



# CHIEF EXECUTIVE'S ANNUAL REPORT

## YEAR 2022



*Corpus Christi NS*

Charity Numbers: 20041397 and 20035143

BENEVOLENCE & ADVOCACY

ENTERPRISE

EDUCATION & UPSKILLING

Doing nothing  
is not our way

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

## Our purpose

***To be a catalyst for  
positive change in Limerick.***

A Limerick  
solution to  
a Limerick  
challenge.



***Potential moves us***

Dear Board,

Today will be my third AGM since joining LEDP as Chief Executive, and I wanted to reflect on the past year and to discuss just some of the exciting opportunities ahead for our organisation. The purpose of this report is not to provide an update on every operational activity completed over the past twelve months, but rather an overview of some of the key items which contribute towards our defined strategic outcomes.

## A transformational year

As I reflect on an extraordinary year that brought anxiety, uncertainty, and isolation to so many, I am delighted to share our account of collective compassion, solidarity, innovation, and resilience. I hope you share my great sense of pride at how LEDP has been able to step-up to every challenge Covid-19 and the cost-of-living crisis presented, and to step-in to support the children, adults and organisations that directly and indirectly required our assistance. LEDP faced similar operational challenges to most organisations, big and small, but our prudent management ensured there has been no financial impediment to continue our work across our diverse activities.

As you will discover in these pages, no challenge — care-related, operational, or even reputational — was too much to conquer. Of the specific unexpected challenges, these were overcome as only LEDP knows how; with a high degree of professionalism, pragmatism and empathy, in equal amounts. Living by our values determines our course of action. But importantly, there were many successes too. In an ever-growing complex environment, our strategic plan has provided the north star to direct our activities and add value in the areas we have set out to impact upon, and we continued to drive forward with that strategic ambition. Activities undertaken during 2022 hit on each of our stated 11 objectives in our Strategic Plan **'20 outcomes by 2026'**. From opening Spark Hub, Ireland's first co-working space in a regeneration area, to supporting UL AccessCampus in navigating Covid-19, and facilitating not one, but two new LCETB Centres of Excellence at LEDP, 2022 has been a not so insignificantly notable year.

The uniqueness and flexibility of LEDP as an organisation remains a strength and manifests itself in periods of intense activity across our various initiatives at contrasting times of the year. For example, the Markets Field incident in late 2022, or Family Tree Crèche in advance of a Tulsa inspection or engaging in a series of intense workshops with KPMG supporting Limerick Regeneration on future planning, to name but a few.

## Changes to our Board

I found myself in a very enviable position in being able to draw on the experience of not one, but two Chairpersons in 2022. I would like to thank the immediate past Chair, Gerry, the committed and dependable Michael, and incumbent Chair, John, for unwavering support when called upon. Doing nothing is not our way. Thank you, Gerry, Michael, and John. Our Board and Board Sub-Committee members play a vital role in providing oversight of LEDP's governance and strategic direction, so that every step is taken to guarantee the highest levels of accountability. I would like to take this opportunity to recognise the full Board's contribution and to welcome our newest Board Members Gerry, Nige, Joe, Hughie, and George to their first AGM; I look forward to working with you in the years to come.



