

THE LIBERTIES COMMUNITY PROJECT STRATEGIC PLAN 2024 – 2028



**BUILDING RESILIENT AND
EMPOWERED COMMUNITIES IN
SOUTH WEST INNER CITY DUBLIN**



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**A RESILIENT AND
VIBRANT COMMUNITY
IN THE HEART OF
DUBLIN**

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WELCOME BY THE CHAIR AND CEO OF THE LIBERTIES COMMUNITY PROJECT CLG



Denis Murphy, Chairperson

We are delighted to jointly present our organisation's strategic plan for the period 2024-2028

The sense of community is what makes the South West Inner City (SWIC) unique. Community is what binds individuals and groups into a common system for good and a vibrant system of community organisations providing services and facilitating access to decision making structures is key to a healthy and sustainable SWIC.



Austin Campbell, CEO

The purpose of this document is to provide a strategic roadmap for our new organisation an exciting new organisation formed through the amalgamation of Robert Emmet CDP and SICCCA, two CDP's that have been working tirelessly to promote community development and social inclusion in the Dublin 8 area since 1983 and 2003 respectively.

This document outlines the goals and objectives of The Liberties Community Project, as well as the strategies and tactics that will be used to achieve them. The final version of this document will serve as a guide for all stakeholders involved in the organisation, including staff, volunteers, funders, and the wider community. The strategy document aims to ensure that the Liberties Community Project remains relevant and effective in addressing the needs of the community it serves, while also adapting to changing social, economic, and political contexts. Ultimately, the strategy document is a key tool in ensuring that the organisation is able to achieve its mission and make a positive impact in the community- to ensure that everyone is heard and that no-one is left behind.

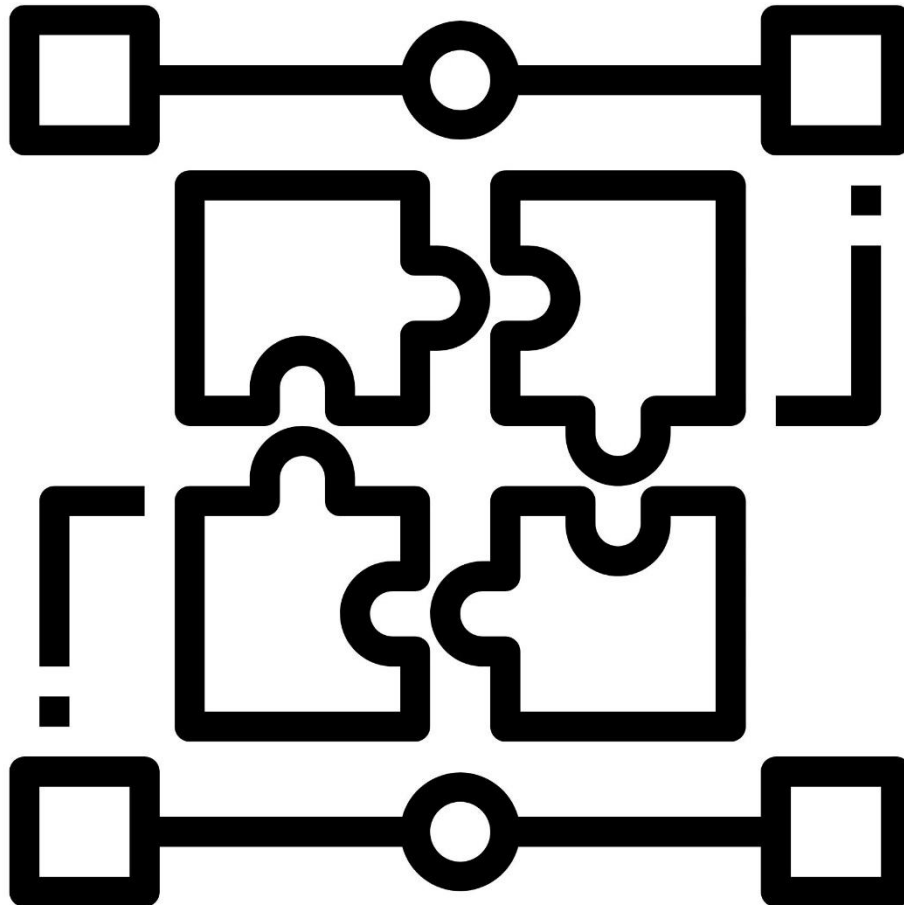
There are several key elements that enable us in the delivery of our strategic plan; our board members who voluntarily give their time to guide the organisation; our passionate staff team who directly deliver all of our services; the community groups with which we work and most importantly, the individuals who place their trust in us so that we can best support them to achieve their potential. We are also grateful to our funders for supporting us on our mission.

