



Irish Association
of Supported Employment



Five Year Strategic Plan
2005 - 2010



Acknowledgments

I am pleased to have been given the task of putting together this five year strategic plan for the IASE. It has been a fantastic opportunity for me to meet with the members involved in Supported Employment at regional level, People with disabilities, state agencies and other stakeholders. IASE appreciate the commitment of all those involved in the work of the association over the last year in particular those who contributed so efficiently to the consultation process from the regional branches.

I would like to thank members of the IASE Strategic Planning Committee David Muldoon, Greg Barry, Dermot Cunningham, Stephen Mac White, Teresa Mallon, David Ryan and Eithne Jarrett for there dedication, suggestions and assistance throughout this process.

Finally, I would like to thank two individuals who gave me leadership and support in my role as Development Officer with IASE over the last year: Michael Fleming, IASE Chairperson 2002 - 2005 and Greg Barry, IASE Western Region Chairperson.

Sarah Togher, IASE Development Officer.



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Chairman's foreword



It is with great pleasure that we present this Strategic Plan for the Irish Association of Supported Employment.

The publication of a Strategic Plan represents progression for the IASE, as we continue to advocate for the further development of Supported Employment at a local, regional and national level. For the first time, in a structured way, all the members of the Association, the organisations they represent as well as other interested parties have worked towards realising a 'shared vision' for the development of Employment opportunities for people with disabilities.

Each of our Regional Branches have played a crucial role in the development of this strategic plan by bringing forward their experience, their enthusiasm and most importantly their local knowledge to bear on the process of consultation and participation which was undertaken over the last year.

I wish to express my thanks to the many people who have contributed to the compilation of this Strategy, to all of the individual National Executive members, both past and present who have contributed so much of their time and expertise and have played such a valuable role to ensure the IASE represents the fundamental aims of Supported Employment, their vision has been instrumental in the progression of Supported Employment at a national level. I wish to thank all our members who participated at

regional meetings and by submitted written proposals to the IASE, and all who are not members, but also gave valued input during this process.

In 2004 we were very fortunate to secure core funding from the Department of Community, Rural, and Gaeltacht Affairs under the White Paper for Voluntary Services. This money enabled us to employ a development officer and to commence a consultation process with a wide group of people across the country resulting in the development of our strategic plan. The completion of this Plan would not have been possible without the excellent work of Sarah Togher, our Development Officer.

Finally I would like to thank all my predecessors in the Chair for their commitment and dedication to the IASE; Máire Ni Dhomhaill, Michael Fleming, Teresa Mallon, Breda Broderick, Anne Marie Ward, Alan Pearse, and Brian Tinsley.

I believe the goals covered in this document are achievable and with continuous dedication and hard work, together we can accomplish what we have set out to do, and go forward confidently improving the employability of People with disabilities.

Dermot Cunningham, Chairperson



The National Executive Members 2005/6



IASE National Executive 2005/2006

Back Row:

Tony Reilly, Greg Barry, Helen Grant, David Ryan and Teresa Haughey

Middle Row:

Alice O'Carroll, Eithne Jarret (Company Secretary), Catherine Murphy

Front Row: Dermot Cunningham (Chairperson), Teresa Mallon (Treasurer),
Stephen Mac White (Vice Chairperson), Lucia Power (absent from picture)

Name/Position	Organisation	Representative
Dermot Cunningham, Chairperson	Employment Response North West	North West Region
Stephen MacWhite, Vice Chairperson	SMTDC, Dublin	East Region
Eithne Jarrett, Company Secretary	Roscommon Supported Employment	West Region
Teresa Mallon, Treasurer	Menni Services, St John of God, Dublin	East Region
Greg Barry, Public Relations Officer	Work Web West, Co Mayo	West Region
Helen Grant	Louth Supported Employment Services	North East Region
Teresa Haughey	Worklink North West, Co Donegal	North West Region
Catherine Murphy	Connect Employment, Co Wicklow	East Region
Alice O'Carroll	Clare Supported Employment Service	West Region
Lucia Power	Peter Bradley Foundation, South and Mid West Region	Southern Region
Tony Reilly	Midland Employment Support Agency	Midlands Region
David Ryan	Work Access, Limerick	Southern Region



Executive Summary

This is the first strategic plan for the IASE and was identified as one of the key tasks to be undertaken by the Development Officer when IASE successfully secured core funding awarded by the Department of Community Rural and Gaeltacht Affairs under the white paper for voluntary services.

The process commenced in November 2004 with an extensive consultative process involving people with disabilities, members, government agencies, trade unions, employer organisations and non government organisations to identify the views of members locally, regionally and nationally and to develop a workable strategy that will contribute towards the realisation of a fully co-ordinated, integrated and effective value for money service for People with disabilities who desire an opportunity to work.

The aim of this Plan is to provide a tool for organisations working in this sector as it has documented information to refer to and it can be used to monitor and evaluate the effectiveness of the IASE on an ongoing basis.

- It will provide IASE and other associated organisations with a greater opportunity to influence national policy as it will provide a collective report of the identified needs
- This Plan provides a focused approach for the long-term development of the IASE, including clear structures with clear terms of reference.
- It underlines the urgent need to build a national profile for the work and achievements of the supported employment sector.
- This Plan identifies ways to promote cohesion between all organisations both voluntary and statutory that are concerned with the development of the employment potential of People with disabilities.

The national executive is committed to the full implementation of this plan which will depend on the IASE receiving the necessary support and resources. Support from all our members will be needed in this effort if we are to fulfil the expectations we have identified for ourselves, the recommendation contained in this strategic plan can only be realised with the necessary support and resources been made available through government funding.



The Facts at a Glance

- There are 306,396 persons Males and Females with a disability over the age of 15 years; of which 54% are at risk of poverty

(Source CSO 2002)

- 20.9% of People with disabilities are in 'constant poverty' at 60% level using basic life-style deprivation indicators

(ERSI: EU Survey on Income and Living Conditions 2002)

- People with disabilities are two and a half times less likely to have a job than people without disabilities

- 85% of acquired disability occurs in their working life

- There is a high drop out rate from education of teenagers with disabilities - a successful education is a key to a successful career

- Increasing participation in work would reduce the incidence of poverty and isolation

- People who are more severely restricted in what they can experience very significantly lower rates of employment than others

- Only a small minority of employers have employees with a disability, relatively few have made changes to the job or workplace to facilitate disabled workers, and half of employers are unaware of the grants and supports available to employ disabled workers.

(NDA, Disability and work, The picture we learn from the official statistics)

- People who can earn their own living are far less likely to live in poverty. For example, Irish figures for 2001 show that families where the breadwinner had no job due to illness or disability were twelve times more likely to be below the official poverty line than families where the head of the house had a job

(Whelan, 2003).

- 93% of individuals in supported employment had mild or moderate learning disabilities as their primary diagnosis

- More than 63% worked less than twenty hours each week

- Less than 14% require full time on site or daily support

- 80% of individuals were in receipt of some type of state benefit

- Individuals who are in supported employment fare better financially than their counterparts employed in sheltered setting, however the benefits trap continues to dampen earning potential

- The social benefits of supported employment drastically out-weigh the social costs of supported employment

(Research Findings - IASE 'Mainstream Supported Employment' Project 1999)

- It is difficult to quantify the number of people with a disability, largely because there is no objective measure of disability. Most attempts made and reports that profile the number of people with disabilities involve surveys which in turn involve a self declaration of disability by the respondent.

- It is widely regarded that there are a large number of individuals registered long term unemployed who may have a hidden disability.

(Research Report 'Mainstream Supported Employment' Project 1999)

Table 1: Percentage of Population with a disability/long term illness by Age and Gender - Source Census of Population 2002

(Source NDA Disability and Work The picture we learn from official statistics)

Age Group	Male %	Female %	Total %
15 -19	3.1	2.5	2.8
20 - 24	3.6	3.0	3.3
25 - 34	4.1	4.0	4.1
25 - 44	5.8	6.0	5.9
45 - 54	9.1	8.8	8.9
55 - 64	15.3	13.0	14.2
65+	27.4	34.0	31.1



Definition of Supported Employment and Background

Definition of Supported Employment

Supported Employment enables people with disabilities to find, secure and maintain paid employment in the open labour market.

On the job training and individualised longterm supports are key elements of Supported Employment

The Beneficiaries of Supported Employment

People with a disability including those with significant disabilities (research has proven they can make a valuable contribution to the open labour market)

Employers receive backup support of a professional service, they gain a valuable employee and they can introduce an equal opportunities policy within the organisation

The Wider Community benefits through the individuals personal and monetary input into the local economy

Background

The first Supported Employment programme was introduced to Ireland in the late 1980's when St. Michael's House set up the 'Open Road' project. This project provided job coaches for adults with intellectual disability to support them in finding ordinary jobs and learning the skills required for the job. This successful project became the inspiration to other services and agencies - within a few years supported employment programmes were being delivered throughout the country.

The Supported Employment model is now accessible to individuals with a wide range and degree of disability and has continued to develop both geographically and in terms of the individual being included in Supported Employment programmes. Originally developed for people with learning disabilities; it has now proved a successful model for people with a wide range of support needs seeking to secure employment. Supported Employment programmes are now supporting people with physical disabilities, autism, long-term mental illness, socially maladaptive behaviour (drug/alcohol abusers, criminal backgrounds), as well as the original group of people with disabilities.

(Source - 2003 the Open Training College Foundation Diploma in Supported Employment)

Continued on following page



Supported Employment Background *Continued from previous page*

The success of "Open Road" was followed swiftly by 9 other demonstration projects across the country from 1992 – 1994. These projects demonstrated effectiveness of supported employment both for persons with severe multiple disabilities ("Challenge") traumatic brain injury ("Headway"). Mental illness ("Worklink") and other disability groups (learning, physical disability, neuropsychological disorders)

Nearly simultaneously, a handful of organisations were also initiating their own supported employment programmes. 1992, KARE began what emerged to be the "Employment Assist Bureau", St John of God Brothers established STEP Enterprise, and the Dargle Employment Unit in Bray was established by Sunbeam House. The success of these programmes meant a quiet change was happening in service provision for persons with disabilities throughout Ireland.

Also in 1996, the RISE (Research Into the status of Supported Employment questionnaire) was conducted (Lynch, McCormack, Pierce & Kelly, 1999). This was the first nationally conducted study into the status of Supported Employment in Ireland. In this study, 30 agencies were identified as providing supported employment services, with a total of 388 persons in jobs at the time. This research has become the cornerstone of information on supported employment in Ireland.

In 1999 an interesting outcome of the Research Report 'Mainstream Supported Employment' Project was the levels of support required. Of the 405 participants surveyed the majority required only occasional support and the social benefits of supported employment drastically outnumbered

the social costs. It also showed that many persons with disabilities have held their jobs for a substantial length of time.

