



Annual Report

2014





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About Rehab

Rehab Group is a charity which work towards a world where every person has the opportunity to achieve their potential.

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

Rehab provides high-quality education, training, health and social care and employment services directly to thousands of people.

These services enhance the quality of people's lives, by supporting them in fulfilling personal goals, in accessing new opportunities and in playing a more active role in their communities. The Group enables people to make the most of their skills and talents, to take up employment or further education, and to live more independent lives.

The Group works with leaders and policymakers across the jurisdictions in which it operates 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.

Directors and Other Information

Board of Directors

Seán Egan (FNR) (UK) (Chairman)
Brendan Nevin (AR) (Vice Chairman)
Joyce Brereton (A)
Niamh Hyland (N)
Assumpta Kelly (Q)
Kevin Marshall (F)
Maeve Martin (Q)
Stan McHugh (Q)

Killian O'Higgins (F)
Fiona Ross (N)
Patrick Salmon (FR) (UK)
John F. Smith (FN)
Don Tallon (FQ)
David Went (AR)
Mike Williams (Q)
Steven Wrigley-Howe (Q) (UK)

A - member of audit and risk committee

F - member of finance committee

N - member of nominations and governance committee

Q - member of quality and safeguarding committee

R - member of remuneration and performance committee

Secretary and Registered Office

KOMSEC Ltd
Roslyn Park
Sandymount
Dublin 4

Registered Company Number: 14800

Registered Charity Number: 20006716

Charity Revenue Number: CHY4940

Chief Executive

Mo Flynn (appointed 1 January 2015)

Solicitors

Ireland

McCann FitzGerald
Riverside One
Sir John Rogerson's Quay
Dublin 2

Philip Lee Solicitors
7/8 Wilton Terrace
Dublin 2

UK

Withers Solicitors
16 Old Bailey
London EC4M 7EG

McClure Naismith
292 St Vincent Street
Glasgow
G25TQ

Auditors

PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
One Spencer Dock
North Wall Quay
Dublin 1

Bankers

Allied Irish Banks plc

Bank of Ireland

Barclays Bank plc

Royal Bank of Scotland

H.S.B.C.



Chairman's Statement

The period covered by this annual report was the most turbulent and uncertain in the sixty-five year history of the organisation. Significant failings in governance and practice in the organisation were brought to light in the first quarter of the year, through concerns expressed in the media and by public representatives. These failings constituted a serious breach of trust, and the organisation's reputation was significantly damaged as a result. In the second half of 2014, significant steps were taken to rectify this situation.

Following media and public scrutiny the Board acknowledged that a failure of governance had occurred, and apologised to the stakeholders of Rehab – the people who use its services and their families, employees, funders, donors, customers and the general public. The Board also acknowledged the impact that these failings had had on our colleagues in the charity sector, and pledged to improve its governance and commit to an open and transparent culture.

A process was put in place to address these issues and to support the organisation to transform. The members of the Board pledged to remain in place until the first measure, the recruitment of a new board could be completed.

Shortly after the retirement of the former chief Executive, I commenced in role as Chairman of the organisation and acting Chief Executive. A public recruitment process conducted seeking new Board members elicited an enormous response. Following a shortlisting and interview process, 13 new members of the Board commenced in role in September 2014. Two former board members also applied for and continued on the new board. A significant induction programme to familiarise board members with the activities and structures of the organisation was put in place, and an agenda was set for the transformation of the organisation's governance as the next step in its transformation journey.

In 2014 a number of difficult decisions were made to secure the organisation's future sustainability, including cost cutting across a range of areas. A large scale redundancy process in the UK commenced in 2013 was completed and a number of redundancies occurred in Ireland. Cost savings in other areas were initiated through spending reductions in support areas rather than the front line. In consultation with senior management, senior pay was reduced by an average of 18 per cent and a new salary level was set for the Chief Executive post and other senior posts.

The board has made some good progress on the transformation journey. We have significant challenges to address and we have taken positive steps. The organisation has taken its first steps in the adoption of The Governance Code for Community, Voluntary and Charity Organisations in Ireland and has commenced work on adopting the Code of Practice for Fundraising.



This report is presented for the first time according to the Charities' Statement of Recommended Practice for Accounting (SORP). Rehab is committed to providing transparency in our accounting as in our governance. The impact of these activities it is hoped will support Rehab to become an organisation which holds public trust and esteem, and whose activities are transparent and accountable, as our stakeholders have a right to expect.

Our new Chief Executive commenced in post in January 2015. There are key challenges ahead, and the Board fully supports her in revitalising the organisation and directing the changes that need to be made to plot a new path for Rehab for the next period in its history.

I would like to thank sincerely all of those who have supported Rehab, in particular in the last year. I want to acknowledge our funders, without whom none of our activities would be possible, and whose partnership we value and rely on, to meet the needs of the people who rely on us.

In Ireland, these include the Department of Education and Skills, Solas, the Education and Training Boards, the Health Service Executive, the Department of Social Protection and the Department of Justice and Equality. Our partnerships with the Probation services, the Education and Training boards and Qualifications and Quality Ireland are also integral to our services. Our supported businesses in Ireland and Poland enjoy great support from a range of public and private sector customers, which we appreciate greatly.

In the United Kingdom our partners include the Department for Work and Pensions, the Education Funding Agency and the Skills Funding Agenda, several local authorities and NHS Trusts, all of whom provide us with significant support. Particular thanks are also due to the Scottish Government, whose aim to provide sustainable employment for disabled people has been backed up by extremely positive actions, which have had concrete impacts, enabling us to increase the number of people with disabilities we employ by over 80 in the period.

I want to thank all of Rehab's employees, who are professionals with a vocation to support the people who use our services, and acknowledge that 2014 was a difficult one for many people. We value your contribution greatly, and look forward to working with you to focus the organisation on its future.

In my report last year, I noted the commitment of the retiring board members, and thanked them for their long service and commitment to Rehab. Their successors, the current Board members have undertaken a significant commitment of time and have given of their expertise with generosity since their appointment – the organisation is grateful to them for their dedication and enthusiasm.

Finally, to the people who use our services and their families, who place in us the extraordinary trust of supporting them in their lives, we thank you sincerely for that trust, and we assure you that it is our driving force in seeking to change and improve every aspect of what we do.

Seán Egan
Chairman



Chief Executive's Statement

I am delighted to have taken on the role of Chief Executive of Rehab in January of this year. It has been a busy period getting to know all of the different parts of the organisation and getting started on our programme of transformation and change. Since I commenced in post, I have taken the opportunity to meet and talk to many hundreds of our people who work with Rehab and thousands of people who use our services, across Ireland, England, Scotland and Wales.

I have been really struck by the enthusiasm, skill and vigour of the employees who work to support people across our services every day. Our people have great ideas and energy, and I want to ensure that they have the opportunity to develop those ideas and use their energy and skills to benefit the people we support.

This annual report looks back at the time prior to my joining Rehab. It demonstrates many of the great features of the organisation, and the myriad ways it has made a difference in the lives of thousands of people. The stories that people have shared with us in this report are their real stories, and demonstrate as nothing else could how Rehab can help people to transform their lives.

Reviewing how we have operated in the past also helps to crystallise some of the ways in which Rehab needs to change, and adapt, to ensure it is a sustainable, flexible, fit-for-purpose organisation that is


recognised for its service quality, its contribution to our society, and its openness and accountability.

The people who use our services must always be at the heart of Rehab. From our supported businesses to employability services to respite care, across the whole range of residential, day and at-home care services, in our training and further and higher education-based services, we have a clear goal. We want to provide the best possible services to people who need additional supports to achieve what they want to in life.

During the first half of 2015, we have put in place a strategic planning process that has been broad-ranging and inclusive. We have consulted widely with our employees, with the people who use our services, and with families, with people and organisations that work with us as partners, funders and stakeholders. We have sought a new path for the future, that will help us to define the

kind of organisation that we want Rehab to be, and the changes and enhancements that we need to get to that point.

Rehab has many challenges ahead. Changes in funding regimes and policy changes cause challenges and choices. We must ensure that the services we provide are services that people need and want, and that they adapt to the changing environment. We must meet and exceed the regulatory requirements of our funders and the states in which we operate. In our supported businesses we must meet the expectations of our business customers, who operate in commercial worlds and require high standards and flexible services. We must ensure that our future is financially sustainable. To meet all of these challenges we need to ensure we have a strong, well-managed organisation where everyone is supported to play their part and deliver the best possible service. Our future plans will recognise these challenges, and set out a clear



direction for the organisation, and a pathway to achieve the goals we set for ourselves.

Transparency and accountability should be watchwords for any charity, and Rehab is committed to communicating honestly and openly with our stakeholders about what we do, and how we try and achieve our goals. We recognise that public trust is hard won, and we are determined that our actions and how we communicate them will help Rehab to become an organisation recognised for its quality of service, and for its openness and accountability.

We welcome enhanced regulation and inspection regimes, which enable us to continuously improve and which provide a valuable benchmark of where services should be. They allow us to take pride in what we do well, and recognise what we could do better. As an organisation we must strive to provide the best possible services to enhance the lives of the people we support.

Fundraising is an important aspect of Rehab's work. It enables us to enhance services, to develop new ideas, to advocate on behalf of those who need change and to take chances to improve lives.

Those who donate money to Rehab, participate in our fundraising events or support us through our lottery or members' draw, with The Care Trust do so because they value our work and want to support it. Our donors trust us to use their money wisely and with honour. We take that responsibility seriously, and we are committed to transparency and accountability in our fundraising and our use of monies donated. We are on a journey to ensure compliance with the fundraising code of practice and hope to complete that work soon. We will communicate where our fundraised income is spent, and how we want to develop our services in future.

The organisation has a proud history of championing rights, of developing services that meet people's needs, of influencing policy that impacts on people's lives and of supporting people to achieve their goals, to live independently, to get a job, to enhance their health and wellness, to learn, to develop and to start afresh. All of this great history we take forward with us, along with a refreshed sense of purpose and commitment to ensuring we have an organisation that is inclusive, welcoming and focused on building sustainable futures for people who need our support.

I would like to thank everyone involved in Rehab, the Board, my colleagues and the many friends and stakeholders in the organisation who have welcomed me and have supported this important programme of change so far. We have a journey to undertake together and I believe we will develop a stronger, more cohesive organisation, with a clear vision and a strong set of values that are firmly rooted in social justice. Together we will change and enhance many lives, empowering people and helping them to develop, flourish and achieve dreams that may have seemed impossible. It is an exciting time for Rehab and I value greatly the support and energy of everyone who has committed to being a part of it.

Mo Flynn
Chief Executive



355

children and adults availed of RehabCare's centre-based respite services, which provided over 7,041 nights of respite, as well as after-school and day respite.



126

people were supported to live independently in the community in our supported accommodation services.

1,541

people were supported by Rehab Care's community-based resource centre services to live more active lives in their own communities.

3,198

people who used our services were supported to get and maintain jobs.

100,000 tonnes

Rehab Glassco facilitated the collection and recycling of over 100,000 tonnes of glass which equated to 479,000,000 million individual bottles, jars and cans.



Our Social Impacts

Every year, Rehab makes a difference to the lives of thousands of people, in the communities in which we work. Here are some of the ways in which Rehab supported people to achieve their dreams, enhance their lives or live more independently in 2014.

194,664 hours

CareLink, RehabCare's home-based services, provided more than 194,664 hours of personal supports across Ireland to people with disabilities and the older person in their own homes, enabling them to live more independently.

90%

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



414

people with disabilities were sustained in employment in our supported businesses, providing a range of quality services to customers in recycling, logistics, packaging, textiles, retail and document scanning.

1,359

qualifications were achieved by people accessing Rehab's training and employability skills services.



22,210 people

A total of 22,210 people were supported directly in 2014 by Rehab Group, with a further 46,521 people supported by our delivery partners.



General Management Team, Rehab Group

Mo Flynn

Chief Executive Officer

Liz Bayfield

Director of People, Culture and Organisation Development

Lucianne Bird

(Acting) Director of Education, Training and Employment Services

Peter Brammall

Chief Operations Officer, England and Wales

Laura Keane

Director of Health and Social Care Services

Gary Merrigan

Chief Information Technology Officer

Paudie Murphy

Chief Operations Officer, Rehab Enterprises

Pauline Newnham

Director of Quality and Governance

Clíodhna O'Neill

Director of Public Affairs and Communications

Keith Poole

Director of Finance

David Whyte

Chief Operations Officer, Scotland

Directors' Annual Report

The Directors present their annual report and the audited financial statements of the group and parent company for the year ended 31 December 2014.

Structure, governance and management

The Rehab Group was incorporated in 1953 and is a charity. Any commercial activities are operated in pursuit of the Group's charitable objectives. It is a company limited by guarantee and its governing document is the Memorandum and Articles of Association.

The directors are elected by the members of the Charity at the Annual General Meeting and serve for a three year term. The Board can also fill vacancies that arise during the year. The maximum number of terms that a Director can serve is three (i.e. nine years). During 2014 the Board's Nominations and Governance Committee was augmented on an interim basis with the appointment of three external sector experts including Dr. Eddie Molloy, an independent consultant and Chairman of Mental Health Reform. Given the fact that the Chairman Mr. Brian Kerr had signalled his intention to retire at the Annual General Meeting the committee set about finding a new Chairman and Mr Seán Egan was duly appointed to the Board in May.

The Interim Nominations and Governance Committee then prepared a framework setting out the competencies required by the Rehab Group Board. Besides relevant experience and or qualifications of potential directors, the Interim Nominations and Governance Committee looked at diversity in age and experience and sought people who were sensitive to the life experience of people with physical, sensory or intellectual disabilities, mental health difficulties or social disadvantage. A public advertisement campaign to seek new directors

commenced and the framework and application form were published on the Rehab Group website. More than 70 applications were received and reviewed by the Interim Nominations and Governance Committee and a long list was created with candidates being interviewed by members of the committee. Finally a shortlist of new directors was prepared and approved by the Board for admission to membership of the charity. The new Board was then elected at the annual general meeting in September. Mr Seán Egan was elected Chairman and Mr. Brendan Nevin was elected Vice-Chairman. The Interim Nominations and Governance Committee then stood down and was replaced with a new Nominations and Governance Committee. This committee's duties include regularly reviewing the structure, size and composition including the skills, knowledge and experience required of the Board and any subsidiary Boards to carry out their function and make appropriate recommendations to their fellow Directors in this regard.

The new Board (including existing Directors) underwent a wide ranging induction programme. The induction programme included visits to Rehab Group's services, coverage of the charity's aims and a detailed briefing on the charity's operations and financial affairs. The Directors will undertake an annual Board Effectiveness review to help identify any actions that may be needed to improve the Board's governance.

Under the Rehab Group's Articles of Association the Board holds the Charity's powers and authority. The Board met fourteen times in 2014 (2013:seven meetings) to determine and review Rehab Group's budgets, plans and performance and to receive reports from senior managers. The Board has delegated some of its powers and responsibilities to its Remuneration & Performance, Nominations & Governance, Audit & Risk, Quality & Safeguarding and Finance committees.

In addition the Board has strengthened its Audit and Risk Committee with the appointment of two independent members who do not sit on the Board, namely Professor Patricia Barker and Ms Deirdre Reddan.

