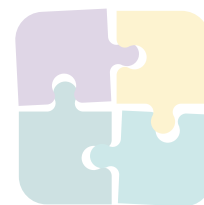


LOURDES YOUTH AND COMMUNITY SERVICES



2023 - 2027

Contents



Foreword	3
Background to LYCS	4
Purpose of this Strategy	6
Boundaries of this Strategy	6
LYCS Vision	6
LYCS Mission	6
LYCS Values and Principles	7
LYCS methodologies are influenced by the following practices and principles	8
Who we work with	8
Strategic Planning Process	10
LYCS programmes and activities	11
Goals and Objectives	12
Goal 1: Investing in the Local Community	12
Goal 2: Governance and Organisational Development	13
Goal 3: Investment in our Staff	14
Goal 4: Interagency work and Collaboration	14
Goal 5: Communication	15
The Policy Context	16
Organisational Chart	17
LYCS Services	18
Early Years Education Service	18
Adult Education Programme	18
Global Citizenship Education Programme (GCE)	19
Community Training Centre	19
Youth Work	20
Community Employment	20
Key Performance Indicators	21
Monitoring and oversight of this plan	21
Our Funders	22

Foreword



On behalf of the Board and Staff of LYCS we are delighted to present this Strategy Statement 2023 – 2027.

Building on the many successful achievements of LYCS since 1985, this strategy will inform and guide our work for the next five years. It sets out ambitious goals to ensure we continue to deliver excellent programmes for the children, young people and adults with whom we work. It recognizes the strengths and challenges that have made LYCS what it is today and drives us on to build on these strengths and prepare for future challenges.

LYCS has always been committed to working in partnership with key stakeholders to address poverty and social injustice.

This strategy is grounded in our belief that people themselves should be central to creating positive change in their own lives but also in the world in general. Our primary goal 'Investing in the Local Community' articulates our belief that local people must be empowered to create the positive change that is needed to create a sustainable environment for all. However, we also recognise that structural inequalities and unequal access to services hinders both individuals and communities in general in developing their full potential. Hence, our programme aims to build the capacity of people to create opportunities for growth and development.

We would like to thank the voluntary Board and our Staff for their commitment to the development of this strategy. We would also like to thank our community partners and statutory agencies that, in their own way, contributed to this strategy through meaningful consultations. Special thanks to Louise Monaghan who facilitated and guided us through this strategic planning process

We, in LYCS look forward to working with you over the next five years as we enter our next stage of development.

A handwritten signature in black ink, appearing to read 'Nessan Vaughan', written over a horizontal line.

Nessan Vaughan
Chairperson

A handwritten signature in blue ink, appearing to read 'Sarah Kelleher', written over a horizontal line.

Sarah Kelleher
CEO

Background to 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 1970's and 1980s.

LYCS is an integrated community development organisation, providing education, training, social and development opportunities to local people living in the North East Inner City (NEIC) of Dublin.

LYCS is concerned with giving participants the opportunity to become involved in their own development and the development of their community, their country and to become active global citizens. The organisation is locally based and participatory. LYCS inspires residents, and the practitioners who provide services to them, to connect and critically engage with local people on global injustice and inequality issues, and to create positive change through taking informed action.



LYCS operates in an area which is characterised by high levels of socio-economic deprivation. Social and economic disadvantage can be understood in terms of a range of difficulties that block life opportunities, and which prevent people from participating fully in society. These include exclusion from financial, material, cultural and social resources. Economic disadvantage leads to individuals and communities being excluded and marginalised from participating in activities considered the norm for other people in society. A characteristic of poverty is that it is often intergenerational, resulting in decades of social exclusion and disadvantage which adds significantly to the depth and complexities of social exclusion.

The North East Inner City has a population of over 45,000 (2016 Census) people and has the largest concentration of disadvantaged people across the Dublin inner city area. The area faces many challenges:

- The area is characterised by contrasting pockets of high levels of disadvantage and smaller pockets of affluence.
- There is clear evidence of educational disadvantage within the north inner city. For example, in Dorset Street, 53% of the population have primary education only, while in Dublin 1 only 23% of school leavers progress to Third Level (compared with 99% in Dublin 6). *Census 2016*.
- The area has one of the largest concentration of migrants, refugees and asylum seekers in Ireland. Migrant populations in areas around O'Connell St. and Dorset St. are at over 50% of the population.
- A significant increase in population over the past 20 years.
- The area has been the centre of significant levels of gangland crime and suffers from the consequences of high levels of street drug dealing.

