



# Strategic Plan 2018 – 2020

Believing in the power of communities

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## Chairperson's Address



Colleagues it is with great pleasure and a sense of pride that we present the SICCDA strategic plan for 2018 to 2020.

Many will be aware that recent years have been challenging for SICCDA. Changing funding structures, changing community demographics, changes in staffing and board membership have all led to the need for SICCDA to seriously and strategically review its purpose and position within the community.

Rather than regress, the Board has made a conscious decision to re-energise SICCDA and thereby ensure its survival for many generations to come. This is in fact the core aim of this strategic plan.

SICCDA has always played a pivotal role in the development of the South Inner City and Liberties area of Dublin. Through advocating the importance and potential of the area, delivering on its commitments and providing meaningful and well-run programmes SICCDA is held in high regard by its funders and key stakeholder. However, the same may not be the case with the local community. The Board and I are committed to addressing this deficiency in the coming months and years and are now appealing to you to get involved in your association.

When people hear of SICCDA in 2020 it is our aspiration that they will feel as if they have a strong affiliation to it and view it as their association. An association of important value to the community and one that represents their voice. We want SICCDA to again be the upholder of all that it is good about the Liberties.

Over the coming years we will deliver on this strategy. While funding will of course be an issue, the Board has where possible tried to ensure all activities within this strategy are delivered in a self-funding model.

We hope you will join us in this important journey.

A handwritten signature in black ink that reads "Martin Cowley".

**Martin Cowley**

Chairperson of the Board

## Introduction

Established in 1982 by local residents to create a better community for those living in the Liberties area of Dublin, almost 40 years later SICCD A has a necessary and crucial role to play in south inner-city community development. The initial drive behind the creation of SICCD A came from the community with the single purpose of bettering the community for all. Formed as a community development association, SICCD A's purpose was and remains, about helping create and maintain a community where people, particularly those who historically have been most excluded, feel valued, welcomed, and useful.

Since 1982 while much has changed in the Liberties, financial investments, property development, growing populations, increased multiculturalism etc., some would argue much has remained the same. Issues of social inclusion, poverty, homelessness, substance abuse all remain a concern for local residents.

Since formation, SICCD A has grown from strength to strength with the establishment and continuing progression of meaningful projects that address specific community needs. Projects and programmes such as: Life Skills, Job Club, Community Employment Scheme, After Schools Project, Community Development Programme and Liberties Club (GYDP), all assist in addressing specific needs within our community. SICCD A has also driven the vibrant annual community Liberties festival.

SICCD A employs 45 staff of which approximately 20 are community employment positions. Our main office is in 90 Meath Street and our staff operates across 9 locations. SICCD A's legal status is a company limited by guarantee, without share capital and with charitable status.

However, as always funding will be an issue. In this document we have as far as possible put together a Plan which would be self-funding. Despite this we will constantly be seeking streams of funding from the state which will improve the services in the Liberties.

The next three years will require that SICCD A evolves to meet the needs of the Liberties' changing population, while at the same time responding to increasing governance and financial challenges. This document sets out how we propose to achieve this.



## SICCD A

### A VISION FOR THE LIBERTIES

SICCD A believes in the power of people and communities and strives to support the greater Liberties area to be empowering, diverse and inclusive.

### OUR ROLE

SICCD A's mission is to support, and advocate on behalf of, the community by providing quality resources and services that address challenges that impact the community.

## Our Funders

SICCCA projects are funded and supported by a variety of government departments/agencies and structural funding mechanisms. For many of these projects SICCCA formally proposes or tenders for the activity.

SICCCA would like to thank the following agencies for their funding and support for our various community-based programmes:



We would also like to acknowledge support from the following departments/agencies and local business who contribute in so many ways to support SICCCA's work in the community.



## Consultation Process for Strategic Plan

To be a truly meaningful process strategic planning must involve considerable consultation and engagement with key stakeholders.

During 2015 and 2016 SICCDA facilitated considerable consultation with the following groups so as to inform the Board's strategic planning process and to identify from our stakeholders SICCDA key Strengths, Opportunities, Weaknesses and Threats (SWOT).

