

2025 2030 | Strategic Statement

Unlocking Potential and Empowering Connections



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Foreword

Léargas' Strategic Statement 2025–2030 sets out a vision that strengthens Ireland's role in international collaboration, inclusion, and lifelong learning.


At a time of rapid change in education, training, and research, Léargas plays a significant role in connecting individuals, organisations, and communities with European and global opportunities, ensuring Ireland remains at the forefront of international engagement.

My Department is committed to fostering an inclusive and dynamic learning society—one where everyone, regardless of background, has the opportunity to develop their talents, access learning, and contribute to Ireland's economic and social progress.

Our national strategies such as **Global Citizens 2030** and **Impact 2030** place international cooperation, digitalisation, and inclusion at the heart of national ambitions. These same priorities are reflected in Léargas' vision to unlock potential and empower connections, supporting Ireland's position as an outward-looking, knowledge-driven society.

Through its leadership of European programmes, including Erasmus+ and the European Solidarity Corps, Léargas enables people across school education, vocational education and training, adult and community learning, sport, and youth work to develop global competencies and forge meaningful partnerships. This work directly supports **Global Citizens 2030**, which seeks to develop Ireland's talent and innovation through deeper European and global engagement.

This work is also a crucial support to the education and training sector, which aligns closely with DFHERIS' priorities of building a responsive, inclusive, and high-performing learning environment. In particular, Further Education and Training (FET) is central to Ireland's skills agenda, ensuring learners and educators can access the opportunities they need to develop and succeed in a rapidly evolving workforce. Léargas plays a key role in supporting FET and other learning organisations to participate in the Erasmus+ programme, strengthening international





cooperation and embedding best practices in Ireland's education and training system and beyond. By promoting mobility, intercultural learning, and European values, Léargas reinforces Ireland's commitment to lifelong learning and skills development.

Léargas' focus on inclusion and lifelong learning is equally critical. **Ensuring that all learners, particularly those from underrepresented backgrounds, can access education and core skills development is a national priority.** Their work in breaking down barriers, fostering diversity, and supporting professional development plays a vital role in achieving this.

Through Erasmus+ and the European Solidarity Corps, Léargas also enables youth organisations and young people to engage in international learning and volunteering experiences. This strengthens the youth sector which supports young people's personal and professional development alongside formal education pathways. The close connection between the youth sector and Further Education and Training is particularly important - together they create pathways for young people to build skills, confidence and global awareness.

As the Strategic Statement highlights, the work of Léargas aligns with the shared priorities of my Department and the Department of Education and Youth which together support education, training and youth development

as drivers of Ireland's social and economic progress.

As Ireland prepares for its Presidency of the Council of the European Union in 2026, there is an opportunity to reinforce our leadership in education, training, and innovation on the European stage. Léargas' role in facilitating European programmes ensures that Ireland continues to contribute actively to EU priorities, particularly in digital transformation, sustainability, and cross-border cooperation, pillars central to **Impact 2030**.

This ambitious strategic plan comes at a time of growing global challenges, but also immense opportunity. As Ireland continues to adapt to an evolving educational and skills landscape, Léargas' expertise in European programmes will be instrumental in shaping a workforce that is adaptable, globally engaged, and future ready.

The implementation of this strategy will ensure Ireland remains a leader in lifelong learning and global engagement, driving positive change for individuals, communities, and society as a whole.



JAMES LAWLESS

*Minister for Further and Higher Education,
Research, Innovation and Science*

Réamhrá

**Leagtar amach i Ráiteas Straitéiseach
Léargas 2025–2030 fíis a neartaíonn ról
na hÉireann i gcomhoibriú idirnáisiúnta, i
gcuimsiú agus i bhfoghlaim ar feadh an tsaoil.**

I ré ina dtarlaíonn athruithe go tapa san oideachas, san oiliúint agus sa taighde, tá ról suntasach ag Léargas maidir le daoine aonair, eagraíochtaí agus pobail a nascadh le deiseanna Eorpacha agus domhanda, rud a chinntíonn go bhfanann Éire chun tosaigh i rannpháirtíocht idirnáisiúnta.

Tá mo Roinn tiomanta do shochaí foghlama chuimsitheach, fhuinniúil a chothú—ceann ina bhfuil an deis ag gach duine, beag beann ar chúlra, a chuid tallainne a fhorbairt, rochtain a fháil ar fhoghlaim, agus cur le dul chun cinn eacnamaíoch agus sóisialta na hÉireann.

Cuireann ár straitéisí náisiúnta amhail **Saoránaigh Dhomhanda 2030** agus **Tionchar 2030** comhar idirnáisiúnta, digitiú agus cuimsiú i gcroílár na n-uaimhianta náisiúnta. Léirítear na tosaíochtaí céanna seo i bhfíis Léargas chun acmhainneacht a scaoileadh saor agus naisc a chumhachtú, ag tacú le seasamh na hÉireann mar shochaí atá dírithe ar eolas agus atá ag féachaint amach uathí. Trína cheannaireacht ar chlár Eorpacha, lena n-áirítear Erasmus+ agus an Cór Dlúthpháirtíochta Eorpach, cuireann Léargas

ar chumas daoine ar fud an oideachais scoile, an ghairmoideachais agus gairmoiliúna, na foghlama do dhaoine fásta agus don phobal, an spóirt, agus na hoibre óige inniúlachtaí domhanda a fhorbairt agus comhpháirtíochtaí bríocha a chruthú. Tacaíonn an obair seo go díreach le **Saoránaigh Dhomhanda 2030**, straitéis a bhfuil sé mar aidhm aici tallann agus nuálaíocht na hÉireann a fhorbairt trí rannpháirtíocht níos doimhne san Eoraip agus ar fud an domhain.

Is tacaíocht rithábhachtach don earnáil oideachais agus oiliúna an obair seo freisin, rud atá ag teacht go dlúth le tosaíochtaí na RBATNE maidir le timpeallacht foghlama fhreagrach, chuimsitheach agus ardfheidhmíochta a thógáil. Go háirithe, tá an Breisoideachas agus an Bhreisoiliúint (FET) i gcroílár chlár oibre scileanna na hÉireann, rud a chinntíonn gur féidir le foghlaiméoirí agus le hoideoirí rochtain a fháil ar na deiseanna a theastaíonn uathu chun forbairt agus rath a bhaint amach i lucht saothair atá ag athrú go mear. Tá ról lárnach ag Léargas i dtaca le tacú le FET agus le heagraíochtaí foghlama eile chun gur féidir leo páirt a ghlacadh i gclár Erasmus+, rud a neartaíonn comhar idirnáisiúnta agus a leabaíonn dea-chleachtas i gcóras oideachais agus oiliúna na hÉireann agus níos faide anonn.