The Mulvey Report (2016) highlighted the challenges and significant levels of deprivation experienced by this community. These include the impact of crime, drugs and unemployment. He described it as 'a community rich in assets which is not reaching its potential'.

In response to this context, LYCS works to equip people at local level with the necessary awareness, knowledge and values to take informed decisions and actions. We strive to equip local people to build the conditions for a more peaceful, fair and sustainable world. We offer education programmes to every age group, which are participatory, and aim to integrate the lived experience of participants within an educational setting.

We aim to enable our participants, who live in the local area, to combat and counter the visible rising incidents of racism (which have included acts of violence) and to help create an integrated community for all. A place where imagination and innovation is celebrated and where future generations can envision an improvement in their lives and community.



Purpose of this Strategy

It is important to note that this strategy is not a plan for LYCS, rather it is a tool to inform and direct the work of LYCS over the next five years. Ultimately it aims to bring greater coherence to our work and promote integration across the various LYCS programmes whilst also helping to increase organisational capacity, adaptiveness and responsiveness. It also focuses on enhancing the capacity of LYCS with regard to the continuing professional development of staff, governance and quality assurance.

Boundaries of this Strategy

LYCS has several contracts with a number of Government departments and statutory bodies including City of Dublin Education and Training Board (CDETb), Irish Aid, Pobal, Dept of Social Protection (DSP), Dublin City Community Coop, NEIC Taskforce. Our programmes of work are often defined by strict operational guidelines, contractual requirements and specific targets or Key Performance Indicators (KPIs) set by funders. This strategy will inform the development of an annual operational plan for each Programme together with Key Performance Indicators for each piece of work.

LYCS Vision

LYCS imagines a time where no person in this community is left behind; a place where future generations have opportunities to enhance their lives and act as global citizens enriched by excellent education and humanising employment.

LYCS Mission

Our mission is to create educational opportunities that support local people to achieve their full potential as creators of positive change taking informed action to affect local and global transformation.

LYCS Values and Principles



Accountability

We are accountable to our community and our funders and are transparent in all that we do.

Partnership

We believe in the value of partnership which is based on mutual trust and support and brings about improved life chances for individuals, families and communities.

Empowerment & Self-determination

We work to empower individuals and communities and support them to make their own choices and decisions.

Sustainability

We work to ensure that our interventions bring real benefits to local people over the long term and reflect the knowledge, skills and attitudes of our organisation, in line with our vision, mission, values and goals.

Personal Development

We commit to creating opportunities in the areas of person development, lifelong learning, employment, health and well-being, family and community.

Effectiveness and Results

We use our resources efficiently and effectively, providing value for money and focusing our efforts on achieving positive outcomes.

Equality and Equity

We work to advance equal opportunities to contribute to the creation of a diverse, fair and equitable society.

Human Rights

We work to defend the universal and indivisible nature of human rights, including personal, social, economic and environmental, by promoting and protecting them in all our efforts.



LYCS methodologies are influenced by the following practices and principles:

Community Development is a process where community members come together to take collective action and generate solutions to common problems.

