during the year to establish current levels of service user engagement and, building upon this exercise, the division intends to develop a range of new avenues to engage with service users.

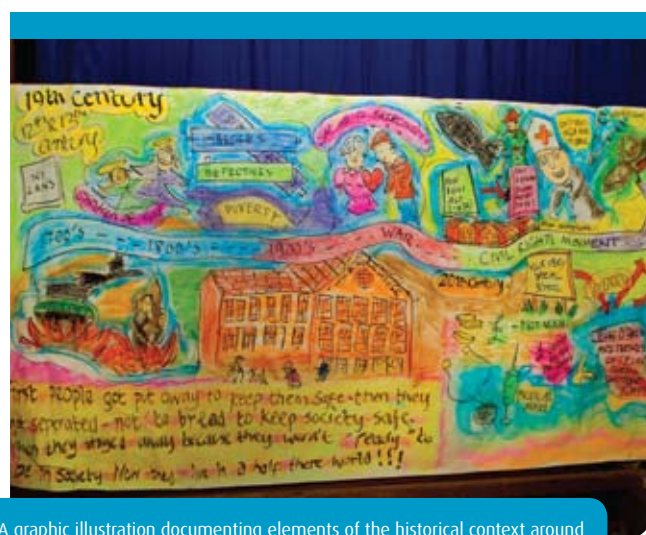
Momentum Care has specifically invited all service users and families to participate in the Council through their service user representative, as well as take part in service user forums and the recruitment and training of staff, and now provides information about opportunities to take part in decision-making in individual services in the brochure that people receive when entering a service.

During the year, a Momentum Care newsletter was launched which includes articles from service users, staff, families and friends.

### The Chaseley Trust Residential Forum

Within The Chaseley Trust, four people are elected to represent residents in various fora. Representatives attend monthly management meetings to ensure that issues of importance are discussed and progressed. These representatives also attend quarterly Trustee meetings and, in doing so, play a part in strategic planning within the Trust. Residents have a very active role in the recruitment of staff as they are involved in the interview process. In addition, representatives have acted as advocates for other less able service users when required.

The Chaseley Trust facilitates work placements for people from a number of key community training courses, e.g. police, doctors, nurses and therapists. Both the resident representatives and other service users support placements by providing information to the students.



A graphic illustration documenting elements of the historical context around disability developed as part of the Partners in Policymaking programme



# International Activities

Engagement with international organisations is a key strategic objective of the Rehab Group and, in 2009, the Group continued to play an active role in its international memberships. Involvement in international organisations enables the Group to draw on the experience and best practice of organisations across the globe to ensure that it continues to drive progress within its services.

## European Platform for Rehabilitation (EPR)

2009 saw RehabCare, National Learning Network and Momentum continue their involvement with EPR. National Learning Network hosted the EPR annual conference in Waterford in October. 'Managing Transition in Rehabilitation' was attended by 140 people from 14 countries. The participants debated and exchanged best practice in facilitating successful integration by people with disabilities in society. RehabCare staff also hosted a workshop focusing on the transition of young people from acute mental health settings to community-based living. This included RehabCare's experiences of supporting people to move to community-based living and provided case histories as a practical demonstration of the success of these programmes to date.

During 2009, RehabCare undertook a learning partnership on community-based social care services with Pluryn, a service provider in the Netherlands. The objective is to share learning on community-based day services and the transition for people from sheltered workshops to more individualised person-centred services. RehabCare hosted a visit by a team of delegates from Pluryn in October and further sharing experiences on person-centred planning and outcome measurement are planned.

As part of its Centre Action Plan, EPR carried out research on autism specialist accreditation and its application within services across Europe. Momentum continued to participate in EPR activities as an associate member.

## European Quality in Social Services (EQUASS)

National Learning Network was awarded the EQUASS award during the year. Two assessors carried out detailed assessment visits to six locations, where they interviewed funding agency representatives, staff members and students, and reviewed documents and records. The assessors issued a very positive report, commenting specifically on the innovative and person-centred nature of National Learning Network's services.

## Vocational Integration Project

National Learning Network is a consultant organisation in the Vocational Integration Project, an initiative funded under the European Social Fund and led by Bernard Brunhes International, to establish vocational training systems in Romania. Following a visit to three pilot sites in the country, reports were developed on current vocational training services and needs. Programmes were developed to address local needs, while complying with Romanian national policy and legislation. Further visits will be necessary to deliver staff training and to monitor newly-established services.

