



volunteer centre

Ionad d'Obair Dheonach Cheatharlach

CARLOW



Annual Report 2017

Submitted to the Department
Rural and Community
Development
April 2018



Annual Report 2017

Welcome to Carlow Volunteer Centre

Table of Contents

1 operational Contents.....	1
2 Our Activities.....	2
2.1 With Volunteers and VIO's.....	2
2.2 On Social Issues.....	5
3 Our Impact	7
3.1 On VIO's	7
3.2 On Volunteers.....	8
3.3 Volunteer Stories.....	8
4 Appendix – Operational Plan Details.....	10
4.1 Core Objective 1.....	10
4.2 Core Objective 2.....	14
4.3 Core Objective 3	15
4.4 Core Objective 4	17

1. Operational Content:

1.1 Governance: -

Carlow Volunteer Centre is an independent organisation. There is a volunteer Board of Directors in place made up of eight representatives from the local community which represent key stakeholders. The board oversee the strategic direction of the organisation and delegate operational activities to the manager.

Chairperson: - Michelle o Hara,

Company Secretary: - Frank Comerford

Martin Meagher

Martha Jane Duggan

Colette Lane

Fiona Dunne

Karl Duffy

Margaret Moore

1.2 Staffing: -

One full time member (Manager) and two-part time staff members. Volunteers are utilised to enhance services periodically. One Tus Participant until August 2018.

1.3 Area Profile: -

Carlow County is an inland county, measuring 943 sq. km in area, located in the South East Region and bordered by Counties Wicklow, Wexford, Kilkenny, Laois, and Kildare. Carlow Volunteer Centre serves the county-wide area – a population of 56,876. The population density for County Carlow of 56.4 people per sq. km remains below the national average of 60.6, thus indicating a relatively high level of population dispersal in the County. This suggests a likelihood of social issues related to rural isolation, and also impacts on the ability of isolated people to become involved in formal voluntary activity based within the urban centres. This is exacerbated by the poor public transport within the county, especially in rural areas.

Chairpersons Report



In 2017 Carlow Volunteer Centre has continued its focus and drive in offering a high quality service to our users whether they be individuals, communities or other voluntary organisations. We continue to see a growth in the use of our services. There were many initiatives in 2017 that contributed to the ongoing success and value that Carlow Volunteer Centre brings to the community.

It is estimated that in Carlow alone up to 14,000 hours of volunteering with an economic value of over 306 thousand euro are provided each year by the people of the town and County. Support and Training for this volunteering infrastructure falls in the main on the Manager and Staff of the volunteer Centre by supporting volunteers, in matching volunteers to community needs, in providing a Garda Vetting Service for individuals and many other services connected with the volunteer centre. On behalf of the Board I want to record our gratitude and appreciation for the staff of the centre in carrying out these tasks with efficiency and generosity.

Again as in previous years I would like to acknowledge and thank the many agencies that support and fund our services. I would specifically like to acknowledge the support of the Department of the Environment, Community and Local Government, Carlow Local Authorities and Fairgreen shopping centre. I would like to give a special mention to Unum who generously sponsored the first Volunteer Recognition Awards in memory of Paddy Looney in March. This was a great success with over 100 guests attending on the night to acknowledge the volunteers who have given their time to others throughout the year. Unum also sponsored the Thankyou event and the Volunteer Christmas event in Fairgreen Shopping centre.

Finally, I would like to thank the Board of Directors, for their continued contribution and invaluable guidance, support and advice throughout the year.

Michelle O' Hara

(Chairperson of Carlow Volunteer Centre)

3. Introduction:

This report highlights the achievements of Carlow Volunteer Centre (CVC) in 2017. We offer support and guidance to individuals and Volunteer Involving Organisations (VIOs) to reach their individual and collective goals while making a significant contribution to their local community and society.

Our Services

Volunteers

The opportunity to meet with a member of staff to discuss volunteering opportunities.

Access to a database of volunteering opportunities so that the volunteer can choose the opportunity that best suits them.

Information on the how, why and where of volunteering

The volunteers rights and obligations and best practice in volunteering.

On-going support for the volunteer through regular contact.

VIOs

We offer a free volunteer placement and referral service.

Guidance and support in developing volunteer roles.

