



Chairman's Foreword

Liberties Recycling Training and Development is poised at a critical transition junction. The transition is from the small, familiar, founder led project into an expanding, strategically run model of social enterprise committed to the development of vulnerable and challenging people.

As the organisation grows, the number of employees and trainees increases, supply sources become an industry in themselves, sales increase steadily and the sheer bulk of demands from customers, suppliers and stakeholders can be overwhelming. Add to this the demands of fifty trainees tackling their drug and alcohol issues with some never having experienced "straight" employment in their lives.

Agreeing a Strategic Plan like this is the mechanism that makes this transition possible. By basing the plan on the input of trainees and staff who worked with myself, on behalf of the Board, we ensure the Strategy is grounded in the needs of the front line people working the enterprise. The Plan's emphasis on enhancing and structuring the rehabilitation pathways of the programme arises from their input.

The Board has engaged key expertise to form a management group that will become the leaders and drivers of the Strategic Plan. The group combines drug and alcohol professionals and community representation with business, financial and legal expertise. Their monthly meetings with the CEO and Manager provide a very robust group to manage, shape and drive the Strategic Plan.

The last kingpin in developing the Strategic Plan invited the key stakeholders to contribute, comment and modify the Plan in ways that enable the enterprise to fit in with their needs and their future directions. The consideration of the Plan by the Ballyfermot Drug Task Force will ensure a local fit with emerging rehabilitation plans so as to provide seamless continuity of care for drug users in the programme. The HSE input will be important for alignment with the statutory body with responsibility for drug treatment and rehabilitation. FAS have provided the main supports for the training aspects of this social enterprise to date and their input to the Plan will help enhance the pre-employment training emphasis at Liberties.

In conclusion the core belief of the Strategic Plan is that communities struggling with disadvantage, drug and alcohol issues and years of neglect can overcome these issues. This belief is based on the performance of Liberties Recycling Training and Development over the past ten years. This performance proves that people working in partnership teams enable people to not only become drug free but to acquire skills that actually inserts them into mainstream employment, training or education.

A handwritten signature in dark ink, appearing to read "Sean Cassin". The signature is fluid and cursive.

Sean Cassin ofm
Chairman