Trí shoghluaisteacht, foghlaim idirchultúrtha agus luachanna Eorpacha a chur chun cinn, neartaíonn Léargas tiomantas na hÉireann don fhoghlaim ar feadh an tsaoil agus don fhorbairt scileanna.

Tá fócas Léargas ar chuimsiú agus ar fhoghlaim ar feadh an tsaoil chomh ríthábhachtach céanna. **Is tosaíocht náisiúnta é a chinntiú go bhfuil rochtain ag gach foghlaimeoir, go háirithe iad siúd ó chúlraí faoi ghannionadaíocht, ar oideachas agus ar fhorbairt scileanna lárnacha.** Tá ról ríthábhachtach ag a gcuid oibre a sháraíonn constaicí, a chothaíonn éagsúlacht agus thacaíonn le forbairt ghairmiúil chun seo a bhaint amach.

Trí Erasmus+ agus an Cór Dlíthpháirtíochta Eorpach, cuireann Léargas ar chumas eagraíochtaí óige agus daoine óga páirt a ghlacadh in eispéiris foghlama agus obair dheonach idirnáisiúnta. Neartaíonn sé seo earnáil na hóige a thacaíonn le forbairt phearsanta agus ghairmiúil daoine óga anuas ar na conairí oideachais foirmiúla. Tá an dlúthnasc idir earnáil na hóige agus an Breisoideachas agus Breisoiliúint thar a bheith tábhachtach. I dteannta a chéile cruthaíonn siad conairí do dhaoine óga chun scileanna, muinín agus feacht dhomhanda a fhorbairt.

Mar a threisiú sa Ráiteas Straitéiseach, tá obair Léargas ag teacht le tosaíochtaí comhroinnte mo Roinne agus na Roinne Oideachais agus Óige. Tacaíonn siad le chéile le hoideachas, oiliúint agus forbairt na hóige mar spreagthóirí dul chun cinn sóisialta agus

eacnamaíoch na hÉireann.

Agus Éire ag ullmhú dá hUachtaránacht ar Chomhairle an Aontais Eorpaigh sa bhliain 2026, tá deis ann ár gceannaireacht san oideachas, san oiliúint agus sa nuálaíocht a atreisiú ar an leibhéal Eorpach. A bhuíochas le ról Léargas maidir le cláir Eorpacha a éascú, cinntítear go leanfaidh Éire de bheith ag cur go gníomhach le tosaíochtaí an Aontais, go háirithe i gclaochlú digiteach, in inbhuanaitheacht, agus i gcomhar trasteorann, ar piléir ríthábhachtacha iad de **Thionchar 2030**.

Tá an plean straitéiseach uailmhianach seo ag teacht i dtréimhse ina bhfuil dúshlán dhomhanda ag dul i méid, ach ina bhfuil deiseanna ollmhóra ann freisin. De réir mar a leanann Éire ag dul in oiriúint do thimpeallacht oideachais agus scileanna atá ag teacht chun cinn an t-am ar fad beidh saineolas Léargas ar chlár Eorpacha ríthábhachtach chun lucht saothair a mhúnlú atá inoiriúnaithe, rannpháirteach ar fud an domhain, agus ullamh don todhchaí.

Le cur i bhfeidhm na straitéise seo cinnteofar go bhfanfaidh Éire chun tosaigh i bhfoghlaim ar feadh an tsaoil agus i rannpháirtíocht dhomhanda, agus athrú dearfach á spreagach aici do dhaoine aonair, do phobail agus don tsochaí ina hiomláine.

James Lawless

JAMES LAWLESS

*Aire Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta*



Welcome to our Strategic Statement

In 2026 Léargas will achieve a milestone of 40 years of insight and service in delivery of European Programmes and supporting opportunities for international partnership, learning, exchange and cultural curiosity. Since 1986, our team has demonstrated unrivalled commitment to **unlocking the potential of individuals and communities across Ireland and Europe.**

Our journey has been one of growth and resilience. With this Strategic Statement, we seek to sharpen our focus on Impact, Inclusion, and Innovation as part of our vision for the future of Léargas, and the programmes we support – unlocking our own potential by igniting connections across Ireland and Europe.

We will continue to deliver our core values through our activities and behaviours which inspire trust, collaboration, respect, inclusion, innovation and create connection, growth and change.

We are committed to making our programmes and initiatives accessible and will foster an inclusive environment where everyone can thrive.

We will encourage innovation and best practices and will leverage technology and digital advances for the benefit of our staff and stakeholders.

We will promote the transformative impact that is proven to be gained by access to and participation in European programmes.

During the current programme period 2021-2027, Léargas aims to deliver more than 230 million euro in EU Programme funding to support organisations to explore learning partnerships and exchange opportunities which support a more cohesive and empathetic society which celebrates European values. Léargas will advocate for future programmes to maintain this financial, social, cultural and educational commitment to citizens, organisations and communities across Ireland and within Europe.

In the life of this Strategic Statement, Ireland is also positioned to host the Irish Presidency of the Council of the European Union in 2026. **Léargas is well-placed to support the government's objective to deliver a successful Presidency to strengthen Ireland's influence and reputation in the EU and for advancing the Union's agenda within a complex geopolitical background.**

Léargas is an expert partner and advocate for European programmes and exchange. This Strategic Statement is designed to span the existing Multiannual Financial Framework (MFF) which sets the EU budget – in particular for the EU Flagship Programmes Erasmus+ and European Solidarity Corps. Léargas provides unique insights to the European Commission and Irish Government in furthering their policy guidelines and objectives, and in recognising the value of EU Programmes and shared values in light of shared geo-political and other challenges anticipated in the coming years.

Looking ahead, Léargas will engage with emerging EU initiatives such as the Union of Skills, which aims to foster stronger cooperation in education, training and skills development across borders. As Europe moves towards a more connected, resilient,

and future-ready workforce, Léargas will continue to support Irish organisations and communities to actively contribute to and benefit from this collective effort.

We are pleased to share our Strategic Statement 2025-30, and are grateful for the support and engagement received from our staff and our board of directors, the European Commission, the Department of Further and Higher Education, Research, Innovation and Science, Department of Education and Youth (DoEY), and from our external stakeholders and colleagues representing organisations across the school education, vocational education and training, adult education, lifelong learning and youth sectors. We appreciate all contributions to the development of this Strategic Statement.

Léargas' ability to reach the ambitions set out in this Strategic Statement are contingent on the outcomes of the Multiannual Financial Framework (MFF) of the European Union and domestic government budgets and expenditure. Léargas will ensure that funders and stakeholders are kept informed and engaged in the implementation of these ambitions. This strategic statement is prepared in readiness for increased demand for learning opportunities and increased engagement in European programmes and initiatives.