Following these stages IASE members lobbied for the introduction of a national supported employment programme. In 2000 following representation to government, consultation with the Department of Health and the Department of Enterprise, Trade and Employment significant progress was achieved at National level.

Training and employment services for people with disabilities were restructured in June 2000 as part of the Government's policy of mainstreaming services to people with disabilities. The objective of the Government's policy was to provide services to people with disabilities in an integrated way which offers them more choice than was previously available. This approach is in accordance with the recommendations in the Report of the Commission on the Status of People with Disabilities, which was published in 1996.

Under the restructuring, policy responsibility for vocational training and employment for people with disabilities in the open labour transferred from the Department of Health and Children to the Department of Enterprise, Trade and Employment. Responsibility for social/personal development training (referred to as "Rehabilitative Training") and for Sheltered Occupational Services remained with the Department of Health.



Employment and vocational training policies for people with disabilities are now formulated in the Department of Enterprise, Trade and Employment as part of general labour market policy, underlining the move from a medical attitude to disability to an inclusive economic and social view, recognising that people with disability have a contribution to make to the economy. To encourage the progression of people with disabilities into the open labour market, the Government through the Tánaiste and Minister for Enterprise, Trade and Employment, Mary Harney T.D. announced in July 2000 the provision of €5.1 million for the development and implementation of a national supported employment initiative.

In April 2001, the Minister announced additional funding for the supported employment initiative.

The National Pilot for the Supported Employment Programme was launched by FÁS in 2000 as an active labour market initiative to assist people with disabilities to integrate in paid employment with the open labour market, while at the same time meeting the labour market requirements of employers.

Applications were invited from interested organisations to provide a supported employment service to people with disability. During the period from November 2000 to June 2002 the results were as follows:

- 24 projects provided supported employment services to 1,918 people with disabilities of which 40% were placed in employment.
- 36% of participants had been unemployed at the time of registration while 40% had been on either a vocational or rehabilitation training course. The remainder either had worked in sheltered workshops or had been in employment.
- 81% of participants placed in employment were referred from consortia member organisations.
- The vast majority of participants placed in employment worked in low skilled positions within the services sector with the retail and hotel sub sectors predominating
- 8% of participants were referred to other FÁS initiatives such as Community Employment
- The Average number of hours worked per week by participants placed in employment across all 24 projects was 15.9 hours, however 10% of participants worked for less than 5 hours.
- 96% of participants placed in employment retained their State benefits such as DA.
- 38% were engaged in other state activities such as Day Activity Centres or Sheltered Workshops.
- The survey of employers who employed a participant indicated a high level of satisfaction with both the participants as an employee and the support provided by the job Coach. The vast majority of employers surveyed would recruit through Supported Employment again and they would also recommend the programme to other employers.

(Source: Evaluation of the National Pilot for the Supported Employment Programme commissioned by FÁS in 2003)

During the pilot phase of the Supported Employment Programme resulted in a significant number of people with disabilities entering the open labour market and enabling them

to make a valuable contribution to society, it should be noted that IASE members have significant levels of experience and expertise with regard to the model as many have delivered

Supported Employment on the ground for years prior to the introduction of the National Programme. There are four fundamental areas to address as follows:



Supported Employment Background *Continued from previous page*

1. One of the benefits of the model of Supported Employment is that it was designed originally for people with the most significant disabilities. In the pilot phase of the programme, there were people with more significant disabilities who have been successfully integrated into the labour market. There are people however, who may not be in a position to reach the 18 hour minimum. There are also employers who have offered part time positions (less than 18 hours) however under the new criteria, programme participants will not be allowed to avail of those jobs unless they receive an exemption from FÁS. IASE recommends to FÁS the adoption of a whole time equivalent approach, to resolve this issue.

2. FÁS definition of "Job Ready" - "A person (with a disability) who has the necessary training, education, motivation and capacity to pursue a job and/or career in the open labour market".

Supported Employment was developed originally as an alternative to the "readiness model" which places heavy emphasis on pre-training before entry to the labour market. To ensure all disability types are catered for, the National Programme needs a pre-training element incorporated in it's delivery.

3. Supported Employment while ensuring people enter the open labour market, has built in the concept of a commitment to on-going support. The Irish Association of Supported Employment has significant concerns with the statement in the criteria for the Supported Employment Programme regarding an "exit strategy" from the programme. Under the pilot phase of the programme, there are many people with significant disabilities who have been extremely successful and continue to enjoy the benefits of participating in paid employment in the open labour

market. It is essential however, that for those individuals who require some level of on-going support, that this is acknowledged within the programme and that adequate funding is provided to ensure that these job placements do not break down. In the Martin Evaluation of the pilot phase of the programme 96% of employers agreed with the statement that the on-going support provided by the job coach after the employee had been recruited was a vital element of the Programme.

4. The N.S.E.P. suggest a throughput of clients per job coach of 25 per year. This is based on job coaches being active across four areas of needs assessment, job coach/job development, in employment with job coach support, independent job coach placement with after care/mentoring. On examination of our EU counterparts, the figure of 25 is significantly above established international norms.

Research	Number of Organisations	Number of Individuals	Numbers Placed	Numbers Retaining Benefits	Average Hours Worked
1999 Research Report MSEP Project	60	1052	1052	80%	26%(1-10 hrs) 37%(11-20 hrs) 14%(21-30 hrs) 26%(31-10 hrs)
2003 FÁS Evaluation of National Pilot	24	1918	767	96%	15.9 hours 10% worked less than 5 5 hours

As the National Programme developed from 2000, so too has supported employment within other voluntary organisations. If we look at the 1999 IASE research 'Mainstream Supported Employment' project it states that of

more than 60 agencies were known to be delivering supported employment to an estimate 1,052 persons with disabilities in Ireland. Based on this research and the FÁS evaluation in 2003 it would be fair to assume that Ireland

has closer to 100 services providing Supported Employment and up to 5000 individuals availing of services. Therefore it is important that additional research is now carried out to create a more complete picture at a national level.



Introduction to the Organisation

"Voluntary activity forms the very core of all vibrant and inclusive societies... in a time of great change in our country, we must work hard to protect and enhance the spirit of voluntary participation and we must see this as a key social goal"

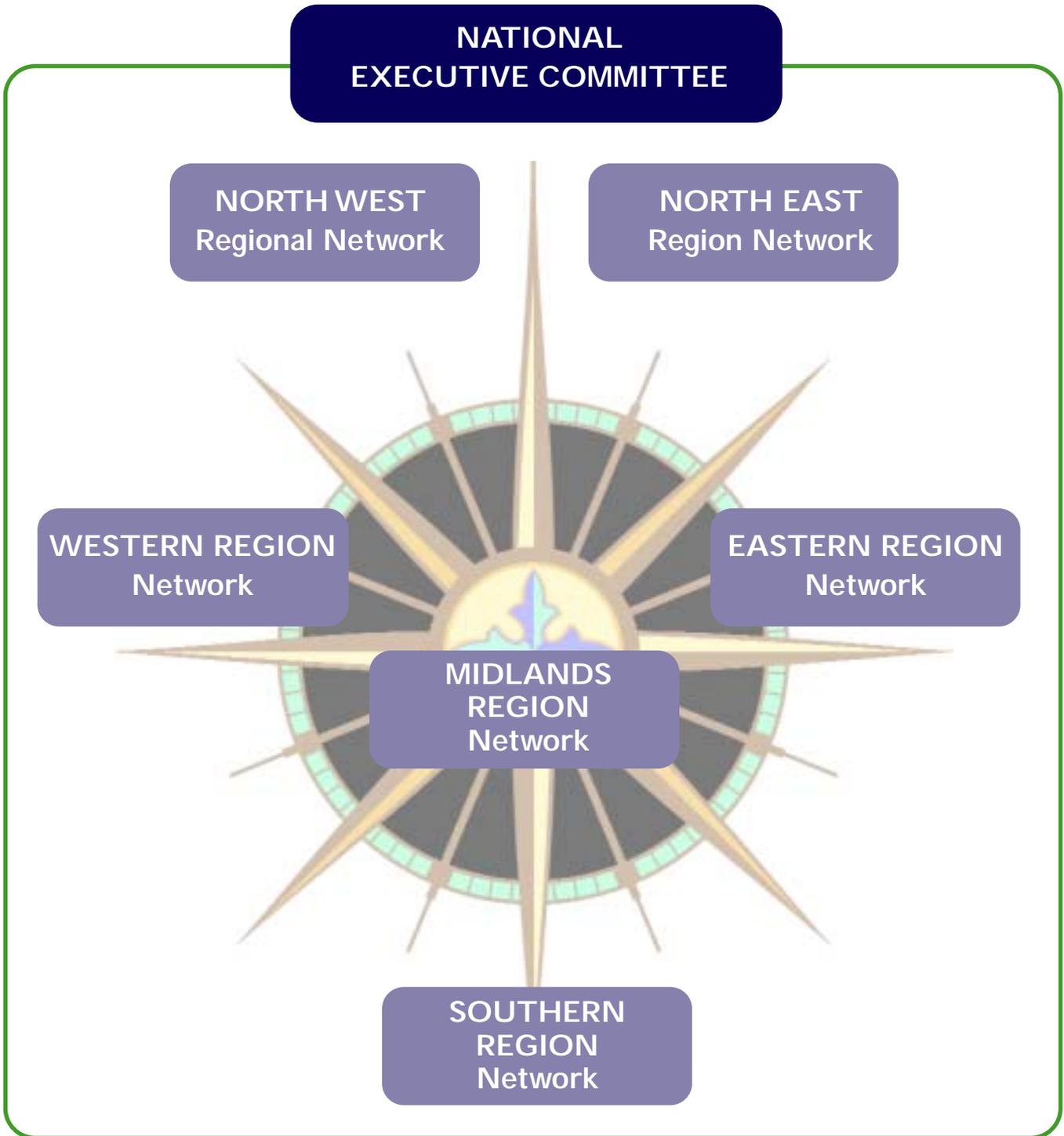
Source: An Taoiseach, Mr. Bertie Ahern,
A white paper on a framework for supporting voluntary activity and for developing the relationship between the state and the community and voluntary sector, 2000.

The Company

IASE is a national voluntary organisation which was established in February 1994 with the aim of promoting and developing supported employment at a national level. In 2005 IASE is the representative voice of over 400 members in Ireland, who in turn are working with over 5,000 individuals. The organisation is currently funded by the Department of Community, Rural and Gaeltacht Affairs under the white paper for voluntary services. IASE's mission is to promote best practice in Supported Employment for people with disabilities in Ireland.

Aims of the IASE.

