

Talk
With Us

Learn
With Us

Grow
With Us

Strategic Plan 2015-



EXCHANGE HOUSE IRELAND
National Travellers Service



STRATEGY 2015-2017

VISION

Exchange House Ireland is a provider of **Traveller specific frontline** services of excellence in an Ireland where the distinct **ethnicity, identity and experience** of Travellers is **acknowledged, celebrated and respected**.

MISSION

Our mission is to provide a range of **Traveller specific frontline** services and supports to individuals, families and communities with **care and integrity**.

PRINCIPLES

Professionalism • Excellence • Equality • Diversity

STRATEGIC PRIORITIES

- Build and enhance the national/international remit of Exchange House Ireland and its core services at local, regional, national and European levels.
- Resource and establish – in partnership with local Traveller organisations, representative structures and funding agencies – regional, Traveller specific, crisis intervention hubs.
- Actively engage in research, development and policy processes that enhance opportunities for the experiences of our client group inform Traveller specific and intersectional learning, policy and service delivery.

ORGANISATION PRIORITIES

- Excellence in governance and management.
- Excellence in financial management and reporting.
- Exchange House Ireland is a safe and supportive work environment for staff at all levels of the organisation.

FAMILY SUPPORT AND CRISIS INTERVENTION SERVICE PRIORITIES

- Facilitate access to social work and family support services at times of crisis to Traveller individuals and their families in homes, communities and prisons.
- Provide a range of counselling, addiction, therapeutic and training services to clients from the Traveller community and partner organisations.
- Work with families to create safe environments free from domestic violence.
- Build community, family and individual resilience around mental health, suicide and self-harm.

CHILDREN AND YOUNG PEOPLES SERVICE PRIORITIES

- Deliver positive recreational, social, leadership and educational services to Traveller young people in the Greater Dublin Area.
- Enhance opportunities for Traveller children to achieve at school in the Greater Dublin Area.
- Enhance opportunities for Traveller young people to minimise risk and take an active role in their communities in the Greater Dublin Area.

EDUCATION AND TRAINING SERVICE PRIORITIES

- Maintain and manage the only, Traveller specific, Quality Qualifications Ireland accredited education and training centre in Ireland.
- Celebrate Traveller educational achievement.
- Provide first and second chance education opportunities to members of the Traveller community.
- Promote access to further education, training and employment within the Traveller community.

Foreword

Welcome to **talk with us | learn with us | grow with us**. We learn something new every day, and this document represents our commitment to continue learning. Through implementing this plan, we are aiming to ensure that every Traveller who comes to us experiences a comprehensive set of services which are continually reviewed in the light of their changing needs.

For the past 35 years, Exchange House Ireland has been learning, and our hope is that we will continue to learn, to innovate, to respond and to review. What is equally important is that everything you read in this document is built from an acknowledgement of the learning of the past 35 years, to coin a phrase, **it stands on the shoulders of giants**.

We are confident that it lays out very clearly our commitment to our clients, service users, participants, learners, partners and funders. In tandem with setting very clear goals - locally, nationally, regionally and internationally - it provides all of us in Exchange House Ireland with an opportunity to try new, evidence based and innovative approaches to meeting the needs of those who come to us, whilst maintaining our core values of **care and integrity**. We also hope that it helps us to build the evidence base for the importance of Traveller specific, frontline, crisis intervention services.

Attaining clarity is not easy, and over the past year our management team, staff and board have worked hard to closely engage with the process of the development of this strategy. It started from an internal structural review, evolved into an operational planning process and resulted in us agreeing our indicators of achievement and finding a way to clearly map the journey of those who seek our services and supports. The result is a road map for the organisation for the next three years. Our plan is founded on the fact that that no matter what the presenting issue, Travellers start their journey with Exchange House Ireland by **talking with us**. Through that conversation, they **learn with us** and, hopefully, they **grow with us**. So, whether someone comes to the **Family Support and Crisis Intervention**

Service, the **Travelling to Well-being Mental Health Service**, the **National Traveller Suicide Prevention Service**, the **Children and Young People's Service** or our **Education and Training Service**, the process is the same - talk, learn, grow.

Our clients, service users, learners and participants do all the work, we are merely the ballast to support them to do it.

