



**LIBERTIES  
TRAINING CENTRE**

# STRATEGY

**2022 — 2025**

**CDETb**

An Bord Oideachais agus Oiliúna Chathair Bhaile Átha Cliath  
City of Dublin Education and Training Board



Ireland's European Structural and  
Investment Funds Programmes  
2014-2020

Co-funded by the Irish Government  
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An Roinn Breisoidreachais agus Ardoideachais,  
Taighde, Nualaochta agus Eolaíochta  
Department of Further and Higher Education,  
Research, Innovation and Science

# Manager Message

Welcome to Liberties Training Centre's Strategic Plan, a document that sets our strategic direction for the next 3 years.

Our community has changed dramatically in the 36 years since Liberties Training Centre (LTC) opened. We have seen decades of social disadvantage, generational unemployment and widespread drug & alcohol misuse, alongside the expansion of digital technology, a rapidly evolving economy and most recently, a global pandemic. A large proportion of the local population are unable to participate in a meaningful way in the economy.

We believe that increased levels of education and training are required if young people are to access stable, adequately paid employment and benefit from the fruits of economic recovery. Our intention for the next three years is to continue to actively engage the young people in our community in a positive way and act as the centre of personal & professional development to counter the negative social and economic challenges facing our community.

*Leanne Young, Manager*



# Board Message

In the past 3 years, Liberties Training Centre (LTC) has faced huge challenges; a changing demographic, rapidly evolving economy, a pandemic and funding shortages but has continued to deliver high quality education and training. Liberties Training Centre has embraced these challenges, seeing them as opportunities for evolve and adapt.

We're one of 32 community training centres nationally, providing 40 vocational training places out of 1,720 for young people aged between 16-21 years of age. We contributed to the Economic and Social Research Institute (ESRI) Evaluation of the National Youthreach Programmes, published in May 2019, that is continually referenced throughout this strategy. We have designed this strategy as a direct response to the SOLAS recommendations following this evaluation, tailored to the needs of our learners and community, and to fulfil our obligations under the Youth Guarantee to...

*"ensure that all young people under the age of 25 years receive a good-quality offer of employment, continued education, an apprenticeship or a learnership within a period of four months of becoming unemployed or leaving formal education"*

As ever, we enjoy a good relationship with local professionals and employers who value our training and support our efforts. We would like to mention City of Dublin Education & Training Board, our funder, who continues to encourage and support our programmes, the Board members of LTC who give their time voluntarily, TUSLA, Employment Services and all the local community groups.

In addition, we would like to commend the manager and staff for their enthusiasm and input that ensures we have a centre to be proud of. A crisis is the greatest revealer and I'm proud to say that the LTC team proved themselves to be innovative, compassionate and diligent during the Covid-19 pandemic. With such a team we feel confident of facing the challenges of the coming three years and executing our ambition for Liberties Training Centre to become a "Centre of Excellence."

This strategy details the way we shall go forward, and is specific, actionable and accountable. It's an ambitious strategy, changing the way we work and deliver training and hopefully, securing the long-term future of our centre, so that we can continue to support local young people. If there is anything that the past three years have proven, is that organisations that are unwilling to change, are the first to fail. As always, we will hold true to our values, putting the learner at the centre of everything that we do.

*Anthony Joyce, Secretary*



## VISION

All young people have a safe space to grow, learn and reach their full potential.



## MISSION

We empower young people to achieve a brighter future, both professionally and personally, by providing quality education, training and support.

## VALUES



### GROWTH

- We embrace challenges and see them as opportunities to learn
- We are committed to continuous improvement.
- We are curious, ask questions and like to learn new things.
- We measure success as personal growth as well as academic achievement and professional progression.



### COLLABORATION

- We listen to each other and ask for input & feedback
- We work as a team to solve problems.
- We support, respect and value one-another.



### FUN

- We create a fun & stimulating learning space
- We celebrate our wins
- We value creativity and new ideas, we try things out.
- We work hard but have fun doing it.



### INTEGRITY

- We make decisions based on what is best for learners.
- We embrace each other's differences and give all equal opportunity to learn
- We create a safe space for everyone to grow and learn
- We are trustworthy and honest
- We have the courage to speak up when something is wrong.

# A Liberties Training Centre Story

Mostafa came to live in Ireland with his brother in late 2017 from Sudan where he had undertaken one year of high school.

