



STRATEGIC PLAN 2019-21

**Volunteers
Serving
Communities**

SERVE THE CITY
IRELAND

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*Hello and welcome on behalf of the Trustees of Serve the City Ireland (STCI) to our new strategic plan – **Volunteers Serving Communities**. Over a six-month period, starting in late 2018, we have invested significant time consulting and researching with our broad stakeholder base. We are so grateful to everyone who contributed and want to assure you that we have listened to your feedback, in order to produce a plan that is ambitious yet realistic for the next three years.*

Serve the City's projects in Ireland traditionally focused on providing practical DIY supports. In 2016, new projects – Refugee/Asylum-Seeker supports and Befriending - were initiated. These projects significantly added to the ways in which people could volunteer to support others, but they also required additional resources and time.

Similarly, increased demand for the services of STCI in general, in recent years, has presented us with many new opportunities for partnerships and learning. However, while we welcome these new opportunities, we have learned that they must be developed in a sustainable way. To put it another way, growing demand for our services presents an opportunity to increase our impact, but it also presents resourcing challenges, both financially and in terms of increased numbers of volunteers.

The Trustees recognise that these opportunities and challenges represent a need for significant change, which is why we have conducted a detailed review of our operations, with a view to developing this strategic plan to guide the organisation through the next phase of its growth.

We believe that our new strategic plan with its five main areas provides a clear 'roadmap' to guide the organisation over the next three years and are grateful to Richard Philips for his professional oversight and expertise in guiding us. We will continue being faithful to our overall ethos of serving both our clients in communities as well as our volunteers. We would love to see you actively journeying with us and finding out how your gifts and abilities can be used.

*Cormac Shaw, Alan McElwee, Rónán Coffey, Dick Bourke, Edwina Dewart and Paul Kerr,
Board of Trustees, May 2019.*

EXECUTIVE SUMMARY

A strategic review was carried out by Serve the City Ireland over a six-month period. The results were considered, and from them this three-year strategic plan has been developed.

The review highlighted that Serve the City Ireland is a well-respected organisation. Our mission is supported by an extremely loyal team of volunteers, who give their time and energy to improve the lives of others. Although this group may be smaller than first anticipated, there are also many ex-volunteers who still hold the organisation in very high regard (even while recognising shortcomings in some cases). Our clients appreciate the work that is done on their behalf. Those who refer clients to Serve the City are very grateful for our help and say that they know of no other agency that will take on the project work that Serve the City does.

The organisation [in Dublin] has grown rapidly and has currently outgrown its own capacity to deliver effectively in a sustainable way. Although much is working well, a few key issues, primarily in Dublin, need urgent attention:

• Volunteer recruitment / re-awakening:

There are not enough volunteers available to sustain desired levels of activity. New volunteers are needed.

• Administrative / co-ordination capacity:

There is a gap in 'middle-level' co-ordination and administration. This is proving to be a heavy burden on a small number of core volunteers, including one of the organisation's founders. The rest is taken on by Project Leaders who find themselves doing more than expected in order to run a Serve Day effectively. This gap is partially about people and partially about the processes required to ensure that things run effectively. Urgent attention needs to be given to recruiting people to fill some key coordinating roles and

to design processes to strengthen the organisation's activities.

• Leadership development:

Volunteers have always been integral and key to Serve the City and they have intentionally been brought into leadership positions. This needs to be recognised as a key programme in its own right, to ensure that we have a regular pool of new leaders at all levels of the organisation. By doing so it recognises that we would like to serve our volunteers as well, and that one of the outcomes delivered by Serve the City is the impact on the lives of the volunteers.

• Resourcing:

Activities require resources, and the organisation has, up until now, had a very small budget and no paid staff. Attention needs to be given to developing resource streams, as follows:

- Additional funding; whether by way of grants, donations or payment for services
- People to fill the various roles across the organisations
- People to design systems to improve Serve the City's processes
- Direct donations of supplies for activities.

A focussed effort to address each of these areas should allow Serve the City Ireland to perform effectively and to grow steadily in a sustainable fashion throughout and beyond the life of this plan.

ABOUT SERVE THE CITY

Serve the City Ireland (STCI) exists to mobilise volunteers to serve the practical needs of marginalised and vulnerable persons. We are part of an international movement of Serve the City organisations in multiple cities worldwide.