So, as you read this, Exchange House Ireland is working with Travellers in 19 of the 26 counties in Ireland, with sister organisations at local, regional and national level and with partners across the European Union. Our job is to stand solid as our clients, service users, participants and learners plot their own path and to stay beside them as they navigate that path. We are in awe of the strength and resilience of the Travellers with whom we work, and look forward to the day when their distinct place as Ireland's indigenous ethnic minority is not only acknowledged, but celebrated.

We would like to take this opportunity to acknowledge our funders and partners who continue to entrust us with the resources and support to continue this work, our staff who commit on a daily basis to accompanying our clients on their journey and our volunteer Board who give of their time to support and guide the work. We look forward to implementing the strategy and to ensuring that it remains a real and vibrant process.

Beir bua

June 2015



Carmel Terry
(Chairperson)



Catherine Morley
(Chief Executive)

Our Vision

Exchange House Ireland is a provider of **Traveller specific frontline services** of excellence in an Ireland where the distinct **ethnicity, identity and experience** of Travellers is **acknowledged, celebrated and respected.**

Introduction

Exchange House Ireland has over 35 years' experience providing Traveller specific, professional, front-line family support, crisis intervention, education, training and children and young people's services in Ireland. Our "best practice" model is funded by the Health Services Executive, Department of Social Protection, Department of Children and Youth Affairs, City of Dublin Education and Training Board, SOLAS, Pobal (Dormant Accounts Fund), the European Union and a variety of charitable trusts.

We hold the contract from the **HSE National Office for Suicide Prevention** to deliver the National Traveller Suicide Prevention Service and are funded by the Genio Trust to deliver Ireland's only Traveller specific mental health service – **Travelling to Well-Being**.

We also hold **Quality Qualifications Ireland** (QQI) accreditation, and are approved by FETAC to design, develop, deliver, quality assure and accredit education and training courses.

Annually, we work with approximately 8,000 Travellers who are our clients, learners and national and international programme participants.

Background

Talk with us | Learn with us | Grow with us

Talk with us | Learn with us | Grow with us aims to provide a comprehensive overview of the vision, strategy and goals of Exchange House Ireland for 2015 – 2017. In addition, it provides a set of SMART objectives – at both strategic and operational levels – to ensure that the momentum, focus and delivery of these are maintained during its three year lifespan.

In addition, it should also provide a **roadmap** to ensure that significant milestones in the **achievement** of the overall **impact** of the strategy are marked and that opportunities are afforded all stakeholders to review practice and achievement at specific stages. In tandem, it should provide opportunities to clearly deal with challenges emerging and changes in the infrastructural landscape within which **Exchange House Ireland** operates.

Of course, this is notwithstanding the need to ensure **fidelity** to the plan for the time period under consideration in order to be able to accurately **reflect on achievements, processes and practice** on the basis of **sustained evidence**.

Talk with us | Learn with us | Grow with us was developed over a year long process of exploration, analysis, discussion and review of all of the work of **Exchange House Ireland** and has at its core the aim of ensuring that the significant and complex needs presented by our clients, and participants continue to be met with **care and integrity**.

Finally, **Talk with us | Learn with us | Grow with us** is our public commitment – to clients, learners, participants, partners and funders - to ensuring that the three decades' experience of **Exchange House Ireland** is built upon over the next three years and that the hard work and commitment of current and previous staff, volunteers and Board is honoured, celebrated and acknowledged.

Our Mission

Our mission is to provide a range of **Traveller specific** frontline services and supports to individuals, families and communities with **care and integrity.**

Our Values

Professionalism and Excellence

We believe that no matter how a client, learner or participant is, at any moment, they have a right to a high quality, professional service provided by a committed professional that is culturally specific, client centred and outcome focused.