## 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



### 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



### 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

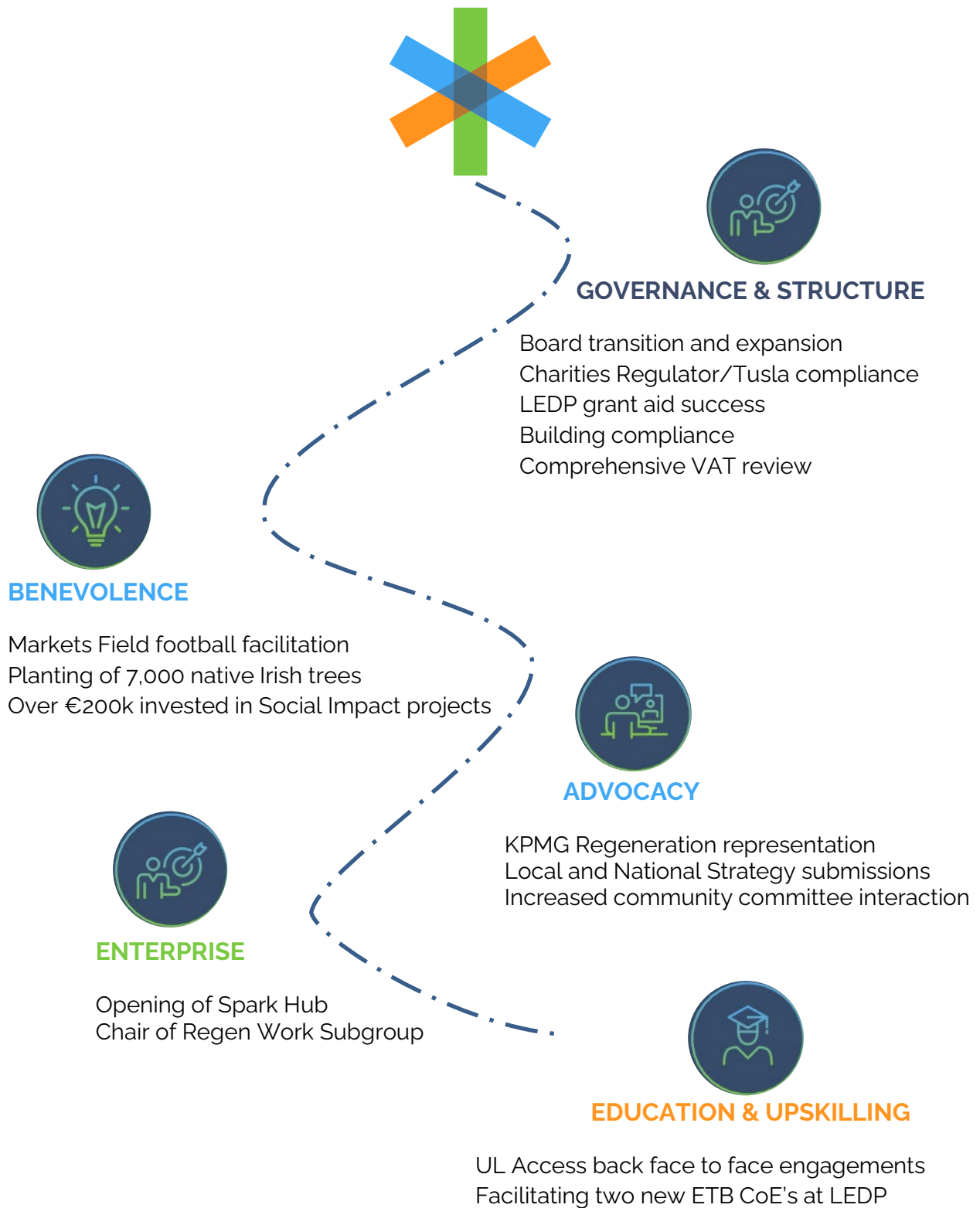


### 4. Be organisationally excellent

#### 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

## Key Strategic Milestones & Achievements 2022



## LEDP Campus Eco-System Annual Outputs



### Family Tree Crèche

- Employs 16 staff.
- Providing childcare to up to 50 children and up to 5 years old.



### Irish Wheelchair Association

- Employs 10 full time and 57 part time staff.
- Supporting 130 clients.



### UL AccessCampus

- More than 50 students attended study clubs in 2022, from 15 schools.
- UL Student multidisciplinary placements



### Limerick & Clare Education & Training Board

- CoE in Hospitality, Retrofit and NZEB.
- Training more than 500 learners.



### Cooperative Housing Ireland

- Managing more than 400 social housing units.
- Employing 7 on site at LEDP.



engage

### Engage in Education

- Supporting more than 200 Primary and Second Level pupils, and 100 Third and Adult education students.



### Pobal

- Employs 21 staff.
- Administers more than 30 social impact programmes.



### Brothers of Charity

- The 5 staff at LEDP assess quality and deliver training to staff across the organisation.



### Blue Box Creative Learning Centre

- 2 staff delivering over 3,000 therapy sessions to more than 200 children in 2022.