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STRATEGIC PLANNING PROCESS



Every effort has been made to develop a strategy that is ambitious, achievable and directly reflective of what SWIC community feel is required for the area to progress during the years 2024 – 2028. To this end two separate questionnaires were developed and distributed to SWIC community members and partner organisations in early 2023 which posed a series of questions designed to understand sentiment about local need and opportunity. The answers from 98 responses were collated into a series of documents which, along with research of relevant Central Statistics Office (CSO) data, policy and academic papers informed two joint organisation meetings facilitated by Caroline McCamley in February and July 2023.

The output of these sessions was shared and pre-approved by Robert Emmet CDP and SICCDAs Boards during 2023 Board meetings. This Strategy was formally adopted by the board of The Liberties Community Project at the organisations first AGM in October 2024.

OUR STORY TO DATE

Robert Emmet CDP & SICCD A- Our story to date

This strategic plan marks a transformative juncture in the shared vision and work that Robert Emmet CDP & SICCD A have brought to the community of South West Inner City (SWIC) Dublin since 1980 and 2003 respectively.

Since 2003 Robert Emmet CDP has carved pathways toward social justice, economic empowerment, and community resilience through the delivery of charitable services, delivery of citizen participation projects, delivery of social economy projects and strategic advocacy and policy work that has delivered tangible results for local community members.

South Inner City Community Development Association has been a stalwart presence in SWIC since 1983 and was one of the first community development projects of its type in the country. The impact of SICCD A is not just measured in positive outcomes for individual beneficiaries but in how the organisation has helped shape the framework for community development organisations more generally.

The amalgamation of these two organisations as The Liberties Community Project is more than a union; it is a fusion of expertise, experience, and ethos. This strategic plan serves as a roadmap for the future, outlining a collective commitment to fortify the Liberties community through an amalgamation that amplifies strengths, addresses gaps, and charts a course toward holistic development.

The rationale for this amalgamation is deeply rooted in a shared understanding that collaboration is the key to unlocking new potentials. The challenges and opportunities faced by the Liberties community are multifaceted and demand a comprehensive approach that harnesses the strengths of both entities. By combining forces, The Liberties Community Project is poised to not only continue the impactful work of its predecessors but to elevate it to new heights.



RECDP & SICCDA IMPACT 2020 – 2023

1

We have succeeded in completing the amalgamation of two historic inner city community development projects to form The Liberties Community Project.

2

We have succeeded in diversifying our funding basis so that our reliance on core statutory funding grants has been lessened.

3

We have increased the number of our core SICAP 'beneficiaries' from 170 to 220

4

We have established a new Integration Programme serving South West Inner City Dublin's migrant population. Programme includes Delivery of a curriculum of 23 weekly education classes and activities, operation of an open kitchen facility providing IPAS clients with access to cooking facilities, operation of an Employment Training Programme, operation of Ukrainian language social history walking tours of Dublin 8, delivery of out of term camps for young people and facilitation of advice clinics.

5

We have significantly increased our profile in the media and other public fora providing leadership, insights and balance in relation to housing, planning and development and early years questions in particular.

6

We have been at the forefront of the establishment of several collaborative projects including Oliver Bond Regeneration Forum and Marshalsea Barracks. In addition we continue to deliver co-ordination function for CORN, an amalgamation of 48 SWIC based community groups.

7

We responded to community need quickly and effectively during a particularly turbulent period- RECDP established a Community Food Programme in response to Covid that provided 53,000 kgs of food at a total value of €190,000.