Dr. John P. Gilmore
Chair of Léargas board
of directors



Lorraine Gilligan
Léargas Executive Director

A stylized illustration of a dark blue mountain peak with a teal outline. A teal flag with a purple triangle is flying from the top. A white cloud with a teal outline is floating to the right of the mountain. The background is a light teal color with a large teal square in the top left corner.

Fáilte chuig ár ráiteas straitéiseach

In 2026 bainfidh Léargas cloch mhíle 40 bliain amach ina bhfuair sé tuiscint agus inar thug sé seirbhís maidir le Cláir Eorpacha a sheachadadh agus tacú le deiseanna comhpháirtíochta idirnáisiúnta, foghlama, malartaithe agus fiosracht chultúrtha. Ó 1986 i leith, tá tiomantas gan sárú léirithe ag ár bhfoireann maidir le **ligean le hacmhainneacht daoine aonair agus pobal ar fud na hÉireann agus na hEorpa.**

Aistear a raibh fás agus athléimneacht ag a chroílár a bhí againn. Leis an Ráiteas Straitéiseach seo, féachaimid le díriú níos mó ar Thionchar, ar Chuimsiú agus ar Nuálaíocht mar chuid dár bhfís do thodhchaí Léargas agus na gclár a dtacaímid leo agus sinne ag ligean lenár n – acmhainneacht féin trí naisc a lasadh ar fud na hÉireann agus na hEorpa.

Leanfaimid orainn ag seachadadh ár gcroiluachanna trínár ngníomhaíochtaí agus ár n - iompraíochtaí a spreagann muinín, comhoibriú, meas, cuimsiú, nuálaíocht agus a chruthaíonn nasc, fás agus athrú.

Geallaimid go mbeidh ár gcláir agus ár dtionscnaimh inrochtana agus cothóimid timpeallacht chuimsitheach inar féidir le gach duine rath a bhaint amach.

Spreagfaimid nuálaíocht agus dea - chleachtais agus bainfimid leas as an teicneolaíocht agus as dul chun cinn digiteach ar mhaithe lenár bhfoireann agus lenár bpáirtithe leasmhara.

Cuirfimid chun cinn an tionchar claochlaitheach atá le baint amach, mar atá cruthaithe, trí rochtain ar chláir Eorpacha agus trí rannpháirtíocht iontu.

Le linn na tréimhse cláir reatha 2021 -2027 tá sé mar aidhm ag Léargas maoiniú Cláir AE de bhreis is 230 milliún a sheachadadh chun tacú le heagraíochtaí comhpháirtíochtaí foghlama a iniúchadh agus deiseanna a mhalartú a thacaíonn le sochaí níos comhtháite, níos báúla a cheiliúran luachanna Eorpacha. Molfaidh Léargas go gcoinneodh cláir amach anseo an tiomantas airgeadais, sóisialta, cultúrtha agus oideachais seo do shaoránaigh, d'eagraíochtaí agus do phobail ar fud na hÉireann agus laistigh den Eoraip.

I saolré an Ráitis Straitéisigh seo, tá Éire in áit freisin chun uachtaránacht an Aontais Eorpaigh a óstáil in 2026. **Tá Léargas in áit mhaith chun tacú le cuspóir an Rialtais Uachtaránacht AE rathúil a sheachadadh chun tionchar agus cáil na hÉireann san Aontas a neartú agus chun clár oibre an Aontais a chur chun cinn laistigh de chúla geopholaitiúil casta.**

Is comhpháirtí saineolach é Léargas agus tacaíonn sé le cláir Eorpacha agus le malartú Eorpach. Tá an Ráiteas Straitéiseach seo deartha chun an Creat Airgeadais Ilbhliantúil atá ann cheana a chuimsiú lena socraítear buiséad an Aontais – go háirithe do Chláir Shuaitheanta an Aontais Eorpaigh, is é sin, Erasmus+ agus don Chór Dlúthpháirtíochta Eorpach. Tugann Léargas tuiscint ar leith don Choimisiún Eorpach agus do rialtas na hÉireann maidir lena dtreoirínte agus a gcuspóirí beartais a chur chun cinn, agus maidir le luach Chláir agus luachanna comhroinnte an Aontais a aithint i bhfianaise dhúshlán geopholaitiúil agus dúshlán eile a

bhaineann linn go léir agus a bhfuiltear ag súil leo sna blianta amach romhainn.

Tá áthas orainn ár Ráiteas Straitéiseach 2025-30 a roinnt, agus táimid buíoch as an tacaíocht agus an rannpháirtíocht a fuarthas ónár bhfoireann agus ónár mbord, ón gCoimisiún Eorpach, ón Roinn Breisoideachais agus Ardoideachais, Taighde, Nuálaíochta agus Eolaíochta, ón Roinn Oideachais agus Óige, agus ónár bpáirtithe leasmhara seachtracha agus ár gcomhghleacaithe a dhéanann ionadaíocht ar eagraíochtaí ar fud earnálacha an oideachais scoile, an ghairmoideachais agus oiliúna, an oideachais aosach, foghlama ar feadh an tsaoil agus na hóige. Is mór againn gach rannchuidiú le forbairt an Ráitis Straitéisigh seo.

Tá cumas Léargas na hardspriocanna atá leagtha amach sa Ráiteas Straitéiseach seo a bhaint amach ag brath ar thorthaí Chreat Airgeadais Ilbhliantúil (CAI) an Aontais Eorpaigh agus ar bhuiséid agus caiteachas an Rialtais sa tír seo. Cinnteoidh Léargas go gcoinneofar maoinitheoirí agus páirtithe leasmhara ar an eolas agus go mbeidh siad rannpháirteach i gcur chun feidhme na n - ardspriocanna seo. Agus an ráiteas straitéiseach seo á réiteach againn táimid ullamh d'éileamh breise ar dheiseanna foghlama agus do rannpháirtíocht níos mó i gcláir agus i dtionscnaimh Eorpacha.



Dr. John P. Gilmore
Cathaoirleach Bhord
Léargas



Lorraine Gilligan
Stiúrthóir Feidhmiúcháin
Léargas

Our Vision

We envision a future where intercultural learning and meaningful connections across Ireland and Europe unlock potential and inspire positive change for individuals and communities.

Our Mission

We are on a mission to strengthen connections and promote inclusion by enhancing access to European programmes and opportunities.

Our Guiding Principles and Values - INSPIRE

At Léargas, “Inspire” is at the centre of how we connect, grow, and create change. We strive to inspire individuals, organisations, and communities. And in turn, we are inspired by their stories, actions, and ideas. This shared inspiration drives our values and our commitment to **unlock potential, empower connection, share stories, recognise impact, and advance learning, all to drive positive change, maximising the opportunities within European programmes.**

We Inspire...



