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Welcome to our Strategic Plan 2018-2020



Almost 300 participants achieve many goals as they worked hard to engage in the wide variety of educational, training and social programmes on offer each week throughout LYCS.

Due to decades of social disadvantage, generational unemployment and widespread drug/alcohol misuse, a large proportion of the local population are unable to participate in a meaningful way in the economy. The rise in the use of drugs, in particular tablets, has made the local environment more challenging and less safe for everyone.

We, in LYCS, believe that increased levels of education and training are required if people are to access stable, adequately paid employment and benefit from the fruits of the economic recovery. Our challenge for the next three years is to continue to actively engage local people in a positive way and to act as a haven and hub of hope and development in order to counter the negative social and economic challenges facing the community in the north inner city.

Refurbishment of Rutland Street School

The community received confirmation in October 2017, as part of the North East Inner City (NEIC) Task Force, that the old Rutland Street School would be refurbished into a thriving community education centre. This facility will become a valuable resource for the local community into the future. There has been a huge level of positive local support for this development. The refurbishment process will begin in 2018 and is expected to take two years to complete. One of the more exciting plans for 2018, will be the merger of North City Centre Community Action Project (NCCCAP) with LYCS. This will include the development of a new curriculum which will provide local early school leavers with opportunities to progress to further education and/or employment on completion.

Dublin Inner City Community Co-Op

LYCS is a founder member of the newly formed Co-Op along with 12 other community development organisations who have come together to create a cohesive approach to the delivery of services for the most disadvantaged areas in Dublin's Inner City.

We would like to take this opportunity to thank staff and volunteers for their contribution, energy, commitment and continuous sense of humour, which they bring to work every day – without which LYCS would not be the hive of activity that it is. Thanks are also due to the members of the Management Board for their on-going, voluntary commitment, which is very much appreciated. We hope you enjoy reading this Plan and do contact us if you would like any more information about LYCS.

Sarah Kelleher
CEO

Will Peters
Chairperson, Management Board

1. PHILOSOPHY

To encourage people to be aware of their own power and how they can use it to effect change and that every person has the right to participate fully in their own, their community's, and their country's development.



2. LYCS VISION 2018-2020

We envision a time where no person in our community is left behind, when aspirations are high and our community has excellent services and humanising employment. We work to ensure this future by providing opportunities for the oldest, the youngest, newest and most vulnerable people in our community.

Our 'cradle to grave' provision endeavours to create an equality of opportunity for all our neighbours by providing high quality affordable childcare to support relevant educational programmes leading to positive futures characterised by choice.

As the foremost provider of community based education and training services in our community, we work in an ambitious and creative way to address the structural causes of poverty and inequality. Our programmes are needs and evidence based and are continually reviewed and evaluated to ensure the best possible provision in Dublin's north east inner city.

3. PROFILE OF LYCS

Lourdes Youth & Community Services (LYCS) was established in 1984, as part of a broad based community development movement, which emerged in Dublin's north inner city in the late 70's and 80's. This community mobilisation was an attempt to combat the relentless economic and social decline being experienced in inner city Dublin. Families living in the area experience levels of economic and social disadvantage. Unemployment levels are high and the mis-use of drugs is widespread.

"I think having a Youth Club in my area is good because it keeps me busy. I get to make new friends, learn new things, and I get to try new opportunities."

19 YR OLD YOUTH WORK PARTICIPANT



‘LYCS crèche really has changed our lives for the better, my son is like a different child’

LYCS CRECHE PARENT

LYCS is an integrated community based *education, training, recreation and development* project which is concerned with giving participants the opportunity to become involved in their own development and the development of their community. The organisation is locally based and participatory. Personal development is seen as inextricably linked to the development of local community resources.

To address the diverse needs of the local community LYCS operates six programmes:

- **Community Training Centre (CTC):** 40 Early School Leavers have the opportunity to gain certified training in FETAC Level 3 & 4.
- **Adult Education Programme** provides informal training and education for over 80 women and men each week, all of who have little or no history of formal education.
- **Crèche** provides 80 places for children aged 1-5 years each day. Parents of children who use the crèche are drawn from all four programmes within LYCS and live locally.
- **Youth Work Programme** offers afternoon, evenings and weekend programmes for young people ages 10-21.
- **Community Employment** provides 36 work placements and training opportunities for long term unemployed adults.
- **Development Education** delivers training & education both in the Dublin region and nationally on making the connection between global issues that their impact locally.

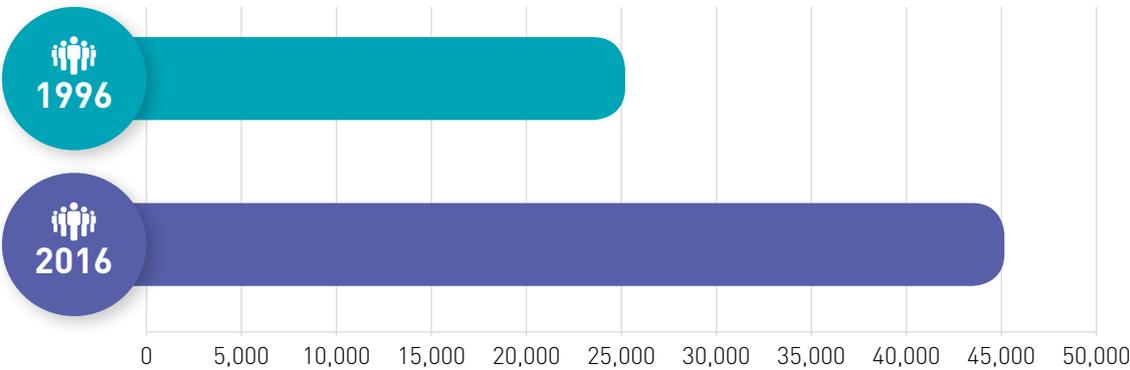


4. PROFILE OF THE LOCAL AREA

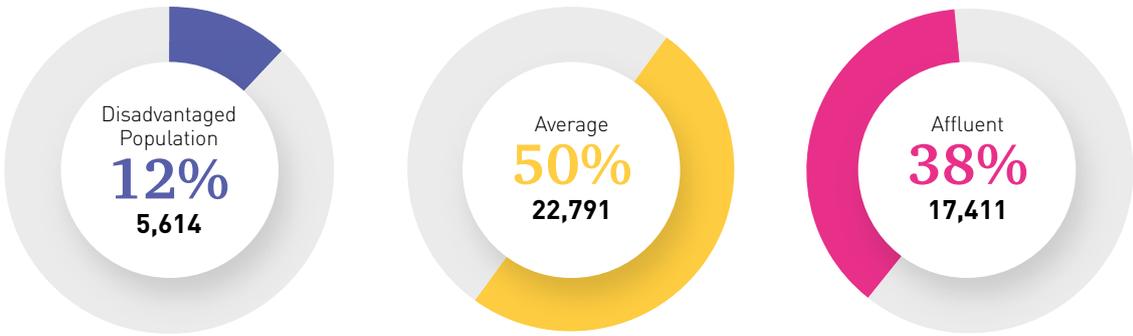
LYCS operates in an area which is characterised by high levels of socio-economic deprivation and poverty.

North East Inner City: The total population of the NEIC is 45,816. The NEIC has the largest population of disadvantaged people across the Dublin inner city area.

Population Increase



Population



“You can get dragged down and get into an awful rut. Work gives you something to get up for in the mornings. I could have sat at home doing nothing, but just for the good of your own mental health you need to be out and active.”

CE PARTICIPANT





“I would have never included myself in anything. When things go wrong it just keeps building and building and then all of a sudden the whole world is on top of you and it just overflows. I knew that I needed guidance, I needed help, in order to find out exactly what type of career I wanted.”