Motivated by an ambition to become an engineer, he started on the QQI Level 3 Pre-Apprentice Engineering course in 2019, aged 18. Mostafa completed this course, as well as the Level 4 in General Learning, which taught him skills in information technology, career development and communications.

Upon finishing in LTC, he started the QQI Level 5 Certificate in Engineering Technology course, in Coláiste Dhúlaigh and has recently graduated with several distinctions. He was supported by a bursary granted by Bricolage, organised by LTC, to finance the initial costs associated with starting college. Mostafa plans to progress to a Level 7 Degree in Engineering at TU Dublin, and is awaiting the outcome of his CAO application.

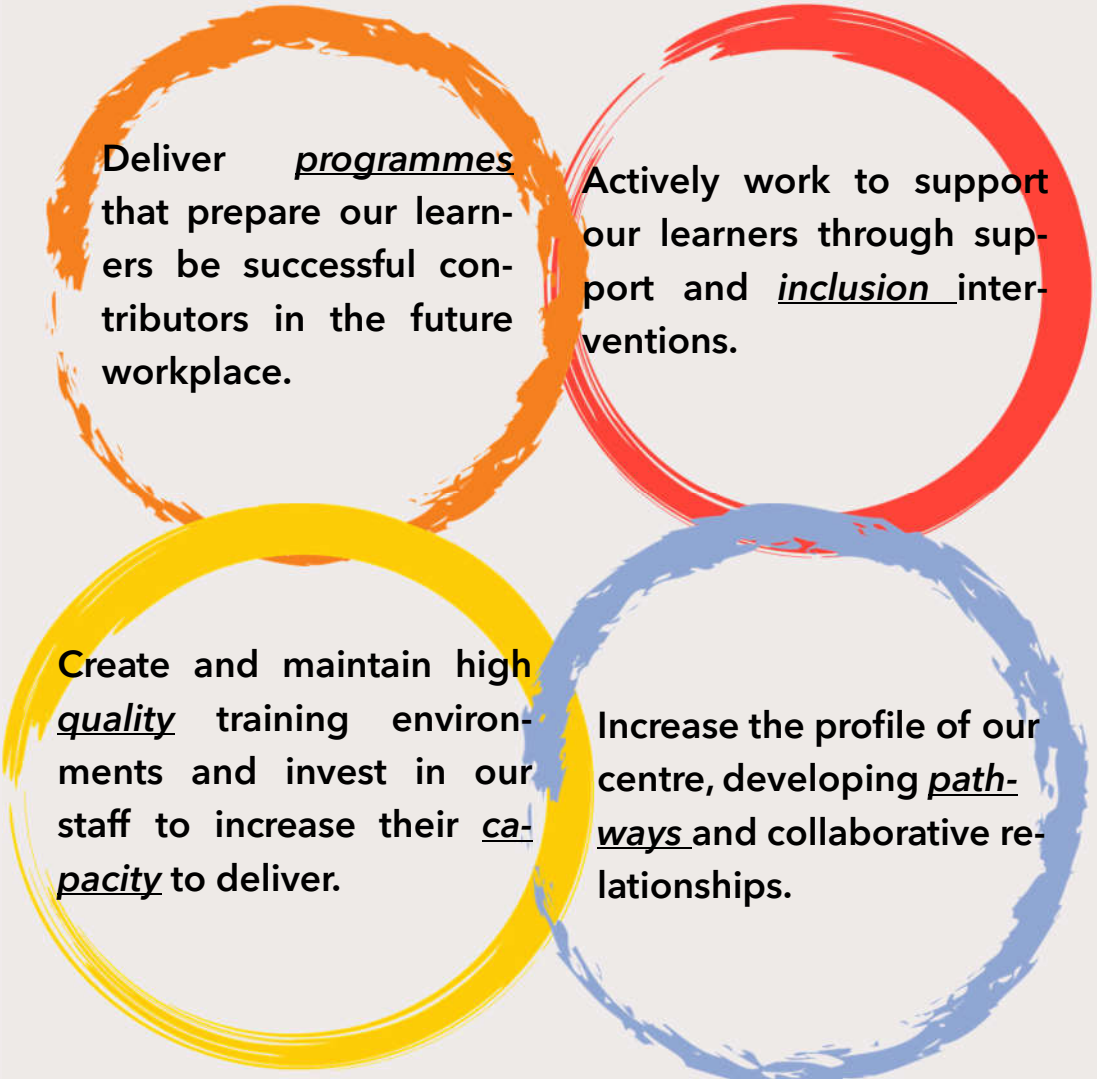
Commenting on his learning experience at Liberties Training Centre, Mostafa said, "It was really hard at the start, but the instructors made it easy for me. When I started, I didn't know the meaning of the words for the tools in the engineering workshop, but I could stay late until I'd learned this. It's great that there is always more than one option, as this means I'm going on to further education now. I'm really thankful to all the staff at Liberties Training Centre."