8

We have restructured our team to meet increased demands while not affecting any of our key services

MISSION

Deliver a variety of programmes that service local need, provide opportunities for community members to participate in decisions that affect them and foster collaboration in order to build a strong community where everyone is heard and no one is left behind

VISION

A resilient and vibrant community in the heart of Dublin



PILLARS OF WORK

HOUSING AND POLICY	COMMUNITY DEVELOPMENT	AFTER SCHOOL
<p>Development of Surveys & Reports on Housing Conditions</p> <p>Support of Residents Associations</p> <p>Advocacy and Lobbying</p> <p>Support of individuals</p> <p>Data development, analysis and production of reports on resourcing in the SWIC</p>	<p>Drop in</p> <p>Group Support</p> <p>Community Consultations and Facilitation of Active Citizenship Opportunities</p> <p>Delivery of Curriculum of Adult Education Classes</p>	<p>Delivery of Afterschool Programme for 150 young people aged between 7-12</p> <p>Family Outreach Summer and Halloween Camps</p> <p>Food Provision</p> <p>Sporting, Music etc Instruction</p>
SOCIAL ENTERPRISE	INTEGRATION	COMMUNITY EMPLOYMENT
<p>In Our Shoes Walking Tours</p> <p>Bee8</p> <p>Accessible training opportunities</p> <p>Employment Opportunities</p> <p>Improvement of local environment</p>	<p>Adult Education Classes</p> <p>Supporting Individuals Access Rights</p> <p>Childrens Activities</p> <p>Employment and Professional Training Support</p> <p>Delivery of Integration Events</p>	<p>Providing 20 places on community based work and training programme</p> <p>OLIVER BOND REGENERATION</p> <p>Co-ordination of Oliver Bond Regeneration Forum</p>

PRINCIPLES OF THE STRATEGIC PLAN

EMPOWERMENT

We believe in empowering individuals and families to take control of their lives and reach their full potential by providing access to resources, education, and support

INCLUSIVITY

We are committed to creating a welcoming and inclusive environment where everyone feels respected and valued, regardless of their background, race, ethnicity, gender, or sexual orientation.

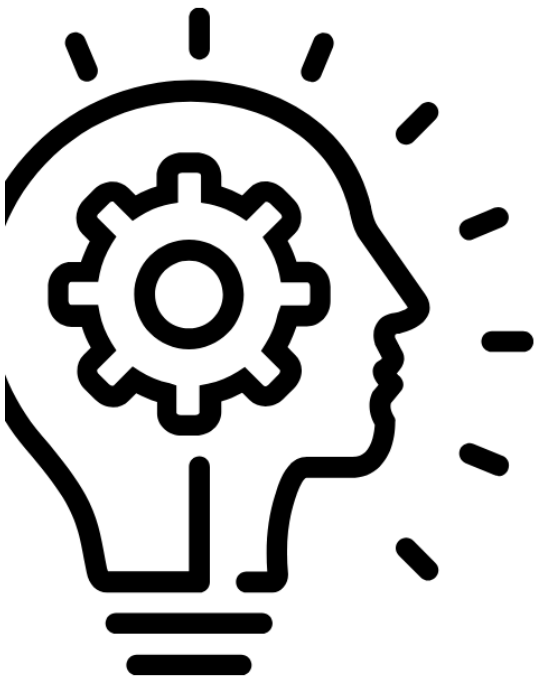


COLLABORATION

We believe that partnerships and collaboration are essential to achieving our mission, and we actively seek to work with other organisations, government agencies, and community groups to create positive change.

INNOVATION

We embrace innovation and creativity in our approach to addressing the challenges facing our community, and we are always seeking new and effective ways to improve our programs and services.