CE PARTICIPANT

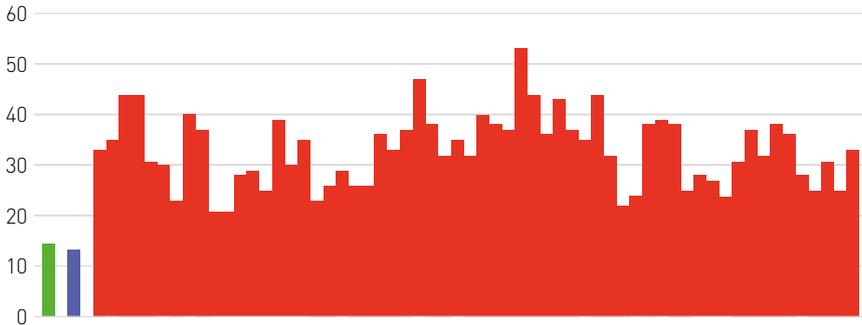
The key disadvantaged populations in the NEIC are located in the following area:

- North Wall/Sherriff St.
- Along and around the intersection and areas of Sean McDermott St/Buckingham St. and Summerhill.
- Ballybough and Popular Row areas.
- Pockets at Hardwicke St/ Dorset St/ Dominick St.

Key issues and opportunities in the NEIC

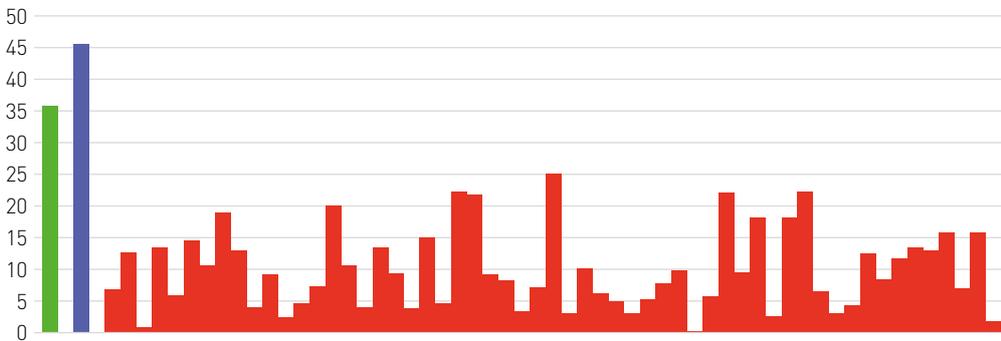
- The NEIC population has increased very significantly in the last 20 years. The newer populations in the NEIC area are more affluent than the indigenous populations.
- The area is characterised by pockets of both high levels of disadvantaged and high levels of affluence, and has marked spikes in both.
- There has been significant development, particularly to the east end of the area, around the Docklands and the IFSC, with both commercial and large scale accommodation developments.
- This area has the largest population of migrants in Ireland. Migrant populations in areas around O’Connell St and Dorset St. are at over 50% of the population.
- The area is the hub for the financial services sector in Ireland.
- The area has also been the centre of significant levels of gangland crime.

PROPORTION WITH PRIMARY EDUCATION ONLY



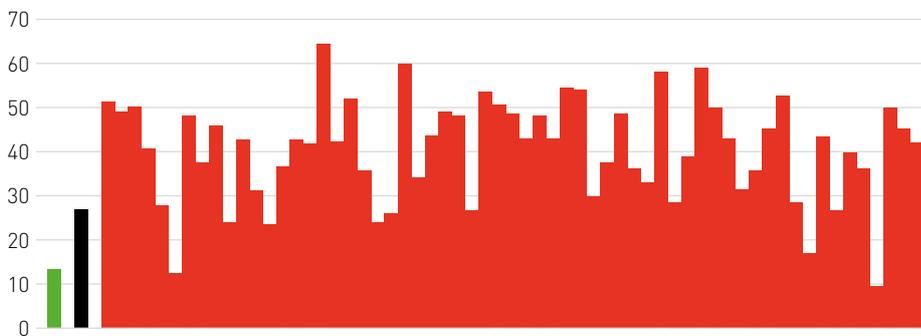
The national figure is in **Green** at 14.4%
 The Dublin county figure is **Blue** at 13.3%
 In the 71 disadvantaged small areas the figures in **Red** range from a low of 21% to a high of 53%

PROPORTION WITH THIRD LEVEL EDUCATION



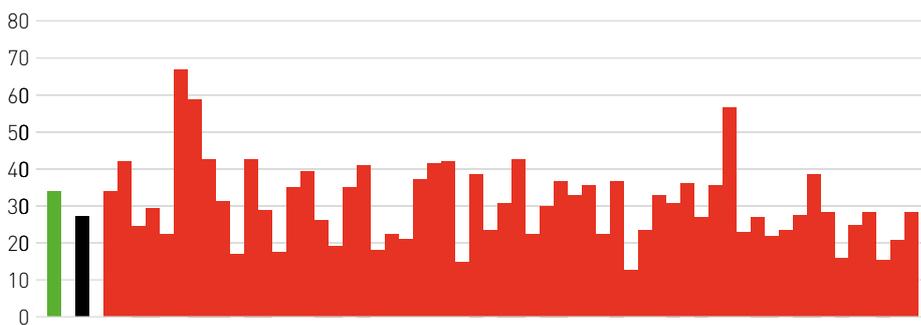
The national figure is in **Green** at 35.7%
 The Dublin county figure is **Blue** at 45.5%
 In the 71 disadvantaged small areas the figures in **Red** range from a low of 1% to a high of 25%

MALE UNEMPLOYMENT



The national figure (from the census) is in **Green** at 12.9%
 The unemployment black spot rate (defined by CSO) which is 27% is in **Black**
 In the 71 disadvantaged small areas the figures in **Red** range from a low of 12.5% to a high of 64.4%. 61 of the disadvantaged small areas are in excess of the black spot rate of 27%

FEMALE UNEMPLOYMENT



The national figure (from the census) is in **Green** at 12.9%
 The unemployment black spot rate (defined by CSO) which is 27% is in **Black**
 In the 71 disadvantaged small areas the figures in **Red** range from a low of 12.5% to a high of 66.6%. 48 of the disadvantaged small areas are in excess of the black spot rate of 27%

I personally have had so much support from the staff which has helped me. I can't even explain it. They are so good and take the parents and kids into their LYCS 'family'.

LYCS CRÈCHE PARENT

Lone Parenthood

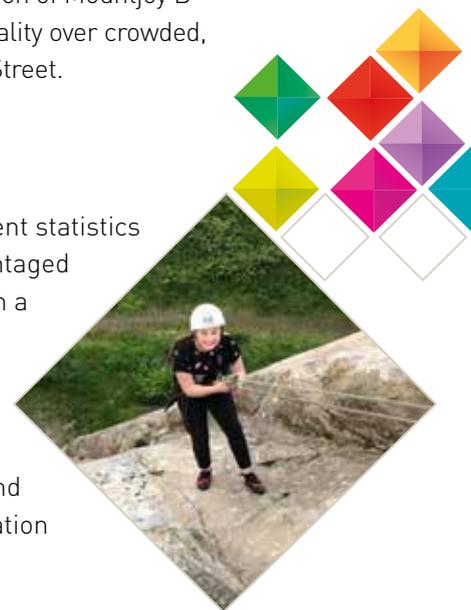
There are very high levels of lone parenthood in the areas of socio-economic disadvantage in the inner city. Nationally the rate of lone parenthood is 25.4%, in the county of Dublin the ratio is 38.2%¹ In the inner city, in disadvantaged communities, lone parenthood is not only the predominant family type, but in some parts it is almost the exclusive family type, for example in parts of Dorset Street Flats (Dublin 1) it is 86%² and Ballybough House (Dublin 1) has a rate of 87%.³ While it is acknowledged that two-parent families may also experience material poverty, lone parents are a particularly vulnerable social group. Lone parent households tend to have the lowest disposable income out of all households in the State.

