



EASTERN VOCATIONAL ENTERPRISES LIMITED

# Strategic Plan

EVE Limited 2004 – 2007

RESPECT  
QUALITY  
DIGNITY

INDEPENDENCE

INCLUSIVENESS

PARTNERSHIP  
EMPOWERMENT

ADVOCACY



“At a time of major changes in our Health Services, it is essential that EVE Limited develop a clear and coherent strategic direction to ensure that we can continue to deliver training and rehabilitation services to our client group to the highest achievable standards”

**Joe Cahill**  
**Chairman**  
**EVE Limited**



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EASTERN VOCATIONAL ENTERPRISES LIMITED



## Foreword



*Dr. Margaret Webb*

The development of this Strategic Plan, 2004-2007, for Eastern Vocational Enterprises Limited (EVE) heralds a new beginning for the organisation. For the first time since the establishment of the organisation in 1991 by the former Eastern Health Board the Strategic Plan represents the views of the participants and staff of the organisation. It is the culmination of an extensive consultation process which has taken over a year to complete and is our first formal step on the road to partnership. Together, we have drafted our Mission, Vision and Value Statements and have agreed the strategic objectives we believe will help us deliver person-centred services for the next three years.

In the past 12 years much has been achieved which has laid the foundation for our current development. We have established new service models, revised our training and work services and invested in the training and development of our valued staff. With the assistance of Phil Flynn, Chair, Independent Review EVE 1998, we completed an extensive review of our services and the support structures it required to operate successfully and achieve its mandate. Through the implementation of agreed recommendations, we have substantially improved the quality of service delivery, staffing, accommodation, evaluation and monitoring available in our network of services.

However, there remain exciting challenges for us individually and collectively which we have identified, that form the basis of our Strategic Plan for the next three years. It is a time of change. The concept of advocacy will, over the coming months and years, become a reality for us all. This brings with it new rights and responsibilities for both participants and staff which will re-shape relationships and cement a partnership of equals within the services.

The next three years will be an exciting chapter in the EVE story. It is my sincere hope that the service will continue to evolve and develop its range of options and opportunities for those who choose to participate. Quality and equality are the key to successful service delivery. For each person who comes to EVE I hope they experience a service, which promotes their dignity, affords them respect and treats them as an equal. To improve their quality of life will **always** be our goal and in the future I hope people come to know that they are equal partners in achieving this objective.

Finally, I would like to thank everyone who contributed to the development of this plan, the Working Group, the participants and staff of EVE and the Board of Directors. This document belongs to **all** of us in EVE, I hope we do it justice in the next three years.

**Dr. Margaret Webb**  
**General Manager**  
**2004**

## Members of the Strategic Planning Working Group

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## Table of Contents

• Foreword	1
• Members of Strategic Planning Group	2
• Table of Contents	3
• Introduction	4
• Mission Statement	6
• Vision	6
• Core Values	7
• Strategic Objectives	9
• EVE 2007! . . . Where will we be then?	13
• Definitions of Service Models	14
• Glossary	15
• Contact Details for Centres	16

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## Introduction

EVE is a subsidiary of the Health Services Executive. We provide a range of person-centred community services in Dublin, Wicklow and Kildare on behalf of the Area Health Boards. There are currently 24 locations catering to the needs of 1,000 participants in training programmes, occupational services and Clubhouses annually. The majority of people who come to the service experience mental health difficulties and need varying degrees of support to enable them live productively in their communities. People also come who experience intellectual disabilities and a range of physical disabilities. We also run a unique training service for people who experience Asperger Syndrome.

Both our training and Clubhouse programmes are run in accordance with national and international accreditation systems and certification is available through F.E.T.A.C. and I.A.S. for those participants who choose to avail of this option. Where possible, participants are encouraged and supported to avail of community based education programmes, employment and social activities. Our occupational services will become subject to the (Draft) Standards for Sheltered Occupational Services from 2005 onward and we are currently piloting revised programme specifications in anticipation of their introduction.

The landscape of service delivery for EVE will potentially be influenced over the next three years by the emergence of the Mental Health Commission and the development of its role in relation to standards in community based mental health facilities. Standards and accreditation for training services will be introduced and we have yet to see how these will impact on service delivery. With the recent Equality Act 2004 amending the Employment Equality Act 1998 and the Equal Status Act 2000 the protection of the rights of people with disabilities has never been more to the fore in Irish society. The greatest challenge to come is the building of a real and meaningful partnership between service providers and service participants. Organisational systems must change and consultation and dialogue is the key.