What Léargas Does

Léargas delivers international and national exchange programmes in education and training, sport, youth and community work. These provide funding for partnership and exchanges which connect people in different communities and countries and bring an international dimension to the work of organisations across Ireland through EU Flagship Programmes, Erasmus+ and European Solidarity Corps. Other European programmes and initiatives administered by Léargas include: eTwinning, EPALE, Eurodesk, Youth Wiki, ASPIRE PEACEPLUS, and VET team.

In addition to programmes and initiatives, Léargas supports and contributes to annual EU wide campaigns promoting EU values, education, and opportunities. We also undertake research and contribute to the implementation of policy and practice both nationally and internationally across education, volunteering, and youth work fields.

The skills nurtured through Léargas programmes and initiatives—effective communication, adaptability, cultural awareness, teamwork, problem-solving, and leadership, among others—are essential for a competitive and prepared Europe. Through participation, individuals develop the professional and employability skills needed to navigate diverse and international environments, ensuring they are ready for today's evolving workforce.

All our work serves to make international cooperation and learning accessible and inclusive to a wide range of people and organisations. **We empower individuals and organisations to create opportunities, develop new skills and knowledge, and foster personal and professional growth through lived experiences of connecting with people from other cultures.**

Why We Do It

Nothing should limit access to the incredible European programmes and opportunities available. Léargas is committed to ensuring everyone understands their transformative benefits and feels empowered to access them. **Individuals, organisations, and communities engaging in shared learning and exchanging ideas, innovation, and culture become key drivers of inclusive communities.** Léargas seeks to deliver funding and support for programmes and initiatives that empower access, create connections, and enables individuals and communities to unlock their potential through meaningful participation.

Who We Support

Léargas is immensely proud to celebrate the incredible individuals and organisations that drive the success of our programmes and initiatives.

The unwavering dedication, innovative spirit, and commitment to fostering intercultural understanding and learning are truly inspiring. From teachers, educators and youth workers to community leaders and volunteers, sport coaches, young people, students and adult learners - each person and organisation plays a vital role in creating impactful experiences and opportunities. **Together, we are building a more inclusive, connected, and empowered society.**

With this strategic statement, we seek to actively support and promote EU values such as respect for human dignity, freedom, democracy, equality, and the rule of law. The purpose of our programmes and initiatives is to build a more inclusive, connected, and empowered society.

Some of the areas, communities and organisations we support include:

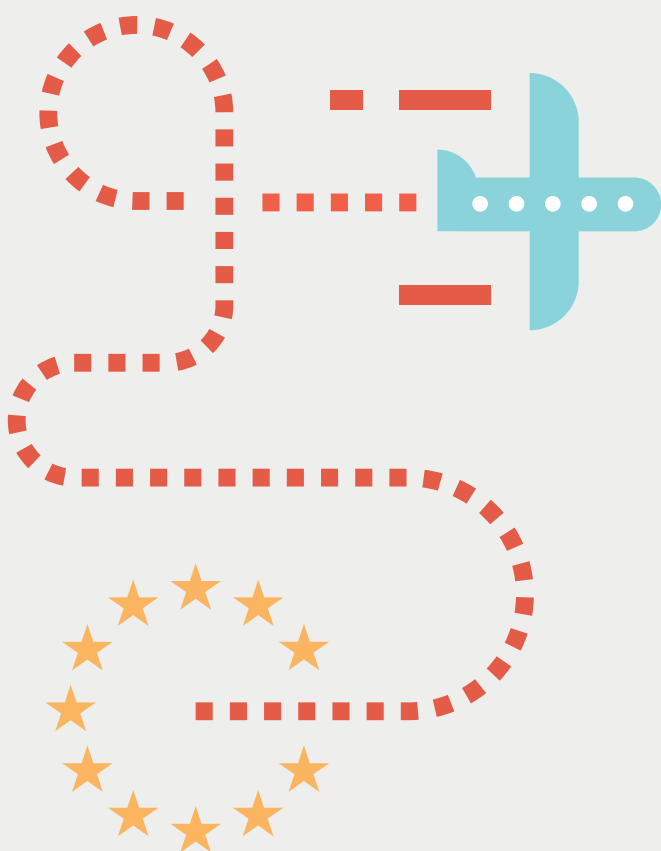
- Youth and Youth Work organisations
- Schools and further education and training (FET) colleges
- Community and voluntary organisations
- Grassroots sports coaches and volunteers
- Intercultural and multicultural organisations
- Disability rights and advocacy groups
- Early years and childhood education
- Arts, culture and creative organisations
- Educational research and innovation
- Individuals and communities facing barriers to participation



What Makes us Proud

Empowering Participants through European Programmes

Hearing directly from participants about their involvement in European programmes showcases the power and effectiveness of these programmes. Their stories reflect personal and professional growth, increased confidence, and a broadened sense of identity beyond national borders.



Our learners spoke of the profound personal growth they felt after their Erasmus+ mobility. It wasn't just about individual achievements but a collective realisation that their vocational training wasn't confined to the walls of a classroom or the borders of a country. **They didn't just see themselves as students from Ireland but as global citizens**, ready to use their skills anywhere in the world.

– **John Healy, Principal of Cork College of Further Education, Mallow Campus**

As a result of my participation in Erasmus+, I have really **developed my networking skills** and **improved my ability to collaborate** with other professionals and other organisations. If I hadn't participated, these opportunities would never have come my way. I'm really grateful for the opportunity.

– **Caoimhe Donnellan, SICAP Project Officer, Meath Partnership**

As a result of our participation in an Erasmus+, our staff have been afforded wonderful opportunities to travel abroad, attend courses and bring back new practices to our school. We are a DEIS school, so CPD is integral for us to empower our teachers with knowledge to best serve and cater to all of our learners. **We are learning European best practices, and it is that confidence that teachers bring back to the classroom that sets our learners up.** These staff return and apply their learning to our school context and share best practices. We have all learned to better accommodate every single learner.

– **Sarah Kennedy, Teacher, Mount Sion C.B.S Secondary School**

Now that we have the backing of the European Commission and Léargas to deliver our Solidarity project, it gives us more confidence in what we're doing. Being a part of the European Solidarity Corps, we've received great guidance from Léargas throughout our project on various protocols (safe-guarding, etc.), question ideas for our surveys, alongside training opportunities in Greece, where we learned a lot about integrating with rural communities. **Léargas have instilled in us a confidence to tackle our project head on.**

– **Conor Nolan, Co-founder, Normal Mental Wellbeing Project**

Applying for external funding has always been challenging. I was able to attend a meeting with two Léargas development officers. They were wonderfully supportive and encouraging. **To have that external support and validation that what we're doing is a good thing - it has been incredibly motivating and reassuring...** and it energised me to get out there and make my activities even better.

