



***Potential moves us.***

***'20 outcomes by 2026'***

Strategic Plan 2021-2026





Let's Do Coffee is the resident Café on site at LEDP servicing both the premises and local community.



Based at LEDP, Lifeline Cardiology Clinic is a well established cardiology clinic for the region.



LEDP contributes to Limerick life in many forms, most recently leading the response to the COVID-19 pandemic by opening Markets Field Stadium to Limerick Fire & Rescue Service.



Family Tree Crèche by LEDP has played a critical role in enabling the local community to go to work, providing a valued childcare service.



The Irish Wheelchair Association opened a purpose built regional HQ at LEDP in 2014.



LEDP is currently part funding the development of the Corpus Christy Family Centre, Moyross.





LEDP part funded the construction of the Southside Child & Family Centre, Roxboro.



UL AccessCampus is unique LEDP and UL partnership initiative, catering for a diverse range of learners, from primary school children to mature learners.



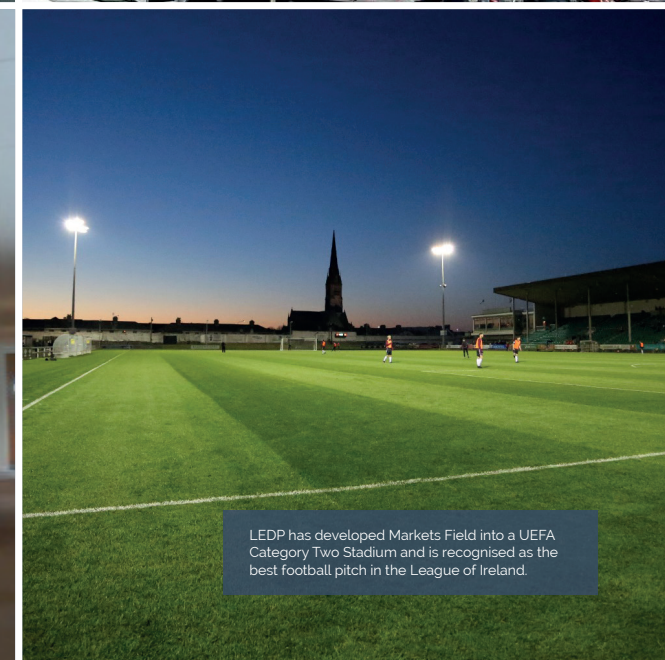
LEDP facilitated the creation of a Limerick City & County Council and Focus Ireland Homeless Hub in Roxboro.



The Hospitality Education and Training Centre (HETC) at LEDP is a European Framework for Quality Management (EFQM) Centre of Excellence.



Virgin Media has operated at LEDP since 2001 with over 350 staff on site.



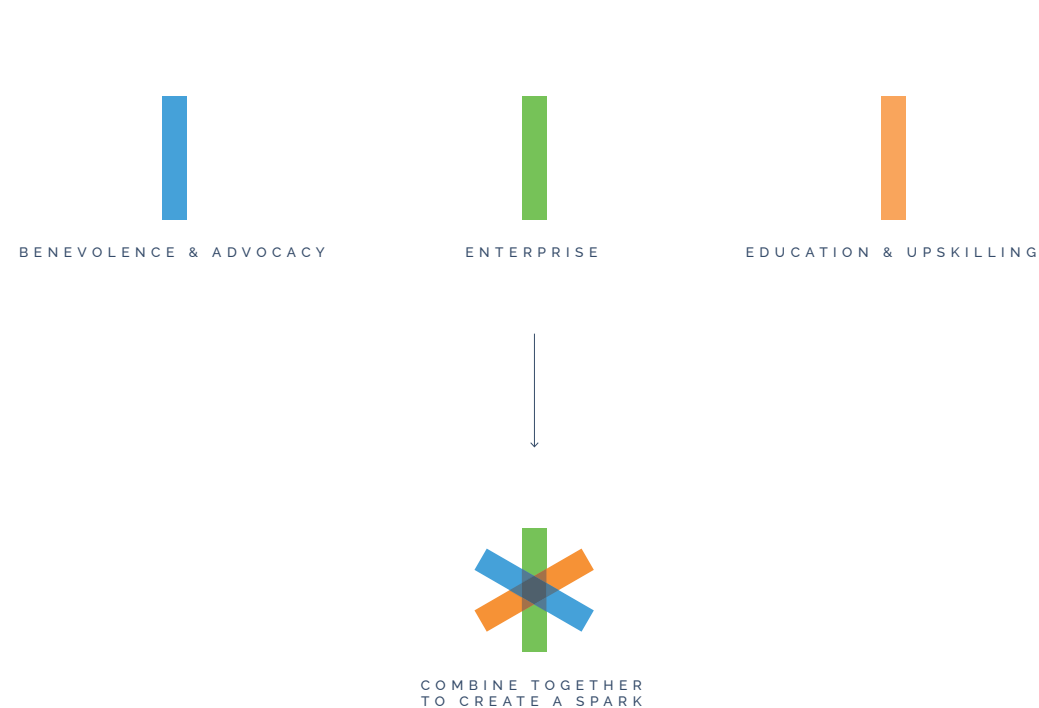
LEDP has developed Markets Field into a UEFA Category Two Stadium and is recognised as the best football pitch in the League of Ireland.