Migrants / New Communities

Dublin city has the highest population densities of migrants in the country. Nationally, 17.3% of the population were born outside Ireland, in the inner city the population born outside Ireland is 32.3% (47,873 people) almost twice the national average. However, 61% of the population of Mountjoy B ED in the north inner city were born outside of Ireland. Many live in very low quality over crowded, private accommodation in commercial districts such as Dorset Street/Parnell Street.

Education

Educational disadvantage is very clearly evident when educational achievement statistics in the small areas of disadvantage in the inner city are examined. In disadvantaged small areas it is more likely an individual has no post-primary education than a third level education, while in the more affluent communities the reverse is true. In the disadvantaged small areas, a very high proportion of people have a primary education only. In the area of *County Dublin City*⁴ the proportion of those with a primary education only is 14.4% and nationally the figure is 13.3%, whereas in some disadvantaged small areas this is around 40% for example in Dorset Street⁵, 53% of the population have primary education only, one area in North Wall 53%⁶, Therefore, the chance of having a minimal education is very high if living in a disadvantaged community.



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- 1 http://census.cso.ie/sapmap2011/Results.aspx?Geog_Type=CTY&Geog_Code=02&CTY=02#T4_430
 - 2 Small area 268081014
 - 3 Small area 268009006
 - 4 Layer area CSO Census 2016 Sapmap Area: County Dublin City
 - 5 Small area 268081014
 - 6 Small area 268109001

“Youth itself is a talent – a perishable talent!”

14 YR OLD YOUTH WORK PARTICIPANT

Correspondingly, people in disadvantaged communities have not received a third level education. In the area of *County Dublin City* the proportion of those with a third level education is 45.5% and nationally the figure is 35.7%. But in the disadvantaged small areas, a much lower proportion of people have a third level education, often less than 5% e.g. Dorset Street (Dublin 1) at 3.03%⁷, Summerhill (Dublin 1) at 2.67%⁸, Courtney Place 1.00%⁹, (Dublin 1)

This disadvantage is continuing with the current cohort of third level students. In 2014 the Higher Education Authority found that 23% of students in Dublin 1 progressed to third level, while in Dublin 6 99% of students went on to third level education. The Dublin city average was 47%.¹⁰

Unemployment

The national rise in unemployment over the last decade has placed enormous pressure on disadvantaged communities. The seasonally adjusted standardised unemployment rate for November 2017 was 6.1%¹¹, down from 7.5% in November 2016. It is important to note that the rates for young people who are unemployed remains high, the seasonally adjusted unemployment rate for persons aged 15-24 years (youth unemployment rate) was 12.7% in August 2017, an increase from 12.3% in July 2017.¹² Youth unemployment in Ireland has been unacceptably high for the past ten years and would have been significantly worse were it not for the huge numbers forced to emigrate in search of employment and better lives.

The above figures represent national rates but critically they hide alarming rates of unemployment in a number of localised communities. There are pockets in the inner city where unemployment rates are many multiples of the national rate. The 2016 census figures¹³ give a national unemployment rate of 12.9%, with a national male unemployment rate of 13.7% and a national female unemployment rate of 12.0%.

The CSO¹⁴ developed a report on unemployment blackspots, which defined unemployment rates in excess of 27% as a blackspot.¹⁵ 62 of the 71 disadvantaged small areas in the inner city exceed the black spot unemployment rate for men and exceed the national male unemployment rate of 13.7%, sometimes by many multiples. 48 of the disadvantaged small areas in the inner city exceed the black spot unemployment rate for women and exceed the national female unemployment rate of 12%, sometimes by many multiples; for example for men in parts of North Wall it was 54.29%¹⁶ (Dublin 1), were unemployed.

7 Small area 268081014

8 Small area 268105013

9 Small area 268009009

10 Figures from the Higher Education Authority (HEA) <https://www.irishtimes.com/news/education/some-99-of-dublin-6-students-go-on-to-third-level-1.1901885>

11 <http://www.cso.ie/en/releasesandpublications/er/mue/monthlyunemploymentnovember2017/>. <https://www.inou.ie/empmeasure>

12 CSO statistical release, 05 September 2017, <http://www.cso.ie/en/releasesandpublications/er/mue/monthlyunemploymentaugust2017/>

13 These figures differ from the Standardised Unemployment Rate. See commentaries on how to unemployment is measured <http://census.ie/the-census-and-you/each-question-in-detail/>

14 Central Statistics Office

15 http://www.cso.ie/en/media/csoie/newsevents/documents/census2016summaryresultspart2/Chapter_2_Unemployment.pdf

16 Small area 268109002

5. NEW FACILITY

Following discussion between NCCCAP and CDETB, LYCS decided to merge with NCCCAP and to specifically locate the Community Training Centres in one building.



5.1 The Benefits of a Merger for the NEIC

The NEIC is changing, demographically, socially, and economically. The educational and training needs of young people are also changing. Accordingly, organisations, such as LYCS and NCCCAP, must also respond in a dynamic way to the needs of young people in the NEIC. The merger of both organisations represents a significant positive response and will undoubtedly bring a number of challenges to all those involved. However, there are also many benefits associated with the merger, including the following:

Integrated Programme of Activities: All too often, service provision in Ireland generally and the NEIC in particular, tends to be relatively fragmented and lacking any form of cohesion. Since the 1980s, community organisations and statutory agencies have sought to promote integration of service provision and more recently, through the newly established Dublin Inner City Task Force. The merger of the LYCS and NCCCAP represents an historic and tangible form of integration and cohesion of service provision, which is consistent with government policies and the overall thrust of community development.

The combined grouping of both CTCs with the other elements of the LYCS programmes will provide CDETB with a working model to CTCs that is a real alternative to the stand-alone models found elsewhere. In essence, the local community will get a community development and social-economy package, insofar as the new entity will provide a CTC, childcare facilities, and a place for young adults who could not make it through the formal educational system. In short, the new organisation has the capacity to become an effective development centre for the NEIC and beyond.

“When I finished my level 4 course in the CTC the staff helped me get the certs I needed to work on a building site. Now I’m working full time helping build the new health centre.”

LIAM (20YRS) PAST LEARNER



- (i) **Partnership:** The location of the two organisations in one building will facilitate the maximising of resources for the NEIC and promote a partnership approach to service provision. It will enable LYCS to amalgamate its current programme of activity - *CTC, the Youth and Adult Education Programmes, Childcare Centre, CE and Development Education* - under one roof and to benefit from its partnership with the NCCCAP. Both organisations have had different experiences in providing training and have access to diverse personnel and resources. Their partnership will enhance its profile in the area and allow for greater interaction with other organisations in the area.
- (ii) **Focal Point for Community:** A newly refurbished Rutland Street School will enhance the visual aspect of the area and serve as a focal point for community activities in the NEIC. The building will act as a focus and information point for the local community, thereby attracting and helping to regularise relationships with local employers.
- (iii) **Centre of Excellence:** Participants and visitors to Rutland Street School will have the opportunity to access a user-friendly environment, specially designed to cater for their needs in a centre of educational and training excellence.
- (iv) **Value for Money:** The new organisation should not only give more value for money by minimising any duplication and the promotion of synergies, but their location in a new state of the art building will be more cost-effective by reducing the need to maintain two buildings and by minimising the costs associated with the upkeep of the present LYCS building, which, over time, has become quite dilapidated and ill equipped to handle the volume of activity required.
- (v) **Wide Range of Services:** Above all, the people of the NEIC will benefit from the enhanced level of service provision and quality of services that will be possible following the merger of the two organisations. In addition to the benefits already noted, the training programmes will continue to provide trainees with very important skills that will help them get jobs and improve themselves generally.