In July 2003, the first meeting of the Strategic Planning Working Group was held. This group was asked to “**draft a Strategic Plan for EVE for the period 2004-2007 which reflects best practice in the design, development and delivery of rehabilitation services**”. Nominees from training, occupational services and Clubhouses within EVE, representatives of the Rehabilitation Training and Guidance Services and the Mental Health Department of the South Western Area Health Board were invited to join the Working Group. At the outset, the group was asked to consult with the staff and participants of EVE and to consider the development of the Strategic Plan in the context of national statutory and legislative developments.

The Working Group completed an extensive review of the organisation's performance against the objectives, which had been agreed for the last Strategic Plan 2000-2003. The performance evaluation was conducted by focus groups in each of the 25 locations within EVE and summarised.

Overall, the consensus was that approximately two thirds of the objectives had been achieved and would be on-going. Higher levels of activity were noted for the training and Clubhouse services reflecting the emphasis to date on the requirements for standards and accreditation in those services. In the absence of a national standard for occupational services, activity levels in those services were lower. The Working Group concluded that the next stage in the process was to convene a focus group session with staff and participants to look at the issues involved in developing a Strategic Plan for 2004-2007.

On the 18<sup>th</sup> November 2003 approximately 90 staff and participants attended a Strategic Planning Day, facilitated by the Irish Advocacy Network. Over the course of the day, focus groups discussed and debated the future of the organisation and collectively agreed on the substantive issues which form the basis of the Strategic Plan for 2004-2007.

For the first time in the organisation's history, the Mission, Vision and Core Values governing the company were agreed by both staff and participants. The principle of partnership demonstrated on the day that we all want the same thing – an organisation that respects people, that promotes their dignity, their independence and their equal place in society. The draft plan was written on the basis of the conclusions of the day and was circulated for comment within the organisation. Other relevant stakeholders including Area Health Boards & FÁS were also invited to review the draft plan. The Strategic Plan 2004-2007 was ratified by the EVE Board of Directors on 1<sup>st</sup> July 2004 and will be implemented over the next three years.

# Mission Statement

Eastern Vocational Enterprises Limited (EVE), by empowering its participants, promotes respect, independence and inclusiveness through the provision of a quality person-centred community service.

## Vision

EVE Limited strives to provide a range of programmes and services which are responsive to the varying needs of people who require support at different times in their lives.

Ultimately, the success of the service will be judged by the participant. Our vision is to ensure that their evaluation reflects the fact that they have been treated with respect at all times, that they have been assisted to achieve increased levels of independence and that they have been facilitated to integrate more fully into their community. This vision will be achieved through the partnership of staff, participants and the community in the delivery of quality person-centred programmes.

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## Core Values

### 1 Partnership:

EVE undertakes to support and enable a culture of partnership and equality throughout the organisation. In a spirit of partnership, it is essential that we develop a shared understanding of this approach and build our capacity to ensure a full implementation of our organisational philosophy. In order to build a partnership of equals and promote the principles of rights and responsibilities we must:

- Define partnership in an organisational context
- Empower all partners to develop the relevant skills to enable them to contribute effectively to the partnership
- Develop existing and new service models to reflect partnership principles
- Ensure that partnership becomes the underpinning ethos within the organisation

### 2 Quality Services for Improved Quality of Life:

EVE is dedicated to delivering and developing quality services designed to offer opportunities for participants to improve their quality of life. Our goal is to ensure that our services provide a range of activities which afford the participant opportunities to improve their sense of self-control over their life. It is our belief that when people improve their sense of achievement, their confidence, self worth and self respect grow and ultimately their level of general life satisfaction increases. Improving participant's quality of life is a core value of EVE and underpins all our strategic and operational activities. This requires EVE to:

- Identify and ensure best practice in the design, delivery and monitoring of our services
  - Adopt participant-led evaluation protocols focussing on quality of life indicators
  - Take appropriate action where services are deemed inadequate
  - Embrace standards and accreditation as positive quality assurance measures
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### 3 Community Integration:

EVE will strive to ensure that the services available afford maximum opportunities for participants to achieve full and effective integration in their local community. The programmes must ensure that opportunities to promote integration in the workplace, at home and in social activities are central. This requires EVE to:

- Identify the levels of integration each individual wants to achieve within their community and assist them through a person-centred planning process
  - Develop links with local communities, utilise mainstream service opportunities and where possible forge strong alliances with the community sector
  - Establish support structures for people to maintain their place within the community
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## Strategic Objectives

### Strategic Priority 1

Promote Advocacy & Partnership in Service Development and Delivery

### Strategic Priority 2

Raise Awareness of EVE's Services

### Strategic Priority 3

Develop and Deliver Quality Person-Centred Services

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## Strategic Priority I

### Promote Advocacy & Partnership in Service Development and Delivery:

In EVE we are very clear that Advocacy is real! It is not a passing fashion, but has driven a momentum for change within the organisation. This has culminated in significant changes in our training and work services and the establishment of a best practice model, Clubhouse. Since we established our Clubhouses, we have learnt valuable lessons about advocacy and what it really means to be dedicated to its full implementation. Clubhouse is a member-led service and a partnership model which, we believe, captures the essence of best practice in community based mental health services.

EVE is committed to the promotion of advocacy and partnership principles in all aspects of its service development and delivery through the implementation of the following strategic objectives.

Objectives	How
To establish an organisation-wide participant representative group	<ol style="list-style-type: none"> <li>1. Establish and train local representative groups in all locations</li> <li>2. Draft Terms of Reference for both local and organisational representative groups</li> <li>3. Identify support required for local and organisational representative groups</li> <li>4. Invite participants to join local and organisational representative groups</li> </ol>
To develop Clubhouses	<ol style="list-style-type: none"> <li>1. Seek funding for new Clubhouse services in designated areas of need</li> <li>2. Raise awareness of the value of the service model to members through the N.C.D.C., conferences and articles</li> <li>3. Consolidate progress to date in existing Clubhouses</li> </ol>
To enable participant/staff partnership and promote participation at all levels within the organisation	<ol style="list-style-type: none"> <li>1. Define partnership and agree the roles and responsibilities of all</li> <li>2. Review opportunities for partnership at all levels of the organisation</li> <li>3. Implement a phased introduction of the agreed partnership model</li> </ol>

## Strategic Priority 2

### Raise Awareness of EVE Limited Services:

Both participants and staff of EVE identified that the services of EVE are not well known. Many participants were unaware they were attending a service that is part of a larger network of services. Whilst EVE is known within the disability sector, the range of services available may not be widely understood. In response, it was agreed that we would seek to remedy this situation in the coming years and build a culture of collegiality between our own centres and the broader community.

EVE will raise awareness of its services through the implementation of the following objectives:

Objectives	How
To develop promotional material	<ol style="list-style-type: none"> <li>1. Develop a range of promotional material about EVE including leaflets, posters etc.</li> <li>2. Develop new application/transfer procedures and documentation</li> <li>3. Distribute promotional material and application forms to community services and participants</li> <li>4. Develop a range of educational material focussing on mental health, Asperger Syndrome and learning disability</li> </ol>
To establish a website for EVE	<ol style="list-style-type: none"> <li>1. Draft Terms of Reference for the website and an editorial policy</li> <li>2. Establish an editorial board</li> <li>3. Design the website in consultation with all relevant stakeholders</li> <li>4. Engage specialist I.T. support to build the website</li> <li>5. Nominate a service to host and support the website</li> <li>6. Launch the website</li> </ol>
To raise awareness through community networking activities	<ol style="list-style-type: none"> <li>1. Participate actively in community, voluntary and statutory forums</li> <li>2. Host a conference</li> <li>3. Make presentations at conferences and relevant events</li> <li>4. Contribute to publications</li> <li>5. Develop educational initiatives e.g. Certificate in Mental Health Studies</li> <li>6. Lecture in relevant university courses</li> </ol>
To establish a network news magazine	<ol style="list-style-type: none"> <li>1. Draft Terms of Reference for the magazine and an editorial policy</li> <li>2. Establish an editorial board</li> <li>3. Design the magazine in consultation with all relevant stakeholders</li> <li>4. Nominate a service(s) to host and support the production of the magazine</li> <li>5. Launch the magazine</li> </ol>

## Strategic Priority 3

### Develop and Deliver Quality Person-Centred Services:

In order to provide quality person-centred services, it is necessary to look across the organisation and consider the resources required to meet this priority and the process which will assist us to implement our objectives. These include considering the areas of Programme Development, Curriculum Development, Accommodation, Finance, Personnel and Staff Training and Development. A person-centred service needs to be a responsive service and have the capacity to meet identified needs either from within its own resources or from alternative providers. This requires a strategy, which tackles the many levels of an organisation and looks at each one in depth.