The Board maintains and keeps under review a scheme of delegation which defines key matters reserved for the Board whilst delegating authority over management and operational matters to the Chief Executive Officer. A new scheme of delegation was approved by the Board in March 2015.

The Rehab Group had twenty-five subsidiaries, four joint ventures, an associate and a limited liability partnership as at 31 December 2014. As a part of the overall governance arrangements, the Board has approved a plan to simplify the organisation's structure. The Appointments to the Boards of all subsidiary entities are recommended by the Nominations and Governance Committee and are approved by the Board. Rehab Group representatives appointed to joint venture entities are approved by the Board based on the recommendation of the Nominations and Governance Committee.



I'm 19 and from Graingemouth. I started work at Haven Enterprises in Larbert in November 2014. Before I joined, I had planned to be a hairdresser but I developed a spinal condition. I needed to look at new options.

I always liked fashion and sewing in my spare time and the job at Haven was a great fit for me. I became a sewing machine operator. Since I've worked here, I've learned a load of new skills. I make work wear uniforms, in particular the tunics worn by NHS nurses. Over-locking, binding, making pockets and using three and five thread sewing machines are all new skills that I've been coached in for my role.

There are also opportunities for me here to get qualifications in the future. The support in Haven has been great, especially since I have a young son to look after at home. The team here has been ready to help with any problems, at any time. When I first started I couldn't operate any machines at all, but the training has been excellent and I settled in very quickly. I am very much enjoying learning new skills and working in Haven in Larbert.

There are also opportunities for me here to get qualifications in the future.

Lisa Martin with Mr John Swinney MSP, Deputy First Minister and Cabinet Secretary for Finance, Constitution and Economy

Statement of Directors' responsibilities

The Directors are responsible for preparing the annual report and the financial statements in accordance with applicable Irish law and Generally Accepted Accounting Practice in Ireland including the accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland.

The Directors have elected to prepare the financial statements in accordance with Accounting and Reporting by Charities a Statement of Recommended Practices (SORP) on the grounds that it is best practice in the charities sector. Whilst the adoption of SORP is required under legislation for charities in the UK, it is not obligatory in Ireland. The Directors would welcome it being underpinned by legislation. The Directors are also conscious of their obligations under the Data Protection Acts 1988 and 2003. Two former employees wrote to the Rehab Group and formally withdrew their consent to the disclosure to third parties of any details which might identify them. Having obtained legal advice and sought guidance from the office of the Data Protection Commissioner the Directors have taken the decision to redact any information relating to these two former employees. Accordingly in relation to staff cost the financial statements do not fully comply with the disclosure requirements of the SORP as a result of this redaction.

The Directors are required to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the group and the parent company and of the surplus or deficit of the group and parent company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors confirm that they have complied with the above requirements in preparing the financial statements.

The Directors are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements are prepared in accordance with accounting standards generally accepted in Ireland and Irish statute comprising the Irish Companies Acts 1963 to 2013 and the European Communities (Companies: Group Accounts) Regulations, 1992. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The measures taken by the Directors to secure compliance with the company's obligation to keep proper books of account are the use of appropriate systems and procedures and the employment of competent persons. The books of account are kept at Roslyn Park, Sandymount, Dublin 4.

The information required by section 158 of the Companies Act, 1963 in respect of subsidiary companies is given at note 34 of the financial statements.

Review of risks

The major risks to which the Rehab Group is exposed, as identified by the senior management team and the Directors, have been revised and systems and procedures which are subject to continuous review have been established to manage those risks.



Nicholas Fidock (centre),
Nick Jones, mentor (left) and
Andrew West, trainer (right)

I was unemployed for nearly 18 months and was finding it hard to find any really opportunities. I had around five years of volunteering experience in youth support work and also a degree in this field, but I had not been able to gain paid experience in the sector.

I struggled with completing application forms as I suffer from Dyslexia and my CV required updating. I needed support and with the help of my Routeways mentor I was able to produce a really good CV.

I saw a huge improvement in responses to jobs I was applying for, and after just three weeks on the programme, I had secured five interviews. My confidence increased and I felt really positive.

I got support from TBG Learning's internal recruiter and eventually I was put forward for an Education Support Worker role in a specialist residential college of further education dedicated to students over the age of 16 years with an Autistic Spectrum Condition or Asperger's Syndrome. I was invited back for a second interview and was contacted the very same day and offered full time employment commencing the following week.

I am now in full time work, supporting myself and getting great experience in a field that I always wanted to work in. The programme has helped me so much in such a short space of time.

I am now in full time work, supporting myself and getting great experience

Nicholas Fidock
TBG Learning

Objectives and activities

The charitable objects of the Rehab Group as set out in the memorandum of association are to provide or assist, by whatever manner or means from time to time available, in the provision of the assessment, preventative or remedial action, vocational training, encouragement, education, development, employment, care, housing, equipment and rehabilitation process of persons with disabilities and other disadvantaged persons designed or adapted to meet their needs and to do all things as will improve the quality of life of such persons especially to enhance their social and economic independence, support the fundamental right of equal opportunity with specific actions and help prevent social exclusion.

In addition the Group engages in various fund-raising and lottery promotions solely in support of its main objective.

Rehab's aims including the change it seeks to make due to its activities

The primary aim of the Rehab Group is to support people to live the lives that they want, fulfil their potential, and enable them to be part of their communities and live as independently as possible. Rehab Group achieves this aim by providing a range of training, employment and health and social care services, each of which is designed to support each individual person's needs, as defined by the person during a personal planning process. The manner in which Rehab Group delivers these services is influenced by these individual needs and wishes, the support network of the individual, international best practice, national policy in the relevant area and the requirements of funders. The Rehab Group also provides support to individuals to advocate on their own behalf, and advocates on behalf of the people who use its services on issues of importance.



Brian Miller, Disability Officer, HSE and Laura Keane, Director of Health and Social Care Services, Rehab Group present Luke Sterling from RehabCare New Horizons with his certificate following completion of a course in UCD in August 2014.



Samantha Colburn riding a horse called Arnie at the launch of NLN's Horsemanship programme in Sligo.

In addition to the objective of delivery of its core services however, the Rehab Group faced a set of adverse serious circumstances at the start of 2014 which caused it to restate its objectives to include improving its practices in governance and transparency. A key objective became to undertake and demonstrate clearly a process of change and transformation in the Rehab Group and to enable the organisation to return the entirety of its focus to delivering its services in support of people with disabilities and others who are marginalised.

The need for this transformation came about because the organisation became the focus of media, political and public attention, and appeared twice before the Committee of Public Accounts of Dáil Éireann (Irish Parliament) as part of an enquiry into the levels of exchequer funding provided to the organisation

and how it was applied within the organisation. Concerns were voiced regarding the pay of senior management, previous practice in relation to consultancy payments made to former board members, activities in which the organisation had been involved, and the level of governance and oversight brought to bear through the organisation's governance structures. By the end of this process the organisation provided as much information as possible to the committee, the media and the public as well as its stakeholders, to ensure that full transparency on issues of concern was achieved within the legal constraints applicable to the organisation.

The Directors would like to thank the Group's funders, service users, staff and supporters for their ongoing support in what were difficult circumstances in 2014.

Main objectives in 2014

In 2014 the Rehab Group's core objective remained to provide high quality training, education, employment health and social care services, to as many people as possible in line with its main aim and mission.

Within the organisation's overall strategy, each operating division sets objectives to contribute to the core objective, within their field of operation. In 2014, some of the key objectives set were to:

- Maintain the health and social care services provided by RehabCare to people who need them at the same level as 2013
- Support residential services in Ireland to successfully manage the transition to the Health Information Quality Authority (HIQA) inspection regime
- Retain learner numbers in training and education provision in light of the re-alignment of the training and further education sector in Ireland
- Retain employment for people with disabilities in the Irish social enterprises in light of changing customer needs and create significant new employment opportunities for people with disabilities in Scotland arising from new opportunities in supported business
- Realign the English training business and develop opportunities in the training and education sector
- Enhance outcomes for customers in the delivery of The Work Programme with a focus on employment.



John Morris received his certificate from paralympian, Catherine Walsh at the National Learning Network certification ceremony in Swords in April 2014.



Greg Byrne from the IT and Business Administration course in National Learning Network in Bray.

An explanation of the Charity's main strategies for achieving its stated objectives

The objective to commence a process of change and transformation in the Rehab Group was achieved through the identification of several measures which would impact on the transparency and practices within the organisation.

As a first step, the Board publicly acknowledged failings in governance within the Rehab Group and practices which fell short of the expectations which the organisation's stakeholders, funders, and supporters, as well as its staff and the people who use its services had a right to expect. The organisation then set about a process as described above to rebuild trust in the organisation with all its stakeholders; including the people who use its services, their families, its funders, the public bodies with whom it works in partnership, its supporters through fundraising and the general public. This process included major change, commencing with the establishment of the transitional nominations committee and the recruitment of a new Chairman. Following this, a public advertisement process for a new Board commenced. A new board comprising sixteen members was appointed, of whom thirteen had not previously served on the Board, two had served previously, and one was the new Chairman, Seán Egan.

Following the resignation of Ms Angela Kerins in April, Seán Egan stood in as interim Chief Executive from June to December, Mr Egan undertook this role in a voluntary capacity and received no remuneration. Towards the end of July a transparent process for the appointment of a new Chief Executive was commenced and concluded successfully with the appointment of Ms. Mo Flynn.

Ms Flynn qualified as a social worker and holds a masters degree

in gerontology. She previously was the Chief Executive of Our Lady's Hospice and Care Services in Dublin. She is a board member of CORU, the regulator for health and social care professionals; President of the Irish Gerontological Society and a Council member of the International Association of Geriatrics and Gerontology.

Concerns were expressed about senior pay levels in the organisation. From 1 January 2015 the pay level of several senior staff members has been reduced. These salaries are now below that of the new chief executive and any bonus arrangements that existed have been terminated. These changes were made in co-operation with the senior management team and represented an average base salary reduction of 18.5 per cent. The new chief executive has an annual salary of €140,000.

The Board made a commitment to demonstrating transparency and accountability through the adoption of the SORP, the commencement of the adoption journey to the Voluntary Code of Governance for Voluntary Organisations in Ireland, a commitment to adopt the Fundraising Code of Practice and the recruitment of a new chief executive. This journey was commenced in 2014, with some of the objectives fully achieved, such as the adoption of SORP accounting for 2014, and others will continue in 2015.

The objective to provide a wide range of high quality health and social care, training, education and employment services was managed at divisional level. Local delivery of programmes and services by Rehab Group's team members in communities all round Ireland and the UK and of customer-focused social enterprise in the Netherlands and Poland led to the achievement of many of the targets set. Targets were measured against financial, compliance, outcome and impact targets depending on the individual objective. It is evident that the methods of objective setting and the collection of data and measurement varies greatly within and between divisions, and this will be an area of development in 2015.



Group from RehabCare in Bantry who were involved in the Woodland Walk Project.



Stephen Byrne from the Employer Based Training course in National Learning Network in Bray.

Details of significant activities

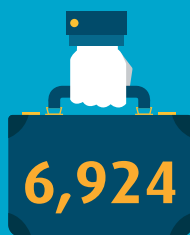
Training, Education, Support and Employability Services

Providing people with the skills that they need to progress, get jobs, build sustainable careers, enter or re-enter the workforce, gain the skills to move on to further and higher learning or access appropriate support in the community is a key focus of the Rehab Group. Over 64,000 people were supported by Rehab and its partner organisations in learning and training in 2014.

Key Facts & Figures



NLN supported 1,206 people to achieve a qualification, 824 people to progress to further education and training and 459 people to get a job.



In England and Wales, Rehab JobFit achieved a total of 6,924 new job starts and 4,755 work placements were secured.



Momentum Skills supported 29 people into supported jobs and 42 people into unsupported jobs, coming first out 28 Work Choice providers for securing job outcomes.

Rehab Group's training activities are delivered in Ireland, England, Wales and Scotland through its companies National Learning Network, Momentum Skills, Acorn Training, TBG Learning and Rehab's joint venture partnership Rehab JobFit.

In Ireland, **National Learning Network (NLN)** provides personalised training, education employment and community-based rehabilitation supports and services to people who due to health conditions, illness, disability, mental health difficulty, trauma, addiction or challenging life circumstances need additional specialist support to progress their education, training or life plan. NLN's specific expertise lies in working with people to identify their needs and goals, and facilitating personalised support plans to help people to achieve successful results. These include achieving qualifications, accessing further or higher education, getting into employment and improving their quality of life.

NLN set challenging objectives in 2014 – to deliver high quality training and education services to as many people as possible within its funding levels, to support learners to achieve a high level of progression to employment and to further learning, to support learners to achieve a high level of certification in recognised qualifications, to reach out in new ways to people who require additional support in learning and to attain high levels of satisfaction from those who use its services. In 2014, NLN engaged with 6,809 people overall and achieved the majority of its objectives. During the year from this group of learners, NLN supported 1,206 people to achieve a qualification, 824 people to progress to further education and training and 459 people to get a job. Despite significant changes in the system of achieving major awards on the National Qualifications Framework NLN's students gained high rates

of certification with over 90 per cent achieving certification; a total of 1,206 major and 5,399 minor awards were achieved. Some of the certification changes are creating barriers for some learners and NLN is working with the relevant authorities and with learners to find solutions to this.

The key difference between NLN and other learning environments is the range of customised individual supports and the supportive learning environment provided by NLN to enable students to achieve their goals. Learner satisfaction is measured by NLN through student surveys and an extremely high satisfaction rating of 98 per cent was achieved in the 2014 survey. Using video and written case studies NLN captures qualitative data measurement of the impact on people's lives of NLN courses –these document learners describing in their own words the positive impact attending NLN has had on their lives, and the significant boost they have experienced in their own confidence. NLN achieved external validation of service quality through achievement of the Excellence Award at Level 5 from the European Foundation for Quality Management, Excellence Through People at Gold level and the European Quality in Social Services Award at excellence level.

NLN provides a range of educational and psychological supports and assessment to students in schools and third level institutes including the Institute of Technology, Blanchardstown and the National College of Art and Design. A new academic support service for students with mental health difficulties commenced in the University of Maynooth and NLN continued to support students in the City of Dublin Education and Training Board (CDETB) Colleges through its Disability Support Services. In total, these supports

were provided to 640 people in 2014.

In 2014, supports were provided to the Red Hill School in Limerick, which is attended by 79 children on the Autism disorder spectrum. In Saudi Arabia, a contract with the Human Resources Development Fund to develop inclusive employment access routes for people with disabilities was delivered successfully.

In England and Wales, **Rehab Jobfit (RJF)**'s prime activity is delivering the Government's Work Programme and 2014 saw a strong performance, with RJF and its delivery partners achieving in excess of 20 per cent above its contracted outcomes for the year. This involved providing support to 54,119 customers over the course of the year, helping them to acknowledge and tackle barriers, which were preventing them from moving into the labour market. A total of 6,924 new job starts and 4,755 work placements were secured during 2014, with a total of 20,996 customers receiving support at the end of the year.

The first quarter of 2014 saw the completion of a significant resizing of **TBG Learning** which resulted in the closure of eleven centres and staff numbers reducing by over 150. This was a difficult process for all concerned. In 2014 TBG Learning continued to operate as a delivery partner under a subcontract arrangement with RJF and finished 2014 over 26 per cent ahead of its contracted outcome targets, having supported a total of 5,851 customers on the work programme across the year. A further 552 people were supported on other employment & skills programmes, with 141 people supported into work and 153 people achieving a qualification during this period.

