





*Cover Artwork by Yvonne O'Kelly*

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## 1. Chairperson's Statement



The National Federation of Voluntary Bodies' Secretariat Annual Report 2012 gives a comprehensive overview of the excellent work carried out by the Secretariat in 2012. At the outset, on behalf of the Board and Federation members, I want to express thanks and appreciation to Brian O'Donnell and the Secretariat Team for their commitment, dedication and outstanding work throughout the year. The Secretariat are the engine room of the Federation and ensure that all of our efforts are focused on providing the best possible services and supports to individuals with an intellectual disability, and their families.

As Chairperson, I had the privilege over the year of meeting with all of the Area Federation Committees across the country and speaking directly with many of the Federation members. I am conscious of the very significant pressures organisations are under trying to deal with more cuts to their budget, while at the same time trying to respond to increasing demands for services and supports.

Extra ordinary efforts continue to be made to prioritise and maintain essential frontline services. In particular, the efforts made in the Federation's Pre-Budget Campaign by all of our members ensured that the campaign strategy was a whole-of Federation effort.

I hope you enjoy reading this Annual Report.

A handwritten signature in blue ink, appearing to read 'Christy Lynch'. The signature is fluid and cursive, with a large initial 'C'.

Christy Lynch,

Chairperson.

## 2. Chief Executive's Introduction



I am very pleased to present the Annual Report of the activities of the National Federation of Voluntary Bodies' Secretariat during 2012.

After four years of cumulative stringent cuts in funding, 2012 represented another very difficult and challenging year for voluntary organisations providing services to people with intellectual disabilities in Ireland. In Budget 2012, our Government announced a further reduction in funding of 3.7%, together with an expectation that the needs of all school leavers and emergency cases would be met without any additional resources. 2012 also saw the publication by Government of a number of important policy statements, including reports on Congregated Settings, Adult Day Services, Autism and the Value for Money & Policy Review of Disability Services in Ireland. In addition, the National Federation took an active involvement in discussions relating to the development of the HIQA National Standards in Residential Disability Services and commenced preparations to ensure compliance when the standards are introduced in 2013.

Against the background of successive aggregate funding cuts of 15% over the previous 5 year period, the scale of the challenge in setting about implementing the many recommendations contained in these reports, while at the same time attempting to maintain essential frontline services and meet the needs of school leavers and emergency cases, cannot be understated. However, the Board of Directors of the National Federation of Voluntary Bodies made its position very clear in early 2012 that, as a Federation of voluntary service providers, we would apply our best endeavours to meet the many complex challenges head on and critically would dedicate the full resources of the Federation to provide leadership and practical support to our membership during the course of the year.

This objective was reflected in our Secretariat's Service Plan, which was approved by the Board in early 2012, and outlined 6 key result areas. Accordingly, the resources of the Secretariat were aligned to ensure delivery of these key result areas and our activities, which are many and extensive to achieve the goals set, are outlined under the six headings in the contents of this Annual Report.

I would like to place on record my personal thanks to our Chairperson, Mr. Christy Lynch, and to each member of our Board of Directors for their leadership and valuable guidance in the delivery of our Service Plan in 2012. I would also like to express my appreciation to each member of our Sub Committees and Task Groups, without whose valuable input our objectives would be impossible to achieve. Last, but certainly not least, I wish to thank each member of my Secretariat Team, although small in number, their dedication and professionalism ensures that an enormous range of high quality activities are delivered and substantial outcomes for our membership, the people with intellectual disability who they support, and their families, are achieved.

Handwritten signature of Brian O'Donnell.

Brian O'Donnell,

Chief Executive

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Key Result Areas:

1. We provided guidance and leadership to our member organisations in the shaping and implementation of National Policy.

2. We consolidated our commitment to continuous quality improvement and innovation

3. We sought to ensure that staff employed and volunteers engaged by member organisations were equipped with the competencies and skills necessary to implement national policy relating to people with intellectual disability

4. We comprehensively reviewed the funding and financial issues affecting the sector

5. We strengthened our relationship with key stakeholders in addressing issues of mutual concern in meeting the support needs of people with disabilities

6. Other: We provided for the Efficient & Effective operation of the National Federation of Voluntary Bodies Secretariat and Company

Appendices

**Appendix 1:** National Federation of Voluntary Bodies Board of Directors

**Appendix 2:** National Federation of Voluntary Bodies Member Organisations

**Appendix 3:** National Federation of Voluntary Bodies Strategic Plan 2010 – 2014

**Appendix 4:** National Federation of Voluntary Bodies Financial Data

## Key Result Area 1: We Provided Guidance and Leadership to our Member Organisations in the Shaping and Implementation of National Policy

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*Provide practical support in the implementation of all new relevant National Policy Initiatives.*

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**At a National level we co-operated with the statutory authorities in the implementation of key policies as follows:**

- During 2012 the Implementation of National Policy Sub Committee focused on the Value for Money Review and in particular on Recommendation 3.1.
  - Following a successful grant application to Genio in 2012 we initiated preparations for a 5 day Immersion Transformation Event – Towards a Good Life, which will bring together a broad range of stakeholders in an intensive programme on the theory and practice of individualised supports towards leading a self-directed good life. The programme opened for registration in December 2012. It focuses on implementation of the new policy direction as set out in the Disability Policy Review, Value for Money Review, Congregated Settings and New Directions.
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- We conducted a survey of member organisations in relation to the Value for Money & Policy Review to provide details as to how services have addressed some of the proposed efficiencies recommended in the Report. A report on the findings was issued to Minister Kathleen Lynch in November 2012. The Strategic Human Resources Sub Committee considered the human resource related elements of the Policy Review to determine the actions to be undertaken by individual agencies during 2012 / 2013.
  - The Next Steps Project established case studies on the ground in our member organisations to progress the movement towards individualised supports. The work undertaken in each of the case studies was benchmarked against the goals of four key policies, the Value for Money and Policy Review; the New Directions Report, the Congregated Settings Report and the National Housing Strategy for People with a Disability 2011-2014.
  - A number of the organisations participating in the Next Steps Project focused their work on developing individualised day supports and shared their learning through the project's Community of Learning.
  - Through our Next Steps project we have identified a number of demonstration sites to test the feasibility and identify good practice whilst sharing this learning through our Community of Learning.