EVE will develop and deliver quality person-centred services through the following objectives:

Objectives	How
To design and deliver person-centred programmes	<ol style="list-style-type: none"> <li>1. Ensure accreditation of training services with N.A.C.</li> <li>2. Ensure accreditation of Clubhouse services with I.C.C.D.</li> <li>3. Introduce (draft) Standard for Sheltered Occupational Service</li> <li>4. Evaluate and revise programme specifications</li> </ol>
To develop the tools and supports to facilitate the running of person-centred programmes	<ol style="list-style-type: none"> <li>1. Design and implement person-centred planning process</li> <li>2. Develop a range of supports to meet participant needs</li> <li>3. Develop applications process to facilitate placements based on expressed need</li> <li>4. Develop health and social gain evaluation tools</li> <li>5. Develop a charter of rights with participants locally and organisationally</li> </ol>
To source finance to resource the delivery of person-centred programmes	<ol style="list-style-type: none"> <li>1. Secure funding to support the delivery of services</li> <li>2. Manage the finances of E.V.E efficiently and effectively</li> <li>3. Continually review and amend the financial management systems to ensure accurate information is available to plan service delivery and development</li> <li>4. Maintain statutory accountability requirements</li> </ol>
To ensure that centre accommodation is appropriate to the needs of the participants and staff	<ol style="list-style-type: none"> <li>1. Review accommodation throughout EVE</li> <li>2. Implement an agreed capital development programme</li> <li>3. Implement a maintenance programme</li> </ol>
To ensure staff are equipped with the skills required to deliver person-centred services	<ol style="list-style-type: none"> <li>1. Deliver an annual staff training and development programme to meet identified needs</li> <li>2. Develop appropriate courses to meet staff needs in particular in the areas of Mental Health Studies and Asperger Syndrome</li> <li>3. Review staff training needs</li> </ol>
To ensure staff supports are available to enable the delivery of person-centred services	<ol style="list-style-type: none"> <li>1. Recruit suitably qualified/ experienced staff to deliver programmes</li> <li>2. Develop a staff handbook</li> <li>3. Revise organisational policies and procedures</li> <li>4. Review and amend staff induction processes and all training programmes</li> <li>5. Implement an agreed performance management and career development process</li> </ol>

## EVE 2007! . . . Where will we be then?

Three years is a very short time but a lot can be achieved if the will is there. Our Strategy Day in November proved that there is a willingness to embrace change.

If we succeed in our objectives, EVE will be a service committed to working in partnership with and advocating for people with disabilities who experience varying support needs throughout the course of their lives.

The public who become aware of EVE will see a dynamic partnership model and will hear needs expressed by both staff and participants together.

Participants will feel a valued part of a larger network of services and will enjoy a spirit of collegiality through the participant forum and the EVE News magazine.

Staff will feel equally valued as professional, well trained staff who are supported in their role as enablers and advocates for the participants they work alongside.

There is a consensus that partnership is the way forward and that we all essentially want the same thing, **A Quality Service!**

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## Definitions of Service Models

### Foundation Skills Training

Foundation skills training programmes for people with disabilities are designed to equip participants with personal, social and work related skills that will enable them to progress to greater levels of independence and integration into the community. The programmes are designed to promote health and social gain for participants.

Participants must be registered with the Rehabilitation Training Guidance Service of the local Area Health Board.

### Vocational Training

Vocational training involves skills training to certification level for individuals who have expressed preferences for a particular skill area. The programme incorporates a strong career planning component with the emphasis on work preparation in addition to personal development and social skills modules.

Participants must be registered with FÁS.

### Clubhouse

Clubhouse is an innovative, member-led, community-based model for people with mental health difficulties, following a strong ethos of a work ordered day. The Clubhouse offers life-long membership and support, to enable members lead a socially and economically productive life in the community. Club activities are focussed around the club's work units and social and employment programmes.

