

Rehab's new Strategic Plan is now in force, along with the re-branding of the Group in Ireland, whilst a comprehensive review of the organisation's structure is nearing completion. All this provides a framework for expansion which aims to ensure that more than 100,000 people each year will be using the Group's services by the end of 2009.

An ambitious blueprint for expansion across the Rehab Group, including provision to double the number of people who benefit from the organisation's services over a period of just five years has been sanctioned by the Group Board.

The Rehab Group Strategic Plan 2005-2009, developed over an 18-month period by chief executive Frank Flannery's management team, provides a comprehensive framework for achieving growth across the organisation's core service areas of training and development, health and social care and employment services.

Major behind-the-scenes work on developing the organisation's structure to accommodate such rapid expansion of the organisation has also been ongoing for over a year, including a full corporate governance review and a re-branding exercise taking in Rehab's Irish divisions in its first phase.

With the plan, which is based on 10 strategic objectives now in place, it is envisaged that by the end of 2009 the Group will provide services to more than 100,000 people each year in Ireland, the UK and further afield.

Says Mr Flannery: "Rehab is entering one of the most intense periods of expansion in its history and to enable us to meet the challenges and opportunities that presents we have decided to set down in clear



## Expanding our horizons

terms our objectives over the next five years.

"Because the growth envisaged is so significant, it's essential that everything the Group does is sustainable. It is also essential that we build on the experience and the traditions of the Group and that all activities embrace the best standards of good governance.

"Any organisation employing approximately 3,000 people must make a profit so we can achieve our mission for people facing disadvantage in society. Consequently,

within our 10 strategic objectives we have adopted the principle of the double bottom line – achievement of mission and achievement of margin. And that underpins all that we do."

The 10 strategic objectives, which are all accompanied by more detailed high level goals are:

1. Grow the business both nationally and internationally in the three service areas of training & development, health & social care and employment services.
2. Continue to improve and expand the



Vision:

**A world of equal opportunities**

Mission:

**To promote equality and fight disadvantage through world class services and initiatives**

Core Values:

**Rehab Group is a leading provider of world-class services, committed to achieving growth, sustainability and value for money in partnership with its customers.**

**Rehab Group is an independent, not-for-profit public interest company dedicated to advocating, championing and progressing greater social integration, economic independence and equal opportunities for all.**

**Rehab Group respects and values its people and works with both staff and clients as partners in success, to deliver person centred and inclusive services.**

**Rehab Group aspires to the highest standards of professionalism, expertise and integrity and acts ethically in all that it does.**

range of potential outcomes achieved by our clients.

3. Shape, lead and influence relevant policy both nationally and internationally.
4. Achieve significant and sustainable growth in turnover and profitability.
5. Increase levels of private sector funding.
6. Achieve a reputation for excellence in all we deliver.
7. To be recognised as an employer of choice.
8. Optimise the use of our assets and resources.
9. Increase our profile nationally and internationally.
10. Maintain high standards of governance.

These objectives are underpinned by a new vision, mission and set of core values for the Group which all activities undertaken must be measured against (see above).

According to Mr Flannery, new structures developed following the corporate



**Chief executive Frank Flannery.**

governance review will come into force later in the year, whilst each Irish division is currently completing its own five-year plan, a process which is also underway among the UK divisions.

“This has been a lengthy process, but an absolutely vital one in preparing Rehab for the next stage of its development and enabling us to provide many thousands more disadvantaged people with services that will change their lives.”

Here’s the full list of high level goals relating to each strategic objective:

**Strategic Objective No. 1 and High Level Goals**

*Grow the business both nationally and internationally in the three service areas of Training & Development, Health & Social Care and Employment Services.*

**High Level Goals:**

To double the number of people who

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benefit from Rehab Group Services.

To increase the diversity of people who benefit from Rehab Group Services.

To build our growth on the core service areas.

To change the percentage geographic balance between Ireland and other countries from 75/25 to 80/20

### Strategic Objective No. 2 and High Level Goals

*Continue to improve and expand the range of potential outcomes achieved by our clients.*

#### High Level Goals:

Establish the full range of potential outcomes for clients.

Establish key performance indicators to monitor outcomes.

Identify and address areas for improvement.

### Strategic Objective No 3 and High Level Goals

*Shape, lead and influence relevant policy both nationally and internationally.*

#### High Level Goals:

To be consulted on major policy and legislative issues that affect the Rehab Group nationally and internationally.

To be proactive nationally and internationally on issues of concern to people with disabilities and other disadvantaged groups.

### Strategic Objective No. 4 and High Level Goals

*Achieve significant and sustainable growth in turnover and profitability.*

#### High Level Goals:



To increase Rehab Group profitability from 1% to 3% return on turnover by 2009.

To double the size of turnover to €300m by 2009.

To increase annual fundraising contribution (pre-CLF from €2m to €5m by 2009.

To double the net assets of the organisation.

To ensure gearing does not exceed 35%

of total assets.

### Strategic Objective No. 5 and High Level Goals

*Increase levels of private sector funding.*

#### High Level Goals:

To achieve a mix of our business funding to 75/25 public/ private by 2009.

### Strategic Objective No. 6



and High Level Goals

*Achieve a reputation for excellence in all we deliver.*

High Level Goals:

All companies/divisions to achieve EFQM Committed to Excellence by end 2005 and Recognised for Excellence by end 2008.

All departments/ companies to achieve relevant external standards for excel-

lence.

To demonstrate improved outcomes for our funders by establishing measures of effectiveness, efficiency and value for money.

Strategic Objective No. 7 and High Level Goals

*To be recognised as an employer of*

*choice.*

High Level Goals:

All divisions / companies to achieve relevant external HR quality standards.

To operate in accordance with best practice HR management standards.

Strategic Objective No. 8 and High Level Goals

*Optimise the use of our assets and resources.*

High Level Goals:

To demonstrate value for money in the use of Rehab Group's assets and resources.

To be fully integrated and networked across all our business areas by 2007.

To establish cost reduction targets.

Strategic Objective No. 9 and High Level Goals

*Increase our profile nationally and internationally.*

High Level Goals:

Maintain and enhance our reputation as an organisation of professional expertise, high standards and integrity.

To have highly recognisable brand identities for the Group and its constituent companies which provide clarity in what we do, by 2007.

To progressively increase equity in all Group brands.

Strategic Objective No. 10 and High Level Goals

*Maintain high standards of governance*

High Level Goals:

Develop and implement compliance and risk management strategies.

Operate in accordance with best practice in Corporate Governance.