– **Dominick Smyth, Head Coach, Dublin Youth Ultimate**

Irish Travellers don't get many opportunities to take part in youth exchanges or to even go to another country. It is great to be able to participate in Erasmus+ and receive this funding so we can change the lives of these young people and give them an insight that **they can do whatever they want to do, and they can be whatever they want to be.**

– **Patrick McDonagh, Mental Health Youth Worker, Involve Youth and Community Services**



Supporting Organisations to Drive Change

The impact of Léargas programmes extends beyond individuals, strengthening organisations and sectors by providing access to funding, training, and collaboration opportunities that might otherwise be out of reach.



Education and Training Boards Ireland

Through collaborations between Léargas, European Solidarity Corps and Erasmus+ programmes, ETB's work with youth work services to enable all young people to have the opportunity to live and learn as global citizens. EU programmes create opportunities for young people to engage in global citizenship, making it accessible to all rather than a privilege for the few.

Article 12 of the United Nations Convention on the Rights of the Child states that all children have the right to have their voice heard and to be listened to. Through Erasmus+ and the EU Youth Programme, City of Dublin ETB has demonstrated how youth work fosters connections among young people across Europe, including the 24% who may be at risk of social exclusion. The Erasmus+ Youth Programme supports their lifelong learning journey, empowering them to shape their futures.

Small local places serve as the foundation on which a sustainable life unfolds. **Seeing the neighbourhood as the primary unit of change is a powerful strategy.**

Recognising this, Cork ETB collaborating with Youth Work Ireland, Cloyne Diocesan Youth Services (CDYS), as part of a One World Week event supported through the Erasmus+ Programme, to explore climate justice. By intentionally organising relational power at neighbourhood level, young people could connect human, associational, environmental, economic and cultural resources.

Opportunities provided through Léargas enable ETB's to support young people to recognise that they are citizens of a global village. The Erasmus+ & European Solidarity Corps Programme empowers youth workers and young people involved in youth work, to take their place in the global village. **The opportunity to participate in EU programmes begins with nurturing our own local neighbourhoods and the young people within.** Neighbourhoods awaiting the community building that will make the invisible assets within them visible in all their abundance. EU programmes make this possible in youth work settings.

– Ruth Griffin, Youth Support Services Manager

Jigsaw

From the beginning here at Jigsaw, young people's voices have been central to our approach to youth mental health services, shaping our therapeutic services and our participation structures. Through Erasmus+ funding, we have been able to take this commitment even further. In 2024, with the support of the Participation Grant, we mobilised young people to engage directly with the current mental health crisis in Ireland and Europe. This enabled us to focus on advocacy, empowering young people to take an active role in driving change. Our **Advocate & Amplify** project saw Jigsaw Youth Advocates leading the planning, delivery, and evaluation of mental health advocacy campaigns across Ireland, culminating in a national showcase event in Dublin. The insights and impact from this project continue to shape our work.

Erasmus+ has also helped us bridge the gap between young people in Ireland and the wider European policy landscape, connecting them with the European Youth Goals and opportunities beyond our borders. Jigsaw has long-standing partnerships with organisations worldwide, but Erasmus+ has opened new doors for collaboration within Europe. **The expertise and encouragement of the Léargas team have been instrumental in making this possible.** Their support has allowed us to dream big, and we are eager to connect young people to European opportunities and drive positive change in youth mental health.

– David Kavanagh, Youth Voice & Engagement Manager

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Youth Work Ireland Midlands

Our organisation, Youth Work Ireland Midlands, has significantly benefited from our engagement with Léargas and participation in EU programmes such as Erasmus+ and the European Solidarity Corps (ESC). These opportunities have expanded our capacity to deliver inclusive, high-quality youth services while fostering a strong culture of intercultural exchange and active citizenship among young people in the Midlands region.

Through Léargas' support, Youth Work Ireland Midlands has been able to create pathways for young people to participate in life-changing mobility projects, training courses, and volunteering opportunities across Europe. One notable example is the success of our Solidarity Academy under ESC project, which brought together young people resident in Ireland who participated in short-term voluntary placements before looking towards mainland Europe for long term projects. In this project they explored social inclusion, diversity, and youth activism as well as applied their own skills on projects in their communities. Participants reported increased confidence, enhanced leadership skills, and a deeper understanding of cultural diversity—skills they now actively use within their local communities.

Additionally, **the Erasmus+ programme has allowed our organisation to facilitate lifelong learning and continued professional development of our staff, volunteers, board and young people, enriching local youth work practices and fostering cross-cultural dialogue.** These projects not only broaden young people's horizons but also strengthen the organisation's capacity to deliver impactful, community-focused initiatives aligned with European values of inclusion, solidarity, and participation.

**– Tracey Moore, Service Manager,
Regional Office**



Supporting Organisations to Drive Change



Laois Sports Partnership

Having previously supported Portlaoise Football Academy to participate in a Mobility of Staff in the Field of Sport action under the Erasmus+ Programme, as an organisation we are very aware of the potential benefits of engaging with further actions.

Laois LSP was one of 6 Local Sports Partnerships who in 2023 were selected by Sport Ireland to pilot a new innovative “Sport 4 Empowerment” programme and appoint an ESF+ Social Innovation in Sport Officer to roll out S4E at local level. As the programme is funded by the Government of Ireland and the European Social Fund with a focus on sport for social innovation and continuous personal development, we were keen to avail of opportunities for shared learning and network building with our European counterparts.

The outwards perspective towards Europe from the sports participation sector is supported by the positive relationship between Sport Ireland and Léargas. Their appointment as the National Agency for Erasmus+ Sport in 2023, increases mobility opportunities for people involved in sport and physical activity such as volunteers, trainers and coaches at grassroots level. We have had the opportunity to attend wonderful knowledge-sharing and partnership-building opportunities, bridging local experiences with international perspectives, **fostering collaborations between sports and youth work at both local and international levels.**

Learnings from collaborative experiences are being actively used in the development and delivery of several projects through our S4E programme, particularly in the area of social sport as a tool for integration. **Our racket sport initiatives for International Protection Applicants and people fleeing war in Ukraine** is a primary example. We are also in the process of developing activities for young people from marginalised communities using UV “Glow” Sports to create inclusive opportunities for participation.

We are grateful to Léargas for their support in facilitating these opportunities which strengthen our staff’s expertise, benefit our service users and allow us to shine a light on the work and successful initiatives being carried out at grassroots level in Ireland with our European colleagues.