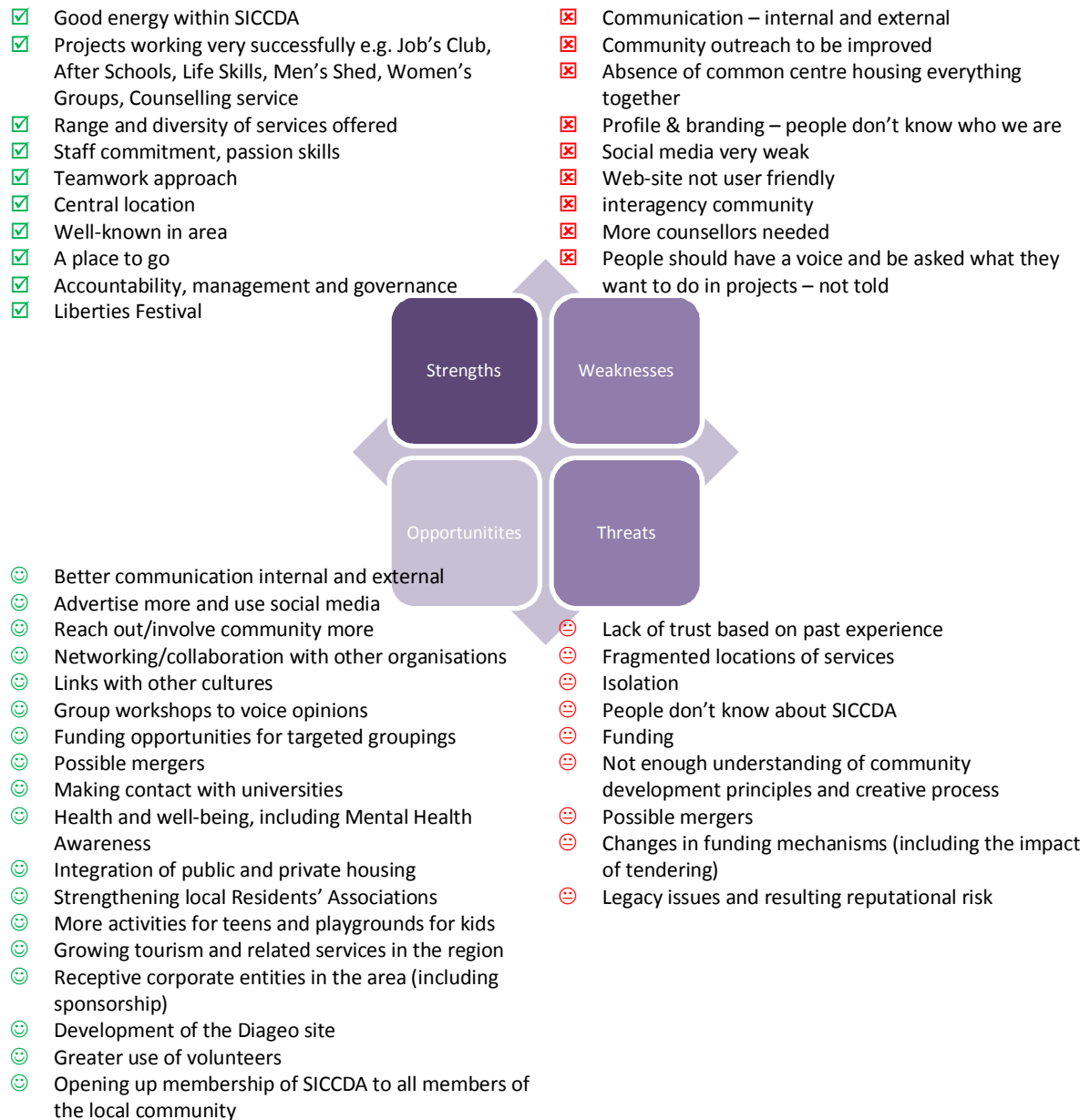
- SICCDA management team
- SICCDA staff in cross-programme sub-groups and workshops
- The Board, including presentation and discussion of feedback from staff workshops
- Key external stakeholders, funders, providers, etc.
- Public community consultation evening in National College of Art and Design (NCAD)
- Various service user groups including Men's Shed, Women's Group, Youth Group and the Over 55's

This process was facilitated by an external organisational development consultant. The output from these consultations have resulted in a summary SWOT analysis from a stakeholder perspective and the aspirations of each of these groups for the future of SICCDA form the bedrock upon which this strategic plan is based.

