



Annual Report 2011



RehabGroup

Investing in People, Changing Perspectives

RehabGroup

Investing in People, Changing Perspectives

Legal Status

Company Data

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

Registered Office

Roslyn Park, Sandymount, Dublin 4, Ireland

Company Secretary

Keith Poole, BBS, FCA

Bankers

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

Solicitors

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

Auditor

PricewaterhouseCoopers



Nicole Ryan pictured at her weekly dance class in Glasgow. Nicole accesses Momentum Care's respite service, which provides support for adults to take part in activities in the community.

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About Rehab

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

Over 3,500 Rehab staff members provide health and social care, training and education, and rehabilitation, employment and commercial services in Ireland, England, Scotland, Wales, the Netherlands and Poland. These services enhance the quality of people's lives, by supporting them in fulfilling personal goals, in accessing new opportunities and in playing a more active role in their communities. Rehab enables people to make the most of their skills and talents, to take up employment or further education and to live more independent lives.

The people who currently use Rehab's services include young people and adults with physical, sensory and

intellectual disabilities, people with mental health difficulties, people with autism and people with an acquired brain injury. A range of essential services is also provided to older people, carers and others who are marginalised.

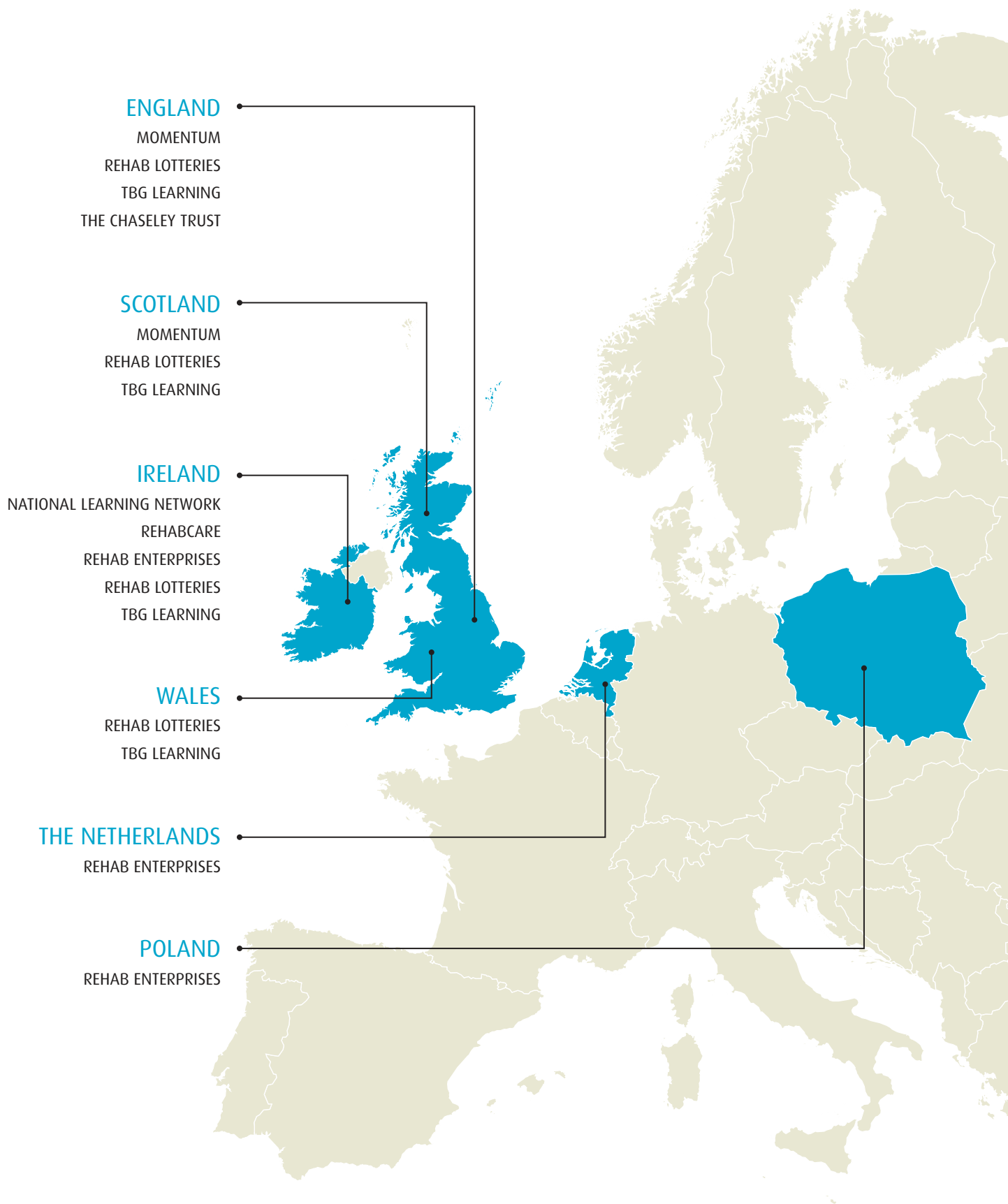
Every year, more than 54,000 people and their families benefit from the supports provided by Rehab in almost 250 locations. Rehab works to influence leaders and policymakers to deliver positive change in the lives of the people who access its services, and has consultative status as a non-governmental organisation at the Economic and Social Council of the United Nations.



(Left to right) Julie Harrison and Gail Roadknight on a TBG Learning apprenticeship programme.



(Left to right) Anna Maher, Mary Meaney, Philomena Browne, Mary Barry and Marian Maher, RehabCare, Shannon, Co. Clare.



ENGLAND

MOMENTUM
REHAB LOTTERIES
TBG LEARNING
THE CHASELEY TRUST

SCOTLAND

MOMENTUM
REHAB LOTTERIES
TBG LEARNING

IRELAND

NATIONAL LEARNING NETWORK
REHABCARE
REHAB ENTERPRISES
REHAB LOTTERIES
TBG LEARNING

WALES

REHAB LOTTERIES
TBG LEARNING

THE NETHERLANDS

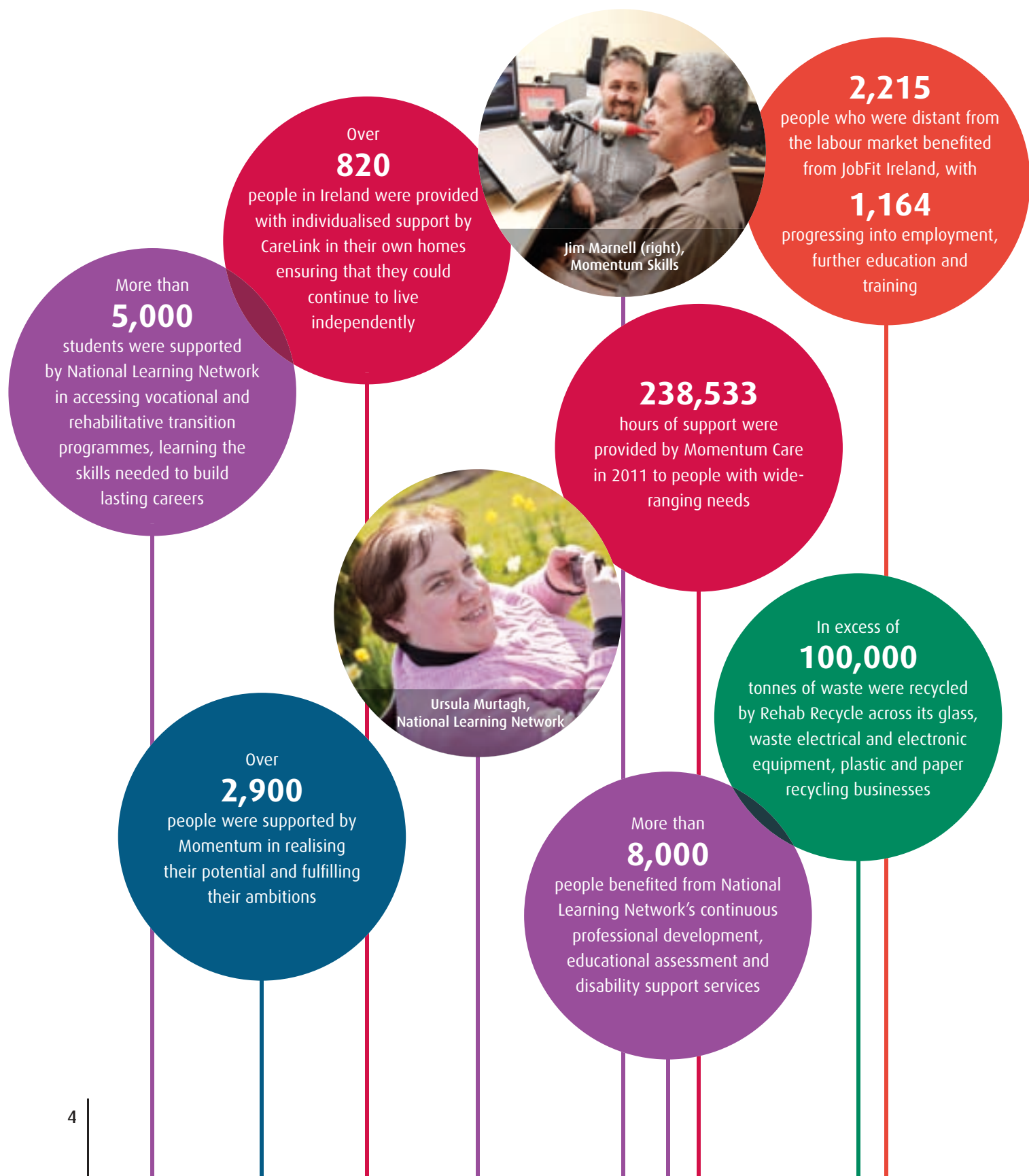
REHAB ENTERPRISES

POLAND

REHAB ENTERPRISES

Making a Difference – Our Social Impacts

In 2011, Rehab supported more than 54,000 people and their families to fulfil their dreams and ambitions and to get the most out of life. Here are just some of the many and varied ways by which we did this.



530

people were employed in our social enterprises, almost

60%

of whom were people with a disability

97%

of National Learning Network students were satisfied or very satisfied with the services that they received

The Group remitted

€25m

in PAYE and social insurance and

€3.5m

in irrecoverable VAT in 2011 to the economies in which it operates

More than

35,000

people were supported by TBG Learning, with over half achieving a qualification, gaining employment or completing a work placement

Over

900,000

people tuned in at some point to watch the annual People of the Year Awards, which recognise ordinary people who do extraordinary things, live on RTÉ One television



John Foran,
Rehab Glassco

60

pupils with a diagnosis of autistic spectrum disorder received a holistic, individualised education programme at Red Hill School in Co. Limerick to enable them to achieve their maximum potential

17,000

people visited www.headsup.ie which provides a range of mental health supports to young people



Frances Durkin,
RehabCare

More than
3,000

children and adults were supported by RehabCare in its resource centres, residential and supported accommodation, respite, outreach and home-based services

Over

1,700

people were supported in gaining work by Rehab JobFit in the United Kingdom, which provides tailored packages of training, qualifications and advice to unemployed people

More than

3,000

computers were donated to schools free of charge across Ireland in a joint initiative between Rehab Recycle, WEEE Ireland and Microsoft

Chairman's Statement



Brian Kerr,
Chairman

I am pleased to present the annual report of the Rehab Group for 2011, recording the many successes of those who access its services and of its staff. In addition to the individual stories featured, we have included for the first time an overview of some of the measurements the organisation captures of its broader social impacts. Together, these help to communicate in both qualitative and quantitative ways, the overall scale of the change Rehab brings about through its work.

The Board has been pleased to note the solid and sustainable performance of the Group's divisions in competitive and challenging environments. Where necessary, the Group has moved quickly to address any emerging issues, to ensure future stability.

All of the activities of the Group are underpinned by its vision, mission and values and, in 2011, the organisation continued to innovate and develop new services to ensure it remains current and effective in meeting the needs of people who rely on its services. Continuous research and development of new methods of doing things and of emerging best practice, as well as active listening to the needs and wishes of the people who use our services and their families, is an important part of ensuring that we work in partnership to deliver quality services.

In 2011 the Group continued to innovate and achieve positive results. One example was the JobFit programme, delivered in Ireland in a partnership between TBG Learning and National Learning Network, which, due to its success, was afforded additional funding to continue in operation for a period beyond its initial contract. By the end of the programme in mid-2011, more than 2,100 people had taken part in training, with more than 650 moving directly to

employment, exceeding its targets and ensuring a positive evaluation of the programme.

The Group continues to build on its range of fundraising initiatives, to provide much-needed funding for capital developments and service enhancements. The national fundraising day, 1 Day for Rehab, built on its first-year success with a 1K Swim for Rehab taking place in a number of leisure centres around the country. In the United Kingdom, the long-running Rehab Parliamentary Pancake Race drew large crowds. Fundraising income is utilised to make sure that the best possible service can be provided, ensuring access to an improved physical environment, leisure activities, advanced technology, creative therapies and the arts – items that inspire, entertain, help achievement and improve quality of life. Sincere thanks to all who give so generously to the organisation during the year and to those who volunteer their time and talents to support fundraising efforts.

Rehab enjoys the support of a great many stakeholders throughout the organisation. I would like, in particular, to thank the people who use our services and their families for their support throughout 2011, and to express my hope for their continued and enhanced involvement.

The nature of service provision is that the experience of each person depends greatly on the staff that they encounter. Rehab's greatest strength is the dedication of those staff. I would like to thank each of the Group's 3,500 staff members for their commitment, hard work and achievements under the leadership of our Chief Executive Angela Kerins and the Group's Management Team.

As Chairman of the Board, I believe that the robust governance structures that underpin the organisation ensure that we are in a position to deliver services that are of a quality and standard of which we can be proud, supporting each person to reach their potential and fulfil their hopes and dreams. Considerable effort and investment is made in clinical governance and risk management, as well as the implementation of quality systems. Rehab receives international recognition for these efforts and the successful pursuit of external accreditation provides assurance to our stakeholders. Of particular note must be National Learning Network's achievement in becoming the first organisation in Europe to gain the European Quality in Social Services (EQUASS) Excellence Award for all of its services. RehabCare is also in receipt of this award in a number of centres and all of Rehab's activities continue to follow the European Foundation for Quality Management (EFQM) excellence model.

I would like to thank our funders, who continue to value the high-quality services delivered by all parts of the Group. In Ireland, we enjoy the support of the Health Service Executive, FÁS, the Departments of Health, Education and Skills, Justice and Equality, and Environment, Community and Local Government and, in the United Kingdom, we are supported by a wide range of funders, including the Department for Work and Pensions, the Department for Business, Innovation and Skills, local authorities, health boards, Primary

Care Trusts and other funding agencies. Many of our commercial customers have been strong supporters of the Group for many years and we look forward to serving them and maintaining sustainable employment for people with and without disabilities for years to come.

I would like to express my condolences to the family of life-long Rehab supporter John Browne who passed away in December. He had served on Group boards since the mid-1970s and gave a huge commitment in both time and energy to the development of the organisation for more than 30 years. His contribution is greatly valued by us all.

An organisation the size and complexity of the Rehab Group demands the attention of a Board that is prepared to devote considerable efforts to the furtherance of its mission. Board members, who act in a voluntary capacity, give generously of their time and expertise in the governance of the organisation and its divisional boards. I wish to thank them all for their efforts.

In 2011 the Board approved a Strategic Plan that sets out a vision to grow the services of the Group to benefit an increased number of people, both in Ireland and overseas. This augurs a busy time for the Group, as we consolidate current activity and look to the future. We look forward to the challenge of developing our services to meet new and emerging need.