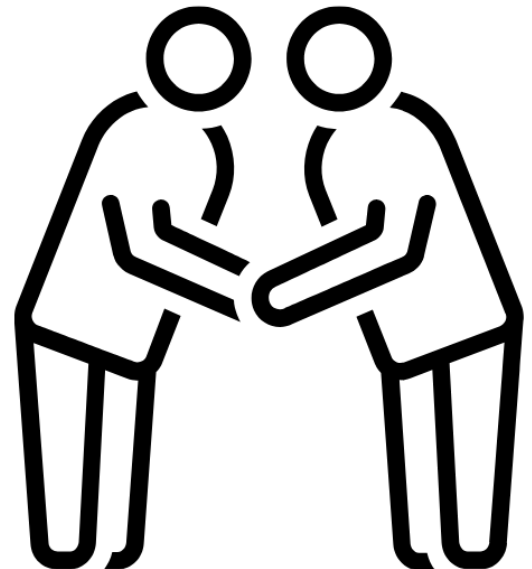


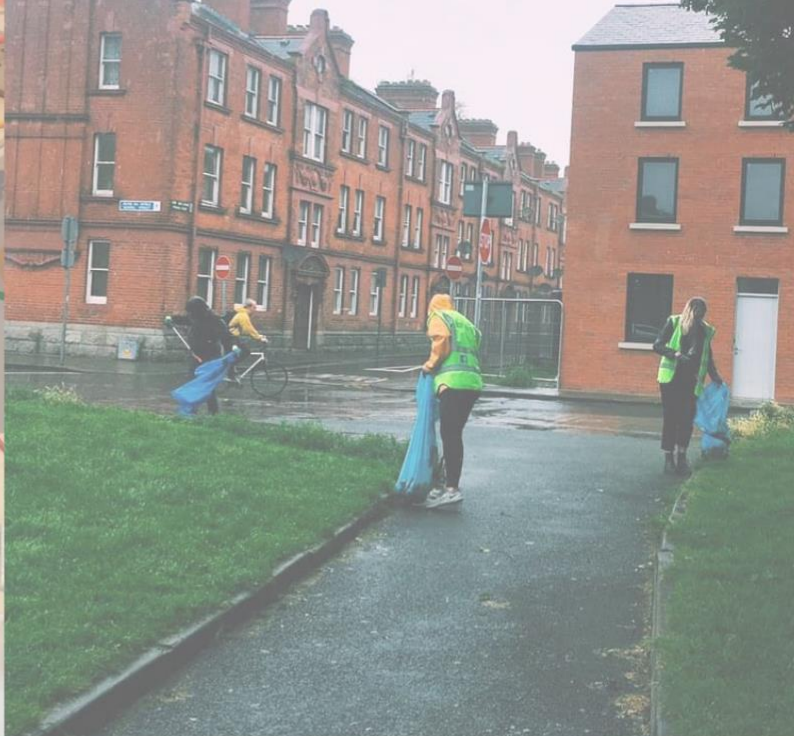
ACCOUNTABILITY

We hold ourselves accountable for our actions and decisions, and we strive for transparency, fairness, and ethical behavior in all our activities.

RESPECT

We believe in treating everyone with respect and dignity, and we value diversity and cultural differences as a strength of our community.







STRATEGIC OBJECTIVES AND KEY ACTIONS

1

OBJECTIVE

GROW CAPACITY OF CORE CHARITABLE PROGRAMMES

WHY THIS IS IMPORTANT

The Liberties Community Projects mission tasks us to deliver a variety of programmes... 'To serve local need'. The delivery of core charitable programmes is necessary to establish a secure baseline of wellbeing for community members and establish connectivity and trust from which to build more ambitious capacity building projects

Action	KPI	Timeline
Assess impact of current service delivery	Develop survey to be completed by at least 100 centre users Measure output of services by measuring outcomes achieved	Q4 2025
Implement an engagement strategy for potential centre users	Develop referral pathways with appropriate services Improve all digital platforms managed by the organisation Advertise services digitally; daily posts across 4 social media channels Publish and distribute quarterly newsletter	Q4 2025
Collaborate with other local service providers to ensure maximum efficiency of services	Develop referral pathways with at least 10 services Develop gap analysis of local services Develop joint funding applications Develop surveys and share research on community need	Ongoing

Social enterprise revenue to support cost of core charitable programme delivery	Social enterprise revenue to comprise at least 25% of total revenue	Q4 2027
Secure more streamlined funding arrangements with relevant departments	Secure more streamlined funding arrangements with relevant departments	Ongoing
Develop a diverse and broad funding base	15% of total revenue to be raised through philanthropy and strategic partnerships Core charitable funding to be reduced to make up 60% of total revenue	Q4 2027
Mobilise local community groups and residents associations to help secure public and political support for appropriate funding of services	Newsletters are shared with local groups on funding opportunities and local need	Q1 2026

2

OBJECTIVE

SUPPORT PARTICIPATION IN COMMUNITY AND CIVIC LIFE AND DECISION MAKING

WHY THIS IS IMPORTANT

A community development organisation like The Liberties Community Project can only power the common good through the active participation of people. This involvement is a unique, precious and transformative contribution that benefits everyone. We believe that a healthy community results from a vigorous and positive interplay between representative and participative democracy.