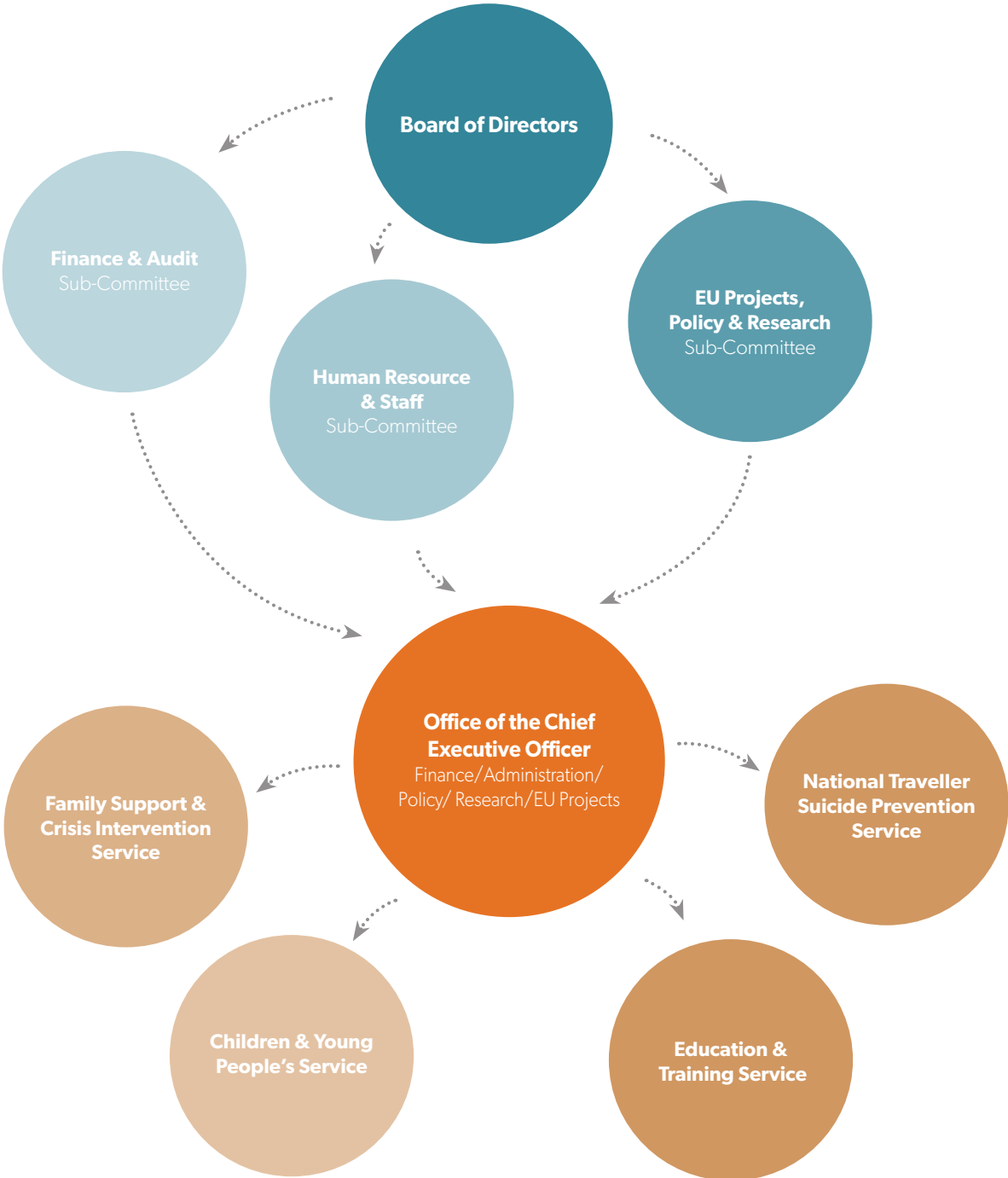
Equality and Diversity

Our clients, learners and participants come from diverse backgrounds within the Traveller community, the minority experience isolation and marginalisation within their community of origin. We are committed to ensuring equality of access and to acknowledging and understanding that diversity – no matter what the circumstances.

These values not only underpin and drive our service delivery model, but also our organisational policies and procedures and our commitment to the continuing professional development of our staff and volunteers. All of our services are based on Irish and international best practice, which we continually seek to enhance through working in partnership with local, regional, national and international organisations, partners and funding agencies.

Our Governance

Exchange House Ireland operates within the best practice guidelines relating to management and governance as laid down in the **Governance Code** for Voluntary and Community Organisations. Our services are designed, developed and delivered through the following organisational infrastructure.