- To promote the concept of Supported Employment
- To facilitate the exchange of information between interested parties
- To respond to the training needs of affiliated members.
- To actively participate in the European Union of Supported Employment
- To assist members with networking and promoting the model of Supported Employment





Structure - The National Executive

At present each region operates under the umbrella of the National Executive, which has at least one representative from each region. Nominated regional representatives have responsibility to ensure members feedback is addressed at national level.

Structure - The National Executive

- East Region - 3 Members
- Southern Region - 2 Members
- Western Region - 3 Members
- North Western Region - 2 Members
- Midlands Region - 1 Members
- North East Region - 1 Member

IASE was established in 1994, it is a company limited by guarantee and currently has 12 Directors.

The Directors meet monthly and hold an Annual General Meeting every July.

The Directors are elected by a simple majority of those present at the A.G.M.

The Association from time to time by ordinary resolution can increase or reduce the members of Directors. The Board of Directors elect the officers of the Board, the Chairperson, the Honorary Secretary, the Honorary Treasurer.

The National Executive performs a range of functions as follows:

- To ensure the aims of the IASE are fulfilled
- To agree the objectives and a programme of work for the IASE
- To make and implement policy decisions
- To ensure that IASE fulfils its legal obligations and has the appropriate legal structure
- To ensure the project fulfils its responsibilities as an employer
- To ensure that IASE include appropriate mechanisms for the future development of the Association, its management is evaluated regularly.
- To ensure that members of the IASE get the training and support that they require to fulfil their role within the project
- To represent IASE to external agencies and organisations in terms of policy issues and lobbying
- To ensure a relationship with the regional branches that will enhance the work of the national executive and guarantee the organisation is representative of all members
- To ensure accountability for all finances that the IASE receives and manages, a financial procedures manual is in place to deal with the following:-

Banking	Insurances	Expenditure	Audit and Accounts	Fixed Assets
Registers of special Records	Internal Procedures	Information and P.R.	Appointments of advisors/consultants	



Eastern Region Members at IASE AGM – 13th July 2005



Southern & North East Region Members at AGM and Information Day, Tullamore, Co Offaly



North West and Western Region Members at AGM - 13th July 2005



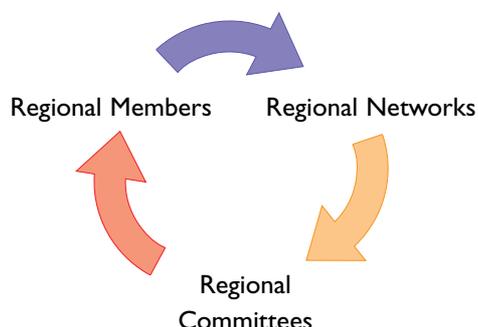
*Southern Region Members
Left to Right
Marion Hennessy, Cope Foundation (Cork)
Lisa Spogler, Brennan Services (Kerry)
David Ryan, Work Access (Limerick)
Miriam Ryan and
Tom Kennedy, Kerry Supported Employment Service*



Midland Region Members at IASE AGM and Information Day (July'05)



Regional Structure



The regional branches perform a range of functions:-

- To ensure the aims of the IASE are fulfilled at local level and that local views are represented on the national executive
- To ensure members have an opportunity to network
- To provide information, advice and support to members on an ongoing basis
- To agree the objectives and a programme of work for the regional branch and have input in to the work plan of the national executive
- To present policy issues to the national executive
- To identify new members locally and to encourage participation among all members old and new
- To ensure accountability for all finances from the national executive and other funding secured and provide an annual statement to the national executive
- To ensure that regional members get the training and support that they require to fulfil their role within Supported Employment either locally in association with the regional branch or nationally from the national executive.
- To ensure an ongoing relationship exists with the national executive
- To ensure that stakeholder feedback is addressed at national level

Regional Contacts 2005/2006

Branch	Officers	Region
North Western Branch	Teresa Haughey - Chairperson Tel: 074 912 8872 Anne Gill - Secretary Tel: 074 9320645	Donegal, Leitrim, Sligo
Western Branch	Greg Barry - Chairperson Tel: 094 9043008 Bernadette McCormick - Secretary Tel: 087 9178744	Clare, Galway, Roscommon, Mayo
Southern Branch	David Ryan - Chairperson Tel: 061 229 473 Tom Kennedy - Secretary Tel: 066 7118758	Cork, Kerry, Limerick, Tipperary, Waterford
Eastern Branch	David Muldoon - Chairperson Tel: 01 205 7276 Catherine Murphy - Secretary Tel: 01 204 2857	Carlow, Kilkenny, Wexford, Wicklow, Dublin
North Eastern Branch	Fiona Carmody - Chairperson Tel: 046 9060717 Margaret Harrison - Secretary Tel: 046 9066103	Cavan, Louth, Meath, Monaghan
Midlands Branch	Mary Cuskelly - Chairperson Tel: 044 32843 Tony Reilly - Secretary Tel: 0506 23901	Kildare, Laois, Longford, Offaly, Westmeath



Committee Roles

All members of the Committees play an equally important role in ensuring the IASE meets its aims and objectives.

Individual contributions to the work of the IASE from members are central to the success of the IASE in addressing the issues that affect Supported Employment both locally and nationally. Each regional Branch will comprise of A Chairperson, Secretary, Treasurer and PRO, vice appointments may also be required. Appointments will take place at the A.G.M. of the branch.

Membership

Membership is individual and is on an annual basis from 1st January to 31st of December as follows:-

Employed:	€20
Unemployed	€5
Corporate	€250

Developing Local IASE Networks

A priority for IASE will be to set in place a framework of local area networks bringing together local practitioners in the disability field and encouraging partnership working at service delivery level. The development of networks between all the relevant investors; government and voluntary agencies, service providers, clients and employers, will ensure that local issues can be discussed by those that are affected by the outcomes.

Creating a strong link between support services is a key objective of the IASE. Expanding the membership of IASE to all involved in service provision at county and regional level will raise awareness of the value of the supported employment model for people with disabilities and will stimulate discussion, sharing of experiences and proposal of solutions within communities.

The drive towards recruiting new members will involve promoting the IASE to voluntary and community organisations, employers and service users, carers, professionals and other staff involved in the development and delivery of services to people with disabilities. This will include:

- FAS
- Disability Service Providers
- Advocacy Groups
- Schools /Colleges/Training Centres
- Community Services
- Employers and Business Fora/Networks
- Enterprise Support Agencies
- Health & Medical Personnel
- Psychological Services
- Citizens' Advice Centres
- Local Voluntary and Community Groups
- Local media

Through forging closer working relationships between all parties and IASE it is envisaged that:

- A more holistic approach will be taken in looking at an individual's support needs.
- There will be easier access to supported employment services for people who need them
- By promoting the scope and appeal of supported employment services to those outside the disability area there will be a better chance of Supported Employment becoming a mainstream option.

Networking with Employers

The IASE recognises the importance of positive engagement with employers in achieving its aim of raising awareness of the employability of people with disabilities.

- Building relationships at local level through existing county and regional IASE networks is a challenge for all involved in supported employment.
- There is a need to bring agencies and employers together to share information, to allay employers' fears and to focus on best practice in employing people with disabilities.
- There is a gap between supported employment services and employers due to the lack of promotional activity at national level.
- By promoting its Membership to employers at local level, the IASE will promote a positive and cohesive message that supported employment is a resource of real worth within the community.



Structure - The National Executive



SUBCOMMITTEE'S

Ultimate responsibilities for IASE activities rests with the National Executive, however the following substructures have been agreed as a way of sharing the workload ensuring the aims of the IASE are fulfilled.

STRATEGIC PLANNING SUBCOMMITTEE	Role: This committee was established to ensure that a five year strategic development plan is compiled for the IASE and will ensure it is representative of IASE members and other stakeholders; it will include a one year implementation plan and evaluation review procedures and mechanisms to be adopted to monitor progress and performance.
FINANCE SUBCOMMITTEE	Role: This committee ensures that the project meets its financial obligations that proper records are kept and that money is spent in the correct way.
IMPLEMENTATION SUBCOMMITTEE	Role: This committee ensures that the work plan aims and objectives are being met, it makes and recommends policy decisions to the National Executive and it ensures good management/employee relations and communication systems within the Project.
WEB & NEWSLETTER SUBCOMMITTEE	Role: This committee set up the website and newsletter; it is responsible for the ongoing development of the website and it ensures the newsletter is relevant to supported employment. It has a role in monitoring and evaluation of both services to members.
CONFERENCE ORGANISING SUBCOMMITTEE	Role: Established on an annual basis and has responsibility for organising the national conference, promotion of the conference, conference theme, speakers and finance.



Consultation & Planning

IASE decided to undertake a review process, which would enable members assist form a strategy that would under pin the future work of the association. The purpose of the review was to examine what the group had set out to achieve over the 10 years of operation from 1994 - 2004 and to determine whether or not IASE succeeded, in cases where it had been less successful in its aims new measures would be introduced to ensure this did not happen in the future. In developing this strategy, IASE consulted with core members, regional networks and other stakeholders. Individual interviews, meetings and written submissions all contributed to the process.

The process was made up of the following stages:

- Training Needs Analysis
- Conference 2004 Evaluation Report
- Terms of Reference
- National Executive Brainstorming Event
- Regional Branch Meetings
- Regional Officers Meeting
- Other consultation activities



Training Needs Analysis

As part of the national conference '04, IASE undertook a survey with members of the association to identify training needs, a survey form was circulated in conference packs and members were requested to complete and return to the IASE. A total of 87 survey forms were completed by 31st March 2005 and the results were as follows;

Disability Awareness	56%
Training of Trainers	36%
Media Skills	52%
Profiling Clients	27%
Employment Legislation	28%
Marketing Supported Employment	30%
Self Employment	3%
Social Welfare Awareness	32%
Management Skills	21%
Information Technology	23%

Conference 2004 Evaluation Report

In 2004 both IASE and NIUSE celebrated their 10th Anniversary of promoting Supported Employment for people with disability throughout the island of Ireland. To mark the occasion a two day joint conference was held entitled "Celebration, Collaboration and Consolidation". An Evaluation was carried out on the conference and the main outcomes have been collated in a report. A copy of the report is available on the IASE website. The recommendations of this evaluation will be taken into consideration for future conferences organised by the IASE.

Terms of Reference

In January 2005 the IASE Strategic Planning subcommittee set out the terms of reference for the consultation process and the five year plan, this was approved by the national executive and work commenced immediately.



Southern Region Members working on strategic plan



Southern Region members at Brain Storming Day in St. Joseph's Training Centre, Charleville, Co Cork



Western Region Members working on strategic plan



Eastern Region Members at planning day in St. Michael's House, Dublin



National Executive 2004/2005 at THINK TANK for strategic plan in Geesala, Co Mayo



North East Members at 1st meeting of the 1st North East Region Committee (Jan '05)



North West Region members at IASE planning session in the Cleary Centre, Donegal Town



Midland Region Members at planning day in Tullamore Dew Heritage Centre, Co Offaly

National Executive Brainstorming Event

A two day brainstorming session took place on March 31st and April 1st in County Mayo to identify areas of development for the strategy, to review the structures of the association and to identify short and long term goals.