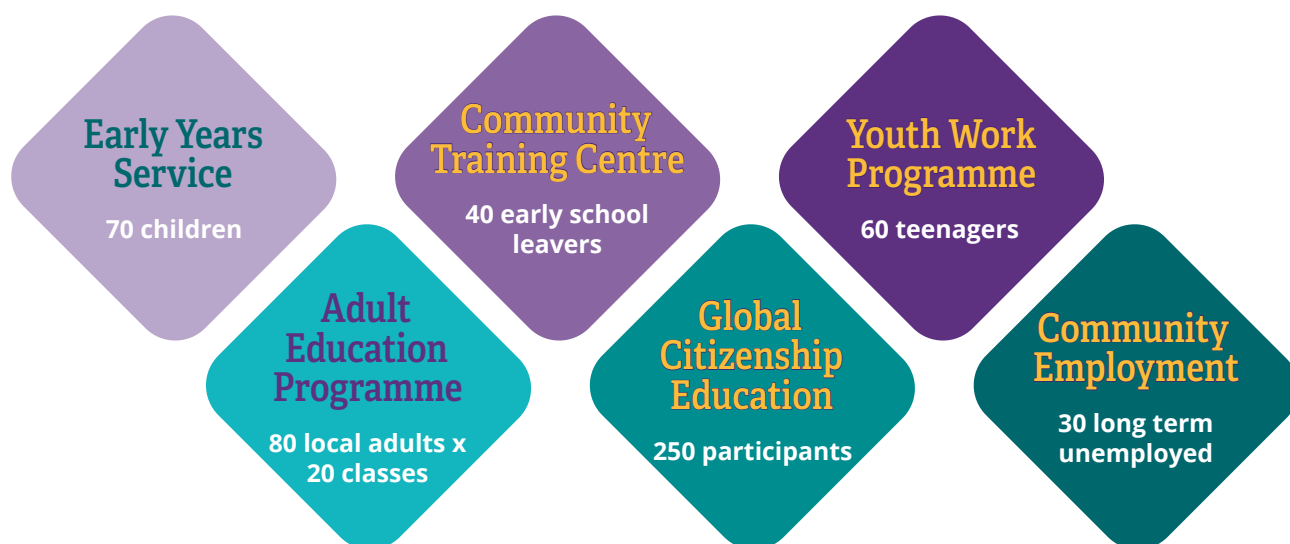
Global Citizenship Education (GCE) is a lifelong educational process which aims to increase public knowledge and understanding of the rapidly changing, interdependent and unequal world in which we live. By challenging stereotypes and encouraging independent thinking, global citizenship education helps people to critically explore how global justice issues interlink with their everyday lives.

Participatory Education is a model in which participants are given the opportunity to engage in the process of creating and guiding their educational journey. It incorporates participant's voice into all decision making and promotes involvement in democratic decision-making.

Advantaged Thinking is a practice approach which was developed in 2011 by Colin Falconer. It promotes people's strengths rather than defining them by their deficits. It understands that working towards people's aspirations and dreams is just as important as meeting their immediate needs. An Advantaged Thinking approach is one that creates sustainable solutions and practices, building for the future as well as the here and now. It invests smartly in people's potential.

Who we work with

We work with people in the North Inner City throughout their life course, with a particular emphasis on those who are vulnerable, disenfranchised and seldom heard. It is precisely the complexities of reaching and working with people who are living with intergenerational social and economic disadvantage and their consequent multiplicity of impacts that makes this cohort of people '*seldom heard*'.



LYCS is dedicated to the achievement of the UN's 17 Sustainable Development Goals



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.



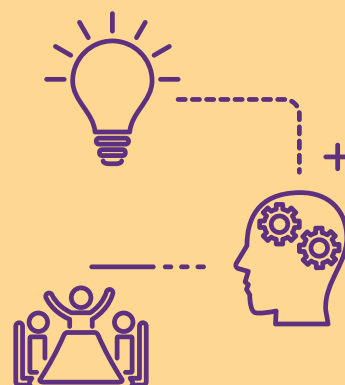
Strategic Planning Process

In developing this plan, LYCS was assisted by Louise Monaghan, External Consultant, and supported financially by the NEIC Task Force. We would like to thank both for their support throughout this process.

We decided it was timely to identify key principles which underpin and guide our work on a daily basis. These principles will enable us to grow, develop and deliver effective educational programmes to meet the needs of our participants.

Stages of preparation for this strategic plan included:

- *Review of LYCS Vision, Mission and Values*
- *Development of Practice Principles*
- *Adoption of an Advantage Thinking Approach*
- *Stakeholder engagement with:*
 - o *Board of Directors*
 - o *Staff*
 - o *External agencies and organisations which work in partnership with LYCS*
 - o *Funding agencies*
 - o *Participants*
- *Review of LYCS Operational Plans*
- *Identification of Strengths, Weaknesses, Opportunities and Threats (SWOT analysis)*
- *Development of draft Strategic Goals, Objectives and Key Performance Indicators*
- *Adoption and approval by LYCS Board of Directors.*



We would like to thank and acknowledge the input and contributions of our voluntary Board of Directors, who have consistently and generously given their time to inform and guide the development of this plan. We would also like to thank LYCS staff for their positive engagement throughout this process. We have also taken cognisance of developments in the North Inner City area as well as national policy and strategy.

LYCS programmes and activities

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

Early Years Education

Our early years service provides 70 places for children from 6 months to 5 years each day in our crèche including free Pre-School Places.

