



South Dublin
County Partnership
Páirtíocht Chontae
Átha Cliath Theas



EVERY CONNECTION MATTERS

Strategic Plan 2024-2028



SDC South Dublin County Partnership CLG
Company Limited by Guarantee
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#EveryConnectionMatters



Foreword from the CEO & Chair of the Board



Padraig Rehill

CHAIRMAN OF THE BOARD

“On behalf of the Board of Directors, we welcome the publication of this our 2024-2030 strategic plan which was developed by a wide array of our stakeholders.”

The “Making Every Connection Matter” tagline represents the value South Dublin County Partnership (SDCP) put on the partnership with statutory bodies, with private sectors organisations and with the voluntary representatives who manage the company as directors, as subgroup members and as enablers of the SDCP mission and vision.

It also serves as a reminder to us all that every connection we have with our clients, community members and our teams has an impact and that we must endeavour to make sure that each connection matters.

This strategy has been in development for a number of years, a period will be ever remembered for the influence of the Covid Crises followed by the Ukraine War. The directors and staff have worked together to ensure that the culture of putting the client at the centre of all our activities and initiatives is maintained and enhanced and was the hallmark of the SDCP reactions to both these emergencies.

As Chair and CEO of the company, we wish to recognise all of the volunteer directors who have served on the board since 2012 and those who served in CPLN area Partnership and Dodder Valley Partnership. This cohort of volunteers have used their life and professional experience to shape the culture of service, the ethos and policies and procedures that have combined to form the SDCP we have today.

Today's SDCP is served by a dedicated, hard working and innovative cohort of employees and volunteers which provide a wide range of projects and initiatives. Their efforts have been rewarded by the success of our first commercial contract – Local Area Employment Services (LAES) and by the securing our largest ever contract SICAP 2024 which could yield circa €20 million over the lifetime of the contract.

These projects along with 38 other funding lines will enable SDCP to provide our clients with tailored made solutions aimed at ameliorating disadvantage in designated areas. This complex array of activities requires a high level of governance and excellent operations systems.

Funders require reporting mechanisms that are accurate, timely, transparent and need to be confident that the directors are managing the company in an efficient and effective manner. In 2023 the quality and integrity of our efforts was endorsed by the awarding of the Trusted Charity quality mark.

We have been listening and hearing our clients to ensure that SDCP remains grounded in our communities and that we improve our understanding of the challenges and barriers faced by those living with disadvantage. The new strategy is the direct result of reflecting the views of our stakeholders and will serve as a road map for the next six years.

This strategy demonstrates our commitment to governance, quality, innovation and our dedication to providing the right services to the communities we serve in South County Dublin. ”



Larry O'Neill

CHIEF EXECUTIVE OFFICER

About Us: Background to the Partnership

“A strategic focus of the Partnership is aimed at making every connection matter

SDCP employs circa 130 highly skilled, highly motivated staff, who work together to create positive change in our community. Our staff have an array of skills, high levels of empathy and understanding and the energy and commitment to deliver high quality services to those most in need.

Our work is guided by our mission, vision, and values. We want South Dublin County to be a place where people of all backgrounds and abilities can realise their full potential within thriving communities. To achieve this, we work with partner organisations to tackle poverty and social exclusion, focusing on the most vulnerable groups.

Our values are underpinned and informed by a strong commitment to social justice and equality and are embedded in the practice of community development, both as an area of work and a way to engage with people and groups.

SDCP is a company limited by guarantee. We are governed by 16 voluntary Directors consisting of social partners, statutory agencies, and local community representatives, all of whom have extensive governance skills appropriate to this sector. We are funded by a number of Government Departments and Statutory Bodies, including Department of Social Protection, Department of Rural and Community Development, Department of Education, Department of Health, Health Service Executive and South Dublin County Council.

We operate and provide services from 17 key locations across the County, covering some of the most disadvantaged areas in the State. The work is organised into seven thematic areas: Enterprise and Employment; Integration and Placement; Community Development; Children and Families; Health and Wellbeing; Lifelong Learning; HR, Operations, Finance and Governance.

We are a recognised source of innovation, piloting many very successful initiatives over the past few years in the areas of mental health, children and families, and enterprise and employment.



SOUTH DUBLIN COUNTY PARTNERSHIP (SDCP) IS A LOCAL DEVELOPMENT COMPANY IN SOUTH DUBLIN COUNTY. SOUTH DUBLIN COUNTY IS 223 SQ. KILOMETRES IN SIZE AND RUNS FROM THE RIVER LIFFEY TO THE DUBLIN MOUNTAINS.

We develop and deliver projects to tackle poverty and social exclusion in the area by working together with people, local groups and partner organisations to address the issues that matter most. SDCP is the largest local development company in Ireland and we have been in business for 25 years.