Action	KPI	Timeline
Deliver initiatives to promote active citizenship	Facilitate voter registration and voter information events.	In advance of elections
	Develop at least 1 significant community project per annum e.g. 'Reimagine Marshalsea'	Ongoing
	Facilitate at least 1 community clean up day annually	Ongoing
	Provide free space to local groups	Ongoing
Develop opportunities for volunteering within the organisation	Work with Volunteer Ireland to advertise volunteering opportunities	Ongoing
Advocate to ensure that relevant statutory agencies provide opportunities for effective active citizenship	Grow existing innovative projects e.g. Reimagine Marshalsea	Ongoing
	Advocate for the launch of new innovative projects (e.g. Participatory Budgeting) and facilitate any potential local delivery	Ongoing



OBJECTIVE

ENSURE THE LIBERTIES COMMUNITY PROJECT HAS THE STRUCTURE, CAPACITY AND RESOURCES TO DELIVER THIS PLAN

WHY THIS IS IMPORTANT

In order for us to deliver the optimum change fir the SWIC community we need to find an effective way of translating our ambition into tangible and measurable impacts.

Action	KPI	Timeline
Be compliant with relevant practice standards for charities: the Governance Code, the Statement of Good Practice in Fundraising and the Statement of Recommended Practice (SORP) for finance and activity reporting	Compliance with Governance Code	Ongoing
	Compliance with the statement of good practice in fundraising	Ongoing
	Compliance with SORP financial accounting	Q1 2025
Ensure Transparency	Ensure up-to-date organisational information is easily found on our website.	Ongoing
Develop and implement a best practice HR strategy for the organisation for the period to 2028	Employee handbook updated on an annual basis	Ongoing
	Staff contracts reviewed on an annual basis	
	Annual two-way staff appraisal	
	Staff input into organisational design sessions	
Ensure Board Capacity to anticipate and deliver on	Review Board Membership	Q1 2025

strategic needs 2022- 2024 and beyond	Conduct gap analysis on board skills	
Ensure that forecast operations are practical and deliverable	Produce annual operations plan and budgets that underpin the plan.	Q1 2025
Measure effectiveness of Plan	Develop and implement a framework and indicators for monitoring and assessing the effectiveness of this plan.	Q1 2025
Renew Lease on 3 Usher Street and Secure Lease on Bridgefoot Street Court and secure funding to develop the same	Secure funding to meet increased cost of 3 Usher Street Lease	Ongoing
	Develop lease on Bridgefoot Street Court	Q1
	Secure funding to develop Bridgefoot Street Court	Q2 2026

4

OBJECTIVE

GROW SOCIAL ENTERPRISE OFFERING

WHY THIS IS IMPORTANT

Social Enterprise offers opportunity for The Liberties Community Project to deliver on our charitable vision and mission in new and innovative ways. It allows us to create education and employment opportunities for local community members directly. It provides a community with opportunities to take control of its own narrative and generate value directly. It provides The Liberties Community Project the means to generate revenue to cover costs of delivering services and move towards diversification of funding streams.

Action	KPI	Timeline
Enhance existing social enterprises	Develop 3 new services offered by existing social enterprises e.g. Beekeeping Experiences, additional thematic walking tours, development of environmental sensors	Q 4 2026
Enhance opportunities for engaging in circular economy	Develop 30 training and 5 employment opportunities through enhanced social enterprise sales	Q 4 2025
Promote, support and celebrate other social enterprises	Buy products and promote at least 3 local social enterprises Advertise work of relevant social enterprises	Q 3 2025 Ongoing
Increase Social Enterprise Revenue	Develop Advertising and Marketing Plan Improve online sales platforms	Q3 2025 Q2 2025
Increase Philanthropic Revenue	Research appropriate opportunities Develop social enterprise prospectus for potential philanthropic supporters	Q2 2025 Q1 2025
Improve partnerships with private business / statutory agencies operating in the South West Inner City	Develop prospectus	Q1 2025 Q1 2025