Brian Kerr
Chairman

Chief Executive's Statement



Angela Kerins,
Chief Executive

2011 was a challenging but exciting year for the Rehab Group. In recent times the organisation has reviewed how it operates to ensure that it continues to be at the forefront of service delivery. With the commitment of our staff and the support of the people who use our services, we have ensured that our organisation remains nimble and agile enough to continue to meet the ever-changing needs of our clients.

Throughout this annual report, you will see evidence that Rehab's staff continue to forge ahead, to develop new services and to identify new and better ways of doing things.

Flexibility, responsiveness and a 'can-do' attitude ensure that Rehab continues to fulfil its mission, develop new services to support people and enter new markets. Our supports are now available to a larger and more diverse group of people, and our successes lie in the personal achievements of the more than 54,000 people who use our services, with many overcoming significant barriers. Every time someone gets a new job, moves into a new home, learns a new skill or fulfils a dream, Rehab has been successful.

The Group's new Strategic Plan, developed during 2011, builds on our past success and sets ambitious targets. We plan to create more than 750 jobs across all divisions and increase turnover to €250 million over the next three years. The Group's capital projects, in addition to enhancing the facilities offered, will provide significant employment in the construction industry. The targets we have set will, without doubt, challenge and stretch us, requiring hard work, drive and ambition and a 'make-it-happen' attitude, but we believe that these are realistic targets for the organisation.

In 2011, the Group had a number of key successes. In the United Kingdom, the Group has embarked on a new joint venture with Interserve. Rehab JobFit was awarded four contracts by the Department for Work and Pensions to deliver the Work Programme and Mandatory Work Activity programme in South-West England and Wales. This is a major new departure for Rehab in the United Kingdom and, over the next five years, the programme will support more than 100,000 unemployed people. The project got off the ground quickly and Rehab JobFit worked with more than 16,000 unemployed people in 2011, helping over 1,700 of them directly into work.

Across the Group, thousands of people are supported to take part in employment every year through a wide variety of employment programmes – from Momentum's involvement in delivering the Access to Work programme in Scotland and TBG Learning's training programmes throughout England and Wales, to RehabCare's informal supports for part-time work. National Learning Network continues to achieve market-leading rates of progression, with over 90 per cent of students who complete its programmes going on to employment and/or further education and training.

Rehab Enterprises continues to work to identify new ways of providing sustainable employment opportunities to people with disabilities and, in 2011, it opened two upgraded plants in Tallaght and Ballymount dedicated to both the recycling and reuse of WEEE.

RehabCare continued to develop new and enhanced services for children and adults with disabilities in 2011. A new respite service for children in Navan, Co. Meath – The Meadows – provides purpose-built respite and sleepover facilities for more than 70 children and their families annually. RehabCare also turned the sod on a new residential and resource centre project for adults with autism, intellectual disabilities and enhanced support needs, in Stradavoher, Co. Tipperary.

Rehab is driven by the people who use its services and their voice is heard at every level of the organisation, supported by various advocacy and representative groups. I would like to thank all of our clients, students, learners and the people who use our services for their support over the last year.

I would also like to thank their families. Rehab focuses on helping people to forge their own path, pursue their goals and be independent. Support structures are important for us all and families play a major role in everyone's life, but particularly in the lives of people using Rehab's services. Family members are among Rehab's greatest supporters and we look forward to continuing to have their support in the coming years.

The Group enjoys the significant support of commercial customers and we strive to deliver a quality product that enables us to provide sustainable employment for people with and without disabilities. In every community in which we work, local employers and businesses support Rehab by providing work placements and employment opportunities, and by taking part in fundraising initiatives that contribute towards the achievement of our mission.

I would like to thank the Board of the Rehab Group for the significant support that it lends to the organisation's work. This work, undertaken in a voluntary capacity, is tremendously important to the Group's overall governance. In particular, I would like to thank the Chairman, Brian Kerr, who shows enormous commitment to the work of the Rehab Group.

I would also like to thank the members of the Group Management Team for their ongoing commitment and input over the last year, driving our mission forward in all of its complex areas.

I would like to express our sincere thanks to each and every staff member across the organisation, whose extraordinary commitment to all those who use our services and willingness to go that extra mile is what makes Rehab great.

Rehab's greatest asset is its people. Our colleagues and the people we support will continue to work together to promote Rehab's mission through their work and through their lives and, while we continue to address the challenges and barriers to progress that we meet, we can be confident that by us all working together with a 'can-do' and 'let's make-it-happen' attitude, we will continue to be a powerful force for change.

Angela Kerins
Chief Executive

Rehab Group Boards Of Directors

As of 31 December 2011

THE REHAB GROUP

Brian Kerr (Chair)
Barry Keogh (Vice-Chair)
Henry Desmond Cashell
Philomena Cremin
Declan Doyle
Frank Flannery
Noreen Gildea
Hugh Governey
Andrew Heron
Liam Hogan
Gene Lambert
Padraig Lydon
Martin Enda Marren
Jeff Smith
Don Tallon

NATIONAL LEARNING NETWORK LTD

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

REHABCARE

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

REHAB ENTERPRISES LTD

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

TBG LEARNING LTD

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

MOMENTUM SCOTLAND

Angela Kerins (Chair)
Shona Boyne
Frank Flannery
Douglas Gentleman
Andrew Heron
Barry Keogh
Keith Poole

THE CHASELEY TRUST

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

REHAB LOTTERIES LTD

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

NEWGROVE HOUSING ASSOCIATION LTD

Keith Poole (Chair)
Shona Boyne
Pat Costelloe
Margaret Gillard
Hugh Governey
Barry Keogh
Gene Lambert
Martin Enda Marren
Clíodhna O'Neill
Jeff Smith

POLIO FELLOWSHIP OF IRELAND

Keith Poole (Chair)
Margaret Gillard
Marie Kelly
Michelle McEvoy

Rehab Group Management Team



Chief Executive
Angela Kerins, SRN, SCM, LLD



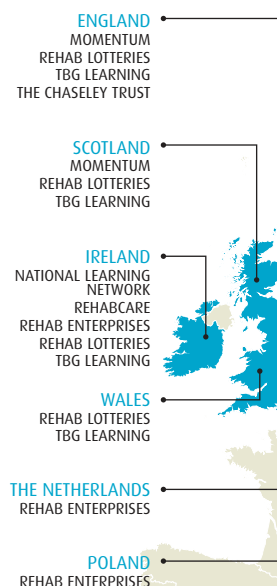
Director of Finance
Keith Poole, BBS, FCA



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



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



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



Director of Enterprises
Séamus Clancy, BE, MSc, MIEI



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



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



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



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

Staff Profile

REHAB GROUP

Chief Information and Technology Officer

Gary Merrigan, MSc Mgt Ops, BSc Comp Apps, MICS, MACM

Group Financial Controller

Mick Cronin, FCCA

Group Internal Auditor

Tom Connaughton, CMIIA, FCCA

Group Property Manager

Pat Costelloe, MIPFMA, PG Dip Proj Mgt

Head of Fundraising

Pauline Crowley, BComm, MBS

Head of Communications and Marketing

Don Delaney, MPRII, BSc Commun, Adv Dip Comm

Public Affairs and Advocacy Manager

Sonya Felton, BA, MBS

Divisional Financial Controller, Enterprises

Edward Hardy, FCCA

Divisional Financial Controller, Health and Social Care

Michelle McEvoy, ACMA

Divisional Financial Controller, Training and Employment Services

Tom Dunne, ACA

Divisional Financial Controller, Fundraising

Wayne Doyle, ACA

Senior Human Resources Operations Manager

Karen Fanneran, BBS, MCIPD

Resourcing Manager

Diane Jackson, MMII (Grad), MCIPD

Human Resources Manager, Enterprises

Niamh Byrne, MSc, BSc, FCIPD

Human Resources Manager, Health and Social Care

Claire McKenna, BA, MCIPD

Human Resources Manager, Training and Employment Services

Maria Kearns, MSc, H Dip

Clinical Risk Specialist

Seamus Dillon, MBA, H Dip, BSc

Information Technology Manager (Ireland)

Robert Younger, MSc, MIS, BSc Syst Inf, MICS, MACM

Information Technology Manager (United Kingdom)

Ian Stockley

NATIONAL LEARNING NETWORK

Director of Operations

Joe O'Brien

Director of Strategic Development

Lucianne Bird, BA, MA, Dip SVR

Manager of Learning and Assessment Services

Dawn Duffin, Cert Ed, MPhil, Dip Cont Ed

Head of Accreditation, Standards and Supports

David Muldoon, BComm, MEd

Regional Director, Dublin, Wicklow and North-East

Cyril Gibbons, MSc, Dip SVR, MMII (Grad), Grad CIPD

Regional Director, South-West, Mid-West and South-East

Michael O'Sullivan, BE

Principal Psychologist

Mick Coughlan, MA, H Dip CBT, AFPsSI

Environmental, Health and Safety Manager

Paul Dempsey, BSc, CMIOSH

REHABCARE

Assistant Director of Health and Social Care Services

Laura Keane, MSc, Dip COT

General Manager, West and North-West

Kevin Clancy, Dip HCM

General Manager, Midlands and North-East

Peter McKevitt

General Manager, South and Mid-West

Rachael Thurlby, BA Eur Bus

General Manager, East and South-East

Michael O'Connor, BA Mgt, MBS

Principal Clinical Psychologist

Armien Abrahams, MA ClinPsych, MSc AdTher

Home-based Services Manager

Kris Dhondt, BSc, Dip App SS, Dip Mgt

Health and Safety Manager

Yvonne Fallon, RGN, BSc, MSc, CMIOSH

REHAB ENTERPRISES

General Manager, Rehab Logistics

Paudie Murphy

Commercial Manager, Rehab Recycle

Martin Reddy

Operations Manager, Rehab Recycle

Richard Jordan

Quality Manager

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

Environmental, Health and Safety Manager

John Crummy, MBS, BSc, GMIOSH

TBG LEARNING

Head of Programme Delivery

David Umpleby, MBA

Head of Operations – South

Mike Burger

Head of Operations – North

Rob Fitt

Head of Business Development

Simon O'Connell, BA

Financial Controller and

Corporate Services Manager

Adrian Fantham, ACMA

Human Resources Manager

Barbara Read, MA, MCIPD

Health and Safety Manager

Muhammad Javed, BA, Tech IOSH

MOMENTUM

Financial Controller

David Whyte, BAcc, CA

Head of Community Health and Social Care

Alice Drife, RGN, SCM, HV, BSc, MSc, FCIPD

Head of Operations, Momentum Care

Steve Black, DMS, MBA

Head of Operations, Momentum Skills

Dougie Taylor, MA, Dip Ed

Human Resources Manager

Kenneth Richmond, MSc, MCIPD

Health and Safety Manager

Paul McCormick, GMIOSH

Fundraising Manager

Sue Norman, MinstF (Cert)

THE CHASELEY TRUST

Chief Executive and Registered Manager,

Chaseley Home

Sue Wyatt, RGN

Registered Manager, Chaseley Bungalows

Noel Chilton, RGN

Human Resources and Training Manager

Amanda Rae, RGN, MCMI, Assoc CIPD

REHAB LOTTERIES

Business Support Manager

Aileen Masterson, BA

Business Development Manager

Joanne Eakins



John Morris and Anne Brady (*back*), students on the IT with Office Business Skills course at National Learning Network in Swords. Modules on the course lead to FETAC Level 5 Major Awards.

National Learning Network

Investing in People, Changing Perspectives

National Learning Network had a successful year in 2011, expanding its range of services and supporting over 13,000 people in accessing its training, education and educational support services nationwide.

The provision of specialist-support training services to people with disabilities and mental health difficulties was expanded to benefit new groups of people. This meant that the long-term unemployed, older people and marginalised groups, as well as primary school children, all gained from the organisation's inclusive model of service delivery.

Over 5,000 students were supported to access vocational and rehabilitative transition programmes, learning the skills needed to build lasting careers in jobs that reflect their interests and abilities. Despite a challenging labour market, outstanding outcome figures were maintained – during 2011 over 90 per cent of those who completed training with National Learning Network progressed to further education, training or employment. Students achieved these results due to the individualised, person-centred approach used and the ongoing flexibility provided to allow them to enter the course when it suits, learn at their own pace according to their personalised action plan and access highly specialised supports as needed.

National Learning Network's commitment to quality and innovation was externally recognised during the year when it became the first organisation in Ireland to be awarded the prestigious European Quality in Social Services (EQUASS) Excellence Award and the first in Europe to receive it for all of its services. EQUASS sets out a framework for social services that are person-centred with an approach that focuses on excellence and best practice, and the award was an outstanding achievement for the staff and a testament to the service provided.

Continuous professional development, educational assessment and disability support services were provided to over 8,000 beneficiaries, including professionals

working in education and healthcare. This is an essential and growing area, confirming the organisation's position as Ireland's leading provider of inclusive training, education and employment access services.

National Learning Network enjoys extremely supportive relationships with FÁS, the Health Service Executive (HSE), the Department of Education and Skills, the Department of Social Protection, the Department of Jobs, Enterprise and Innovation, and the Department of Justice and Equality. Another vital contribution comes from the positive engagement with the colleges of further and continuing education, such as the City of Dublin Vocational Education Committee (CDVEC) and the Institute of Technology, Blanchardstown (ITB).

To ensure that National Learning Network's training and skills development programmes are reflective of the changing labour market, the organisation works in partnership with a network of over 3,500 employers. This enables innovative and flexible 'place and train' models to be used, the provision of individualised tailor-made training and work placements to thousands of students, while also supporting them in their transition into employment and then in the actual workplace. It also guarantees that all programmes continue to be held in high esteem by prospective employers and that they remain industry-relevant and responsive to the labour market. This support is greatly valued.

Students (left to right) Deanna Savage, Shauna Burke and Marian O'Mahony at National Learning Network's centre on the Model Farm Road in Cork.



Elaine Benson Ryan, Deputy Principal at Red Hill School, with pupil Tadhg McLoughlin.



Transforming Learning

During the year, National Learning Network reviewed all programme delivery to enhance students' learning experiences, as well as to ensure adherence to the EU 2020 vocational education and training guidelines, and relevance to current labour market trends, based on the findings of the Irish Government's Expert Group on Future Skills Needs (EGFSN).

Current systems of delivery were re-evaluated in line with best practice and updated. Major developments included the introduction of a new planning tool – iplanit – to enable online personalised planning for all students, the development of an e-learning platform and the introduction of modular programmes across a range of services.

New Partnerships

The Connexions project is a cross-border initiative run jointly by National Learning Network and the Cedar Foundation, and funded through an EU INTERREG IVA programme. The project supports people with a disability, especially those who experience isolation, in participating in social networks and encourages the development of peer support and user-led networks. These groups provide assistance and advice to participants and enable people to explore social opportunities in their local communities.

Student Engagement and Feedback

As part of its ongoing quality assurance programme, National Learning Network conducts annual comprehensive surveys of satisfaction levels covering all aspects of its services. The 2011 results show that 97 per cent of students are satisfied or very satisfied with the services that they receive – an excellent result that is a credit to the staff of the organisation.

Eurofound Research

National Learning Network was selected to participate in research with the EU body Eurofound, the European Foundation for the Improvement of Living and Working Conditions. The research examined activation measures in health, social and employment services for people with disabilities (aged 18–35 years).

Employer-based training programmes were shown to have strong characteristics of active inclusion in both the content of the programmes and the approach to labour market integration strategies. The research highlighted excellent outcomes in relation to progression and transition to employment,

reduced dependence on social protection payments, focused individual pathways to employment, effective partnerships and networking, and alignment with national and European policies. Further research is warranted to examine fully the social return on investment of all education and training services, in capturing not only individual outcomes but the positive impacts on communities and value to the Exchequer. It is planned to progress this in 2012.