Recent Changes

The past few years have been extremely challenging and dynamic for our organisation with many worldwide and local events affecting how we do our work including; increasing supports for mental health and wellbeing services following the recovery from the pandemic; moving from a cost recovery model to a commercial for-profit model for local employment services, and forming a special migration team to respond to the largest migration of European citizens since WWI and migrants from other parts of the world seeking refuge and protection in Ireland.

SDCP is both willing and well placed to face the multitude of challenges that face our communities. In 2023, SDCP conducted an independent evaluation of SICAP (2018-2023), where evaluators found that SDCP has successfully delivered SICAP within its area and were confident that SICAP is having the intended positive impact, as reported by all key stakeholders.

Following an extensive tendering process, SDCP has again been awarded the contract for the new Social Inclusion and Community Activation Programme

(SICAP) 2024-2028. In addition, SDCP was awarded the nationally recognised quality standard Trusted Standard Level 1 following an extensive process across 11 quality areas, covering all aspects of operation.

Children & Families

Looking after a family is hard work and you need a lot of different skills to do it well. We offer different programmes and activities to help you be the best parent you can be and support your child to develop well and have fun.

The Children and Families thematic aims to support positive parenting and provide nurturing and stimulating environments for children by offering a range of parenting, child development and family learning to individuals and their families.

Community Development

The community development team works with local people and groups to support them to identify needs and issues that affect their daily lives. We do this by building their capacity to participate in social, environmental, cul-



tural, and political actions and develop collective strategies that address local needs and issues. We empower local people to meet, come together and collectively better the communities they live in.

Enterprise & Employment

Wherever you are on the journey to find work, we can help you to get closer through individual supports, in Tús work placements, Community Employment schemes or with short and specific training courses.

We can help you understand your strengths and interests, up-skill if needed and learn how to get a job and keep it. We aim to assist people to access the labour market and to support people setting up in business.

Health & Wellbeing

The Health and Wellbeing Team is a multi-disciplinary team whose skills and knowledge ensure that we have made great progress in addressing the physical, social and emotional needs of local communities and have remained agile, always focusing on innovation and the quality of the support we provide.

Interagency work was always of great importance to the South Dublin County Partnership Health & Wellbeing team and each year we have built stronger relationships with both local and national services, to ensure that the best pathways and awareness of services and supports for health and wellbeing are highlighted.

Lifelong Learning

Our Lifelong Learning team aims to support people onto a learning pathway that empowers them to participate more fully in the life of their community and wider society. This can be to increase participation in school, to return to learning as an adult, to upskill for the workplace or for further educational opportunities and allow them to take part in flexible and free non-formal education and accredited training in their own community.

Integration & Placement

The Migrant Integration team has been established to support refugees and asylum seekers in feeling wel-

comed and integrated. Through a range of actions in the South Dublin area, our team assists the collectives in navigating Irish society. The team offers 1-2-1 support, while promoting advocacy through collaborative actions.

Our mission is to make community services accessible to the migrant collective and diminish the barriers to their social inclusion. The team focuses on the issues of Physical and Mental Health/Well-Being, Education, Training Activities, Social Supports, Housing/Accommodation, Employment Support, as well as supports for Children and Families, and People living with a Disability and any other issues that may arise.

Mission, Vision & Values

MISSION

Working with our partner organisations to tackle poverty and social exclusion, focusing on the most vulnerable groups, we will:

- Create neutral spaces and opportunities for parties to work together on solutions;
- Initiate, develop and deliver projects;
- Enable and empower communities;
- Influence policy and decision making.

VISION

South Dublin County is a vibrant and welcoming community where everyone, regardless of their background or abilities, has equal opportunities to thrive and reach their full potential.

VALUES

Inclusion

we believe that everyone in our community and within our organisation should feel included and welcome with us

Empowerment

we empower and enable people to improve their lives and our community

Responsiveness

we connect with our people and provide support and services to meet the needs of our community

Innovation

we proactively seek to find new and better ways to improve outcomes and make a positive difference

Support

the Partnership is welcoming, supportive, and empathetic to the community and our people

Integrity

we are principled, open, and accountable and hold ourselves to the highest ethical standards