– Róisín Lawlor, ESF+ Social Innovation in Sport Officer

City of Dublin Education and Training Board

Through our participation in Erasmus+ mobility projects, both our students and staff have benefited from the transformative experiences offered by EU programmes. They have travelled abroad, gained hands-on experience through work placements and engaged in job-shadowing opportunities. Many students begin their Erasmus+ journeys as shy and quiet individuals but return as confident, opinionated young people, empowered by new perspectives and lifestyles. **These transformative experiences have been made possible by the guidance and support provided by Léargas to our management and Erasmus+ coordinators.**

Our involvement in Erasmus+ KA2 projects has also provided long-lasting impacts that extend beyond each project's timeline. For example, in 2018, through our involvement in an Erasmus+ KA2 cooperation project, we introduced a peer-to-peer mentoring system focused on digital skills. This system prepared our staff with the skills to transition online when the Covid-19 crisis hit. Our regular participation in meetings with the ETBI International Hub, the Léargas Hub, and at Léargas events has enabled our team to exchange best practices and connect with potential contacts.

Attending training and co-operation activities has also allowed us to collaborate and connect with potential international partners. Following a Design Thinking event last year, we are now collaborating with one of the partners to develop a group mobility for next year. Most of our international partnerships have grown from our Erasmus+ KA2 projects, highlighting the collaborative opportunities that EU programmes create.

Looking ahead, we see potential in developing a group mobility, particularly for underrepresented groups, such as Youthreach students and Apprentices. These groups often face challenges being released from employment but would benefit from a short mobility that involved interacting with their counterpart students from another culture. Overall, our involvement in Erasmus+ has contributed to the personal and professional development of our students and staff.

– Mary Hickie, Head of International Desk

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Our Impact in Numbers

The figures in this Strategic Statement highlight the tangible benefits and far-reaching effects of our programmes, showcasing the positive changes we bring to individuals and communities.



Between 2021 and
2024 Léargas has
allocated more than



€110m

of Erasmus+ and European Solidarity Corps grants to eligible groups and organisations in Ireland. We expect that to reach approx.

€240m by the end
of 2027.

According to research
conducted by Amárach
Research on behalf
of Léargas,



80% of respondents from the general public believe that engaging in volunteering, short-term working, or other learning opportunities in Europe helps individuals become more **aware of other cultures** and **better understand different perspectives.**



Additionally, **79%** cited a broadening of outlook and perspectives as the strongest reason for participating in such activities, followed by

- *the development of life skills (74%)*
- *other language skills (66%)*
- *and increased employability (62%)*

These statistics highlight the significant impact of Léargas and European programmes on personal and professional development.

RAY (Research-based Analysis of European Youth Programmes) research provides several key statistics on the impact of youth work and young people:



85% of young participants reported improved intercultural competence and a better understanding of different cultures.



75% of young people felt more socially included and engaged in their communities.



80% of youth workers noted enhanced professional skills and development.



70% of participants experienced increased employability and career prospects.

These figures highlight the significant and positive effects of Erasmus+ Youth and the European Solidarity Corps programmes on both young people and youth work professionals.

Léargas School Education Report 2022 provides valuable research insights into the impact of EU programmes on Teacher Continuing Professional Development (CPD). According to the report:



92% of teachers who participated in Erasmus+ mobility projects reported significant improvements in their teaching skills and methodologies.



85% of teachers experienced enhanced intercultural competence, which positively influenced their approach to diversity and inclusion in education.



88% of participants felt more confident in integrating innovative practices into their classrooms.

These statistics underscore the substantial benefits of EU programmes for teacher professional development.

Léargas VET Tracer research provides insightful statistical evidence on the impact of European work placements on vocational learners from Ireland. Key findings include:



92% of participants reported a positive or highly positive experience.



More than **65%** agreed that the work experience had a real impact on their future career development.



Over **75%** of respondents said their placement developed or improved their communication and team-working skills, and their ability to work in an international environment.



55% agreed that their placements positively influenced the grades they received in their vocational training.



64% learned elements of their profession they could not otherwise learn in school or college.



Almost **two-thirds** agreed that their participation helped them secure a job.

These results highlight the significant and positive impact of European work placements on vocational learners' skills, education, and career paths.

The Research-based Impact Analysis of Erasmus+ Adult Education Programmes (RIA-AE) highlights several key findings from the first survey round:

1. Diverse Reach

Erasmus+ successfully engages a wide variety of AE organisations and learners.

2. Loyalty and Value

Beneficiary organisations highly value Erasmus+ and remain loyal to the programme.

3. Internationalisation

There has been an improvement in the organisational embedding of internationalisation.

4. Mainstreaming Outputs

Most developed outputs are integrated into regular offerings.

5. Horizontal Priorities

Projects contribute to the Erasmus+ horizontal priorities.

6. Professional Skills

Erasmus+ enhances the professional skills of staff members.

7. Learner Skills and Integration

Participation in Erasmus+ improves the skills of adult learners and their social integration.

These findings underscore the significant achievements and ongoing challenges of the Erasmus+ Adult Education programmes, highlighting areas for future improvement and development.

Strategic Direction

Unlocking Potential:

Empowering Connection 2025–2030 focuses our expertise and ambition on delivering excellence in our core operations—represented by IGNITE—while driving progress through our three strategic pillars: INCLUSION, INNOVATION, and IMPACT.

Our strategic direction is grounded in a values-driven approach, embodied in INSPIRE, which shapes how we work, connect, and create lasting change.

Through the programmes and initiatives we manage, including Erasmus+, the European Solidarity Corps, ASPIRE PEACEPLUS, eTwinning, Eurodesk, EPALE, and VET Team, we enable individuals and organisations across Ireland to access opportunities that advance the below pillars.

Together, these programmes and initiatives enable us to deliver on our strategic ambitions—**empowering connection, fostering lifelong learning, and driving meaningful change in communities across Ireland.**



IGNITE

As Ireland's national agency for international exchange and collaboration in education, training, sport and youth, Léargas has built a 40-year legacy as a trusted leader in supporting intercultural inclusive lifelong learning, best practices and good governance. Being a trusted partner with a solid reputation is central to our work and therefore central to our Strategic Statement.

The IGNITE pillar represents the operational backbone of Léargas.

This is where we will drive excellence in programme delivery, broaden awareness of opportunities, and shape impactful and meaningful policies through strategic partnerships, laying the groundwork for transformative impact.

IGNITE: How We Will Do This

1.1 We will drive excellence in programme delivery by:

- **1.1.1:** Striving to exceed the high standards set by the European Commission and national regulatory frameworks.
- **1.1.2:** Regularly reviewing and enhancing practices & processes to maintain transparency, accountability, governance, efficiency, and quality of work.