Digital Inclusion

National Learning Network was successful in securing funding under the Benefit 3 Digital Skills Training grant scheme funded by the Department of Communications, Energy and Natural Resources. This enabled 1,100 people who are socially isolated, disadvantaged or have little formal education, to acquire basic IT skills. The initiative was taken in response to Central Statistics Office and Eurostat research on the high numbers of adults in Ireland who do not, or cannot, use the Internet – up to one third of the population.

Red Hill School

Red Hill School, established in 2008 at Patrickswell, Co. Limerick, continued to flourish, coming under the umbrella of National Learning Network during 2011. The school currently caters for children with a confirmed diagnosis of autistic spectrum disorder up to the age of 13, but has the potential to continue providing education services to children up to 18 years of age.

The school provides a quality, individualised education programme, enabling pupils to achieve their maximum potential. In addition to working to the national curriculum, an individual education plan is developed for each pupil, in consultation with their significant others and the multi-disciplinary team. This means a holistic approach that not only concentrates on education but which addresses independent living skills, social and leisure skills, play skills, communication skills and self-care.

In September the school moved into a new state-of-the-art premises funded by the Department of Education and Skills, allowing its enrolment to increase to 60 pupils.

Sinead Brophy, a student on the Employer-based Training programme at National Learning Network in Portlaoise. As part of her course, Sinead works in VetCare Portlaoise as an assistant to vets and veterinary nurses. Her role includes helping to look after the animals and preparing them for surgical procedures.





Sporting Chance has provided me with a huge range of coaching and instruction skills, as well as helping me to develop my communication and interpersonal skills.



David Hickey

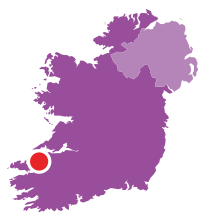
National Learning Network Sporting Chance Programme, Tralee, Ireland

I have had a strong passion for sport all my life and I am an avid Manchester United and Munster supporter. It was not until I joined the Sporting Chance programme in June 2010, however, that this passion was fully exploited.

I have autism and, before I started the programme, I was shy and mainly interacted with others through playing sport. However, Sporting Chance has provided me with constant opportunities for social interaction, through coaching, exercise-class instruction and working as part of a team on projects in the classroom. I will shortly complete my FETAC Level 5 Major Award in Sport and Recreation and I have also received the Kick Start 1 and 2 coaching qualifications from the Football Association of Ireland (FAI), which enable me to coach children in my first love – soccer.

I have assisted local FAI Development Officer Darren Aherne in a number of coaching initiatives, including Football for All sessions for children with disabilities and the Kerry schools' Futsal (the official FIFA and UEFA version of five-a-side football) tournaments. One of my highlights of the programme was refereeing the Kerry final of the FAI girls' primary schools' competition and assisting at the FAI Munster primary schools' final. I was also a volunteer for CampAbilities, a sports camp for children with vision impairments, where I assisted children in participating in a variety of sports. I also completed work at St Joseph's Foundation, Charleville, where my duties included exercise-class instruction, coaching different sports in their hall and instructing users in the gym.

Sporting Chance has provided me with a huge range of coaching and instruction skills, as well as helping me to develop my communication and interpersonal skills. My confidence has greatly improved and I really enjoy the social interaction of coaching, refereeing and assisting in a variety of sports. I will be graduating from the programme soon and I plan to continue working in the gym at St. Joseph's and coaching my local soccer team.



National Learning Network's Sporting Chance programme provides participants with the qualifications and skills required for a career in the sports and leisure industry. The course includes a range of Further Education and Training Awards Council (FETAC), Irish Training and Education Centre (ITEC) and national governing body qualifications. The practical skills required to be an effective coach/instructor are developed through participation in exercise-class and gym instruction, Gaelic football skills' coaching and teaching on the Kerry Swim for All programme.



Darragh Hastings, aged 10, enjoys the ball pool at The Meadows, RehabCare's new children's respite service in Navan, Co. Meath.

Underpinned by a person-centred approach, RehabCare provides a range of high-quality services, including resource centres, residential and supported accommodation, respite, outreach and home-based services, to support people in achieving their life goals and in enjoying new experiences, such as learning a skill, securing employment and living independently.

During 2011, RehabCare provided services to over 3,000 children and adults throughout every county in Ireland. Continued support was provided to the organisation from a range of stakeholders including, internally, clients and their families and, externally, the Health Service Executive (HSE), the Department of Health, the Department of the Environment, Community and Local Government, and the wider community.

The staff team made a significant contribution to the development of services, in the context of considerable economic challenges and, along with clients and their families, were actively engaged in a variety of fundraising events that raised valuable and much-needed funding for specific projects.

Residential and Respite Services

In October, The Meadows, a respite service for children in Navan, Co. Meath, was officially opened by RTÉ presenter Miriam O'Callaghan. The opening was an extremely positive day for the children, their parents, staff and the wider community. Seventy-two children and their families benefit from the service, which one parent described as 'a sleepover club' for friends, a home from home. The wider benefits of providing a

range of respite breaks for children and families were clearly evidenced by the stories of those present on the day.

Staff from Charleville Cottage, a respite service for children with autism in Tullamore, provided a ten-week programme offering strategies in coping with behaviours that challenge to parents of children with autism.

A new responsive and personalised residential service was established in Co. Offaly to support a young person with autism. In addition, the HSE provided funding for a residential service for four young people with autism in the Mid-West.

Resource Centres

Resource centre services provide a valuable community day service to adults with disabilities, with over 45 centres now operating in towns across Ireland facilitating community integration and belonging. A number of new outreach services were piloted in Castletownbere, Castleblayney and Belturbet, making it much easier for people to access services.

RehabCare in Monaghan scooped a Community Endeavour Award for the third year running in the Monaghan Tidy Towns Annual Awards. Pictured proudly displaying their award are (left to right): Padraig Kelly, Patrick Connolly, Patrick Gilbride and Micheál Hughes.



Sean O'Brien, voted ERC European Player of the Year for 2011, was given a rousing welcome when he visited the RehabCare resource centre in Carlow. Here he is pictured with Eoin Harte.



Reflecting their participation in local communities, the Monaghan, Tullamore and Dundalk resource centres received prizes from their Tidy Town committees, while the Bray resource centre achieved a green flag award from An Taisce.

The resource centre in Cork city was nominated as Charity of the Year by the Irish Countrywomen's Association in Cork, whose fundraising efforts raised €12,000, while a kettlebell challenge raised €5,500 for mental health projects at the HOPS resource centre in Dublin.

Supported Accommodation Services

Towards the end of the year, the HSE West commissioned new supported accommodation services for up to five persons with mental health difficulties. It is anticipated that people will move into their new homes in 2012. This will be hugely beneficial in promoting independent living skills and greater integration into the community.

The turning of the sod at the Stradavoher development in Co. Tipperary took place in July. This development will provide new residential and supported accommodation services, as well as a purpose-built resource centre for adults with autism, intellectual disabilities and enhanced support needs. Funding was received from the Department of the Environment, Community and Local Government, the HSE and the Rehab Group for the project, which is due to be completed in 2012. Further fundraising initiatives will be undertaken to provide additional funding support.

Home-based Services

Over 820 people continued to be provided with individualised support within their own homes and communities by 160 trained, competent home-support workers. The new automated software platform, CareFree, which allows for enhanced monitoring and provides additional security to clients and staff, has been fully rolled out. RehabCare remains one of the few organisations in the country that has implemented such a system.

Quality and Innovation

The organisation continued its efforts to ensure excellence in service provision together with continuous improvement, innovation and review. A number of resource centres applied for a European Quality in Social Services (EQUASS) award and successfully received certification. All other resource centres are working to achieve this accreditation in 2012.

It is vital that RehabCare listens to clients' views on the services and support provided, so work commenced on a full client evaluation across all services. Internal reviews of services, in line with Health Information and Quality Authority (HIQA) standards and HSE guidelines, also continued throughout the year.

Learning and Development

Ensuring staff are supported in gaining the right skills to meet the individual needs of clients is fundamental to what RehabCare aims to achieve. Almost 3,000 training days to maximise staff potential were provided by the training team and through a 'train the trainer' approach. A number of training modules were reviewed and a FETAC-accredited Care Skills course was delivered to specific staff. Mental Health First Aid training was provided nationally through a team of internal instructors.

Creative Expression

Around the country, a number of imaginative projects were undertaken by people who use RehabCare's services. One such example was in RehabCare in Dún Laoghaire, which hosted the inaugural Shorts Film Festival as part of Social Inclusion Week, run by Dún Laoghaire-Rathdown County Council in October. The festival was the shared vision of RehabCare and Lakelands Carmona Services, and was created to celebrate social inclusion, ability, multiculturalism and diversity, and to promote filmmaking as an accessible art form.

The films varied in style, from comedy to documentary, and covered a range of themes, including social issues, people with disabilities and diversity. *The Happy Gift Shop* and *Boats on a Brightening Stream*, both made by people who attend the RehabCare resource centre, were officially launched at the festival. In November, the films were also shortlisted at the 2011 Oskia Bright Film Festival, held in Brighton, England, the international film and digital media festival that features work made by people with a learning disability.

(Left to right) Finian Hegarty, Tony O'Shaughnessy and Iszara Powell participate in a pottery group at the RehabCare resource centre in Athlone, Co. Westmeath.





Looking out towards the front, a good serviceable balcony spans the width of the dining room and the bedroom. I enjoy access to this balcony and I sit on it during the fine summer days with visiting relatives and friends.



Mick Sharkey

Kilmainham Independent Accommodation,
Dublin, Ireland

I am one of four lucky recipients of voluntary housing in Kilmainham.

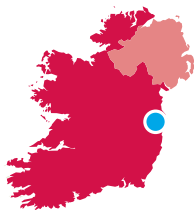
In October 2009 we received the keys to our lovely one-bed apartments, beautifully furnished by Newgrove Housing. In the big bedroom was an ample, comfortable bed and a very nice and big wardrobe. Adjacent to my bedroom is my long, spacious kitchen-cum-dining room. This area was well furnished with a nice leather couch, a very stylish kitchen table and four lovely matching chairs. Since then, I have added some furniture and fittings like a TV, rocking chair, side tables and floor mats.

Looking out towards the front, a good serviceable balcony spans the width of the dining room and the bedroom. I enjoy access to this balcony and I sit on it during the fine summer days with visiting relatives and friends. I have decorated it with nice pot plants too. Virtually the whole front of the apartment is glass, which lends itself to a near maximum share of natural light, which is so important for good mental health and cheerfulness.

My life in my apartment is totally independent. I ensure all my bills are paid up to date and I do all my washing and household chores. I make sure my fire alarm is in proper working order by checking it every week and I always activate the burglar alarm when vacating the apartment.

I find this a pleasant, safe and secure area to live in. There is a good bus route connection to town and the Luas is a frequent and reliable service.

Nessa Canavan visits us every month to check in case of any issues with the apartments. So far I have not had any significant issues.



Kilmainham independent accommodation offers a quality, flexible, person-centred accommodation service to four tenants. Owned by Newgrove Housing Association and managed by RehabCare, it comprises four one-bedroom apartments within a private development. Each tenant is facilitated to live independently, while an on-call system is available after hours and at weekends.



Mark Tyrell, a quality inspector with Rehab Logistics, checks a printed circuit board at the Limerick plant.

Rehab Enterprises

Investing in People, Changing Perspectives

Through its 10 manufacturing and 11 retail locations across Ireland, Rehab Enterprises continues as Ireland's leading private sector employer of people with disabilities in a range of business sectors. Its international operations extend to four manufacturing locations in three EU member states – the United Kingdom (through Haven), the Netherlands and Poland – with a total of 530 people employed, almost 60 per cent of whom are people with a disability.

2011 was another challenging year for Rehab Enterprises in its recycling, logistics and retail divisions. A full review was carried out of all operations, identifying the commercial adjustment needed to compete in the current business environment. 2012 will continue with this adjustment programme.

Rehab Recycle

Rehab Recycle is among one of Ireland's largest post-consumer waste recyclers, recycling in excess of 100,000 tonnes of waste in 2011 from its glass bring banks and waste electrical and electronic recycling (WEEE), plastic and paper recycling businesses.

Rehab Glassco – a joint venture in which the Rehab Group is the majority shareholder – operates class-leading manufacturing facilities from its base in Naas, Co. Kildare. It produces recycled glass to the highest specification for sale into the glass manufacturing industry, in addition to metal can and PET (polyethylene terephthalate) recycling. Rehab Recycle's former base for glass recycling in Ballymount, Dublin, has been converted into a new recycling facility for large household appliances, from business and public amenity sites nationwide.

A new state-of-the-art facility dedicated to electrical reuse in Tallaght – the first of its kind in Ireland – was officially opened by Rehab Recycle in November. The new operation will focus on the reuse of electrical and electronic equipment and has the capacity to process up to 10,000 tonnes a year. The facility features new equipment for improved asset identification, a new secure area for storing assets with data and enhanced security measures. Rehab Recycle partners with all of the major IT manufacturers in Ireland and offers a full asset recovery service with guaranteed data destruction, audited reporting and potential for a cash return to customers.

A partnership with WEEE Ireland and Microsoft to raise awareness of WEEE recycling continued in 2011. Since its inception, the initiative has seen the participation of over 2,000 schools with over 3,000 computers offered free of charge.

In the Netherlands, Rehab Recycle operates a reverse logistics system that collects, destroys and reports product 'take-back' from the marketplace. This service is provided on behalf of some of the world's largest software manufacturers.

At the official opening of Rehab's SMILES Newsagents outlet in RTÉ, Ireland's national public service broadcaster, were (left to right): Rashid Koya, SMILES Newsagents, Brian Dalton, MD for Corporate Development, RTÉ, Angela Kerins, Chief Executive, Rehab Group, and Brian Lowe, SMILES Newsagents.



Paul Barrett, General Operative with Rehab Glassco, pictured at its facility in Naas, Co. Kildare.



Rehab Logistics

Computer manufacturer Dell receives 24/7 integrated logistics support from Rehab Logistics in Limerick and Łódź, Poland, in relation to storage, keyboard printing and electronic assembly services. The focus of the Łódź plant is in the manufacturing area while the Limerick plant provides customer support. The facility in Poland continues to work closely with local disability organisations to provide employment opportunities for a significant number of people with disabilities.

Rehab Logistics in Kilkenny, Navan and Portlaoise provides a range of packaging, assembly, storage and despatch services for the electronics, pharmaceutical, telecommunications and food sectors. Amongst its customers are some of the most prominent public and corporate entities in Ireland, including the Department of Social Protection, An Post, Becton Dickinson, eircom, Foamalite and Sanofi-Aventis. A call centre operation and direct mailing service are also provided from the Kilkenny site.

Rehab Retail

Rehab Retail enjoyed a successful and profitable 2011, with its latest SMILES Newsagents store opening in September at RTÉ in Donnybrook, Dublin. It now has 10 SMILES stores offering a range of retail services for staff and visitors within client premises in Dublin. Further store openings are planned for 2012, including at the head offices of Paddy Power PLC in Clonskeagh, Dublin.

Employment Services

Rehab Enterprises works to promote the employment of people with disabilities in the public and private sectors by assisting companies through a range of employment services. Separately, within Rehab Enterprises, specially trained counsellors support staff in ensuring that their job is a success through WorkPath, a programme developed for those with a disability. Support is provided to colleagues in

relation to their work activities, including adapted working environments, and facilitative supervision and management, as well as through personal assistance in areas such as independent living skills, mental health awareness, money management and recreational activities.

Working in Partnership

Rehab Enterprises works with a range of public and private sector partners in providing dynamic business solutions that are independently assessed and certified to European and industry standards and resourced to deliver world-class performance. In Ireland, Rehab Enterprises receives assistance through the Government's Wage Subsidy Scheme, operated by FÁS and, in the United Kingdom, from the Department for Work and Pensions, as an employer of people with disabilities. The division also enjoys great support from businesses and communities in the territories in which it operates.