Regional Branch Meetings

REGIONAL BRANCH	VENUE OF MEETING	DATE OF MEETING
North West	Donegal Town, Co Donegal	9th March 2005
Eastern	Goatstown, Dublin	6th April 2005
Western	Castlebar, Co Mayo	7th April 2005
Southern	Charleville, Co Cork	20th April 2005
Midlands	Tullamore, Co Offaly	25th May 2005
North Eastern	Dundalk, Co Louth	1st July 2005

Regional Officers Meeting

A meeting of the regional officers took place in Galway on May 4th 2005, representation was present from each of the regions. The purpose of this meeting was to review the structure of the IASE both nationally and locally to identify areas of improvement and actions to be adopted to enhance the work of the IASE. The results of this meeting are included in the strategy.

Other consultation activities

Other consultation activities that contributed to the plan were as follows:-

- Survey with Services (ongoing)
- Consultation with Agencies
- Individual Submissions
- Individual Interviews



Swot Analysis

This SWOT was compiled by IASE members during the consultation process for the Strategic Plan.

Strengths

- Research nationally and internationally indicates the model works. There is confidence in the Supported Employment model
- Supported Employment has become an international model
- Professionalism of people working in sector (dedicated staff)
- The increase in individuals availing of Supported Employment nationally has created a greater awareness of ability
- Supported Employment provides greater opportunities for people with disabilities
- There are improved mainstreaming opportunities for people with disabilities
- Regional networks improved to incorporate Branch / FÁS / Health Service Executive, and they are continuing to improve
- Highly active IASE branches at regional level
- More people with disabilities earning money
- The model is transferable to minority groups
- Research indicates Supported Employment is more economical and provides a better quality of service to people with disabilities as opposed to sheltered settings.
- There is accredited Supported Employment training available in Ireland
- The Employers involved have a good attitude to Supported Employment
- Supported Employment combats social exclusion for People with disabilities
- The Supported Employment model has expanded to include all disability types, Hidden, Physical, Learning, Sensory and Mental Health disabilities
- The National Supported Employment Service is free to both people with disabilities and employers
- Supported Employment Service is based on individual the individual placement model
- People with disabilities, employers and family members, have access to a professional employment backup service
- The team work and supports within the sector are excellent
- There is a good level of job satisfaction for service personnel

Weaknesses

- Supported Employment does not have a sufficient national profile
- Conflicting and different approaches nationally
- It can be difficult for Supported Employment Services to evaluate the effectiveness of their own performance
- There are gaps in services geographically, more resources are required
- The current National Supported Employment Programme does not cater for people with more significant disabilities
- Training is needed among all stakeholders to raise awareness and understanding in the model of Supported Employment
- People with disabilities do not usually identify FÁS as a disability organisation; they end up going to many services before they end up in the right place, people are then lost along the way
- Time constraints on funding prevents strategic planning and development at local level
- The National Supported Employment Programme is purely employment focused; it should be more person centred to look at the person's life in a holistic way
- The Supported Employment Programmes can be isolated from disability services because they are established as independent companies
- The terminology currently being used, for example special needs, mentally handicapped and disabled do not portray people with disabilities in a positive light
- To date there has been a lack of networking and structured Supported Employment training opportunities for service personnel
- There is a lack of public awareness in relation to the abilities of People with disabilities



Opportunity

- There is potential to establish an expansion of the existing National Programme to have one programme to include People of all disabilities, with a tiered approach to providing different levels of support. This would ensure a more inclusive service
- The general public may have more awareness due to the Special Olympics, there is a need to build on this to avail of job opportunities
- There is potential to provide a "Life Coaching" holistic approach to developing many aspects of a person's life family/friends/social/employment etc.
- The IASE can, with this Strategic Plan try to influence national policy in addressing gaps, improve services and develop areas of co-operation
- Disability Awareness Training could be provided to Primary and Secondary school pupils
- There exists an opportunity to create belief amongst People with disabilities about their own potential as a valuable member of the labour force
- There needs to be a system in place to monitor the 3% quota in the public sector
- The opportunity of introducing the 3% quota into the private sector should be examined
- **New Potential Schemes:**

Employment Cover Scheme:

Under this Scheme, when an Employer is taking on an Employee with a disability, the Government agrees to pay their wages if they are unable to attend work due to their disability. There could be a maximum time frame set for this, and the Scheme would have to be monitored very closely by the Job Coach and the FAS Employment Services Officer.

Work Trial Support Scheme:

This Scheme would be similar to the Workplace Scheme, which has been withdrawn in some Regions. It would cover the salary of the Employee for between 1 and 2 months, and would give them an opportunity to demonstrate their abilities and suitability for the job. It would be based on 18 hrs per week or otherwise after discussions with the Employment Services Officer, and each Client would be allowed up to 3 Schemes. It would be essential that a potential job could be identified before the Scheme was approved.

Guaranteed Secondary Benefits:

It would be of great assistance if the Clients on Supported Employment could be guaranteed their Medical Card and their Travel Pass while they were on the National Programme. For the 2nd year of their involvement there could be a ceiling placed on the level of Medical Expenses that they can claim, and a reduced level for the 3rd year. The same could apply for the Travel Pass.

PASS:

This is a Plan for Achieving Self-Support, and allows a person with a disability to set aside income and/or resources for a specified period of time for a work goal. For example, a person could set aside money for an education, vocational training or starting a business. The plan can help a person to maintain their DA and increase their income through rehabilitative earnings. A PASS must be designed in writing especially for the person applying. It must include a specific work goal, which the person is capable of performing, and have a specific timeframe for reaching that goal.

Job Creation PRSI Exemption

An employer who is willing to create a job for a person with a significant disability should receive an employer's PRSI exemption for 3 years. This would be on condition that the job would be permanent part-time or full time and it would apply after a probationary period of employment, say 3 months.

US Work Opportunity Tax Credit (WOTC)

This would be similar to the US Work Opportunity Tax Credit (WOTC), which provides a tax credit for employers who hire certain targeted low-income groups, including people with disabilities.

Incentives in Other Countries

Subsidised Employment - Sweden

- Mainstream labour market programs are open to job seekers with or without disability, however, a range of special measures are available for people with disabilities.
- In January 2002, 58,400 people with occupational disabilities were employed in the open labour market under a scheme that provides grants to employers (Ministry of Finance and the Ministry of Industry, Employment and Communication, Sweden, 2002). This program is only for people whose working capacity is so reduced due to physical, mental, intellectual or socio-medical disabilities, that no other employment is possible. Job seekers are referred to vacancies by the public labour office and a wage subsidy negotiated with the employer.
- Employers can receive up to 80% subsidy of wages, or alternatively a job coach
- based on a wage of up to SEK 13,700 (€1500) per month. The program has been in place since 1980.

Australia - Supported Wages System

- Open employment services support people with moderate and severe disabilities to secure and maintain competitive jobs in the open labour market.
- Workers receive equal wages and conditions of employment in most situations. However, there is provision under the supported wages system for workers with disabilities to be paid productivity based wages (Commonwealth Department of Family and Community Services, 2000).



Threats

- There is currently a shortage of opportunities for People with disabilities in relation to employment
- In many cases people are employed on yearly contracts, therefore staff turnover can be an issue
- Inconsistency in salary scales for staff working in Supported Employment
- Strategic Planning can be difficult due to the potential of funding being cut or reduced
- The Government do not provide adequate opportunities to allow negotiations to improve service provision in the sector
- Although the Minimum Wage has increased steadily over the last number of years, the earnings threshold of €120 has not changed i.e. €120 should be increased in line with the minimum wage increases
- The potential loss of the Medical Card has prevented many People with disabilities from accessing employment
- In many areas access is a major issue for People with disabilities. For example transport policies do not link service provision to enable People to access employment. Also access to physical structure is not adequate in many cases. People are prevented from availing of employment because the building may not have a ramp or a lift - they could do the job if they could only get to the desk!
- There has been a shift in the Irish labour market, non-national workers are now taking up jobs in the service sector traditionally suited to Supported Employment Clients
- There is a lack of documented research within the sector in Ireland encompassing all employment related services for People with disabilities.



Disability Policy and Legislation Relevant to Supported Employment

In recent years there has been new legislation which supports people with disabilities accessing mainstream employment opportunities and which has contributed considerably to improvements in the supported employment sector, and they are as follows:-

- The Employment Equality Acts 1998 and 2004
- The Equal Status Acts 2000 and 2004
- The Disability Act 2005



The Employment Equality Acts 1998 and 2004

The Employment Equality Acts 1998 and 2004 prohibit discrimination in employment across nine grounds. The Acts apply to full-time, part-time and temporary employees in both the public and private sectors.

The nine grounds are:

- Gender
- Marital Status
- Family Status
- Sexual Orientation
- Religion
- Age
- Disability
- Race
- Traveller Community

An employer is obliged to take appropriate measures (including the adaptation of premises and equipment, patterns of working time, distribution of tasks or the provision of training or integration services) to enable a person who has a disability

- to have access to employment
- to participate or advance in employment
- to undertake training

unless the measures would impose a disproportionate burden on the employer.

The Equal Status Acts 2000 and 2004

The Equal Status Acts 2000 and 2004 prohibit discrimination across the same nine grounds. They also prohibit sexual harassment and harassment, and they require reasonable accommodation of people with disabilities.

The Acts apply to people who buy and sell goods, use or provide services, obtain or dispose of accommodation, attend at or are in charge of educational establishments.

A person selling goods or providing services, a person selling or letting accommodation or providing accommodation, educational institutions and clubs must do all that is reasonable to accommodate the needs of a person with a disability.

The Disability Act 2005

The Disability Act 2005 is designed to advance and underpin participation by people with disabilities in everyday life. It establishes a statutory basis for mainstreaming. Mainstreaming places an obligation on public service providers to support access to services and facilities for people with disabilities as well as other citizens, to the greatest practicable extent, but depending on resources available.

Other Positive Developments

- Increased resources in key policy areas such as education & health;
- The development of key policy instruments including the National Anti-Poverty Strategy (NAPS), Programme for Prosperity & Fairness Partnership Agreement, National Development Plan, and Programme for Government;
- Commitment to the mainstreaming of policies and service delivery for people with disabilities;
- Development of a National Statistical Framework Strategy;
- Commitment to disability specific legislation;
- Development of NEAP/Strategy to form an integral part of the NDP on employment and human resource development (NEAP: National Employment Action Plan)
- Commitment to new institutional supports to promote the disability/equality agenda

The National Development Plan 2000 - 2006

The NDP sets out a coherent development strategy supported by multi annual funding in key areas of infrastructural development, education and training, the productive sector, the promotion of social inclusion and a framework for the promotion of more balanced regional development.