# Who we are

Established in 1999, LEDP is a self funded charity established by determined stakeholders who wanted to see all the people of Limerick realise their potential.

Through enterprise, education and upskilling, benevolence and advocacy, LEDP connects people to opportunities, based on the principal of helping people to help themselves.

In co-signing the Limerick Charter – Commitment to Cohesion and Convergence in 2013, LEDP acknowledges that what we do together is greater than the sums of the parts we play on our own. By continuing to work in cohesion and partnership, the objectives set out in this bold Strategy can be realised, and thus ensure Limerick is a place where everyone can benefit from.





Limerick Enterprise Development Partnership



Markets Field Stadium



Family Tree Crèche





The LEDP Campus boasts a 143-room hotel, retail outlets, vital community services, and a multinational retailer as well as the multiple activities carried out on a daily basis within the LEDP building.

There are now over 1,000 direct jobs supported on the original site, a doubling of the original goal of replacing all of the 500 lost jobs with the devastating closure of the Moulinex-Krups factory. In addition, there are over 150 training and upskilling places filled annually at LEDP by various partners.





# Contents

1	Executive summary	8
2	LEDP's activities	10
3	Chairman's foreword	12
4	Chief Executive's message	14
5	Mission and Vision	18
6	Our strategic priorities	21
7	Our values	24
8	Governance	26



1

# Executive summary





# Executive summary

**L**imerick is a tale of two cities. A lot has improved since the foundation of Limerick Enterprise Development Partnership (LEDP) in 1999, yet much remains the same. In particular, the prevalence of generational issues in socially disadvantaged communities.

LEDP was established as a not-for-profit, independently funded charity in response to the closure of the Moulinex-Krups factory, particularly affecting communities on the southside of Limerick City. Its purpose was set to support social and economic inclusion in disadvantaged communities. Seven entities from various sectors of Limerick society partnered together to purchase the factory (169,000 sq. ft) and wider site (16 acres). Despite an uphill battle to secure funds, the partners persevered, and the purchase and refurbishment costs were met by a combination of bank borrowings, government grant aid and philanthropic funding.



overcoming challenges that have real-life impacts. The core activities of enterprise, education and upskilling, benevolence, and advocacy remain the focus of what we do.

The new partnership was, and still is, a global best in class example of a community-led development and is unique in an Irish context.

Changing demographics, social responsibilities and evolving requirements have all contributed to the ambitions we have outlined in this new Strategy. LEDP now has the expertise to advance and positively impact contrasting elements in Limerick life. But most of all, the ethos of doing the right thing, all the time.

LEDP's Strategic Plan 2021-2026 centres on building our impact and reputation by ensuring relevance within the community and wider stakeholder base, focused on

The Plan embraces four Strategic Priorities to provide the direction required on these areas to ensure the greatest impact, where we plan to invest our efforts:

1. Be Relevant
2. Have a Meaningful Impact
3. A Sustainable Operating Model
4. Be Organisationally Excellent

LEDP is an organisation who on our own cannot eradicate the societal problems in our region, but we can be the spark in curtailing and minimising the impact. We can be a facilitator and catalyst of positive change by empowering people to be the change they want to see in the community.