The clients helped during 2014 presented with a range of challenges, with an increasing proportion representing those in receipt of Employment Support Allowance, reflecting the significant physical and mental health barriers affecting their ability to work.

RJF successfully secured an enhanced DWP 'Provider Assurance Team' rating for the quality of its processes, management and governance arrangements. RJF was assessed as 'good' against the 'Merlin' Standard (promoting excellence in supply chain management) and had significant new contract wins. RJF's Community Work Placement programme was launched across Devon and Cornwall in the summer and new employability and skills support delivery for TBG commenced in Newport, Cardiff and Bridgend. TBG achieved the 'Green Dragon Award' for Environmental Management and retained its 'Matrix' accreditation, which promotes excellence in the provision of advice and support services.

Acorn Training Consultants (Acorn) provided a range of training and employability programmes for over 1,700 young people and adults across Derbyshire with average success rates across its core programmes of 87 per cent, meeting its objectives. The new Study Programme, aimed at 16 to 19 year-olds had lower success rates, as the switch in emphasis to 'functional skills' delivery proved difficult for many providers nationally. By the end of 2014 Acorn achieved an improved success rate of 62 per cent, with a potential maximum achievement by programme end (June 2015) of 93 per cent.

Acorn successfully placed 287 people into jobs and 791 into work placements and received positive feedback ratings from 91 per cent of people completing programmes during the year.

Other achievements for Acorn in 2014 included helping over 70 per cent of young people on the Apex programme (developed with schools to engage those on the verge of permanent exclusion) to move onto a positive outcome, including re-integration into mainstream education as a result; achieving the 'Investors in People' standard; and securing significant new contract wins, with the commencement of its 'Community Work Placements' subcontract in the summer.

Momentum Skills provides vocational rehabilitation and training services, empowering people with disabilities and those who are excluded to gain the skills they need to live independently and to gain access to employment. In total, 1,600 people accessed Momentum Skills' services in 16 locations in 2014. During the year, the organisation focused on undertaking a programme of restructuring and of consolidating existing services.

2014 was one of maintaining existing funding and framework contracts within Momentum Skills and Momentum Care. In December 2014, the organisation secured renewed Integrated Grant Funding from Glasgow City Council for Glasgow Momentum Programme (GMP) to the value of £322,000. This fund supports people with a broad range of disabilities and disadvantages including people with a history of substance misuse.

Through its range of Workability programmes across Scotland, Momentum Skills supports people to progress to employment, training and education. In 2014, as a result of these supports 29 people took up employment, 90 people progressed to education and training, and 350 people were supported to retain their employment.

In 2014, Momentum Skills delivered 700 assessments for Access to Work, a JobCentre Plus grant scheme, which assists disabled people who are in paid employment, by providing practical support in overcoming work-related obstacles resulting from their disability.

Momentum Skills is a Prime Contractor on the Work Choice Programme, a Government-supported employment programme designed to assist people with disabilities find and maintain employment, and support employers in employing more disabled people. During the year, Momentum exceeded its targets for Work Choice – achieving 137% of targeted progression to supported jobs and 210% of targeted progression to unsupported jobs. Overall, 533 people started on the programme, a 72% increase on targets. In the overall table of 28 Work Choice Prime Providers, Momentum came first in securing job outcomes and second in supporting people to sustain their outcomes.

Momentum's services in Newcastle and Birmingham continued to support people with brain injury. It also provided vocational rehabilitation in Newcastle, as well as health and social care services in Newcastle. The management of these services transferred to the English management structure of Rehab at year end.

In 2014 Momentum exceeded its targets for Work Choice – with 240 customer gaining supported employment and 42 going directly into unsupported positions. DWP Management Information reports that of 28 Work Choice Prime Providers, Momentum came first in securing job outcomes and second in supporting people to sustain their outcomes.



My name is Delores Kelly and I am 20 years of age. I am on the Access Course in National Learning Network in Swords, in Dublin.

I've really enjoyed being on the Access course as it has helped me to learn new skills which I would not have been good at before. The course instructors have really helped and encouraged me to try things that I might not have been good at before. They were really great to me and I've been really happy here and it has helped me.

I feel more confident in what I can do and achieve. Before, I would have been not sure about doing things on my own. It has helped me to manage my own life and also to be more independent. Small things, like travelling on my own would have been a worry for me, but now I don't even think twice about it and travel to Swords from my home. I have also learned to cook and manage my money better, which is important for me for the future.

The centre is a really good place to be around and I have made lots of friends since I started my course and I go out with the same group in my spare time.

I got really good work experience as part of the course, just giving me the understanding about what skills you need when getting a job, about working with people and how working can be really enjoyable as well.

Since I have been on the course, I've learned loads and completed different modules like Personal Care and Presentation, as well as my work experience, learned about health and fitness and computers. At the end of my course, I will have a real qualification as well, so it has been great so far.

I'm really into music, art and fashion and the Access course has helped me get new skills that are going to help me go onto further training and my dream of getting a job working on one of those type of areas.

I feel more confident in what I can do and achieve.

Delores Kelly
Student at NLN in Swords

Details of significant activities

Care and Day Activity Services

Rehab provides care services in over 50 locations in Ireland, and in Eastbourne and Coventry in England, and Glasgow and Aberdeen in Scotland. The services range from residential and centre-based respite services to a range of day services and care delivered in people's own homes.

Key Facts & Figures

3,149

In total, 3,149 people accessed RehabCare's services, which supported them to maximise their independence and their community participation.



In 2014, RehabCare achieved EFQM Recognised for Excellence Level 5*, which is awarded by the European Foundation for Quality Management.



Momentum Care provided high quality personalised health and social services to 200 people in England and Scotland.

In Ireland, **RehabCare** is committed to providing a range of supports services for people with disabilities, people with mental health difficulties and older people, which support them to maximise their independence and their community participation. In total, 3,149 people accessed RehabCare's services in 2014.

During the year, RehabCare's objective was to maintain capacity at 2013 levels to ensure that it continued to support as many people as possible, despite expected funding reductions. Across the services projected capacity levels were exceeded through the development of new services and new places, as agreed with the Health Service Executive (HSE) and through endeavours by local services to maximise the number of people who could benefit from supports.

Centre-based respite services increased their capacity by 348 bed nights. An additional 16 people were supported by residential services with an extra 19 people availing of resource centre supports. An additional 4,528 hours were provided through RehabCare's outreach and home-based services. Supported accommodation was provided to 143 people. Each person receives supports which are tailored to their needs. In 2014, 93.5 per cent of people using RehabCare's services were supported in updating their person-centred plan; a further 5.5 per cent opted not to engage with the process.

Throughout 2014, RehabCare continued to work towards the evolution of its services to achieve greater community integration for people using its supports. Following the publication of the HSE's draft interim standards for its New Directions policy, service providers will be required to take a different approach to service delivery. RehabCare has identified many areas where it is compliant and has a



Graeme O'Neill, Laura Bradshaw, Lisa Kelleher, Gary Burton, Claire Maher, Nigel Phillips and Frances Collins who use the services in RehabCare in Bray at RehabCare's Lark in the Park festival 2014.



Group who took part in the 5 Peaks Challenge fundraiser in May 2014

plan to address the remainder. The delivery of supported, self-directed living services to all will be a key objective for RehabCare in 2015.

In 2014, the Health Information and Quality Authority (HIQA) registration and inspection regime for residential and respite services commenced. Recognising that this was a new process for all providers, RehabCare initiated a programme

to share learning from inspections and address any shortcomings noted comprehensively. This has been effective and issues notes in initial reports were addressed and learning applied elsewhere in the country. This process has been commented on positively by HIQA, who noted the reduction in issues arising as reporting continued.

The initial registration process was commenced and successfully completed for four services. The registration of the remaining services according to HIQA's timetable is a key goal for 2015.

RehabCare is working in partnership with HIQA to ensure that it continues to drive improvements throughout its residential services. In 2014, RehabCare achieved EFQM Recognised for Excellence Level 5*, which is awarded by the European Foundation for Quality Management.

The Chaseley Trust provides residential, respite and day care services for people with severe physical disabilities in Eastbourne, England. In 2014, 47 people were supported by the Trust.

The primary aim for 2014 was to achieve full compliance with all regulatory requirements, as a number of areas for significant improvement were found during 2013, following internal and external inspection. Improvements were undertaken in processes, clinical governance and staffing to attempt to address these issues and progress was made in many areas during the year.

In mid to late 2014, a decision was taken to close Chaseley's semi independent Bungalows as the service was no longer financially viable. This decision impacted on nine people and the Trust's key objective was to support each individual to access an appropriate, alternative placement through effective transition planning. This included a placement in the main Chaseley home where this was the choice of the individual. This activity was concluded in early 2015.

In 2014, **Momentum Care** provided personalised high-quality health and social care support services to 200 people in Scotland and England. In Glasgow, the community-based



Employees, Donna Hughes and Anne Johnson at RehabCare's Lark in the Park event that was held in Park House, Stillorgan in June 2014.

"Let's Go" service enabled 40 adults with a learning disability to access a range of community services. The Coventry-based day service supported up to 25 people every day in the city, including people of Irish origin or Irish birth, with funding support provided through the Irish Emigrant Support Programme. In England, a day service was provided in Blyth which supported eight adults

with a brain injury and in Newcastle 350 hours of care and community based interventions were provided to adults with a brain injury each week. The management of these services transferred to the English management structure of Rehab at the year-end.



I started a course in college in B-Tech Media in 2014 but at the time I didn't feel that this course was going the way that I wanted, so I left.

I decided that the best thing for me would be to get an Apprenticeship instead and in October 2014, I enrolled onto the Acorn Academy's Innovate programme to help me to do this. While on this programme, a six week Business Administration Traineeship vacancy became available. This role was within the work-based learning department of Acorn Training Consultants. I was really excited to take on this role. I was working four days a week full-time. I got lots of valuable work experience here and while working I was still able to study once a week in the Academy, developing my skills further.

After completing my traineeship, I was offered a full-time Level 2 Apprenticeship in Business Administration. I'm really enjoying this and I'm learning a lot. I'm always kept busy and enjoy the learning aspect set for me by my Assessor that goes towards my qualification. The work is never that hard but if I am struggling, I simply ask my Assessor for advice on what to do. I really enjoy coming to work every day. I'm learning all of the time and I'm getting paid. I'm so glad that I decided to do the course in Acorn Academy.

I'm so glad that I decided to do the course in Acorn Academy

Lewis Gillott
Acorn Academy

Details of significant activities

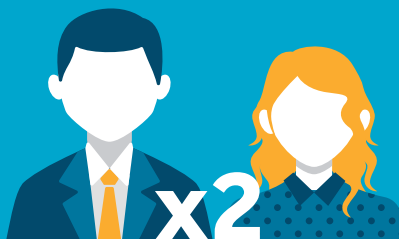
Social Enterprises

The overall objective of Rehab's social enterprises and supported businesses is to provide sustainable long-term employment opportunities to people who have a disability in Ireland and the United Kingdom. This is done through a diverse range of activities including recycling, logistics, retail, textile and clothing manufacturing, document scanning services and packaging solutions.

Key Facts & Figures



In Rehab Enterprises the number of employees with a disability remained steady at 194 out of a total workforce of 388.



Haven doubled the number of people in employment from 110 in 2013 to 220 out of a total workforce of 240 by year-end.



Haven won the GO sustainability/ CSR Initiative of the Year Award in partnership with Dimensions for its work on an NHS contract.



Celebrating Rehab Enterprises' 20th Anniversary in Rehab Enterprises in Tallaght in December 2014.



Celebrating Rehab Enterprises' 20th Anniversary in Raheen, Limerick in December 2014.

In Ireland in 2014, the objectives of **Rehab Enterprises** were to consolidate the existing services it provides and to retain its customer base, while remaining an advocate for the employment of people with disabilities. The number of employees with a disability remained steady at 194 out of a total workforce of 388 with a slight reduction in overall numbers from the previous year of 18. Rehab Enterprises is the largest non-governmental employer of people with disabilities in Ireland, and consistently works to enhance employment opportunities. The competitive commercial environment in which Rehab Enterprises' customers operate meant that the number of customer contracts fluctuated, but it has enjoyed great support from long-held customers in a number of areas including packaging, recycling and logistics. Rehab Enterprises' Polish enterprise in Lodz continues to enjoy strong customer support. Unfortunately, towards the end of 2014 the contract underpinning the Netherlands operations came to an end and therefore this facility was closed in early 2015.

In Scotland, the objectives for **Haven Enterprises** were to increase employment opportunities for disabled employees as part of a longer-term plan to increase numbers to 500, to improve financial performance with a view to generating a satisfactory return to achieve financial sustainability by 2016.

Great progress was made on these longer-term objectives. The establishment of Haven PTS, a textile business, and acquisition of Redrock, a document scanning business, enabled Haven to double the number of people in employment, from 110 in 2013 to 220 people with disabilities out of a total workforce in Haven of 250 at the end of 2014. Haven has been pleased to be able to offer employment opportunities to some of the people formerly employed by Remploy. Another supported business, the Sign Factory, came on stream just after year-end, with great potential for further employment opportunities. Haven enjoyed continued and valued support from its long-term customers

and the Scottish Government, and won some important new contracts in both the public and private sector. Plans were made during the year to relocate its Glasgow businesses to new modern facilities in early 2015 in Clydebank and Larbert, with the support of the Scottish government, which has prioritised the creation of employment for disabled people, facilitating this through new procurement opportunities and policies, and the local councils in both East Dunbartonshire and Falkirk. Haven continued to achieve high levels of quality and satisfaction for its customers, and achieved national recognition, winning the GO Sustainability/CSR Initiative of the Year Award in partnership with Dimensions for its work on delivering on a substantial contract for the NHS.

Other Significant Activities: Advocacy, Lotteries, Financial review etc.

Advocacy impacts

A key objective of the Rehab Group is to influence policy and undertake advocacy work in relation to matters of importance to people with disabilities, people with mental health difficulties and others who are marginalised.

Objectives set out in 2014 were to make submissions on issues of importance to relevant government departments and agencies, increase the engagement level of the advocacy services and supporting people using Rehab's services to raise concerns which are arising in their lives.

18 submissions were made to government agencies; some key examples were position papers in relation to the development of an Irish Comprehensive Employment Strategy for People with Disabilities, the development of a new National Framework for Suicide Prevention in Ireland, submissions in relation to medical card eligibility and a paper on the law in relation to the rights of people with disabilities to take part in sexual relationships. The Health Service Executive conducted a significant consultation in relation to the development of Draft Standards to underpin its policy for day services, New Directions. RehabCare and National Learning Network both made substantial submissions based on consultation with 1,114 people with disabilities and more than 230 families.