- We are represented on the National Steering Group which was established to oversee implementation of the recommendations contained in “Time to Move On” and worked closely with the HSE in the development of regional implementation plans.
- Progressing Disability Services for Children and Young People (PDSCYP) – We continued to work with the HSE in the development of regional and area level implementation plans and also in commencing the reconfiguration of available resources.
- We represented the National Federation on the Progressing Disability Services for Children & Young People (PDSCYP) National Co-ordinating Group. We continued to support our members in the implementation of PDSCYP via our reference group by the following actions:
  - We held 5 meetings of the Reference Group in 2012 where members contributed to the implementation plans at national level and feedback their involvement in the reconfiguration process. Members also outlined key issues that they requested would be raised at the National Co-ordinating Group.
  - A number of Sub Groups of the National Co-ordinating Group were established in the areas of Training and Development with the National Federation represented by Connie O’Regan, Western Care Association; Team Composition with National Federation represented by Ruth Connolly, Muiriosa Foundation; Standards and Performance by Anna Shakespeare, St. John of God Community Services and Maria Walls; and Access to Services with the National Federation represented by Maria Walls.
  - We promoted family centred practice & family leadership by hosting an event, in conjunction with the Reference Group, which was facilitated by Prof. Roy McConkey in March 2012 entitled “*Family Centred Services: An impossible dream?*” hosted by St. Michaels’s House.
  - On behalf of the National Co-ordinating Group the National Federation developed a questionnaire of the detailed functionalities of an Electronic Client Information Systems to circulate to all key parties on existing systems which could be shared to facilitate the roll out of the PDSCYP programme.
- A National Federation delegation was invited to a meeting with the National Council for Special Education (NCSE). The purpose of the meeting was to explore how a new resource allocation model might look. It was an extremely welcome opportunity to have an open discussion with NCSE on the resource allocation model. The delegation consisted of representatives from the Brothers of Charity Galway, St. John of God Community Services, COPE Foundation, KARE, Stewarts Care and Western Care.
- The Report of the Task Force on the Child & Family Support Agency was launched on 20<sup>th</sup> July, 2012. The National Federation made a brief submission to the HSE to seek clarification on key issues as they relate to children and the PDSCYP Programme.

- The National Federation was represented on the National Disability Steering Group for the Implementation of Children First during 2012 by Ms. Maria Walls, Director of Research & Policy Development, and Ms. Jillian Sexton, Human Resources Training & Development Co-ordinator.

The role of the National Steering Group is to:

- Develop and recommend a standardised framework for a Child Protection and Welfare Policy, Procedures & Practices, specific to Disability Services and consistent with Children First 2011 for adoption by all Disability Services;
- Develop and implement a Communication Strategy and Plan to support Children First implementation across Disability Services;
- Develop and recommend a standardised Children First Training Strategy for adoption by all Disability Service Providers;
- Develop and recommend a standardised Q&A template & monitoring system for effective implementation of Children First for adoption by Disability Services;
- Monitor national Children First statistical returns for trends, issues and obstacles to implementation of Children First and advise the National Disability Governance Group.



Prof. Roy McConkey facilitates the “*Family Centred Services: An impossible dream?*” event in March 2012

- In late 2012 an internal National Federation Children First Implementation Group was established to support the implementation of Children First across National Federation member organisations.
- We continued to develop the use of Easy to Read materials to make information more accessible for people with disabilities, for example through our participation on an interagency Accessible Information Working Group which established engagement with the Referendum Commission to work towards accessible information provision in future referendums, and through work with the Department of Environment to prepare an Easy to Read version of the National Housing Strategy for People with Disabilities 2011-2016.
- We undertook preparation for a national conference to take place in January 2013, to showcase the learning from the Next Steps Project, so that individual case studies could be shared with the wider community and the learning from these initiatives on the ground could be disseminated. Minister Kathleen Lynch was approached and confirmed her intention to attend the event.



- We participated on the HSE's National Audit of Client Protection to complete Phase 1.
- We continued to work with the HSE in the development and implementation of an Adult Safeguarding Policy.
- We continued to encourage the ratification of the UN Convention on the Rights of Persons with Disabilities by Ireland, and advanced the process of alignment of service provision to the Convention requirements through general engagements. Response on the ratification of the UNCPRD was sent to the Department of Justice in November 2012.
- The Rights Training Committee has done extensive work on marrying the Human Rights Framework to day to day rights issues. They are in the process of developing useful training tools that may be used by member organisations.
- We continued to work with the coalition of organisations interested in progressive Legal Capacity Legislation including supported decision-making models. This included the development of guiding principles and two major events entitled "Looking Globally, Legislating Locally: The Irish Legal Capacity Bill" and "Getting it Right".
- A detailed submission was made to the HSE National Consent Advisory Group on the Draft National Consent Policy on 3<sup>rd</sup> July 2012.
- We engaged with the Law Reform Commission on the need for reform of the Criminal (Sexual Offences) Act 1993, and highlighted the negative impact it has on supporting people in relationships. A submission was made to the Law Reform Commission Consultation Paper Sexual Offences and Capacity to Consent on 3<sup>rd</sup> February 2012.
- We engaged in the reviewing of the Mental Health legislation by making a submission in February 2012 to the Vision for Change Independent Monitoring Group.