SICCDA sincerely thanks all of those who consulted on this and we look forward to working with you all in the delivery of this strategy.

## SICCD A SWOT

To better understand how SICCD A is viewed by users and other stakeholders and to inform the strategic planning process the SWOT analysis conducted during consultation is presented below.



From this SICCD A has developed a set of core values and principles to guide how we perform our activities.

## SICCDA Values

SICCDA strives to work to a set of values that reflect the essence of what SICCDA espouses to be and is concerned with, namely community and community development.

These core values will be embedded within all our activities, how we work with staff and how we engage with the community and our stakeholders. These values are:

- **Participation:** SICCDA promotes the right of people to be involved in decisions that affect their lives, and encourages them to participate in the making of these decisions
- **Collective Action and Solidarity:** SICCDA get results by acting together with others for the common good of the community. By building connections to work with others to achieve our mutual goals
- **Accountability, integrity and transparency:** SICCDA is open, transparent and answerable to our members
- **Equality:** SICCDA is committed to equal rights and equal treatment for all people and value diversity and difference



These values will guide us in the delivery of the strategic goals of this three-year strategy.

SICCDA's previous plan identified a number of target groups for support through six key areas of work. These were:

1. Expanding support for project/interventions working with children at risk
2. Evolving the early school leavers support mechanisms we offer



3. Expand jobs creation and placement programmes
4. Develop an older person's rights forum
5. Expand our work on environmental sustainability within the community
6. In partnership with relevant bodies and stakeholder establish a social inclusion forum

While these key targets may not have progressed to completion as planned in all areas, much progress has been made on each. The underlying philosophies of these are being incorporated into this new strategic planning process.

## SICCD A Strategic Goals 2018-2020

While there are multiple priorities that could be identified for SICCD A to achieve over the coming three to five years, this strategic planning process has enabled the Board and management to identify four key areas to prioritise. These can be classified as Community Engagement, Networking and Collaboration, Service Provision and Governance:



In essence to continue to grow SICCD A over the coming years must re-establish itself as the key community development association for south inner-city Dublin and this can only be achieved if we:

- Re-establish and evolve our **community engagement** so as to enable the creation of an empowering culture within the Greater Liberties Area.
- Continue to provide and expand our **quality services** and programmes to meet the changing needs of the community.
- Reinforce our **governance structures** to have a sustainable, transparent and trustworthy organisation.
- **Network, collaborate** and consult with other community groups and stakeholders to ensure the Greater Liberties Area is well represented in policy making with local, citywide and national government.

## SICCD A Objectives 2018-2020

From the preceding strategic Goals SICCD A has devise a number of objectives to help us achieve these goals.

Goals	Objectives
<b>Re-establish and evolve our <i>community engagement</i> so as to enable the creation of an empowering culture within the Greater Liberties Area.</b>	<p>CE1: Build a programme of regular consultation with the community</p> <p>CE2: Create community-based working groups to support the implementation of the Strategic Plan made up of people in the community and service-users</p> <p>CE3: Build SICCD A's presence and profile through a range of communication channels</p> <p>CE4: Have representation from different neighbourhoods on SICCD A working groups</p> <p>CE5: Explore the development of a Liberties community centre in partnership with community stakeholders and funders</p> <p>CE6: Proactively communicate with the community through newsletters, social media and the SICCD A webpage</p> <p>CE7: Being an advocate for improved education opportunities. Explore setup education bursaries with the help of interested benefactors</p> <p>CE 8: Engage a researcher to assess the needs of the community</p> <p>CE 9: Explore small grants to local enterprises</p> <p>CE 10: Providing assistance to parents of small children</p>
<b>Continue to provide and expand our <i>quality services and programmes</i> to meet the changing needs of the community.</b>	<p>QSP1: Ensure all programmes research and consult on the needs of its target group</p> <p>QSP2: Ensure all programmes are participant-centred in meeting the needs of the target group through the design, delivery, monitoring and evaluation of programme</p> <p>QSP3: Ensure compliance to relevant Quality Framework and guidelines for programme delivery</p> <p>QSP4: Ensure all programmes encourages a team-centred approach through staff development and leadership</p>