## United Nations Activity

The Group continues to participate in United Nations activities through its consultative status with the Economic and Social Council (ECOSOC). In 2009, the UN Committee on Economic, Social and Cultural Rights considered the fifth periodic report submitted by the United Kingdom Government in respect of measures adopted to give effect to the provisions of the International Covenant on Economic, Social and



Local women engage in the production of perfume sticks at the National Rehabilitation Centre of the Disabled in Nepal

Cultural Rights. The Group made a submission to this committee in relation to this report and it is intended to undertake further work concerning the United Kingdom's performance under international human rights instruments in the coming years.

The UN Convention on the Rights of People with Disabilities was ratified by the United Kingdom in June. Ireland has not yet ratified the Convention, although work has commenced on mental capacity legislation, seen as a prerequisite to ratification, and this is due to be published in 2010. The Group continued to contribute to discussion on these issues through its membership of the Irish Government's Department of Foreign Affairs/ NGO Joint Standing Committee on Human Rights.

### Workability International

The Workability International conference took place in Sydney, Australia, in 2009 and was attended by Group representatives who also presented on the ABLE Awards and the Group's international grant scheme.

The international grant scheme, launched in 2007, continued throughout 2009 with great success. In association with Workability International, the aim is to help people with disabilities find employment in developing countries across the globe. The scheme grants funding for innovative projects that support the development of training, upskilling, personal



At the annual European Platform for Rehabilitation conference in Waterford were (left to right) Jan Spooren, European Platform for Rehabilitation, Kitty Galvin-Hennessy, National Learning Network, Marie Kelly, Director of Training and Employment Services, Rehab Group, Minister John Moloney TD, and David Muldoon, National Learning Network

development and enterprise for people with disabilities within a supported environment.

The first three organisations – the National Rehabilitation Centre of the Disabled (NRCD) in Nepal, the Organisation for Rehabilitation of the Blind in Tiruchy, India, and the Eden Social Welfare Foundation in Taiwan – successfully completed their projects. The 2010 recipients of the scheme were announced at the conference and a total of €50,000 was granted to three projects – Care-Co Rodrigues in Mauritius, the Asociación Panameña de Industrias de Buena Voluntad in Panama and, for a second year, the NRCD in Nepal.

Care-Co Rodrigues is a project which aims to develop employment and training opportunities for people with disabilities through the expansion of its handicrafts department by developing and selling products through Care-Co outlets. The Asociación Panameña de Industrias de Buena Voluntad will provide training for people with disabilities in gardening and landscaping in order to allow them to take up employment in the community. It will also provide assistance to people in setting up their own enterprises. The NRCD project aims to provide people with disabilities with skills through the manufacture of candlesticks and the keeping of goats and pigs. Each project will provide updates on progress in due course.

# External Environment

For many people with disabilities, 2009 held some anxiety. Lobbying efforts to secure employment, social welfare income and service levels were stepped up but, inevitably, Government cuts began to impact.

## Ireland

Unemployment increased to 11.6 per cent from 6.4 per cent and the number of people in receipt of Disability Allowance rose by more than 7.5 per cent to almost 100,000.

## Budget

2009 saw two major Budgets, in April and December. In July, the publication of the Report of the Special Group on *Public Service Numbers and Expenditure Programmes* made a number of recommendations of concern to people with disabilities and their families.

The December Budget regrettably saw a reduction in social welfare payments which will heavily impact on the disposable income of people with disabilities. The State pension was not affected by the Budget and €43 million was also allocated for a multi-annual investment programme for mental health projects – both of these developments were welcomed by the Rehab Group.

## The National Disability Strategy

Under the National Disability Strategy, five of the six departmental Sectoral Plans – Transport; Social and Family Affairs; Enterprise, Trade and Employment; Environment, Heritage and Local Government; and Health and Children – were reviewed in 2009. The disability sector, through the Disability Stakeholders Group, continued to work in partnership with Government Departments to ensure that the new plans were as ambitious as possible given the resources available.

However, despite the difficult economic situation, the Government demonstrated its continued commitment to the National Disability Strategy (NDS). In October, the Fianna Fáil/Green Party coalition renewed its Programme

for Government, which includes an NDS Recession Implementation Plan. The implementation of the independent assessment of need provided for under Part II of the Disability Act 2005 and the personal advocacy service, which were deferred in 2008, will continue to remain a priority for the Group.