Sharing of information at the Next Steps Project "*Community of Learning*"

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## *Strengthen cohesion within the Federation at national and regional levels*

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- During the year both the Chairman and the Chief Executive attended one meeting of each of the Area Federation Committees in order to get a fuller understanding of issues of particular concern at the regional levels.
- We encouraged co-operation and cohesion between member organisations through Sharing Innovative Learning events, the Next Steps Project, through the General Assemblies, Sub Committees and Task Groups.
- The following Sharing Innovative Learning events were held during 2012 and all presentations relating to them are on our website [www.fedvol.ie](http://www.fedvol.ie):
  - *“Doing things the rights way”* – took place on 21<sup>st</sup> March, 2012. This event gave the opportunity to hear from member organisations who had already established Rights Committees. The members involved on the Committees shared their learning of the benefits and challenges of this process.
  - *“The Decision is mine but you can support me”* – took place on 7<sup>th</sup> June, 2012. This event gave the opportunity to explore the continuum of supporting decision making from effective listening to the person, to developing a range of strategies to support decision making, to formal decision making including circles of support.
  - *“When words are not enough”* – took place on 3<sup>rd</sup> October, 2012. This event gave the opportunity to hear from Phoebe Caldwell who is an expert practitioner in Intensive Interaction working mainly with children and adults on the Autistic Spectrum.
  - *“Learning from 25 years of change in supporting Families and People with Disabilities”* – this event took place on 10<sup>th</sup> December, 2012 – which was a presentation by Margaret Rodgers, Community Resource Unit (CRU), Queensland. Margaret has enjoyed working with people with disabilities and their families in Queensland for over 25 years.



Sharing of information at the National Federation Sharing Innovative Learning events

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*Support our membership in the management of change through the development of best practice change management guidelines*

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- We established five new Sub Committees in the areas of Policy Implementation; Human Resources, both strategic and operational; Quality & Standards; and Finance in order to give direction, leadership and practical advice in implementation of our Strategic Plan.
- We submitted an application for funding to the National Lottery Scheme at the Department of Health for the national roll out of the Best Practice Guidelines for Informing Families of their Child's Disability, which had been developed and piloted by the National Federation. In order to disseminate good practice we also submitted a paper describing the evaluation of training in the best practice guidelines, for publication with the Archives of Disease in Childhood, which is the paediatric journal of the British Medical Journal.

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*Be involved in the shaping and implementation of the HIQA National Standards in Residential Disability Services*

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- We ensured that the voice of people with disabilities was heard through the Inclusive Research Network (IRN). The IRN held four meetings during 2012.
- We supported the IRN's work on the submission to the HIQA Standards and also by working in partnership with the Health Research Board on the Moving Ahead Project (HRB Residential Project).
- We continued to support research within the National Federation member organisations for example through our work with the Inclusive Research Network and the continued development of our research database on the National Federation website.

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*Support effective implementation of the National Disability Strategy*

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- Our Chief Executive was appointed to represent the National Federation on the National Disability Strategy Implementation Group and through his participation on the Disability Stakeholders Group inputted into the development of the draft National Disability Strategy Implementation Plan following consultation with member organisations

## Key Result Area 2: We consolidated our commitment to continuous quality improvement and innovation

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*Be involved in the shaping and implementation of the HIQA National Standards in Residential Disability Services*

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Following consultation with member organisations our Quality % Standards Sub Committee made a detailed submission to HIQA on the National Standards in residential Disability services. The Sub Committee also prepared a Frequently Asked Questions document which was also submitted to HIQA and formed the basis of engagement between the Federation and HIQA in relation to the standards.

The Inclusive Research Network made a submission on the Draft Standards for Residential Services for People with Disabilities on 21st November, 2012.

Through the work of the Strategic and Operational Human Resources Groups, issues relating to work Theme 7 – ‘Workforce’ of the HIQA Standards were identified and drawn to the attention of the Quality & Standards Sub Committee to address in their communications with HIQA regarding the standards.

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*Identify innovative and best practice quality developments for dissemination throughout the federation and to key stakeholders*

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During 2012, we organised 4 Sharing Innovative Learning Seminars on innovative practices in the sector, the content of which responded to the expressed learning needs of the member organisations.

We developed guidelines on producing translated health information materials, in partnership with the HSE, through a case study of the Informing Families Project information materials development.

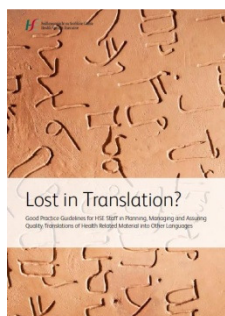
We developed a section of our website from which members may download presentations and other information relating to our Sharing Innovative Learning Events. A section of the website was also developed to share learning emerging from the Next Steps Project. We continued to maintain our Informing Families website [www.informingfamilies.ie](http://www.informingfamilies.ie) which provides good practice guidelines to professionals who inform families of their child’s disability and information materials to families who have just received their child’s diagnosis.

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*Identify extent to which accreditation has been achieved, or is being pursued, by member organisations*

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A survey of all member organisations was conducted to establish the extent to which Quality accreditation has been achieved or is being actively pursued by members.