In 2005, Serve the City began in Brussels as a single week of service, initiated by a Christian faith community called The Well. Serve the City Ireland started in Dublin in 2006, Galway became active in 2012 and Cork in 2017.

Now active in 65 cities across the world, STC is a global movement of volunteers showing kindness in practical ways to people in need. We are the connection between the good intentions and talents of people willing to volunteer and the needs of marginalised and vulnerable people and communities. We aim to facilitate meaningful opportunities for volunteers to get involved.



Organisation

STC Ireland is a Company Limited by Guarantee. CHY 19323, Registered Charity No.: 20075668 (more information can be found under our Charity Regulator listing).

STCI is an affiliated member of Serve the City International, an international NGO registered in Belgium as an Association Internationale Sans But Lucratif (AISBL) under number 0665.652.996.

STCI is governed by a Board of six Trustees (directors):

Cormac Shaw (Chair), Paul Kerr (Secretary), Dick Bourke, Edwina Dewart, Alan McElwee and Rónán Coffey. At present, STCI has no paid staff and is completely volunteer-led.

Organisationally, City and Project Leaders provide management, leadership development and volunteer coordination locally, for each project. STCI is currently active in Dublin, Galway and Cork.

VISION, MISSION AND VALUES

VISION

Our vision is a society where the practical needs of marginalised and vulnerable persons are being met, so that they can live wholesome lives. We believe that providing practical care through volunteering has the power to transform individual lives and whole communities. Towards this end, we envision mobilising volunteers and expanding throughout Ireland.

MISSION

Our mission is to mobilise volunteers and serve marginalised and vulnerable people in our cities through practical support and social inclusion projects.

HUMILITY
COMPASSION
RESPECT
COURAGE
LOVE
HOPE



MISSION

to SERVE - CARE - TRANSFORM the lives of both those who serve and those whom we serve

**OBJECTIVE
GOALS
ACTIVITIES**

VISION

mobilising volunteers, serving marginalised and vulnerable persons

VALUES

All cities affiliated to Serve the City International share the same core values:



HUMILITY

- We exist to serve others, not ourselves.
- We do not presume to be experts and we work in collaboration with others.
- We endeavour to serve alongside those we serve, with empathy, following their lead.



COMPASSION

- Knowing people by name is knowing the uniqueness of each person's journey.
- We will always put the individual above the task.
- We will be flexible in how we approach each individual and organisation.



RESPECT

- We treat every person as having equal value, without favouritism.
- People from all walks of life and schools of thought are welcome within Serve the City.
- We do not promote any political or religious agenda.



COURAGE

- Serving others takes the courage to face difficult realities and sometimes deep suffering and injustice, to be vulnerable and to step outside of our comfort zone.
- We step across the line and serve people, whether their situation feels easy or challenging.



LOVE

- Service that makes a real and lasting difference is motivated by love. Only with love do we see the individual as a person with a name and not just as a need to meet.



HOPE

- No cause is hopeless and no person is beyond hope if a single person is willing to respond, learn their name and show them love.
- The city is vibrant and can be revived through the small hope-filled actions of the many.

PROCESS AND METHODOLOGY

The Trustees retained the services of an experienced consultant to assist in conducting the review and working through the findings. The process was as follows:

1. Consultation with the Trustees:

The consultant participated in an initial meeting with the Trustees to discuss parameters for the review of the organisation. A chat group and online document space were set up to ensure regular communication and review of findings. This allowed for an ongoing process of feedback, questions and suggestions from the Trustees throughout the process.

2. Serve the City International Forum:

The consultant attended the Forum held in October 2018, meeting many key stakeholders from across the wider organisation and gaining significant background information and an international perspective on the organisation.

3. Literature review:

The Trustees supplied a list of suggested relevant reading materials. These included background documentation on Serve the City Ireland, training materials, detailed information on the various programmes developed by Serve the City, as well as key documents on the charity and volunteer sector in Ireland in general. This literature review informed the subsequent activities. Observations from the literature review have been incorporated in the following report.