Partnership in Action

Exchange House Ireland works in partnership across a number of local, regional, national and international structures and programmes.

Engagement w/ Local Structures and Programmes

- Community Spaces / Organisations
- Local Fora
- Local Care Groups – Service Specific (Education, Employment, Children, Young People, Health, Addiction)

Engagement w/ Regional Structures and Programmes

- Inter-Agency Groups or Networks w/focus on Traveller Health
- Traveller Accommodation Committees
- Traveller Inter-Agency Groups

Engagement w/ National Structures, Initiatives and Campaigns

- National Traveller and Roma Integration Strategy Steering Group
- Traveller Ethnicity Campaign
- Travelling to Well-Being
- Traveller Pride Week
- Irish Association of Suicideologists
- Mental Health Reform
- Travellers in Prison Initiative
- LGBT Pavee – Rainbow Connections
- Comhairle Na N'Og

International Partnerships

Exchange House Ireland is actively engaged in a number of European Projects, initiatives and partnerships with organisations working in countries such as Roma, Sinti, Muslims, Migrant Workers, Families, Women and Children in Austria, Italy, Germany, Lithuania, Slovenia, Turkey, UK, Romania and Spain. Through these partnerships, Exchange House Ireland leads and participates in innovative initiatives which consistently add value to our expertise and practice models.

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Exchange House Ireland

Exchange House Ireland has over 35 years' experience providing Traveller specific, professional, front-line family support, crisis intervention, education, training and children and young people's services in Ireland. This "best practice" model is funded by the Health Services Executive, City of Dublin Education and Training Board, Department of Social Protection, Department of Children and Youth Affairs, SOLAS, Pobal (Dormant Accounts Fund), the European Union and a variety of charitable trusts.

Vision

Exchange House Ireland is a provider of Traveller specific services of excellence in an Ireland where the distinct ethnicity, identity and experience of Travellers is acknowledged and respected.

Mission

We provide a range of Traveller specific frontline services and supports to, with and for individuals, families and communities with care and integrity.

Values

- Professionalism
- Excellence
- Equality
- Diversity

Strategic Priorities and Indicators of Success

HIGH LEVEL STRATEGIC PRIORITIES (2015 – 2017)	INDICATORS OF SUCCESS	LEAD RESPONSIBILITY
<p>Build and enhance the national/international remit of Exchange House Ireland and its core services at local, regional, national and European levels.</p>	<ol style="list-style-type: none"> 1 Exchange House Ireland is represented on the appropriate local and regional level structures. 2 Exchange House Ireland is represented on the appropriate national level policy making structures. 3 Exchange House Ireland is an active leader and participant in EU Projects within the context of developing education, training, health and wellbeing services and supports for children, families, parents, young people and women from ethnic minority / migrant communities. 	<p>OFFICE OF THE CHIEF EXECUTIVE</p> <p>EU PROJECTS AND POLICY SUB-GROUP</p>
<p>Resource and establish – in partnership with local Traveller organisations, representative structures and funding agencies – regional, Traveller specific, crisis intervention hubs.</p>	<ol style="list-style-type: none"> 4 Implementation of regional Traveller specific programmes of activity in relation to suicide prevention and mental health – Galway, Limerick and Cork. 5 Establishment of funding stream to ensure continuation of “Travelling to Well-Being” service in West Cork, Offaly and Dublin. 6 Establishment of regional representation structure to support Board representation from Galway, Limerick and Cork. 7 Secured funding for the “Travelling to Well-Being” Service for 2016 – 2018. 	<p>OFFICE OF THE CHIEF EXECUTIVE</p> <p>EU PROJECTS AND POLICY SUB-GROUP</p> <p>NTSPS TEAM</p>
<p>Actively engage in research, development and policy processes that enhance opportunities for the experiences of our client group inform Traveller specific and intersectional learning, policy and service delivery.</p>	<ol style="list-style-type: none"> 8 Funding secured to engage in broad based research into suicide and self-harm within the Traveller community from National Office for Suicide Prevention within the context of the new strategy for preventing suicide. 9 Funding secured to engage in broad based research into suicide and self-harm within the Traveller community from the Northern Ireland Health Services within the context of the new strategy for preventing suicide 	<p>OFFICE OF THE CHIEF EXECUTIVE</p> <p>EU PROJECTS AND POLICY SUB-GROUP</p> <p>NTSPS TEAM</p>