Doing nothing  
is not our way



Potential  
moves us.

2

## LEDP's activities





# LEDP's activities

## What we do



### Enterprise

We use our private sector experience to promote enterprise and employment at LEDP. We matter to those who are employed in our building and who are beneficiaries of our work.



### Education and Upskilling

We support the activities of our tenants and licensees in delivering bespoke education and training programmes at LEDP. The quality of what we do improves the quality of life for the people we care about.



### Advocacy

We are a voice and an advocate for those individuals and communities who reach out to us. For social inclusion, for pathways to opportunities and for a sustainable future.



### Benevolence

We use our physical assets to help people to help themselves, support impactful initiatives and improve community life. We do good for greater good.

## How we do it



An aerial photograph of a city, likely Limerick, Ireland, featuring a large stone wall along a river. The city is densely packed with buildings, and a prominent church spire is visible in the background. The river flows through the city, and a bridge is visible in the foreground. The sky is blue with some clouds.

3

## Chairman's foreword





# Chairman's foreword

**O**n behalf of the Board, I am very pleased to endorse this ambitious Strategic Plan, which sets out our path for the next five years of development at LEDP. The Plan outlines our vision and strategic priorities in supporting social inclusion and enabling social advancement in Limerick.

Just over 20 years ago, a not-for-profit institution was born with massive zeal and enthusiasm and with a boundless ambition to be successful. Innovation was at its heart, and the fruits of that endeavour are clear to see all around the Limerick Enterprise Development Park and in the achievements of those

A Limerick solution to a Limerick challenge.

who have benefited from it, both directly and indirectly. A reassertion of that ambition is embedded in this Strategic Plan. Our vision for Limerick is one where the full potential of the people and its communities

can be realised. Where all people feel that they belong and where they have equal access to economic and social opportunities, to fulfil their promise.

Greater awareness of the LEDP's contribution to Limerick is an important part of our future direction. LEDP can never be seen as an island of activity remote from the community around it. Running through our Strategy is a strong theme of raising LEDP's reputation through

collaboration and engagement with our stakeholders. This is rightly seen as an important part in securing our sustainability for the future.



Throughout the next five years, our work will be underpinned by our commitments to community empowerment and participation; to bringing communities and service providers together; to providing the spark for social innovation; to demonstrating an ambition for climate change action; and to continued high standards of governance. LEDP will work in partnership with key stakeholders across the community, local and state agencies, and the corporate sector to promote social and economic inclusion and to improve the equity of opportunity for everyone in Limerick.

By continuing to work in cohesion and partnership, the objectives set out in this bold Strategy can be realised, and thus ensure Limerick is a place where everyone can benefit from.

**PG Boland**  
Chairperson

A handwritten signature in black ink that reads "PG Boland".

4

## Chief Executive's message





# Chief Executive's message

In a few short years, LEDP will celebrate the 25th anniversary of its establishment in 1999. Strategic Plans plot a course for a five-year period. However, with the coming anniversary now so close, our sights are set not solely on the next five years but also our long-term future. To achieve our mission, LEDP will be a leader in a continually evolving and growing charity sector, without duplicating the great work already being undertaken by others. Our fight is to be relevant to ensure our own sustainability and to empower and enable communities to positively impact society and drive community pride. Our community is at the heart of everything we do, and our collaborators are critical to our success.

We must ensure that the people and communities of Limerick are given every opportunity to excel; to innovate and work; to experience inclusivity; to be future leaders and advocates;

to lay the foundations of a prosperous life; and to feel real pride in themselves and their communities. LEDP's location in the heart of Limerick City South is a fundamental part of our DNA. LEDP was created by those representing the people of Limerick and has had a significant impact in the community on many levels. Our ambition for the years to come goes further – to become a leading light in Limerick's transformation.

Our community is at the heart of everything we do, and our collaborators are critical to our success.

As a leading organisation driving the agenda for social advancement in Limerick, our five-year Strategic Plan brings together the key areas of our work and develops a coherent and integrated approach for future value-add initiatives. A thorough multi-stakeholder consultation process informed the development of this Strategy, and our Plan is influenced by the UN Sustainable Development Goals.



