



BALLINASLOE SOCIAL SERVICES CLG
STRATEGIC PLAN
2025-2030

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STRATEGIC PLAN 2025 -2030

Aim of Strategic Plan:

To ensure the long term sustainability of Ballinasloe Social Services through consolidating recent growth, continuing to deliver quality services and actively advocating for individuals, families and communities in Ballinasloe and its environs, thereby investing in a strong organisation that will be in a position to take advantage of growth opportunities when they present themselves into the future.

INTRODUCTION:

Building upon a strong foundation of over 50 years of service to Ballinasloe and its hinterland, this Strategic Plan 2025 – 2030 acknowledges the evolving social landscape including the unique challenges and opportunities presented by our rural context and ongoing societal shifts. Over the past five decades, we have grown and developed our capacity to positively impact on people's lives and in doing so, we have gained the trust and support of Ballinasloe and its hinterlands. We value this support from the local community.

We remain committed to our core mission of improving the quality of life for older people, individuals, with physical disabilities and children and families in need, while proactively adapting our services to ensure accessibility, inclusivity and long-term sustainability.

Our Strategic Plan 2025 -2030 aims to show further development of our services in terms of quantity, quality and sustainability, while responding to the needs of people seeking our support and remaining accountable and transparent to our funders.

OUR VISION:

To improve the quality of life for the elderly, the physically challenged, children and people in need in Ballinasloe and the surrounding areas by assisting and promoting existing social services and responding to newly identified areas of need. We aim to be a leading,

responsible and responsive social service provider in Ballinasloe and surrounding areas, empowering individuals to thrive and fostering a connected and supportive community.

OUR MISSION STATEMENTS:

Day Care Centre:

It is essential for our Day Centre to deliver a combination of both medical and social models of care, particularly supporting the older person, as well as those with disabilities and complex medical needs. Our goal is to deliver a safe, welcoming and stimulating environment, where individuals can participate in meaningful activities, develop new skills and build social connections.

Meals on Wheels:

To support older people to continue living in their own communities by providing nutritious meals that are delivered to their homes and combatting social isolation through the fostering of meaningful social connections

Childcare Facility:

To provide high-quality, inclusive early childhood education and care that nurtures each child's individual potential and offers targeted early intervention support to children and their families experiencing developmental concerns.

Family & Community Resource Centre:

To ensure, through collaborative partnerships and targeted programmes, that all children, families, individuals, and communities can actively participate in and are included in a society that is equal, fair, inclusive and non-discriminatory and which will enable better well-being and life outcomes.

OUR CORE VALUES:

Integrity: We conduct our business with honesty, fairness and independence, upholding the highest ethical standards in all our interactions and decisions.

Accessibility & Inclusion: We are committed to ensuring that our services are accessible to all members of our diverse community, actively removing barriers relating to location, ability, race and socio-economic status.

Collaboration & Partnership: We believe in the power of working together, actively seeking and nurturing partnerships with the local community, other organisations, community groups and statutory bodies to maximise our collective impact.

Person-Centred Approach: We prioritise the individual needs and preferences of our service users, empowering them to actively participate in the design and delivery of our services. We nurture independence, together with physical and emotional well-being.

Accountability & Transparency: We are accountable to our service users, funders and the wider community and always operate transparently in our decision-making and resource management

BOARD, STAFF AND VOLUNTEERS:

We have a voluntary Board of Management.

We deliver our work, through a voluntary board of management, a professional team of employees and approximately 50 volunteers. We enjoy the generous support of the East Galway community and a blend of public and private income sources.

We are fully committed to providing a good and safe work environment, ongoing learning and a workplace that supports employee and volunteer wellbeing.

Our Board is made up of 12 individuals, who give of their time, energy and skills freely to govern the organisation on an ongoing basis and guide the organisation into the future. Currently, there is 10 members on the Board, made up as follows, with 2 vacancies,:

Chairperson:	Michael Lally
Vice-Chairperson:	Declan Quinn
Treasurer:	Jenny O'Sullivan

Board Members:

Margaret Oliver, Regina Power, Stephen Kerr, Catherine Colleran, Una Hernon Grenham, Caroline Layng, Dr. Kevin Connolly, Claire Healy.

Our President is Sr. Alacoque Gleeson.