Sustainability

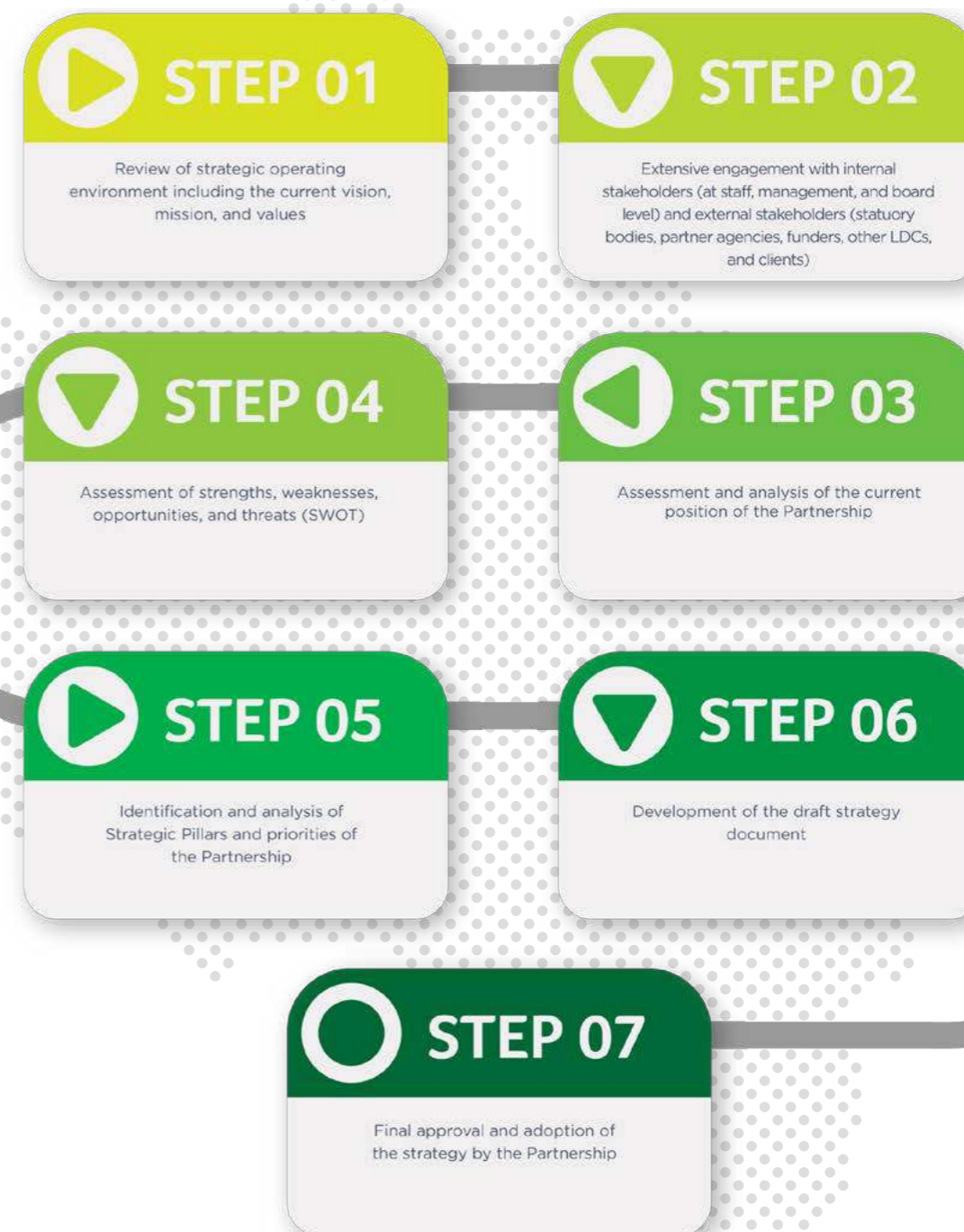
we recognise the impact on our environment and the climate and work to improve this within our organisation and our community

Collaboration

we are a Partnership in every way, making connections matter to build relationships and co-operation to improve outcomes for all

Strategic Planning Process

In developing this strategy, the Partnership was assisted by Crowe. The process for developing the strategic plan included the following activities:



inspiringthefuture.ie

Listening to our Stakeholders

Over the course of developing this strategic plan, we consulted with our key people, including:

- our staff
- the community groups with whom we work
- the organisations who fund us
- our service users

We held workshops and consultations with:

- the Board
- the Senior Management Team
- the Strategy Steering Group

These consultations were central to informing the development of the strategic pillars and strategic enablers to realise the ambition of the Partnership. The feedback was used to consider the strategic context, identify how we can improve outcomes, and supported our ambition to make every connection matter for the people of South Dublin County.

“*Every interaction and involvement we’ve had with SDCP has been incredibly positive, engaging and learner focused*”

CRITICAL PRIORITY Identifying new talent from emerging communities to work for the organisation



External Strategic & Policy Context

The Partnership provides valuable supports to the local community, which is committed to empowering local individuals, families, and communities. Some of the key features of the external environment which are important to consider when developing a strategy for the Partnership include the following:

Next iteration of SICAP

We will build on the lessons learned from this current cycle to implement local improvements from January 2024 onwards.

New Commercial Tendering Process

We will strengthen our organisational response to the now-standard provision of competitive tendering and contracts. We will account for the opportunities, threats and implications that this presents for our resources.

Cost Of Living

We will continue to assist our local communities on the ground with the challenges around the increased cost of living. Our aim is to best serve their needs, and provide the most appropriate services and supports.