Throughout 2014, Rehab continued to support people using its services to highlight issues that were arising for them. A key issue was the removal of the €20 SOLAS Training Allowance received by participants in SOLAS-funded training, provided



Nina Hossain, ITV newscaster and Lord St John of Bletso at the launch of the annual Rehab Parliamentary Pancake Race in 2014.

by National Learning Network, and significant work was undertaken to highlight this issue with officials and public representatives, and to support students to advocate on this issue. An oral and written submission was made to the Public Consultation Committee of Seanad Éireann, the Irish Senate, by two members of the National RehabCare Advocacy Council (NRAC) on the topic of the new Assisted Decision-making (Capacity) Bill 2013 and its interaction with the International Covenant on Civil and Political Rights. The representatives called for accessible information to be made available in relation to the capacity legislation and this was a recommendation made by the Committee in its final report.

Lotteries and Fundraising

In 2012 the then Minister for Justice and Equality in Ireland took a

decision to wind down the Charitable Lottery Fund ("CLF") over three years ending in 2015. This fund had been established in 1997 to compensate charitable lotteries whose prize funds are capped and which had suffered as a result of direct competition with the National Lottery. The CLF was a significant source of funding for the organisation. The Rehab Group sought a judicial review of this decision in July 2013 and in addition commenced legal action against the State in the High Court in late 2013 for compensation under competition legislation.

In May 2014, the High Court upheld the Minister's decision and in December the Rehab Group dropped the competition claim against the State and the court made an order on consent striking out the proceedings with no order as to costs.



National Learning Network's National Representative Council visiting Leinster House in July 2014.

As a consequence of the wind-down of the Charitable Lottery Fund, the Group also commenced a restructuring of all fundraising and lottery activity with a view to ensuring that where possible, a satisfactory return is made on its remaining lottery activity. This resulted in fourteen staff leaving the organisation.

With the wind down of the CLF the funds raised by the Care Trust on behalf of the Rehab Group in Ireland are of vital importance for the organisation. They assist the group in funding capital projects and in providing supports for services. In conjunction with the Board of the Care Trust the Directors are committed to achieving greater transparency on how these funds are applied. The Care Trust also raises funds for the Central Remedial

Clinic and The Mater Misericordiae University Hospital.

Events during the first half of the year had a significant impact on both lottery sales and general fundraising and the Board hope by restructuring and committing to greater transparency and improved governance that the organisation will once again be able to draw on much needed public support for its charitable activities.

Investment

In 2009 Rehab Group transferred its glass and can recycling business into a new joint venture with another recycling company Glassco Recycling Limited. The joint venture company is called Rehab Glassco Limited. The Directors are satisfied with the return on investment in this entity and will continue to amortise the goodwill

which arose on this transaction over ten years.

Reserves

As a diverse and geographically dispersed charity the Directors are conscious of the need to hold adequate reserves to react to challenging economic times whilst also ensuring that the maximum level of resources are applied to the people who avail of our services or depend upon the group to provide supported employment. The Board has set a target of €20m to be maintained in unrestricted general funds. This amounts to approximately 20% of the organisation's annual payroll costs (€97m: 2014).

2014 was a difficult year and the organisation ended up with unrestricted general funds of €17m.

Financial review

2014 is the first year that the Rehab Group has prepared its financial statements in accordance with the SORP for charities. This led to a restatement of the 2013 results and a prior year adjustment increasing funds by €40m.

The year resulted in net outgoing resources of €6.3m made up of €2.1m loss on ordinary activities and €4.2m of restructuring costs. The restructure resulted in over 50 staff being made redundant in support functions, fundraising and management positions. No front line services were affected.

Total incoming resources amounted to €159m down €17m on the previous year. This is primarily due to the loss of training contracts in the UK at the end of 2013 and a reduction fundraising and lottery income in 2014.

Incoming resources for service provision derived primarily from the following government agencies in Ireland and the UK (See Table A):

Net out going resources amounted to €6.37m. As noted above significant restructuring costs of €4.2m were incurred during the year as the group resized its cost base and this combined with a cost cutting exercise around non pay costs meant that the budget for 2015 has been set at a break even position with a view to balancing the statement of financial activities.

Capital expenditure amounted to €4.8m.

There was a significant outflow of cash of €8.4m during the year (2013 outflow: €3.9m) however having undertaken a significant restructure, the Directors anticipate that cash flow will stabilise in 2015 (See Table B above).

Movement in funds is disclosed in note 24 to the accounts.

The directors will undertake a review of the basis of valuation of properties in 2015.

Table A

	€m
Health Service Executive	60
Education Training Boards	27
Department for Work and Pensions (UK)	22
Other	38
Incoming resources from charitable activities	147

Table B

Funds	€'000	€'000
Group		
Balance on 1 January 2013		75,761
Prior year adjustment following adoption of SORP (note 10)		39,449
Movement in net funds 2013		5,404
Opening funds restated as at 1 January 2014		120,614
Foreign currency translation		308
Total incoming resources including associate	160,983	
Total resources expended	(163,102)	
Net outgoing resources before restructuring costs		(2,119)
Exceptional item - restructuring costs		(4,249)
Closing funds as at 31 December 2014		114,554

Plans for the future

The main objectives of the Rehab Group in 2015 are the development of a strategic plan which sets a clear direction for the organisation and the roll-out of its transformation programme. It is envisaged that a new vision and mission for the organisation will be developed as part of this activity.

The process of developing the new strategic plan will be driven by consultation with our stakeholder, the people who use our services, our employees, and our partners and funders and customers.

In light of changing models of care such as the HSE's new directions policy and developments in the regulatory environment, there will be intensive engagement with stakeholders across the organisation to ensure that the services being provided truly meet the needs and wishes of the people who access them.

Significant consultation with employees is also planned, to ensure that everyone has the opportunity to contribute and the skills, knowledge and insights of our people are fully utilised in determining the future path of Rehab. The strategic planning process will involve a thorough review of the organisation's current activities and an analysis of the service models currently provided. A review of organisational culture and processes is planned as an integral part of this process, and a financial review of the organisation will also be undertaken.

In developing its strategy, Rehab will consider the current and future need of the people who use its services, and how it can best meet that need. Evidence based practice, innovation and flexibility, the importance of promoting the rights of the people who access our services or who may need Rehab's support, and the charitable status of the Rehab Group will underpin the strategy. It is intended that this process will



Stephen Fry presented Rory O'Neill aka Panti Bliss with a People of the Year Award in 2014.

be completed during the first half of 2015 and that the second half of the year will be dedicated to implementing the first stages of the plan.

The Rehab Group is on a journey of significant improvement with regard to its governance. The adoption of the Code of Practice for Good Governance of Community, Voluntary and Charitable organisations in Ireland will require some changes, on which the organisation will make further progress in 2015. A commitment has also been made to improving governance by simplifying the corporate structure, reducing the number of companies in the Group through consolidation.

As part of the strategic planning process, methods of fundraising and how monies raised through

fundraising will be allocated will be considered. Arrangements will be put in place to manage certain fundraising activities in new ways and this will be kept under review. A medium-to-long-term fundraising strategy which defines new avenues of philanthropic support for Rehab's work and builds partnerships in the corporate sector is required. An independent income stream which enables Rehab to engage meaningfully in research and development, as well as other key activities such as advocacy which are not funded elsewhere, is required. The restoration of Rehab's reputation as a charity of integrity, which is focused on the needs of the people who use its services, will be key to this.

In service delivery, 2015 will be a year of significant change for our UK Services, with political developments impacting on



Lean Ar Aghaidh in RehabCare Bray celebrate 10 years in July 2014.

government policy in the areas in which we work such as the Work Programme and employment supports. We will continue to work with our stakeholders, delivery partners and funders to ensure that our services are aligned to relevant policy agendas. In Scotland, we will work closely with the Scottish Government to develop appropriate models of service as responsibility in this area transfers under new devolution powers.

In Ireland some key objectives in our health and social care services will be to enhance service quality and meet all elements of contractual and regulatory requirements as well as delivering on agreed expectations with the people who use our services. This will include maintaining service levels in our care services at the level we currently have, notwithstanding funding reductions; and aligning with policy changes such as New Directions, with its emphasis on supported self-directed living and

community integration. There are significant challenges to developing these new methods of working and engagement with communities, and ambitious targets have been set to support people who wish to get a job to do so. The achievement of registration for residential and respite services according to the regulators timetable will also be an important objective. A key challenge will be to ensure consistently high standards in line with required standards and to provide services in a person-centred way. Rehab will continue to liaise with the regulator and provide feedback on learnings from the process of inspections as the new system rolls out.

Our training services will continue to support our students to achieve high levels of outcomes for progression to employment and further training in our training and skills activities. We will strive to maintain a close connection with labour market needs and with our partners in the Education and

Training Boards to ensure courses are relevant, market-led and support students to enter the world of work in an adjusting economy. Challenges in this area will be to ensure that students can achieve increasingly seamless pathways from courses to further education or work, through aligning with further and higher education and enhancing relations with employers to develop maximum job opportunities.

Further development of customer relations in our supported businesses will be undertaken to increase our sales, enhancing the employment opportunities we can offer to people with a disability and those who are marginalised, through creating sustainable jobs which offer real development opportunities. A key challenge for the Irish supported business model is the increasing needs and age of its workforce, and the inflexibility of the current employment support model which does not allow people to reduce hours or to transition easily in and out of employment. Having mechanisms of supporting employees and of engaging with government to develop policies that support flexible working throughout life stages for people with disabilities will be key to meeting this challenge. In Scotland, key challenges will include developing the recently-joined new businesses and attracting new customers in the public and private sectors, to consolidate their position and create long-term sustainability.

As part of its transformation agenda the organisation will seek to enhance opportunities for sharing of ideas and practices throughout the organisation. We will also seek to enhance our continuum of services to meet the diverse and changing needs of the people we support, and continuously strive to enhance service quality.

Subsequent events

There have been no significant events affecting The Rehab Group since the year end.

Transactions with Directors

Details of transactions with Directors can be found in note 30 to the financial statements.

Related parties

Details of transactions with related parties and connected organisations can be found in note 33 to the financial statements.

Auditors

The auditors, PricewaterhouseCoopers, may be re-appointed in accordance with section 160(2) of the Companies Act, 1963.

The Directors' report was approved by the Board and authorised for issue on 11 May 2015.

Seán Egan
Director

David Went
Director

11 May 2015

Directors

The names of the persons who were directors at any time during the year ended 31 December 2014 are set out below. Unless indicated otherwise they served as directors for the entire year.

J Brereton	(appointed 8 September 2014)
P Cremin	(resigned 8 September 2014)
D Doyle	(resigned 8 September 2014)
S Egan	(appointed 26 May 2014)
F Flannery	(resigned 10 March 2014)
N Gildea	(resigned 8 September 2014)
H Governey	(resigned 8 September 2014)
A Heron	(resigned 8 September 2014)
L Hogan	(resigned 8 September 2014)
N Hyland	(appointed 8 September 2014)
A Kelly	(appointed 8 September 2014)
B Kerr	(resigned 8 September 2014)
G Lambert	(resigned 8 September 2014)
P Lydon	(resigned 8 September 2014)
K Marshall	(appointed 8 September 2014)
M Martin	(appointed 8 September 2014)
S McHugh	(appointed 8 September 2014)
B Nevin	(appointed 8 September 2014)
K O'Higgins	(appointed 8 September 2014)
F Ross	(appointed 8 September 2014)
P Salmon	(appointed 8 September 2014)
JF Smith	
D Tallon	
D Went	(appointed 8 September 2014)
M Williams	(appointed 8 September 2014)
S Wrigley Howe	(appointed 8 September 2014)



Students and staff from the RT Programme in NLN's Jutland Centre in Limerick took part in a FAI Soccer Blitz in Tralee on 21st May 2014.

Independent Auditors' Report to the Members of The Rehab Group

We have audited the group and parent company financial statements of the Rehab Group for the year ended 31 December 2014 which comprise the Group consolidated Income and Expenditure account, the Group Statement of Total Recognised Gains and Losses, the Group consolidated Balance Sheet, the parent company Balance Sheet, the Group consolidated Cash Flow Statement, the Accounting Policies and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements giving a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Section 193 of the Companies Act, 1990 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the group's and the parent company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view in accordance with Generally Accepted Accounting Practice in Ireland of the state of the group's and of the parent company's affairs as at 31 December 2014 and of the group's deficit and cash flows for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Acts 1963 to 2013.

Matters on which we are required to report by the Companies Acts 1963 to 2013

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion proper books of account have been kept by the parent company.
- The Parent Company Balance Sheet is in agreement with the books of account.
- In our opinion the information given in the Directors' Report is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Acts 1963 to 2013 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

John Dunne

for and on behalf of PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
Dublin
29 May 2015



Our daughter, Molly is 12 years old and she has autism and is non-verbal. She has attended the Meadows in Navan since 2013, and it is a little lifeline for us. Sometimes she goes on day trips during the week and other times she goes for a night at the weekend. She has her own room. It's a good step for her as she enters into her teenage years.

The service gives Molly a place to be independent, away from me and her dad, Mick, and her sister, Hannah. The staff members are fantastic. They are kind and offer reassurance, a hug if it's needed and they are always in contact, letting us know how Molly is getting on.

It can be hard to let go as a parent but the staff are always so nice and nothing is too much trouble. They make you feel comfortable and Molly is content going there. It also gives Hannah an opportunity to spend some one-on-one time with her dad and me, which can be difficult.

The Meadows respite service is a massive support to our family – they are an “A1 team”.

The staff are fantastic. They are kind and offer reassurance or a hug if it's needed

Molly Rafferty
RehabCare
The Meadows

Accounting Policies and Estimation Techniques

The significant accounting policies and estimation techniques adopted by the Group and parent company are as follows:

Basis of preparation

The financial statements have been prepared under the historical cost convention modified by the revaluation of certain land and buildings in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (updated 2008) together with accounting standards generally accepted in Ireland and Irish statute comprising the Companies Acts 1963 to 2013 and the European Communities (Companies: Group Accounts) Regulations, 1992. Accounting standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland.

The consolidated financial statements of The Rehab Group incorporate the results of The Rehab Group and all of its subsidiaries, and its share of the results of associate and joint venture undertakings for the year ended 31 December 2014. The results of subsidiaries are included from the effective date of acquisition. Acquisition accounting principles are followed in respect of all subsidiaries acquired.

Tangible fixed assets

Land and buildings, with the exception of leasehold properties and leasehold improvements, are recorded at valuation less accumulated depreciation since the date of the previous valuation. Leasehold properties and leasehold improvements are recorded at cost less accumulated depreciation.

Plant and machinery, fixtures and fittings, computer equipment and motor vehicles are stated at cost less accumulated depreciation.

Depreciation

Buildings are depreciated on a straight line basis at a rate of 2 - 4% per annum on both cost (without deduction of capital based grants) and valuation.

All other assets are depreciated on a straight line basis at such rates as will write off the cost of these assets over the period of their expected useful lives.

Grants

- i) Grants from public authorities, the European Social Fund, and other agencies both in Ireland and the United Kingdom, are credited to the Statement of Financial Activities in the year to which they relate.
- ii) Grants received towards capital expenditure are credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless they relate to a specific future period in which case they are deferred.
- iii) Grants are recognised when their receipt can be foreseen with virtual certainty.

Income

Income comprises fees for the provision of care, employment and training services and income from the sale of goods and services supplied by the social enterprises and from fundraising activities and the sale of lottery products in support of the Rehab Group's main objective.