Organisational Priorities and Indicators of Success

HIGH LEVEL STRATEGIC PRIORITIES (2015 – 2017)	INDICATORS OF SUCCESS	LEAD RESPONSIBILITY
Excellence in governance and management	<ol style="list-style-type: none"> 1 6 Board Meetings per year 2 4 Finance and Audit Sub-Committee Meetings per year 3 4 HR and Staffing Sub-Committee Meetings per year 4 4 EU Projects and Policy Sub-Committee Meetings per year 5 1 AGM 6 Development and implementation of annual organisational operational plan 7 Successful engagement with new requirements of CLG's 8 Completion of the work required to implement The Governance Code for Community and Voluntary Organisations 	<p>OFFICE OF THE CHIEF EXECUTIVE</p> <p>CHAIRPERSON</p>
Excellence in financial management and reporting	<ol style="list-style-type: none"> 1 Implementation of Exchange House Ireland Best Practice Finance Handbook 2 Implementation of the policies and procedures outlined in the Best Practice Finance handbook 3 Consistent and ongoing financial reporting as required by funders 4 Successful outcome to the annual internal and external audit process 	<p>OFFICE OF THE CHIEF EXECUTIVE</p> <p>FINANCE MANAGER</p> <p>FINANCE AND AUDIT SUB-COMMITTEE</p>
Exchange House Ireland is a safe and supportive work environment for staff at all levels of the organisation	<ol style="list-style-type: none"> 1 Implementation of Exchange House Ireland Employee Handbook 2 Establishment of performance related, strengths based staff review process 3 Achievement of service level targets agreed in Annual Operational Plan 	<p>CHAIR</p> <p>CHIEF EXECUTIVE</p> <p>HR AND STAFFING SUB-GROUP</p>

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Family Support and Crisis Intervention Service



Family Support and Crisis Intervention Service Priorities

HIGH LEVEL STRATEGIC PRIORITIES (2015 – 2017)	INDICATORS OF SUCCESS	LEAD RESPONSIBILITY
<p>Facilitate access to social work and family support services at times of crisis to Traveller individuals and their families in homes, communities and prisons</p>	<ol style="list-style-type: none"> 1 Number of Clients 2 Caseload 3 Referrals 4 “Closed” Files 5 Qualitative case reporting on outcomes for clients 	<p>SERVICE MANAGER</p>
<p>Provide a range of counselling, addiction, therapeutic and training services to clients from the Traveller community and partner organisations</p>	<ol style="list-style-type: none"> 1 Number of Clients 2 Caseload 3 Referrals 4 “Closed” Files 5 Qualitative case reporting on outcomes for clients 	<p>SERVICE MANAGER</p>
<p>Work with families to create safe environments free from domestic violence</p>	<ol style="list-style-type: none"> 1 Number of Training Sessions 2 Development of Sunia Geel 3 Project Application 3 Number of Clients 4 Caseload 5 Referrals 6 “Closed” Files 7 Qualitative case reporting on outcomes for clients 	<p>SERVICE MANAGER</p>
<p>Build community, family and individual resilience around mental health, suicide and self-harm</p>	<ol style="list-style-type: none"> 1 Implementation of the National Traveller Suicide Prevention Service Strategy «Connect with Us» 2 Continued resourcing and development of the Travelling to Well Being Service 	<p>NTSPS TEAM TRAVELLING TO WELL-BEING MANAGING PARTNERSHIP</p>



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Education and Training Service