Succession Planning

As we grow as an organisation, will need to address the emerging risks of key staff departing the Partnership. As a response, we will improve our approach to knowledge sharing and succession planning. This will enable us to deliver a consistent high-quality service which is less reliant on individuals.

Mental Health & Wellbeing

The importance of good mental health and wellbeing is increasingly evident within our society. The Partnership will seek to improve mental health for the community, through our services and supports, and for our people.

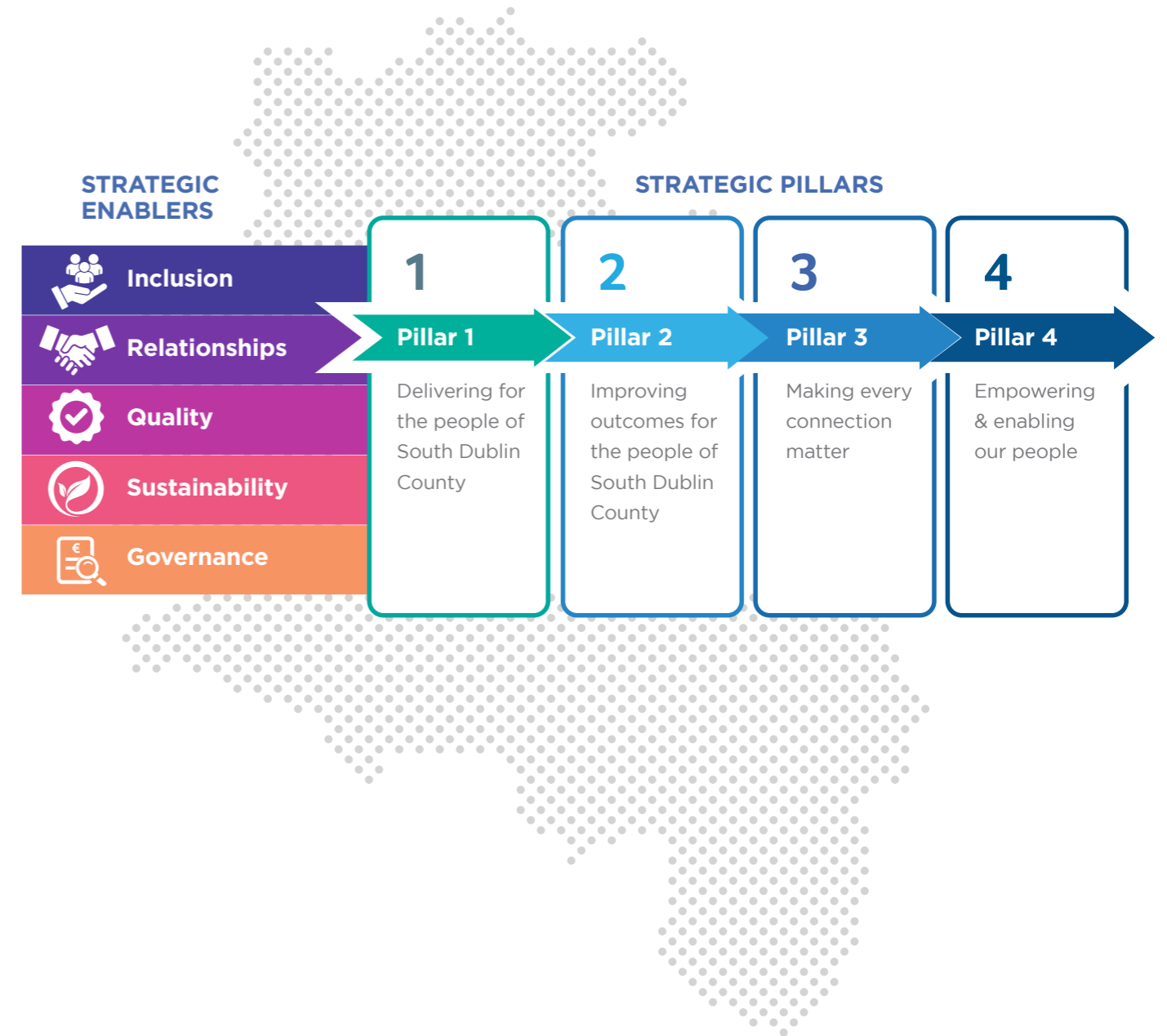




Our Ambition for 2030

The Partnership will make every connection matter - by delivering on our mission and vision, underpinned by our values, to provide best-in-class programmes, supports, and advocacy. We will be the leaders in improving outcomes for the communities we proudly serve.

We strive to be leaders in the sector and our strategy supports this ambition by including four Strategic Pillars, supported by five Strategic Enablers to help us achieve this. Our Pillars set out the key objectives we will deliver in order to achieve our ambition, and the Enablers represent the cross-cutting work that will be done across the organisation to support the Pillars and strengthen the Partnership to guide practice across sector.