6. MANAGEMENT STRUCTURE

The project is managed by locally based voluntary Board of Management who has over the past 30 years shown huge commitment to the organisation. This board meets once a month. LYCS employs a CEO who is responsible to the Management Board for the work of the organisation. The CEO manages the Managers of each Programme of work who are in turn responsible for the day-to-day running of the organisation.

“LYCS prepares you for the outside world, it’s like moving from playschool to primary school. We all love the comfort of playschool but we all need to learn to take that next step.”

CE PARTICIPANT



6.1 Number and frequency of meetings during the year

Management Board meets one evening per month for eleven months of the year. The annual system of reporting to funders acts as a catalyst for LYCS to evaluate the work of the previous year and to plan the work for the coming year. This is carried out initially with staff and volunteers and then with the Management Board. Considering LYCS is now involved in a wide variety of programmes, the review and planning session is a long process whereby each activity and programme of work is reviewed in detail from the participants, the organisation's and the community's perspective.

6.2 Structure of Committee Meetings e.g. (Agenda/minutes/staff participation)

Management Committee meetings are chaired by the Chairperson. The Agenda is agreed in advance by the Chairperson and the CEO, but all members have the opportunity to add items to the agenda if they wish. Minutes and agenda, together with a monthly report from the CEO and each Manager are distributed in advance of each meeting. Members of the Board bring a broad range of experience as they come from a variety of backgrounds with many years' experience of involvement in local community affairs.

6.3 Staffing

The sense of team in LYCS is very strong where people complimented each other's skills and strengths and worked together to maximum effect especially in the light of current changes. Staff development within LYCS is given a high priority and staff is facilitated to participate in training, which will enhance their skills. As a part of the work, the sense of team has been nurtured and developed by regular team building, which has been important in terms of assisting staff's motivation for the work. Staff have proved to be flexible, enthusiastic and committed to their work. There is an increased willingness to welcome change should LYCS need to revise the programme on offer to meet local need.

7. LOCAL COMMUNITY NETWORKING



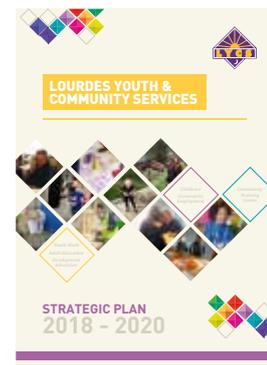
LYCS works closely with other local service providers and participates on a wide variety of networks locally to share information, receive and offer advice on issues affecting the local community. including:

- North Inner City Community Coalition
- Dublin Inner City Task Force
- Dublin City Community Co-Operative
- NEIC network of youth work organisations and CTC/Youthreaches.
- Young People at Risk (YPAR) participation on its forum which aims to facilitate a variety of statutory agencies and government departments to work in partnership together to develop a co-ordinated response to the needs of young people at risk.

“CE looked at all of my needs that were obviously not looked at before. Education is about understanding and knowing what it is that you are studying, and why you are studying now, and what benefits you will get out of it.”

CE PARTICIPANT

8. CONSULTATION WITH STAKEHOLDERS IN THE DEVELOPMENT OF THIS STRATEGIC PLAN



This plan was drawn up in the following manner:

- Staff, Participants and the Management Board has had several meetings to draw up a draft plan.
- The final Report has been drawn up following a period of long consultation with staff and management.

9. EQUALITY STATEMENT

LYCS recognises that in Irish society certain groups and individuals are discriminated against and denied equality of opportunity. Management aims to create an environment in which equal opportunity is promoted as a means of developing the full potential of everyone involved in our organisation.

The organisation and its employees commit themselves to equality of opportunity and to eliminate all forms of discrimination particularly as defined under the terms of the Anti-Discrimination (Pay) Act of 1974 and the Employment Equality Act of 2015.

The aims of our equal opportunity policy are:

- To promote equality of opportunity throughout the organisation; the employment of staff, the participation of project users/clients of our services, the involvement of volunteers and the membership of management and other committees.
- To ensure that no person is treated less favourably than another on grounds of: gender, civil status, family status, Civil status, Sexual orientation, Religion, Age (does not apply to a person under 16), Disability, Race, Membership of the Traveller community.
- To prevent any form of discrimination (i.e. less favourable treatment) whether direct or indirect against staff, prospective staff members, volunteers, members or prospective members of management and against project users/clients of any of our services.
- To ensure that we fulfil our legal obligations.

“The reason I keep coming back to LYCs is the great community spirit and the friendly and caring staff – excellent free classes, top class tutors and most of all for me personally it’s the welcome and caring people at LYCS has given me back some self-confidence again and the belief in myself and what I can achieve creatively and artistically”

JOAN, ADULT EDUCATION
PROGRAMME PARTICIPANT



10. STRATEGIC OBJECTIVES

OBJECTIVE 1

Identify new programmes of work which meet the needs of our community

General

Issue	Proposed Actions	Intended results	Timeframe
When LYCS has moved into Rutland Street School	<ul style="list-style-type: none"> Maximise use of new facility especially at evenings and weekends: youth services, bingo, gym, pool, elderly groups, games, internet café, informal social events, card games Set up a social committee for LYCS with a view to reaching those who are hardest to reach by organising social events in the local community and using this as a starting point. Increase parental involvement in all programmes: training, support for children in school, volunteers, advocates for LYCS in the community 	<p>Increased access to centre for a wider group of people</p> <p>Increased programme of social events for the wider community</p> <p>Increased % of parents involved in LYCS programmes</p>	As part of refurbishment of Rutland Street School
Prior to moving	<p>External</p> <ul style="list-style-type: none"> Source funding to hire a volunteer co-ordinator to co-ordinate the recruitment and work of local adult volunteers. Recruit and train a pool of local volunteers (residents, local college student, local employees) to support existing services. <p>Internal</p> <ul style="list-style-type: none"> Develop an appropriate data-base for the whole organisation Hold 2 general staff meetings in LYCS to promote positive internal communications especially on programme work and PR Arrange at least one Open Day per year for the whole community. Produce LYCS information (application/ registration forms) in different languages. Integrate Personal Development and Social Skills Programme for adults delivered by CTC and Adult Education Programme 	<p>Volunteer Co-Ordinator recruited</p> <p>Pool of local volunteers established</p> <p>Data base in operation</p> <p>Increase input by staff into decision making process, PR and internal communications.</p> <p>Increased opportunity for local community to learn of LYCS programmes</p> <p>Increased opportunity for New Communities to access LYCS programmes</p> <p>Resources and skills combined in delivering an integrated Personal Development and Social Skills Programme</p>	<p>Dec 2019</p> <p>Jan 2020</p> <p>Dec 2018</p> <p>Mar and Oct annually</p> <p>June annually</p> <p>June 2019</p> <p>Sept 2018</p>

‘I feel through working in the crèche and with the continued support from the staff that I want to continue to educate myself going further and show my child that education and work are important’