Education and Training Service Priorities

HIGH LEVEL STRATEGIC PRIORITIES (2015 – 2017)	INDICATORS OF SUCCESS	LEAD RESPONSIBILITY
Maintain and manage the only, Traveller specific, Quality Qualifications Ireland accredited education and training centre in Ireland	<ol style="list-style-type: none"> 1 Internal and external delivery of FETAC Level 5 in Community Development 	SERVICE MANAGER CHIEF EXECUTIVE
Celebrate Traveller educational achievement	<ol style="list-style-type: none"> 1 Scale, scope and participation in National Traveller Educational Achievement Awards 2 Scale, scope and participation in Exchange House Ireland In-House Awards Ceremony 	SERVICE MANAGER EDUCATION PROGRAMME CO-ORDINATORS
Provide first and second chance education opportunities to members of the Traveller community	<ol style="list-style-type: none"> 1 Participation in basic adult education initiatives 2 Achievement of at least 8 Major Awards in Information and Communications Technology in LTI Programme Annualy 3 Achievement of at least 8 Major Awards for Community Employment Scheme Annualy 	SERVICE MANAGER LTI PROGRAMME CO-ORDINATOR COMMUNITY EMPLOYMENT SCHEME SUPERVISOR
Promote access to further education, training and employment within the Traveller community	<ol style="list-style-type: none"> 1 25% Progression to Employment 2 25% Progression to Further Training 3 25% Progression to Further Education 	SERVICE MANAGER COMMUNITY EMPLOYMENT SCHEME SUPERVISOR

Grow With Us

Children and Young People's Service



Children and Young Peoples Service Priorities

HIGH LEVEL STRATEGIC PRIORITIES (2015 – 2017)	INDICATORS OF SUCCESS	LEAD RESPONSIBILITY
<p>Deliver positive recreational, social, leadership and educational services to Traveller young people in the Greater Dublin Area</p>	<ol style="list-style-type: none"> 1 Number of face to face contacts 2 Number of Group Sessions 3 Qualitative analysis of impact of services on participating young people 	<p>SERVICE MANAGER</p>
<p>Enhance opportunities for Traveller children to achieve at school in the Greater Dublin Area</p>	<ol style="list-style-type: none"> 1 Number of face to face contacts 2 Number of Group Sessions 3 Qualitative analysis of impact of services on participating young people 4 Improved school attendance 5 Improved achievement at school 	<p>SERVICE MANAGER</p>
<p>Enhance opportunities for Traveller young people to minimise risk and take an active role in their communities in the Greater Dublin Area</p>	<ol style="list-style-type: none"> 1 Number of face to face contacts 2 Number of Group Sessions 3 No. of Young People in "Leadership" roles 4 Qualitative analysis of impact of services on participating young people 5 Young person centred programme is in place 6 80% participation of young people registered with the service 7 Increased awareness of "risk" behaviours 8 Active and appropriate decision making structures in place for young people to participate in the design, development and delivery of the service 9 Structured progression to "Leadership" roles 	<p>SERVICE MANAGER</p>

Delivering

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Monitoring and Reporting on Progress and Outcomes

A significant amount of work has been undertaken at all levels within the organisation to ensure that the achievement of the strategic and service level goals outlined in this document is monitored and reported upon both internally and externally using clearly defined and authenticated metrics related to our core indicators of achievement. To this end, the following systems have been put in place (above and beyond the infrastructural and governance oversight provided through the regular reporting to and from the Board and Sub-Committees).

Financial Management and Reporting

The now established Finance and Audit Sub-Committee has done significant work on developing the already existing financial reporting templates distributed monthly to the Board and in finalising the Financial Procedures handbook. Within this context, the Finance Manager and Chief Executive meet weekly to ensure ongoing discussion and analysis of financial matters.

Finance Manager to Chief Executive	▶	Weekly Reporting
Chief Executive to Finance and Audit Committee	▶	Quarterly Reporting
Finance and Audit Sub-Committee to Board	▶	Standing Agenda Item
Organisation to Funders	▶	Monthly, Quarterly and Annual Audit and Reporting

Strategic Reporting

The Chief Executive provides an overview – through Board meetings and regular meetings with the Chair and sub-committees – of the progress in implementing the strategic and service level goals of the organisation. In addition, formal quarterly reports on progress, regular information updates and “infographics” are also available on the organisation’s website and through social media.

Service Level Reporting and Management

The Management Team has been augmented to include the Finance Manager and the EU Projects and Policy Officer. This team meets at least twice monthly with the Chief Executive to ensure that there is coherence in message, approach and systems within each service and to afford opportunities to develop more integrated working practices across all services within the organisation. In addition, it has the significant benefit of providing an opportunity for peer support for managers and the opportunity to develop creative and innovative approaches to delivering upon the core goals of the organisation.