Strategic Enablers

The Partnership provides valuable supports to the local community, which is committed to empowering local individuals, families, and communities. The following key features of the external environment are important to consider when developing a strategy. Each Enabler will support the strategic ambition across all four of the Strategic Pillars as described in the next section.



INCLUSION

We will work for equal access to services and opportunities for all those who need it and embed a strong social inclusion ethos throughout our work, in line with our values. We will evaluate our services and supports to ensure we are connecting with and improving outcomes for those who are marginalised or excluded. We will transition from a crisis response towards a long-term, sustainable model of service provision to support integration and the further development of a vibrant, diverse community in South Dublin County.

We will build on our equality, diversity, and inclusion initiatives across our organisation and make the Partnership an attractive place to work for people from all backgrounds, who can be part of an inclusive and welcoming team with the potential to thrive and develop in their careers.



RELATIONSHIPS

Our connections with our communities and with key stakeholders, including our service users, our people, and our funders are relationships that will continue to be built on. Our focus on integrating our entire suite of services right across the community will be a key enabler for us to achieve our promise. We will make every connection meaningful, and work to collaborate for the benefit of our community and our team.

Our renewed emphasis on meaningful connections and the integration of services to meet the evolving needs of our communities will help us reinforce and build new relationships with stakeholders. These include new service-users, new funding organisations, new community groups, and new staff members as we continue to evolve as an organisation.



QUALITY

Our focus on quality will be a core Enabler to ensure we share knowledge and become a continuous learning organisation. This will allow us to improve the positive outcomes being delivered across the Partnership and be responsive to changes on the ground.

We will implement a quality programme across the organisation, increasing consistency of approach and improving how we deliver all of our services and supports. The quality initiative will work to make us better at how we collect and use data, and will enable us to have an evidence-informed improvement ethos throughout the Partnership over the coming years.



GOVERNANCE

We will ensure SDCP is a well-governed, financially stable organisation, with structures, processes, and governance in place to support efficient and effective delivery of services, compliant with our regulatory obligations and the requirements of our funders. We will operate as a leader in best practice for organisational stewardship and integrity.

This is a vital aspect of a capable and committed organisation seeking to improve outcomes for the community and within the Partnership. Having the right structure and resources in place to facilitate the strategic ambition will be critical. Governance, organisational capacity and capability, and oversight will support the delivery of all the Strategic Pillars and will complement the other Strategic Enablers.



SUSTAINABILITY

In line with our values, the Partnership recognises the need to embed an awareness of and changing approach to environmental sustainability and climate action. We will enhance our environmental sustainability through practical steps both internally for our staff and externally for our service users and stakeholders. This includes enhanced environmentally conscious procedures, environmentally friendly resource management, innovation, and the implementation of renewable energy sources across the Partnership. We will support improved energy efficiency within the communities we serve, to reduce household and community utility costs and improve the environment.

Strategic Pillars



DELIVERING FOR THE PEOPLE OF SOUTH DUBLIN COUNTY

The Partnership will deliver innovative and integrated services and supports, through secure funding lines and other diversified funding supports, to tackle poverty and social exclusion, improve outcomes, and enable and empower the people of South Dublin County to thrive.



IMPROVING OUTCOMES FOR THE PEOPLE OF SOUTH DUBLIN COUNTY

The Partnership is committed to delivering the maximum positive impact for the people of South Dublin County to have equal opportunities to thrive and reach their full potential. We will work to improve the outcomes of our programmes and supports and to find new and improved ways to meet the needs of the community to ensure the County is a vibrant and welcoming community for everyone.



MAKING EVERY CONNECTION MATTER

Connections are what drives the work of the Partnership. Every connection matters – whether that is the first or the hundredth contact with us by a service user, the connections within our community, or the links with those in our funding bodies – and we will make each connection meaningful and constructive. We will seek to connect service users and the community, in an integrated way, with the services and supports they need.



EMPOWERING AND ENABLING OUR PEOPLE

Our people are the most important and valuable strength of the Partnership: our staff, our volunteers, and our Board members. We will support, develop, and empower our staff and our senior managers to deliver on the mission and vision of the Partnership, in turn empowering and enabling the members of our community to thrive.