Post Volunteer Opportunities

Guidance and support on policy issues.

Guidance and support developing new projects involving volunteers.

Training, guidance and support around best practice issues when involving volunteers

Garda Vetting Service.

4. Our Activities:

4.1. With Volunteers and VIOs



Delivered Volunteer Managers Forum

21 Participants from **14** VIOs

Credit Union Carlow

Carlow Consumer Services

Kilkenny/Carlow Contact

Sonas Nursing Home Carlow

Carlow Family Resource Centre

Irish Girl Guides

NCBI Carlow

Borris Beavers

Carlow Mental Health Association

Visual Carlow

Meals on Wheels Carlow

PPN Carlow

St. Catherines Community Services,
Carlow

Carlow Regional Youth Services

"Delivered in a friendly manner. Easy to follow and everyone involved in discussion..I got great advice on Volunteer recognition and evaluation"

"I got great ideas on Networking and on Policy Settings and Recruitment – really informative and easy to follow".

96%

Satisfaction

"I found meeting other organisations was very useful.I got alot of advice on how to design a volunteer role description"

"I learned so much about the value of volunteers. How to deal with the situations that arise, both positive and negative. I really enjoyed both days. Thank you."

And were involved in the following:



Carlow Roadshow



Volunteer Recognition Awards



Volunteer thankyou event



Volunteer Expo Information Day



Christmas tree

4.2 On Social Issues

CWVC recognises that there is a range of social issues which can be partially addressed by our work in conjunction with other state and non-state agencies. We that in mind we engaged and worked with a range of organisations in 2017

Mental Health

Carlow/ Kilkenny Samaritans

Carlow Mental Health

Talk it Over, Carlow

Involvement Centre Carlow.

Pieta House, Carlow



TALK & LISTEN,
BE THERE,
FEEL CONNECTED



DO WHAT YOU CAN,
ENJOY WHAT YOU DO,
MOVE YOUR MOOD



REMEMBER
THE SIMPLE
THINGS THAT
GIVE YOU JOY



EMBRACE NEW
EXPERIENCES.
SEE OPPORTUNITIES.
SURPRISE YOURSELF



Your time,
your words,
your presence



Homelessness and Housing

St, Vincent De Paul, Carlow

Tintean Carlow Voluntary Housing Association

St. Clares Hospitality Kitchen, Carlow



Unemployment

Carlow Jobsclub

"Cases", Carlow

Moving on Program, Carlow.

Making Connections, Carlow





Inward Migration

Failte Isteach English Language Classes

Language Classes, Classes, Carlow.

Intergration forum, Carlow

5. Our Impact:

According to our volunteers and VIOs our work has a significant impact on them and the community and it is very important that they have the support we offer.

92%



- Of Volunteers and VIOs stated that it is very important to have the support of the VC for the community .

87%



- Of Volunteers and VIOs stated that it is very important to have the support of the VC for them.

5.1. On VIOs:

69%

- Of VIOs stated that because of the volunteers referred to them and the support and advice of the VC their programme delivered on its objectives.

64%

- Of VIOs stated that because of the their engagement with the VC their ability to attract volunteers has increased/significantly increased.

47%

- Of VIOs stated that without the support and advice of the VC they could not have delivered their programmes.

42%

- Of VIOs stated that because of the support and advice of the VC they have increased their number of service users.

44%

- Of VIOs stated that without the support of the VC they would have to reduce the activities of their organisation

45%

- Of VIOs stated that because of the their engagement with the VC their ability to retain volunteers has increased/significantly increased.

5.2. On Volunteers:

55%

- Reported an increase in their mental health and wellbeing as a result of volunteering.

59%

- Reported an that they had increased their range of friendships.

81%

- Reported an increase in their self-esteem .

67%

- Reported an increased feeling that they were making a useful contribution to their community.

56%

- Reported an increase in their interpersonal skills e.g. communication, working with others etc.

Source: Volunteer Survey

5.3. Volunteer Stories:

70% of Volunteers reported increased confidence in their own abilities following volunteering.