With the following exceptions all revenue items are credited to the Statement of Financial Activities for the year to which they relate:

- Income from fundraising activities is recorded in the Statement of Financial Activities when the cash is received or the amount receivable has been determined with certainty.
- Income from the Irish Government received through the Charitable Lottery Fund is recognised on a cash receipts basis.

In the notes to the financial statements income will be disclosed by funding source for the Charitable Activity, with the designation 'Other' primarily representing self-generated trading income. In addition all State funding is separately identifiable within the same notes.



I was unemployed for three years until I got a job in the Smiles newsagent in the Certus building in Stephen's Green. At 23 years of age, being out of work and on social welfare was not where I wanted to be.

I never really wanted to go to college but have always liked working in the retail sector ever since my first job at 16. Getting the job in Smiles was great for me. It offered up new challenges. I wanted to prove to myself that I could do this and stand on my own two feet. Working here has given me so many opportunities to develop new skills and to gain further responsibilities. I can now manage my own money and pay my own way at home. I understand completely

the running of the shop, cash handling, stock ordering and all the tasks that are required day to day.

I've met lots of new people and made lots of new friends. Gaining this experience has been brilliant for me. I have a mild disability called Marsens Syndrome. You can't see it but it affects my heart and eyesight. Living with a disability means that there are certain restrictions in life but coming to work for Smiles meant that these restrictions didn't matter. I was given the support to come into this job and to be a part of a team. I love working and every day I get the support that I need. I feel healthy and happy working here.

Gaining this experience has been brilliant for me

**Amanda
McEvoy Fahy
Smiles**

Accounting Policies and Estimation Techniques (continued)

Stocks

Stocks and work in progress have been valued at the lower of cost (which is comprised of suppliers' invoice price of materials) and net realisable value.

Net realisable value comprises the actual or estimated selling price (net of trade but before settlement discounts), less all costs to be incurred in marketing, selling and distribution.

Financial fixed assets

Investments in associated undertakings, where the Group has a long-term strategic interest, are recorded using the equity method of accounting. Under this method the Group's current year share of post-acquisition gains less losses is included in the Statement of Financial Activities and added to the carrying value of the investments in the balance sheet.

The group's share of income and results of joint ventures, which are entities in which the group holds an interest on a long-term basis and which are jointly controlled by the group and one or more other ventures under a contractual arrangement, are equity accounted from the dates on which the joint venture agreements are finalised.

Interests in subsidiary undertakings are stated in the company's balance sheet at cost, less provision for any permanent diminution in value.

Accounting for partnership interests

These financial statements include the results of TBG Learning Limited, and its share of the results of the Rehab Jobfit LLP. In accordance with FRS 9, the group has included its share of assets, liabilities and profits from the 51% share held in Rehab Jobfit LLP. Rehab Jobfit LLP is a limited liability partnership between The Rehab Group, TBG Learning Limited, and interserve PFI 2009 Limited. The partnership is jointly controlled by both parties. The Rehab Group has a 51% interest in the surplus, assets and liabilities of the partnership. This interest has been assigned to TBG Learning Limited by The Rehab Group. TBG Learning Limited has been appointed to the partnership as a corporate member. The partnership remains under the joint control of The Rehab Group and Interserve PFI 2009 Limited. There is no restriction on the distribution of the partnership's surpluses and reserves.

Goodwill

Goodwill, representing purchased goodwill, being the difference of the cost of acquisition of new subsidiaries, joint ventures and associates over the fair value of the net tangible assets acquired, is capitalised as an intangible asset and amortised over a certain period. The period chosen is the directors' best estimate of the goodwill's useful life. Goodwill on acquisitions prior to the introduction of FRS 10 "Goodwill and Intangible Assets" was eliminated against unrestricted reserves.

Leases

Where tangible assets are financed by leasing agreements which give rights approximating to ownership ("finance leases") they are treated as if they had been purchased outright at the present values of the minimum lease payments and the corresponding leasing liabilities are shown in the balance sheet as finance leases.

Depreciation on leased assets is calculated on a straight line basis over the estimated useful lives of the individual assets. Interest arising on finance leases is charged to the Statement of Financial Activities in proportion to the amounts outstanding under the leases.

All operating lease rentals are charged to the Statement of Financial Activities on a straight line basis.

Pensions

The Rehab Group operates defined contribution schemes. The pension entitlements are secured by contributions by the Rehab Group to separately administered pension funds. A defined contribution plan is a pension plan under which the Rehab Group and employees pay a fixed percentage of the employee's salary as a contribution into a separate fund. Under these plans, the Rehab Group has no further payment obligations once the contributions have been paid.

The costs arising in respect of the Rehab Group's defined contribution schemes are charged to the Statement of Financial Activities in the period in which they are incurred.

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rates ruling at the balance sheet date and revenues, costs and non-monetary assets at the exchange rates ruling at the dates of the transactions.

Gains and losses arising from foreign currency translations and on settlement of amounts receivable and payable in foreign currency are dealt with in the Statement of Financial Activities.

Monetary assets are monies held and amounts to be received in money; all other assets are non-monetary assets.

The balance sheets of foreign subsidiary undertakings, joint ventures and associates are translated into Euro using the closing rate method and Statement of Financial Activities are translated using the average rate for the period. Exchange differences arising from the translation of the opening net investment together with the difference between the Statement of Financial Activities translated at the average rate and closing rate are dealt with as adjustments to reserves.



When I started going to RehabCare I wanted to get involved in my local community more. The staff helped me to do this. I started working in Scotstown Pharmacy in February 2011. I work every Tuesday morning and I really like it. The other staff are really nice and I feel part of the team. I love the staff parties!

We have a Tidy Towns programme in our centre and we work with Monaghan Tidy Towns Committee to keep the canal walk litter free. I always loved this programme so as part of my Person Centred Plan I decided to get involved with my local Tidy Towns Committee in Tydavnet. Since October 2013 I've been volunteering with them every Tuesday afternoon. I have made new friends and they support me

if I need anything. When I won a gold medal in soccer at the Special Olympic Games Ireland in Limerick last year, the Tidy Towns Committee organized a victory BBQ for me which was great!

I'm a big supporter of Scotstown GAA club and I recently got involved in their committee. I'm now involved in a lot of things in my local community and because of that I really feel part of the community. That has made me very happy.

When I started going to RehabCare I wanted to get involved in my local community more. The staff helped me to do this.

Damien Treanor
RehabCare Monaghan

Consolidated Statement of Financial Activities

(including an income and expenditure account) For the Year Ended 31 December 2014

	Notes	Unrestricted €'000	Restricted €'000	2014 €'000	Restated 2013 €'000
Incoming resources					
Incoming resources including share of joint venture		161,396	3,590	164,986	181,238
Less: share of joint venture incoming resources		(5,806)	-	(5,806)	(5,059)
Group incoming resources		155,590	3,590	159,180	176,179
Incoming resources from generated funds					
Voluntary income including fundraising, lotteries and donations	2	7,338	227	7,565	10,399
Grant income	3	1,454	691	2,145	3,492
Other and investment income		14	-	14	2,042
		8,806	918	9,724	15,933
Incoming resources from Charitable Activities					
Training, support and employability	4	69,639	2,570	72,209	84,798
Day activity and care services	5	52,421	102	52,523	52,914
Social enterprises	6	24,724	-	24,724	22,534
		146,784	2,672	149,456	160,246
Total incoming resources	1	155,590	3,590	159,180	176,179
Resources expended on:					
Costs of generating funds					
Voluntary costs including fundraising, lotteries and donations		(8,453)	-	(8,453)	(11,078)
Charitable activities					
Training, support and employability		(68,032)	(2,626)	(70,658)	(79,603)
Day activities and care services		(56,953)	(395)	(57,348)	(55,318)
Social enterprises		(25,919)	(41)	(25,960)	(30,040)
		150,904	3,062	153,966	164,961
Governance costs		(683)	-	(683)	(584)
Total resources expended	7	(160,040)	(3,062)	(163,102)	(176,623)

Consolidated Statement of Financial Activities (continued)

(including an income and expenditure account) For the Year Ended 31 December 2014

	Notes	Unrestricted €'000	Restricted €'000	2014 €'000	Restated 2013 €'000
Net (outgoing)/incoming resources for the year before exceptional item		(4,450)	528	(3,922)	(444)
Group share of resources in associate and joint venture undertakings		1,803	-	1,803	1,998
Exceptional item - restructuring costs	9	(4,249)	-	(4,249)	-
Net (outgoing)/incoming resources for the year after exceptional item and before transfers		(6,896)	528	(6,368)	1,554
Transfer between funds	24	1,384	(1,384)	-	-
Net (outgoing)/incoming resources before other recognised gains and losses		(5,512)	(856)	(6,368)	1,554
Other recognised gains and losses					
Exchange gain/(loss) on foreign currency net assets	24	97	211	308	(317)
Gain on revaluation of tangible assets		-	-	-	4,201
Net share of actuarial loss in respect of associated pension scheme		-	-	-	(34)
Net movement in funds		(5,415)	(645)	(6,060)	5,404
Fund brought forward 1 January	24	97,316	23,298	120,614	75,761
Prior year adjustment	10	-	-	-	39,449
Fund balances carried forward 31 December	24	91,901	22,653	114,554	120,614

On behalf of the board

S Egan

D Went

Consolidated Balance Sheet

31 December 2014

	Notes	2014 €'000	Restated 2013 €'000
Fixed assets			
Intangible assets - goodwill	15	816	869
Intangible assets - negative goodwill	15	(408)	(423)
Tangible assets	16	118,880	120,326
Financial assets			
Investments:			
Investment in joint venture:			
Share of gross assets	17	6,193	5,842
Share of gross liabilities	17	(3,773)	(4,065)
		2,420	1,777
Other investments		189	108
Investment in associates		113	305
	17	2,722	2,190
Total fixed assets		122,010	122,962
Current assets			
Stocks	18	980	857
Debtors	19	18,829	20,342
Cash at bank		23,815	32,767
		43,624	53,966
Creditors - amounts falling due within one year	20	(26,865)	(31,121)
Net current assets		16,759	22,845
Total assets less current liabilities		138,769	145,807
Creditors - amounts falling due after more than one year	21	(18,584)	(20,397)
Provisions for liabilities and charges	22	(5,631)	(4,796)
Net assets		114,554	120,614
Funds			
Restricted funds	24	22,653	23,298
Unrestricted funds	24	91,901	97,316
Total funds		114,554	120,614

On behalf of the board

S Egan

D Went

Company Balance Sheet

31 December 2014

	Notes	2014 €'000	Restated 2013 €'000
Fixed assets			
Tangible assets	16	82,539	84,675
Financial assets	17	189	381
		82,728	85,056
Current assets			
Debtors	19	8,829	6,356
Cash at bank		5,619	11,512
		14,448	17,868
Creditors - amounts falling due within one year	20	(4,276)	(4,775)
Net current assets		10,172	13,093
Debtors - amounts falling due after more than one year	19	5,734	5,029
Total assets less current liabilities		98,634	103,178
Creditors - amounts falling due after more than one year	21	(16,730)	(18,300)
Provisions for liabilities and charges	22	(2,178)	(2,818)
Net assets		79,726	82,060
Funds			
Donated asset funds		330	330
Restricted funds	24	7,968	8,287
Unrestricted funds	24	71,428	73,443
Total funds		79,726	82,060

On behalf of the board

S Egan

D Went

Consolidated Cash Flow Statement

Year Ended 31 December 2014

	Notes	2014 €'000	Restated 2013 €'000
Net cash (outflow)/inflow from operating activities	26	(2,185)	2,413
Returns on investments and servicing of finance			
Interest received	12	148	282
Interest paid	12	(638)	(631)
Net cash (outflow) from returns on investments and servicing of finance		(490)	(349)
Taxation			
Corporation tax paid		(64)	(48)
Capital expenditure			
Purchase of tangible fixed assets	16	(4,810)	(4,506)
Sale of fixed assets		154	136
Net cash (outflow) from capital expenditure		(4,656)	(4,370)
Acquisitions and disposals			
Acquisition of investment/minority interest-joint ventures		(334)	(336)
Net cash (outflow) from acquisitions and disposals		(334)	(336)
Net cash (outflow) before financing		(7,729)	(2,690)
Financing			
Decrease of borrowings	28	(647)	(1,163)
Net cash (outflow) from financing		(647)	(1,163)
(Decrease) in cash	28	(8,376)	(3,853)

Notes to the Financial Statements

1 Total incoming resources by geographical location

	Total incoming resources €'000	Less share of joint venture €'000	2014 €'000	Restated 2013 €'000
Ireland	118,765	(5,806)	112,959	117,385
UK	38,641	-	38,641	53,458
Other	7,580	-	7,580	5,336
	164,986	(5,806)	159,180	176,179

2 Voluntary income

	Unrestricted €'000	Restricted €'000	2014 €'000	2013 €'000
Local fundraising	1,451	-	1,451	3,863
Lottery activity	5,540	-	5,540	6,241
Donations	100	227	327	47
Other	247	-	247	248
	7,338	227	7,565	10,399

3 Grant income

	Unrestricted €'000	Restricted €'000	2014 €'000	2013 €'000
Charitable lottery fund	1,342	-	1,342	2,706
Scottish government grant	112	45	157	92
Capital grants	-	123	123	69
Other grants	-	523	523	625
	1,454	691	2,145	3,492

The Rehab Group (Holding Company) received €1,282,000 from the Charitable Lottery Fund in 2014. This is included in the €1,342,000 shown above.



When I came to NLN, I had been out of work since September 2012 due to illness. I was not sure what I wanted to do. I came in and met with the staff and it was all about setting small goals and little steps to help get to my real goal of getting back into work. That made it easier for me and helped my confidence and helped me believe that I could really do this.

I started the Employer Based Training Programme in May 2013, which gave me on-the-job experience learning new skills. One of my work placements was with O'Connors, a roofing supplies company in Dundalk. They were great and gave me responsibility to make sure all of their safety regulations were up to date. This sort of responsibility helped me and I really enjoyed it.

NLN were brilliant to me. They funded and supported me to pass my SPSV license, which meant that I was on my way to becoming my own boss. I received a QQI Level Four award, which was fantastic for my confidence and to have something to show employers.

As part of this award, we had to set up our own mock business as an exercise, so I decided to set up O'Grady Cab Service. When I finished the EBT programme in May 2014, I was offered a fulltime position in O'Connors. At the same time I decided to set up my business for real and earned enough to buy a car and run it part-time. Eventually, I reluctantly had to leave to run my business fulltime.

I've recently added a second car, a small mini bus that has access for people with disabilities. This simply would not have been possible for me without the support of NLN. They have supported me to bring me to a place that I never thought possible.

