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Sunbeam House Services Ltd.
Cedar Estate, Kilarney Rd., Bray, Co. Wicklow

Managing Director's Report

2011 has seen a great many changes in Sunbeam House Services and we continue these changes into 2012. One of the themes of the years to come for Sunbeam House Services will be a need to continue to change and become more cost effective while still delivering on the excellent support services that we provide.

2011 saw the award of our Person Centred Excellence accreditation from the Council for Quality and Leadership (CQL). We had worked very hard as an organisation, with all of our teams involved, in producing data and the evidence that we are a person Centred organisation. We were also the first on the country to achieve this status. We must not become complacent in this award as we still have a significant journey to make to turn our organisation in a Person Directed Organisation with individualised programmes and supports.

2011 and 2012 have seen the rollout of our five year Strategic Plan 2011 to 2016, which identifies 6 clear priorities for Sunbeam House Services – Governance, Quality Services, Staffing, Partnership, Family and Friends, Responsible Expansion. All of these priorities can be reviewed in the plan which is available to those wishing to obtain a copy.

The process of developing the Strategic Plan involved the whole of the Board of Directors, staff team, clients, families and our external stakeholders and reflects the requirements needed to ensure that Sunbeam House Services continues to develop and influence on a local, regional and national basis.

We have much to do over the coming 5 years and have already started to deliver on our Strategic Plan. We have started to invest heavily in staff training and skills; we will be rolling out a new management and leadership development programme shortly to develop the leaders and managers of the future for Sunbeam House Services; we are embarking on the development of individualised services and budgets and we have opened two new service locations in Wicklow and Arklow. We continue to drive the restructuring of our services through our new management structure and we will be implementing a single keyworker process in the next 12 months. All of this should lead to better cost efficiencies, and a clearer and more structured support service for our clients.

The last four years have seen significant changes in our funding, with almost €4 million being taken from services. This has necessitated a reduction in staffing over the last two years and we have seen 25 valued members of staff take voluntary redundancy. Even though this has put pressure on the front line services and supports that we provide, we have not seen any significant reduction in the quality of the support provided. This is a testament to the commitment and loyalty that staff demonstrates every day and I and the Board of Directors thank all our staff for this. Staff over the last 4 years have also forgone all of their incremental rises in salaries and indeed have taken a cut in salaries to ensure that Sunbeam House Services continues to provide the best services we can, again a further demonstration of the commitment of staff. We cannot underestimate the level of financial difficulty this will have brought for staff and once again I wish to convey my sincerest thanks for their continued support in these difficult times.

Three critical elements of our structure have been enhanced over the last 12 months - the Service Users Forum, the Staff Forum and the Family and Friends Forum. All of these Fora will help to deliver better services through more direct feedback to the Senior Management Team and the Board of Directors. They operate on a voluntary basis and provide significant insight to how we operate our services, where we can deliver improvements and in the development of excellent policies and procedures. I would like to thank all those who take part in these Fora for their time and dedication. We hope to expand the membership of these groups over the coming 12 months and would welcome any further volunteers to them.

There are many challenges ahead, further cuts in our funding, new policies and legislation from Government, a new form of HSE and greater demands and expectations from our Clients and their families. We have the right management team and staff cohort in place to cope with all of these challenges and we will continue to strive to improve the quality of what we do and how we do it. We will deliver a more responsive service within the ethos of our mission statement – "We aim to empower people with the necessary skills to live full and satisfying lives as equal citizens of their local communities". The commitment and drive to deliver on this mission statement and to grow and develop our services and supports is at the core of the work we do. I would like to take this opportunity to thank the Board of Directors for their support in the process of developing the Strategic Plan and to all of the staff, Clients and Families for their drive, commitment and support for all that Sunbeam House Services does and I look forward to working with them in the coming months.

John Hannigan,
Managing Director,
Sunbeam House Services.

Chairman's Summary

In 2012 Sunbeam has helped more than 354 clients in nearly 40 centres. 11 new clients were supported during this year on and sadly, 4 clients died – our thoughts are with the families, friends and staff who supported them.

For the organisation as a whole it has been a year of change and achievement.

25 staff (with more than 500 accumulated years of experience) left under a voluntary parting program in the early part of the year. I thank them on all our behalf for their contribution and wish them well for the future.