CE PARTICIPANT AND LYCS CRÈCHE PARENT

Youth Work Programme	<ul style="list-style-type: none"> • Deliver a programme of activity for over 60 young people aged between 10 – 21 years • Organise at least 4 residential weekend trips outside of Dublin • Work closely with local youth service providers to develop an integrated plan which meet the needs of local young people through sharing of timetables, participants, programme delivery, resource, staffing. • Engage positively with local outreach street workers • Increase the engagement of young people from new communities from 20% to 25% of service users. • Active engagement in external networks e.g. Task Force, NICCC, YPAR, CDETB Youth Organisations Network, Drug Task Force, Wexford Centre, Mini-bus network, Schools, YPAR and other networks. • Work to promote the NEIC Halloween Festival • Devise new short-term programmes e.g. development education, drug/alcohol, health, sport, alongside existing programme to expand existing services. • Support engagement of local young people in decision making structure both in LYCS and locally through meetings between young people and Board members. • Proof each programme under the following categories and ensure all participants have appropriate access to: <ul style="list-style-type: none"> ○ <i>Physical Health</i> <ul style="list-style-type: none"> • Sports: outdoor pursuits, swimming, aerobics, fitness, sex education ○ <i>Emotional Health & Well-being</i> <ul style="list-style-type: none"> • Mental health education, relationship, drug/alcohol education, anti-bullying, emotional literacy, assertiveness, personal development ○ <i>Skills training & education</i> <ul style="list-style-type: none"> • Cooking, art & crafts, make-up, fashion, music, life skills • Work with ASP to explore options for merging both organisations which would increase opening hours especially at weekends and evenings. • Share programme learning with CTC e.g. Leadership programme. 	<p>Over 60 young people will access youth work services each week</p> <p>All participants will have an opportunity to attend at least one residential each year</p> <p>Integrated operation plan devised by local youth service providers</p> <p>Outreach Youth Workers are fully informed of LYCS services and refer young people on an on-going basis</p> <p>% increase in the number of New Communities participating in programmes</p> <p>Time for participation in external networks integrated into work plan</p> <p>LYCS will be active participants in the organisation of NEIC Halloween Festival</p> <p>Short term programmes will be a regular feature of programme plan</p> <p>Bi-annual meeting between Board members and young people will take place</p> <p>All participants will have access to physical health, emotional health & well-being programmes</p> <p>Decision on proposal to merge with ASP is made</p> <p>Integrated planning with CTC will be established.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Dec 2018</p> <p>July 2018</p> <p>Sept 2019</p> <p>Ongoing</p> <p>Oct 2018</p> <p>Sept 2018</p> <p>June 2019</p> <p>Sept 2019</p> <p>Dec 2020</p> <p>Sept 2019</p>
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Childcare	<ul style="list-style-type: none"> Provide childcare service for young children aged between 1-5 years from 9am-5pm Monday to Friday: <ul style="list-style-type: none"> 40 children in the morning and 40 children in the afternoon between our Toddler Group, our Tweeny Group and our ECCE (Free Preschool) Group. 	Creche will have full capacity at all times	Ongoing
	<ul style="list-style-type: none"> Pro-actively welcome children from all families and from all Communities. 	% of children enrolled will be reflected in the ethnic diversity of the local community	Ongoing
	<ul style="list-style-type: none"> Provide a high quality, safe, secure, homely and stimulating environment where learning is fun and child led. 	Creche will adhere to Child Protection, Health & Safety & Preschool Regulation and Tusla requirements. Regular evaluation of Policies and Procedures	Ongoing
	<ul style="list-style-type: none"> Support children to make decisions allowing for fun and freely chosen play through an Emergent Curriculum. 	Curriculum will follow the principles of Aistear and Siolta.	Ongoing
	<ul style="list-style-type: none"> Continue to avail of the 'Healthy Ireland Smart Start' to ensure children are supported to adopt healthy lifestyle behaviours in early childhood. 	A healthy diet will form the core of each child's daily diet.	Ongoing
	<ul style="list-style-type: none"> Promote 'LINC' training which is designed to equip participating staff train as an Inclusion Coordinator Level 6.. (6 modules (Sept-June). 	At least one member of staff will be trained as an Inclusion Coordinator	June 2018 Ongoing
	<ul style="list-style-type: none"> Work with other agencies to: <ul style="list-style-type: none"> develop new places for children aged 1 – 2 years increase number of afterschool places for children aged 5 – 10 years. 	Both issues will form part of the agenda of local networks	
	<ul style="list-style-type: none"> Develop a business plan for the development of a Drop-In service for LYCS participants who are in training. 	Strategy devised for the development of a Drop-In service for parents in training	Sept 2019
	<ul style="list-style-type: none"> Work with other agencies e.g. new Primary Care Centre, to further enable children, particularly those with additional needs, to access to Speech and Language Therapist, Physiotherapist and Public Health Nurses. 	Strategy devised to promote increased access to additional external services	When new Primary Care Centre opens
	<ul style="list-style-type: none"> Promote increased parental supports in the following areas: <ul style="list-style-type: none"> Stay & Play opportunities, regular formal meetings; training in completion of formal forms. Provision of family support services for parents dealing with anxiety, mental health issues. A parents room to provide space for parents to meet informally. Continue to promote continuing professional development (CPD) of staff to meet future need. 	Strategy devised for increase in parental supports Staff CPD is future proofed.	September 2020 September 2018 and ongoing



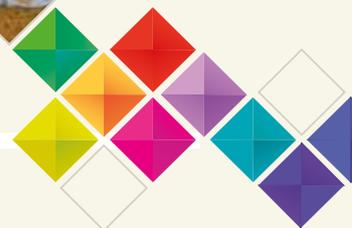
Well, before I came to LYCS my confidence was very low and now my confidence regarding speaking or jobs or interviews would be an awful lot higher.”
 CE PARTICIPANT

<p>Community Training Centre</p>	<ul style="list-style-type: none"> • Provide accredited training to 40 early school leavers. • Develop positive progression routes for learners • Explore options for the delivery of a pre Pre-Apprenticeship type programme that will further prepare young people to enter into employment or apprenticeships • Establish a curriculum group to: <ul style="list-style-type: none"> ○ Monitor the effectiveness of programmes delivered. ○ Continually review courses to ensure that they are adequately preparing young people to progress to relevant labour market opportunities focusing on core skills and competencies required to progress • Actively participate on the 'From Patchwork to Network' CTC's & Youthreach Working Group to explore and establish ways to effectively communicate with stakeholders including Schools. • Formally link existing pre-access college courses with third level institutions (in particular DIT and NCI) to explore access programme opportunities. 	<p>80% of learners who complete the programme attain a major award 100% of learners who complete the programme will have a person-centred progression route developed Existing programme will integrate a pre Pre-Apprenticeship course Curriculum Group established. Courses continually monitored and reviewed against agreed KPIs LYCS active participation on network. Increased % of integrated plans actioned. Increased participant access to DIT & NCI education programmes</p>	<p>From Sept 2018 July 2019 Sept 2019 Jan 2019 Ongoing Ongoing</p>
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<p>Adult Education Programme</p>	<ul style="list-style-type: none"> • Deliver a programme of adult education to over 80 adults each week including a curriculum of accredited and non-accredited training. • Actively participate as a member of Dublin City Community Co-Operative promoting SICAP and its community development principles. • Participate in local networks to promote the integration of community adult education service delivery for local people, in particular those who are hard to reach. • Carryout a programme of outreach work targeting those who are hard-to-reach; other service providers and agencies working with local adults. • Source funds to develop a progression element to the Adult Education Programme including: <ul style="list-style-type: none"> ○ Job seeking skills programme & Jobs Club ○ Develop new accredited courses to generate employment from "growth" industries e.g. retail, customer service, hospitality, IT. ○ Target parents of young children who wish to return to work especially lone parents. Carry out job seeking skills courses and CV workshops on an interim basis ○ Develop a hub of information on further education, grants, entitlements, back to education courses and apprenticeships 	<p>At least 80 adults will participate in a programme each week</p> <p>Board member will participate on Co-Op Board. Staff will participate in its various sub-committees.</p> <p>LYCS will be represented in local fora and/or will contribute to dialogues on this issue.</p> <p>Hard-to-reach adults will receive information about LYCS adult education programme.</p> <p>Local hard-to-reach adults, especially lone parents, will have access to:</p> <ul style="list-style-type: none"> ○ job seeking skills supports ○ accredited courses ○ information on progression options. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annually in Sept and systematically throughout the year</p> <p>Dependant on sourcing staff resources to carry out this work</p>
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“It hard being from another country with children. I need them to be happy and mix. They are very kind and help me too”