## Health

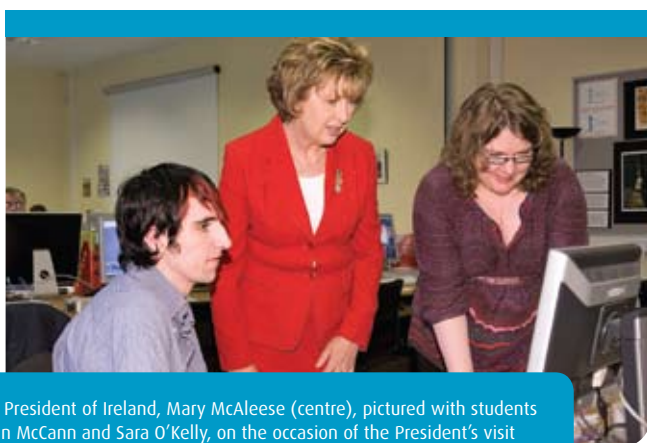
Considerable engagement with the Health Service Executive (HSE) by the Group along with representatives of voluntary hospitals ensured the agreement of the final text for Service Level Arrangements.

The HSE working group undertaking the Review of Adult Day Services continued its work and a final report is expected in 2010. Separately, the Office for Disability and Mental Health began the Review of the Efficiency and Effectiveness of Disability Services.

The Health Information and Quality Authority continued to develop standards in service provision with the publication of the *National Quality Standards: Residential Services for People with Disabilities*. Unfortunately, no provision was made for the introduction of regulations which would enable a statutory monitoring and inspection process to implement these standards.

## Social and Family Affairs

Following a national consultation, the Minister for Social and Family Affairs announced that the National Carers' Strategy would not be published because the resources were not available to implement its recommendations.



The President of Ireland, Mary McAleese (centre), pictured with students Dean McCann and Sara O'Kelly, on the occasion of the President's visit marking the 25th anniversary of Roslyn Park College in Dublin



Celebrating the victory of the Lords team in the 2009 Rehab Parliamentary Pancake Race are (left to right) Lord Addington, Lord Morris of Manchester, race starter and ITV newscaster Mary Nightingale, Andrew Parker, Chairman, British Egg Industry Council, Lord Dholakia and Lord Redesdale

## United Kingdom

### Employment

The impact of the recession in the United Kingdom was severe throughout 2009. Unemployment rose from 6.6 per cent to 7.8 per cent with more than 2.46 million people out of work by year-end, the highest figure since 1997.

### Skills

2009 saw a continuation of the break-up of the Learning and Skills Council. Local authorities will take responsibility for training for 16 to 18-year-olds with the support of the Young People's Learning Agency while funding for training for those aged 19 years and over will move to the Skills Funding Agency and the National Apprenticeship Service. This will impact significantly on the way Momentum and TBG Learning are funded.

A new Department of Business, Innovation and Skills was established during the year, merging the two existing Government departments to provide for higher education, science, research, adult skills, support for business and regional development.

In addition to skills funding opportunities, there were also opportunities in the area of pre-employment programmes under the remit of the Department for Work and Pensions (DWP). During 2009, the DWP

commissioning strategy continued with outcome-focused programmes put out to public tender according to the prime contract model of service commissioning.

The biggest impact in terms of unemployment has been felt among young people and the 'Young Person's Guarantee', which includes a number of initiatives to promote youth employment, was introduced to meet this challenge.

### Care

In the area of health and social care, one of the greatest challenges is the availability of resources. Cuts of up to 12 per cent are expected in the coming years at a time when the population in need of health and social care support is growing rapidly. Legislative changes emphasise personalised services where individuals drive the service that they receive and also control the way that funding is spent to meet their needs. Changes to the oversight and individual assessment mechanisms for health and social care services in Scotland are also in train. New legislation will see the dissolution of the Care Commission and the Social Work Inspection Agency, and their replacement with a new body – Social Care and Social Work Improvement Scotland (SCSWIS). This will enable a 'whole systems' approach to care and support services.



# Rehab Group Addresses



Superheroes Sam Foster (Robin), Michelle Shamolan (Superwoman), Eoghan Smyth-Cavanagh (Batman), Lauren Jones Brennan (Batgirl) and Joshua Ryan (Superman) at the launch of the 2009 People of the Year Awards, organised by Rehab and sponsored by QUINN-healthcare



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## Asperger's Residential Service

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## Outreach Services

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