4. Focus group held with STC volunteers:

A group of volunteers (including project leaders) worked together to provide material to inform this strategic review. Collectively they completed exercises to articulate:

- Their understanding of the Vision, Mission and Values that underpin the work of Serve the City
- A SWOT (Strength, Weakness, Opportunity and Threat) analysis of Serve the City

- A set of Questions, Issues and Observations that the organisation should address
- Notes for further analyses (PESTLE analysis and Porters 5 forces)

5. Telephone Interviews with stakeholders:

A total of 22 people including the six Trustees were interviewed. These represented a wide range of internal and external stakeholders. An initial questionnaire was circulated and agreed with the Trustees in advance. The results from the interviews were compiled into a report, with notes grouped under key themes. This report was shared with the Trustees and subsequently incorporated into this report.

6. e-consultation:

An e-Survey was designed to allow for as wide a consultation as possible. It was advertised through the Serve the City e-zine to over 1,500 recipients, with a link to the survey (run through SurveyMonkey). The results from the survey were collated, shared with the Trustees and incorporated into this report.

7. Discussion of findings with the Trustees:

The findings from each of the review activities were presented to the Trustees and discussed at length. The general trends of the findings were clarified and agreed.

8. Production of Strategic Plan:

A three-year Strategic Plan was developed, informed by the strategic review, including vision, mission, values¹, strategic goals and objectives, actions and KPIs, and Critical Success Factors. This was then presented to the Trustees for consideration and adoption.

¹ Values have already been defined



live generously...

OVERALL FINDINGS AND RECOMMENDATIONS

1. The perception of Serve the City Ireland is overwhelmingly positive. Clients and those who represent clients are grateful for the work completed and the contribution made to the lives of vulnerable people in Ireland. Volunteers appreciate the opportunity to jump into volunteering in an easy way, the further opportunities to develop more meaningful relationships with clients over time, the relationships they develop with other Serve the City volunteers and the satisfaction of being involved in helping others.

2. Much of the success of Serve the City Ireland has been reliant on a committed founder who contributed significant time and energy into the development of the organisation. When problems developed, they could usually be solved by jumping in with additional time to smooth them out. As the organisation has grown, this is no longer feasible. The organisation has to move past its reliance on the founder by putting in place:

- Processes which ensure activities run smoothly and anticipate difficulties which arise from time to time.
- Other committed people (either staff or volunteers) who can step in to resolve issues and proactively undertake the work required to launch new programmes.

3. As the organisation has matured, and as volunteers have become more experienced, both volunteers as individuals and the organisation as a whole, have recognised **limitations to the existing model**. This has led to questions and the development of new programmes that seek to offer other meaningful ways to contribute to others' lives. These, in turn, have met with their own challenges:

- Practical work offering DIY or gardening (or similar) skills as a once-off intervention meets an immediate need but does little to address clients' ongoing concerns. Nor does it allow

for significant meaningful contact between volunteers and clients.

- Building longer-term relationships with clients and volunteers is necessary to see greater impact in their lives.
- This is time-consuming, complex and needs different planning models to the ones that work for the once-off practical activities.

4. No 'silver bullet': There is no single solution that will transform the situations. It may be that a funding or activity model could be developed in the future that will transform the organisation. Initially, resource constraints and process deficits need to be addressed, then new ideas can be piloted to determine their potential. In time these may be transformative.

5. With regard to the specific activities and programmes that Serve the City runs, as well as the different cities in which Serve the City operates, each had their own specific strengths and weaknesses, discussed below:

Practical Serve Days

(typically DIY or gardening work for a client) These were the first activities that Serve the City started, are the most common of Serve the City's activities, and as a result, this is usually what people think of when they think of Serve the City. They have proven very successful, which is not surprising since they are:

- Easily accessible – volunteers can just jump in without much training or any significant induction process. They provide excellent access into the world of volunteering.
- Results-oriented: clients get tangible results e.g. a painted room or garden makeover.

For these reasons, these have a critical place in the Serve the City offering.

Despite their success, however, there are a number of issues to be addressed:

- Resource constraints, matching supply and demand and inconsistent processes.
- Serve Days achieve practical outputs for clients but can do little to address clients' ongoing concerns or provide meaningful client – volunteer interaction. They play an important role in a wider context of developing impactful, relationship-based interventions (where they are a stepping stone programme, which produces tangible outputs, but also either builds longer-term relationship with clients, or develops volunteer's skills and commitment, as preparation and training for other longer-term programmes.