LYCS CRECHE PARENT





<p>Development Education (DE): DE aims to bring about positive change, informed by values of equality, diversity, sustainability and human rights and responsibilities.</p>	<p>Develop a programme of DE (accredited and non accredited) for those living and working in disadvantaged communities and community educators both in the NEIC and throughout Ireland. Through the exploration of cultural, environmental, economic, social and political relationships and the challenging of local and global power inequalities caused by patterns of production, distribution and consumption.</p>	<p>Over 300 people living in disadvantaged communities and practitioners will avail of a programme of Development Education. They will be equipped to explore multiple perspectives and critically engage with local and global issues, using participative and creative approaches.</p>	Ongoing
	<ul style="list-style-type: none"> • Further promote the integration of DE into all LYCS Programmes of activity and strategic planning. 	<p>All LYCS participants will have the opportunity to access DE services. % increase in DE programmes throughout LYCS</p>	Ongoing
	<ul style="list-style-type: none"> • Work in partnership with NUI Maynooth to develop Level 7 module in Development Education. 	<p>Degree students will avail of a DE module.</p>	Sept 2019
	<ul style="list-style-type: none"> • Develop a Strategic Partnership with Irish Aid to promote DE in the Adult & Community Education sector. 	<p>Strategic Partnership approved</p>	Dependant on Irish Aid funding
	<ul style="list-style-type: none"> • DE proof all LYCS policies and procedures 	<p>LYCS policies and procedures will reflect LYCS's commitment to the promotion of DE</p>	Sept 2018
	<ul style="list-style-type: none"> • Promote DE within the NICCC and Task Force 	<p>% increase in DE integration in NICCC strategic plans</p>	Ongoing
<ul style="list-style-type: none"> • Promote the DE dialogue café process in LYCS. 	<p>% increase in the number of DE cafés which will promote increased input from local community in collective action</p>	Ongoing	

<p>Community Employment (CE)</p>	<ul style="list-style-type: none"> • Provide a 36 place CE Scheme for long term unemployed people which includes a work placement and appropriate training plan. • Develop an Integrated Learning Plan (ILP) with each participant which will outline a supportive training and progression plan whilst on CE • Recruit an Assistant CE Supervisor • Focus recruitment strategy on hard-to-reach especially lone parents, and those furthest removed from the labour market • Develop a confidence building and personal development course (Overcoming Obstacles) for long term unemployed people on CE who experience personal barriers to progression • Establish a weekly Jobs Club for participants who are near completion • Work in partnership with other local employment and training support services e.g. LES and Task force to promote the development of employment opportunities for local long term unemployed. • Provide follow-up support with ex-participants for six months to facilitate them to access employment or further training opportunities. 	<p>36 people will have access to the CE Scheme at any one time.</p> <p>Every CE participant will have an up-to-date ILP</p> <p>Assistant CE Supervisor Recruited</p> <p>% increase in number of hard-to-reach participants</p> <p>Overcoming Obstacles course will be delivered to ten people</p> <p>Jobs Club established</p> <p>LYCS will actively contribute to the development of employment opportunities in the NEIC area</p> <p>Ex participants will have access to supports for six months</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Mar 2018</p> <p>Strategy in place by Sept 2018</p> <p>October 2018</p> <p>October 2018</p> <p>Ongoing</p>
<p>Elder programmes</p>	<p>Source funds to work with other service providers to explore options for the delivery of a new Elder orientated programme of activities including:</p> <ul style="list-style-type: none"> • Devise new education programmes to meet the needs of active elder people including door-to-door pick up and drop off included: <ul style="list-style-type: none"> ○ Social recreation events and activities e.g. Dancing, bingo, cinema, befriending ○ Lifelong learning opportunities programme: IT, mobile phone technology ○ Integration and group social mixing ○ Joint elders and crèche social activities ○ Volunteering and personal help for elderly individuals in the community ○ Wellbeing programmes 	<p>Introduction of education and social programmes to meet the needs of elders.</p> <p>Reduced isolation for local elders.</p> <p>Increased life-long learning opportunities for elders.</p>	<p>This work is dependent on sourcing resources for its completion</p>

OBJECTIVE 2

Create new Organisational Structures

LYCS will create the following Board sub-committees and Working Groups. Each sub-committee/Working Group will be chaired by a Board member.

Issue	Proposed Actions	Intended results	Timeframe
Human Resources Sub-Committee	<p>The function of this committee is to:</p> <ul style="list-style-type: none"> put in place best practice HR policies and procedures, provide a forum to review any HR issues, make available an up to date staff handbook and to review and reform HR policy in line with best practice and statutory obligations. <p>This sub-committee will be chaired by the LYCS Vice-Chairperson. In addition two additional Board members will join the committee. These Board members will have legal and staff development backgrounds.</p> <p>The sub-committee will in the first instance furnish the Board with a 'Terms of Reference' and report to the Board at each board meeting.</p>	<p>HR Sub Committee established</p> <p>Revised Staff Handbook produced</p> <p>Revised Policies and & Procedures book produced</p>	<p>Jan 2018</p> <p>April 2018</p> <p>May 2018</p>
Finance and Audit Sub-Committee	<p>The function of this committee is to:</p> <ul style="list-style-type: none"> regularly review the financial accounts and cash flow of the organisation. ensure best practice financial and accounting practices are in place and are adhered to. <p>The committee will be chaired by the Treasurer of the organisation and in the first instance will furnish the Board with a 'Terms of Reference' and report to the Board at each board meeting. The Chairperson of the organisation will be a member of this group.</p>	<p>Finance and Audit Sub-Committee established</p> <p>Finance procedures are regularly reviewed in accordance with best practice.</p>	<p>Jan 2018</p>
Governance Sub-Committee	<p>The function of this committee is to:</p> <ul style="list-style-type: none"> ensure that the best possible Code of Governance is in place for the organisation. <p>The committee will be chaired by a Board member who has experience in organisational governance and in the first instance will furnish the Board with a 'Terms of Reference' and report to the Board at each board meeting</p> <p>An external consultant will be recruited to assist the Board to complete the journey on the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland.</p>	<p>LYCS will complete the journey on the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland.</p> <p>Consultant recruited.</p>	<p>December 2019</p> <p>Feb 2018</p>

“Having a Youth Club in the area gives us young people opportunities to make friends, to learn to cook and to go out on adventures.”

14 YR OLD YOUTH WORK PARTICIPANT

<p>Alternative Funding Working Group</p>	<p>The function of this working group is to:</p> <ul style="list-style-type: none"> • identify non-state sources of funding. This funding will be sought to allow elements of this plan to be realised. • develop a strategic plan for engagement with the private sector especially those based in the IFSC and locally based companies. • Raise general LYCS profile for better acknowledgement in the community as well as for fundraising opportunities • Utilise Board members business links to build relationships with private sector <p>This group will be Chaired by a Board member with a background in new business and corporate commercial success.</p>	<p>Alternative Funding Working Group established.</p> <p>New sources of funding streams identified.</p>	<p>March 2018</p> <p>June 2018</p>
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“I love coming into the CTC. The teachers really care and give me loads of help. I had no confidence and didn’t go outside the door for months when I finished school. I heard about the course from a friend and I haven’t missed a day since I joined.”

NOEL (19YRS) EARLY SCHOOL LEAVER IN CTC HEALTH AND FITNESS TRAINING GROUP

OBJECTIVE 3			
Recruit an Operations, Systems and Facilities Manager			
Issue	Proposed Actions	Intended results	Timeframe
Operations, Systems and Facilities Manager	<p>Source funding to employ a new Operations, Systems and Facilities Manager will oversee the following functions:</p> <ul style="list-style-type: none"> • Streamline and centralise the administration of the organization. • Co-ordinate: data collection; data storage; programme time-tabling; visitors; financial and HR systems & procedures; maintenance, recycling, health & safety, waste disposal, security. • Oversee PR including social media and website updates to raise the positive profile of the organisation. 	Operations, Systems and Facilities Manager will be recruited	December 2019



“The staff in LYCS CTC really seem to care about us. When I was in school I felt that the teachers didn’t really want me to be there (well maybe I was hard to deal with as well) but I love coming into the CTC and I haven’t been in trouble at all since I started.”