Pillar 1 - Delivering for the People of South Dublin County

OBJECTIVES

ACTIONS

1a

Continue to deliver funded programmes and supports based on a successful outcome of future tender opportunities

- Deliver programmes and supports in line with new funding requirements as aligned with the evolving needs of the community
- Actively seek and secure new and additional sources of funding to support improved outcomes for the people of South Dublin County

1b

Deliver services and supports across employment, enterprise, health and wellbeing, children and families, lifelong learning, and community development, and respond to new needs as required

- Continue to deliver value for the community by providing tailored, needs-driven services and supports within South Dublin County
- Refine the services and supports delivered according to the outcomes of quality reviews and needs assessments

1c

Transition the crisis response service delivery in South Dublin County into a permanent long-term response to support integration and social inclusion for all members of the community

- Provide long-term support and services to new communities within the County, in response to the specific needs of the population and aligned with the key skills and knowledge within the Partnership

1d

Design, pilot, and deliver an integrated cross-thematic programme delivery model that brings together multiple thematic areas to meet the evolving needs of the local community

- Develop new integrated programmes throughout the duration of the strategy based on making every connection meaningful and taking a service user-centred multidisciplinary approach
- Evaluate the programmes for improved outcomes for service users, and apply the learnings to refine and improve subsequent models

Our Strategic Enablers will support this Pillar



INCLUSION

Our inclusion ethos will support the delivery of services across all those who need them in the County; the particular needs of the new and expanding migrant communities are included in this Pillar



RELATIONSHIPS

Our relationships with our funding organisations will be critical to support the continued delivery of services; our relationships with individuals and community groups are core to how we provide supports



QUALITY

Delivering for South Dublin County means providing high-quality services and supports - our focus on quality and performance will ensure value for funders and impact for service users



GOVERNANCE

Adequate funding, properly managed, will be vital to deliver on the mission of the Partnership; appropriate structures will support effective service delivery



SUSTAINABILITY

Environmental sustainability will be a feature of how we deliver all of our services and supports, and we will work to support those in the community to move to a more sustainable way of doing things



Pillar 2 - Improving Outcomes for the People of South Dublin County

OBJECTIVES

ACTIONS

2a

Develop an IT strategy that identifies the most appropriate ways in which technology can support future service delivery and operational activity and implement the findings

- Commission an expert review of the current IT systems and processes
- Develop and implement an IT strategy to plan and deliver on improved use of technology to support higher quality and effectiveness for the Partnership's programmes and operations, particularly in relation to performance data and quality metrics

2b

Establish programme performance reviews and quality metrics to measure and improve on the impact of services

- Develop and implement consistent mechanisms for the evaluation and quality assessment of Partnership programmes and services
- Communicate and implement a cycle of learnings from evaluations and reviews to deliver better quality programmes/initiatives

2c

Put in place a prioritisation and planning process that supports the review and assessment of existing delivery and new opportunities to match capacity and resources

- Design and implement a process to regularly review existing programmes and activities to ensure they remain fit for purpose and appropriate to the community, and aligned with the Partnership's capacity
- Develop a toolkit to support decision-making in respect of new or expanded opportunities to deliver services

2d

Utilise revenue from commercial service provision to support service delivery where funding is limited and to finance innovative and pilot initiatives that may be capable of being mainstreamed

- Design and deliver pilot initiatives that provide new or improved ways to meet the community's needs
- Seek to mainstream successful pilot projects and reinvest the funding into further innovative or quality initiatives

Our Strategic Enablers will support this Pillar



INCLUSION

Our inclusive ethos will be part of the assessment of the impact and quality of our service delivery, to ensure our work demonstrates our commitment to social inclusion



RELATIONSHIPS

Listening to our service users and community groups through our key relationships, along with our funders, will support improved outcomes focused on a needs-based quality and performance-driven approach



QUALITY

The commitment to quality is embodied in this Pillar, and the quality system will be key to how the work of the Partnership is reviewed and improved to deliver more for the community.