Gavin volunteers as a Youth Leader in Carlow Regional Youth Services and has been with them for over 10 years. Aisling had the pleasure of meeting Gavin on site in The Vault to have a chat about his volunteering experience, Gavin's enthusiasm for his role as a volunteer is infectious and hearing about his work highlighted how volunteering can impact someone's direction in life;

What is your favourite part of Volunteering?

I really love volunteering in the summer camps because the emphasis is on fun for the kids, I enjoy getting involved playing the games and teaching the kids new things. It brightens my day to see the children enjoy themselves and the positive impact the camp has on their lives.

Why do you think volunteering is important?

I can't highlight how important volunteering can be, I never intended to become a Youth & Community worker but because of my volunteering with the Youth Services I decided to do a Fetac Level 5 in Youth Work and now I'm completing a degree in Youth & Community work in Carlow I.T. Volunteering can help you realise your own personal goals and it builds your potential and confidence. If you enjoy the volunteering it can light a fire in you and you can become very passionate about the work you do.

What would you say to someone who is considering volunteering?

Just go ahead and do it! You have no idea of the benefits it could bring and it lets you have more belief in your own capabilities. It's great to have volunteering on your C.V.

87% Reported an increased sense of belonging to their community..

At the age of 14 Sarah Baldwin has over 5 years' experience of volunteering –something some of us still haven't achieved in our older years. Sarah, who is a second year student in the Presentation de la Salle in Bagenalstown started volunteering when she was just 9 years old. Before heading abroad to compete in an International karate competition Sarah took some time out of her busy schedule to tell us her story of volunteering and how it led her to winning a Paddy Looney Volunteer Award earlier this year.

How did you become involved in volunteering?

A good friend introduced me to volunteering as I have always loved animals and they were going to help out in the ASH Animal Rescue Centre in Wicklow. My friend also fosters dogs for A Dogs Life so I went with her to help out when I was 9 years old. I never considered myself as a volunteer as I loved dogs and enjoyed helping out – I really loved working with the animals. ASH Animal Rescue is a charity based in Rathdangan, Co. Wicklow, they work tirelessly to rescue, rehabilitate & re-home hundreds of dogs every year. They also house cats and other animals.

What would you say to someone who is considering volunteering?

I'd definitely recommend volunteering to everyone and pick something that you enjoy doing! It can lead on to different opportunities and I've made lots of friends in the past few years through my volunteering. Sarah was nominated by Mary representative from A Dogs Life, for a Paddy Looney Volunteer Award earlier this year. Reading through the application form it becomes apparent how modest and unassuming Sarah is as she has done so many different fundraisers in aid of both ASH Animal Rescue and A Dogs Life, raising over €2,000 in one event selling her old Lego sets. For a young teenager Sarah demonstrates what a big difference someone can make through commitment and dedication to a cause.



6. Appendix A – Operational Plan Details:

6.1 Core Objective 1

Core Objective I – Increase Access to Volunteering by offering a Support Service to the Public and Volunteering Involving Organisations (VIOs)			
Outcome/Impact	Planned Action/Activities/Outputs	Performance Measures/Targets	Results
Increased overall levels of participation in volunteering.	Contact all newly volunteers who have registered their interest within 3-5 working days to offer them an appointment with a staff and or further support to identify suitable opportunities.	<ul style="list-style-type: none"> 90% of volunteers followed up in the specified time. 	<ul style="list-style-type: none"> 95 % followed up in the specified time.
	Carry out 160 face to face meetings with volunteers, including drop ins, scheduled meetings and during outreach activities,	<ul style="list-style-type: none"> 55% placed after face to face meetings 	<ul style="list-style-type: none"> 60 % placed after face to face meetings.
	Conduct outreach in 10 locations across Carlow.	<ul style="list-style-type: none"> 80% moved from registered interest to registered. i.e. actively engaged in the process 	<ul style="list-style-type: none"> 80% moved from registered interest to actively engaged in the process i.e. registered.
	Text time-limited and once off opportunities to all volunteers that have a registered e-mail address (with ability to opt out). Frequency = Bi-Monthly	<ul style="list-style-type: none"> 250 volunteers registered interest 	<ul style="list-style-type: none"> 250 volunteers registered interest.
	Distribute newsletter and e-zine quarterly highlighting available opportunities to volunteers.	<ul style="list-style-type: none"> 95 repeat callers. 	<ul style="list-style-type: none"> 80 No. of repeat callers.
	Contact 250 volunteers who have registered their interest and aim to move them to registered, i.e. actively engaged in the process.	<ul style="list-style-type: none"> 650 opportunities applied for 	<ul style="list-style-type: none"> 515 No. of opportunities applied for.
	Plan, organise and deliver Volunteer EXPO Sept 2018		