The 'Lost in Translation' Guide, developed in collaboration with the HSE, using the National Federation's Informing Families Project as a case study

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*Provide support to the National Federation Health & Safety/ Employee Wellbeing Working Group.*

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During 2012 the Health & Safety / Employee Wellbeing Working Group continued to meet on a quarterly basis. The group provides a networking forum for health and safety personnel across Federation member organisations. The group concentrated its efforts on the following during 2012:

- HIQA standards in the context of Health & Safety;
- Health and Safety Authority's 5 Year Plan for Health Care;
- Devising a common framework for the managing / reporting of incidences;
- Customising the H.S.A.'s 'Audit Tool for Healthcare sector' specifically for the intellectual disability sector;
- Investigating the possibility of setting up an online forum to facilitating information sharing.

The National Federation's Group Employee Assistance Programme (EAP), which was established in 2010 with VhiCorporate Solutions, for Federation member organisations, was reviewed in 2012. The role of the EAP is to provide a workplace-focused programme to assist in the identification and resolution of employee concerns that may affect performance. The scheme provides considerable savings for member organisations and over half of all members are currently involved in the EAP.

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*Consider and advise on how best to support and include people with intellectual disability, and families, in the decision-making processes that affect their lives*

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Following the Sharing Innovative Learning event on Participation in Decision Making in October 2011, work is on-going in our Quality & Standards Sub Committee to develop a comprehensive strategy for effective participation of people with intellectual disabilities in the decision making processes that affect their lives.



Panel discussion at Sharing Innovative Learning Event: *“The Decision is mine, but you can support me”*

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*Provide practical support to member organisations in the implementation of appropriate quality systems*

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Our Quality & Standards Sub Committee met on 6 occasions during 2012 and provided a range of practical advice to member organisations in their preparations for the commencement of the system of registration and inspection of residential services.

## Key Result Area 3: Staff Employed and Volunteers Engaged by Member Organisations should be Equipped with the Competencies and Skills Necessary to Implement National Policy Relating to People with Intellectual Disability.

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### *Establish Strategic Human Resources Sub Committee and Operational Human Resources Group*

During 2012 both a Strategic Human Resources Sub Committee and Operational Human Resources Group were established within the National Federation. The Strategic HR Sub Committee, which is chaired by Ms. Patricia Doherty, CEO, St. Michael's House, agreed its terms of reference and developed a work plan which aims to ensure that Federation members are supported to address the key human resource issues which they are facing in the current climate. The Operational HR Group, chaired by Ms. Olive Leonard, Director of Human Resources, Muiríosa Foundation, aims to facilitate human resource personnel to share information, develop agreed National Federation positions and address industrial relations issues.

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### *Maximise the potential of the Croke Park Agreement to give greater flexibility in terms of skills mix and work practices*

During 2012 member organisations were supported to implement the provisions of the Croke Park Agreement and to engage positively and constructively with all stakeholders e.g. the HSE and the relevant health sector trade unions. Progress reports were completed by agencies that aimed to detail the changes introduced under the provisions of the agreement and to document the savings and efficiencies achieved.

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### *Identify and implement initiatives to address and overcome the challenges presented by the moratorium on recruitment*

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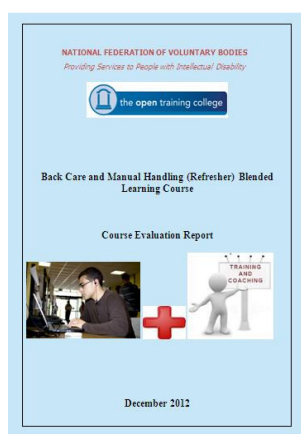
The moratorium on recruitment, combined with reduced employment ceilings for agencies, continued to present significant challenges for services in maintaining service provision. Through the work of the Strategic Human Resources Sub Committee agencies shared information on how they are addressing the challenges and initiatives that were put in place to seek to minimise their effects.

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*Provide a comprehensive support service to member organisations regarding HR matters*

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- During 2012 we sought to ensure that organisations were fully briefed on human resource / industrial relations issues through quarterly meetings of the Strategic and Operational Human Resources Groups.
- We also continued to work closely with Corporate Employee Relations Services (CERS), HSE, throughout 2012 – CERS is the representative body for health service employers that aims to promote the development of improved human resources practices within the health services and represents / support employers in the management of industrial relations.
- The position in relation to industrial relations matters of relevance to agencies were monitored and support was provided to those who represented Federation members on key national working groups.
- We were represented on key national HSE Fora e.g. the National Joint Council (NJC), Joint Information & Consultation Forum (JICF), etc. The NJC is the primary forum for the management of industrial relations in the health service and Ms. Patricia Doherty, St. Michael's House, represents the interests of National Federation members on the Council (a second nominee is due to be appointed early in 2013). The JICF provides a forum for information sharing and consultation in relation to HSE proposals. The National Federation is represented on the JICF by Ms. Jillian Sexton, Human Resources Training & Development Co-ordinator.
- The position in relation to the Garda vetting of staff was also monitored with regular updates provided to members on the outcome of national discussions relating to the vetting of existing staff i.e. staff members who have never been vetted.



Evaluation report published following the piloting of the Back Care & Manual Handling (Refresher) Blended Learning Programme piloted in autumn 2012.



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*Provide support to National Federation members in relation to key industrial relations matters*

Throughout 2012 support was provided to member organisations in relation to national deliberations on key issues of concern. Specifically this included:

- Supporting those representing the National Federation on national working groups / committees.
- Supporting organisations in relation to key industrial relations issues e.g. sleep-overs, increment payments, etc.
- Collating information in relation to key issues under consideration in order to develop a national picture / shared position.

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*Provide training and development initiatives aimed at meeting the requirements of the new policy direction*

During 2012 specific training and development initiatives aimed at enhancing service delivery and quality were organised e.g. delivery of the Front Line Managers programme; training for Support Contact Persons and a series of Sharing Innovative Learning seminars.