1.2 We will broaden awareness of opportunities by:

- **1.2.1:** Leading on proactive outreach initiatives to potential beneficiaries to increase awareness and broaden participation and access to opportunities.
- **1.2.2:** Creating targeted communication campaigns to amplify and showcase the societal, cultural, and economic impact of international education and collaboration.

1.3 We will shape impactful policies by:

- **1.3.1:** Collaborating with government departments and other stakeholders to contribute to and support the implementation of policy developments.
- **1.3.2:** Building and strengthening partnerships to align programme benefits with national priorities and local communities.

Under this pillar, we will:

- **1.1 Drive excellence in programme delivery**
- **1.2 Broaden awareness of opportunities**
- **1.3 Shape impactful policies**

INCLUSION



Under this pillar, we will:

- **2.1 Embed inclusion across programmes**
- **2.2 Increase participation in programmes by under-represented groups**

INCLUSION lies at the heart of Léargas' mission, ensuring that everyone has the opportunity to access, engage with, and benefit from European programmes. By breaking down barriers, fostering diversity, and creating equitable pathways, this pillar supports individuals, organisations, and communities to unlock their potential, embrace shared learning, and build more connected and inclusive societies.

INCLUSION: How We Will Do This

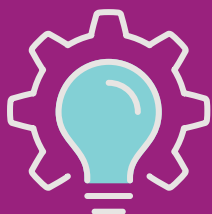
2.1 We will continue to embed inclusion across all programmes (our supportive approach) by:

- **2.1.1:** Advocating for programme designs that actively reduce barriers and expand access to EU opportunities for individuals and organisations.
- **2.1.2:** Reviewing our activities to increase accessibility and enable participation.
- **2.1.3:** Incorporating ongoing Inclusion and Diversity training for staff to build inclusion awareness.
- **2.1.4:** Collaborating with policymakers, diversity and inclusion experts, and beneficiaries to define and monitor key metrics for inclusion.

2.2 We are aiming to increase participation in programmes in under-represented groups by:

- **2.2.1:** Establishing partnerships with organisations that support under-represented groups and communities, increasing their engagement and participation by 20% over the life of this strategy.
- **2.2.2:** Celebrating and promoting inclusion narratives.
- **2.2.3:** Providing tailored responses to organisations to support improving accessibility and inclusion practices.
- **2.2.4:** Measuring and reporting on inclusion metrics in programme evaluations.
- **2.2.5:** Redeveloping and maintaining an up-to-date, user-friendly website with information to enhance accessibility and engagement.

IMPACT



Under this pillar, we will:

- **3.1 Build a strong evidence base**
- **3.2 Amplify the beneficiary voice**

The **IMPACT** pillar underlines Léargas' commitment to delivering meaningful outcomes by measuring and showcasing the transformative effects of its programmes. By capturing robust evidence, elevating the voices of beneficiaries, amplifying success stories, and strengthening strategic partnerships, this pillar drives awareness about the value that Léargas initiatives deliver for individuals, organisations, and communities.

IMPACT: How We Will Do This

3.1 We will continue to build a strong evidence base by:

- **3.1.1:** Developing an impact measurement framework with clear metrics to track short, medium and long-term outcomes, using data to improve future initiatives.
- **3.1.2:** Publishing and promoting an annual impact statement highlighting the effectiveness of the programmes.
- **3.1.3:** Mapping and aligning membership of forums/ networks to guide, validate, and strengthen engagement and impact strategies.

3.2 We are committed to amplifying the beneficiary voice by:

- **3.2.1:** Showcasing beneficiary stories about personal, organisational, and community-level impact of participation.
- **3.2.2:** Creating opportunities for beneficiaries to share their stories both online and in person.
- **3.2.3:** Developing an integrated social media and communications strategy to leverage beneficiary stories, respond to trends, and create engaging, relevant content.
- **3.2.4:** Growing public awareness of programme opportunities by participating in high-profile partnership events.
- **3.2.5:** Identifying thought leadership initiatives, including research collaborations, publications, and events that position Léargas as a representative voice of the beneficiary.

INNOVATION



The INNOVATION pillar embodies Léargas' forward-thinking ethos, driving continuous improvement and adaptability across all areas of our work. By embracing new technologies, fostering collaboration, and embedding sustainability into our operations, this pillar ensures we remain agile, impactful, and aligned with the evolving needs of individuals, organisations, and communities.

We will strengthen the organisation's capacity to respond proactively to emerging opportunities and challenges.

Under this pillar, we will:

- **4.1 Drive organisational agility**
- **4.2 Build internal capacity**
- **4.3 Promote the sustainability agenda**

INNOVATION: How We Will Do This

4.1 We will drive organisational agility by:

- **4.1.1:** Refining organisational structures to respond effectively to future demands.
- **4.1.2:** Optimising internal systems and processes to improve efficiencies while maintaining a supportive approach for beneficiaries.
- **4.1.3:** Leveraging digital technologies to support virtual collaboration, programme delivery and engagement with beneficiaries.
- **4.1.4:** Developing platforms, partnerships, and networks to share best practices, encourage experimentation, and to co-design sustainable solutions for impactful results.
- **4.1.5:** Ensuring that funding is managed responsibly, with robust controls in place to maximise impact and value for money.

4.2 We are committed to building internal capacity by:

- **4.2.1:** Strengthening flexible working practices to support collaboration across teams.
- **4.2.2:** Improving internal communication processes to ensure alignment and team cohesion.
- **4.2.3:** Building on the current staff wellbeing statement to support resilience, engagement and work-life balance.
- **4.2.4:** Investing in professional development and shared learning opportunities to enhance staff capacity and expertise.

4.3 We are going to promote the sustainability agenda by:

- **4.3.1:** Integrating climate change and sustainability principles into operations and programmes.
- **4.3.2:** Promoting environmental responsibility and sustainable practices amongst stakeholders.

Strategic Consideration for Programme Implementation



The effective delivery and expansion of our programmes depend on a range of structural, financial, and policy-driven factors.

These considerations shape the operating environment in which Léargas works, and influences both opportunities and challenges in programme administration.

A combination of external influences, such as government priorities, EU policies, and funding commitments, alongside internal capabilities—including staff expertise, digital infrastructure, and stakeholder engagement—will determine the long-term sustainability and impact of these initiatives.

The following sections outline the key assumptions, enablers, dependencies, budgetary and resourcing factors, and political considerations that will underpin Léargas' work in the coming years.