RTÉ's *Eco Eye* television programme visited the Rehab Recycle facility in Tallaght to find out about ***Promise it*** to Rehab Recycle, an initiative encouraging companies to pass on all of their out-of-date and unused computers and other electrical equipment for the benefit of schools, charities, community groups and start-up enterprises. Pictured are (left to right): Duncan Stewart, presenter of *Eco Eye*, and Martin Reddy, Commercial Manager, Rehab Recycle.





Since the facility was upgraded it's a nicer place to work than it was before. It's brighter, warmer and cleaner, with more space, and there is a very happy atmosphere.



Ciaran Blankson

Rehab Recycle, Tallaght, Ireland

I have been training and working with Rehab for 22 years and first did a course with National Learning Network called Vocational Multi Skills – as part of that I worked on German televisions, removing and replacing the parts that changed the language of the television from German to English. After that I did an Electronic Assembly course. Completing both courses gave me a lot of confidence and helped my communication skills.

My first job with Rehab was with Harrison Foods, in the packing area. About ten of the people I worked with there, making and packing jam, are still working with me in Tallaght today. Then we started assembling electronics – making up boards and assembling components and sending them to Rehab Logistics in Limerick. I got asked to spend a week in Limerick to learn about what they were doing and to relate it back to what we were doing in Dublin.

My current role in Rehab Recycle, Tallaght, is made up of day-to-day administration work, including paperwork, certificates and filing, and helping out in the warehouse.

I started learning sign language when I was about 18 when I made friends with a deaf girl on my road. It was difficult but you have to persevere and practise so that you become more confident. At Rehab Recycle I help staff members who sign to communicate with other people in the company.

I have also completed courses on manual handling and health and safety and got my forklift driving licence with the help of Rehab. Since the facility was upgraded it's a nicer place to work than it was before. It's brighter, warmer and cleaner, with more space, and there is a very happy atmosphere.

Promise it to Rehab Recycle is a great idea because it provides more work for us and helps out charities and schools – we recently won an award for it.

I am happy to work here. I try my best to do a good job and look forward to many more years working here.



*Rehab Recycle's state-of-the-art reuse facility in Tallaght is focused on the reuse of electronic equipment and employs some 43 people, 22 of whom have a disability. **Promise it** to Rehab Recycle promotes reuse through a comprehensive donations scheme, whereby companies can pass on their surplus IT equipment to schools, charities and community groups for a significantly reduced or zero cost.*



Jessica Paxton, a learner who undertook a Pre-Apprenticeship Routeway course in Hair and Beauty at TBG Learning Colchester.

In 2011, TBG Learning supported people across the United Kingdom and Ireland in transforming their lives through learning, employability services and other supports. TBG Learning's services are designed to reduce unemployment and enable people to engage fully with society. A record number of customers came through TBG Learning's doors – over 35,000 people – a significant increase on 2010. Over half of those customers achieved a qualification, gained employment or completed a work placement.

2011 has been a year of great change for TBG Learning. With the election in 2010 of the coalition Government in the United Kingdom many Department for Work and Pensions (DWP) contracts came to an end this year. The New Deal, Employability Skills and Community Task Force programmes were replaced with the Work Programme, the Government's flagship welfare-to-work programme.

This change has been a positive one for TBG Learning. The company quickly adjusted to the altered market and the position it had secured in 2010 on the DWP Employment Related Support Services framework, under the Rehab Group umbrella, ensured it was well positioned to continue to grow in 2011 and replace those contracts that ended.

The Work Programme

Rehab JobFit, a joint venture with Interserve, was awarded four contracts to deliver the Work Programme and Mandatory Work Activity programme in South-West England and Wales, and began delivering the programmes in June. Rehab JobFit's service is delivered across the two regions, both directly and through a network of 18 private and third-sector sub-contractors, which provide an end-to-end delivery service, and a further 30 specialist providers with the expertise and experience to support the hardest to help.

The Work Programme is a regionally focused prime contractor model, with top-tier providers managing sub-contractors. Rehab JobFit provides a tailored package of support, training, qualifications and advice to help individuals get back to work. Activity is focused on achieving a positive outcome of sustainable employment. Rehab JobFit worked with over 16,000 unemployed people in 2011, helping over 1,700 of them into work.

Further to this, TBG Learning delivers the Work Programme in Derby, Clacton, Chesterfield and Colchester as part of a supply chain to another prime provider, Ingeus. These centres worked with an additional 350 people.

Employer Services

TBG Learning's Employer Division underwent a lot of change during 2011, with reorganisation and the harnessing of new technologies allowing great opportunities for developing its apprenticeship business, where it already has a good track record. The changes that have taken place have increased the number of apprenticeships undertaken, made the service provided more efficient and enhanced TBG Learning's reputation amongst employers.

Retail learners enrolled on TBG Learning's Pre-Apprenticeship Routeway programme, pictured with Delivery Manager Paul Woodward (*fifth from left*), Retail Tutor Graham McAndrew (*third from right*) and Waitrose Colchester's Personnel Manager Kris Edmonds (*sixth from right*).



Foundation Learning's LEAP Learner of the Year, Keri Suett (*left*), pictured with Rt Hon Angela Watkinson, MP for Hornchurch and Upminster.



TBG Learning has started to develop some strategic relationships with other employers and partners, including The Premier Support Services Group, Network Rail and Groundwork, which help it to deliver the most effective in-work training possible. These partnerships have gained much positive media attention and have helped raise the profile of the company and its services amongst stakeholders and customers.

The division was renamed Employer Services, reflecting a shift in the way that the company intends to cross-sell its services and also to work more collaboratively internally to achieve a unified selling platform for all of its products, company-wide.

Foundation Learning

In August, TBG Learning received an additional allocation, in terms of learner numbers and contract value, for its Foundation Learning (FL) funded programmes, making it the largest third sector training provider from this funding in England. The company has worked hard over the last 12 months to develop its FL product further and now has a robust

Pre-Apprenticeship Routeway (PAR) programme that is being delivered nationally. The PAR programme is a redesign of its predecessor, the Learn, Earn and Progress programme, and introduced new courses for young people to gain vocational skills, in addition to the variety of qualifications already available, including certificates in Digital Skills, Fashion and Performing Arts.

TBG Learning now has a very strong FL proposition. When the PAR programme went live in September, it attracted more than double the number of learner starts achieved by the previous programme in the preceeding month. It is hoped that PAR will attract and retain high volumes of those people not currently in education, employment or training and positively contribute to tackling one of the United Kingdom's most challenging social issues – the unemployment of over one million young people in Britain.

JobFit Ireland

JobFit Ireland, TBG Learning's employment and training programme delivered with the support of National Learning Network, came to an end in June. The programme had exceeded expectations in reaching many unemployed people across 11 centres in Ireland. Targeted at those far removed from the labour market, the programme engaged 2,215 people, with 1,164 progressing into employment, further education or training. Its success as a results-driven model was noted in an evaluation report commissioned by the Irish Government on the Labour Market Activation Fund, through which it was funded.

New Centres

Across England and Wales, seven new learning centres opened in 2011. Four Work Programme delivery centres opened in Swindon, Swansea, Pontypridd and Aberdare – staff members have worked hard to build relationships with local businesses and employers and to facilitate work placement and job opportunities for their customers. The centres have already embedded themselves well into the communities that they serve and have had some excellent stories covered in the local media, reflecting their good work and successful employment outcomes.

Three additional TBG Learning centres opened in Croydon, Ramsgate and Dover delivering FL, adult learning and employability programmes. TBG Learning now has 23 learning centres across England and Wales.

Two further centres in Essex underwent a refurbishment project, launching a new hair and beauty salon, a café and IT suites. The new facilities provide modern, interactive learning environments to support learners' vocational studies by providing real-life work experience in each area.

Rt Hon Cheryl Gillan MP, Secretary of State for Wales, pictured on a visit to JobFit delivery partner BTCV at its Cardiff centre, to mark the launch of the Youth Contract.





TBG Learning was different and not like other provider centres I had attended. The learning environment was the best I had been in – it was a happy one with happy people. I think it's because they treat you like an adult.



Sally Fry

Work Programme, TBG Learning,
Swindon, England

Before coming to TBG Learning on the Work Programme, I had been looking for jobs with little success. To be honest, I had really started to feel unemployable. To help improve my chances of finding full-time employment, my local job centre referred me to TBG Learning.

At first I was a little apprehensive about coming to TBG Learning as I was thinking, 'Here we go again'. I had been sent on courses by the job centre before that were just not right for me. The environment always felt so negative, with many people not wanting to be there and also having someone talk at you like you were a child at school.

But TBG Learning was different and not like other provider centres I had attended. The learning environment was the best I had been in – it was a happy one with happy people. I think it's because they treat you like an adult.

I learnt so much. I attended a Computer Skills course, which was a great help because I was a bit of an IT novice. I also completed a CV-writing and interview workshop. Before my interview at Jurys Inn I had never been invited to a formal interview. TBG staff advised me on the questions I might be asked, what research I should complete and what to wear. Everything I learnt helped me to prepare for my interview; it was such an achievement to know that the skills I had acquired resulted in my new job as part of the hotel's service team.

TBG Learning has really given me confidence and so many more opportunities have opened up. Jurys Inn has put me forward to complete my Customer Care NVQ and Food Hygiene certificate. In the short time here I have won the employee of the quarter award and look forward to competing for the employee of the year award. It was really nice to be recognised as an outstanding employee by my colleagues.



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



Gary Sorbie (*left*), assisted by Momentum Care Support Worker Paul Fitzsimmons, gets out and about in the community.

Momentum

Investing in People, Changing Perspectives

Momentum supports disabled people, older people and those who are socially excluded to realise their potential and to fulfil their ambitions, transforming the lives of more than 2,900 people across the United Kingdom each year – an increase of 50 per cent on 2010. Its services have a positive impact, not only on the individuals it supports, but also on families, carers and local communities, enabling them to overcome barriers to employment or further education, inclusion and independence.

Momentum delivers a wide range of high-quality, person-centred services from 28 locations across the United Kingdom, up from 26 centres in 2010. These services support people with learning disabilities, brain injuries, spinal injuries and mental health difficulties, as well as older people, in the areas of employment and training, job retention, community rehabilitation and social care. Momentum operates under three brands: Momentum Skills, Momentum Care and Haven.

Momentum Skills

Momentum Skills is a leading provider of training, employment and vocational rehabilitation services, empowering disabled and disadvantaged people to build the skills that they need to move towards full economic and social inclusion. It operates from 21 locations, assisting around 2,400 people annually, delivering services from Shetland in the north to Birmingham in the south. During 2011, Momentum Skills moved 44 per cent of its people into employment or further training, an excellent result in the current economic climate, with other successful outcomes including completion of 13-week work placements, referral to other services, pursuit of voluntary work and increased confidence and independence.

Workplace Assessments

Momentum Skills was successful in winning a prime contract from the Department for Work and Pensions in November to deliver a significant part of its Access to Work programme in Scotland. Momentum Skills is the sole provider of workplace assessments aimed at identifying the supports necessary to assist people with a disability to sustain their employment.

Other Developments

Momentum Skills was awarded grants from the Big Lottery Fund in both the North-East of England and the West of Scotland, to deliver employability services for people with a brain injury in England and across a range of disabilities in Scotland.

Momentum Skills renewed its Investors in People accreditation in 2011 and achieved Silver status, an excellent accomplishment, demonstrating its commitment to investing in, and developing, its people.

Momentum Care

Momentum Care offers a variety of flexible and personalised health and social care services to people with wide-ranging needs. An experienced team of professional social care staff provides services that support people in their communities, enabling them to live independently in their own homes and to participate in community-based activities. In 2011, Momentum Care continued to develop its range of service provision in both England and Scotland, delivering 238,533 hours of support in 10 locations.

Framework Accreditation

Framework accreditation was secured from local authorities to deliver care-at-home services in the areas of Doncaster and Fife. Framework accreditation allows the organisation to be on an approved provider list for different types of care provision with a local authority. The majority of tenders for social care across the United Kingdom are now framework-based.

David Hughes pictured at Haven Recycle's new facility in Hillington, where he works as an operator processing electronic and electrical materials such as computers and mobile phones.



Service Development

Momentum Care continued to develop services with a strategic shift towards early intervention and prevention, to support the United Kingdom Government's personalisation agenda, now the cornerstone of public services. This means that every person who receives support, whether provided by statutory services or funded by them, will have choice and control over the shape of that support in all care settings. Momentum Care has developed information packs for customers to support the implementation of the personalisation agenda in its services.

Momentum Care Coventry

The Coventry day care service relocated in July to a newly refurbished building. These new facilities will enable Momentum Care to expand its day and community support services to a wider adult population, while continuing to support older Irish people living in Coventry and its environs.

Staff Training

A new programme of induction, developed in 2010, was rolled out across the organisation in 2011. This investment in training was supported by Scottish Government grant funding.

Haven

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

Complementary Workforce

The business works commercially with some of Scotland's top private sector companies. A successful partnership pilot with the Scottish Government and Registers of Scotland has enabled the number of Haven

Complementary Workforce employees with disabilities working at Registers of Scotland to grow significantly.

As an integral part of Haven's Work Choice contract, the Complementary Workforce utilises the associated employer incentive monies to create sustainable opportunities for those furthest from the employment market. This innovative model provides the opportunity for work placements in large commercial organisations supported by members of the Haven management team. The number of people who progressed into open employment from this project confirmed Haven's position as the leading supported business model within the United Kingdom Government's Work Choice prime contractors.

Haven Recycle

Haven Recycle opened for business in early 2011, offering waste electrical and electronic equipment (WEEE) recycling and associated services to public and private sector organisations of all sizes across Scotland.

The business mirrors Rehab Recycle's operation in Tallaght, Dublin, and continues Haven's existing mission of providing meaningful and sustainable employment to disabled and disadvantaged people.

During the course of the year, Haven Recycle was successful in securing a number of local contracts, particularly in the public sector, most notably with NHS Greater Glasgow and Clyde and the University of the West of Scotland. The operation quickly outgrew the premises it shared with Haven's packing business, leading to the need to open a separate, dedicated facility. This will take place in 2012.

Edrington Group Awards

For the fourth consecutive year, a Gold Award was presented to Haven's Hillington operation by a key customer, The Edrington Group, in recognition of the high level of customer service provided. In addition, for the first time, it was presented with the Supplier of the Year Award.

Lilian Redhead, who attends Momentum Care's day centre in Coventry, chats with manager Andy Toon.



Jonathan Miller, who accesses Momentum Skills' employability service in Bridgeton, gets hands-on catering experience at Momentum's social enterprise café in Scotstoun.





Meeting people at the centre who have also experienced a brain injury, and seeing how they have progressed, has shown me that improvements in my condition are possible. I am happy to say that I now have a job as a clerical assistant and have moved into my own flat.



Katrina Downie

Momentum Skills Brain Injury Vocational Rehabilitation Service, Aberdeen, Scotland

I was in a car accident on 2 February 2010. The day of the accident, I left work earlier because of severe weather conditions. While driving home on the dual carriageway, the car in front hit black ice and spun 180 degrees. The police believe that, on seeing this, I hit my brakes and swerved to avoid it. My car went vertical, with the bonnet facing the ground and the boot towards the sky. It then skidded down the embankment and out of sight.

Doctors didn't expect me to make it through the night. I was in a coma for two weeks and, when I awoke, the effects of my injuries soon became apparent. I had little memory, couldn't walk, my skull was severely cracked, both cheek-bones were shattered and my vision was badly affected.