Goals	Objectives
	<p>QSP5: Develop new programmes relevant to the community. This may include collaboration with other relevant service providers in the area of poverty, homelessness and deprivation</p> <p>QSP6: Actively peruse new sources of funding and/or partnership arrangements for programmes</p>
<p><b>Reinforce our governance structures to have a sustainable, transparent and trustworthy organisation.</b></p>	<p>GS1: Develop a funding strategy for SICCD A</p> <p>GS2: Develop a social enterprise programme</p> <p>GS3: Develop clear structures for the implementation and accountability of the Strategic Plan</p> <p>GS4: Create a culture of leadership and empowerment within SICCD A through training and communications</p> <p>GS5: Produce an Annual Report and host a public AGM</p> <p>GS6: Ensure board composition is regularly updated and maintains a community majority</p> <p>GS7: Continue to progress towards full compliance with new Charities' regulations</p>
<p><b>Network, collaborate and consult with other community groups and stakeholders to ensure the Greater Liberties Area is well represented in policy making with local, citywide and national government.</b></p>	<p>NC1: Build and strengthen relationships and partnerships through networking and collaboration</p> <p>NC2: Identify key issues in the Greater Liberties Area and advocate for change</p> <p>NC3: Represent the Greater Liberties Area on relevant policy, decision-making and consultative structures</p> <p>NC4: Consider and assess the need to establish a new position within SICCD A focusing on community research</p> <p>NC5: Explore possible collaboration/mergers/realignments with other similar associations in the area to ensure economies of scale and co-ordinated community development</p>

## Implementation of Our Strategic Plan

SICCCA is committed to making this Strategic Plan a reality. We therefore intend to involve our service users, staff and the wider community in its implementation and ongoing evaluation. We will do this through Working Groups and an annual implementation action plan which will be reported on at our AGM.

All objectives will be developed into work plans and managed centrally through the Chief Executive's Office. Regular updates will be available through our web-site and social media.

Please contact us if you want to get involved. This is an ACTIVE Plan and we want everyone to get behind it and hold us to account!

## Appendix One: SICCD A Programmes

Over the years SICCD A has developed in partnership with the community and funders a number of very successful programmes:



### Community Development Programme

SICCD A's Community Development Programme supports members of the community to recognise and develop their ability and potential, and to organise themselves to respond to the issues in which they share. Our aim is to support the establishment of a strong community that uses its strengths to promote social justice, improve quality of life and to shape and determine change in their own community. Our team is made up of a community development manager and 4 locally based community development workers. Engaging in regular community outreach has enabled our team to establish and maintain a number of community groups. Our holistic approach ensures that our group members engage in activities that increase confidence and self-esteem, promote positive mental health and well-being and provide alternative educational experiences. Currently the project includes:

**The LIBERTIES**  
**YOUTH**  
group

**The LIBERTIES**  
**women's**  
group

**The LIBERTIES**  
Men's Shed

**The LIBERTIES**  
**over 55's**  
SOCIAL CLUB



## COMMUNITY EMPLOYMENT



SICCCA facilitates Community Employment Programme in the Liberties area offering 20 placements. Its aim is to help long-term unemployed people to re-enter the active workforce and to break the experience of long-term unemployment through enhanced and meaningful training and development and work experience.

## LIFE SKILLS

The Life Skills Programme is a full-time 48-week course leading to a QQI Level 4 Major Award in Pathways to Employment. The programme aims to provide learners with the skills, knowledge and confidence to go on to further education, training or employment. We work with 15 students, 33 hours a week for 44 weeks a year studying 9 QQI Level 4 modules.



## The After School Programme



SICCCA's After School Programme is a community based part-time after school offering support to 165 children across six local primary schools. We cater for children at risk of early school leaving. We are committed to providing a good quality, child-centered and inclusive service.

Because of some of the challenges in this community additional support is needed at times. Our key objective is for children in the area to achieve their potential. It involves the provision of child care, the need for safe playing areas, the encouragement of school attendance and the importance of home support. Our staff are positive, enthusiastic and provide a number of afterschool programmes that help develop self-confidence and self-esteem in children. These extracurricular activities can help reduce school drop-out rates as well as tackling emotional and behaviour disorders.

The primary benefit of our After School Programme is to engage with children, encourage personal growth, and keep them off the streets. The period directly after school is the most crucial time of the day when young people are enticed to engage in anti-social activities. After School programmes prevent such things by keeping them in a safe environment. The service runs until 6.00pm each day over 50 weeks of the year. During school mid-terms



and summer holidays we run camps which provides the children with the opportunity to just be children, spend time with their peers, and have fun in a safe environment.