The key areas of the National Development Plan 2000 - 2006 relevant to the Supported Employment Perspective are:

- The Employment and Human Resources Development Operational Programme
- Economic and Social Infrastructure Operation Programme
- Promoting Social Inclusion

Measures such as the development of transport strategies in particular rural transport, life long learning initiatives and measures for the long term unemployed and socially excluded all contribute to the ongoing development of supported employment at a national and local level.

It is fundamental that organisations participate at county level with the local authority's CDB (County Development Board) as each CDB have a Social Inclusion Measures Working Group (SIMWG). The SIMWG's bring together the main social service providers and those active in the social inclusion field so that their efforts can be co-ordinated and that those experiencing exclusion can be better targeted.



The two significant research documents that the IASE will endeavour to support as part of the work they will undertake over the next five years are as follows:

1. Disability and Work

The picture we learn from official statistics

- Published by the NDA (National Disability Authority) as part of the NDA Disability Research Series.

This report recommends the following actions to increase employment rates among people with disabilities:

- Reduce the drop-out from education of young people with disabilities, and raise their participation levels to those of their non-disabled peers
- Increase recruitment of people with disabilities in the public and private sectors
- Inform employers about grants and supports for workers with a disability
- Increase job retention rates after onset of a disability
- Make contact through the benefit system to offer vocational guidance
- Tackle benefit traps and make work pay
- Address access and transport issues

2. Workway Work Programme

- Policy Paper

This paper recommends the following:-

- Further development of the mainstream supported employment model in Ireland
- Pre-Employment or preparation for employment development work to address many of the concerns in respect of a person's capacity for work and employability
- Enhancing Training Provision, it is apparent that there is a mismatch between the perceived skill pool among people with disabilities and job opportunities available locally.

Employers have also expressed concern in this regard.

- National Employment Guidelines existing company practices require adaptations and change informed by local needs of potential employees with disabilities. Workway believe the adoption and embedding of National Employment Guidelines would also contribute to the objective of developing the mainstream model, at the level of the workplace.
- Development of Advocacy Services,

The genuine inclusion of people across the spectrum of disability is unlikely to be achieved in the absence of a comprehensive advocacy service. The concept is difficult and policy objectives have been slow to reflect the need. The outcome of mainstreaming will not be inclusive of the needs of all people with disabilities in the absence of such service.

- Achieving greater cross departmental and agency links, a more strategic approach to policy and service planning could be achieved through greater levels of cross departmental and agency work. This involves a new way of governance which are challenging to achieve.

- Resolution of the Benefits Trap, reconciling the need to provide support for those who are unemployed as well as providing supports in such a manner as to encourage employment, particularly part-time or flexible forms of work organisations are among the most serious challenges to be met in respect of the needs of people with disability.

- Enhancing Service Provision - Information service. The serious challenge of providing adequate, relevant and accurate information for a range of target users has been identified.

- Achieving change in relation to attitudes in the workplace.

- Built Environment, In view of the significant disregard to the building regulations policy responses by the Department of Environment and Local Government are needed to ensure the stronger enforcement of the regulations to provide greater levels of accessibility.

Achieving greater accessibility, the establishment of an Information

Repository to provide:

- *General Information on disability issues*
- *Information on financial incentives available to employers*
- *Advice on workplace adaptation for people with disabilities*
- *Information on best practice models*
- *Information on conducting an access audit within the workplace*
- *Information on retention and retaining strategies for staff member who acquire a disability*
- *Practical guidelines on implementing requests for reasonable accommodation. intention to seek redress. This could be extended in exceptional circumstances to a maximum of four months. Once again exceptional circumstances are replaced with reasonable cause.*



Strategy & Implementation

PRIORITY AREA: NETWORKING

Objective	Action	Performance Indicators
To Develop Networks	To Become more effective as a national voluntary body through developing networks and working closely with relevant agencies ADM, DCRGA, DETE, FAS, HSE LES, Trade Unions and other NGO's	<ul style="list-style-type: none"> • To establish a new regional branch • To establish a number of local Supported Employment Networks at county level • Increase in co-operation and synergy among agencies and NGO's • Increased Membership
To Increase Membership of the IASE	Expansion of membership through work at regional level to raise the number of members thus further raising the national profile of the association	<ul style="list-style-type: none"> • Increase number of members • Raising the national profile
Phase 1 To Develop a Supported Employment Employers Network Phase 2 To Develop a Recognition System	<ul style="list-style-type: none"> • To establish a national supported employment network to work with the IASE to develop Supported Employment in Ireland in conjunction with CCI • To develop an award system to give recognition to employers who participate in Supported Employment 	<ul style="list-style-type: none"> • Network Established • Increased awareness among employers • Increase in number of employers employing People with disabilities through Supported Employment


PRIORITY AREA: PUBLIC RELATIONS/MARKETING SUPPORTED EMPLOYMENT

Objective	Action	Performance Indicators
Raising the profile of Supported Employment to familiarise the general public about what IASE and Supported Employment has to offer and become more visible as an organisation	<ul style="list-style-type: none"> • To carryout a nationwide extensive media programme • To develop a structured marketing strategy • To identify a Patron for the organisation 	<ul style="list-style-type: none"> • Response to media programme • Number of phone and email enquiries • Website visitors • Increase awareness in Supported Employment • Increased Membership
To Expand News letter (IASE News) that currently goes to print bi monthly	<ul style="list-style-type: none"> • To work with regional networks to expand input at local and regional level in the newsletters programme and content which will provide local interest and focus • To circulate newsletter through regional newspapers 	<ul style="list-style-type: none"> • Increased membership • Increased circulation • Increased local/regional and national interest • Increased Awareness in Supported Employment
Website Development	<ul style="list-style-type: none"> • To create new links to and from the website in association with relevant organisations, to expand the existing website, providing information on contacts, research, events, marketing and training tools for members 	<ul style="list-style-type: none"> • Increased web visitors • Increased awareness in IASE • Increased national and international accessibility to IASE • Increased accessibility to site through assist of technology
To develop IASE national conference as the annual Supported Employment training and information event for members	<ul style="list-style-type: none"> • To enhance delivery and range of information and training available to members at the national conference and to target a wider audience for the event. • To involve more of the general public, employers and P.W.D. in the event 	<ul style="list-style-type: none"> • Increased Awareness • Increased Training Opportunities • Additional access to information for practitioners • Cohesion and co-operation between interested bodies
To develop Supported Employment Awareness Seminars targeting employers	<ul style="list-style-type: none"> • Work with Employer organisations to develop event 	<ul style="list-style-type: none"> • Increased understanding and interested in Supported Employment • Increased placements

PRIORITY AREA: POLICY

Objective	Action	Performance Indicators
To formalise a lobbying strategy of the IASE	<ul style="list-style-type: none"> To work with policy makers in FAS, DETE, HSE and other relevant bodies To raise awareness among politicians regarding SE gaps, difficulties at local, regional, national and EU level 	<ul style="list-style-type: none"> Raise Awareness among policy makers Increase Funding Expansion of national supported employment programme Withdrawal of date funding for SE
To ensure the quota is implemented	<ul style="list-style-type: none"> Implementation of 3% quota in public services. 	<ul style="list-style-type: none"> Introduction of policing and standardisation systems nationally to ensure quota is met by 2010 To increase employment options for People with disabilities Increased awareness among Human Resource Personnel in Supported Employment services and IASE
To recognise People with disabilities as a valuable labour source instead of importing labour supply from other countries to address labour shortage	<ul style="list-style-type: none"> To encourage Government to introduce a policy to look at the untapped labour supply among the number of People with disabilities interested in employment 	<ul style="list-style-type: none"> Increase People with disabilities in employment and in turn government have an opportunity to raise the awareness of the ability of People with disabilities to employers
To address medical card issue for People with disabilities interested in employment	<ul style="list-style-type: none"> To encourage government to review process of issuing medical cards to People with disabilities interested in employment for example a person who suffers from long term depression offered employment at minimum wage will have to pay a minimum of 80 for medication under the drug refund scheme, which may not be affordable depending on circumstances. 	<p>Introduction of national policy regarding:</p> <ul style="list-style-type: none"> Benefits (medical card) More People with disabilities interested in employment Barrier removed
Lack of changes to work allowance	<ul style="list-style-type: none"> To encourage government to review the DA disregard, minimum wage and the subsequent increases in the wage rate, the number of hours the person availing of the DA disregard can work is decreasing 	<ul style="list-style-type: none"> DSFA to amend the amount of earnings allowable to a person in receipt of a disability payment and adjust it in accordance with the adjustments in the minimum wage rate.
<p>Review of DA disregard</p> <p>Example: A person working 17 hours per week on minimum wage in January 2005 is earning 119 per week under the current threshold, in June 2005 earnings will be €130.05 if it is the clients wish not to have benefit reduced hours of employment will have to be renegotiated downward</p>		


PRIORITY AREA: TRANSNATIONAL CO-OPERATION

Objective	Action	Performance Indicators
To Develop co-operation at EU level to examine models of good practice	To source funding to participate in structured exchange to examine/research models of good practices, standards and procedures adopted in other member states	<ul style="list-style-type: none"> • Successfully undertaking a number of EU Exchange project • The number of members that participate • Lessons learned and how they are introduced to services in Ireland
To Develop a joint media project for the island of Ireland	To work with NIUSE to develop a joint national media campaign to promote SE throughout Ireland	<ul style="list-style-type: none"> • Increased awareness of SE benefits to employer and People with disabilities
To participate fully in the EUSE	To actively participate in the EUSE by having representation at meetings and by nomination of representative to the EUSE committee	<ul style="list-style-type: none"> • Increased knowledge of another EU partner among members • Exchange of Information • Networking opportunities • Representation on the EUSE Executive

PRIORITY AREA: TRAINING & EDUCATION

Objective	Action	Performance Indicators
To develop annual training programmes for members to up skill service practitioners	<ul style="list-style-type: none"> • Development of training opportunities for members through a structured annual programme responding to training needs identified through an annual members survey 	Performance will be based on a structured training evaluation using numbers attended, numbers completing, standard of delivery and materials and programme content
To develop an annual programme of information sessions and seminars to ensure service practitioners have the opportunity to be update with legislation, benefits, entitlements, policy and procedures.	IASE will organise ongoing workshops and seminars relevant to legislation changes, budget changes and other relevant policy issues to ensure practitioners are au fait and up to date with information relevant to supported employment	<ul style="list-style-type: none"> • Number of participants • Event/Seminar Evaluation • Feedback from regional branches
To expand the range of accredited supported employment training nationally for service providers in association with NIUSE.	To develop in association with relevant training bodies affordable and relevant accredited training on a modular basis as part of the HETAC Accumulated Accreditation System	Funding secured Cross border exchange Highly skilled service personnel
To develop supported employment training pack and online training tools for services	To develop web based learning opportunity for members and to provide a range of learning tools for staff inductions, employers awareness that can be accessed by members at a nominal fee	Funding secured