### Occupational Services

Occupational Services have a rehabilitative and development focus. The services are provided with the objective of maintaining and enhancing core capabilities and quality of life of people with disabilities.

Occupational services offer individuals flexible and challenging opportunities to enhance both their personal and social development through a combination of structured occupational activities and support services, which are both centre-based and community-focused.

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## Glossary

**Accreditation** – A system whereby organisations can be certified or validated as meeting the requirements of a standard in providing programmes.

**Advocacy** – Involves brokering with employers, unions, agencies, institutions and programmes of further training on behalf of and along with a person, especially those facing access barriers.

**Asperger Syndrome** – Is a complex disorder that falls within the autism spectrum.

**Draft Code of Practice for Sheltered Occupational Services** – This Code is currently under development and is seeking to address workplace conditions, relations and specifically, contractual status and remuneration for people with disabilities who avail of sheltered occupational services.

**FETAC** – Further Education and Training Awards Council, set up as a statutory body on 11th June 2001 by the Minister for Education and Science under the Qualifications (Education & Training) Act, 1999. FETAC has responsibility for making awards previously made by BIM, Fáilte Ireland (CERT), FÁS, NCVA and Teagasc.

**Health Gain** – Is concerned with health status, both in terms of increases in life expectancy and in terms of improvement in the quality of life through the cure or alleviation of an illness or disability or through any other general improvement in the health of the individual or the population at whom the service is directed.

**IAN – Irish Advocacy Network** – The Irish Advocacy Network exists to promote and facilitate Peer Advocacy on an island-wide basis. This is achieved through the provision of information and support for Mental Health Service users and/or survivors.

**IAS – Integrated Assessment System** – Provides the basis for certification at introductory vocational skills level focussing on personal and practical skills.

**ICCD – International Centre for Clubhouse Development** is a global network of Clubhouses creating opportunities for people living with mental illness to be respected members of society.

**Mental Health Commission** – An independent body established under the Mental Health Act 2001, who's main purpose is to promote, encourage and foster the establishment and maintenance of high standards and good practices in the delivery of mental health services in Ireland and to take all reasonable steps to protect the interests of people who are detained in approved psychiatric centres.

**NAC – National Accreditation Committee** established June 1996, oversees the development and implementation of accreditation for centres providing training for people with disabilities.

**NCDC – National Clubhouse Development Committee** established to promote and support the establishment of Clubhouses throughout Ireland.

**RTG – Rehabilitation Training and Guidance Service** provides funding to service providers, refers participants to centres and monitors the delivery of rehabilitative training.

**Rehabilitation Services** – The Department of Health and Children has responsibility for rehabilitative training (training that is not linked to the labour force) and sheltered work. Responsibility for the delivery of these services rests with the health boards.

**Social Gain** – Is concerned with broader aspects of the quality of life. It includes, for example, the quality added to the lives of dependent elderly people and their carers as the result of the provision of support services, or the benefit to a child living in an environment of physical or psychological abuse.

## Contact details for centres

### **EVE Limited,**

Administration, Emmet House, 138-140 Thomas St., Dublin 8  
 Tel: (01) 671 9664 Fax: (01) 679 1754  
 Email: admin@eve.ie Website: www.eve.ie

### **Airdnua,**

North Road, Finglas, Dublin 11  
 Tel: (01) 834 5927 Fax: (01) 834 5961  
 Email: airdnua@eircom.net

### **Boden Products,**

Good Counsel Centre, Ballyboden, Dublin 16  
 Tel: (01) 493 2955 Fax: (01) 493 2955  
 Email: bodenproducts@eircom.net

### **Bureau,**

Lower Ground Floor, Dr. Steevens' Hospital, Dublin 8  
 Tel: (01) 635 2088 Fax: (01) 635 2083  
 Email: bureau@ehss.ie

### **Castleview Training Centre,**

Unit 1A, Century Business Park, St. Margaret's Road, Finglas, Dublin 11  
 Tel: (01) 864 2290 Fax: (01) 864 2291  
 Email: castleview1a@eircom.net

### **Chapelizod Industries,**

Unit G5, Chapelizod Industrial Estate, Dublin 20  
 Tel: (01) 626 6044 Fax: (01) 626 6096  
 Email: chapelizodind@eircom.net