JOHN (18YRS) EARLY SCHOOL LEAVER IN THE CHILDCARE CTC TRAINING GROUP

OBJECTIVE 4

Conduct a needs and gap analysis of the community in terms of childcare, youth work, education and training

Issue	Proposed Actions	Intended results	Timeframe
Source funding to engage a consultant to carry out a needs analysis	<p>Source funding to engage a consultant to carry out a needs analysis taking note of the following:</p> <ul style="list-style-type: none"> • Make positive use of existing LYCS participants to reach others in the community • Focus especially on those age groups for whom LYCS is currently providing little service: <ul style="list-style-type: none"> ○ Under One year olds, ○ 5-10 year olds ○ 23 -35 year olds • Use plain English given the high numbers of non- English speakers living locally • Ensure the process promotes community ownership of this Strategic Plan which will have a community education/social change ethos. 	Needs analysis completed and produced in plain English	Dependent on definite timeline for completion of Rutland Street School so that needs can be matched with available future space.
	<p>How?</p> <p>Use a variety of methodologies in an effort to increase the opportunity for all sections of the community to have an input e.g.</p> <ul style="list-style-type: none"> ○ on-line survey; ○ world neighbourhood café model ○ door to door questionnaire with qualitative questions; ○ “Tesco” type chips for voting and expressing support for proposals. “We want more of this” ○ local led focus group ○ Anonymous suggestion box “<i>What are you not getting from your community</i>” type of suggestion ○ Garner feedback through new website, Facebook, ○ Review other successful models for needs analysis in similar type socio economic areas ○ Questionnaire to be made specific to identify potential gaps in the services <p>Who / what</p> <ul style="list-style-type: none"> • Link with local schools – in particular, transition year students (<i>who may have some more time</i>) to carry our needs analysis / survey of young people in the area • Link with local community organisation who have carried out surveys, reports, and needs analysis of the area. • Collate up-to-date statistics on demographics of the catchment area for LYCS target groups: children, numbers leaving school early, unemployed, etc. • Carry out a variety of focus groups e.g. lone parents to explore need for: <ul style="list-style-type: none"> • Facilitating Parenting programme • Life Skills Programme (or similar programmes) • Progression pathways support programme. 		

OBJECTIVE 5

Promote the organisation's work by communicating effectively with our target groups, community and potential funders

Issue	Proposed Actions	Intended results	Timeframe
External communications	<ul style="list-style-type: none"> • Communicate effectively with target groups through social media including: Website, DCC TV, Facebook, You Tube, Twitter, Instagram, Radio and television. <ul style="list-style-type: none"> ○ Invite a PR Company to (charitably) provide advice on how best to promote LYCS: Who are we and what exactly are we supposed to be doing? ○ Devise methods to measure the effectiveness of our efforts 	Increased social media activity promoting LYCS services.	
PR & Social Media strategy	<ul style="list-style-type: none"> • Develop a PR & Social Media strategy which will promote and celebrate the success of the work of the organisation to: <ul style="list-style-type: none"> ○ New local potential participants: parents of young children, young people, early school leavers, adults. ○ New communities living locally ○ Local business community ○ Government agencies ○ Potential funders ○ Political Representatives ○ Voluntary sector. <p>Ideas include:</p> <ul style="list-style-type: none"> • Organise a series of public celebration events throughout the year; Open Days, Award ceremonies. • Annual door-to-door outreach work • School visits each term • Train volunteers and participants to carry out PR within the local community • Regular Newsletter (or promote a new local community newsletter) • Film a documentary on LYCS from it's roots to today • Advertise in local community spaces e.g. Post Office, Doctor's surgeries, • "Footsteps in colour towards LYCS" type of promotion. In some cases may be meant literally helping and guiding community members to come the premises • Recruit an Outreach link worker for LYCS to promote the work with schools and communities, health centres. • Employ a contract PR person to promote and help build the profile of the organization • Continue to actively participate on NICCC and YPAR to promote community integration and cohesion. • Ensure website has links to other local services and information • Train participants to become Ambassadors for LYCS. 	PR & Social Media strategy produced	Sept 2018
Rebranding	<ul style="list-style-type: none"> • Name change, rebrand LYCS. 	New brand will attract increased level of participation in services by local community	Dec 2018

OBJECTIVE 6

Secure a high quality autonomous space for the work of the organisation

Issue	Proposed Actions	Intended results	Timeframe
Building Committee	<ul style="list-style-type: none"> • Establish a Building Committee who will devote their energy to securing a new interim and permanent facility for LYCS taking note of the following: <ul style="list-style-type: none"> ○ Space serves as a community hub for the area ○ IT facilities which meet future needs i.e. intercom, CCTV, security access. ○ Easy access to an Internet hub / public computers ○ Promotes Green energy ○ Develop new specialised training facilities needed 	Building Committee established which will negotiate with funding agencies on: the allocation of space; design of space and management of the facility.	June 2018

OBJECTIVE 7

Work in cooperation and partnership with local agencies to refer, support, highlight and educate people on the impact of drug and alcohol misuse in Dublin's north east inner city.

Issue	Proposed Actions	Intended results	Timeframe
Drug & Alcohol Mis-use programme	External		
	<ul style="list-style-type: none"> • Actively participate on local Drug/alcohol networks and work in partnership with other local drug/agencies in the area. 	LYCS participation on NICLDTF Education & Treatment Sub Committee	April 2018
	<ul style="list-style-type: none"> • Promote LYCS's role as a referral port to direct provision drug services in the area 	Website and social media promote LYCS referral services	May 2018
	Internal		
	<ul style="list-style-type: none"> • Develop a programme of drug/alcohol awareness which will be made available to all participants annually. 	Drug/alcohol awareness programme produced	Dec Mar 2019
	<ul style="list-style-type: none"> • Ensure LYCS staff receive up-to-date information on all drug/alcohol services in the area. 	Drug/alcohol Information disseminated to all staff	Sept 2018
	<ul style="list-style-type: none"> • Capture the drug/alcohol education work currently being carried out by LYCS in reports, publications and social media. 	Comprehensive highlighting of work included	Ongoing
<ul style="list-style-type: none"> • Update LYCS Drug Use policy (participants & staff). 	Drug use policy produced	Jan 2019	
<ul style="list-style-type: none"> • Train appropriate staff in Drug Education and Prevention. 	Training completed	Reviewed annually	
<ul style="list-style-type: none"> • Create a referral/support mechanism inside LYCS organization for participants 	Protocol for internal referral produced	May 2019	

“I’m generally not very confident but now I’ve done all the training and updated my CV, I’m thinking when I leave here who will give me a job rather than can I get one?”

CE PARTICIPANT

OBJECTIVE 8

Develop initiatives to support the psycho/social needs of people in our community

Issue	Proposed Actions	Intended results	Timeframe
Well-being supports / Counselling	<p>Source funding to engage staff to deliver programmes of work as outlined below:</p> <ul style="list-style-type: none"> • Programmes for LYCS participants of all ages on: <ul style="list-style-type: none"> ○ building healthy relationships (peer, parents, boy/girlfriend) ○ personal development through art, group work. ○ the impact of social media on teenage relationships ○ promoting positive mental health (self-harm, well-being, anxiety, self-care) ○ Wellness and Well-being classes through the Capacitar model ○ Alleviating apathy and poor motivation, over-reliance on benefits and entitlements and the promotion of an environment where work and education are valued. ○ Community Mental Health talks (including drug/alcohol dependency) with influential speakers. • Develop community support Groups: (stress, anxiety) • Explore the delivery of "MOJO" programme for men (mental and physical fitness) who are at risk of suicide. • Provision of a counselling and psychotherapy service to the community through the creation of a therapeutic hub in LYCS which will be linked to voluntary and statutory agencies especially new Primary Care Centre. 	Accredited Psychotherapist recruited who has experience in community education programme design and delivery	May 2019



“I was real quiet and shy. I had no experience in anything. I had no childcare and no chance of getting a job before CE. As I would say to my two children - education is just not about learning. It gives you every bit of confidence to go into a job and be able to say and speak about everything.”