PRIORITY AREA: ADMINISTRATION

Objective	Action	Performance Indicators
To provide a permanent administrative structure for the IASE	To ensure IASE have an office base and an annual budget to cover running costs to deliver this strategic plan	<ul style="list-style-type: none"> • Funding Secured • Continuation of current service • Implementation of plan
To provide developmental support to members of the Association	To employ IASE a minimum of three support staff 1. Training Officer 2. Co-ordinator 3. Development Officer	<ul style="list-style-type: none"> • Funding secured • Number of staff employed • Implementation of plan
To develop a secretariat to support development work and voluntary activity nationally	To employ a project administration	<ul style="list-style-type: none"> • Funding secured • Number of staff employed • Implementation of plan

PRIORITY AREA: RESEARCH

Objective	Action	Performance Indicators
To undertake specific research in the quota system for employment people with disabilities	To work with relevant bodies and organisations to undertake specific research into the introduction of the 3% quota system in the public sector, how it operates and is evaluated. To examine/explore possibilities for the private sector	<ul style="list-style-type: none"> • Researched commissioned • Funding Secured • Research completed • Results published
To identify specific areas of research required to assist with the long term development of Supported Employment in Ireland	To work with relevant bodies and organisations to undertake specific research required to develop Supported Employment at a national level to ensure equality opportunities for PWD in the area of Employment.	<ul style="list-style-type: none"> • Researched commissioned • Funding Secured • Research completed • Results published

One Year Implementation Plan

WORK PLAN 2005/2006

MEASURE	ACTION	OUTCOME
NETWORKING	<ul style="list-style-type: none"> • Develop new network in the south east region • Extend membership of the association through local branches • Extend the range of network opportunities for members at county level • develop an employers network 	<ul style="list-style-type: none"> • New branches established • increase membership • greater awareness in iase • greater awareness in se • new local networks established • greater awareness among employers, new job opportunities for PWD
PR/MARKETING SUPPORTED EMPLOYMENT	<ul style="list-style-type: none"> • Develop a marketing strategy of IASE • Secure funding for the marketing strategy to commence with SE awareness week • Commence work on Marketing Strategy • Expand circulation of IASE newsletter • Develop IASE website • Engage a patron for the organisation 	<ul style="list-style-type: none"> • increase in public awareness • increase in national profile • increase in local, regional and national interest in SE • increase in membership, newsletter circulation and website visitors
NATIONAL POLICY	<p>Formalise lobbying strategy for IASE Policy:</p> <ul style="list-style-type: none"> • Examine 3% quota in the public sector • Address medical card issue • Review DA disregard • raising profile with in a cohesive way with other stakeholders 	<ul style="list-style-type: none"> • national policy issues addressed at government level • improvement in services • higher profile of iase • improved cohesion with other stakeholders etc
TRANSNATIONAL CO-OPERATION	<ul style="list-style-type: none"> • EUSE Participation • NIUSE/IASE joint marketing project • Transnational Development 	<ul style="list-style-type: none"> • Increased awareness in euse • increased participation in euse • increase national profile of se • increase knowledge of eu counterparts
TRAINING AND EDUCATION	<ul style="list-style-type: none"> • Programme of training to be put in place from January - December 2006 in association NIUSE. 	<ul style="list-style-type: none"> • structured training opportunities for members • Increased skills in service personnel
RESEARCH	<ul style="list-style-type: none"> • To identify areas of required research 	<ul style="list-style-type: none"> • New research to be undertaken to improve service provision nationally
ADMINISTRATION	<ul style="list-style-type: none"> • To commence work on the delivery of the IASE plan • To administer core funding from DCRGA • To identify new funding opportunities • to expand the range of service provision of the iase 	<ul style="list-style-type: none"> • Progress in SE Nationally • Increase Members • Funding delivered successfully • Further funding identified and secured • Additional staff in place



Implementation, Monitoring & Evaluation

Overview

The IASE strategic plan has set out objectives over the next five years, to achieve these objectives the commitment and support of a wide range of agencies and organisations along with IASE members is essential. The plan identifies the stakeholders and the role they must play in ultimately realising the vision and goals identified. Other agencies will play an important support role in the delivery of many actions.

The National Executive

The National Executive realised the critical importance of continual review and feedback on progress made on delivering the actions and achieving goals and will retain primary responsibility for ensuring that objectives, actions and goals are achieved, however the IASE implementation sub committee established will work on an ongoing basis to ensure the objectives of the plan are being met. The regional networks were critical to assist in the strategy preparation process; they have made the consultation participation processes realistic. As the actions and goals have been set in consultation with members of the IASE at regional level a process for annual review will be introduced to ensure members have input into the evaluation process and ensuring actions and goals are been achieved.

Implementation subcommittee

This committee will concentrate on measuring progress made in delivering the implementation plan. An output has been identified for each of the proposed actions. These outputs will be used as the basis for compiling an Annual Report. The key will be to determine whether actions are being delivered and whether stakeholders are doing what they have committed to.

Implementation Sub group

The Implementation Sub group will concentrate on measuring progress made in relation to realising each of the visions and goals. The primary focus will be on measuring the impact on supported employment on the ground regarding all of the actions. It is likely that a number of qualitative indicators based on the key principles, ethos and objectives underpinning the Supported Employment process will be used in the evaluation process. The key will be to determine whether the actions are achieving the expected outcomes.

Tools to assist the evaluation process

- On going reviews of the implementation plan
- Feedback reports from the regional networks
- Feedback from agencies and implementing bodies
- Annual Report
- New implementation plan every two years



Glossary of Terms & Definitions and References used in the Strategic Plan

Abbreviations used in text, tables and charts

CSO	Central Statistics Office
DA	Disability Allowance
DB	Disability Benefit
ESRI	Economic and Social Research Institute
FÁS	Foras Áiseanna Saothar, Ireland's National Training and Employment Authority
LIS	Living in Ireland Survey
PWD	People with disabilities
UA	Unemployment Assistance
SE	Supported Employment
UB	Unemployment Benefit
CCI	Chamber of Commerce Ireland
DETE	Department of Enterprise, Trade and Employment
DCRGA	Department of Community, Rural and Gaeltacht Affairs
DSFA	Department of Social and Family Affairs
HSE	Health Service Executive
NDP	National Development Plan
NIUSE	Northern Ireland Union of Supported Employment
NEAP	National Employment Action Plan
NSEP	National Supported Employment Programme

References

- Central Statistics Office: Census 2002
- ESRI: Living in Ireland Survey
- ERSI: EU Survey on income and living conditions
- NDA: (National Disability Authority) Disability and Work The picture we learn from official statistics
- Open Training College: 2003 the OTC Foundation Diploma in Training and Education in Supported Employment
- The Workway Programme - Policy Paper
- A white paper on a framework for supporting voluntary activity and for developing the relationship between the state and the community and voluntary sector, 2000.
- Martin, Tom and Associates: Evaluation of the National Pilot for the Supported Employment Programme commissioned by FAS
- Whelan C.: Results from 2001 Living in Ireland Survey, ERSI
- RISE Research: 1996 (Research Into the status of Supported Employment)
- MSEP: Research Report 'Mainstream Supported Employment' Project: 1999

Appendix 1
Supported Employment Services
Nationwide (By Region)

Supported Employment Services Nationwide (By Region)

Name of Organisation	Telephone
North East Region	
Monaghan Supported Employment Service, North Road, Monaghan	047 72424
Co Louth Supported Employment Partnership Ltd, Hilltop Services, Ardee Rd, Dundalk, Co Louth	042 9334663
Cavan Supported Employment Service, C/o NLN, Drumlee Cross, Coothill Rd, Cavan	049 4371614
Jobmatters Limited, Unit 6b, Mullaghboy Ind Est, Athboy Rd, Navan, Co Meath	046 9060717
North West Region	
Work Link North West, 4a Pearse Road, Letterkenny	074 912 8872
Employment Response North West, Comhairle Building, Strandhill Rd, Sligo. (Donegal, Sligo, Leitrim)	071 9153222
West Region	
Western Care Association, John Moore Road, Castlebar, Co Mayo	094 9025733
Co. Roscommon Supported Employment Service Ltd, Upper Main St, Castlerea, Co Roscommon	094 9620328
Galway Supported Employment, C/o Brothers of Charity, Failte House, John Paul Centre, Ballybane, Galway	091 755235
Work Web West Ltd, I Station Road, Castlebar, Co Mayo	094 9043008
Dublin & East	
Employ Ability Limited, Unit 15 Bluebell Business Park, Old Naas Road, Dublin 12	01 4603081
Work 4 U, Workspace 2000, Ballymun Industrial Est., Ballymun, Dublin 11	01 8442700
Cheeverstown Training and Employment Services, Airton Road, Tallagh, Dublin 24	01 452 5769
Connect Employment, Carlisle	01 2042857
Inclusive Recruitment, St Michael's House, 39 Lwr Dominic Street, Dublin 1	01 842 7721
KARE, Lower Eyre Street, Newbridge, Co Kildare	045 431544
Carmona Services, Dunmore House, 111 Upper Glenageary Road, Dun Laoghaire, Co Dublin	01 628 8161
Daughters of Charity Services, St Vincent's Centre, Navan Road, Dublin 7	01 8385527
Menni Services, St John of God, Bluebell, Dublin 12	01 456 9320
Steps Enterprise, 30 Carmanhall Road, Sandyford Industrial Estate, Dublin 18	01 295 2379
JASS, Stewarts Hospital, Palmerstown, Dublin 20	01 626 4444
The Peter Bradley Foundation National Office, 41 Northumberland Avenue, Dún Laoghaire, Dublin	01 280 4164
Dublin South Supported Employment Ltd., Unit 11, 17 Rathfarmham Rd, Terenure, Dublin 6w	01 4903237

Name of Organisation	Telephone
South East	
Path Finders, Brothers of Charity Services, Waterford	051 874 562
Kilkenny Area Supported Employment Service, C/o IWA, Claddagh Court, College Road, Kilkenny	056 7772549
Waterford Employment Support Agency Ltd	051 845478 086 3829891
Wexford Consortium for Supported Employment, Captain Wafer Hall, Springvalley, Enniscorthy, Co Wexford	054 43930
Carlow Area Supported Employment C/o Delta Centre, Strawhill Industrial Est, Carlow	059 9135564
Wicklow Supported Employment Network	0404 66433
Wicklow Enterprise Park, The Murrough, Co Wicklow	
South Tipperary Supported Employment, 11 Nelson St, Clonmel, Co Tipperary	052 29465
South / South West	
Cope Foundation, Quarters town Ind. Estate, Quarters town, Mallow, Co Cork	022 20145
Nagle Centre, Brothers of Charity Services, Canopy Street, Cashel, Co Tipperary	062 62383
First Employment Service, Unit B Russet Court, Churchyard Lane, Ballintemple, Cork	021 4294949
Work Start West Cork Ltd., Apt 1 Barrack St, Bantry Co Cork	027 53765
Kerry Supported Employment Ltd., Rockville, Upper Rock St, Tralee, Co Kerry	066 7118758 / 774
Midlands	
Midlands Employment Support Agency Ltd., C/o APT, Kilcruttin Centre, Tullamore Co Offaly	0506 23901 / 23894
Kildare Coalition of Supported Employment, Kilcullen, Co Kildare	045 482064 / 482063
Mid West	
Daughters of Charity Services, Lisnagry, Limerick	
Work Access Ltd., C/o NTDI, Raheen Ind Est, Raheen, Limerick	061 229473
Clare Supported Employment Service, 1 St Anthony's Terrace, Ennis, Co Clare	065 6844007 / 6844142

This list is based on information received during the consultation process.