Youth Work Programme

The Youth Work Programme offers afternoon, evening and weekend programmes, plus regular trips outside of Dublin for up to 80 young people aged 10-21 years. It is anticipated that our youth service will transfer into a newly established area based youth service in 2023.

Community Training Centre (CTC)

40 Early School Leavers have the opportunity to gain certified training in QQI Levels 3 & 4 in a range of modules, including Sport and Fitness, Job Seeking skills, Digital Media, Personal Development, Communications, Maths.



Adult Education Programme

Provides informal training and education for over 80 local adults, all of whom have little or no history of formal education.

Global Citizenship Education (GCE)

LYCS addresses gaps in GCE provision for over 300 seldom heard individuals by facilitating residents, and the practitioners who provide services to them, to connect and critically engage with local and global injustice and inequality issues, and to create positive change through taking informed action.

Community Employment Scheme (CE)

LYCS operates a CE project with 34 participants, some of whom are based in LYCS while others are placed in community projects throughout the North inner city.

Goals and Objectives



Goal 1: Investing in the Local Community

Ensure the individuals and communities we work with, in particular those most at risk of poverty and disadvantage, have enhanced opportunities to achieve their potential in the areas of social, economic, and cultural life and can contribute to building a better society

Objectives:

1. Support the development of skills, knowledge and wellbeing among local people enabling them to take action for a more sustainable world through the delivery of quality programmes which will:
 - 1.1. support participation in the economic and cultural life of the community
 - 1.2. assist our participants in achieving sustainable economic independence through employment options.
 - 1.3. ensure that all participants are facilitated to make positive progression through pathways into education, training and employment.
2. Integrate GCE and Advantaged Thinking principles across the organisation, focusing on work with seldom heard people living in the North East Inner City area.
3. Provide a safe and nurturing environment for all participants.



Goal 2: Governance and Organisational Development

In acknowledging the trust placed in us by our funders, donors and the communities we serve, we will work to ensure excellence in the areas of governance, transparency and accountability and the management of the resources entrusted to us.

Objectives:

1. Ensure an informed and committed Board of Directors is in place to oversee the vision, mission and values of the organisation.
2. Ensure compliance and best practice in financial management and oversight in line with the Charities Governance Code and the Companies Registration Office.
3. Complete the planned move into a newly designed community hub in Rutland Street.
4. Build additional capacity within the management structure in the organisation by recruiting an Administrative Assistant.
5. Develop an arts strategy for the organisation, ensuring that arts related work is embedded across the service.
6. Invest in systems, processes and procedures to enhance organisational effectiveness and reduce duplication of effort.



Goal 3: Investment in our Staff

Ensure our staff have the competencies and resources to deliver on LYCS's vision, mission, values and goals and support them in this.

Objectives:

1. Provide training, wellbeing and development opportunities for staff that are aligned with LYCS's Vision, Mission and Values, GCE & Advantaged Thinking practice framework.
2. Ensure staff participation in the planning, design, implementation monitoring and evaluation of quality programmes.
3. Attract and retain staff that are committed to LYCS's Vision, Mission, Values and Goals.
4. Ensure all staff have clear key performance indicators and can connect their work to LYCS Vision, Mission and Goals.
5. Develop a Community of Practice (COP) to support the implementation of Global Citizenship Education & Advantaged Thinking, the sharing of best practice and collaborative learning amongst staff.

Goal 4: Interagency work and Collaboration

Continue to work with our community, voluntary, statutory and funding partners to achieve the best possible outcomes for this community and to avoid duplication of service.

Objectives:

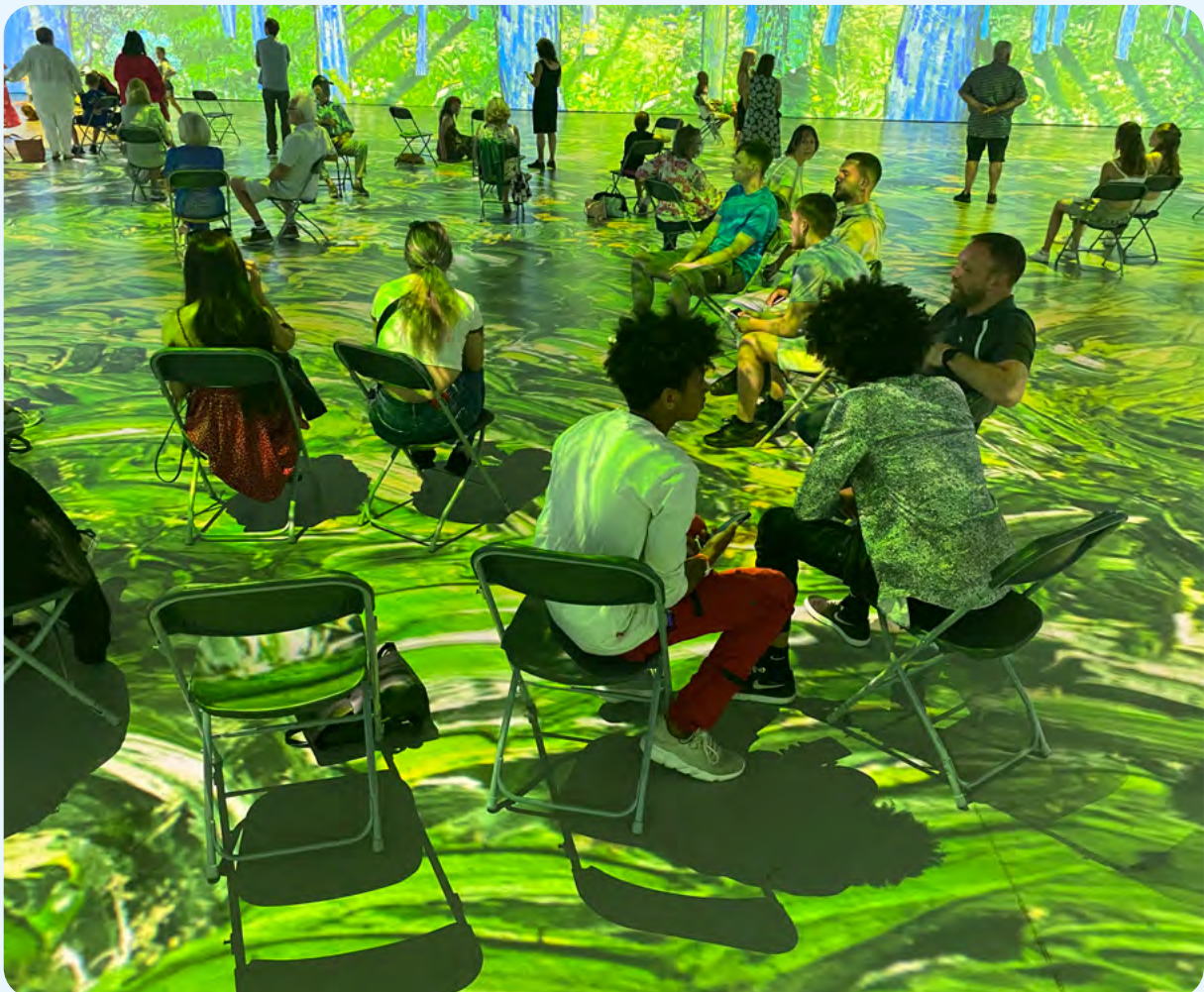
1. Continue to work with the range of services and agencies in the area in order to devise solutions to the range of common issues and challenges experienced by people in this community.
2. Work collaboratively with our partners in order to develop the leadership capacity of the local community.
3. Work collaboratively with the North Inner City Community Coalition and the NEIC in order to achieve better outcomes for the people in this area.
4. Support the establishment of a new area based youth work service.

Goal 5: Communication

Develop and communicate a consistent message about LYCS to its stakeholders and its purpose, vision and mission.

Objectives:

1. Develop a consistent message about LYCS for the various stakeholders
2. Rebrand the organisation to reflect the changes that have taken place following our merger with North City Centre Community Action Project and the planned transfer of our youth service to a new area based youth work organisation.
3. Develop a Communications Action plan to include:
 - 3.1. Strategies for the promotion of our work to the diverse range of people living and working in the NEIC area.
 - 3.2. Promotion of the rebranded name and identity.
 - 3.3. A digital media strategy to ensure a more effective online presence.
 - 3.4. A commitment to engaging with the local community to harvest feedback on the impact of our work and to identify gaps in service delivery.