▪ **Core Objective I – Increase Access to Volunteering by offering a Support Service to the Public and Volunteering Involving Organisations (VIOs)**

Outcome/Impact	Planned Action/Activities/Outputs	Performance Measures/Results	Results
Increased knowledge among 16-25 year olds of volunteering.	Carry out 3 information sessions across the catchment area.	<ul style="list-style-type: none"> 70% stating they have increased their knowledge of volunteering having attended the session. 	<ul style="list-style-type: none"> 80% stating they have increased their knowledge of volunteering having attended the session
	Deliver a make a difference program		
	Carry out information sessions and/or outreach in second level and third level institutions.		
Increased knowledge among the unemployed of volunteering as a viable pathway to work.	Conduct outreach in local jobs club at 3 weekly intervals. 6 - 8 participants per session.	<ul style="list-style-type: none"> 70% stating they have increased their knowledge of volunteering having attended the session. 80% stating their reason for volunteering is to enhance their employment prospects 	<ul style="list-style-type: none"> 73% stating they have increased their knowledge of volunteering having attended the session. 90% stating their reason for volunteering is to enhance their employment prospects.
	Carry out 1 information sessions with INTREO staff		
Volunteers enhance their personal development and wellbeing.	As a result of voluntary activities facilitated by the volunteer centre.	<ul style="list-style-type: none"> 50% of volunteers reporting an increase in their personal development. 50% of volunteers reporting an increase in their wellbeing. 	<ul style="list-style-type: none"> 54% of volunteers reporting an increase in their personal development. 55% of volunteers reporting an increase in their wellbeing.

Increase the knowledge and skills of Volunteer Involving Organisations (VIOs) to attract, retain, lead, manage and support volunteers.	Carry out Organisational Consultation with 30 registered VIOs.	<ul style="list-style-type: none"> 90% VIOs stating their needs were assessed. 	<ul style="list-style-type: none"> 90% VIOs stating their needs were assessed.
	Provide advice and support through phone, best practice guides, email and meetings.	<ul style="list-style-type: none"> Direct engagement with 60% of active and registered VIOs. 	<ul style="list-style-type: none"> Direct engagement with 60% of active and registered VIOs.
	Provide a volunteer referral service.	<ul style="list-style-type: none"> 30% of VIOs engaged were provided with support and guidance. 	<ul style="list-style-type: none"> 30% of VIOs engaged were provided with support and guidance.
	Support VIOs to develop volunteer opportunities.	<ul style="list-style-type: none"> 200 No. of volunteers referred to organisations. 	<ul style="list-style-type: none"> 200 No. of volunteers referred to organisations.
	Distribute a quarterly newsletter/e-zine to all VIOs.	<ul style="list-style-type: none"> 75% of VIOs report that they were provided with appropriate and sufficient support and guidance. 	<ul style="list-style-type: none"> 75% of VIOs report that they were provided with appropriate and sufficient support and guidance.
	Invite their representatives to attend volunteer management training, information and networking events, volunteer manager's forum and the volunteer manager's seminar Organise and conduct 3 VIO Information/Networking Events/Roadshow	<ul style="list-style-type: none"> 70% of VIOs report an increase in their knowledge and skills regarding volunteering. 90 No. of new opportunities. 	<ul style="list-style-type: none"> 70% of VIOs report an increase in their knowledge and skills regarding volunteering. 90 No. of new opportunities.
Reduce barriers to volunteering.	Provide a Garda vetting service and relevant training.	<ul style="list-style-type: none"> 20 No. of New VIOs availing of the Garda vetting service. 	<ul style="list-style-type: none"> 30 No. of New VIOs availing of the Garda vetting service.
	Collaborate/liase with agencies working with those with additional support needs.	<ul style="list-style-type: none"> 300 No. of vetting forms processed. 	<ul style="list-style-type: none"> 600 No. of vetting forms processed.
	Provide the service in a variety of ways - website, phone, email, drop ins and outreach.	<ul style="list-style-type: none"> 20 No. of organisations attending training. 	<ul style="list-style-type: none"> 30 No. of organisations attending training.
	Ensure a diverse range of volunteering opportunities across the catchment area.	<ul style="list-style-type: none"> 100% of GV applications processed in the stated time 	