The Learning-on-Line Working Group continued its work in relation to exploring the potential for blended learning across agencies. A key outcome of this work was the development of a 'Back Care and Manual Handling Refresher (Blended) Learning Module'. The module was piloted in 2 organisations in autumn 2012 and a comprehensive programme evaluation was undertaken. The module will be rolled out to all National Federation agencies in 2013.

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*Ensure that the value-add of a vibrant voluntary sector is articulated clearly*

Through the planning of the Next Steps Dissemination event to take place in January 2013 we worked to ensure that the learning of the Next Steps case studies towards individualised supports will inform over 200 delegates including individuals supported, family members, staff and members of Government Departments and agencies about innovative work taking place to provide positive outcomes in individuals' lives.

We supported our Inclusive Research Network by working with them to form their own steering committee made up of self-advocates and supported them to agree future Research Priorities.

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*Participate in the  
Training Links  
Programme operated  
by Ability West*

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In 2012 we participated in the Steering Committee established by Ability West to support its Training Links Programme. The network consists of a number of voluntary agencies and a series of training programmes, targeted at senior and middle managers. The Programme focused on the following areas: Management Skills / Managing Change / PR & Marketing / Best Practice in Record Keeping / HIQA Standards / Interview Skills / Investigation Training. The Network will continue to operate into 2013.



Setting out the artwork for the judging of the annual National Federation art competition. The winner of the art competition provides the cover for the Health Research Board's National Intellectual Disability Database Annual Report.

## Key Result Area 4: We Deepened our Relationship with Key External Stakeholders in Addressing Issues of Mutual concern in Meeting the Support Needs of People with Disabilities

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*Ensure the National Federation is represented on all key national and regional Disability Fora*

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We worked closely with the HSE in the establishment of National and Regional Consultative Fora and arranged for strong representation on each. We were also represented on the Value for Money and Disability Policy Review Working Group, the National Disability Strategy Implementation Group and on the National Joint Council.

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*Strengthen our collaboration with national advocacy groups and other national organisations*

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During 2012 we met with Inclusion Ireland, Disability Federation of Ireland, Not for Profit Business Association, the National Parents and Siblings Alliance and with National Disability Authority.

We also met with the Irish Congress of Trade Unions and with IBEC. The purpose of these meetings was to strengthen our collaboration with the groups and to discuss issues of mutual concern or interest.

We made a presentation to the Disability Federation of Ireland on the Convention on the Rights of Persons with Disabilities (CRPD) and its implications for organisations in Ireland.

We continued our partnership with the National Institute for Intellectual Disability in providing on-going support to the Inclusive Research Network (IRN).

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*Collaborate with  
international  
partners*

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We continued our active participation as a member of the European Association of Service Providers for Persons with Disabilities (EASPD). This involved:

- Inputting into EU's Disability Strategy 2010 – 2020, and evaluation of its implications for service provision in Ireland.
- Participation as a Project Partner in the EU Project on Inclusive Education for People with Intellectual Disability – Pathways to Inclusion (P2i);
- Continuing to be represented on the Board of EASPD and on the Standing Committee on Education.

We supported the roll-out of the Informing Families Guidelines in other European countries by providing training and information inputs in Finland and Germany at the invitation of EASPD members.

We co-ordinated the Journey to Belonging Grundtvig project which saw five European countries (Ireland, Finland, Austria, France and Slovenia) come together to share best practice around transition points in people's lives. The project will conclude in 2013, at which time the learning from this project will be widely disseminated through our EASPD networks.



Members of the Irish delegation join with partners from Finland, Slovenia, Austria, France and Germany in Ljubljana, Slovenia to discuss best practice in meeting the changing needs of older people

## Key Result Area 5: We Comprehensively Reviewed the Funding Financial Issues Affecting the Sector

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### *Develop a robust service costing methodology*

In February 2012 we organised a two day event to consider costing methodology frameworks and also international experiences in the Commissioning and Tendering of Services.

We arranged for the piloting of a specific costing methodology which had been developed by St Michael's House in a number of our member organisations.

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### *Consider and review Resource Allocation Model*

Members of the Implementation of National Policy Sub Committee engaged in discussion with the NDA on their review of the Needs Assessment Tools models. John Hannigan, Chairman of the Federation's Finance Sub Committee, represented the Federation on the National Disability Authority's Resource Allocation Model Working Group

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### *Respond to the Government's Value for Money Report on Disability Services*

We conducted a survey of member organisations in relation to the Value for Money & Policy Review and with a 96% response rate we provided the results to Minister Kathleen Lynch, T.D., Minister of State which outlined in detail how services have addressed some of the recommendations of the Report.

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### *Examine in detail all matters relating to the commissioning and tendering for services*

We prepared a discussion document on Commissioning and Procurement of Disability Services having regard to the international experiences for consideration by the National Consultative Forum on Disability.

We developed and implemented a comprehensive Pre-Budget 2013 Campaign Strategy. Adopting a whole of Federation approach we prepared relevant materials and ensured that contact was made with every elected public representative in the country. Separate meetings were arranged with each of the leaders of all political parties and with the relevant Government Ministers, and also with senior officials in the Department of Health and senior management in HSE.

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*Examine the feasibility of a shared services approach to achieving better value for money*

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The concept of the formation of twinning of agencies during the Immersion event, planned for April 2013, began with the aim of enabling the sharing of experiences of reform between the agencies, which will create the opportunity for constructive critical dialogue between the agencies to advance the reform actions and to assist each other in trouble shooting and addressing the challenges encountered.