After spending a lot of time in various hospitals, getting home felt great, but it was clear that parts of my life were not as easy as they should be. My memory and vision gave me the most trouble but I also started having regular panic attacks. I've never been one to dwell on the negative, however, and there are some good things to come out of this, such as learning the importance of family and of life.

I joined Momentum Skills in July 2010. The staff taught me techniques and strategies to manage the areas of my brain affected by the injury, such as memory, and also helped to rebuild my confidence. They also supported me to gain a recognised IT qualification and to prepare for job interviews. Meeting people at the centre who have also experienced a brain injury, and seeing how they have progressed, has shown me that improvements in my condition are possible.

I am happy to say that I now have a job as a clerical assistant and have moved into my own flat. None of this would have been possible without the help and support of staff at Momentum Skills.



Momentum Skills provides a range of innovative vocational rehabilitation services for people with an acquired brain injury. Its brain injury rehabilitation programmes are offered in Aberdeen, Glasgow, South Lanarkshire, Ayrshire, the Scottish Borders, Newcastle and Birmingham, and offer comprehensive assessment, specialist training, job coaching, work placements and job retention support to more than 150 people each year.



Rowena Gausden participates in Activate – a new service that enables people with disabilities to access specially adapted exercise facilities in Chaseley’s therapy gym, under the guidance of a trained specialist instructor.

TheChaseleyTrust

Supporting People with Disabilities

The Chaseley Trust operates the Chaseley Home and Chaseley Bungalows, providing residential, respite/holiday care, day care and multi-disciplinary therapy services, in response to each individual's needs. The Trust also works in partnership with East Sussex Outpatient Services (ESOPS) in providing NHS clinics, where consultants offer a range of outpatient services, including surgical, gynaecology, orthopaedic and cardiology services.

In June, the Trust successfully gained a £265,000 grant from the Government, enabling it to adapt to, and manage, the transition to a more challenging and competitive funding environment. A number of new projects and developments were realised as a result of this grant, including:

- the introduction of a newly expanded service – Activate – and the expansion of the range of equipment available in its therapy gym. This offers a unique experience for disabled people both within Chaseley and also the wider public, who can access specially adapted exercise facilities under the guidance of a trained specialist instructor
- training staff to enhance their delivery of personalisation in supporting people in managing behaviours that challenge and in end-of-life care
- training a number of key professional staff in the Sensory Modality Assessment and Rehabilitation Technique – SMART – to assess cognitive ability and awareness
- conducting market research of client needs and making recommendations for the future development of services.

The Trust was also delighted to receive a £1 million bequest, which is being used to support Chaseley's strategic plan for its ongoing development and, specifically, the refurbishment of Chaseley Home and the provision of enhanced resident living accommodation and ensuite facilities.

Quality

The Trust maintained its ISO 9001:2008 accreditation and was awarded a Blue Level certificate in the Steps to Environmental Management Scheme (STEM) by the South East Business Carbon Hub.

New Developments

The Trust commenced the process of increasing its Care Quality Commission-registered activities to include the delivery of personal support services to individuals within their homes.

The Trust successfully gained a South East Coast Collaborative Procurement Hub contract to be a provider for residential continuing healthcare. It was also awarded a Primary Care Trust contract to provide outpatient physiotherapy treatments to people with neurological conditions in the local area.

Valeria Sharville (*left*) and Gina Tookey (*right*) pictured with Sue Macleod-Nice who teaches flower arranging, one of the many activities offered at Chaseley.





I moved to Chaseley in September 2010 and immediately felt that I was a lot more free and able to make decisions for myself. I have always loved walking along the seafront and, being so close to it, I can pop out and get a breath of fresh air whenever I want.

Hilary Oakshott

The Chaseley Trust, Eastbourne, England

I was born and went to school in Eastbourne, then went on to university at Royal Holloway, University of London, where I started a three-year course for a degree in History. In my second year of studying I woke one morning to find that my right leg felt 'floaty' and I couldn't move it properly or make it do what I wanted it to do. This caused me to spend four months in Charing Cross Hospital where I was diagnosed with multiple sclerosis.

Because of the length of time I spent in hospital I had to repeat my second year. Having completed my degree, I started volunteering at the Eastbourne MS Society three mornings a week. I also volunteered for The Friends of the Eastbourne Hospitals and St Wilfrid's Hospice, doing general office work and fundraising. During this time I had a few small relapses but continued to work through them.

The relapses kept getting worse, however, ultimately causing me to spend six months in hospital at Haywards Heath. During this time it became clear to me and my family that I wanted to return to Eastbourne. With rehabilitation being one of the key issues, it was obvious to us that Chaseley was the right place to go.

I moved to Chaseley in September 2010 and immediately felt that I was a lot more free and able to make decisions for myself. I have always loved walking along the seafront and, being so close to it, I can pop out and get a breath of fresh air whenever I want. I can also spend time with the other residents doing different activities. One of the things I enjoy most is the new touch-screen computer. I have taken up art and have just started a five-week course at Towner, the local art gallery. The best thing is my room – it's amazing! I have a purple feature wall, new curtains, an overhead hoist and new furniture. I love it and am enjoying my life here.



The Chaseley Trust has been operating since 1946 and provides services in the Chaseley Home and Chaseley Bungalows in Eastbourne. These provide residential nursing care for up to 67 adults with significant physical disabilities. The Trust also supports many more individuals through respite/holiday care, day care and a multi-disciplinary therapy service, which is available to non-residents.



Gareth Quigley, from Rathfarnham, a member of the Dublin Institute of Technology swimming team, pictured with team mentor Nuala Carey, celebrating his team's win in the 24-hour competitive swim in aid of Rehab at the National Aquatic Centre, Dublin. The team completed 108km during the challenge.

Rehab Group Fundraising

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

The Group is engaged in a wide range of fundraising activities at local and national level, in Ireland and in the United Kingdom, as well as being involved in a number of lottery businesses. In addition, the Group actively pursues donation income through grant applications and bequests, as well as from trusts, philanthropic foundations, dormant account funds and business corporations.

2011 was a very difficult year for fundraising in Ireland and the United Kingdom. At consumer level, there was pressure on the amount of discretionary cash available for giving. Similarly, in the corporate sector, social responsibility budgets suffered because of the depressed business environment.

The fundraising team responded by introducing a number of new revenue-generating initiatives during the year, including the 1K Swim for Rehab and the Five Peaks Challenge, as well as building on the more established sources of fundraising income.

Fundraising in Ireland

The Group's flagship national fundraising event is the annual People of the Year Awards, which gives public recognition to individuals who, through their personal courage and achievement, have made an

outstanding contribution to communities both at local and national level. In 2011, the Awards, broadcast live on RTÉ One, were attended by 800 people and attracted over 900,000 viewers. The guest of honour at the Awards was An Taoiseach, Enda Kenny TD. Golfer Rory McIlroy received an award in recognition of his outstanding achievement in winning the US Open Golf Championship, while Police Constable Ronan Kerr was posthumously given an award for his work with the Police Service of Northern Ireland.

In March, Rehab was delighted to become the charity partner of EUROSPAR for 2011 and 2012. The partnership, which runs across 53 stores, aims to raise funds for local projects, while also increasing awareness of the work of Rehab's services.

In May, a new website – www.acquiredbraininjury.com – was launched using a grant provided by Covidien, a leading global provider of healthcare products. Covidien has been a valued supporter of Rehab's work for over 20 years and the new website will be an invaluable resource both to individuals who have acquired a brain injury and to their families.

Lord Redesdale crosses the finish line to win the Rehab Parliamentary Pancake Race 2011. The triumphant Lords' team raced to the finish line ahead of their competitors – the MP and media teams.



Young Person of the Year Jackie Kelly is presented with her award by *X Factor* star Mary Byrne.



In June, the organisation ran its national fundraising day, 1 Day for Rehab, for the second year running. Across the country, communities got together to organise fun local activities to raise much-needed funds for their local Rehab service. The key public engagement was the 1K Swim for Rehab, which took place in a number of leisure centres around the country. In addition, chocolate lollipops were sold through EUROSPAR stores and Rehab services.

The Rehab Waterways Adventure, sponsored by Bord na Móna, took place during the summer following its first successful voyage in 2010. A three-person crew, led by Captain Eric Kemp, sailed the *Nieuwe Zorgen* heritage boat through the midlands over a period of two weeks on an awareness-raising and fundraising quest for Rehab.

A range of local fundraising events also took place throughout the year, including the local People of the Year Awards, held in 11 counties, church gate collections and sponsored walks.

Fundraising in the United Kingdom

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

On Shrove Tuesday, teams from the House of Lords, the House of Commons and the Parliamentary Press Gallery participated in the Rehab Parliamentary Pancake Race next to the Houses of Parliament in Westminster. The race was officially started by ITN News anchor Julie Etchingham and was won by the House of Lords team.

The Rehab Golf Day took place at Moor Park Golf Club in Rickmansworth in May. It attracted great support from the local business community and surrounding areas.

In Scotland, there was a range of events, including the Santa Ski Challenge, the Forth Rail Bridge Abseil, white water rafting and various activity challenges.

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

RehabLotteries

The Group benefits from a number of lottery activities in Ireland and the United Kingdom and, for over 20 years, has been involved in the marketing of a range of scratch-card lottery and bingo games through a network of 2,000 retail agents nationwide.

In 2011, the Group added a new digital lottery games site – www.RehabGames.com – to its internet-based activity, which also includes www.RehabBingo.com.

Rehab Radio Bingo, promoted in partnership with 15 local radio stations, had another successful year with sales increasing significantly.

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

In the United Kingdom, the Group had a very successful year as a result of its trading relationship with Rieves (UK) Ltd, whereby Rehab's scratch cards are sold through a network of 34 lottery kiosks.

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

All aboard for the Rehab Waterways Adventure! Brooke Carr (*centre*) and Ellie Graham (*right*) join Captain Eric Kemp and his dog, Oíche, at the launch of the fundraising and awareness-raising quest, sponsored by Bord na Móna.



2011: Some Highlights

Vocational Skills Foundation graduate Grace Smyth receives her certificate from Dublin Senior Hurling Captain Johnny McCaffrey at a National Learning Network certification ceremony in Swords. Such ceremonies, organised by National Learning Network centres throughout the country, recognise and celebrate the many achievements of students.



Victoria Souter, the 100th person helped into work by the newly opened TBG Learning centre in Swindon, with Helga Bunch and James Manners, TBG Learning.



Rehab was delighted to be selected as the charity partner of EUROSPAR for 2011/2012. The partnership, which runs across 53 stores, aims to raise funds for local projects while also increasing awareness of the work of Rehab's services. Representatives from Rehab's fundraising department are pictured with EUROSPAR managers at the announcement of the charity partnership.



At the launch of Momentum Skills' Computer-aided Training, Education and Communication (CTEC) centre in Glasgow are *(left to right)*: Dougie Taylor, Head of Operations, Momentum Skills, Colin Baird, Manager, Momentum Skills, Anas Sarwar MP and Ceri Hibert, Network Development Manager for the Ian Karten Charitable Trust. The new facility provides a range of assistive technologies and offers computer training and support to people with disabilities from across the city.



At the official launch of Rehab Recycle's new state-of-the-art facility dedicated to electrical reuse in Tallaght – the first of its kind in Ireland – are (*left to right*): Pauline Brady, general operative, Angela Kerins, Chief Executive, Rehab Group, and Phil Hogan TD, Minister for the Environment, Community and Local Government.



Mark Smith, Arts Co-ordinator with RehabCare in Navan, Co. Meath, with one of the 20 colourful kites produced by people attending RehabCare and flown from the top of the Hill of Tara to mark European Week Against Racism.



The 2011 People of the Year Award winners pictured in the Citywest Hotel, Dublin, with (*front centre*) Dónal Clancy, Director/General Manager, QUINN-healthcare, Angela Kerins, Chief Executive, Rehab Group, An Taoiseach, Enda Kenny TD, Tom Savage, Chairman, RTÉ, and (*back centre*) Gráinne Seoige, presenter.



Finance

In 2011 the Rehab Group reported an operating surplus of €2 million, representing almost 1 per cent of turnover. Turnover fell by 8 per cent to €185 million, from €191 million in 2010 which was not down to a reduction in activity but rather a change in how the Group accounts for certain lottery sales. Net cash at year-end was marginally better than the previous year as the Group continues to manage working capital closely. The net cost of servicing debt fell to €100,000.

The Group has adopted Financial Reporting Standard 17 on Retirement Benefits and, in 2011, the liability in respect of the defined benefit pension scheme increased by €9.4m to €32.8m. In common with many similar schemes, the effect of the poor performance in global equity markets and the change in bond yields in 2011 had a serious impact on this liability. The company commenced a review of its pension provision with a view to addressing this deficit over the coming years.

In Ireland, some commercial activities had a difficult year in 2011; with some restructuring and refocusing, it is hoped to see the situation improve in 2012. RehabCare, in particular, saw further funding cuts whilst significant savings have been made across the Group in non-pay costs.

In the United Kingdom, TBG Learning continued to perform well and 2011 saw the commencement of a new joint venture with Interserve plc, Rehab JobFit. The Chaseley Trust's services are fully occupied and the Group's domiciliary care services in Scotland were restructured in 2011.

The Board and management of the Group are committed to maintaining a high standard of corporate governance. The Board's Audit Committee, chaired by Liam Hogan, oversaw the work plan for the internal audit function in 2011 and formally approved the work plan for 2012.

As an overall not-for-profit organisation, resources are committed to services for people with disabilities and other socially-disadvantaged groups. As the organisation has a significant number of staff, and with more than 54,000 people and their families benefiting from the services provided annually, the Group needs to create and hold reserves to support itself as an independent, viable undertaking. The Group operates 'for profit' commercial activities and also operates fundraising activities such as pools and lotteries to ensure that this is achieved and also to support innovation, new business development and its capital requirements.

During the year €7.8 million was spent on capital expenditure (€6.2 million in 2010) which was funded in part by way of capital grants of €3.3m (€2.5m in 2010) from various agencies with the balance coming from fundraising and the Group's own resources. Finally, movement in the €/£stg exchange rate during the year had a positive impact on reserves; however, this combined with the significant increase in the defined pension scheme liability, and the surplus for the year, meant the Group's net assets fell to €50.5 million.

The Group acknowledges with gratitude all of its customers both in the private and public sectors.

Extracts from Consolidated Financial Statements Consolidated Revenue Account and Statement of Recognised Gains and Losses

	2011 €'000	2010 €'000
Turnover	184,721	191,082
Surplus attributable to the Group	2,046	2,367
Actuarial loss in respect of pension scheme	(11,225)	(386)
Revaluation of tangible assets	4	5,438
Foreign currency translation adjustments	254	247
Total recognised losses and gains since last annual report	(8,921)	7,666

Consolidated Balance Sheet as at 31 December

	2011 €'000	2010 €'000
Fixed Assets	119,245	119,918
Current Assets:		
Stocks	1,131	1,154
Debtors	21,692	17,761
Bank	38,416	37,738
	61,239	56,653
Creditors – amounts falling due within one year	(38,417)	(34,471)
Net Current Assets	22,822	22,182
Total assets and less current liabilities	142,067	142,100
Provision for liabilities and charges	(6,563)	(6,956)
Creditors – amounts falling due after more than one year	(52,128)	(52,287)
Defined benefit pension scheme – net deficit	(32,850)	(23,410)
Net Assets	50,526	59,447
Capital and Reserves	83,376	82,857
Defined benefit pension scheme deficit	(32,850)	(23,410)
Total Reserves	50,526	59,447

Human Resources

The Human Resources (HR) department is responsible for the strategic management of HR in accordance with the defined human capital objectives of the Rehab Group, helping to anticipate changing business needs and ensuring changes in employment law are anticipated and planned for.