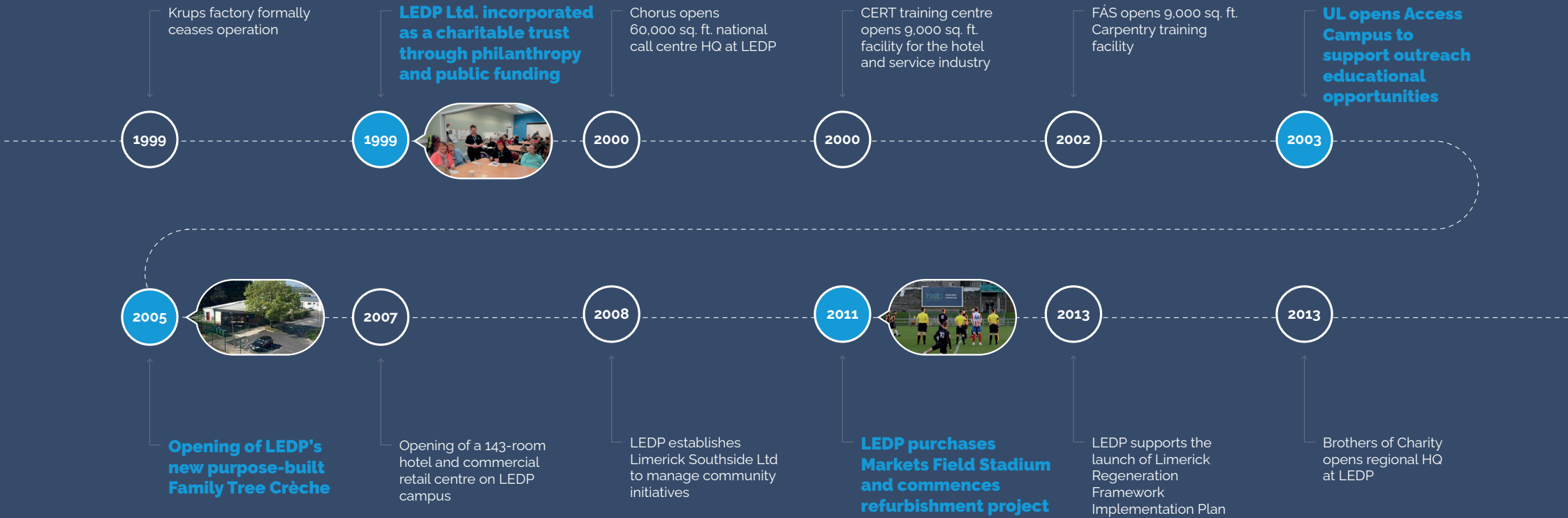
Our operational activities will play a fundamental role in ensuring LEDP's contribution to a low carbon economy and realising meaningful social inclusion.

At LEDP, we aspire to be an organisation recognised by our community and stakeholders for the excellence of our activities, both directly and indirectly, capable of leveraging our leadership role to advocate on behalf of our community with meaningful affect, and a key catalyst for positive change in Limerick through objective mechanisms.

Niall O'Callaghan  
Chief Executive

A handwritten signature of Niall O'Callaghan in black ink.

# Our journey





**Irish Wheelchair Association opens new purpose-built regional HQ at LEDP**

2014



Southside Child and Family Centre opens in Roxboro, supported by LEDP since 2009

2015

Markets Field refurbishment completed with UEFA Category Two stadium status

2015

**LCETB opens state-of-the-art Hospitality Education and Training Centre at LEDP**

2015



Commencement of the Innovation Hub, a 35,000 sq. ft enterprise space at LEDP

2016

Establishment and development of Sporting Limerick within LEDP, before divestment

2015

2017

LCETB opens Further Education and Training Centre at LEDP's Mulgrave St campus

2020



**LEDP leads response to COVID-19 pandemic, opening Markets Field Stadium to Limerick Fire and Rescue Service**

2021

Senior Men's Soccer returns to Markets Field Stadium with Treaty Utd.

5

## Mission and Vision





## Mission

LEDP'S MISSION IS  
**CONNECTING  
PEOPLE**  
TO OPPORTUNITIES THROUGH  
**ENTERPRISE**  
EDUCATION AND UPSKILLING,  
**BENEVOLENCE  
AND ADVOCACY**



## Vision

Our vision is one  
of 'realising the full  
potential of the  
people of Limerick'.