CE PARTICIPANT

OBJECTIVE 9

Establish and operationalise an on-going evaluation mechanism to support the implementation of this plan.

Issue	Proposed Actions	Intended results	Timeframe
Evaluation	<ul style="list-style-type: none"> Establish a user-friendly rolling programme of tracking the development of the Strategic Plan which will be monitored by management and the Board using KPI's that are measurable and can be implemented. 	Monitoring of Strategic Plan logged and approved by Board	Bi-annually
	<ul style="list-style-type: none"> Evaluate the implementation and success of this plan in early 2021 	Evaluation of Strategic Plan produced	March 2021
	<ul style="list-style-type: none"> Develop new and innovative evaluation mechanism especially to measure soft outcomes which can be used across the organisation. 	Agreed mechanism for the measurement of soft outcomes produced	Sept 2018
	<ul style="list-style-type: none"> Track participant's feedback, staff observation through the following methodologies: <ul style="list-style-type: none"> Participant feedback forums. Tutor observation. Social media feedback. Word-of-mouth feedback Programme blogs. 	Produce report on participants evaluation reports annually as part of LYCS Annual Report	First report on 2017 available for LYCS AGM 2018



Board of LYCS

WILL PETERS CHAIRPERSON

Will is a social science lecturer on Dublin Institute of Technology's Access Foundation Programme. Will established the programme in 2009. He has lectured on third level youth work and community development programmes. Prior to working in higher education Will worked for over 10 years in the community and voluntary sector. He currently serves as a Trustee of the Mount Street Club Trust and was a company director for the Yes Equality campaign in 2015. Will has been a Central Group member of the Community Worker's Cooperative. He was also a ministerial appointment to the National AIDS Strategy Committee from 2000 – 2005 and was the national evaluator for the KnowNow Rapid HIV testing programme in 2016/17. He holds postgraduate qualifications in both community development and education. Will joined the board of LYCS in 2017.



JACKIE LAWLOR VICE CHAIRPERSON

Jackie is Head of Human Resources at Boylesports. She has been a member of the board since 2009 and has previously served as Chairperson. Jackie is also a director of St. Mary's Youth Club in East Wall in Dublin.



LINDA INCROCCI TREASURER OF LYCS

Linda is an Accounting Technician and currently works as an Employment Mediator with the Local Employment Service, Amiens Street in Dublin 1. She has worked in the Community and Voluntary sector since 1992.



NESSAN VAUGHAN SECRETARY

Nessan Vaughan worked in the public service for over 30 years at FÁS, the Department of Labour and the National Manpower Service. Since 2010, he has been working in a variety of roles in the community and voluntary sector. He is a Board Director of several organisations in the not-for-profit sector, is also Chairperson of two, is a volunteer for the Society of St Vincent de Paul in numerous capacities, and is a literacy/English language tutor. Nessan joined the board of LYCS in 2017



KEVIN REID

Kevin is the Owner of Kevin J Reid Executive Communications Coaching, Personal Skills Training and is a Collaborative Partner in both Clearway and SustainEd, an Executive Director with Kilimanjaro Fair Deal and an Associate Trainer with Arise to Succeed, People in Flow (UK), Kaplan (UK) and Peter Fitzgerald & Associates. He is on the board of advisors of AIESEC, the international student organization and is a Trustee Representative on a second level board of management. Kevin joined the board of LYCS in 2016.



UNA SHAW

Una Shaw lives on the same street as LYCS and has been involved in local community activities for over 50 years. She started in the Pioneer Club many years ago. As a founder member of the Lourdes Day Care Centre, she saw its development into a much needed service for local elderly people. Una has a huge interest in, and knowledge of local history and has been a member of North Inner City Fokelore Project. She is an active member of LYCS's History Group also. She is a Parish Council member of Our Lady of Lourdes Church on Sean MacDermott Street.



LORRAINE PETERS

Lorraine is the Head of Current Accounts and Strategy at Permanent TSB a role she has held since 2014. Between 2012 and 2014 she was Head of Financial Services and E-Commerce at O2 Ireland and for 5 years before that she was Digital Advertising Manager also for O2 Ireland. She specialises in organisational strategy, new business and corporate commercial success. Lorraine joined the board of LYCS in 2017.



GAVIN ELLIOTT

Gavin Elliott is a qualified barrister. He spent eight years in private practice, specialising in civil and regulatory law, and is currently employed as the Legal Officer at Threshold, the national housing charity. He has been a member of the board of Dublin West Home Help since 2012. Dublin West Home Help is the largest non-profit community based home care provider in the state and provides home help and related services to people in the Clondalkin, Ballyfermot and Inchicore areas of Dublin. He is Chair of the board of Transparency Legal Advice Centre an independent law centre specialising in providing legal advice to anyone who wishes to disclose wrong doing or corruption, particularly under the Protected Disclosures Act. Gavin joined the board of LYCS in 2017.



PETER O'CONNOR

JEAN O'CONNOR

Jean O' Connor has been involved in the North East Inner City for many years. She originally worked as a Family Support Worker for 12 years with the HSE. Since retiring she has been actively involved as a volunteer in the local community and has engaged with a variety of organisations and local initiatives. Jean is a member of Board of Management for Marino College and also their parents and teachers association. Jean also plays a role in organising the fringe festival each year and has been involved in council funded projects in the North Inner City for many years. Recently Jean has also played an active role on ICON (Inner City Organisations Network) committees in housing and local development.



BERNIE WALSH

Bernie is from the north inner city of Dublin. She was a participant on our Adult Education Programme before establishing and heading up Sunflower Recycling Project which is now a very successful social enterprise. Sunflower has a far reaching reputation for the work it does and has gained international recognition for recycling as an option for future job creation. Bernie has been involved in community development and development education for over 20 years and is a leader of many innovative initiatives in the local area.



DAVE LITTLE

Dave has worked in the North East Inner City for over 30 years in various projects, early intervention programmes and in community work. His background is in Social Work/Community work. He currently works as a Community Worker with Tusla, and was for a time seconded as coordinator of the YPAR Initiative. He is a Board member of a number of other Projects and initiatives.



SARAH KELLEHER CEO OF LYCS

Sarah has worked as CEO of LYCS in the North East Inner City for over 20 years. With a background in youth work and community development, Sarah has vast experience of working in inner city communities both in Ireland and in the UK. She has recently gained a 1st Class Honours in M.A. in Management: Community & Voluntary Services with Dublin City University. Sarah has a special interest in policy development and measuring qualitative outcomes of programmes delivered to hard-to-reach communities. She has also served as a Board member of a number of local and national voluntary organisations and statutory agencies.



Funded by:



“My older boy went to LYCS and he is nearly 20 now so I knew I wanted my daughter to go there. I was worried about her speech as it was very delayed. I couldn’t believe how much it improved when she started. She never stops talking now.

She settled well and made lots of friends and now she is really sociable. She learns new stuff every day and teaches me lots of things all the time. She is so ready for school and it’s cause of the crèche.

The staff have the kids best interests at heart and really get to know the children, their likes and who they are. They are really interested in the kids and really care for them.

I personally have had so much support from the staff which has helped me. I can’t even explain it. They are so good and take the parents and kids into their LYCS ‘family’.”

LYCS CRÈCHE PARENT



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& COMMUNITY SERVICES**

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