## Range of Social Impact Funding Areas 2022



*Potential moves us*





## Testimonials

*"This day would not have been possible without the generosity of LEDP. It was a special day filled with laughter and joy, an emotional time for a proud people but a day to feel normal once again".*



Una Heaton – Ukrainian Refugee Advocate

*"LEDP was the first organisation to recognise the potential of NILS to provide safe and affordable credit for those on low incomes. This support has been, and continues to be, invaluable".*



Margaret Lynch – Good Shepherd Ireland

*"Doras are grateful for the support of LEDP. It helps address the social exclusion of individuals and communities that are marginalised".*



John Lannon – Doras

*"As a result of the support of LEDP, Corpus Christi Family Centre will be able to scale the depth of our impact on children and families in Moyross, who are now able to access therapeutic and family supports in their own community".*



Hilary McAlea – Corpus Christi NS

A sample of clients utilising 'Spark Hub'



## 2022 SNAPSHOT - DIRECT INTERVENTION

All the latest business news from our Limerick Leader clients -  
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advertising@limerickleader.ie

### SUPPORT LOCAL

## LEDP sparks the flame of enterprise once again

LIMERICK Enterprise Development Partnership (LEDP) is an organisation synonymous with Limerick's transformation over the past 20 years. Emerging from the ashes of the devastating closure of the Krups factory in Roxboro in 2005, LEDP has in that time

ethos they have just opened Ireland's first co-working space in all-glass, 'Spark Hub'. Spark Hub was established to provide affordable, high-quality working spaces that will foster enterprise and collaboration in a vibrant atmosphere. Together with

diverse activities and its many partnerships, LEDP connects people to opportunities based on the principle of helping people to help themselves. LEDP is currently funding services and projects across Limerick including a Refugee and Migrant Outreach Clinic.



Pictured at the Spark Hub opening was Minister for Further and Higher Education, Simon Harris pictured with Niall O'Callaghan, Chief Executive at Limerick Enterprise Development Partnership (LEDP). Picture: Keith Wiseman

the Family Tree Crèche in strategic objective, Spark Hub, Niall O'Callaghan, CEO, LEDP, said "we must ensure ongoing transformation - come goes further - to be leading light in Limerick. Through its -



- Launch of coworking space 'Spark Hub'.
- Native tree planting initiative.
- Doras Migrant Outreach Clinic.
- Family Tree Crèche living wage announcement.



## Limerick crèche ups its pay rates to reflect 'living wage'





## 2022 SNAPSHOT – ON CAMPUS ACTIVITY



- ETB Training Hospitality Campus celebrate record success at the Chef Ireland 2023 National Culinary Championships.
- Cooperative Housing Ireland mark their 4,000th member in Limerick.
- Opening of ETB's new NZEB Training Centre of Excellence.
- MScs in Human Nutrition and Dietetics, and Occupational Therapy, pictured at the UL Access Campus.