Every person, every place has the potential to be more.

But potential needs a catalyst.

A spark that moves potential from something that might be, to something that is.

LEDP is that spark.

A mission to help people see potential, and realise it.

To help Limerick help itself.

To improve lives and futures.

LEDP is vision, support, and the spark of action to find the potential within,

And move it forward.

**LEDP. Potential moves us.**



6

## Our strategic priorities to 2026



# Our strategic priorities to 2026



## 1. Be relevant

### Objectives

1. To raise LEDP's profile as an approachable body within our communities and with our collaborators, with a track record of delivering
2. To be recognised amongst our peer group as a leader in Limerick's ongoing transformation
3. To listen, and remain deeply connected with evolving community issues

### Outcomes – we will have achieved by the end of 2026

- Significantly increased our reputation as advocates influencing opportunities to integrate social priorities into economic and social policies
- Embraced Social Innovation at LEDP, with physical space open to the community and partners to collaborate on addressing key societal inequality challenges
- Deepened our relationships with existing stakeholders and fostered new alliances, both nationally and internationally
- Amplified our activities through the implementation of a formal communications plan



## 2. Have a meaningful impact

### Objectives

1. To increase our enterprise and employment creation activities
2. To focus our resources solely on projects which advance our purpose, avoiding mission drift
3. To provide the spark to connect people and stakeholders to mutual opportunities

### Outcomes – we will have achieved by the end of 2026

- Completed a first Economic and Social Impact Assessment of LEDP's contribution to Limerick life
- Established a multi-functional Creative & Innovative Industries Centre of scale at the Innovation Hub, LEDP
- Expand LEDP's entrepreneurship and micro enterprise facilitation at LEDP, by developing additional purpose built Connected Hub spaces
- Implemented a 'fewer, bigger, better' approach to benevolence
- Enabled the continuation of activities by existing charity and education providers at LEDP, and declared our interest in any potentially new collaborations externally





### 3. A sustainable operating model

#### Objectives

1. To ensure LEDP's future is secure far beyond the lifetime of this Strategy
2. To embrace the UN Sustainable Development Goals to proactively meet our environmental responsibilities
3. To enable our communities' advance environmental solutions with LEDP leadership

#### Outcomes – we will have achieved by the end of 2026

- Financially sustainable models achieved by all LEDP assets
- Set out a long-term capital investment plan for key assets
- Contributed to making Limerick Ireland's first positive Energy City, by gaining SEAI accreditation as a Sustainable Energy Community, and implementing a suite of transformational environmental sustainability measures
- Fostered LEDP's biodiversity footprint with innovative urban solutions including the planting of 27,000 native Irish trees - 1,000 trees for each year of LEDP's existence up to and including the lifetime of this strategy
- Become urban pioneers for sustainability, promoting activities by partners at LEDP and support our communities in adopting best practice and new standards



### 4. Be organisationally excellent

#### Objectives

1. To ensure LEDP maintains the highest standards of governance
2. To ensure LEDP's actions reflect its stated values in all its activities

#### Outcomes – we will have achieved by the end of 2026

- Fully compliant with the Charities Regulator Code
- Completed board succession to continue to provide adequate strategic guidance, and invited new organisations with shared values to become members of LEDP
- Full compliance with all other statutory and non-statutory obligations in our activities
- Best in class service delivered at Family Tree Crèche
- A culture of living by our values from within
- Developed a robust set of and standard procedures to guard organisational memory