ASSUMPTIONS

- Sustained demand for European programmes such as Erasmus+ and the European Solidarity Corps.
- Continued National and EU policy support for international education, training, and exchange.
- DFHERIS and key government stakeholders remain engaged and committed to maximising the benefits of European funding and ensuring alignment with national policy objectives.

ENABLERS

- Active engagement and strategic backing from DFHERIS to integrate European mobility and learning initiatives into national policies.
- Strong partnerships with government departments, relevant state agencies and bodies, and community organisations.
- Experienced and dedicated staff with skills and expertise in programme delivery monitoring and collaboration.
- Robust digital infrastructure to support programme administration, virtual collaboration, and outreach.

DEPENDENCIES

- Government commitment to ensuring European programmes are embedded in national education, training, and youth strategies.
- DFHERIS playing a proactive role in advocating for and supporting Léargas to maximise the potential of its programmes.
- Collaboration with education, training, youth, and community organisations to ensure broad and meaningful engagement.
- External geo-political factors including the Multiannual Financial Framework (MFF) and domestic budget priorities, political priorities of the European Commission and draft Programme for government priorities.

BUDGETARY & RESOURCING

- Budgetary provisions from DFHERIS to support programme expansion.
- Investment in staff retention, research, and impact measurement to strengthen programme delivery and outcomes.
- Allocation for digital innovation, ensuring Léargas remains agile and future-focused.
- Sustained staff capacity and expertise to manage increased programme demand and ensure high-quality delivery.
- Continued advocacy from DFHERIS to ensure Léargas has the necessary human and financial resources to meet its objectives.

POLITICAL

- DFHERIS ensuring Léargas' role is recognised and supported within wider government policies on skills, lifelong learning and inclusion.
- Commitment to EU policy priorities, including skills development, employability, digitalisation, and sustainability.
- Close engagement with Department of Further and Higher Education, Research, Innovation and Science, Department of Education and Youth, Department of Arts, Media, Communications, Culture and Sport and other relevant government departments to continue integrating Léargas' work into national strategies, such as the Opportunities for Youth: National Strategy for Youth Work and Related Services 2024-2028.



Implementation Statement Timeline

Léargas has a structured implementation statement to guide the delivery of our strategic priorities. However, this statement must remain agile and responsive as it is shaped by key assumptions, enablers, dependencies, budgetary factors, and political considerations outlined in the previous section.

As external and internal factors evolve, we will adapt our approach to ensure continued impact and effective programme delivery.

The following timeline provides an overview of how our priorities will be actioned, while allowing flexibility to respond to changing needs and opportunities.



		2025	2026	2027	2028	2029
1.	INSPIRE					
1.1	We will drive excellence in programme delivery by:					
1.1.1	Working to meet the high standards set by the European Commission and national regulatory frameworks.					
1.1.2	Regularly reviewing and enhancing practices/processes to maintain transparency, accountability, governance and quality of work.					
1.2	We will broaden awareness of opportunities by:					
1.2.1	Leading on proactive outreach initiatives to potential beneficiaries to increase awareness and broaden participation and access to opportunities.					
1.2.2	Creating targetted communication campaigns to amplify and showcase the societal, cultural, and economic impact of international education and collaboration.					
1.3	We will shape impactful policies by:					
1.3.1	Collaborating with government departments and other stakeholders to contribute to and support the implementation of policy developments.					
1.3.2	Build and strengthen partnerships to align programme benefits with national priorities and local communities.					
2.	INCLUSION					
2.1	We will continue to embed inclusion across all programmes (our Supportive Approach) by:					
2.1.1	Advocating for programme designs that actively reduce barriers and expand access to EU opportunities for individuals and organisations.					
2.1.2	Review our activities to increase accessibility and enable participation.					
2.1.3	Incorporating ongoing Inclusion and Diversity training for staff to build inclusion awareness.					
2.1.4	Collaborating with policymakers, diversity and inclusion experts, and beneficiaries to define and monitor key metrics for inclusion.					
2.2	We are aiming to increase participation in programmes in underrepresented groups by:					
2.2.1	Establishing partnerships with organisations that support under-represented groups and communities, increasing their engagement and participation by 20% over the life of this strategy.					
2.2.2	Celebrating and promoting inclusion narratives.					
2.2.3	Providing tailored responses to organisations to support improving accessibility and inclusion practices.					
2.2.4	Measuring and reporting on inclusion metrics in programme evaluations.					
2.2.5	Redeveloping and maintaining an up-to-date, user-friendly website with information to enhance accessibility and engagement.					

		2025	2026	2027	2028	2029
3. IMPACT						
3.1	We will continue to build a strong evidence base by:					
3.1.1	Developing an impact measurement framework with clear metrics to track short, medium and long-term outcomes, using data to improve future initiatives.					
3.1.2	Publishing and promoting an annual impact statement highlighting the effectiveness of the programmes.					
3.1.3	Map and align membership of forums/networks with to guide, validate, and strengthen engagement and impact strategies.					
3.2	We are committed to amplifying the beneficiary voice by:					
3.2.1	Showcasing beneficiary stories about personal/org and community-level impact of participation.					
3.2.2	Creating opportunities for beneficiaries to share their stories both online and in person.					
3.2.3	Developing an integrated social media and communications strategy to leverage beneficiary stories, respond to trends, and create engaging, relevant content.					
3.2.4	Growing public awareness of programme opportunities by participating in high-profile partnership events.					
3.2.5	Identify thought leadership initiatives, including research collaborations, publications, and events that position Léargas as a representative voice of the beneficiary.					
4. INNOVATION						
4.1	We will drive organisational agility by:					
4.1.1	Refining organisational structures to respond effectively to future demands.					
4.1.2	Optimising internal systems/processes to improve efficiencies in maintaining a supportive approach for beneficiaries.					
4.1.3	Leveraging digital technologies to support virtual collaboration, programme delivery and engagement with beneficiaries.					
4.1.4	Developing platforms/partnerships/networks to share best practices, encourage experimentation, and to co-design sustainable cross-sector solutions for impactful results/ shared challenges.					
4.2	We are committed to building internal capacity by:					
4.2.1	Strengthening flexible working practices to support collaboration across teams.					
4.2.2	Improving internal communication processes to ensure alignment and team cohesion.					
4.2.3	Building on the current staff wellbeing plan to support resilience, engagement and work-life balance.					
4.2.4	Investing in professional development and shared learning opportunities to enhance staff capacity and expertise					
4.3	We are going to promote the sustainability agenda by:					
4.3.1	Integrating climate change and sustainability principles into operations and programmes.					
4.3.2	Promoting environmental responsibility and sustainable practices amongst stakeholders.					



King's Inns House, Parnell Street, Dublin 1, D01 A3Y8 | www.leargas.ie