In this vein, the strategic focus on Serve Days should ensure that:

- Resources and processes allow them to run smoothly and efficiently.
- Clear development pathways are identified to equip and then recruit volunteers for future opportunities within Serve the City's programmes.

Leadership Development:

This has always been part of Serve the City's activities but has rarely been identified as a programme in its own right. Volunteers have been identified as having leadership or organisational skills and recruited to roles as Project Leaders, Programme Coordinators, City Leaders etc. In addition to serving the practical needs of the organisation, it provides a partial answer to the desire for more relationship-based, meaningful client engagement by also identifying the volunteer as a client and seeking to develop him/her as an example of long-term client engagement.

In order to improve the way in which this happens, it needs to be identified as a Serve the City programme in its own right and resourced accordingly:

- **Project Leaders** are needed for DIY Project days, as well as for other specific events that Serve the City runs across any of its programmes. Assistant Project Leaders would also be worth trying, as the work of a DIY project can get complicated and require more than one leader at a time!
- **Programme Coordinators** are needed to shape, own and manage each of the programmes STC runs. These roles involve skill in people management as well as programme management and coordination (programme development expertise is also required during their development phase). These roles require medium – long-term commitment and are not suitable for people who cannot commit to a significant term.
- **City Leadership** is needed to translate a broad vision or Trustees' direction into a vibrant organisation at city level.
- **Board of Trustees** should ideally be refreshed on a rolling basis after members have served a number of three-year terms, creating an opportunity for volunteers to develop trustee-level skills and demonstrate these by serving as a Serve the City Trustee.



This may be an ideal programme to develop through partnership with business. Existing partnerships with LinkedIn, for example, could be adapted to take on a leadership development focus which might better suit the aims of both organisations.

Programme Development:

Additional programmes have been developed in order to have more impactful client interactions. These have been successful, have significantly impacted clients and are deeply appreciated by clients and client support agencies. They are nonetheless resource heavy and sometimes fail to achieve the level of client interaction desired. They need further development and resourcing in order to bring them to the point where they are mature and sustainable.

- **Asylum seekers (Tour the City):** brought clients from reception centres on walks in different areas of the city to help them get to know the city, have a social outlet and engagement with local volunteers. It was a popular programme but required better resourcing and co-ordination from volunteers and the reception centres. Questions remain over the quality of client – volunteer interaction and the extent to which it achieved its goals. Currently too resource-heavy to maintain, it is recommended to delay restarting this programme until there are resources (particularly Project leaders) available. Rather than restarting the programme as it existed, it is recommended that new strategies be tried to achieve integration, social opportunities and familiarity with the city in different ways.

- **Befriending (Hearth and Mind):** Is a support project for those in sheltered accommodation. Volunteers provide cleaning services with an intention to also befriend those within the housing. This has worked very well, and one house is supported well by one team of volunteers. It is currently a little resource heavy and it is recommended that

this programme should not expand further until more volunteers and volunteer leaders are available. When these are achieved it should be developed further. A specific training programme as part of the Leadership Development programme could be developed for Befriending Programme leaders and may be possible in conjunction with Hearth and Mind.

- **Further Programmes:** There is a desire to develop further programmes to tackle other significant issues. This desire should be encouraged, but with a clear understanding that no further programme can be developed until the existing programmes are fully developed and resourced and there is a successful programme to develop new leaders on an ongoing basis in place.

National and International development of Serve the City:

- Serve the City also operates in Cork and Galway. These are at a much smaller scale than Dublin and can still be managed by a single City Leader. The Trustees of STCI needs to ensure appropriate governance, while still ensuring the cities can develop independently to suit their context. Learning from the development of programmes in Dublin could help other cities avoid pitfalls along the way but should not attempt to be too prescriptive.

- Elsewhere in the world, Serve the City operates in many cities. It is clear that many cities are facing similar challenges. Any solutions found and processes developed should be shared with the wider STC family wherever possible. Attention should be given to developing processes whereby this type of information sharing is facilitated in order to maximise the value of the 'common brand'.