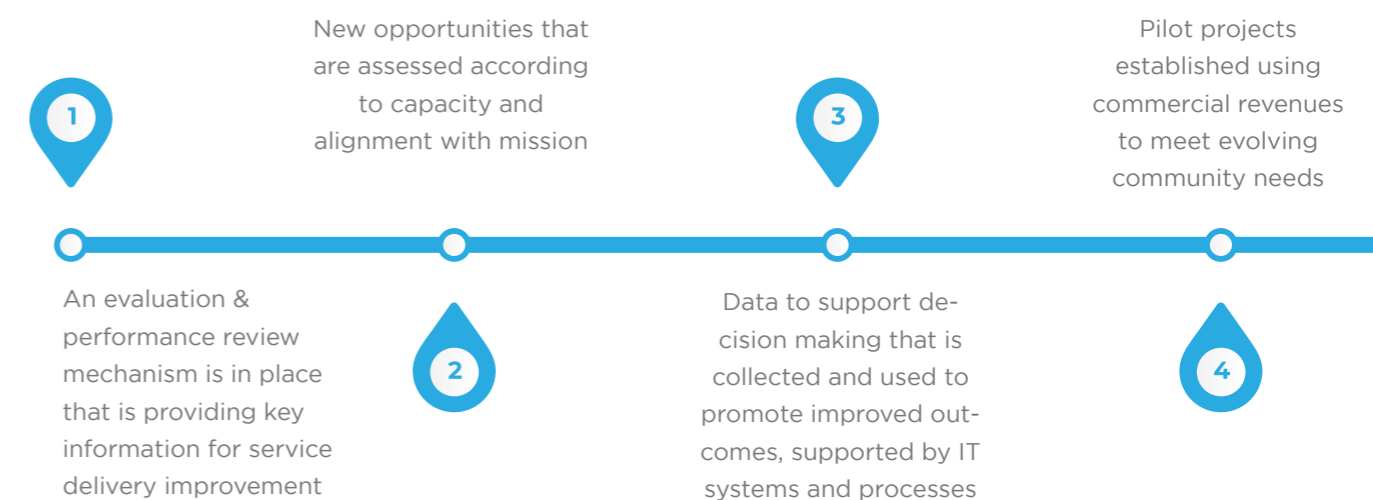
GOVERNANCE

Environmental sustainability will be a criterion for the quality and impact of our programmes and supports, to make sure our work is improving in terms of climate action and the environment



SUSTAINABILITY

Good governance embraces a quality and improvement approach to operations, and having the right organisational structures and resources will be key to doing better



Pillar 3 – Making Every Connection Matter

3a

OBJECTIVES

Develop an integrated approach based on our “making every connection matter” process to actively refer internally and externally for service user needs, with improved knowledge- and data-sharing across the Partnership

ACTIONS

- Implement a mechanism for assessment for cross-referral for Partnership service users from the first contact with the Partnership, while working in conjunction with local communities and stakeholders.
- Develop an integrated data-sharing system to enable information to be accessible across different thematic areas

3b

Maintain strong relationships with funders and local stakeholders to safeguard existing programmes and to identify opportunities and needs to which the Partnership can respond

- Meet regularly with funding organisations to discuss future policy direction to identify needs and strategic priorities
- Respond to new funding opportunities where these align with the Partnerships strategy, mission and capacity
- Use annual reviews of programmes to develop proposals for new or refined funding opportunities, including collaboration with local stakeholders to develop suitable actions

3c

Develop and implement a clear communications strategy in place in relation to internal and external communications and in order to improve “brand” accessibility

- Develop a communications strategy for internal and external communications
- Ensure that the Partnerships communications align to the “brand” of the organisation in an accessible manner
- Create communications plans for individual programmes and events to raise the profile of the Partnerships impact in the community

Our Strategic Enablers will support this Pillar



INCLUSION

the inclusion ethos will support connecting with clients across different parts of the community and providing integrated inclusive services and supports



RELATIONSHIPS

this Pillar is about making the most of our relationships with clients, the community, and funders by making those connections work to provide more and better supports



QUALITY

our quality focus will provide the framework for reviewing programme performance to identify new opportunities to connect with funders, in addition to providing a quality programme to target specific groups and advance the green and sustainability agenda



GOVERNANCE

robust governance will maintain our positive relationships with our funders, and an appropriate organisation structure and systems will support integrated service delivery



SUSTAINABILITY

our commitment to advancing the green and sustainability agenda. In particular, environmental sustainability will form part of our quality programme



Pillar 4 - Empowering & Enabling Our People

4a

OBJECTIVES

Undertake an organisation structure review to identify the most appropriate team structure to support effective service delivery

ACTIONS

- Deliver programmes and supports in line with new funding requirements as aligned with the evolving needs of the community
- Actively seek and secure new and additional sources of funding to support improved outcomes for the people of South Dublin County

4b

Develop a workforce plan to align future staffing with strategic priorities, to address recruitment, to improve succession planning, to improve the diversity within the team, and to identify mechanisms for staff development outside of promotion opportunities

- Develop a workforce plan for the Partnership to have a clear way forward in terms of having the capacity in terms of expertise and experience to deliver on the strategic plan, including consideration of new or evolving skills that may be required
- Implement the workforce plan and review progress regularly to identify where and how it may be improved

4c

Develop and implement a staff training and development strategy to build capacity and address new and emerging skills requirements

- Aligned with the workforce plan, design and implement a staff training and development strategy to enable the staff team to build on their skills and expertise, share learning and experience, and take on new skills that may be needed for future community needs
- Design and implement a staff engagement strategy to listen to the needs and concerns of our staff and address issues
- Undertake a training needs and skills analysis exercise to identify what specific training supports are needed by staff across the Partnership

4d

Embed staff physical and mental health and wellbeing in the Partnership

- Design and implement a staff health and wellbeing strategy, addressing mental and physical health and wellbeing

Our Strategic Enablers will support this Pillar



INCLUSION

We will work for inclusivity within our staff team, promoting equality, diversity, and inclusion in the Partnership to ensure opportunity of access and community representation



RELATIONSHIPS

This Pillar focuses on the relationships within the Partnership between the people who work here and seeks to strengthen and make the most of these relationships