Service Managers report to the Chief Executive in the following ways:

- Weekly One to One Meetings (or more)
- Bi-Monthly Management Team Meetings
- Monthly written reports

Through these myriad methods, we are committed to ensuring that the implementation of **Talk with Us | Learn with Us | Grow with Us** is consistently monitored at both strategic and operational levels.

A final word

The key resources available to Exchange House Ireland in achieving its strategic and service level goals within the 2015 – 2017 period are its' highly skilled and professional staff team and its' reputation – both within the Traveller community and amongst the wide variety of funders. Within this context, our significant experience provides an opportunity to develop and disseminate concrete evidence on the nature and extent of the experience of the client base at local, regional, national and international levels. This in turn has the potential to concretely inform policy level decision making around the future service provision needs of Travellers in Ireland. The process of re-presenting Exchange House Ireland, of clearly identifying its core strength as a Traveller specific, frontline crisis intervention service provider, was implemented to ensure that the organisation is strategically positioned to ensure that it maintains, but also builds, its profile and momentum as the only service provider of its kind on the island of Ireland. The opportunities to build regional partnerships, enhance Traveller representation at governance level and ensure the availability of our unique suite of services are many – through the restructuring of the HSE, through active engagement with the new National Traveller and Roma Integration Strategy and through continuing to work with our European funders and partners.

Over the past number of years, Exchange House Ireland has experienced swingeing cuts to its core service provision budgets. Upon commencing the development of this strategy, however, it became clear that whilst this has been a difficult and challenging experience, the level and quality of front-line services provided by the organisation has not diminished. In order to achieve these strategic and service level goals, Exchange House Ireland is in receipt of significant funding from various (almost all) statutory agencies, government departments, the European Commission and charitable trusts and exploring new and emerging funding streams is a constant within the Office of the Chief Executive.

BOARDS OF DIRECTORS

Carmel Terry Chairperson

John Hanley Secretary

Rosanne Power Treasurer

Dr. Carmel Mulcahy

Des McCormack

Sé O'Connor

Michael O'Grady

Prof. Siobhan O'Neill

ADMINISTRATION

Catherine Morley Chief Executive Officer

Simon Finnegan Finance Manager

Dearbháil Lawless EU Projects & Administration Support Officer

Caroline Anglim Maintenance Worker

FAMILY SUPPORT AND CRISIS INTERVENTION SERVICE

Penelope More Family Support and Crisis Intervention Service Manager

Sarah Corby Social Worker

Kevin Burn Social Worker

Rebecca Dunne Family Support Worker

Jules McDonagh Family Support Worker

Laura Rigney Family Support Worker

Caroline O'Reilly Addiction Counsellor

Ronnie O'Donnell Addiction Counsellor

Tricia McKeever Suicide Awareness Trainer / Facilitator

Ronan Gilchrist Development Worker with Traveller Men

Paul Nugent Mental Health Social Worker, Dublin

Adele Plant Mental Health Project Worker, West Cork

Sandra McDonagh Mental Health Social Worker, Offaly

CHILDREN AND YOUNG PEOPLES' SERVICE

William McDonagh	Children and Young Peoples' Service Manager
John Paul Collins	Youth Worker
Jimmy Maughan	Youth Worker
Emma Parsons	Youth Worker
Patrick Stokes	Youth Worker
Roisín Kearney	Youth Worker
Julie McDonagh	Coordinator St. Oliver's Park After-School
Kay Power	Assistant St. Oliver's Park After-School
Anne Marie Stokes	Assistant St. Oliver's Park After-School
Maggie Wall	Coordinator Labre Park After-School
Karen Maher	Assistant Labre Park After-School
Maggie Maloney	Assistant Labre Park After-School
Geraldine McDonagh	Assistant Labre Park After-School

EDUCATION AND TRAINING SERVICE

Cathleen McDonagh Clark	Education and Training Service Manager
Paula Cullen	CE Scheme Supervisor
Vacant	LTI Coordinator
Erica McEvoy	LTI Assistant Coordinator

**Exchange House Ireland
National Travellers Service**

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Charity number **CHY12835**

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