All divisions of the Group tackled significant challenges to business and service provision in 2011. Further reductions in public-funding streams and the cessation of Government-funded employment support and training programmes, and their replacement with new programmes, had an impact on the organisation as an employer. These conditions had to be carefully managed by management teams and the HR department, with the need for an effective response at the forefront of the business agenda.

There continued to be a focus on the revision and development of HR policy and procedure throughout 2011 as part of the Group's Policy Framework. This provided an opportunity for the organisation to review current HR practice and to implement policy to support changing business and employee needs, and to reflect changes to legislation in the various jurisdictions within which the Group operates.

The HR department continued to support operational divisions in the achievement of continuous improvement and accreditation standards, the most significant being the European Quality in Social Services (EQUASS) Excellence Award for National Learning Network and Assurance Award for RehabCare.

Strategic Developments

The implementation of the CORE HR Management Information System progressed well throughout 2011. This large-scale organisation-wide project has resulted in the migration of a number of divisional payrolls from existing systems to a new integrated HR and

payroll system designed to streamline processes and increase efficiency in administration. Working with colleagues in the IT and Finance departments, the CORE HR system became live in three divisions during the year, with the remaining Irish divisions scheduled for completion in early 2012. The project will also be extended to the United Kingdom divisions of the Group in 2012.

The full implementation of CORE Pay will result in real-time reporting capacity. The project also involves a range of other reporting modules, such as time and attendance and health and safety, and will hugely increase the business intelligence reporting capacity of the organisation. Given the nature of the Group's business and services and the significance of HR-related costs, it will also allow the organisation to apply the technology to manpower planning and other HR processes.

Training and Development

Despite funding challenges, the Group continued to invest in staff development prioritising key areas, reflecting the nature of service provision and the changing environment in which divisions operate.

A Group Core Competency Framework was developed in 2011, mapping all competency requirements required by staff in the range of business and service roles in the organisation. This framework is a tool for describing the skills, competence, knowledge and personal attributes that staff must have to perform effectively in their jobs. It was developed as part of

the human capital strategy of the Group, having been identified as a requirement to support the organisation in planning, structuring and integrating a range of HR activity such as recruitment, learning and development, and performance management. The framework was developed by a working group consisting of HR, learning and development, and operational colleagues. It consists of four competency clusters:

- People
- Organisational
- Professional
- Quality and compliance.

Full implementation of the Competency Framework is planned for 2012.

Employee Engagement

The Group conducted an employee engagement survey in the summer of 2011, two years since the previous survey process. The survey was available online for the first time using Survey Monkey, although staff also had the option of completing a hard-copy questionnaire. The survey is a tool by which the Group can receive feedback from staff on issues that are key to each individual and to identify scope for improvement in a range of areas. The return rate for the survey (41 per cent) was an improvement on 2009, which was a positive development.

The results indicated the importance to staff of their individual roles, as well as an increase in the rate of satisfaction in their relationship with their line manager. A need to address the communication of the goals and objectives of the Group was identified as an area for improvement. The results will feed into the development of divisional employee engagement plans for 2012, where divisions will concentrate on initiatives to address identified needs and to build on current strengths.

It is anticipated that the business environment will continue to present challenges for the Group in the

coming year and the HR department will be required to contribute to the ongoing growth and sustainability of the organisation. Key corporate HR objectives have been developed for the next three years and divisional HR plans provide a programme of work for the year ahead. The Group's workforce is a talented and multi-faceted body of people who are key to the success of the organisation and continue to demonstrate a commitment to the provision of quality services to customers and the people who access the Group's services.

Billy White teaching graphic design at National Learning Network's Roslyn Park College.



Pictured at the presentation of the European Quality in Social Services (EQUASS) certificates to National Learning Network managers are (left to right): Michael O'Sullivan, Regional Director, Mary Nolan, Area Manager, Lisa Haugh, Area Manager, Kitty Galvin-Hennessy, Area Manager, and Pat Murphy, Regional Manager.



Policy and Service Compliance

The Policy and Service Compliance department has responsibility for the strategic development and operational oversight of the Rehab Group's Policy Framework, the health and safety management structure in each division, and the Group's service compliance and clinical governance infrastructure and practice. This remit includes a central focus on clinical governance, risk management, service compliance and continuous improvement in all clinical and client activity. The department also has responsibility for co-ordinating the Group's Risk Management System and for the operational management of the HeadsUp suicide prevention service.

Group Policy

The Group Policy Framework is now well established as a core element of the governance system within the organisation, providing guidance to staff across the Group. Its goal is to ensure effective and coherent policies that are compliant with all relevant legislation and standards, and which meet the diverse needs of the organisation, its clients and staff.

By the end of 2011, policies, supporting procedures and guidelines from a total of 63 areas had been implemented, amongst them, Dignity in the Workplace, Branding, Public Benefit, Complaints, Health Promotion, and Corporate Social Responsibility. All policies are regularly and comprehensively reviewed within the policy system.

Service Compliance

The Group aims to have a comprehensive Group-wide Service Compliance Framework that is practical, accessible and operational across divisions and functions. A clinical risk team oversees this work and supports divisions in operating within an evolving framework.

In 2011, the implementation of divisional service compliance fora, which have oversight of all service-related incidents and their management in each division, continued on a phased basis, with four in operation by year-end. The fora are used to review systems and responses to previous incidents, consider audit information and incident trends across the Group, and provide a central focus on best practice approaches to all service-related matters. During the

year, activity focused on integrating the fora into divisional operational systems and it is planned to continue the roll-out of the fora in new divisions in the coming year.

Other initiatives across various divisions included supporting divisions in developing and initiating compliance auditing processes, devising methodologies to streamline the incident reporting process and review of data protection compliance, involving onsite audits and ongoing support.

Rehab Group Risk Management

In the context of the current challenging economic environment, Group management recognises more than ever the need for an effective and practical risk management system in the delivery of its objectives. To this end, the Group continues to operate its internal risk management system according to the International Standard ISO31000:2009 Risk Management – principles and guidelines, with each division and function having a current risk register in operation.

HeadsUp

HeadsUp, Rehab's suicide prevention project targeting 15- to 24-year-olds using a mental health promotion approach, enjoyed significant achievements in 2011. HeadsUp Text, the 24-hour automated text service that provides the telephone numbers and opening hours of over 25 different helplines, saw an increase of 68 per cent in the number of people using the service since December 2010. The HeadsUp website also saw an increase in its usage, with approximately 17,000 people visiting the site during the year.

Six Applied Suicide Intervention Skills Training (ASIST) courses and three SafeTalk courses were delivered. Facilitated by the Health Service Executive's National Office for Suicide Prevention (NOSP), these courses aim to equip participants with the ability to intervene safely and effectively with someone at risk of completing suicide. Two Raising Boys for Fathers parenting courses were also undertaken.

The HeadsUp project was promoted in colleges and youth venues in conjunction with a tour by leading Irish band Keywest and through an innovative 'Know Your Emotions' campaign introduced by HeadsUp in third-level colleges. HeadsUp continued to work with other groups to promote mental health messages to young people throughout Ireland; for example, in a partnership with the Union of Students in Ireland (USI) and Inspire Ireland, a mental health awareness pack was produced for third-level students.

In November, HeadsUp was awarded the European Platform for Rehabilitation's prestigious Innovation Prize. The HeadsUp Movie Awards then rounded up 2011. This national competition was funded by the NOSP and run in association with RTÉ Two's *Two Tube*. The competition asked entrants to create a two-minute video or animation on the theme of mental health and well-being. The entrants were shortlisted by industry experts and a public vote decided the two winners. The winners of both the over 18 category and under 18 category were interviewed and profiled on *Two Tube* in December.

Health and Safety

Health and safety is an integral part of the Group strategic management system under the department. Throughout 2011, regular team conference meetings were held with an emphasis on compliance, support and continuous improvement.

The Institute of Occupational Safety and Health (IOSH) Managing Safely and Working Safely programmes continued to be rolled out to all management and staff. The new Group Health and Safety Statement (Management System) was implemented in all divisions in Ireland, the United Kingdom and Europe in June, standardising all health and safety processes, reports and audits where legislative jurisdiction allows. Considerable work was undertaken in developing a

specification for an online health and safety reporting module, in conjunction with the Group IT department.

Each health and safety manager is assigned to a specific division to assist in relation to the implementation of policies/procedures, management support and guidance, compliance and awareness of roles and responsibilities through training and consultation.

Graham Lawler destroys a computer hard disk at the Rehab Recycle facility in Tallaght. Throughout the Rehab Group, health and safety is a priority. Here, a high-visibility vest, hearing protection and gloves are worn.



RTÉ presenters Sinéad Kennedy and Paul Walsh launch the inaugural HeadsUp Movie Awards. The exciting new initiative focused attention on mental health issues and offered budding filmmakers and animators the chance to showcase their talents and win the opportunity to shadow a leading filmmaker for a day.



Public Affairs and Communications

The Public Affairs and Communications department supports the Group and each division to communicate effectively with all relevant stakeholders, and to implement public affairs, advocacy, communications and marketing activities. It also has responsibility for co-ordinating Group research and international activity.

Public Affairs and Advocacy

Part of the Group's mission is to advocate on issues impacting on the lives of people with disabilities and others who are marginalised. To achieve this, the Group interacts with Government agencies and bodies, elected representatives, policy makers, international organisations and other relevant parties on a wide range of issues, to inform, influence and generate required advances in legislation, policy and practice.

The Public Affairs team also monitors the external environment for developments in relation to both domestic and EU legislation and regulations, as well as best practice that may impact on the work of the Group's divisions in the areas of health and social care, training and education, and on commercial activities such as recycling. Close interaction between advocacy and public affairs staff allows for people using the Group's services to be consulted easily, ensuring that their views inform the Group's public affairs activities.

The Group regularly makes submissions on issues of importance in consultation with staff and people using its services. In 2011, these have included feedback to the Irish Department of Health in respect of its reviews of disability policy, the Mental Health Act 2001 and the Disability Act 2005; the Irish Equality Authority in relation to its Strategic Plan; the Irish Department of Education and Skills in relation to the Forum on Patronage and Pluralism in the Primary Sector; the United Kingdom Department for Work and Pensions regarding its consultation on specialist disability employment programmes; and the Irish Department

of the Environment, Community and Local Government concerning its new national waste policy discussion document.

The Group continued to actively participate in membership organisations that represent people with disabilities and the organisations that work with them. Staff participated in many working groups relating to both policy and practice, and supported people who use services to participate in advocacy initiatives, while innovative methods to ensure participation continued to be developed. During the Irish General Election campaign in February, as part of the Group's ongoing voter education programme, co-ordinated by the department, 19 candidate question and answer sessions were held around the country, attended by more than 90 electoral candidates. These offered people who use the Group's services the opportunity to meet with candidates and discuss relevant issues, and feedback was very positive.

Communications and Marketing

As the range of products and services delivered by the Group continues to grow, the supporting communications materials and actions required have increased in number and diversified in scope. In 2011, new initiatives in all divisions were supported by significant development of marketing collateral and public relations activity, using traditional marketing, communication through the media and online methods, including enhanced use of social media to reach an ever-diversifying group of customers.

The most important message the Group can communicate is the successes of those who use its services, and who share their stories to inspire and inform. The Group also experiences great generosity from public figures and well-known personalities who give their time to support the organisation's work and to ensure that its message is heard.

Local and national television, radio and press coverage of the Group's work grew again in 2011, with noteworthy successes in promoting the People of the Year Awards, 1 Day for Rehab and the Rehab Parliamentary Pancake Race. A particular innovation was the HeadsUp Movie Awards, in partnership with RTÉ Two's *Two Tube*. Overall, significant positive coverage was recorded across broadcast and print media.

The Group's publication, *Rehab News*, which celebrates the work of divisions, was revitalised with fresh content and design, with two editions published. PR and marketing plans were implemented for each division's products and services, to ensure those seeking access to services had appropriate, accessible information. A total of 23 group websites are now maintained and a number required significant support in 2011. Internal communications also received a significant boost with the commencement of the Group's Sharepoint system supported by the department and the IT department.

Diversity

The department co-ordinates the Group's diversity awareness initiatives. A number of activities took place during the year, including the piloting of an equality and diversity programme for people using RehabCare services, an exhibition of 'Suitcase Stories' in a number of centres, courtesy of UNICEF, and a diversity awareness week in Roslyn Park College, Sandymount.

Research

Staff members are supported in conducting research, and external researchers seeking to engage with the organisation for academic purposes are supported through the provision of a best practice in research policy and a committee that gives ethical approval, administered and assisted by the department. The new Group research policy came into operation in 2011.

In April, The Rt Hon David Cameron MP, UK Prime Minister paid a special visit to Rehab JobFit to announce the award of the Work Programme contract in Wales and South West England. Pictured (left to right): Andrew Conlon-Trant, Rehab, Minister for Employment, Chris Grayling MP, Dougie Sutherland, Interserve, Prime Minister David Cameron, Angela Kerins, Rehab, and David Knowles, Interserve.



Minister of State Kathleen Lynch TD (far left) at the launch of www.acquiredbraininjury.com – Rehab's new web portal for and by brain injury survivors, sponsored by Covidien. Also pictured (left to right): Donal Balfe, Vice President, Manufacturing, Respiratory and Monitoring Solutions, Covidien, Brian Hefferan, Manager, Quest Brain Injury Services, Joan Solon, client, and Marie Kelly, Director of Training and Employment Services, Rehab Group.



Advocacy and Engagement

The people who use the Rehab Group's services play an active role in decision-making throughout the organisation. Through the development of advocacy skills and opportunities to participate, people gain the confidence to highlight issues of importance within the services. The advocacy service of the Group is supported by the public affairs and advocacy team.

Ireland

In Ireland, a new structure for advocacy and engagement was introduced in 2011 to ensure effective support is provided to the National RehabCare Advocacy Council (NRAC) and National Learning Network's National Representative Council (NRC).

National RehabCare Advocacy Council

NRAC, the representative body of people who use RehabCare's resource centre services around Ireland, had a busy year in 2011. The AGM in March saw the election of a new, larger national committee, comprised of a number of individuals who had not previously served. Three NRAC meetings took place in each region during the year and these were very well received by both NRAC members and regional management. The local committees continued to provide a vibrant forum for people to raise issues of importance. The new advocacy support structure also led to the enhancement of existing engagement with people using residential, supported accommodation, home support and respite services, ensuring they have the opportunity to have their say in the services that they receive.

National Representative Council

National Learning Network's learner forum, the NRC, benefited greatly from the new advocacy and engagement structures. In 2011, increased staff support for local representative committees (LRCs)

throughout National Learning Network has led to greater collaboration between staff and students. By year-end, all of the active local representative committees had been supported to work effectively with local management and new LRCs had been encouraged to develop in some centres. Focus groups were carried out with people with mental health difficulties who use National Learning Network's services, to inform the development in 2012 of specific engagement and advocacy support structures for this group of students.

In 2012, the development of specific ways to connect with people accessing training, such as employer-based training, distance learning and mental-health focus programmes, will be a priority.

United Kingdom

TBG Learning

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

Momentum Care

The involvement of the people using its services is a priority for Momentum Care. It is a key theme within regulator standards and inspections, and the personalisation agenda promotes the empowerment of people in having increased choice, control and involvement in relation to the support that they receive.

Regular service user fora, along with twice-yearly surveys and six-monthly service user reviews, were carried out during the year. Feedback received about the quality of support informed action plans for continual improvement. Talking Mats, an evidence-based communication tool, developed by Stirling University to enable people with complex communication needs to participate in service user fora, was introduced. A Participation Strategy was developed, which includes indicators to measure progress, and it will be fully implemented in 2012.

Momentum Skills

Momentum Skills continues to work to ensure that all learners are supported to have their say and that their views are captured and used both to influence local and national strategies and to inform service delivery. Focus groups take place to enable learners to raise local service issues with managers and they also give feedback through a twice-yearly questionnaire and one-to-one reviews.