We unveiled our new 5 year plan at our staff conference in Glenview Hotel. Changes were announced to improve the quality of personal outcomes for clients together with a reorganisation of management and frontline services.

The Vevay project which consists of our Lucinda Lodge Apartments and the Taylor Conference Centre is completed (on time & on budget) and all 16 apartments are now occupied by the new tenants. Of the 16 residents living in the Lucinda Lodge apartments, 8 are Sunbeam House Services clients who live independently and are supported by our Community Support staff, and 8 are chosen under a joint housing venture undertaken between Sunbeam House Services and Bray Town Council.
Our first results from the Great Place to Work survey of staff opinions provide a starting position for future initiatives and indicate we have a hill to climb.

This year we have held the inaugural meeting of our Staff Forum and our Friend and Family Forum both of which will form part of the communication and relationship improvement programme as highlighted by the Great Place to Work survey.

For the sector after many exhaustive studies in the recent years a new policy document for state support for the sector was published in mid-year. The new policy looks for a client centred approach and requires agencies to raise the bar for quality and cost effectiveness. Such a high level of change can take time to absorb. Implementation of our own transformation program is demanding and meeting the quality standards under HIQA will stretch us further. A reduction in funding (for the 4th consecutive year) unfortunately does not make matters easier for us.

Although relatively new to the organisation I have already been highly impressed with the dedication, commitment and expertise of management & staff and this I feel will be our greatest source of strength. Well done to all of you.
I am honoured and delighted to have been asked to chair the board at this demanding time in the long history of Sunbeam. I look forward to meeting you all, staff, clients & friends in the coming years.

I want to pay special tribute to George Knaggs our former chairman who has given unstintingly to the service of Sunbeam House Services. Also to Mary de Paor who retired from our Board of Directors during the year and who has been a great strength in her 12 years of service.

I welcome Geraldine Dolan and Tim Wray to the board both of whose experience and knowledge will help guide us in the coming years.

Donal O'Brien,
Chairman of the Board of Directors,
Sunbeam House Services

Housing Update

Difference Days

All hands were on deck to ensure the success of this years difference days project the creation of a network of accessible pathways through the wooded area in Ballyraine. Along the route there was the creation of various zones including an outdoor classroom, king & queen chairs and a wind chime area to name but a few. The effort and enthusiasm of staff and clients of Sunbeam House was exceptional.

It was wonderful to see all the 100 staff of Hostel World come and join us on the 21st of September to bring the project to completition. There were plenty of sore backs and mucky clothes but everyone kept on going until the project was finished. Some even found the energy to take part football and cake decorating afterwards.

Sunbeam House Service is very grateful to the staff of Difference Days and Hostel World and their commitment to what we do. We look forward to lots more projects of this style into the future.

Bri Nua

Sunbeam House Services have taken up a new location in the heart of Arklow Community. Bri Nua, part of Sunbeam House Training Services along with Arklow Visual Arts Group opened its doors with the launch of The Pablo Art Project.

This excellent facility will see a new step for our service by venturing into a multi-agency relationship with **AVA**. The facility is of exceptional standard and ideally placed to ensure the all users become part of the wider community.

We are looking forward to plenty of amazing exhibitions in the new Arklow Gallery Space and hope that everyone will get a chance to pop in a see this wonderful space.

Aoife Flynn,
Housing, Development & Transport Manager,
Sunbeam House Services

Volunteering Update

The contribution that **volunteers** make to Sunbeam House Service is immeasurable and many fold. We have individuals that give a helping hand in various locations and also our "Friends in Deed" volunteers who promote one to one friendships in the community.

We now have members of our newly in-situ Family and Friends Forum coming forward as volunteers as well as members from Takeda Ireland Limited, who are our Corporate Social Responsibility partners, a relationship which was formed this year.

So far our volunteers, who now total more than 100 and are steadily increasing in numbers, have shown us that amazing things can be achieved through the time that they give us.

We have also benefited from not just individuals, but corporations and community groups also. Anybody who was part of or has visited the Woodland Walkway in our Ballyraine campus - which was built by Sunbeam House Services staff and service users, the Arklow Tidy Towns, Difference Days Project and Hostelworld staff - has seen this testament to the power of collaboration through community involvement and volunteering.