This simply would not have been possible for me without the support of NLN

Seamus O'Grady
Student at NLN
in Dundalk

Notes to the Financial Statements

(continued)

4 Training, support and employability services

	Unrestricted €'000	Restricted €'000	2014 €'000	2013 €'000
HSE	12,854	-	12,854	11,813
Education Training Boards (ETB's)	26,841	-	26,841	26,574
Solas	85	-	85	-
Department of Work and Pensions (UK)	20,852	-	20,852	20,292
Glasgow City Council (UK)	27	943	970	1,219
Pobal	667	-	667	559
Education Funding Agency (UK)	72	-	72	6,762
Skills Funding Agency (UK)	5	-	5	1,808
Other	8,236	1,627	9,863	15,771
	69,639	2,570	72,209	84,798

5 Day activity and care services

	Unrestricted €'000	Restricted €'000	2014 €'000	2013 €'000
HSE	46,779	-	46,779	45,990
Other	5,642	102	5,744	6,924
	52,421	102	52,523	52,914

6 Social enterprises

	Unrestricted €'000	Restricted €'000	2014 €'000	2013 €'000
Department for Work and Pensions (UK)	1,100	-	1,100	910
Wages subsidy scheme - Department of Social Protection	2,490	-	2,490	2,499
Income from trading activities	21,134	-	21,134	19,125
	24,724	-	24,724	22,534

7 Analysis of resources expended

	Fundraising €'000	Training support and employability €'000	Day activity and care services €'000	Social enterprises €'000	Governance €'000	2014 Total €'000	2013 Total €'000
Staff costs (note 11)	1,904	40,687	41,703	12,046	169	96,509	99,098
Depreciation (note 16)	273	1,994	3,424	998	-	6,689	6,803
Other operating costs	3,003	29,016	12,875	4,872	494	50,260	57,392
Prizes and retailer commission	4,359	-	-	-	-	4,359	5,114
Raw materials and freight	-	-	-	8,746	-	8,746	7,836
Net finance charge	18	166	229	77	-	490	349
Amortisation of goodwill	-	-	(45)	130	-	85	63
Taxation	-	-	-	90	-	90	176
Increase/(decrease) in stock and WIP	-	(35)	-	158	-	123	(208)
Subtotal	9,557	71,828	58,186	27,117	663	167,351	176,623
Less exceptional costs for restructuring	(1,104)	(1,170)	(818)	(1,157)	-	(4,249)	-
Total	8,453	70,658	57,368	25,960	663	163,102	176,623

Included in the analysis above are the following support costs:

Analysis of support costs	Human resources €'000	Information technology €'000	Finance and administration €'000	Policy compliance and communication €'000	2014 Total €'000	2013 Total €'000
Staff costs	2,249	853	3,119	2,026	8,247	9,557
Other operating costs	754	3,231	1,001	1,400	6,386	7,782
	3,003	4,084	4,120	3,426	14,633	17,339

Where staff or other costs in support functions are born centrally they are charged out on the basis of headcount or in the case of Information Technology based on users of technology.

Analysis of governance costs	2014 €'000	2013 €'000
Board and committee meeting costs	43	19
Company secretarial costs	75	87
Legal, strategy and other costs	100	-
External audit fees		
- Audit work	287	301
Internal audit	158	177
	663	584

Notes to the Financial Statements

(continued)

8 Net (outgoing)/incoming resources

Net (outgoing)/incoming resources for the year has been arrived at after charging:

Auditors' remuneration - group

- Statutory audit of group and subsidiaries' accounts
- Other assurance services
- Tax advisory and compliance services

Depreciation (note 16)

Operating lease rentals:

- Property
- Other

Auditors' remuneration - company

- Statutory audit
- Tax advisory services and compliance services

2014 €'000	2013 €'000
287	301
22	41
211	69
520	411
6,689	6,803
2,843	2,887
1,587	3,047
19	16
177	23
196	39

Whilst the Rehab Group is a charity and does not in the main incur corporation tax, it does remit significant payroll taxes and incurs a significant cost in irrecoverable VAT.

9 Exceptional items

The group undertook a restructuring during the year to realign its cost base with its incoming resources.

	€'000
Pay redundancy costs	3,866
Non pay costs	383
Total restructuring costs	4,249

10 Prior year adjustment

	2014 €'000	2013 €'000
Total	-	39,449
This arose resulting from the decision of the Directors to prepare the financial statements in accordance with Accounting and Reporting by Charities; a Statement of Recommended Practice (SORP) updated 2008.		
	€'000	€'000
Reserves at 31 December 2013 - as originally stated		80,552
Opening adjustment:		
Capital grants transferred to retained earnings	37,068	
Other deferred revenue transferred to retained earnings	2,381	
Total opening adjustment		39,449
Capital grants received in 2013 transferred to revenue in the period	2,156	
Write back of amortisation in 2013	(2,439)	
Other 2013 SORP adjustments	896	
Total net effect on the surplus for the year		613
Restated funds at 31 December 2013 (note 24)		120,614
Total recognised gains/(losses)		(6,060)
Funds at 31 December 2014 (note 24)		114,554

11 Staff costs

The average number of persons employed by the group during the year 2014 was 3,235 (2013: 3,450).

	2014 €'000	2013 €'000
Surplus for the year has been arrived at after charging:		
Staff costs:		
- Wages and salaries	83,767	85,392
- Social welfare costs	7,895	8,039
- Pension costs	4,847	5,667
	96,509	99,098

The group operates a number of defined contribution pension schemes for employees of group companies. All are held in separate trustee administered funds. The group formerly operated a defined benefit pension scheme in Ireland and the trustees took the decision to wind up the scheme with effect from 17 March 2013. All assets and liabilities remaining were discharged fully during the year and the scheme has been wound up.

Notes to the Financial Statements

(continued)

11 Staff costs (continued)

The remuneration of higher paid employees

€60,000 - €70,000
€70,001 - €80,000
€80,001 - €90,000
€90,001 - €100,000
€100,001 - €110,000
€110,001 - €120,000
€120,001 - €130,000
€130,001 - €140,000
€140,001 - €150,000
€150,001 - €160,000
€160,001 - €170,000
€170,001 - €180,000
€190,001 - €200,000
€220,001 - €230,000
€230,001 - €240,000
€240,001 - €250,000
€320,001 - €330,000

2014	2013
54	54
34	28
19	14
9	6
10	10
6	2
-	4
6	-
4	1
3	2
1	1
2	-
1	-
1	-
2	-
1	-
1	-
154	122
126	122

Numbers excluding redundancies

Remuneration includes salary, redundancy costs and benefit in kind on motor vehicles but excludes pension scheme contributions. If redundancy costs were excluded, 126 staff would be included on this table in 2014, which is included below:

The remuneration of higher paid employees excluding redundancy

€60,000 - €70,000
€70,001 - €80,000
€80,001 - €90,000
€90,001 - €100,000
€100,001 - €110,000
€110,001 - €120,000
€120,001 - €130,000
€130,001 - €140,000
€140,001 - €150,000
€150,001 - €160,000
€160,001 - €170,000

2014	2013
56	54
32	28
16	14
7	6
7	10
2	2
1	4
1	-
2	1
1	2
1	1
126	122

11 Staff costs (continued)

In 2014 discussions took place with several senior staff members and from 1 January 2015 new pay levels have been agreed. These new pay levels represented an average base salary reduction of 18.5%. These salaries are now below that of the new Chief Executive and any bonus arrangements that existed have been terminated. The new Chief Executive has an annual salary of €140,000.

Employer pension contributions made to defined contribution scheme for these 154 employees amounted to €819,272 during the year.

Included in the remuneration figures used to complete this table are redundancy costs totalling €3.2m and benefit in kind totalling €340,017.

Two former employees' details have been redacted from this table as they withdrew their consent of disclosure of details to third parties that might identify them. Having taken legal advice and consulted with the Data Protection Commissioner the directors have redacted their details.

12 Finance costs

This interest was in respect of:

Interest receivable

Interest payable:

Borrowings wholly repayable within five years

Borrowings not wholly repayable within five years

Total charge

2014 €'000	2013 €'000
148	282
(583)	(576)
(55)	(55)
(490)	(349)

13 Taxation

Corporation tax:

Overseas corporation tax on profit in the current year

2014 €'000	2013 €'000
(90)	(176)

The Group's operations are substantially not for profit and accordingly avail of the Charities exemption from corporation tax. The remainder of operations which are subject to corporation tax have, where possible, utilised tax losses brought forward to derive a nil charge for tax. The charge above relates to the activities of the Polish and Netherlands branches of Rehab Enterprises Limited.

14 Company surplus for the financial year

In accordance with Section 148(8) of the Companies Act, 1963 and Section 7(1A) of the Companies (Amendment) Act, 1986, the company is availing of the exemption from presenting its individual revenue account to the Annual General Meeting and from filing it with the Registrar of Companies. The company's loss for the year is €2.3m (2013: surplus of €2.2m).

Notes to the Financial Statements

(continued)

15 Intangible assets

	Goodwill on Redrock and Acorn acquisitions €'000	Goodwill on joint venture €'000	Negative goodwill €'000	Total 2014 €'000	Total 2013 €'000
At beginning of year	277	592	(423)	446	272
Currency adjustments	20	-	(30)	(10)	10
Additions	-	57	-	57	227
Amortised during year	(31)	(99)	45	(85)	(63)
At end of year	266	550	(408)	408	446

In 2001 the Group took control of the Chaseley Trust by virtue of the fact that Rehab Group controls the composition of the majority of its Trustees. This goodwill is amortised over 25 years as it arose primarily on a property acquired.

In December 2009 Rehab Enterprises transferred its glass and can recycling business into a new joint venture with another recycling company Glassco Recycling Limited. The joint venture company is called Rehab Glassco Limited and Rehab Enterprises holds 51% of its issued share capital. The directors have decided to amortize the goodwill arising on this transaction over 10 years.

In 2012 the Group acquired 100% of the shares of Acorn Training Consultants Ltd through its subsidiary TBG Learning Limited. The directors have decided to amortise the goodwill arising on this transaction over 10 years.

In December 2013 the Group acquired the share capital of Redrock Document Processing Services Limited. This acquisition was made by Haven Products Limited which is a wholly owned subsidiary of The Rehab Group. The directors have decided to amortise the goodwill on this transaction over 10 years.

16 Tangible assets

	Land and buildings €'000	Plant and machinery €'000	Fixtures and fittings €'000	Computer equipment €'000	Motor vehicles €'000	Total €'000
Group						
Cost or valuation						
At 1 January 2014						
- valuation	89,579	-	-	-	-	89,579
- cost	35,006	13,736	11,677	11,926	4,709	77,054
	124,585	13,736	11,677	11,926	4,709	166,633
Reclassification	-	-	(39)	39	-	-
Translation adjustment	662	142	278	344	5	1,431
Additions	2,738	962	263	502	345	4,810
Disposals	(321)	(9)	(169)	(198)	(371)	(1,068)
At 31 December 2014	3,079	1,095	333	687	(21)	5,173
- valuation	89,606	-	-	-	-	89,606
- cost	38,058	14,831	12,010	12,613	4,688	82,200
	127,664	14,831	12,010	12,613	4,688	171,806
Accumulated depreciation						
At 1 January 2014	8,537	12,818	10,583	10,004	4,365	46,307
Reclassification	-	-	(27)	27	-	-
Translation adjustment	186	112	250	315	5	868
Charge for the year (note 7)	4,629	448	425	990	197	6,689
Disposals	(321)	(8)	(124)	(147)	(338)	(938)
At 31 December 2014	13,031	13,370	11,107	11,189	4,229	52,926
Net book amounts						
At 1 January 2014	116,048	918	1,094	1,922	344	120,326
At 31 December 2014	114,633	1,461	903	1,424	459	118,880

Notes to the Financial Statements

(continued)

16 Tangible assets (continued)

Group (continued)

Included above are the following amounts in respect of assets held under finance leases.

	2014 €'000	2013 €'000
Net book amount	-	-
Depreciation charge for year	-	-

The estimated useful lives of fixed assets by reference to which depreciation is calculated are as follows:

Freehold and leasehold buildings	25 - 50 years
Plant and machinery	3 - 10 years
Fixtures and fittings	3 - 10 years
Motor vehicles	5 - 7 years
Computer equipment	3 - 5 years

The properties included in freehold land and buildings were valued in Ireland by Lisney, 24 St Stephens Green, Dublin 2 at 31 December 2013 on the depreciated replacement cost basis. These valuations are included above.

	2014 €'000	2013 €'000
If these buildings had not been revalued, they would have been shown at the following amounts:		
Cost	101,725	98,673
Accumulated depreciation	(37,668)	(33,896)
Net book amount	64,057	64,777

Certain freehold and leasehold land and buildings are charged as security for the company's bank advances and loans.

16 Tangible assets (continued)

	Land and buildings €'000	Plant and machinery €'000	Motor vehicles €'000	Fixtures and fittings €'000	Computer equipment €'000	Total €'000
Company						
Cost or valuation						
At 1 January 2014						
- valuation	82,388	-	-	-	-	82,388
- cost	5,729	282	66	347	2,195	8,619
	88,117	282	66	347	2,195	91,007
Revaluations	-	-	-	-	-	-
Additions	1,403	-	-	2	133	1,538
Disposals	-	-	(66)	-	-	(66)
At 31 December 2014	89,520	282	-	349	2,328	92,479
- valuation	82,388	-	-	-	-	82,388
- cost	7,132	282	-	349	2,328	10,091
	89,520	282	-	349	2,328	92,479
Accumulated depreciation						
At 1 January 2014	4,067	220	52	293	1,700	6,332
Revaluations	-	-	-	-	-	-
Charge for the year	3,348	38	1	20	254	3,661
Disposals	-	-	(53)	-	-	(53)
At 31 December 2014	7,415	258	-	313	1,954	9,940
Net book amounts						
At 1 January 2014	84,050	62	14	54	495	84,675
At 31 December 2014	82,105	24	-	36	374	82,539

There are no assets held under finance leases.