# Changing World, Changing Skills, Changing Needs, Different Challenges

It's important to us to ensure that our service is still fit for purpose, meeting the ever-evolving needs of our learners, community and the economy. Failure of CTCs to remain relevant, among other issues, has resulted in some losing their standing in the community, struggling to support their learners, provide value-for-money, and in some recent cases, ultimately close. This strategy has been informed by the government strategy, to ensure that we are aware of both community and national needs, and we are adequately preparing our learners to be successful, socio-economically contributors to our future workplaces.

We identified our four strategic priorities which will shape all aspects of our efforts over the next three years:



Deliver programmes that prepare our learners be successful contributors in the future workplace.

Actively work to support our learners through support and inclusion interventions.

Create and maintain high quality training environments and invest in our staff to increase their capacity to deliver.

Increase the profile of our centre, developing pathways and collaborative relationships.



# A Liberties Training Centre Story

Jasmine, a Liberties local, left school at 16 to become a carer for her unwell mother. When mum got better, Jasmine wanted to continue her education, but as she was soon to turn 18, felt she was too old to return to school.

Jasmine joined the Tourism and Hospitality course in Liberties Training Centre in 2018, and has many fond memories of the programme, including an Erasmus trip to Seville where she took part in a work placement in a café, and a tour around the Westin Hotel, as part of her hospitality course.

She graduated with her full QQI level 4 Major Award in September 2019, in time to start a Level 5 Cabin Crew and Tourism course in Liberties College.

Since graduating, Jasmine has worked in the Hospitality Industry in a local hotel in a variety of roles including reception, house-keeping and bar-tending. Currently, she is a fraud analyst in a bank, and has been recently promoted to the investigations team.

Jasmine speaks positively about her experience in Liberties Training Centre, "It's a special place. Keep an open mind, you can't come in with a closed one. Trust your instructors and the process."



# Priority 1: Programmes

What we will do:	What this will achieve:	How we will do this:
Deliver programmes that prepare our learners be successful contributors in the future workplace.	Our programmes will enable our learners to develop the skills, experiences, relationships and behaviours to participate successfully in the workplace, further education and society.	<div>⇒ Develop our key-working, to include a soft-skills framework</div> <div>⇒ Develop an extra-curricular programme.</div> <div>⇒ Deliver agile programme responses to labour market &amp; learner needs.</div>



## Priority 2: Inclusion

### What we will do:

Actively work to support our learners through support and inclusion interventions.

### What this will achieve:

A holistic approach will enable our learners to successfully engage with our programmes, and ultimately, successfully complete their course.

### How we will do this:

- ⇒ Deliver on integrating literacy, numeracy, and digital skills. Provide ESOL support as required.
- ⇒ Nurture our learners providing mental health support, peer mentors, positive role models, and trauma informed practice.
- ⇒ Empower our learners to become self-aware, independent, confident citizens through program interventions.

## Priority 3: Quality & Capacity

### What we will do:

Create and maintain high quality training environments and invest in our staff to increase their capacity to deliver.

### What this will achieve:

Our service will be fit for purpose, preparing learners for the future workplace, and our staff will have the skills to support their needs.

### How we will do this:

- ⇒ Ensure our building and facilities are fit-for-purpose and in line with the standards used in industry.
- ⇒ Invest in our staff, delivering on training and support to enable them to be successful.
- ⇒ Develop our peer-to-peer collaboration, sharing best practice and ideas.

## Priority 4: Profile

What we will do:	What this will achieve:	How we will do this:
Increase the profile of our centre, developing pathways and collaborative relationships.	Secure the long-term viability of the centre and increase the opportunities for our learners.	<div>⇒ Develop pathways in &amp; out from the centre using advocacy, linked work experience and tracking.</div> <div>⇒ Raise the profile of our centre locally and nationally.</div> <div>⇒ Develop collaborative relationships with our stakeholders.</div>



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**Company Number: 357737**

**Charity Registration: 20206273**

**Charity Number: CHY 22918**