The Policy Context

We take cognisance of the following strategies and policies in our work:



Children First Act (2015) and Children First National Guidance

The Children First Act places a number of statutory obligations on specific groups of professionals and on particular organisations providing services to children.

United Nations Sustainable Development Goals 2015 – 2030

In operating in a global context, LYCS has committed to aligning our objectives with the Sustainable Development Goals (a collection of 17 interlinked global goals designed to be a shared blueprint for peace and prosperity for people and the planet, now and into the future). They highlight the global challenges we face including those related to poverty, inequality, climate, peace and justice.

<https://www.un.org/sustainabledevelopment/sustainabledevelopment-goals>

Reducing Harm, Supporting Recovery 2017 – 2025

The vision of this Department of Health strategy is to create a “healthier and safer Ireland, where public health and safety is protected and the harms caused to individuals, families and communities by substance misuse are reduced and every person affected by substance use is empowered to improve their health and wellbeing and quality of life”. Reducing Harm, Supporting Recovery 2017-2025 (www.gov.ie)

First Five (2019-2028)

First Five is a whole of Government strategy which sets out how to develop a system of integrated, cross-sectoral and high-quality supports and services – an effective early childhood system – that will help all babies and young children in Ireland to have positive early experiences. <https://first5.gov.ie>

IACTO Strategic Statement 2020 – 2022

This outlines the key themes and objectives to help CTCs meet FET learner and local community

needs as appropriate in the coming three years. IRISH ASSOCIATION OF COMMUNITY TRAINING ORGANISATIONS (iacto.ie)

The Social and Economic Regeneration of Dublin's North East Inner City (NEIC) 2020 – 2022 Strategic Plan

This plan built on the actions outlined in the Mulvey Report and the recommendations contained in the Just Economics Report; supports the future vision for the NEIC area; and aligns initiatives with the implementation of national policy, including both the National Drug and Alcohol Strategy 2017-2025 and the Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024. North East Inner City of Dublin – NEIC.ie

Irish Aid Global Citizenship Education Strategy 2021 – 2025

This strategy aims to build a broader sense of global citizenship in Ireland, encouraging the public to engage with and learn about the issues that will define the 21st century – including climate change, hunger, peace, global inequality and injustice. November - Global Citizenship Education Strategy - Department of Foreign Affairs (irishaid.ie)

Better Outcomes Brighter Futures 2023 – 2028 (BOBF)

BOBF was the first overarching national policy framework for children and young people (aged 0-24 years). The purpose of this framework is to coordinate policy across Government to achieve better outcomes. The next national policy framework builds on the achievements of the two previous strategies: The National Children's Strategy: Our Children – Their Lives which ran from 2000 to 2010 and Better Outcomes Brighter Futures: The National Policy Framework for Children and Young People, 2014-2020. Better Outcomes Brighter Future Indicator Set Report 2022 (www.gov.ie)

Organisational Chart



LYCS Board of Directors

CEO

Senior Management Team

**Finance
Admin
Governance
Health & Safety**



LYCS Services



Early Years Education Service

70 children
6 months – 5yrs
Morning & Afternoon

- Baby Group
- Toddler Group
- Tweeny Group
- ECCE – Free Preschool Year
- National Childcare Scheme
- AIMS Support
- Support for children with Additional Needs
- Working in partnership with Tusla multi-disciplinary teams
- Parent support groups
- QQI training for staff
- Special occasions celebrated
- Better Start support
- Fully Inclusive service
- Working in partnership with TUSLA, POBAL, Better Start, DCCC & ECI
- Staff undergo regular CPD Training
- QQI level provided

Adult Education Programme

80 local adults returning to education
Morning, afternoon and evening classes

- Leadership
- Active Citizenship
- Book Club
- Stained Glass
- Beginners Irish
- Creative Writing
- Guitar
- ESOL
- Computers
- Knitting
- Singing
- Collage & Mixed Media
- Art
- Tai Chi
- Participatory Drama
- Older Persons' Group
- Sign Language (ISL)
- Educational trips

Personal Development is central to all programmes

Global Citizenship Education Programme (GCE)