Appendix 2 - IASE Members 2005

Name	Surname	Organisation	Region
John J.	Mc Bride	A.P.P.Training Services	North West
Hugh	Cassidy	Access Ability	East
Paul	McNiocholas	All Ireland Taekwon-Do Association	East
Imelda	Lynch	Amaleroy Training Centre	East
Kieran	Coleman	Ann Le Roy Training Centre	South
Tony	Corry	APT ltd	Midlands
Maria	Hussey	APT ltd	Midlands
Mary	Lennon	Athlone Community Training Workshop	Midlands
Nora Mai	Walsh	Attycunnane, Belmullet	West
Marie	O'Donnell	Belmullet Local Employment Service	West
Anne	Conroy	Belmullet Local Employment Service	West
Linda	Curran	Blanchardstown Area Partnership	East
Teresa	Clarke	BLES	East
Liam	Mahony	Bohenand Community House	East
Michael	Foley	Bon Sauveur - Carriglea Dungarvan	South
Siobháin	Quinn	Brothers of Charity Galway Consortia	West
Paul	Sharkey	Brainwave, The Irish Epilepsy Association	East
Lisa	Spogler	Breannan Services	South
Seán	Hanly	Breannan Services	South
Philip	Mc Sweeney	Breannan Services	South
Caroline	Griffin	Breannan Services	South
Mary	Leen	Breannan Services	South
Lisa	Cronin	Breannan Services	South
Mary Frances	Foley	Breannan Services	South
Eamonn	Padden	Broadhaven Bay Hotel	West
Winifred	O'Hanrahan	Brothers of Charity	West
Alan	O'Connell	Brothers of Charity Services	West
Eamon	Finn	Brothers of Charity Services	West
Johanna	Cooney	Brothers of Charity Services	West
Julia	kelly	Brothers of Charity Services	West
Mary	Kealy	Brothers of Charity Services	West
Tim	O'Neill	Brothers of Charity Services	West
Sean	O'Donnell	Brothers of Charity Services	West
John	Casey	Brothers of Charity Services	West
Gerard	O'Connor	Brothers of Charity Services	West
Mary	Finn	Brothers of Charity Services	West
Michael	Fleming	Brothers of Charity Services	West
Robert	Hopkins	Brothers of Charity Services	West
Mary	Kennedy	Brothers of Charity Services	West

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Peter	Morrissey	Brothers of Charity Services	West
Alan	O'Connell	Brothers of Charity Services	West
Pauline	O'Dwyer	Brothers of Charity Services	West
Rachel	Stevens	Brothers of Charity Services	West
Adrian	Moran	Brothers Of Charity Services	West
Gerard	O'Connor	Brothers of Charity Services	West
Catherine	Kennedy	Brothers of Charity Services (Southern)	South
David	Murphy	Brothers of Charity Services (Southern)	South
Mike	Sheahan	Brothers of Charity Services	South
Pat	O'Shea	Brothers of Charity Services	South
Eleanor	Doyle	Carlow Area Supported Employment	Midlands
Audrey	Carroll	Carmona Enterprises	East
Nicola	Carroll	Carriglea Services	East
Ceaugl	Meehan	Carriglea Services	East
Margaret	O'Keeffe	Carriglea Services	East
Eileen	Hayes	Carriglea Services	East
Padraig	Kelly	Carrowlustraun	West
Padraig	Kelly	Carrowlustraun	West
Sinéad	Ni Dhomhnaill	Castleview Resources	Midlands
Jackie	Broxton	Cavan Supported Employment Service	North East
Sheila	Comskey	Cavan Supported Employment Service	North East
Eddie	Cuffe	Centra	West
Geraldine	Doyle	Central Remedial Clinic	East
Deirdre	Corrigan	Cheeverstown House Ltd.	East
Niamh	Wallace	Clare Mental Health Services	West
Deirdre	Harne	Clare Mental Health Services	West
Tim	O'Connor	Clare Supported Employment Service	West
Tomás	de Buitléir	Clare Supported Employment Service	West
Greg	Duff	Clare Supported Employment Service	West
Alice	O'Carroll	Clare Supported Employment Service	West
Yvonne	Madden	Clare Supported Employment Service	West
Lousia	Roche	Clare Supported Employment Service	West
Jennifer	Coleman	Clare Supported Employment Service	West
Deirdre	Larkin	Clare Supported Employment Service	West
Deirdre	Ball	Clare Supported Employment Service	West
Ann	Hurley	Co Action West Cork	South
Pat	O'Connor	Co. Roscommon Supported Employment	West
Valerie	Stenson	Co. Roscommon Supported Employment	West
Regina	O'Grady	Co. Roscommon Supported Employment	West
Mary	Casey	Co. Roscommon Supported Employment	West
Eithne	Jarrett	Co. Roscommon Supported Employment	West
John	Caulfield	Co. Roscommon Supported Employment	West
Marie	Cregg	Co. Roscommon Supported Employment	West
Marie	Cregg	Co. Roscommon Supported Employment	West
Tom	Feeney	Co. Roscommon Supported Employment	West
Ann	Mc Namara	Co. Roscommon VEC	West
Michael	O'Callaghan	Co.Louth Supported Employment	North East
Helen	Grant	Co.Louth Supported Employment	North East
Derek	Pepper	Co.Louth Supported Employment	North East

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Nicola	Murphy	Connect Employment	East
Sinéad	Gorman	Connect Employment	East
Mick	Teehan	Connect Employment	East
Meabh dh	Kilroy	Connect Employment	East
Maighréad	Greene	Connect Employment	East
Catherine	Murphy	Connect Employment	East
Michael	Barrett	Cope Foundation	South
Marian	Hennessy - Roache	Cope Foundation	South
Mary	Kearney	Cope Foundation	South
Mary	Kearney	Cope Foundation	South
Jim	Kerr	County Monaghan S. E. S.	North East
Ann	Moran	County Roscommon S.E. Services	West
Martin	Burns	County Roscommon S.E. Services	West
Michael	Moran	County Roscommon S.E. Services	West
Peadar	McDaid	Create-a-Link	North West
Bernadette	Meers	Cregg House Services	North West
Brenda	Tallon	Dawn Learning Centre	Midlands
Marcus	Hufsky	Disability Federation of Ireland	North West
Jan	Canham	Dóchas Clubhouse	North West
Bree	Price	Domus Services	North East
Wesley	Moore	Donegal Cheshire Training Project	North West
Brid	Casey	Down Syndrome Association	West
Alan	Petrie	Dublin South Supported Employment Ltd	South
Cyril	Barrett	Dublin South Supported Employment Ltd	East
Lisa	Butcher	Dublin South Supported Employment Ltd	East
Monica	Lerena	Dublin South Supported Employment Ltd	East
Catherine	Barnes	Dublin South Supported Employment Ltd	East
Anne	Gill	E.R.N.W	North West
Mary	Buchalter	Employ Ability Ltd	South
Miriam	Tighe	Employ Ability Ltd	South
Jachin S.	Maghmise	Employ Ability Ltd	East
Lilian	Bryant	Employ Ability Ltd	East
Trevor	Finegan	Employ Ability Ltd	East
Evelyn	White	Employ Ability Ltd	East
Evelyn	Carey	Employ Ability Ltd	East
James	McClellan	Employment Response	North West
Dymphna	Gray	Employment Response North West	North West
Dermot	Cunningham	Employment Response North West	North West
Doreen	Henry	Employment Response North West	North West
Irene	Durkin	Employment Response North West	North West
Paula	Flynn	Enable Ireland	South
Paula	Flynn	Enable Ireland	South
Catherine	Goad	Enable Ireland Clare	West
Marie	Vaughan	Enable Ireland North Eastern Service	North East
Claire	O'Donnell	ERNW	North West
Rose	Conway Walsh	Erris CDP	West
Nora	Gaynard	Erris Local Development Programme	West
Teresa	Hall	EVE Ltd	East
Raymond	Fenton	EVE Ltd	East
Gerry	Coyle	Fin Gael County Councillor	West
Michael	Ring	Fine Geal TD	West
Shay	Nolan	First Employment Services	South

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Tomás	Treacy	G.C.A.M.H.C.	West
John	Mc Hugo	Galway Association	West
Denis	Killian	Galway Association	West
Fiona	Stewart	Galway City L.E.S.N.	West
Bill	Griffin	Galway County Association	West
Madge	McGreal	Galway County Association	West
Bridie	kelly	Galway County Association	West
Madge	McGreal	Galway County Association	West
Terry	Fahy	Gandon Enterprises	East
Kerrie	Horgan	Garryduff	East
Jim	Rushe	H.S.E North West	North West
Tony	Kilkenny	H.S.E. West	West
Páraic	Crehan	HEADWAY Ireland	South
Angela	Boyle	Health Service Executive	North West
Maire	Maloney	Health Service Executive	Midlands
Mary	Talbot	Health Service Executive	North West
Brendan	Hone	Health Service Executive	North West
Jim	McDonald	HSE North West	North West
Cathy	McDermott	HSE North West	North West
Karl	Wren	Inclusive Recruitment	South
Clare	Walsh	Inclusive Recruitment	East
Áine	Mc Donnell	Irish Wheelchair Association	West
John J.	Grieve	Irish Wheelchair Association	West
Stephen	Meenaghan	Irish Wheelchair Association	West
Denis	Murphy	Irish Wheelchair Association	West
Helen	Ruddy	Irish Wheelchair Association	West
Ann Marie	Healy	Irish Wheelchair Association	West
Rose	Coyle	IWA Services	West
Rose	Lally	IWA Services	West
Fiona	Carmody	Jobmatters Ltd	North East
Ann	Bowen	KARE	Midlands
Dee	Scanlan	KARE	Midlands
Peter	Furlong	KARE	Midlands
Annemarie	Potter	KARE	Midlands
Ber	Rowan	KARE	Midlands
Lee	Reilly	KARE	Midlands
Deirdre	Hayes	KARE	Midlands
Louise	Mahon	KARE	Midlands
Catherine	Curry	KARE	East
Liz	Doyle	KARE	East
Noreen	Donnelly	KARE/FAS	East
Bernice	Costello	Kerry Parent and Friends Association	South
Michael	O'Gorman	Kerry Parent and Friends Association	South
Liam	Scully	Kerry Supported Employment	South
Miriam	Ryan	Kerry Supported Employment	South
Tom	Kennedy	Kerry Supported Employment	South
Cliona	Rutledge	Kerry Supported Employment	South
Helen	Fitzgerald	Kerry Supported Employment	South
Darragh	Casey	Kerry Supported Employment	South
Mark	Woods	Kerry Supported Employment	South
Audrey	O Sullivan	Kerry Supported Employment	South