### **Cherryfield Resource Centre,**

Cherryfield Drive, Walkinstown, Dublin 12  
 Tel: (01) 450 4034 Fax: (01) 409 7880  
 Email: ecfr@eircom.net

### **Employment Services,**

138-140 Thomas Street, Dublin 8  
 Tel: (01) 474 2213 Fax: (01) 474 2215  
 Email: jobs@eve.ie

### **Estuary Centre,**

Lissenhall, Swords, Co Dublin.  
 Tel: (01) 840 5459 Fax: (01) 840 3191  
 Email: estuarycentre@iolfree.ie

### **G.H.I.S.,**

138-140 Thomas Street, Dublin 8  
 Tel: (01) 671 9664 Fax: (01) 679 1754  
 Email: abarnes@eve.ie

### **Goirtin,**

224 North Circular Road, Dublin 7  
 Tel: (01) 838 0952 Fax: (01) 868 3893  
 Email: angointin@eircom.net

### **Harvest Centre,**

Dublin Road, Kildare, Co. Kildare  
 Tel: (045) 522 537 Fax: (045) 522 032  
 Email: harvestcentre@eircom.net

### **Health Services Print & Design,**

Unit 13, Westlink Industrial Estate, Ballyfermot, Dublin 10  
 Tel: (01) 626 3447 Fax: (01) 626 3159  
 Email: print.design@erha.ie

**Larine Court Resource Centre,**

The Square, Maynooth, Co. Kildare  
Tel: (01) 628 9465 Fax: (01) 629 1790  
Email: [larinecourt@eircom.net](mailto:larinecourt@eircom.net)

**New Century House,**

Unit 14, Tolka Valley Business Park, Ballyboggan Road, Finglas, Dublin 11  
Tel: (01) 830 7455 Fax: (01) 830 9455  
Email: [newcenturyhouse@eircom.net](mailto:newcenturyhouse@eircom.net)

**New Dawn Training Centre,**

Unit H, Solus Tower Industrial Estate, Bray, Co. Wicklow  
Tel: (01) 282 7951 Fax: (01) 282 7953  
Email: [newdawnbray@eircom.net](mailto:newdawnbray@eircom.net)

**New Horizon Training Centre,**

44 Broomhill Close, Airton Road, Tallaght, Dublin 24  
Tel: (01) 459 7330 Fax: (01) 459 7694  
Email: [horizontraining@eircom.net](mailto:horizontraining@eircom.net)

**Plantmarket,**

Blakes Cross, Lusk, Co. Dublin  
Tel: (01) 843 7351 Fax: (01) 843 7108  
Email: [plantmarket@eircom.net](mailto:plantmarket@eircom.net)

**Phoenix Clubhouse,**

First Floor, Ulster Bank Building, Main St. Monastery Road, Clondalkin, Dublin 22  
Tel: (01) 457 7849 Fax: (01) 457 7851  
Email: [phoenixclubhouse@eircom.net](mailto:phoenixclubhouse@eircom.net)

**Platinum Clubhouse,**

Unit B1, Century Park, Newbridge Ind. Estate, Newbridge, Co. Kildare  
Tel: (045) 433 229 Fax: (045) 433 206  
Email: [platinumclubhouse@eircom.net](mailto:platinumclubhouse@eircom.net)

**Suaimhneas Clubhouse,**

Unit 103, Newtown Ind. Estate, Coolock, Dublin 17  
Tel: (01) 847 9911 Fax: (01) 847 0580  
Email: [clubhousecoolock@eircom.net](mailto:clubhousecoolock@eircom.net)

**Thomas Court,**

26 Hanbury Lane, Dublin 8  
Tel: (01) 453 1722 Fax: (01) 453 6129  
Email: [thomascourtcentre@eircom.net](mailto:thomascourtcentre@eircom.net)

**Tuiscint Training Centre,**

The Atrium, Mount Pleasant Business Pk, Mount Pleasant Ave Upr Ranelagh, Dublin 6  
Tel: 491 1473 Fax: 498 5839  
Email: [tuiscint@eircom.net](mailto:tuiscint@eircom.net)

**Westpoint Enterprises,**

Cherry Orchard Road, Ballyfermot, Dublin 10  
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Email: [westpoint@eircom.net](mailto:westpoint@eircom.net)