If the company buildings had not been revalued, they would have been shown at the following amounts:

	2014 €'000	2013 €'000
Cost	69,755	68,352
Accumulated depreciation	(29,564)	(26,774)
Net	40,191	41,578

Notes to the Financial Statements

(continued)

16 Tangible assets (continued)

The Rehab Group has received capital grants from the Health Service Executive and local authorities in respect of various property developments. In addition certain properties are provided as security to financial institutions. Legal charges have been registered against the related properties as a result, details of which are set out below:

Property	Amount secured €'000	Person entitled	Nature of charge	Effective period
Park House, Stillorgan, Co Dublin	* note	Allied Irish Bank	Mortgage	13 April 2015
Roslyn Park, Sandymount, Dublin 4	* note	Allied Irish Bank	Mortgage	26 February 1985
Unit 2, Parkmore Business Park, Galway	* note	Bank of Ireland	Deed of mortgage	18 September 1998
Clash, Co. Kerry	59	Kerry County Council	Indenture of mortgage	2 April 1998
Roseville, Clonmel, Tipperary & Faythe, Wexford	1,132	South Eastern Health Board	Mortgage	22 December 1998
The Ramparts, Dundalk, Co. Louth	520	North Eastern Health Board	Mortgage	29 September 1999
Raheen Industrial Estate, Limerick	668	Mid Western Health Board	Mortgage and charge	22 December 1999
Liosbaun, Galway	1,270	Western Health Board	Charge	13 November 2001
Cootehill Road, Drumlee, Cavan	546	North Eastern Health Board	Charge	14 February 2003
Kylemore Road, Ballyfermot, Dublin 10	2,729	Eastern Regional Health Authority	Charge	31 December 2004
St. Anne's, Charleville Road, Tullamore, Co. Offaly	349	Midland Health Board	Mortgage	21 February 2002
Model Farm Road, Cork	1,570	Southern Health Board	Mortgage and charge	6 November 2000
Blennerville, Tralee, Kerry	311	Southern Health Board	Mortgage and charge	6 November 2000
Clash, Tralee, Kerry	381	Southern Health Board	Mortgage and charge	10 November 1999
Dromleigh South, Bantry, Cork - charge satisfied 15 April 2013	454	Cork County Council	Charge	13 November 2001
Grafton Court, Longford	549	Midland Health Board	Mortgage and charge	21 September 2000
Mullaghboy Industrial Estate, Navan, Co. Meath	265	North Eastern Health Board	Mortgage	25 June 1999

* note: All sums due or hereafter due from the company

16 Tangible assets (continued)

There are a number of legal charges in place over the related properties as a result of the grants received within Newgrove Housing Association details of the charges registered are set out below:

Property	Amount secured €'000	Person entitled	Nature of charge	Effective period
16 Glenina Heights, Dublin Road, Galway	339	The Mayor Alderman and Burgesses of the County Borough of Galway	Mortgage	28 June 2001
Site at Kill Abbey, Deansgrange, Co. Dublin	634	Dun Laoghaire Rathdown County Council	Mortgage	1 May 2002
Apts 1,2 and 3, Cootehill Road, Drumalee, Cavan	600	Cavan County Council	Mortgage	30 April 2003
No 12 and 14 Clonleigh Park, Lifford, Co. Donegal	347	Donegal County Council	Mortgage	13 May 2003
Graifen, Leopardstown Road, Foxrock, Dublin 18	977	Dun Laoghaire Rathdown County Council	Mortgage	5 August 2003
Highfield House, Knockloughlin, Co. Longford	444	Longford County Council	Mortgage	13 October 2003
Townland of Clybaun, Galway Folio 2837	397	Galway County Council	Mortgage	9 November 2004
74-76 Wingfield, Enniskerry Road, Stepside, Co. Dublin	425	Dun Laoghaire Rathdown County Council	Mortgage	16 June 2005
20 Balreask Manor, Navan, Co. Meath	673	Meath County Council	Mortgage	16 October 2006
19 Oaklands Green, Ardnacassagh, Longford	381	Longford County Council	Mortgage	8 November 2006
Property at Folio 7276F, Waterford	1,798	Waterford County Council	Mortgage	20 March 2007
24 Heathergrove, Mervue, Galway	1,256	Galway City Council	Mortgage	18 February 2008
Lands in Townland of Kilnamack West, Folio 7176F	140	Health Service Executive (South East)	Mortgage	18 August 2008
No 22 The willows, Oakleigh Wood, Tulla Road, Ennis, Co. Clare	611	Clare County Council	Mortgage	4 February 2009
Apps. 10, 22, 37, 51 St. Johns Well, Old Kilmainham Road Dublin 8	694	Dublin City Council	Charge	21 April 2010
No 1 The Boulevard, Grangerath, Drogheda, Co. Louth	899	Meath County Council	Charge	22 April 2010

Notes to the Financial Statements

(continued)

16 Tangible assets (continued)

There are also charges in place in relation to properties in Newgrove Housing Association Ltd which are not registered in the CRO as set out below:

Property	Amount secured €'000	Person entitled	Nature of charge	Effective period
No 4 & 5 Claragh Glen, Tonnaphubble, Sligo	401	The Mayor Alderman and Burgesses of the County Borough of Sligo	Mortgage	28 February 2002
No 15 Rosog, Ballinamore, Co Leitrim	245	Leitrim County Council	Mortgage	19 September 2002
No 13 Ripley Hills, Killarney Road, Bray, Co Wicklow	476	Wicklow County Council	Mortgage	30 April 2002
No 2 Castle Oaks, Dark road, Nenagh, Co. Tipperary	397	North Tipperary County Council	Mortgage/charge	6 December 2010
Stradavoher, Co Tipperary	1,397	North Tipperary County Council	Mortgage/charge	9 December 2010
No. 57 The Oaks, Turlough Rd, Castlebar, Mayo	386	Mayo County Council	Mortgage	29 May 2012
Sexton Street, Limerick	3,328	Limerick City Council	Mortgage/charge	15 February 2012
No 13 Rosog, Ballinamore Co Leitrim	253	Leitrim County Council	Mortgage	31 May 2006
No 5 Belfry Grove, Avenue Road, Dundalk, Co Louth	482	Louth County Council	Mortgage	25 May 2009
Ballard House, Clara Road, Tullamore, Co Offaly	519	Offaly County Council	Mortgage	6 February 2008
No 1 Cluain Mhuilleán, Tyone, Nenagh, Co Tipperary	342	North Tipperary County Council	Mortgage	18 July 2005
Larissa, Trandhill Road, Sligo	583	Sligo Borough Council	Mortgage/charge	4 February 2013
Regent House Apts, William Street, Kilkenny	2,734	Kilkenny County Council	Mortgage/charge	22 March 2013

In the UK legal charges are in place over the properties noted below:

Property	Amount secured Stg£'000	Person entitled	Nature of charge	Effective period
The Chaseley Trust, South Cliffe Eastbourne, East Sussex	1,900	H.S.B.C.	Mortgage	18 December 2009
Pavillion 7, Watermark Park, 325 Gowan Road, Glasgow	1,300	R.B.S.	1 st standard security	28 October 2008
Pavillion 7, Watermark Park, 325 Gowan Road, Glasgow	293	Social Investment Scotland	2 nd standard security	19 June 2009

17 Financial assets

	Investment in joint venture €'000	Investment in associates €'000	Other investments €'000	2014 Total €'000	2013 Total €'000
Group					
Balance at beginning of year	1,777	305	108	2,190	1,585
Transfer due to full consolidation of Saudi Rehab Group Services Co LLP	-	-	(108)	(108)	-
Currency adjustment	-	-	4	4	-
Net share of profits and losses	643	1,160	-	1,803	1,997
Net share of actuarial losses on pension	-	-	-	-	(34)
Additions	-	200	185	385	108
Distributions received	-	(1,552)	-	(1,552)	(1,466)
Balance at end of year	2,420	113	189	2,722	2,190

In December 2009, the Rehab Group entered into a joint venture arrangement. The Group has joint control over the financial and operating policies of Rehab Glassco Limited. The primary activity of Rehab Glassco Limited is the recycling of glass and can packaging.

Rehab also have a joint venture arrangement regarding RG Recycling Holdings Limited. The primary activity of this entity is the Holding of Shares in Rehab Glassco Limited.

The investment in joint venture value represents the Group's share of the assets and liabilities of Rehab Glassco Limited and RG Recycle Holdings Limited.

The Group have two other joint ventures, Conquer & Care Lotteries Limited and Conquer & Care (NI) Limited, both were dormant and had nil net assets at 31 December 2014 details can be found in note 34.

	RG Recycle Holdings €'000's	Rehab Glassco €000's	Total €000's	Group share 50% €000's
At 31 December 2014				
Financial assets	160	-	160	80
Tangible assets	-	9,251	9,251	4,625
Debtors	-	2,079	2,079	1,040
Stocks	-	285	285	142
Cash	-	611	611	306
Total assets	160	12,226	12,386	6,193
Creditors< 1 year	-	(4,188)	(4,188)	(2,094)
Creditors> 1 year	-	(3,173)	(3,173)	(1,586)
Deferred tax	-	(185)	(185)	(93)
Total liabilities	-	(7,546)	(7,546)	(3,773)
Total reserves	160	4,680	4,840	2,420

Notes to the Financial Statements

(continued)

17 Financial assets (continued)

The Care Trust Limited is an associate of the Group. The primary activity of the Care Trust is charitable fundraising for which the Rehab Group is a beneficiary.

The investment in associates value represents the Groups shares of assets and liabilities in the Care Trust Limited.

	The Care Trust Limited €000's	Group share 50% €000's
Tangible assets	115	58
Debtors	41	20
Cash	542	271
Total assets	698	349
Creditors< 1 year	(459)	(230)
Creditors> 1 year	(13)	(6)
Total liabilities	(472)	(236)
Total reserves	226	113

During 2011, The Rehab Group entered into a limited liability partnership with Interserve plc. This led to the formation of Rehab Jobfit LLP. The Rehab Group owns 51% of the shares in Rehab Jobfit LLP and the Group's share of results and assets and liabilities are reported through TBG Learning Limited who are also party to the partnership agreement. There were no capital costs incurred.

	2014 €'000	2013 €'000
Company		
Balance at beginning of year	381	139
Net share of profits and losses	1,160	1,742
Net share of actuarial losses on pension	-	(34)
Additions	200	-
Distribution received	(1,552)	(1,466)
Balance at end of year	189	381

The information in respect of subsidiary and associate companies is given in note 34.

18 Stocks

Group

Raw materials and consumables

Work in progress

Finished goods

Increase/(decrease) during the year

Replacement cost of stocks does not significantly differ from the amounts included above.

2014 €'000	2013 €'000
608	381
34	35
338	441
980	857
123	(208)

19 Debtors

(a) Amounts falling due within one year

Group

Trade and public authority debtors

Prepayments and accrued income

European Social Fund grants due

Amounts owed by group companies

Corporation tax refund

Other debtors

2014 €'000	2013 €'000
13,446	13,396
4,425	4,973
-	1,547
135	373
-	53
823	-
18,829	20,342

Company

Amounts owed by subsidiary companies

Prepayments and accrued income

VAT

7,649	4,229
1,146	2,114
34	13
8,829	6,356

(b) Amounts falling due after more than one year

Company

Amounts owed by subsidiary companies

5,734	5,029
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Notes to the Financial Statements

(continued)

20 Creditors - Amounts falling due within one year

Group

	2014 €'000	Restated 2013 €'000
Accruals	15,856	18,696
Trade creditors	5,890	5,559
PAYE/Social insurance	2,283	2,330
Payment on account	1,462	1,823
Bank loan (note 23) (secured)	851	822
Other creditors	-	697
Bank overdrafts (secured)	14	590
VAT	325	446
Corporation tax	160	134
Amounts owed to group companies	24	24
	26,865	31,121
Creditors for taxation and social welfare included above	2,768	2,910

Company

Accruals	2,863	3,024
Bank loan (secured) (note 23)	500	500
Amounts owed to group companies	78	502
Trade and other creditors	672	414
PAYE/social insurance	163	185
Bank overdraft	-	150
	4,276	4,775
Creditors for taxation and social welfare included above	163	185

The Rehab Group has utilised its right of offset for cash and overdrafts.

21 Creditors - Amounts falling due after more than one year

	2014 €'000	Restated 2013 €'000
Group		
Bank loan (secured) (note 23)	15,738	16,414
Accruals	2,846	3,983
Other loans	-	-
	18,584	20,397
Company		
Bank loan (secured) (note 23)	13,884	14,317
Accruals	2,846	3,983
	16,730	18,300

22 Provisions for liabilities and charges

	Onerous leases €'000's	Other €'000's	2014 €'000's	2013 €'000's
Group				
As at 1 January 2014	3,816	980	4,796	5,603
Foreign currency	3	4	7	(12)
Released/charged to statement of financial activities	(403)	1,878	1,475	151
Utilised during year	(608)	(39)	(647)	(946)
As at 31 December 2014	2,808	2,823	5,631	4,796
Company				
As at 1 January 2014	2,818	-	2,818	2,951
Released/charged to statement of financial activities	(237)	-	(237)	-
Utilised during year	(403)	-	(403)	(133)
As at 31 December 2014	2,178	-	2,178	2,818

Notes to the Financial Statements

(continued)

23 Term loans

Group

Bank loans

The bank loans are repayable in the following periods:

Within one year

After one year

Company

Bank loans

The bank loans are repayable in the following periods:

Within one year

After one year

2014 €'000	2013 €'000
16,589	17,236
851	822
15,738	16,414
16,589	17,236
14,384	14,817
500	500
13,884	14,317
14,384	14,817

Security

Group

At the year end the overdraft facilities and long term loans with Allied Irish Banks plc of €17.4m, of which €14.4m was drawn down and outstanding at year end, were secured by a debenture creating a fixed charge over the premises at Roslyn Park, Sandymount, Dublin 4 and the premises at Park House, Stillorgan, County Dublin.

Overdraft facilities with Bank of Ireland in the amount of €0.8m are secured by way of a first legal charge over Unit 2, Parkmore Business Park, Galway.

An overdraft facility of Stg£250,000 with Royal Bank of Scotland (RBS) is secured by a bond and floating charge over the assets of Momentum Scotland Limited and its direct subsidiaries Momentum Care Limited and Haven Products Limited.

Momentum Scotland Limited has two term loans with RBS with balances outstanding at year end totalling £470,765. These were used to purchase the Momentum head office at Pavilion 7, Watermark Park, 325 Govan Road, Glasgow G51 2SE and are secured by way of a floating charge over the assets of Momentum Scotland Limited and its subsidiaries and a standard charge on the head office.

The Chaseley Trust has a term loan outstanding of Stg£1.2m with HSBC. This loan was used to assist with the purchase of care bungalows. This loan is secured by way of a legal mortgage over the freehold property of the Chaseley Trust known as South Cliff, Eastbourne, East Sussex. In addition HSBC holds a floating charge over the assets of the Chaseley Trust.

The Group has net cash including cash at bank and overdrafts of €7.2m (2013: net cash €14.9m). The Group's practice is to match the maturity profile of debt used to finance significant capital projects with the inflows from those projects. In addition the Group normally fixes a portion of debt at fixed rates for periods of up to one year thus securing a stable borrowing cost for each financial year.

23 Term loans (continued)

The main foreign exchange risk arises from the management of the Group's results and net investments in the United Kingdom. This is managed on a non speculative basis. The Group does not hedge currency translation exposures. The Group did not enter into foreign exchange contracts during the year.

The Rehab Group has given guarantees to the Bank of Ireland of €3.6m on behalf of Rehab Glassco Limited. These guarantees cover facilities which have been used to finance the expansion and upgrading of the Glass recycling facility in Naas, County Kildare, and are secured by:

- A floating debenture over the assets and undertakings of Rehab Glassco Limited.
- First legal mortgage/charge over the property at recycling facility Osberstown, Naas, Co. Kildare comprising 2.47 acres registered in the name of Rehab Glassco Limited.
- First legal mortgage/charge over the property at Unit 2, Parkmore Industrial Estate, Galway, registered in the name of the Rehab Group.

Contribution agreements are in place with Green Strand Holdings for 50% of any amounts that may become due under the Group guarantee.

Company

The overdraft facilities and long term loans with Allied Irish Banks plc of €17.4m of The Rehab Group of which €14.4m was drawn down and outstanding at year end, are secured by a legal charge over premises at Roslyn Park, Sandymount Dublin 4.

The company has given guarantees in relation to the €0.8m overdraft facility with Bank of Ireland and €3m overdraft with Allied Irish Banks plc.