QUALITY

A focus on our team's skills and experience and the right resources to deliver quality work is an integral aspect of quality systems



GOVERNANCE

Having the right people in the right roles doing the right things is a critical aspect of well-governed organisations- our governance enabler will support good workforce planning and development



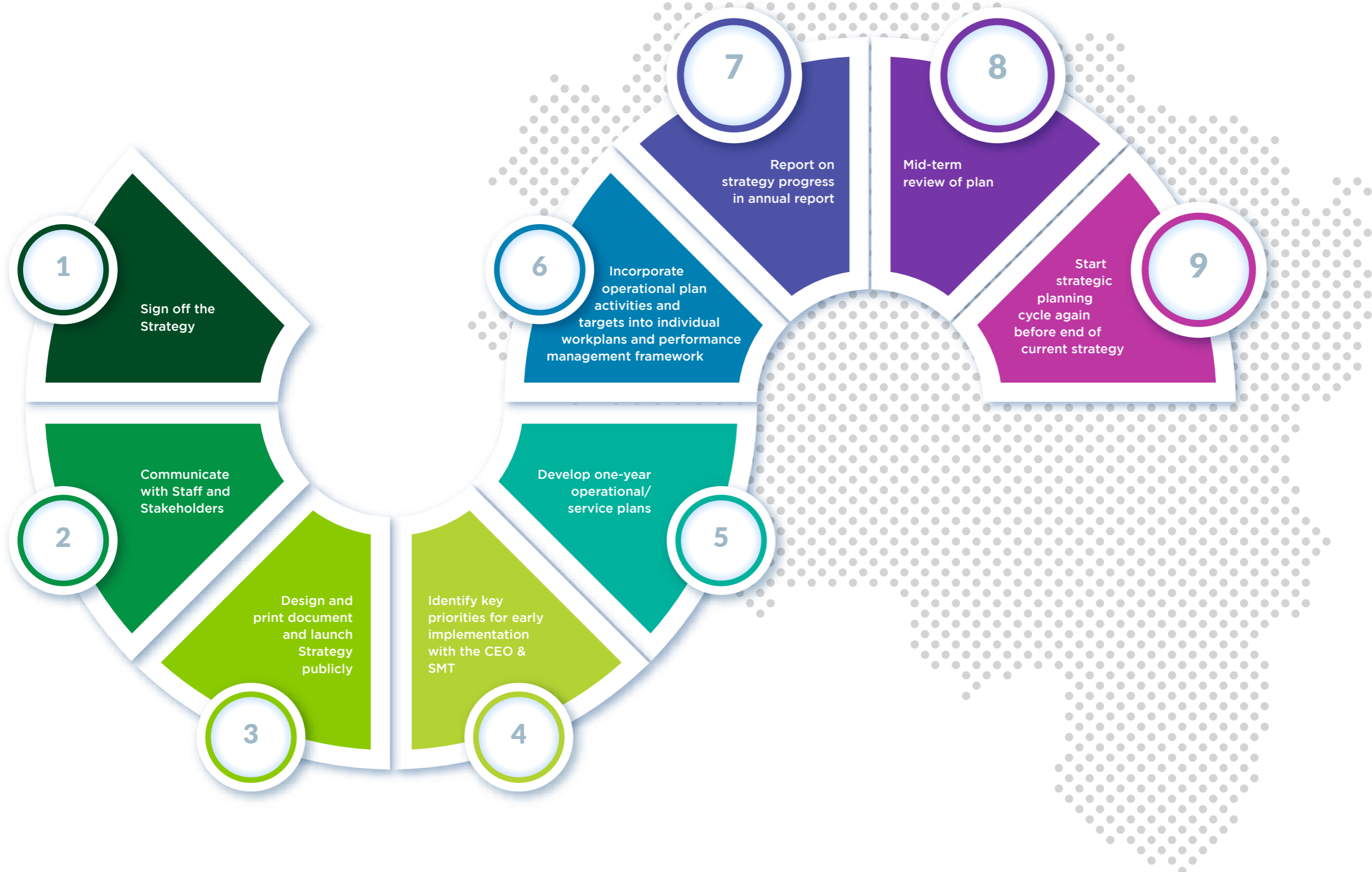
SUSTAINABILITY

Our workforce will need to take into account the environmental agenda in how they work; we will support staff to shift to more sustainable ways of doing things in SDCP

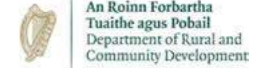


Implementing the Strategic Plan

The following roadmap illustrates the implementation process and progress monitoring for the strategy



With thanks to



“ For me, Tús was the first step I needed to get back on my feet, it was a small, supported step that led to much bigger things. **I couldn't thank the Tús team enough for their hard work and support for me.** ”

- Tús participant



**South Dublin
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