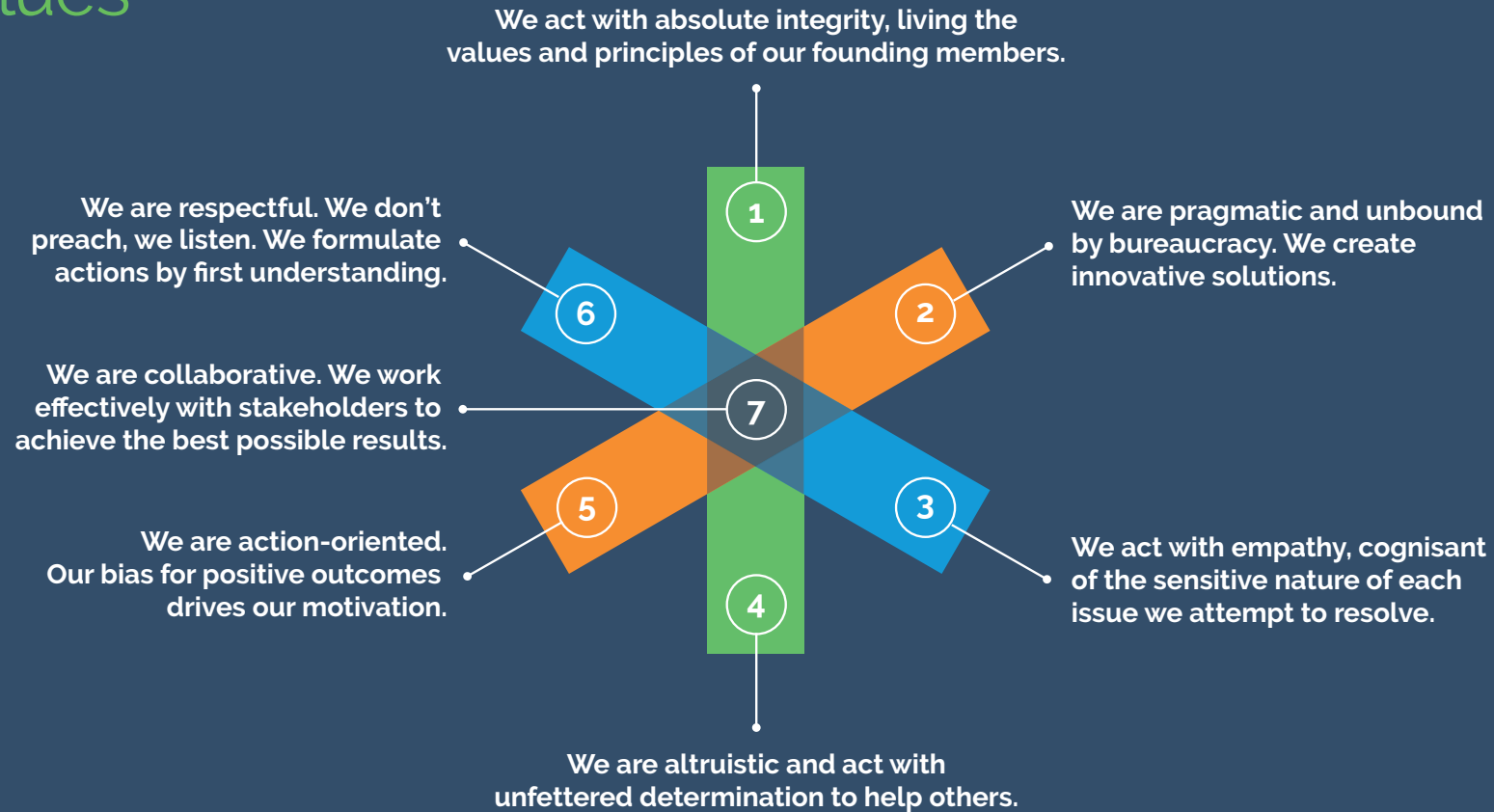
7

## Our values





# Our values





# Governance

The Board of LEDP is as follows:

Ms. Aoife Duke - Limerick City & County Council, Mr. Michael Tiernan - Limerick Enterprise Network,  
Ms. Elaine Mac Grath - PAUL Partnership, Mr. John Gilmartin - The Diocese of Limerick,  
Mr. PG Boland (Chairman), Ms. Mary O'Donovan - Consultant and Non Executive Director,  
Mr. Kieran Hodnett - Professor Emeritus University of Limerick



The current members of LEDP are as follows:







*Potential  
moves us.*

For more information please contact:

**Niall O'Callaghan**

Chief Executive Officer

A : LEDP Ltd. Roxboro Road, Limerick

E : [niall@ledp.ie](mailto:niall@ledp.ie)

W : [www.ledp.ie](http://www.ledp.ie)

P : +353 (0)61 469 060