300 children, young people and adults becoming active global citizens

- This programme works across the whole of LYCS and aims to connect and critically engage children, young people and adults with local and global injustice and inequality issues, and to create positive change through taking informed action.
- GCE builds capacity to develop and deliver an informed model of community education through training and innovative non-formal education programmes.
- We will engage learners living with social and economic disadvantage, with whom we have established connections, in 4 new and innovative GCE programmes:
 1. GCE Leadership Training Programme
 2. Drugs Training Programme for Young People: Examine local-global connections within the drugs trade.
 3. GCE Training programme for Adult Education Practitioners
 4. Theatre of the Oppressed Arts Training Programme



Community Training Centre

*40 Early School Leavers
16 – 21 years
Accredited training*

- Life Skills
- Employability Skills
- Sport & Recreation Skills
- Digital Literacy
- Communications
- Maths
- Personal Development
- Emergency Psychological Support
- 24 hour support
- Enrichment Programme
- Tracking ex- participants
- Translation supports
- Housing supports
- Healthy meals
- Learner driver course
- Progression support into Education/ Employment

Youth Work

80 young people

10 – 21yr olds

Afternoon, Evening, Weekends

- 5 days per week service
- 6 week summer programme
- 6 weekend residential programmes
- 9 programmes per week for identified target groups including sport, art, music, games, outdoor pursuits, swimming, water safety, CV preparation, interview skills, Communication skills, Confidence and agency, Planning and problem-solving skills, Relationship support
- Programmes promote:
 - Creativity and imagination
 - Resilience and determination
 - Emotional intelligence



Community Employment

34 work placements for

Long-term unemployed

- Individual Learning Plan
- Work Placement
- QQI Training
- Job Progression supports
- Education Progression
- Training and Development – QQI Special Purpose Award
- Manual Handling
- GDPR Level 1
- Communications

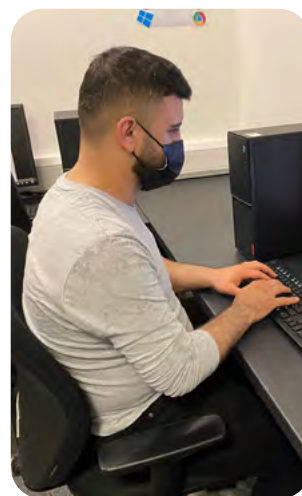
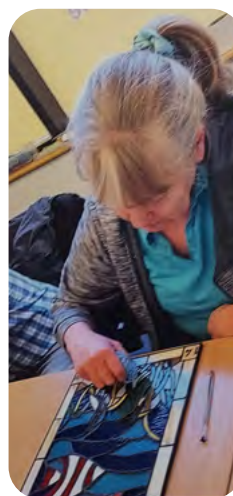


Key Performance Indicators

Under each objective, specific operational plans, with key performance indicators, are set out on an annual basis. These plans highlight how each programme area and staff member contributes to the specific goal and overall work of LYCS in achieving its vision and mission.

Monitoring and oversight of this plan

All partners and stakeholders have a role to play in realising the shared vision for LYCS. While LYCS will play a lead role in the implementation of this plan, participants and stakeholders will contribute to the monitoring and evaluation of the plan. Updates on the implementation of this plan will be produced on an annual basis. It is intended that a mid-term review of this plan will take place in 2025 with a view to sustaining and reinvigorating any actions that may need renewed effort at that stage and up to the end of 2027.



Our Funders

LYCS is primarily funded by the Irish exchequer under a number of programmes including:

- City of Dublin Education & Training Board (CDETb)
- Dublin City Community Coop – Social Inclusion Community Activation Programme (SICAP)
- The European Social Fund (ESF)
- City of Dublin Youth Service Board (CDYSB)
- North East Inner City (NEIC) Task Force
- Dublin City Council (DCC)
- Dept of Social Protection (DSP)
- POBAL: National Childcare Investment Programme
- Dept of Social Protection (DSP Schools Meals Programme)
- Dept of Foreign Affairs: Irish Aid Development Education & Civil Society Unit
- Forsa / Joe Lucey Fund





LYCS Adult Education Programme
LYCS CTC
LYCS First Steps Creche
LYCS Youth Work Programme



lycs_ctc
lycs_yp



@LYCS Dublin

Links to the Board of Directors on website <https://www.lycs.ie/our-board>

Photographs

LYCS
Metropolitan Building
James Joyce Street
Dublin D01 KOY8

LYCS Early Years Service
Rory O'Connor House
Hardwicke Street
Dublin
D01 HK25

Phone: 01 836 3416
www.lycs.ie

Registered Charity Number: 20013448