We commenced discussions with the HSE on the development of a shared services approach in the intellectual disability sector.



Interactive workshops at the 2-day costing methodology event in February 2012

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*Review all matters relating to the introduction of personalised budgets*

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We established a Sub Group of the Next Steps Project to begin looking at the potential of individualised funding arrangements. It was agreed that this group will re-convene when the results from the NDA piloting of various resource allocation systems is complete, to discuss how we can operationalise individual funding arrangements for those who wish to avail of them.

## 6. Other: We provided for the Efficient & Effective Operation of the National Federation of Voluntary Bodies Secretariat & Company

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*As an incorporated company limited by guarantee, it is important that the National Federation is operated in accordance with best corporate governance practice. It falls to the National Federation Secretariat to meet these obligations and also to ensure that its own affairs are managed efficiently and transparently.*

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- During 2012, we arranged:
  - 8 meetings of the Federation's Board of Directors;
  - 4 meetings of General Assembly;
  - An Annual General Meeting in September 2012;
  - Established a new Sub Committee structure and population of membership to each;
  - Developed a Service Plan to give effect to objectives outlined in our Strategic Plan.
- The Secretariat arranged the preparation and audit of financial accounts, including monthly management accounts which were prepared and submitted to the Chairperson of National Federation's Finance Sub Committee.
- The Secretariat oversaw the administration of the National Federation of Voluntary Bodies Pension Scheme, including liaison with New Ireland Assurance and Cornmarket and ensuring the timely submission of all members' contributions to the fund managers. All members' queries in relation to the scheme were dealt with in a timely fashion and a pension workshop for member organisations' pension administrators took place in May 2012. There are currently 3,195 members in the National Federation's Pension & Life Assurance Scheme with a fund value of €104,960,760 as at 31<sup>st</sup> December, 2012.
- A review and update of National Federation of Voluntary Bodies' Pension Scheme Trust Deed was carried out and completed in August 2012.
- The Secretariat arranged for the completion of Pension Trustees Training in line with Pension Board's requirements.
- The Secretariat complied with the requirements of the Freedom of Information Act by:
  - Collecting quarterly FOI statistics from relevant member organisations;
  - Collating end of year statistics for inclusion in the Annual Report of the Information Commissioner.

- We collated and disseminated a weekly information bulletin to gather news stories and information on events relevant to our member organisations.
- We facilitated networking and the sharing of information, resources and expertise between organisations through supporting the operation of the National Federation Sub Committees which are focused on key areas of work.
- We maintained our National Federation website [www.fedvol.ie](http://www.fedvol.ie) and the Informing Families website [www.informingfamilies.ie](http://www.informingfamilies.ie) to ensure that we continue to provide up to date and relevant information to our members and the wider community.

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### *Projects:*

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The 'Next Steps' Project aims to identify supports and barriers experienced by our member organisations in embracing the change agenda towards individualised supports, and to develop initiatives to support our members in these changes. The participants are undertaking a range of actions in key theme areas such as Staff and Management Development; People's Involvement in Decision Making; Family Leadership; and Reconfiguration of Services, and are reporting on progress through a series of case studies. Evaluation of these initiatives will identify supports and barriers in achieving individualised supports, and the learning from the project will be shared with all key stakeholders.

The Informing Families Project developed National Best Practice Guidelines for Informing Families of their Child's Disability, which were piloted in the Cork region from 2008-2010. This project was the recipient of a Taoiseach's Public Service Excellence Award 2010. In 2011 the Guidelines were adopted in Temple St. Children's Hospital, and a proposal was developed to support strategic roll-out on a national basis, using the learning gained through the successful implementation in Cork. In 2012 we pursued funding avenues to support national roll-out based on this strategic proposal.

We continued to support the Going to College Project which champions the civic engagement of persons with an intellectual disability through access to inclusive higher education at NUI Galway.

Following a successful grant application to Genio, initial planning began in 2012 for the Immersion Transformation Programme which will commence with an event to be held in April 2013. It will be led by international experts and grounded in the experiences of Irish organisations that have developed individualised supports and will focus on creating internal dialogue between the key stakeholders as a key change strategy.



## Appendix 1

### National Federation of Voluntary Bodies' Board of Directors

- Mr. Christy Lynch, KARE, (Chairperson);
- Mr. Francis Coughlan, SOS Kilkenny;
- Mr. Conor Counihan, St. Joseph's Foundation;
- Ms. Breda Crehan Roche, Ability West;
- Mr. Denis Cronin, Daughters of Charity;
- Ms. Patricia Doherty, St. Michael's House;
- Mr. Oliver Donohoe;
- Mr. John Hannigan, Sunbeam House Services;
- Mr. Andy Heffernan, St. John of God Community Services;
- Mr. Trevor Jacob, CWCW Enniscorthy;
- Ms. Collette Kelleher, COPE Foundation;
- Ms. Winifred O'Hanrahan, Brothers of Charity Services;
- Mr. Bernard O'Regan, Western Care Association;
- Mr. Pat Reen, Prosper Fingal.