*Potential moves us*

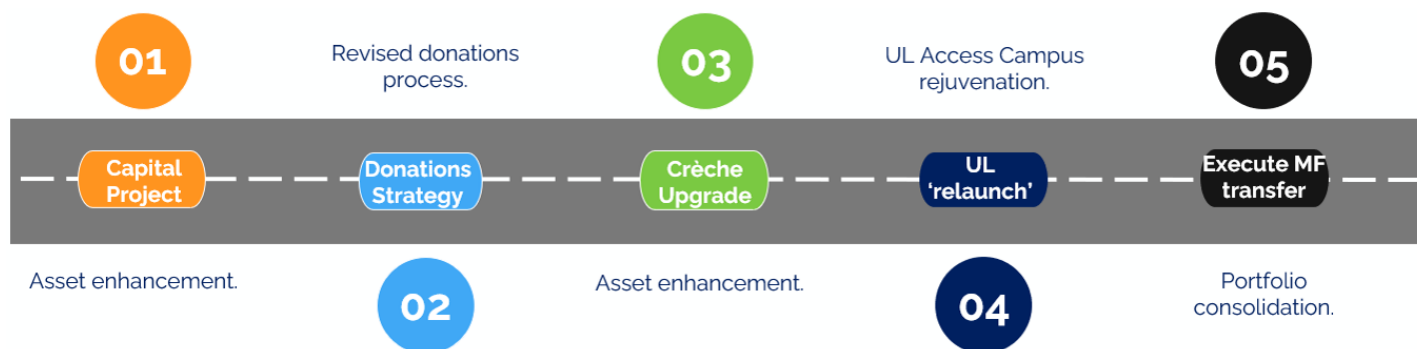
## Strategy Roadmap for 2023

We will continue to pursue specific milestone projects in 2023 which will advance our strategic priorities and providing our 2023 roadmap. Whilst there will be many operational activities, engagements, curve balls and unexpected opportunities which undoubtedly will arise during the coming year, with your continued support, our course is set to remain unwavering in pursuit of our collective goals.

Notwithstanding the operational focus on all things benevolence and advocacy, enterprise, education and upskilling, the overarching themes of the identified strategic actions for 2023 can be defined as follows:

- Revised donations process.
- Asset enhancement.
- Portfolio consolidation.
- UL Access Campus rejuvenation, and
- Continuing the pursuit of organisational excellence.

These specific items will provide the primary focus for Board meetings throughout the year ahead.





## SWOT Analysis for 2023



### S Strengths

- Strong governance and vision
- Healthy balance sheet
- Decisive decision making
- Track record of community impact
- Increasing building occupancy
- Focus and ambition to progress.



### O Opportunities

- Remarketing of vacant space
- Lease renewal of anchor tenant
- Sustainable energy generation
- Consolidation of activities
- Reorganisation of human resources
- Focused donations strategy
- Improved Campus 'sense of place'
- Diversify tenant core activities.




### W Weaknesses

- Aging building fabric
- Over reliance on anchor tenant
- Modest annual social investment
- Distraction of disparate activities
- Campus lacks 'sense of place'



### T Threats

- Future lease renewal obligations
- Lease lengths reducing
- Tenant changes resulting in vacant but dilapidated space.
- Failure to invest capital in core asset
- Café unsustainability

## Taking LEDP forward

Our organisation now has both solid financial and operational foundations with a well-defined plan and determination set to contribute to Limerick's ongoing transformation. With additional leadership at the Board, we are well-placed to build on these firm foundations to achieve our ambitions in the community and fulfil our purpose of being a catalyst for positive change. We will do this by mitigating the threats and weaknesses identified, whilst concurrently successfully executing our opportunities and strengths through the objectives stated in our long-term strategic plan. It remains my intention to accelerate activities to deliver our desired outcomes and demonstrate meaningful impact for our Member Organisations, and our community.

Notwithstanding the prevailing caution about the year and years to come, I am confident that together we can continue to thrive and strive to provide resources to the significant unmet needs of community organisations and partners across Limerick. We look forward to the year ahead and, celebrating the 20th anniversary of the opening of UL AccessCampus, a key LEDP partnered project, whilst equally preparing for our own exciting 25th anniversary in 2024. At that point it will be, coincidentally, 60 years since Krups Engineering first began operating in a green field site in rural Rathbane. The irony is not lost on me that this will also mark a once in a generation transformative engineering project at LEDP, details of which will be finalised in the coming months. As always, our focus will be forward-looking as we set to continue delivering on our strategic objectives across a range of outcomes. With your help and support the future looks bright.

I would like to finish by thanking our Member Organisations, our external advisors, our partners in the community and our staff for their support over the past year. We continue to prioritise raising our profile, to support and ignite the creation of opportunities, and to ensure that anyone who can benefit from our existence knows what's available to them and how to access it.

**Achieving the highest standards of good governance and accountability remains a fundamental consideration for the Board, as evidenced in the Financial Accounts at this AGM. This outlines our efforts to continuously strengthen the LEDP Board, Committees, and processes, along with ensuring we abide by all legal and regulatory requirements. As we move into 2023, we continue to use our Strategic Plan ('20 outcomes by 2026') to inform our decision making and direction, despite the many challenges we continue to face. LEDP is compliant with the Charities Regulator Code.**

Thank you.

*Niall O'Callaghan*



*Potential  
moves us.*



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.

**Potential moves us.**