	<p>Support at least 3 local businesses deliver on CSR promises</p> <p>Become lead D8 community partner to allow statutory agencies deliver on national strategy e.g. Biodiversity (related to Bee8)</p>	Q1 2025
Identify opportunities for the development of future social enterprise projects	<p>Research local need to inform appropriate SE</p> <p>Identify key assets required to deliver new SE</p> <p>Engage appropriate supporters</p>	<p>Q 4 2025</p> <p>Q4 2025</p> <p>Q4 2025</p>
Promote, support and celebrate social enterprise as an innovative community development methodology	<p>Actively communicate positive stories on social media</p> <p>Publish documentary on social enterprise offering</p>	<p>Ongoing</p> <p>Q4 2025</p>

5

OBJECTIVE

POLICY AND CONSULTATION WORK

WHY THIS IS IMPORTANT

The Liberties Community Project are trusted by the SWIC community and well positioned to act as a conduit between community and statutory organisations to assess current levels of need in the SWIC and develop a fact based approach to the evolution of future policies and development plans governing the area.

The organisations successful delivery of 'Consultation on the Proposed Development Plans in Oliver Bond House, facilitation of TCD's 'Respiratory Illness Among Residents of Oliver Bond House' as well as the delivery of several surveys and associated reports- and the positive outcomes related to the publication of these publications- indicate the importance of this work continuing and growing into the future.

Action	KPI	Timeline
Develop an understanding of the appropriateness of policy and development strategies as they apply to the SWIC	Produce a tri- annual community needs analysis document	Q4 2025
Input into consultations on Proposed Development Projects	Deliver at least 2 community workshops on proposed development projects / relevant strategies annually	Q4 2025
	Develop and publicise reports on workshop outcomes	Q4 2025
Develop Expertise in Delivering Consultations on Public Realm Development Projects	Deliver at least one consultation annually	Q3 2024
Lobby / advocate elected representatives based on community need	Ensure at least 4 fact informed PQ's are brought forward annually	Ongoing
	Develop at least 1 targeted media campaign based on research / report findings annually	Ongoing
Support local participation in electoral politics	Deliver voter registration events	In advance of elections
		In advance to elections

	Develop and share information booklet on 'How To Vote'	
Engage with Rights Agencies to support work.	<p>Develop referral pathways with at least 4 organisations</p> <p>Facilitate at least 4 annual workshops</p> <p>Develop 1 collaborative project annually</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

6

OBJECTIVE

SUPPORTING ACCESS TO ADEQUATE HOUSING

WHY THIS IS IMPORTANT

The right to adequate housing is provided for in the Universal Declaration of Human Rights, the Covenant on Economic, Social and Cultural Rights and the European Social Charter. This is a basic protection in recognition that a home is central to the dignity of each and every person and a foundation of every person's life.

RECDP's 2021 'Environmental Conditions in Oliver Bond House' report and TCD's consequent 'Respiratory Illness Among Residents of Oliver Bond House' indicate that at least some individuals are subjected to wholly inadequate housing conditions, that it is likely that this has been the case for many years and that this is having a significantly negative impact on the health outcomes for those individuals.

It is vitally important that residents are provided with appropriate support to secure access to healthy and habitable housing to ensure the basis of individual and collective wellbeing.

Action	KPI	Timeline
Develop understanding of SWIC housing conditions	Design, distribute and collate appropriate surveys across in at least 2 social housing complexes	Q 4 2026
	Develop report based on survey results	Q1 2024
Develop Understanding of health implications of housing conditions	Collaborate with relevant health or academic institution to develop understanding of health outcomes of residents in at least 2 complexes where understanding of physical conditions has already been developed	Q4 2025
Publicise Report on SWIC Housing Conditions & Health Outcomes	Engage public representatives and national media in publicising key findings.	Q4 2025
	Support media training for residents associations	Q4 2025

	Support at least 2 additional residents associations establish and manage social media platforms	
Input into the development of appropriate multi stakeholder platforms (including participants from community and statutory organisations)	Lobby for the development of appropriate regeneration fora Support with the development of appropriate TOR, SLA's that underpin the development of appropriate fora	Ongoing As required
Facilitate capacity building training for local residents groups	Deliver human rights based training course to at least 1 residents group annually Provide meeting space for at least 3 residents associations	Q4 2025 Ongoing
Coordinate Oliver Bond Regeneration Forum	Deliver Coordinator Position on Oliver Bond Regeneration Forum	Ongoing
Secure appropriate legal etc support for individual tenants	Provide referrals to appropriate agencies Offer space to appropriate agencies for community clinics	Ongoing Ongoing

7

OBJECTIVE

SUPPORTING INTEGRATION AND INCLUSION

WHY THIS IS IMPORTANT

Community based integration supports clients of international protection services access key rights in their new community, supports with integrating programme participants into the local social fabric and fosters community cohesion between existing populations and clients of international protection services. Delivered appropriately community based integration improves both the overall resilience and success of individual programme participants as well as the host population. The dangers of not making these benefits apparent and not celebrating our shared humanity have been all too apparent over the past twelve months.