## Appendix 2

# National Federation of Voluntary Bodies' Member Organisations

- Ability West, Blackrock House, Salthill, Galway
- Ard Aoibhinn Centre, Belvedere Road, Wexford
- Assoc. of Parents & Friends Carrickmacross, Corcrin, Carrickmacross, Co. Monaghan
- Beam Services, Chestnut Court, Royal Oak Road, Bagenalstown, Co. Carlow
- Brothers of Charity Services Clare, Banner House, Clare Road, Ennis, Co. Clare
- Brothers of Charity Services Galway, Woodlands, Renmore, Galway
- Brothers of Charity Services Limerick, Blackberry Park, Ballykeeffe, Dock Road, Limerick
- Brothers of Charity Services Roscommon, Lanesboro Street, Roscommon
- Brothers of Charity Services South East, Belmont Park, Waterford
- Brothers of Charity Southern Services, Lota, Glanmire, Co. Cork
- Cairde Activation Centre, Unit 5, Largy, Clones, Co. Monaghan
- Cairdeas Centre, Tullow, Co. Carlow
- Camphill Communities of Ireland, Ballytobin, Callan, Co. Kilkenny
- Carriglea Cairde Services, Carriglea, Dungarvan, Co. Waterford
- CASA (Caring & Sharing Association), Carmichael Centre, North Brunswick Street, Dublin
- Cheeverstown House, Templeogue, Dublin 6W
- Children's Sunshine Home, Leopardstown Road, Foxrock, Dublin 18
- Clann Mór Ltd., Clann Mór House, Commons Road, Navan, Co. Meath
- CoAction West Cork, Slip, Bantry, County Cork
- COPE Foundation, Bonnington, Montenotte, Cork
- Cork Association for Autism, 18 Cook Street, Cork
- County Wexford Community Workshop, Beelefield, Enniscorthy, Co. Wexford
- County Wexford Community Workshop, Cumas Design, Hartes Complex, Butlersland Industrial Estate, New Ross, Co. Wexford
- DARA Residential Services, 36 Maynooth Road, Celbridge, Co. Kildare
- Daughters of Charity Service, St. Vincent's Centre, Navan Road, Dublin 7
- Delta Centre, Strawhall, Carlow
- Drumlin House, Cootehill, County Cavan
- Gheel Autism Service, Ballycurraghan, Maynooth, Co. Kildare
- Holy Angels Day Care Centre, Strawhall Industrial Estate, Carlow
- KARE, Newbridge Industrial Estate, Newbridge, County Kildare
- KASMHA, College Gardens, Callan Road, Kilkenny

- Kerry Parents & Friends Association, Old Monastery, Port Road, Killarney, Co. Kerry
- L'Arche Ireland Secretariat, Cluain Aoibhinn, Fairgreen Lane, Callan, Co. Kilkenny
- Malta Services Drogheda, Malta House, Fair Street, Drogheda, Co. Louth
- MIDWAY Services, Beechmount Industrial Estate, Navan, Co. Meath
- Moorehaven Centre, O'Brien Street, Tipperary
- Muiriosa Foundation, Moore Abbey, Monasterevin, Co. Kildare
- North West Parents & Friends Association, Holy Family Day Centre, Ballytivnan, Sligo
- Peacehaven, 1-2 Hillside, Greystones, Co. Wicklow
- Peamount, Newcastle, County Dublin
- Prosper Fingal, Strand Street, Skerries, Co. Dublin
- RehabCare, Roslyn Park, Beach Road, Sandymount, Dublin 4
- SOS Kilkenny Ltd., Seville Lodge, Callan Road, Kilkenny
- St. Aidan's Service, Millands, Gorey, Co. Wexford
- St. Catherine's Association, Newcastle, Co. Wicklow
- St. Christopher's Service, Leamore Park, Battery Road, Longford
- St. Cronan's Association, Grange, Roscrea, Co. Tipperary
- St. Hilda's Services, Grace Park Road, Athlone, Co. Westmeath
- St. John of God Community Services, Provincial Administration, Stillorgan, Co. Dublin
- St. Joseph's Foundation, Baker's Road, Charleville, Co. Cork
- St. Margaret's Centre, Moorehampton Road, Donnybrook, Dublin 4
- St. Michael's House, Ballymun Road, Ballymun, Dublin 9
- St. Patrick's Centre (Kilkenny), Kells Road, Kilkenny
- St. Vincent's Centre, St. Mary's Road, Cork
- Stewarts Care, Palmerstown, Dublin 20
- Sunbeam House Services, Cedar Estate, Killarney Road, Bray, Co. Wicklow
- Walk, 1 Longmile Road, Dublin 12
- Waterford Intellectual Disability Association, 2 Belmont Road, Ferrybank, Waterford
- Western Care Association, John Moore Road, Castlebar, Co. Mayo
- Windmill Therapeutic Training Unit, Larkins Lane, South Main Street, Wexford
- Wisdom Services, Cregg House, Sligo

# NATIONAL FEDERATION OF VOLUNTARY BODIES

*Providing Services to People with Intellectual Disability*

## MEETING THE CHALLENGE IN CHANGING TIMES

*STRATEGIC PLAN 2011 – 2014*

### **Strategic Priorities:**

The National Federation of Voluntary Bodies has developed five strategic priorities which form the basis of our Strategic Plan 2011 – 2014.

#### **Strategic Priority One:**

To provide guidance and leadership to our member organisations in the shaping and implementation of National Policy.

##### **Objective:**

- Support our membership in the management of change through the development of best practice change management guidelines.
- Provide practical support in the implementation of all new relevant National Policy Initiatives.
- Strengthen cohesion within the Federation at national and regional levels.
- Support effective implementation of the National Disability Strategy.

#### **Strategic Priority Two:**

Consolidate our commitment to continuous quality improvement and innovation.

##### **Objective:**

- Be involved in the shaping and implementation of the HIQA National Standards in Residential Disability Services.
- Identify extent to which quality accreditation has been achieved, or is being actively pursued, by member organisations.
- Provide practical support to member organisations in the implementation of appropriate quality systems.
- Identify the innovative and best practice quality developments for dissemination throughout the Federation and presentation to the critical decision makers.
- Consider and advise on how best to support and include people with intellectual disability, and families, in the decision making processes that affect their lives.