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Richie	Quirke	Louth Supported Employment	North East
Marianne	Killilea	M.E.S.A.	Midlands
Declan	Turnbull	Mayo County Development Board	West
Teresa	Hazzard	MENCAP Northern Ireland	Northern Ireland
Teresa	Mallon	Menni Services	East
Pat	Needham	Menni Services	East
Niall	Canew	Menni Services	East
Pamella	Power	Menni Services	East
Chris	Sandford	Menni Services	East
Jackie	Murphy	Menni Services	East
Liv	Glesson	Menni Services	East
Louise	Sheridan	Menni Services	East
Caroline	Lynch	MESA	Midlands
Tony	Reilly	MESA	Midlands
Rosemarie	O'Brien	MESA	Midlands
Mary	Cuskelly	MESA	Midlands
Aoife	Buggy	MESA	Midlands
Marie	O'Brien	Midway	North East
John	Nelson	Midway	North East
Margaret	Harrison	Midway	North East
Jacqui	Sheehan	Midway	North East
Chris	O'Brien	Midway	North East
Frances	Campion	Midway	North East
Edith	Kennedy	Midway Services	North East
Patricia	O'Connell	Monaghan Supported Employment	North East
Majella	Finnegan	Monaghan Supported Employment Service	North East
Victoria	Groom	Monaghan Supported Employment Service	North East
Grace	McCarron	Monaghan Supported Employment Service	North East
Bernadette	O'Neill	Monaghan Supported Employment Service	North East
Patricia	McElwain	Monaghan Supported Employment Service	North East
Tim	Carey	Moorehaven Centre	South
Jacqueline	Berney	Mount Mellick Development Association	Midlands
Joseph	Reilly	Mullingar Resource Centre	Midlands
Aidrian	McQuid	National Learning Network	West
Peter	Dooley	National Learning Network	West
Majella	Dolan	National Learning Network	Midlands
Vincent	kelly	National Learning Network	Midlands
Adrian	Stewart	National Learning Network	Midlands
Joe	O'Brien	National Learning Network	Midlands
Philip	Byrne	National Learning Network	East
Joe	Brien	National Learning Network	East
Maeve	McElroy	New Horizons	North West
Louise	Mahon	Newbridge Local Services	East
Tina	Swales	North Dublin Supported Employment	East
Aidan	Hudner	North Tipperary Supported Employment	South
James	Ryan	North Tipperary Supported Employment	South
Luareen	McKenna	North Tipperary Supported Employment	South
Lesley	Ryan	North Tipperary Supported Employment	South
Richard	Casburn	NLN	West
Cyril	Gibbons	NLN	East
David	Muldoon	NLN	East

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Aine	Melina	Open Training College	East
Aloaque	McAlley-Savage	Open Training College	East
Clare	Hopkins	Open Training College	East
Eamonn	Carpenter	Parent Representative	East
Lucia	Power	Peter Bradley Foundation	South
Amanda	Doyle	Physical and Sensory Department	North West
Leanne	Curtis	Prosper Fingal Limited	East
David	King	Prosper Fingal Limited	East
Fleur	Colohan	Quest Brain Injury Services	West
Lorraine	Gibbons	Rahab Care	West
Denise	Murphy	Rahab Care	West
Angela	Muldoon	Rehab Care	North West
Susan	Jackson	Rehab Care	South
Patricia	Davern	Rehab Care	South
Pauline	Hayes	Rehab Care	South
Jim	Valedy	Rehab Care	South
Sarah Jane	Dillon	Rehab Care	East
Margaret	Gillard	Rehab Care	East
Angela	Kerins	Rehab Care	East
Kevin	Barnes	Rehab Care	East
Patricia	Blighe	Ros Equal	West
Catherine	Ryan	S.T.E.E.R.	East
Joyce	Watson	Schizophrenia Ireland	East
Jennifer	Marsden	Schizophrenia Ireland	East
Cillian	Russell	Schizophrenia Ireland	East
Trish	Prendergast	Sisters Of The Bon Saceur Services	South
Aileen	Foley	Sisters Of The Bon Saceur Services	East
Margaret	Whitehead	SOS Kilkenny Limited	Midlands
John	Collins	Sourth Tipp Supported Employment	South
Jimmy	Cass	Sourth Tipp Supported Employment	South
Maria	Glesson	Sourth Tipp Supported Employment	South
Ronnie	Corbett	Sourth Tipp Supported Employment	South
Pauline	Alexander	St John of God	North East
Ethel	Galvin	St John of God Kildare Services	Midlands
Paul	Wells	St John of God Kildare Services	Midlands
Joanne	O'Malley	St John of God Kildare Services	Midlands
Julianne	Duke	St John of God Kildare Services	Midlands
Susan	Reid	St John of God Kildare Services	Midlands
Breda	Claffey	St John of God Kildare Services	Midlands
Mary	Noone	St John of God Kildare Services	Midlands
Mary	Hogan	St John of God Kildare Services	Midlands
Brigid	Butler	St John of God Services	East
Helena	Kavanagh	St. Annes	South
Cathriona	Larkin	St. Annes Service	South
Regina	Scally	St. Christophers Services	Midlands
Eileen	O'Shea	St. John of God Services	South
Ann	O'Callaghan	St. Josephs Foundation	South
Treacy	Hale	St. Josephs School for Visually Impaired	East
Mary	Cullen	ST. Josephs Scm.	East

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Bob	McCormick	St. Michael House	East
P.J.	Burke	St. Michael House	East
Pauline	McNavel	St. Michael House	East
Ursula	Galvin	St. Michael's House	East
Mary	Stoyle	St. Patricks Upton	South
Caroline	Downing	St. Patricks Upton	South
Antoinette	Kiely	St. Annes	South
Shirley	Conlon	STEP Enterprises	East
Yvette	Ebbs	STEP Enterprises	East
Ann	Clarke	STEP Enterprises	East
Angela	Lane	STEP Enterprises	East
Brian	O'Toole	STEP Enterprises	East
Pat	Quigley	STEP Enterprises	East
Charlie	Boles	STEP Enterprises	East
Lexi	Houston	STEP Enterprises	East
Michael	Shorthall	Sunbeam House Services	East
Chris	Needham	Sunbeam House Services	East
Kevin	Hoey	Sunbeam House Services	East
Margaret	Deaton	Tallaght Centre for the Unemployed	East
Una	Brennan	TASK	Midlands
Martin	Sorley	Training & Guidance Service	East
Miriam	Murphy	Unit B - Russet Court	South
Michael	Collins	Unit B - Russet Court	South
Jana	Cussen	Unit B - Russet Court	South
Louise	Connolly	Unit B - Russet Court	South
Caroline	O'Dea	Unit B - Russet Court	South
Elizabeth	White	Unit B - Russet Court	South
Rose	Leahy	Unit B - Russet Court	South
Gabrella	Hanrahan	University of Limerick	South
Stephen	MacWhite	SMWTD	East
Jo	Cregan	Waterford Employment Support Agency	South
Ann	Mc Kenzie	Western Care	West
Máire	Ni Dhomhnaill	Western Care	West
Maureen	Muldoon	Western Care	West
Carol	Moore	Western Care Association	West
Olivia	Regan	Western Care Association	West
Bernadette	McCormack	Western Care Association	West
Lorraine	Tieran	Western Care Association	West
Emer	O'Toole	Western Strands Hotel	West
Elma	White	Work Access Ltd	South
Anne	Buckley	Work Access Ltd	South
Aine	Horgan	Work Access Ltd	South
Harry	Bulger	Work Access Ltd	South
Dermot	O'Gorman	Work Access Ltd	South
David	Ryan	Work Access Ltd	South
Yvonne	Lane	Work Access Ltd	South
Michelle	Barrett	Work Access Ltd	South
Lorna	Harte	Work Start West Cork	South
Colette	Corless	Work Web West	West
Greg	Barry	Work Web West	West
John	Heskin	Work Web West	West
Karen	Cambell	Work Web West	West
Sharon	Mussett	Work Web West	West
Dolorus	O'Boyle	Work Web West	West

Appendix 2 - IASE Members 2005 *Continued*

Name	Surname	Organisation	Region
Teresa	Haughey	Worklink NW	North West
Gemma	McLoone	Worklink NW	North West
Sally	Doherty	Worklink NW	North West
Joanne	McElhinney	Worklink NW	North West
Julia	Flanagan	Worklink NW	North West
Frances	Ferry	Worklink NW	North West
Ann Marie	Moyne	Worklink NW	North West



Appendix 3 - Organisation Details

Name: **IASE (IRISH ASSOCIATION OF SUPPORTED EMPLOYMENT)**

Registered Office: C/o Bourke, Quinn & O'Mara & Company
Chartered Accountants & Registered Auditors
Arran House
James Street
Ballina
Co Mayo

Company Secretary: **Eithne Jarrett**
County Roscommon Supported Employment Service
Castlerea
Co Roscommon

Bankers: **AIB**
219 Crumlin Road
Dublin 12

Solicitors **Porter Morris & Company**
Solicitors
10 Clare Street
Dublin 2

Organisation Contact Details

Office Base: Muing, Beal an Mhuirthead, Contae Mhuigheo
Tel: (097) 82894
Fax: (097) 82895
Email: iase@iol.ie
Website: www.iase.ie

Other Information

CRO Number: 239915
Charitable Status: CHY 11737





This is the first strategic plan for the IASE and was identified as one of the key tasks to be undertaken by the Development Officer when IASE successfully secured core funding awarded by the Department of Community Rural and Gaeltacht Affairs under the white paper for voluntary services.

The aim of this plan is to provide a tool for organisations working in this sector as it has documented information to refer to and it can be used to monitor and evaluate the effectiveness of the IASE on an ongoing basis.



*An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta
Department of Community, Rural and Gaeltacht Affairs*