Increase opportunities in rural areas of Carlow.	Participate in Interagency Rural Outreach where available	<ul style="list-style-type: none"> 50 % of organisations participating in Organisation Consultation re-engaging with CVC core service 40 No of Interagency Outreach 10 No of New/Re-engagement 	<ul style="list-style-type: none"> 50 % of organisations participating in Organisation Consultation re-engaging with CVC core service 60 No of Interagency Outreach 10 No of New/Re-engagement
	Provide CRA and GV Training as a means of engagement with Rural Groups		
	Distribute a list of opportunities to the Older Persons Forum Twice a Year		

Core Objective II – Increase the Quality of Volunteering

Outcome/Impact	Planned Action/Activities/Outputs	Performance Measures/Results	Results
Increase the capacity of VIOs to engage volunteers and enhance their services.	Carry out a Volunteer Management Training (VMT) course.	<ul style="list-style-type: none"> 50% of VIOs reporting an increase in their capacity. 80% of service users report that it is easy to access supports and events. 90% satisfaction with training. 20 No. of organisation consultations with. 	<ul style="list-style-type: none"> 50% of VIOs reporting an increase in their capacity. 85% of service users report that it is easy to access supports and events. 90% satisfaction with training. 30 No. of organisation consultations with.
	Conduct Organisation Consultations to review needs.		

Increase/Maintain the number of VIOs accessing supports and services.	Recruit new organisations.	<ul style="list-style-type: none"> • 12. of new organisations registered. • 90% of active and registered VIOs availing of services. • 520 Direct Engagements with Organisations 	<ul style="list-style-type: none"> • 15. of new organisations registered. • 90% of active and registered VIOs availing of services. • 500 Direct Engagements with Organisations
	Invite all newly registered organisations to have a face to face meeting.		
	Direct engagement with active and registered VIOs.		
An up to date record of volunteer and VIO information and volunteering opportunities.	Quarterly quality checks on volunteer and VIO records.	<ul style="list-style-type: none"> • Identify the percentage of active opportunities which have been applied for within the stated time. • 90% of volunteer and VIO records are up to date and accurate. • Decrease vacant opportunities. • New Email Template for New Organisations 	<ul style="list-style-type: none"> • Identify the percentage of active opportunities which have been applied for within the stated time. • 90% of volunteer and VIO records are up to date and accurate. • Decrease vacant opportunities. • New Email Template for New Organisations
	Record the method and type of support provided to VIOs		
	Contact all VIOs annually to check and update information and details.		
	All opportunities checked before being activated		
	Contact VIO if an opportunity has not been applied for within 6 weeks.		
	Bi- Monthly review of vacant opportunities.		
	Publish opportunities with no applications after 6 weeks on social media.		

Core Objective III – Increase Awareness of Volunteering by Marketing and Promoting Volunteering

Outcome/Impact	Outcome/Impact	Performance Measures/Targets	Results
Increased public awareness of volunteering and the activities of the volunteer centre.	Implement marketing strategy.	<ul style="list-style-type: none"> 50% of Volunteers report that they are aware of local events and supports. 10% increase in inquiries 10% increase in Facebook likes 10% Increase in Twitter followers. Increase in Instagram followers. Increase in online searches for the centre. Google ad words implemented. 	<ul style="list-style-type: none"> 50% of Volunteers report that they are aware of local events and supports. 10% increase in inquiries 15% increase in Facebook likes 25% Increase in Twitter followers. Increase in Instagram followers. Increase in online searches for the centre. Google ad words implemented
	1 Vol Spot Per Month		
	Edit and update website content with information and news of the centre's activities.		
	Generate media coverage and publicity through highlighting innovative volunteering initiatives supported by the centre.		
	Carry out 6 outreaches in local shopping centres major centres of population.		
	Distribute weekly updates on social media to promote volunteering and the work of the centre.		
	Participate in 4 public/ interagency events		
	Continue monthly Volunteering spotlight articles (volunteer and organisation) in local newspaper, parish newsletter		
	Organise and carry out an awareness campaign in collaboration with local second level school transition year students.		