STRATEGIC PLAN

KEY STRATEGIC GOALS AND GENERAL TIMELINES

	YEAR 1	YEAR 2	YEAR 3
<div>1 Move beyond Founder</div> <div>(Build sustainable organisational capacity:)</div>	<div>Clarify & strengthen</div> <div><ul style="list-style-type: none">Clean, effective volunteer databaseAccurate resourcing modelCommunications systemsManagement and admin systems</div>	<div>Build resource engine</div> <div><ul style="list-style-type: none">New volunteer recruitment channelsDevelop new resourcing channelsDevelop websiteBuild brand recognition</div>	<div>Consolidate</div> <div><ul style="list-style-type: none">Ensure all processes and systems scalePrepare for next stage of org developmentAdd training, tools to website</div>
<div>2 Fix management of Serve Days in Dublin</div> <div>(DIY / gardening projects run smoothly as effective recruitment engine as well as meaningful client engagement)</div>	<div>Ensure Stability</div> <div><ul style="list-style-type: none">Consolidate projects every 2nd weekDevelop systems to ensure easy administrationDevelop process to ensure minimal preparations for each Serve Day</div>	<div>Develop</div> <div><ul style="list-style-type: none">Increase frequency to weeklyArrange 1 large-scale eventBuild systems to ensure easy planning, execution, M&E</div>	<div>Grow</div> <div><ul style="list-style-type: none">Duplicate Serve Days in a few areas each weekRun 2 – 4 large-scale events each year</div>
<div>3 Leadership development becomes critical value-add of STC</div> <div>(Incorporate into vision)</div>	<div>Formalise</div> <div><ul style="list-style-type: none">Design / clean-up Project leader training.Run at least once!</div>	<div>Develop</div> <div><ul style="list-style-type: none">Run Project leader trainingDesign training / development for senior positions (City leadership / Programme Coordinator / Trustees)</div>	<div>Run</div> <div><ul style="list-style-type: none">Regular training to support increased need</div>
<div>4 New programmes</div> <div>(recognise vision of deeper client engagement)</div>	<div>Stabilise</div> <div><ul style="list-style-type: none">Hearth and Mind ongoing as isPlan for re-start of Tour the City (or equivalent)</div>	<div>Built</div> <div><ul style="list-style-type: none">TTC restartsExpand Hearth and Mind engagement as volunteer numbers allow.Develop new programme to serve new clients</div>	<div>Expansion</div> <div><ul style="list-style-type: none">Expand TTC, H&M and New programme</div>
<div>5 Wider STC engagement</div> <div>(Influence STC International development; Support STC Ireland cities development)</div>	<div>Frame issues</div> <div><ul style="list-style-type: none">Engage in International fora to identify common issuesDevelop 'Peer support' groups trying to address similar issues</div>	<div>Pilot solutions</div> <div><ul style="list-style-type: none">Share progress on measures piloted to address common issuesArrange 'Peer auditing' trips to learn from one another</div>	<div>Roll-out successes</div> <div><ul style="list-style-type: none">Peer support groupings help one another roll-out new solutions</div>

Strategic Goals, Objectives, Actions, Key Performance Indicators and Critical Success Factors