In 2011, Momentum Skills supported a group of learners in the Scottish Borders area to set up an independent peer-mentoring and community-networking group called Heads Together.

The Chaseley Trust

Representatives on The Chaseley Trust's Residential Forum ensure service users' views on the services are represented to managers and trustees. Representatives participate regularly in management meetings, meet with the trustees and take part in the process of recruiting staff. Throughout the Trust, there is a culture

of peer advocacy, where representatives and other service users act as advocates for fellow service users when required and this has a hugely positive effect by ensuring that the voices of all residents are heard.

In 2011, the Trust once again retained an external assessor to conduct a satisfaction survey and representatives played a key role in encouraging people to meet the assessor and in completing questionnaires.

Residents were also supported in advocating for themselves in relation to funding for services.

Katie Mulligan and Des Pierce, students on the IT with Office Business Skills course at National Learning Network in Swords. National Learning Network students are represented by the National Representative Council (NRC).



Members of the National RehabCare Advocacy Council pictured at Rehab's head office (from back, left to right): Mary Nora Curran, Declan Madden, Aidan Hogan, Bernadette Dowd, Alice Jackman, Fiona Friel, Siobhan Sharkey and James Coughlan.



International Activities

Active participation in international affairs, fulfilling the Rehab Group vision – a world of equal opportunity, is a priority for the organisation. Involvement in relevant international membership groups, active participation as a non-governmental organisation with consultative status to the United Nations Economic and Social Council (ECOSOC), and allocation of funding through the Group's International Fund, were key activities in 2011.

European Platform for Rehabilitation

RehabCare, National Learning Network and TBG Learning are members of the European Platform for Rehabilitation (EPR) and continued to be active members of the platform throughout 2011. At the annual conference in Athens in November, Angela Kerins, the Group's Chief Executive, was elected President of EPR for a two-year term.

A process of developing Centre Action Plans ensures that membership of EPR delivers specific outcomes for member organisations each year. In 2011, EPR's strategic plan was updated with significant involvement by Group divisions, with a number of EPR membership highlights during the year. TBG Learning completed its first year of membership in 2011 and has plans to further this engagement with EPR in 2012.

RehabCare

- At the annual conference, RehabCare made a presentation on the topic of 'Staff Supervision: Making a Real Difference in Challenging Times', while RehabCare's suicide prevention programme, HeadsUp, was presented with the EPR Innovation Prize.
- RehabCare staff participated in seminars with European colleagues on key areas such as behaviours that challenge and mental health.
- RehabCare hosted a seminar on 'Benchmarking on Quality within the EQUASS Framework'.
- RehabCare continued its partnership with Pluryn, a service provider in the Netherlands, with a visit to view a range of services in the city of Nijmegen,

focusing in particular on person-centred planning, outcome measures and social enterprise.

National Learning Network

- National Learning Network is a partner with seven other EPR members in a project to develop and pilot quality-of-life measures for people attending specialised training programmes.
- EPR experts ran a seminar in Dublin on tendering, to familiarise National Learning Network managers and staff with tendering principles and practice.
- National Learning Network hosted a study visit by Government officials and service providers from Romania as part of a project to set up vocational training services in Romania.
- National Learning Network became involved in a European project to develop approaches using enterprise to increase the effectiveness of vocational training, in partnership with other EPR members.
- National Learning Network was presented with the European Quality in Social Services (EQUASS) Excellence Award for all of its training locations at the EPR annual conference in Athens.

Vocational Integration Project

National Learning Network completed a three-year consultancy engagement with EPR. The initiative, funded under the European Social Fund, was to develop seamless vocational rehabilitation services in Romania with the Ministry of Labor, Family and Social Protection. The innovative services introduced for people with disabilities entering work encompassed assessment, pre-vocational training, supported

employment and social enterprises. In 2011, these services became fully operational as part of the city and council authorities in Iași, Bucharest and Arad.

United Nations Activity

The Group continues to participate in United Nations' activities through its consultative status with ECOSOC.

In 2011, the Group made a statement to the Annual Ministerial Review (AMR) held during the High-Level Segment (HLS) of the substantive session of the ECOSOC, calling for a specific commitment to ensure that children and adults with disabilities and with mental health difficulties are included and specifically supported at every level and aspect of education.

In addition, the Group made a stakeholder report to the Universal Periodic Review (UPR) in relation to Ireland's human rights record, which was considered through the UPR mechanism in October.

The Group continued to participate in the Irish Department of Foreign Affairs/NGO Standing Committee on Human Rights, which provides a formal framework for the exchange of views on human rights.

Workability International

The Group continues to be an active member of Workability International, the world's largest body representing providers of work and employment services to people with disabilities.

In 2011, representatives from the Group made a number of presentations at the annual Workability International conference, which was hosted by NISH, a United States organisation that creates employment opportunities for people with disabilities.

International Fund

The projects funded under the Group's International Fund in 2010 were completed in 2011. In total, €100,000 has now been distributed to five organisations providing employment supports to people with disabilities in Nepal, India, Panama, Mauritius and Taiwan. More than 920 people benefited from the programme through projects that focus on providing people with employment opportunities in local markets.

In 2010–2011, the innovative project of Nepal's National Rehabilitation Centre of the Disabled (NRCDD) provided employment opportunities for people with disabilities through the production of candlesticks and the keeping of goats and pigs. Panama's project focused on the provision of training to people with disabilities in the areas of gardening and landscaping, while in Mauritius the funding was used to extend a handcraft and jewellery workshop.

A garden and landscaping project run by the Asociación Panameña de Industrias de Buena Voluntad in Panama, and supported by Rehab's International Fund, provided training and employment for people with disabilities.



Jean-Paul Essers, EPR Executive Committee member, presents Collette Ryan, Project Manager, HeadsUp, with a cheque for €1,000 as part of the Innovation Prize at the EPR annual conference. HeadsUp was awarded the prestigious award for its innovative approach and spirit of co-operation and good practice.





Louis has grown so much in terms of educational ability, combined with a real improvement in contentment and an immense loyalty to a school that has included, respected and nurtured him right from the start.



Louis Conrad Burke

Red Hill School, Patrickswell, Ireland
– written by Louis' mum, Caroline Burke

Louis Conrad Burke was born on Thursday 17 July 2003 in Limerick. He is a very personable boy, has a wicked sense of humour and is headstrong and very bright.

Following advice, we decided to start home tuition in January 2008. In September of that year, Louis joined Junior Infants in a mainstream national school and attended for three years. This was not a good fit for Louis, so I decided to ring the Principal of Red Hill School, Ms Bernie O'Connor. Ms O'Connor was very understanding when I explained my plight regarding educating Louis. She told me a new school was to be built in the New Year so that the new pupils would start in September 2011.

Louis transferred over and started at Red Hill last September. He is in Primary 3 and has a well-educated and wonderfully experienced teacher, Sue Lenihan. This has, to date, been the best move we have made regarding Louis and his education. The correct numbers of support are implemented by the school – namely six pupils, two special-needs assistants and one fully qualified teacher to the class.

Louis has grown so much in terms of educational ability, combined with a real improvement in contentment and an immense loyalty to a school that has included, respected and nurtured him right from the start. He runs out to the bus and is delighted to be part of the team on board, compared to the slow and resentful Louis attending the last school.

God works in mysterious ways indeed! He certainly has for Louis. What a golden nugget Red Hill School is for wonderfully gifted children on the autism spectrum.



Red Hill School is a developing school in Patrickswell, Co. Limerick, catering for the holistic education of children on the autistic spectrum. Students range in age from 3 to 18 years. The school facilitates access to the curriculum through the use of an eclectic range of proven methodologies to suit the needs of the individual student. The students are further supported on campus by therapists in speech and language, occupational therapy and clinical psychology. Staff members endeavour to provide the opportunity for each student to achieve their potential in a positive and caring environment where every child and staff member is considered vital to the success of the school.

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Commercial Manager Martin Reddy	77 Broomhill Road, Tallaght, Dublin 24	Tel: 01 452 8119 Fax: 01 452 8123	info@rehabrecycle.ie
CORK	Monahan Road, Cork	Tel: 021 431 7195 Fax: 021 431 5520	cork@rehabrecycle.ie
DUBLIN – BALLYFERMOT	Rehab Building, Kylemore Road, Ballyfermot, Dublin 10	Freefone: 1800 661 551 Tel: 01 626 0284 Fax: 01 626 0549	info@rehabrecycle.ie
DUBLIN – BALLYMOUNT	Ballymount Avenue, Dublin 12	Tel: 01 462 7401 Fax: 01 462 7399	info@rehabrecycle.ie
DUBLIN – TALLAGHT	77 Broomhill Road, Tallaght, Dublin 24	Tel: 01 452 8119 Fax: 01 452 8123	info@rehabrecycle.ie
EINDHOVEN	Rehab Enterprises Ltd, Hooge Zijde 15A, 5626 DC Eindhoven, the Netherlands	Tel: 31 402 904 793 Fax: 31 402 904 794	info@rehabrecycle.ie

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GALWAY			
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SMILES OUTLETS			
Business Manager Nicola Mullett	Roslyn Park, Beach Road, Sandymount, Dublin 4	Tel: 01 205 7234 Fax: 01 205 7211	retail@rehab.ie
	AIB Bank Centre, Dublin 4 Citibank, Dublin 1 Dáil Éireann, Dublin 2 Eircom Head Office, Dublin 8 Paddy Power Plc, Dublin 4 PricewaterhouseCoopers, Dublin 1 RTÉ, Donnybrook, Dublin 4 Trinity Hall, Dublin 6 Ulster Bank Head Office, Dublin 2 Vodafone Head Office, Dublin 18		
WORKABILITY			
Research and Development Officer Mairéad Conroy	Roslyn Park, Beach Road, Sandymount, Dublin 4	Tel: 087 052 4141	mairead.conroy@rehabenterprises.ie

REHAB LOTTERIES

www.rehablotteries.ie
www.RehabBingo.com
www.RehabGames.com

Park House, Stillorgan Grove, Stillorgan, Co. Dublin	Tel: 01 210 0510 Fax: 01 210 0511	info@rehablotteries.ie
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REHABCARE

www.rehabcare.ie

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EAST AND SOUTH-EAST			
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SOUTH-EAST			
Regional Manager Pat McPhillips	Regent House, William Street, Kilkenny	Tel: 056 779 7555 Fax: 056 779 7560	pat.mcphillips@rehabcare.ie

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MIDLANDS AND NORTH-EAST			
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MIDLANDS			
Regional Manager Lavinia Stronge	First Floor, Fairgreen House, Green Bridge, Mullingar, Co. Westmeath	Tel: 044 939 6543 Fax: 044 939 6487	lavinia.stronge@rehabcare.ie
NORTH-EAST			
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SOUTH AND MID-WEST			
General Manager Rachael Thurlby	Mary Rosse Centre, Holland Road, National Technology Park, Limerick	Tel: 061 334 530 Fax: 061 334 856	rachael.thurlby@rehabcare.ie
SOUTH			
Regional Manager Neil Tobin	Bruach, Bachelors Quay, Cork	Tel: 021 490 7610 Fax: 021 490 7615	neil.tobin@rehabcare.ie
MID-WEST			
Regional Manager Sinead Butler	1 St Conlon's Road, Nenagh, Co. Tipperary	Tel: 067 43046 Fax: 067 43047	sinead.butler@rehabcare.ie
WEST AND NORTH-WEST			
General Manager Kevin Clancy	Unit 5B, Liosban Business Park, Tuam Road, Galway	Tel: 091 756 653 Fax: 091 770 490	kevin.clancy@rehabcare.ie
WEST			
Regional Manager Mark Logan	Unit 9B, Liosban Business Park, Tuam Road, Galway	Tel: 091 755 686 Fax: 091 770 490	mark.logan@rehabcare.ie
NORTH-WEST			
Regional Manager Barry Sweeney	Lakeview Business Centre, Aughamore Far, Sligo	Tel: 071 915 0385 Fax: 071 917 0020	barry.sweeney@rehabcare.ie
ACCOMMODATION SERVICES			
CAVAN – CAVAN SUPPORTED ACCOMMODATION			
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CORK – BANTRY HOSTEL			
Community Services Manager Alison Steeds		Tel: 027 51414 Fax: 027 53290	bantry@rehabcare.ie
DONEGAL – LIFFORD SUPPORTED ACCOMMODATION			
Community Services Manager Loretto Gillespie		Tel: 074 914 1430 Fax: 074 914 1188	loretto.gillespie@rehabcare.ie

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DUBLIN – KILMAINHAM INDEPENDENT ACCOMMODATION Community Services Manager Nessa Canavan	Tel: 087 967 8069	nessa.canavan@rehabcare.ie
DUBLIN – STEPASIDE SUPPORTED ACCOMMODATION Community Services Manager Rebecca Power	Tel: 087 241 3070	rebecca.power@rehabcare.ie
GALWAY – GALWAY ACCOMMODATION Residential Services Manager Shona Logan-King	Tel: 091 755 517 Fax: 091 771 574	shona.loganking@rehabcare.ie
KERRY – TRALEE HOSTEL Community Services Manager Alison Steeds	Tel: 027 51414	alison.steeds@rehabcare.ie
KILKENNY – KILKENNY SUPPORTED ACCOMMODATION Community Services Manager Siobhán Powell	Tel: 056 779 7555 Fax: 056 779 7560	siobhan.powell@rehabcare.ie
LEITRIM – BALLINAMORE SUPPORTED ACCOMMODATION Community Services Manager Sheila O’Dowd	Tel: 071 964 4132 Fax: 071 964 4133	sheilaodowd@rehabcare.ie
LONGFORD – LONGFORD SUPPORTED ACCOMMODATION Residential Services Manager Sally Budd	Tel/Fax: 043 332 4511	salongford@rehabcare.ie
LOUTH – DROGHEDA SUPPORTED ACCOMMODATION Community Services Manager Deirdre Quinn	Tel: 041 983 2210	sadroggheda@rehabcare.ie
LOUTH – DUNDALK SUPPORTED ACCOMMODATION Residential Services Manager Kieran O’Sullivan	Tel/Fax: 042 933 3491	sadundalk@rehabcare.ie
MAYO – CASTLEBAR SUPPORTED ACCOMMODATION Community Services Manager Lorraine Gibbons	Tel: 094 904 3055 Fax: 094 904 3056	lorraine.gibbons@rehabcare.ie
MONAGHAN – MONAGHAN SUPPORTED ACCOMMODATION Community Services Manager Anne McFarland	Tel: 087 968 2560	sa.monaghan@rehabcare.ie