Core Objective III – Increase Awareness of Volunteering by Marketing and Promoting Volunteering

Outcome/Impact	Planned Action/Activities/Outputs	Performance Measures/Targets	Results
	Carry out 2 outreaches in third level institutions.	<ul style="list-style-type: none"> 50% of Volunteers report that they are aware of local events and supports. 	<ul style="list-style-type: none"> 50% of Volunteers report that they are aware of local events and supports.
	Secure/Maintain a quarterly slot on the local radio station.		<ul style="list-style-type: none"> 10% increase in inquiries
	Distribute quarterly newsletter/e-zine to all registered volunteers and VIOs	<ul style="list-style-type: none"> 10% increase in inquiries 	<ul style="list-style-type: none"> 15% increase in Facebook likes
	Carry out a local volunteering Thank You event.	<ul style="list-style-type: none"> 10% increase in Facebook likes 	<ul style="list-style-type: none"> 25% Increase in Twitter followers.
	Google ad words updated monthly.	<ul style="list-style-type: none"> 10% Increase in Twitter followers. 	<ul style="list-style-type: none"> Increase in Instagram followers.
	Engage a volunteer with market/PR/social media expertise.	<ul style="list-style-type: none"> Increase in Instagram followers. 	<ul style="list-style-type: none"> Increase in online searches for the centre.
	Develop/maintain a working relationship with the local media.	<ul style="list-style-type: none"> Increase in online searches for the centre. Google ad words implemented. 	<ul style="list-style-type: none"> Google ad words implemented.
Increased awareness among key stakeholder groups of the contribution the VC makes to the community and voluntary sector.	Organise and carry out an information session with Local Community Development Committee	<ul style="list-style-type: none"> 1 meeting with Local TDS 1 presentation to LCDC 2 correspondence/engagements with Local Representatives 	<ul style="list-style-type: none"> 1 meeting with Local TDS 1 presentation to LCDC 2 correspondences/engagements with Local Representatives
	Staff, board/steering committee promote the work of the centre through membership and participation with local boards and organisations, PPN etc.		
	Meet with all local TDs once in the year.		
	Send Annual Report to all local representatives		

Increased public awareness of local and national campaigns and events.	Publicise membership of the national network on the website and relevant promotional material.	<ul style="list-style-type: none"> 55% of service users report that they are aware of local supports, events and campaigns. 	<ul style="list-style-type: none"> 55% of service users report that they are aware of local supports, events and campaigns.
	Develop and participate in events to promote and support national volunteering week.	<ul style="list-style-type: none"> 10 nominations for local awards and 100 attendees at Award Ceremony 	<ul style="list-style-type: none"> 10 nominations for local awards and 100 attendees at Award Ceremony
	Distribute information about the local volunteer Leadership training	<ul style="list-style-type: none"> 20 news articles on our website. 	<ul style="list-style-type: none"> 20 news articles on our website.
	Encourage organisations to put forward nominations for the Carlow Volunteer Centre Award.	<ul style="list-style-type: none"> 24 Local Articles in paper 	<ul style="list-style-type: none"> 24 Local Articles in paper
	Participate in development and implementation of one national initiative.	<ul style="list-style-type: none"> 3 interviews on local radio 	<ul style="list-style-type: none"> 3 interviews on local radio
	Host Volunteer EXPO to show case local volunteer opportunities.	<ul style="list-style-type: none"> 100 attendees at Christmas Tree Event 	<ul style="list-style-type: none"> 100 attendees at Christmas Tree Event
Increased staff knowledge	Manager to attend 3 VCMN meetings	<ul style="list-style-type: none"> 80% of service users who state staff were knowledgeable about volunteering 	<ul style="list-style-type: none"> 97% of service users who state staff were knowledgeable about volunteering
	1 staff member to attend one POF meeting	<ul style="list-style-type: none"> 90% of service users who stated staff provided a welcoming, friendly and professional service. 	<ul style="list-style-type: none"> 92% of service users who stated staff provided a welcoming, friendly and professional service.
	Staff attendance at regional meetings.	<ul style="list-style-type: none"> 50% of staff actively engaged with the national network. 	<ul style="list-style-type: none"> staff actively engaged with the national network.
	Staff contribute to online forums and knowledge sharing with peers.		
	Staff participate on national working groups, committees and panels as time allows.		