STRATEGIC GOALS	OBJECTIVES	ACTIONS	KEY PERFORMANCE INDICATORS	CRITICAL SUCCESS FACTORS
<div>1 Move beyond Founder</div> <div>(Build sustainable organisational capacity and strengthen governance:)</div>	<div>Secure ongoing resource streams to achieve this strategy</div>	<div>A. Look for sponsorship of DIY materials from Hardware Providers e.g. Woodies, Chadwicks or Builders, etc.</div> <div>B. Research Fundingpoint.ie and identify potential funders</div>	<div>◆ Sponsorship agreements in place.</div> <div>◆ Success rate at funding applications</div> <div>◆ Calendar of regular funding cycles</div>	<div>Visibility and recognition of sponsorship.</div> <div>◆ Demonstrated track record of outcomes.</div>
	<div>Develop management, administrative and co-ordination capacity to support this strategy</div>	<div>A. Break management, administration and co-ordination needs down into individual (small) roles.</div> <div>B. Identify these as once-off or ongoing roles.</div> <div>C. Write clear role descriptions with skill requirements for each of these roles.</div> <div>D. Recruit volunteers for the roles.</div> <div>E. Seek support from existing volunteers in identifying people to fill these roles.</div> <div>F. Seek time commitment for all medium-term and long-term roles to avoid frequent changes and loss of organisational expertise.</div> <div>G. As necessary (and subject to funding) hire in people to fulfil critical roles.</div> <div>H. Audit communication needs and identify different forms of communication needed.</div> <div>I. Identify systems and people to support all regular communication needs.</div>	<div>◆ People (voluntary / paid) identified and in place to fill all roles</div>	<div>Alan freed from all administrative and co-ordination activities to focus on strategic relationships</div>
	<div>Develop admin systems to reduce day-to-day administrative or co-ordinating activities</div>	<div>A. Clean up and segment volunteer database: identifying active volunteers, senior volunteers and volunteers with specific abilities relevant to this strategic plan.</div> <div>B. Develop resourcing model to ensure clear understanding of capacity of organisation based on available volunteers and volunteer leaders.</div> <div>C. Produce simple induction training: explore videos to deliver individual topics.</div> <div>D. Develop website as knowledge archive: explore video training/webinars.</div>	<div>◆ Numbers in database.</div> <div>◆ Responsiveness levels.</div>	<div>Good visibility of database effectiveness and results</div>
	<div>Guard the Vision, Mission and Values of the organisation</div>	<div>A. Ensure Vision captures the dual goal of meaningful volunteering and meaningful client outcomes.</div> <div>B. Ensure Mission captures the 'tension' of providing easy-entry volunteering and meaningful client relationships.</div> <div>C. Check all plans against the overall Vision, Mission and Values.</div>	<div>◆ Updated Vision and Mission</div>	<div>Better understanding of client engagement</div>

	Ensure compliance with the Charities Regulatory Authority Charities Governance Code and the General Data Protection Regulation (GDPR) and/or other codes/ compliance as necessary.	<p>A. Audit of GDPR compliance and action plan.</p> <p>B. Trustees familiarise themselves with CGC in 2019, with implementation in 2020 for annual reporting in 2021.</p> <p>C. Strengthen Board of Trustees as needed.</p>	<p>◆ GDPR compliance register.</p> <p>◆ Charities Governance Code 'Compliance Record Form' (<i>available on CRA website</i>)</p> <p>CRA annual report on compliance</p>	Time and resources
	Clarify relationship between STC Ireland, and STC Dublin, Cork, Galway and future cities	<p>A. Agree limits of autonomy of city leaders and responsibility to STC Ireland.</p> <p>B. Ensure regular communication between cities.</p> <p>C. Explore City leaders 'peer review' process to allow horizontal management and communication.</p>	<p>◆ MOU's updated</p> <p>◆ Communication channels in place</p>	
	Build up capacity: more resources, more volunteers, more leaders.	<p>A. Recruit new volunteers to match needs identified by resourcing model.</p> <p>B. Ensure all volunteers have basic induction and all Project Leaders have received PL training.</p>	<p>◆ Effective Volunteer database.</p> <p>◆ Induction records</p>	Clear offering Training times suitable
<p>2 Fix management of Serve Days in Dublin</p> <p>(DIY / gardening projects run smoothly as effective recruitment engine as well as meaningful client engagement)</p>	Develop systems to run Serve Days more easily and effectively and ensure commitment to clients does not exceed capacity to deliver.	<p>A. Redesign the process of running a Serve Day:</p> <ol style="list-style-type: none"> Map the process from end to end. Identify all points of failure, variation, disconnection, confusion, etc. Design new process with clear owners, decision points and decision criteria. Ensure process has capacity to roll with last-minute changes. Produce tools necessary to roll out this process: Procedures, cheat sheets, reporting tools, etc. Formally roll-out this process for all Serve Days. <p>B. Set up annual calendar of planned DIY events and meet with PLs to arrange who will lead them.</p> <p>C. Go through referral list: prioritise and de-commit as needed to match current capacity.</p> <p>D. Develop tools for easy sign-up to Serve Days, and easy visibility of who is involved.</p> <p>E. Seek equipment stores in a few places closer to where DIY is happening.</p> <p>F. Ensure referral process captures division of responsibilities and provision of resources.</p> <p>G. Have feedback loop to clients / referral agencies.</p>	<p>◆ New processes in place.</p> <p>◆ Calendar of events with PLs and volunteers.</p> <p>◆ Feedback from clients / referring agencies.</p>	Processes can be harmonised Volunteers engage Clients appreciate the support