Action	KPI	Timeline
Provide and support access to relevant adult education classes	Classes delivered across 10 subjects on a weekly basis	Ongoing
	Support with success referral to organisations wider curriculum of adult education classes for at least 10 pax p/a	Ongoing
	Provide successful referral of at least 20 pax p/a to adult education classes delivered by CDET and similar providers operating in the area	Ongoing
Delivery of Employment Supports	Facilitation of bi-annual 'Employment for Life'	Ongoing

	<p>programme for a total of 30 pax p/a</p> <p>Delivery of monthly CV Workshop and Interview Preparation Workshops for a total of 180 pax p/a</p> <p>15 pax to be supported into employment p/a</p> <p>Support with developing business plans and accessing self employment opportunities to 5 pax p/a</p>	<p>Ongoing</p> <p>Q4 2025</p>
Supporting Individuals Access Rights	<p>Delivery of weekly clinics for 18 pax per week.</p> <p>Facilitation of quarterly group sessions with Citizens Advice with translator available for 40 pax p/a</p> <p>Referrals to relevant professional services</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Cultural Integration	<p>Delivery of monthly Cultural Integration Workshops for c 60 pax p/a</p> <p>Delivery of weekly translated 'In Our Shoes Walking Tours' social history walking tours of The Liberties for c 10 pax p/w</p>	<p>Ongoing</p> <p>Q1 2025</p>
Activities for Young People	Deliver a curriculum of classes across 6 subjects	Ongoing

	<p>Deliver at least three seasonal activities- e.g. summer, Halloween etc camps</p> <p>Provide successful referral of at least 5 individuals into organisations own afterschool programme or local schools</p> <p>Support successful referral of at least 20 pax p/a into suitable locally delivered youth activities</p>	<p>Ongoing</p> <p>Q4 2025</p> <p>Q4 2025</p>
Capturing Programme Impact	<p>Develop an Integration Programme Prospectus</p> <p>Develop Annual programme reports capturing programme impact</p>	<p>Q1 2025</p> <p>Q4 2025</p>
Access Appropriate Resources to Sustain and Grow Programme Impact	<p>Access Alternative Property to ensure the appropriate delivery of such a high level of activity</p> <p>Access additional funding to support salary funding for a second individual on the programme</p> <p>Access additional funding to support making payments to tutors</p>	<p>Q2 2025</p> <p>Q4 2025</p> <p>Q4 2025</p>



How Will We Know If We Have Been Successful

It is a challenge to monitor, measure and describe the benefits that an organisation delivers for the common good. To overcome this challenge, we will employ a best practice, evidence-based approach to demonstrating what we do, why it's necessary and how it makes a difference in the SWIC. Our performance in relation to this strategy will be reported on an annual basis in our annual report.

We also aspire to evidence of our work being borne out in real terms in the more equitable provision of resources in the SWIC and the more active participation of a wide array of stakeholders in relevant SWIC decision making for a. For this plan to be a success it requires buy in and support from a wide variety of stakeholders. To this end, we will be inviting potential collaborators who share our objectives to engage with us so that we can build collaborative work programmes that ensure 'everyone is heard and no-one is left behind.'





THE LIBERTIES COMMUNITY PROJECT IS A PROUD MEMBER OF DUBLIN CITY COMMUNITY COOP

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Dublin City Council



An Roinn Coimíre Sóisialaí
Department of Social Protection



An Roinn Tithíochta, Rialtais Áitiúil agus Oidhreachta
Department of Housing, Local Government and Heritage



An Roinn Leanai, Comhionannais, Michumais, Lánpháirtíochta agus Óige
Department of Children, Equality, Disability, Integration and Youth