Core Objective IV – Ensure the Organisation is Sustainable through Good Governance and Management

Outcome/Impact	Planned Action/Activities/Outputs	Performance Measures/Targets	Results
A high quality, professional service is available to all stakeholders.	Develop an annual work plan and report of activities.	<ul style="list-style-type: none"> • Work plan produced and approved by the board/steering committee. • 90% of actions identified during quality improvement activities complete in the stated time. • 90% of performance targets are attained or exceeded. • 90% of policies and procedures are up to date and reflect current practice. • 100% compliant with the VC Quality Standards. • 80% of service users satisfied with the service provided. 	<ul style="list-style-type: none"> • Work plan produced and approved by the board/steering committee. • 90% of actions identified during quality improvement activities complete in the stated time. • 80% of performance targets are attained or exceeded. • 70% of policies and procedures are up to date and reflect current practice. • 100% compliant with the VC Quality Standards. • 92% of service users satisfied with the service provided.
	Monthly staff meetings to include analysis of activities against performance measures, quality standards and CQI plan.		
	Annual review of available resources, equipment, promotional material and premises. Including a review of compliance with nationally agreed guidelines on logos and standardised practices.		
	Collect and analyse feedback from relevant events and activities.		
	Annual review of policies and procedures (as per review matrix).		
	Distribute, collate and analyse the results of the annual national volunteer and VIO surveys.		
	Carry out annual self-assessment against the quality standards.		
	Complete all actions identified in the quality improvement plan and include any additional actions identified as a result of analysis and self-assessment.		

Effective and transparent governance within the organisation.	Annual review of the governing document and relevant documentation, board handbook, risk register etc. All updated as required.	<ul style="list-style-type: none"> 80% of Board/Steering Committee members attend regularly scheduled meetings. Fully compliant with all legal and financial requirements. 100% of relevant meetings documented. Management report of organisational activities provided for all board/steering committee meetings. Fulfilling all requirements set out in contractual agreements with the department. 	<ul style="list-style-type: none"> 80% of Board/Steering Committee members attend regularly scheduled meetings. Fully compliant with all legal and financial requirements. 100% of relevant meetings documented. Management report of organisational activities provided for all board/steering committee meetings. Fulfilling all requirements set out in contractual agreements with the department.
	Board/Steering committee meetings every 6 weeks and an Annual General Meeting conducted. All meetings documented.		
	Finance and HR sub-groups meet twice annually.		
	Have accounts independently audited, approved and sent to relevant stakeholders.		
	Board members receive a documented induction and declare any conflicts of interest.		
	Provide a documented manager's report on operational activities to each board/steering committee meeting.		
	Publish the annual report on the website and make available to stakeholders.		
	Ensure full compliance with CRA requirements.		
	On the journey/fully compliant/maintaining compliance with "The Governance Code for Community, Voluntary and Charitable Organisations".		

Effective and efficient operational systems implemented that incorporate best practice principles and guidelines.	Carry out a review and planning day with staff and board/steering committee members to inform the annual work plan.	<ul style="list-style-type: none"> Records maintained of staff support and supervision meetings and annual appraisal. 100% compliant with VI affiliation requirements. 100% of board/steering committee members who report they have the knowledge and skills required to provide support and guidance. 	<ul style="list-style-type: none"> Records maintained of staff support and supervision meetings and annual appraisal. 100% compliant with VI affiliation requirements. 100% of board/steering committee members who report they have the knowledge and skills required to provide support and guidance
	Carry out staff support and supervision meetings and annual performance appraisal.		
	Training needs analysis carried out for all staff and a training plan developed.		
	Board training needs analysis in relation to governance, board responsibilities or specific roles.		
	Maintain Volunteer Ireland affiliation requirements.		
	Engage volunteers to enhance centre activities throughout the year.		
	Maintain or increase current income levels from all sources.		