We have also started the ground work aimed at expanding already established links that we have with other organisations in the communities that we live and work in, which will once again be of benefit to our organisation as a whole.

I'm really looking forward to the New Year and the opportunities and challenges it will bring. Only through the support of all of the stakeholders in Sunbeam House Services and our volunteers, can we continue to make Sunbeam House Services a great place to live and work while also providing an extra dimension of support for the people in our service.

Thank you everybody for the feedback, comments and help over the last year, it is always welcome. We have plenty done, but plenty more left to do.

Eoin Buckley,
Volunteer Co-ordinator
Sunbeam House Services.

The Family & Friends Forum was launched on 17th November 2011. The aim of the group is to give family and friends the opportunity to participate more in the lives of their relative/friend, and to work with management on general issues relevant to service-users, such as:

- To build on the local partnership with parents, families and friends;
- To give parents, family members and friends a forum to express concerns, views and ideas in respect of services to people with an intellectual disability and their families;
- To lobby and promote at National and Regional levels for people with Intellectual Disabilities; and
- To complement and advocate local family involvement.

The Family & Friends Forum will work closely with the Senior Management Team, the Board of Directors (with one Forum member nominated to the Board after an agreed period of time), the Staff Forum and the Service-Users Forum. It is recognized as a valued and beneficial group on both a personal level for families and friends, and in advising and contributing to the operation of services.

Ruth Doran,
Friends & Family Forum Co-ordinator,
Sunbeam House Services.

The Focus Ireland Four Peaks challenge took place on September 14th-16th 2012.

Together with 13 other teams, we scaled the highest peak in each of Ireland's four provinces. All teams completed the challenge in great spirits despite the terrible weather conditions. We climbed a staggering 11,937 feet and completed over 800 miles on the road.

Together we put forward idea's to raise entry money of €3,500 and over five month's we did a variety of events including: bag packing, collecting at the Curragh racecourse, a bake sale, a pub crawl, a car boot sale and individual sponsorship cards collecting from family, friends & co-workers. It wasn't an easy target, especially in the economic climate but with the kind generosity of our families, friends, co-workers and the Irish public our grand total raised was €4,438.67!

"The Sunbeam team" were: John Phelan, Lorraine Donnelly, Stephen Foster, Michelle Hayes, Noel Donnelly, Rebecca Harper, Brendan Hayes & Moira Roberts

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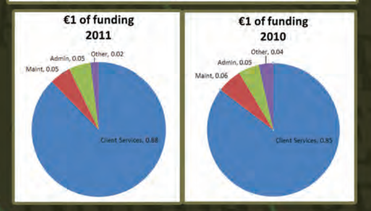
Financial Report

Financial Report	2011 €000's		2010 €000's	
Income				
HSE grant income	20,890	92.8%	21,119	92.9%
Rent	591	2.6%	685	3.0%
Capital Grants amortised	470	2.1%	471	2.1%
Other income	565	2.5%	456	2.0%
Total Income	22,516		22,731	
Expenditure				
Salaries	16,802	73.9%	16,602	74.4%
Redundancy costs	970	4.3%	64	0.3%
Pension	903	4.0%	959	4.3%
Agency staff	344	1.5%	297	1.3%
Transport, motor & travel	211	0.9%	205	0.9%
Trading units	117	0.5%	274	1.2%
Light, heat & power	257	1.1%	282	1.3%
Premises and equipment	977	4.3%	1,166	5.2%
Communications	307	1.4%	268	1.2%
Professional, legal & finance	292	1.3%	790	3.5%
Medical and clinical	37	0.2%	25	0.1%
Other direct client costs	564	2.5%	520	2.3%
Other direct staff costs	311	1.4%	234	1.0%
Depreciation	641	2.8%	640	2.9%
Total Expenditure	22,733		22,326	
Deficit/surplus	(217)		405	



Sunbeam House Services continues to rely on grant funding from the HSE with 93% coming from this source. One can also see from pie charts that over 80% of costs are in relation to staff costs.

In 2011 due to cuts in our funding, we had to let 19 staff leave on a voluntary redundancy basis. Despite these reductions in our staffing, SHS remains client focussed and in fact spends 88 cent in every €1 directly on client services.

Nigel Locke,
General Manager,
Sunbeam House Services.

SHS
Annual Report 2011/12