Address	Telephone/Fax	Email
SLIGO – SLIGO SUPPORTED ACCOMMODATION		
Community Services Manager Eamonn Wheeler	Tel: 071 917 0045 Fax: 071 917 0020	sligo@rehabcare.ie
TIPPERARY – NENAGH SUPPORTED ACCOMMODATION		
Residential Services Manager Jonna Goranson	Tel: 067 43046 Fax: 067 43047	jonna.goranson@rehabcare.ie
TIPPERARY – THURLES SUPPORTED ACCOMMODATION		
Residential Services Manager Geraldine Egan	Tel: 086 817 6491	geraldine.egan@rehabcare.ie
WICKLOW – BRAY SUPPORTED ACCOMMODATION (RIPLEY HILLS)		
Community Services Manager Clara McAuliffe	Tel: 086 809 1153	clara.mcauliffe@rehabcare.ie
ACQUIRED BRAIN INJURY		
GALWAY ACQUIRED BRAIN INJURY SERVICE		
Residential Services Manager Heather Grove, Ballybane, Galway Shona Logan-King	Tel: 091 755 836/ 768 700	shona.loganking@rehabcare.ie
GALWAY TRANSITIONAL LIVING UNIT		
Residential Services Manager Heather Grove, Ballybane, Galway Shona Logan-King	Tel: 091 755 836/ 768 700	shona.loganking@rehabcare.ie
ACQUIRED BRAIN INJURY OUTREACH AND COMMUNITY SUPPORT SERVICE		
GALWAY OUTREACH AND COMMUNITY SUPPORT SERVICE		
Residential Services Manager Unit 9B, Liosban Business Park, Tuam Road, Galway Shona Logan-King	Tel: 091 755 836 Fax: 091 771 574	shona.loganking@rehabcare.ie
ASPERGER'S RESIDENTIAL SERVICE		
GALWAY ASPERGER'S RESIDENTIAL SERVICE		
Residential Services Manager Clybaun Road, Galway Geraldine Hannon	Tel: 091 527 420/ 086 042 9549	geraldine.hannon@rehabcare.ie
HOME SUPPORT		
Home-based Services Manager Kris Dhondt Care Planner and Delivery Manager Nicky Scudds	Roslyn Park, Beach Road, Sandymount, Dublin 4 Tel: 01 205 7380/ 205 7208/205 7237 Fax: 01 205 7384	kris.dhondt@rehabcare.ie nicky.scudds@rehabcare.ie

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DUBLIN – DUBLIN HOME HELP/HOME SUPPORT			
Care Planners Laura Quinlan and Nicky Scudds	Roslyn Park, Beach Road, Sandymount, Dublin 4	Tel: 01 205 7347/ 205 7208/205 7237 Fax: 01 205 7384	laura.quinlan@rehabcare.ie nicky.scudds@rehabcare.ie
DUBLIN/WICKLOW – HOME-BASED RESPITE			
Care Planner Craig Linke	Roslyn Park, Beach Road, Sandymount, Dublin 4	Tel: 01 205 7344/ 205 7237 Fax: 01 205 7384	craig.linke@rehabcare.ie
DUBLIN – SLÁN ABHAILE			
Care Planners Laura Quinlan and Craig Linke	Roslyn Park, Beach Road, Sandymount, Dublin 4	Tel: 01 205 7347/ 205 7344/205 7237 Fax: 01 205 7384	laura.quinlan@rehabcare.ie craig.linke@rehabcare.ie
LIMERICK – CARELINK MID-WEST PERSONAL SUPPORT SERVICE			
Home Support Co-ordinator Noemi Fernandez	Mary Rosse Centre, Holland Road, National Technology Park, Limerick	Tel: 061 334 534 Fax: 061 334 856	noemi.fernandez@rehabcare.ie
MAYO – PERSONAL ASSISTANT SERVICE			
Co-ordinator Edel Cadden	Mayo Centre for Independent Living, Mosaic, Harlequin Plaza, Garvey Way, Castlebar, Co. Mayo	Tel: 094 903 4980 Fax: 094 904 4974	edel.cadden@rehabcare.ie
MONAGHAN			
Monaghan Flexiworker Co-ordinator Linda Moore	Mall Road, Tirkeenan, Monaghan, Co. Monaghan	Tel: 047 81115/ 086 770 2065 Fax: 047 84037	linda.moore@rehabcare.ie
WATERFORD – WATERFORD HOME SUPPORT			
Community Services Manager Donal O'Brien	Unit 2, Tramore Road Business Park, Waterford	Tel: 051 378 880 Fax: 051 378 885	donal.obrien@rehabcare.ie
WEXFORD – WEXFORD HOME SUPPORT			
Community Services Manager Donal O'Brien	Unit 2, Tramore Road Business Park, Waterford	Tel: 051 378 880 Fax: 051 378 885	donal.obrien@rehabcare.ie
OUTREACH SERVICES			
GALWAY – CASLA ASSERTIVE OUTREACH SERVICE			
Community Services Manager Brendan Folan	Unit 7, Industrial Estate, Casla, Co. Galway	Tel: 091 572 210 Fax: 091 572 370	brendan.folan@rehabcare.ie
KERRY – TRALEE OUTREACH SERVICE			
Community Services Manager Alison Steeds	Tralee, Co. Kerry	Tel: 027 51414 Fax: 027 53290	alison.steeds@rehabcare.ie
OFFALY – TULLAMORE OUTREACH SERVICE FOR CHILDREN WITH AUTISM			
Residential Services Manager Mary Conroy Thoms	Charleville Cottage, Charleville Road, Tullamore, Co. Offaly	Tel: 057 932 9991 Fax: 057 932 9819	mary.conroythoms@rehabcare.ie

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ROSCOMMON – CASTLERA ASSERTIVE OUTREACH SERVICE			
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Miriam Mannion		Fax: 094 962 2043	
WESTMEATH – ATHLONE OUTREACH SERVICE FOR PEOPLE WITH PHYSICAL AND SENSORY DISABILITIES			
Community Services Manager	Crescent House, The Crescent, Railway Road, Athlone,	Tel: 090 649 1452	veronica.cullinan@rehabcare.ie
Veronica Cullinan	Co. Westmeath	Fax: 090 649 1454	
RESIDENTIAL CARE (ADULTS)			
CLARE – CLARE RESIDENTIAL SERVICE			
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Lars Schabelski		Fax: 065 684 6106	
DUBLIN – LEAN AR AGHAIDH RESIDENTIAL SERVICE (DEE HOUSE)			
Residential Services Manager	Old Bray Road, Cabinteely, Co. Dublin	Tel: 01 282 2898	janet.daly@rehabcare.ie
Janet Daly		Fax: 01 282 2899	
DUBLIN – PRADER WILLI SYNDROME SERVICE			
Residential Services Manager	Leopardstown Road, Foxrock, Dublin 18	Tel: 01 289 9347	janet.daly@rehabcare.ie
Janet Daly		Fax: 01 289 9371	
LIMERICK – DROMBANNA ADULT RESIDENTIAL SERVICE			
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Richard Reeves-Wasik			
LIMERICK – MID-WEST RESIDENTIAL SERVICE			
Residential Services Manager	Ballyneety, Co. Limerick	Tel: 061 450 000	richard.reeveswasik@rehabcare.ie
Richard Reeves-Wasik		Fax: 061 215 899	
LONGFORD – LONGFORD AUTISM SERVICE			
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MEATH – NAVAN AUTISM RESIDENTIAL SERVICE			
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Kieran O'Sullivan			
OFFALY – KILLEIGH RESIDENTIAL SERVICE			
Residential Services Manager	Aghanrush, Killeigh, Co. Offaly	Tel: 057 934 4890	chiara.glynn@rehabcare.ie
Chiara Glynn			
OFFALY – TULLAMORE AUTISM RESIDENTIAL SERVICE			
Residential Services Manager	Clara Road, Tullamore, Co. Offaly	Tel: 057 936 0763	chiara.glynn@rehabcare.ie
Chiara Glynn		Fax: 057 932 4713	
TIPPERARY – KNOCKLOFTY RURAL RESIDENTIAL SERVICE (THE GRANARY)			
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Philippa Nesirky		Fax: 052 613 8813	

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TIPPERARY – KNOCKLOFTY RURAL RESIDENTIAL SERVICE (THE SPINNEY)			
Residential Services Manager Philippa Nesirky	Kilnamack West, Kilmanahan, Clonmel, Co. Tipperary	Tel: 052 613 8810 Fax: 052 613 8813	philippa.nesirky@rehabcare.ie
TIPPERARY – NENAGH RESIDENTIAL SERVICE			
Residential Services Manager Jonna Goranson	Nenagh, Co. Tipperary	Tel: 086 049 3962	jonna.goranson@rehabcare.ie
TIPPERARY – THURLES RESIDENTIAL SERVICE			
Residential Services Manager Colleen O’Sullivan	Dovea, Thurles, Co. Tipperary	Tel: 086 045 0474	colleen.osullivan@rehabcare.ie
TIPPERARY – THURLES RESIDENTIAL SERVICE			
Residential Services Manager Geraldine Egan	Two Mile Borris, Thurles, Co. Tipperary	Tel: 086 817 6491	geraldine.egan@rehabcare.ie
RESIDENTIAL CARE (CHILDREN)			
CLARE – CLARE CHILDREN’S RESIDENTIAL SERVICE			
Social Care Manager Grainne Fogarty	Ennis, Co. Clare	Tel: 086 835 9699	grainne.fogarty@rehabcare.ie
LIMERICK – SEOIDÍN CHILDREN’S RESIDENTIAL SERVICE			
Social Care Manager Christina Hennessy	Red Hill, Patrickswell, Co. Limerick	Tel: 061 215 771 Fax: 061 215 826	christina.hennessy@rehabcare.ie
RESOURCE CENTRES			
CARLOW – CARLOW RESOURCE CENTRE			
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CAVAN – BAILIEBORO RESOURCE CENTRE			
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CAVAN – CAVAN RESOURCE CENTRE			
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CLARE – SHANNON RESOURCE CENTRE			
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CORK – BANTRY RESOURCE CENTRE AND BANTRY PHYSICAL AND SENSORY RESOURCE CENTRE			
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CORK – BRUACH RESOURCE CENTRE			
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CORK – DOUGLAS RESOURCE CENTRE			
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DONEGAL – LIFFORD RESOURCE CENTRE			
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DUBLIN – BALLYFERMOT RESOURCE CENTRE			
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DUBLIN – DUN LAOGHAIRE RESOURCE CENTRE			
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DUBLIN – HARRISON'S OPPORTUNITY AND PLACEMENT SERVICES (HOPS)			
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DUBLIN – PARK HOUSE DAY ACTIVITY CENTRE/NEW HORIZONS DAY SERVICE			
Community Services Manager Anne Johnson	Park House, Stillorgan Grove, Stillorgan, Co. Dublin	Tel: 01 210 8567 Fax: 01 212 1539	anne.johnson@rehabcare.ie
GALWAY – CASLA RESOURCE CENTRE			
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GALWAY – GALWAY RESOURCE CENTRE			
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KERRY – BLENNEVILLE RESOURCE CENTRE			
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KILDARE – KILDARE RESOURCE CENTRE			
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KILKENNY – KILKENNY RESOURCE CENTRE AND DAY SERVICE			
Community Services Manager Siobhán Powell	Regent House, William Street, Kilkenny	Tel: 056 779 7555 Fax: 056 779 7560	siobhan.powell@rehabcare.ie

	Address	Telephone/Fax	Email
LAOIS – PORTLAOISE RESOURCE CENTRE			
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LEITRIM – BALLINAMORE RESOURCE CENTRE			
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LIMERICK – LIMERICK AUTISM DAY SERVICE			
Manager	Shanaclogh, Crecora, Limerick Lars Schabelski	Tel: 061 215 785	limerickads@rehabcare.ie
LIMERICK – LIMERICK RESOURCE CENTRE			
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LOUTH – DUNDALK RESOURCE CENTRE – CARROLL VILLAGE			
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LOUTH – DUNDALK RESOURCE CENTRE – COES ROAD			
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MAYO – CASTLEBAR RESOURCE CENTRE (BREAFFY ROAD)			
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MAYO – CASTLEBAR RESOURCE CENTRE (SPENCER STREET)			
Community Services Manager	Spencer Street, Castlebar, Co. Mayo Lorraine Gibbons	Tel: 094 905 1270 Fax: 094 905 1273	lorraine.gibbons@rehabcare.ie
MEATH – DUNBOYNE RESOURCE CENTRE			
Community Services Manager	Rooske Road, Dunboyne, Co. Meath Ann Moran	Tel: 01 825 5641 Fax: 01 801 3954	ann.moran@rehabcare.ie rcdunboyne@rehabcare.ie
MEATH – NAVAN RESOURCE CENTRE			
Community Services Manager	Mullaghboy Industrial Estate, Athboy Road, Martin McLaughlin Navan, Co. Meath	Tel: 046 907 0497 Fax: 046 907 8978	martin.mclaughlin@rehabcare.ie rcnavan@rehabcare.ie
MONAGHAN – MONAGHAN RESOURCE CENTRE			
Community Services Manager	Mall Road, Tirkeenan, Monaghan Anne McFarland	Tel: 047 81115 Fax: 047 84037	anne.mcfarland@rehabcare.ie rcmonaghan@rehabcare.ie
OFFALY – AUTISM RESOURCE CENTRE TULLAMORE			
Community Services Manager	Kilcruttin Business Park, Kilcruttin, Tullamore, Marie Hensey Co. Offaly	Tel: 087 659 9590/ 086 045 5306	marie.hensey@rehabcare.ie autismresourcecentre. tullamore@rehabcare.ie

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OFFALY – TULLAMORE RESOURCE CENTRE		
Community Services Manager Tanyard, Tullamore, Co. Offaly Marie Hensey	Tel: 057 935 2314/ 932 4613 Fax: 057 932 2910	marie.hensey@rehabcare.ie rctullamore@rehabcare.ie
ROSCOMMON – CASTLEREA RESOURCE CENTRE		
Community Services Manager Church Road, Castlereah, Co. Roscommon Miriam Mannion	Tel: 094 962 2972 Fax: 094 962 2043	miriam.mannion@rehabcare.ie
SLIGO – SLIGO RESOURCE CENTRE		
Community Services Manager Lakeview Business Centre, Aughamore Far, Sligo Eamonn Wheeler	Tel: 071 917 0045/ 915 0385 Fax: 071 917 0020	eamonn.wheeler@rehabcare.ie
TIPPERARY – CLONMEL RESOURCE CENTRE		
Community Services Manager Bridgewater House, Old Waterford Road, Clonmel, Emer Walsh Co. Tipperary	Tel: 052 612 2817 Fax: 052 612 2827	emer.walsh@rehabcare.ie
TIPPERARY – KNOCKLOFTY RURAL DAY CENTRE		
Community Services Manager Kilnamack West, Kilmanahan, Clonmel, Co. Tipperary Emer Walsh	Tel: 052 613 8879 Fax: 052 613 8813	emer.walsh@rehabcare.ie
TIPPERARY – NENAGH RESOURCE CENTRE		
Residential Services Manager 1 St Conlon's Road, Nenagh, Co. Tipperary Jonna Goranson	Tel: 067 43046 Fax: 067 43047	jonna.goranson@rehabcare.ie
TIPPERARY – THURLES DAY SERVICE		
Residential Services Manager Unit 1, Rosemount, Thurles, Co. Tipperary Colleen O'Sullivan	Tel: 0504 24852	colleen.osullivan@rehabcare.ie
WATERFORD – WATERFORD RESOURCE CENTRE		
Community Services Manager Unit 2, Tramore Road Business Park, Waterford Donal O'Brien	Tel: 051 378 880 Fax: 051 378 885	donal.obrien@rehabcare.ie
WESTMEATH – ATHLONE RESOURCE CENTRE		
Community Services Manager Crescent House, The Crescent, Railway Road, Veronica Cullinan Athlone, Co. Westmeath	Tel: 090 649 1452 Fax: 090 649 1454	veronica.cullinan@rehabcare.ie rcathlone@rehabcare.ie
WEXFORD – WEXFORD RESOURCE CENTRE		
Community Services Manager Whitemills Industrial Estate, Clonard, Wexford Gordon Rochford	Tel: 053 912 4248 Fax: 053 914 5447	gordon.rochford@rehabcare.ie
WICKLOW – BRAY RESOURCE CENTRE, PHOENIX SERVICE AND LEAN AR AGHAIDH DAY SERVICE		
Community Services Manager Southern Cross House, Southern Cross Business Park, Rebecca Power Boghall Road, Bray, Co. Wicklow	Tel: 01 276 5764 Fax: 01 276 5765	rebecca.power@rehabcare.ie

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RESPITE SERVICES			
CORK – WEST CORK RESPITE SERVICE			
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Alison Steeds		Fax: 027 53290	
LIMERICK – LIMERICK AUTISM RESPITE SERVICE			
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