Notes to the Financial Statements

(continued)

24 Movement in funds

	Balance at 1 January 2014 €'000	Foreign currency €'000	Incoming resources €'000	Outgoing resources €'000	Transfers €'000	Balance at 31 December 2014 €'000
Restricted						
HSE capital grants	3,722	-	383	(113)	(607)	3,385
JP McManus grants	3,703	-	18	-	(66)	3,655
Housing grants	11,369	-	-	-	(516)	10,853
The Chaseley Trust	2,294	162	91	(122)	-	2,425
The Great Book	-	-	228	-	-	228
Department of Education	1,320	-	-	-	(189)	1,131
Other	890	49	2,870	(2,827)	(6)	976
Total restricted funds	23,298	211	3,590	(3,062)	(1,384)	22,653
Unrestricted						
General:						
Donated asset reserve	330	-	-	-	-	330
Unrealised gain on revaluation of property	62,286	10	-	-	-	62,296
Other general funds	20,558	(27)	157,288	(164,184)	3,734	17,369
Total general funds	83,174	(17)	157,288	(164,184)	3,734	79,995
Designated						
Fixed asset fund	14,142	114	105	(105)	(2,350)	11,906
Total unrestricted funds	97,316	97	157,393	(164,289)	1,384	91,901
Total funds	120,614	308	160,983	(167,351)	-	114,554

24 Movement in funds (continued)

	Balance at 1 January 2014 €'000	Incoming resources €'000	Outgoing resources €'000	Transfers €'000	Balance at 31 December 2014 €'000
Company					
Restricted					
HSE capital grants	3,264	297	-	(607)	2,954
JP McManus grants	3,703	18	-	(66)	3,655
The Great Book	-	228	-	-	228
Department of Education	1,320	-	-	(189)	1,131
Total restricted funds	8,287	543	-	(862)	7,968
Unrestricted					
General:					
Donated asset reserve	330	-	-	-	330
Unrealised gain on revaluation of property	56,957	-	-	-	56,957
Other general funds	10,635	5,918	(8,795)	1,187	8,945
Total general funds	67,922	5,918	(8,795)	1,187	66,232
Designated					
Fixed asset fund	5,851	-	-	(325)	5,526
Total unrestricted funds	73,773	5,918	(8,795)	862	71,758
Total funds	82,060	6,461	(8,795)	-	79,726

25 Operating leases

Group

Operating leases charged in arriving at the surplus attributable to the group amounted to €4.4 million (2013: €5.9 million).

Obligations payable in 2015 on operating lease agreements in place at 31 December 2014, amounted to €3.7m (2013: €4.3 million) analysed as follows:

	2014 €'000	2013 €'000
Leases expiring less than 1 year	1,540	1,957
Leases expiring two to five years	1,819	2,028
Leases expiring after five years	301	303
	3,660	4,288

Notes to the Financial Statements

(continued)

26 Net cash (outflow)/inflow from operating activities

	2014 €'000	Restated 2013 €'000
Net outgoing resources - parent and subsidiary undertakings	(6,368)	1,554
Share of resources in associate and joint venture undertakings	(1,803)	(1,998)
(Profit)/loss on disposal of fixed assets	(24)	20
Net interest costs	490	349
Taxation	90	176
Depreciation charge	6,689	6,803
Distributions received from Associate company	1,552	1,466
Increase/(decrease) in provision for liabilities and charges	835	(807)
Amortisation of goodwill	85	63
(Increase)/decrease in stocks	(123)	208
Decrease/(increase) in debtors	1,513	(1,227)
Decrease in creditors	(4,875)	(4,077)
Non cash foreign exchange	(246)	(117)
Net cash (outflow)/inflow from operating activities	(2,185)	2,413

27 Analysis of changes in net funds/(debt)

	31 December 2013 €'000	Cash flow €'000	Non-cash changes €'000	31 December 2014 €'000
Cash				
Cash at bank and in hand	32,767	(8,952)	-	23,815
Overdrafts	(590)	576	-	(14)
	32,177	(8,376)	-	23,801
Debt and finance leases				
Loans due within one year	(822)	(29)	-	(851)
Loans due after one year	(16,414)	676	-	(15,738)
Finance leases and other loans	-	-	-	-
	(17,236)	647	-	(16,589)
Net cash	14,941	(7,729)	-	7,212

28 Reconciliation of net cash flow to movement in net funds

	Total cashflow €'000
Decrease in cash during period	(8,376)
Reduction in debt and lease financing	647
Movement in net cash for period	(7,729)
Net cash at start of year	14,941
Net cash at end of year	7,212

29 Contingent liabilities

Capital grants

The Group receives grants towards capital expenditure. Such grants are credited to the Statement of Financial Activities in the year they are received in either restricted or unrestricted funds in accordance with the grant agreement.

If certain circumstances occur (the most significant of which is that the Group company which received the grants ceases to use the assets to which the grants relate), a certain proportion of these grants could be repayable. The amount repayable should these circumstances have arisen at 31 December 2014 would have been €22.7m (2013: €23.3m).

30 Directors' remuneration, loans and shareholdings

	2014 €'000	2013 €'000
Directors' remuneration		
The Rehab Group		
Emoluments	-	-
Through subsidiary companies		
Emoluments		
- for services as directors	-	-
	-	-

No fees were paid to any Director either by The Rehab Group or any subsidiary or associate company during the year.

Notes to the Financial Statements

(continued)

30 Directors' remuneration, loans and shareholdings (continued)

€30,983 (2013: €7,478) has been incurred by the directors during the year as expenses. No other transactions took place between the directors and the Group or any subsidiary, associate or joint venture. No directors hold shares in any of the Group companies. No loans have been granted by the Group to any of the directors. The table below summarises expenses incurred by the directors.

	€
S. Egan (UK)	6,266
A. Heron (UK)	4,751
N. Gildea	4,186
J. Smith	4,138
S. Wrigley-Howe (UK)	3,254
P. Salmon (UK)	2,514
L. Hogan	2,440
P. Lydon	1,074
P. Cremin	915
M. Martin	676
F. Ross	426
A. Kelly	343
Total	30,983

No expenses were incurred by the remaining directors.

From June 2014 to December 2014 Mr. Egan stood in as interim Chief Executive in a voluntary capacity. He received no remuneration for this role. Expenses he incurred during this period were reimbursed and were wholly and exclusively for business purposes and fully receipted.

The Rehab Group has arranged Directors and Officers Liability Insurance for the Directors of the company and all subsidiary companies.

31 Guarantees

Group and company

The company has granted irrevocable guarantees to two of the company's Irish subsidiaries; Rehab Foundation Limited and Rehab Lotteries Limited in respect of their liabilities and losses referred to in Section 5 (c) of the Companies Amendment Act, 1996 which may arise or are likely to arise in respect of the financial year of each of the subsidiary companies commencing on 1 January 2014 and ending on 31 December 2014 and to include those liabilities and losses which will only become apparent between the balance sheet date and the date on which the financial statements are signed in pursuance of Section 156 of the Companies Act, 1963.

Rehab Foundation Limited and Rehab Lotteries Limited are consolidated in these financial statements and are availing of the exemptions granted under Section 17 of the Companies (Amendment) Act, 1986.

The Rehab Group, has given a guarantee to Allied Irish Banks plc in respect of a global overdraft facility of €3.0m on behalf of certain Irish subsidiary companies.

The Rehab Group has given guarantees to the Bank Ireland of €0.8m on behalf of its subsidiary company Rehab Enterprises Limited.

31 Guarantees (continued)

The Rehab Group has given guarantees to the Bank of Ireland of €3.6m (2013: €4.7m) on behalf of Rehab Glassco Limited. These guarantees cover facilities which have been used to finance the expansion and upgrading of glass recycling facilities in Naas, County Kildare. Contribution agreements are in place with Greenstrand Holdings for 50% of any amounts that may become due under these guarantees.

The Rehab Group has given a guarantee to The Secretary of State for Work and Pensions in the United Kingdom guaranteeing due performance of a contract engaging its subsidiary Momentum Scotland Limited as a prime contractor to deliver a Work Choice Contract CPA1, Highlands, Islands, Clyde Coast and Grampian.

The Rehab Group has given a guarantee to the Chief Executive of Skills Funding and the secretary of State for Education funding in respect of delivery of Education and Training Services by its subsidiary Acorn Training Consultants Limited.

The Rehab Group is a joint guarantor with the Central Remedial Clinic on a lease relating to the offices of its associate company, The Care Trust, comprising part of a premises at College Road, Blackrock, Co. Dublin. The annual rent is €48,000 and the lease term is due to expire on 31 May 2017.

Rehab Jobfit LLP is jointly owned by The Rehab Group and Interserve plc. and is a prime contractor with the Secretary of State for Work and Pensions in the United Kingdom. As a part of the contract Interserve plc has entered into a deed of guarantee under which Interserve guarantees certain obligations of the prime contractor. In support of this guarantee The Rehab Group has indemnified Interserve plc in respect of 50% of any losses arising under this guarantee.

The Rehab Group has given a guarantee to Scottish Enterprise to pay all rents and other sums and to perform and fulfill all other obligations that may become due in the event that the subsidiary company Haven Products Limited are unable to fulfill the terms of a lease for the property at Block 6, Central Park, Larbert.

The Rehab Group has given a guarantee to Scottish Enterprise pursuant to a grant in the amount of Stg£100,000 awarded to Protective Technology Solutions Limited and Haven Products Limited in the event that Scottish Enterprise seek repayment of said grant.

32 Capital commitments

Capital expenditure approved at 31 December 2014 and not provided in these financial statements are estimated at €2.5m (2013: €2m), of which €0.4m (2013: €2m) had been contracted at the balance sheet date and for which capital grants and bequests of €2.1m (2013: €0.5m) have been received.

33 Related party transactions

The directors have availed of the exemption under financial reporting standard No.8 "Related Party Disclosures" which permits qualifying subsidiaries of an undertaking not to disclose details of transactions between group entities that are eliminated on consolidation. Transactions with directors are disclosed in note 29.

There is a trading related balance receivable from Rehab Glassco Limited at year end amounting to €135,088 (2013: €372,931).

The Rehab Group has a limited liability partnership with Interserve plc which is operated through Rehab Jobfit LLP. During the year TBG Learning Limited entered into a number of transactions with Rehab Jobfit LLP. TBG Learning Limited is a 100% subsidiary of The Rehab Group and it acts as a sub-contractor in respect of services provided by Rehab Jobfit LLP. In respect of these sub-contracts £1,225,561 (2013: £1,339,412) was recorded as revenue by TBG Learning Limited in the year. In addition, TBG Learning Limited operate a management services agreement with Rehab Jobfit LLP in respect of the provision of specified services to Rehab Jobfit LLP, including finance, premises, quality, health and safety services. Amounts charged by TBG Learning Limited under this agreement during the year amounted to £477,958 (2013: £831,417). Amounts due from Rehab Jobfit LLP at 31 December 2014 were £202,108 (2013: £272,684).

Notes to the Financial Statements

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34 Investment in group undertakings

	Shareholdings		Principal activity
	Direct %	Through subsidiary %	
Incorporated in the Republic of Ireland			
Rehab Holdings Limited	100	-	Holding
National Learning Network Limited	100	-	Services
Rehab Enterprises Limited	100	-	Manufacturing/services
RG Recycle Holdings Limited	-	51	Holding
Rehab Glassco Limited	-	51	Glass recycling
RehabCare (a company limited by guarantee and not having a share capital. The Rehab Group controls the composition of its board of directors)	-	-	Services
Newgrove Housing Association Limited (a company limited by guarantee and not having a share capital. The Rehab Group controls the composition of its board of directors)	-	-	Housing association
Rehab Foundation Limited	100	-	Fund-raising
Rehab Lotteries Limited	100	-	Lottery promotions
Rehab Net Games Limited	-	100	Lottery promotions
The Care Trust Limited	50	-	Lottery promotions/ fund-raising
Conquer & Care Lotteries Limited	-	50	Dormant
The Polio Fellowship of Ireland (a company limited by guarantee and not having a share capital. The Rehab Group controls the composition of its board of directors)	-	-	Services
Stepping Out (Athlone) Limited (a company limited by guarantee and not having a share capital)	-	-	Services
Clashganna Mills Trust Limited (a company limited by guarantee and not having a share capital)	-	-	Dormant

34 Investment in group undertakings (continued)

	Shareholdings		Principal activity
	Direct %	Through subsidiary %	
Incorporated in the UK			
Momentum Scotland (a company limited by guarantee and not having a share capital. Rehab Holdings Limited controls the composition of its board of directors)	-	-	Services
Haven Products Limited	-	100	Manufacturing/services
Momentum Care Services (a company limited by guarantee and not having a share capital)	-	-	Services
Rehab Group Services Limited	100	-	Holding
Rehab UK (a company limited by guarantee and not having a share capital. Momentum controls the composition of its board of directors)	-	-	Dormant
Rehab (a company limited by guarantee and not having a share capital).	-	-	Fund-raising
TBG Learning Limited	-	100	Training
The Chaseley Trust (a Trust not having a share capital. Rehab Holdings Limited controls the composition of the majority of its board)	-	-	Holds property in trust
The Chaseley Trust (a company limited by guarantee and not having a share capital. Rehab Holdings Limited controls the composition of the majority of its board)	-	-	Services
Rehab Scotland Limited	-	100	Dormant
Conquer and Care (Northern Ireland) Limited	-	50	Dormant
Rehab JobFit LLP	51	-	Training and employment service
Acorn Training Consultants Limited	-	100	Training
Protective Technology Solutions Limited	-	100	Manufacturing/services
Redrock Document Processing Services Limited	-	100	Manufacturing/services
Incorporated in the Kingdom of Saudi Arabia			
Saudi Rehab Group Services Co. LLC	-	100	Services

Notes to the Financial Statements

(continued)

34 Investment in group undertakings (continued)

The registered office of the subsidiaries and related companies in the Republic of Ireland is Roslyn Park, Sandymount, Dublin 4, except as noted below and the registered offices of UK subsidiaries are noted below:

The Care Trust Limited	71-73 College House, Rock Road, Blackrock, Co Dublin
Rehab Glassco Limited	Unit 4, Osberstown Business Park, Carragh Road, Naas, Co. Kildare
Conquer and Care Lotteries Limited	Park House, Stillorgan Grove, Stillorgan, Co Dublin
Momentum Scotland Limited	Pavilion 7, Watermark Park, 325 Govan Road, Glasgow, G51 2SE
Haven Products Limited	Pavilion 7, Watermark Park, 325 Govan Road, Glasgow, G51 2SE
Momentum Care Services Limited	Pavilion 7, Watermark Park, 325 Govan Road, Glasgow, G51 2SE
Rehab Scotland Limited	Pavilion 7, Watermark Park, 325 Govan Road, Glasgow, G51 2SE
Redrock Document Processing Services Limited and Protective Technology Solutions Limited	Pavilion 7, Watermark Park, 325 Govan Road, Glasgow, G51 2SE
Conquer and Care (Northern Ireland) Limited	50 Bedford Street, Belfast BT2 7FW
Rehab Group Services Limited	145 Great Charles Street, Birmingham B3 3LP
TBG Learning Limited	145 Great Charles Street, Birmingham B3 3LP
The Chaseley Trust	Chaseley, South Cliff, Eastbourne, East Sussex, BN20 7JH
Rehab UK	145 Great Charles Street, Birmingham B3 3LP
Rehab	145 Great Charles Street, Birmingham B3 3LP
Rehab JobFit LLP	Interserve House, Ruscombe Park, Twyford, Reading, Berkshire, RG10 9JU
Acorn Training Consultants Limited	145 Great Charles St., Birmingham B3 3LP
Saudi Rehab Group Services Co. LLC	Riyadh, Kingdom of Saudi Arabia

35 Comparatives

Certain comparatives have been re-grouped and re-stated where necessary for classification and comparative purposes and as a result of the prior year adjustment.

36 Approval of financial statements

The members of the board of directors approved the financial statements on 11 May 2015.

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