#### **Strategic Priority Three:**

Staff employed and volunteers engaged by member organisations should be equipped with the competencies and skills necessary to implement national policy relating to people with intellectual disability.

##### **Objective:**

- Ensure that training and development initiatives are focussed on skills development to meet the requirements of the new policy direction.
- Maximise the potential of the Croke Park Agreement to achieve greater flexibility in terms of skills mix and work practices.
- Identify and implement initiatives to address and overcome the challenges presented by the moratorium on public sector recruitment.
- Ensure that the value add which a vibrant community and voluntary sector brings to the lives of people with intellectual disability is clearly articulated and understood.

#### **Strategic Priority Four:**

To deepen our relationship with key external stakeholders in addressing issues of mutual concern in meeting the support needs of people with disabilities.

##### **Objective:**

- Ensure Federation is represented on all key national and regional Disability Fora.
- Strengthen our collaboration with national advocacy groups.

#### **Strategic Priority Five:**

Comprehensively review the funding and financial issues affecting the sector.

##### **Objective:**

Develop a robust service costing methodology.

- Consider and review Resource Allocation Models.
- Respond to the Government's Value for Money Report on Disability Services.
- Examine in detail all matters relating to the commissioning and tendering for services.
- Examine the feasibility of a shared services approach to achieving better value for money.
- Review all matters relating to the introduction of personalised budgets.

### **Mission Statement:**

"To provide the leadership and support that will enable voluntary organisations to adapt to a radically changing operating environment, with the ultimate aim of ensuring that the people whom our members support benefit from best quality service according to their needs."

### **Guiding Principles:**

People with an intellectual disability have the right:

- ✚ To be supported to live a life on their own terms;
- ✚ To be included in all decisions that affect their lives;
- ✚ To have meaningful, freely chosen relationships;
- ✚ To be included as a contributing member of their own communities;
- ✚ To choose their own supports and have access to the resources to do this;
- ✚ To have the same rights, responsibilities and opportunities as every other citizen.

### **Core Values:**

The values that guide the way we behave as a Federation are:

- ✚ **Integrity** – We are loyal and committed to the mission and guiding principle of the National Federation of Voluntary Bodies.
- ✚ **Professional Conduct** – Ensure that we adopt only the best business practices and disciplines.
- ✚ **Openness** – Ensure that our communication is open and effective and our Governance and decision making processes transparent.
- ✚ **Accountability** – Ensure that we are fully accountable to our members, to the people who we support and their families, funders and communities in respect of the decisions and actions we take.
- ✚ **Person Centred** – Ensuring that we listen to, and are responsive to, the people we support.
- ✚ **Quality Focussed** – Ensure that we always seek to improve and maintain commitment to innovation and development.
- ✚ **Commitment to Staff** – Ensure that we facilitate and recognise staff contributions and efforts, and support individual development.
- ✚ **Voluntary Ethos** – We are committed to the preservation of a voluntary ethos in the provision of supports to people with intellectual disability.

**Appendix 4**  
**National Federation of Voluntary Bodies'**  
**Financial Data 2012**

	Year Ended 31/12/12	Year Ended 31/12/11
<b><u>Income &amp; Expenditure:</u></b>		
<b>Income:</b>		
HSE Grant	310,239	322,159
Members Subscription	142,057	142,557
Pension Scheme Administration Fee	75,000	74,068
Other Income	24,000	26,701
Project Income	<u>239,167</u>	<u>339,908</u>
	790,463	905,393
<b>Expenditure:</b>		
Pay Expenditure	424,711	423,450
Non Pay Expenditure	104,408	120,314
Project Expenditure	<u>239,167</u>	<u>339,908</u>
	768,286	883,672
<b>Surplus for the Year</b>	<b><u>22,177</u></b>	<b><u>21,721</u></b>
 <b><u>Balance Sheet:</u></b>		
Fixed Assets	384,396	397,209
<b>Current Assets:</b>		
Debtors	24,114	16,121
Bank	<u>497,474</u>	<u>441,708</u>
	521,588	457,829
Creditors – amounts falling due within 1yr	(449,211)	(392,944)
<i>Net Current Assets</i>	<u>72,377</u>	<u>64,885</u>
Total Assets Less Current Liabilities	456,773	462,094
Creditors – Amounts falling due after 1yr	<u>(194,459)</u>	<u>(221,957)</u>
<b>Total Net Assets</b>	<b><u>262,314</u></b>	<b><u>240,137</u></b>
<b>Capital &amp; Reserves</b>		
Surplus for the Year	22,177	21,721
Reserves	<u>240,137</u>	<u>218,416</u>
	<b><u>262,314</u></b>	<b><u>240,137</u></b>

The National Federation of Voluntary Bodies Financial Statements are audited by Michael O'Hanlon & Co, Loughrea, Co. Galway.

The above figures are an extract from the National Federation's Financial Statements for Year Ended 31<sup>st</sup> December, 2012.

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## **NATIONAL FEDERATION OF VOLUNTARY BODIES**

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*Providing Services to People with Intellectual Disability*

The National Federation of Voluntary Bodies Providing Services to People with Intellectual Disability is a national umbrella organisation for voluntary/non-statutory agencies who provide direct services to people with intellectual disability in Ireland. Our Member Organisations provide services to people with intellectual disability and their families in the Republic of Ireland and account for in excess of 85% of this country's direct service provision to people with an intellectual disability.

The services provided to people with an intellectual disability are founded on the values as set out in the O'Brien (1997) Principles of Inclusion, Choice, Dignity, Respect, Participation and Contribution. They are rooted in the rights based perspective that people with intellectual disability have the right to live full and active lives, and be active participating members of their own community.

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