### The Liberties Club - The Liberties Club (GYDP)



The Liberties Club (GYDP) is one of 105 national Garda Youth Diversion (GYDP) Projects located in the Liberties, Dublin 8 catchment area. The Liberties Club (GYDP) is a community-based youth project which provides a range of services designed to enhance the life skills and opportunities for young people in the area, particularly those who are “at risk”.

Programmes are youth-led and designed in consultation with youth participants to meet their specific needs and interests. The Liberties Club (GYDP) strives to support young people in making positive choices in terms of their behaviour, decision-making skills, educational opportunities, and other lifestyle choices.



## Appendix Two: SICCDA Governance

### The SICCDA Board

SICCDA is governed by the SICCDA Board. Board members voluntarily give their time and commitment to SICCDA, so as to ensure it delivers on its mission while being compliant within an increasingly complex regulatory environment.

As of March 2018, the following are Board Members:

Mr Martin Cowley (Chairperson)  
Mr Mark Magennis (Treasurer)  
Ms Carmel Hynes (local resident)  
Mr Denis Murphy (local resident)  
Mr Tommy O'Brien (local resident)  
Mr Darragh Reid (local resident)

It is important to the current Board that its membership be expanded and also that a majority of local community representation is maintained at all time. It is also important that succession planning and appointments to the Board be for defined periods.

During the latter half of 2018 SICCDA will expand its membership and hopes to have a number of appointments formally made at the 2018 Annual General Meeting.

Board Secretariat support is provided by Ms Áine Nally.

### SICCDA Staff

SICCDA employs in the region of 40 staff to run and operate the various project. Funding for these positions are provided for by the project funders. These projects are managed by a designated SICCDA senior manager. As at March 2018 the following senior management positions were in place:

SICCDA CEO: Recruitment underway  
After School Programme: Manager, Eoghan Kennedy  
Community Development: Recruitment underway  
Community Employment: Supervisor, Cara Clancy  
Liberties Club (GYPD): Manager, Mark Dunne  
Life Skills Co-Ordinator: Recruitment underway

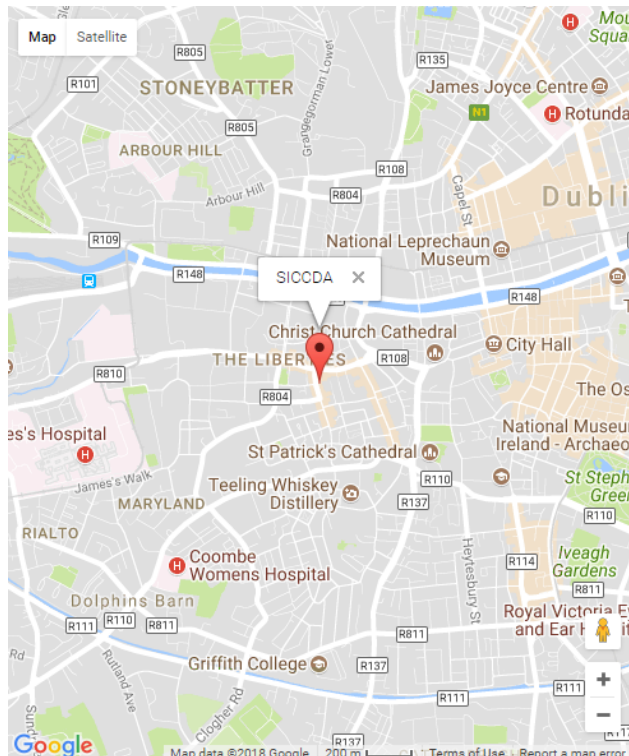
The Board is most appreciative to the management team for their drive and commitment to delivering a SICCDA we can all be proud off.

## How to Contact Us:

90 Meath Street, Dublin 8, D08 TPH9

E: [reception@siccda.ie](mailto:reception@siccda.ie)

T: 01 453 6098



### Opening Hours:

Monday to Friday: 9:00am - 5:00pm.

Closed for lunch: 1:00pm - 2:00pm.

## SICCCA

### A VISION FOR THE LIBERTIES

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### OUR ROLE

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