	Seek a large-scale Serve event.	<p>A. Identify high visibility / profile project worth engaging large team in.</p> <p>B. Commission team to plan and execute this as a recruitment, motivational and profile-building event.</p>	◆ Activities complete	Time and resources
	Adapt systems (when ready) to cope with multiple sites running simultaneously, midweek serve day options, longer-term projects.	A. (increase capacity first).		
	'Volunteer development and Leadership training' a critical programme to build out organisational management capacity.	<p>A. a. Run annual leadership training to train new Project Leaders.</p> <p>B. Ensure Project Leader training covers practical DIY ability, capacity to train others in basic DIY</p> <p>C. Audit skill levels of Project Leaders annually.</p> <p>D. Train existing leaders in additional leadership skills as needs are identified.</p> <p>E. Identify Assistant Project Leaders. Use an assistant PL each Serve day to reduce load on Project Leader and as training for future Project Leaders.</p>	<p>◆ New leaders trained</p> <p>◆ Skills matrix</p> <p>◆ Additional training events</p> <p>◆ Assistant leaders identified</p>	Leaders take on roles to meet demand Training capacity Suitable volunteers available
	Clarify variety of leadership roles.	A. Develop clear role descriptions for: Project Leaders, Programmes Leaders, City Leaders, Administrators / Coordinators, etc.	◆ Clear role descriptions	
	Encourage cross-leadership communication and collaboration.	<p>A. Communicate summary of Trustee' meetings and decisions to all leaders.</p> <p>B. Set up communication platforms for leaders to communicate.</p> <p>C. Devolve decision-making wherever possible.</p>	◆ Record of communications.	Proactivity in leaders to engage
<p>3 Leadership development becomes critical value-add of STC</p> <p>(Incorporate into vision)</p>	Teach leaders to say 'No'!	<p>A. Bring leaders in for specific term of office rather than open-ended commitments.</p> <p>B. Build in annual review of performance and include 'health-check' questions.</p> <p>C. Actively prefer long-term commitment of less frequent involvement over intense involvement.</p>	◆ Existence of communication channels.	Leaders respect this process

4 New programmes (recognise vision of deeper client engagement)	Build on partnership with 'Hearth & Mind' as capacity allows.	A. Rename as 'Befriending Programme' to call out purpose and allow growth beyond Hearth and Mind when feasible B. Develop volunteer induction to 'befriending' to ensure they have clear understanding of value-add to clients of befriending C. Plan annual event (e.g. Summer Barbeque) to celebrate programme and catalyse growth when resources allow.	♦ Numbers involved in befriending.	
	Repurpose 'Tour the City' to better suit its purpose. Resource, plan fully and relaunch as programme to support integration of migrants into Irish society.	A. Clarify actual goals of programme. B. Engage in process of programme design and planning. C. Identify resource needs and ensure these are in place prior to re-launch. D. Ensure volunteers receive specific training for this programme – explaining desired outcome and expectations of volunteers. E. Agree division of responsibilities with partner organisations – especially around resource commitments. F. Ensure clear and realistic commitment is made to clients – avoid unrealistic expectations. G. Investigate partnerships with other organisations to support this (e.g. 'Faillte Isteach')	♦ Identification of needs. ♦ Programme design and description ♦ Training in place ♦ Clients supported ♦ Partnership agreements	
5 Wider STC engagement	Explore ideas for programme to address key social inclusion issues in Irish society.	A. (ensure resources in place first) B. Arrange volunteer consultation and planning session to design future programmes.	♦ Programme plans	
	Influence STC International development. Support STC Ireland cities' development. Seek to influence the wider conversation of volunteer agencies in Ireland.	A. Issues experienced in Ireland are not unique – pass on learning and contribute to wider discussion on development of Serve the City internationally. B. Explore tools that could be developed at STC International level and used by all cities.	♦ Ideas imported.	Better understanding of client engagement



The Trustees travelling to STC Galway

Trustees

- Cormac Shaw *Chair*
- Paul Kerr *Company Secretary*
- Edwina Dewart
- Rónán Coffey
- Dick Bourke
- Alan McElwee
Who also serves as Chair of STC International.

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