Staff:

Director of Services:	Teresa Coughlan
Admin Assistants:	2 x Community Employment Participants
Day Centre Manager:	Mandy Lloyd

Part-Time Nurse:	Roiseen Hardiman
Driver/Caretaker:	Mary Egan
Day Centre Operative:	Mary Murray
Day Centre Operative:	Joanie Kilgannon
Transport Assistant:	Community Employment Participant
Day Centre/Childcare Cleaner:	Community Employment Participant
MOW Co-Ordinator:	Kay Cunningham
MOW Assistant:	Mary Corcoran
MOW Kitchen Operative:	Michelle Ward
Childcare Manager:	Elaine Murphy
Pre-School Leader:	Caroline Costello
Pre-School Assistant:	Chelsey Fogarty
Pre-School Assistant:	Sonia Dias
FRC Co-Ordinator:	Una Murphy
FRC Worker:	Teresa Madden

We are fortunate to have the following numbers of volunteers:

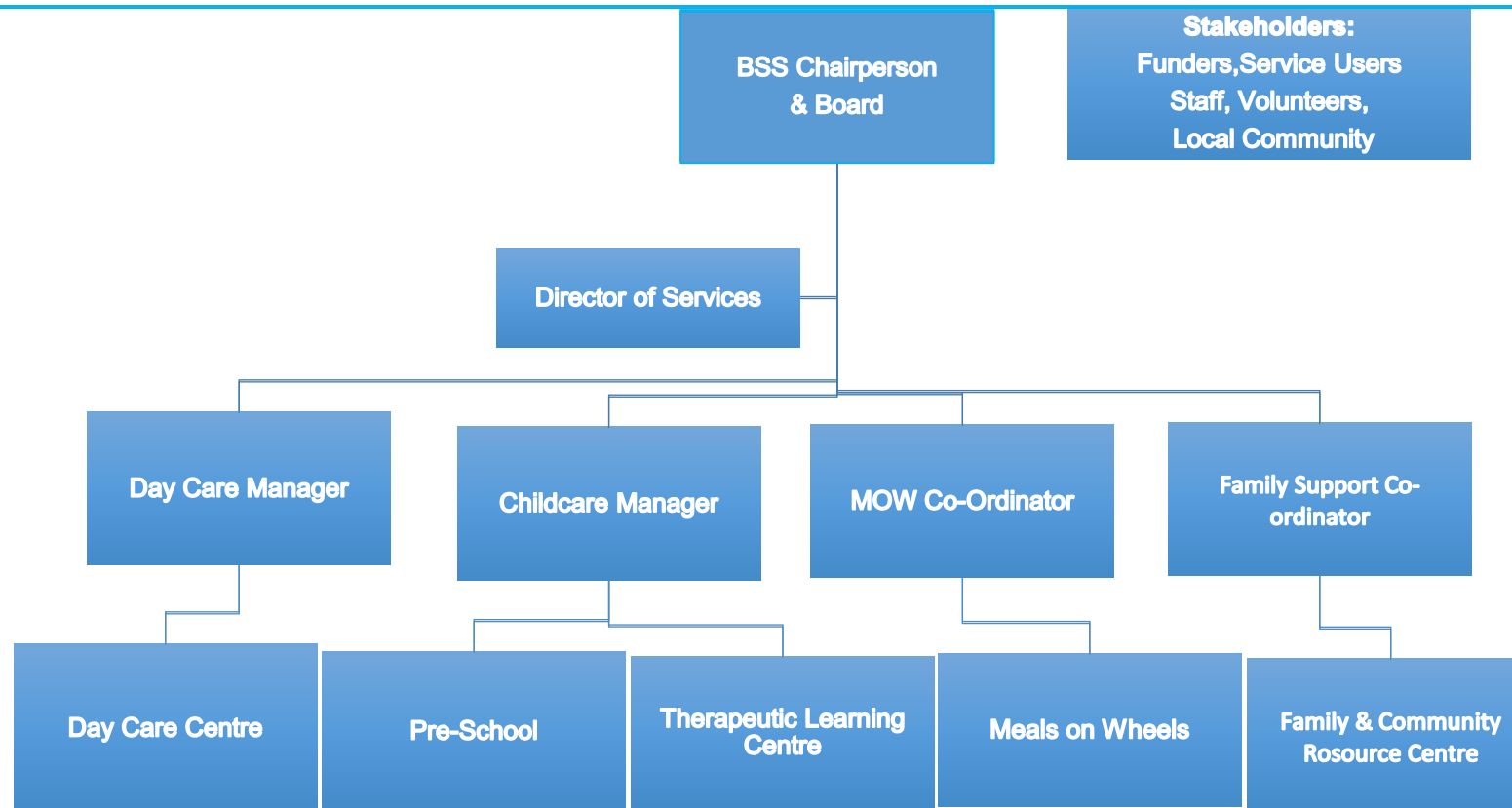
Day Care: 25

Meals on Wheels 17

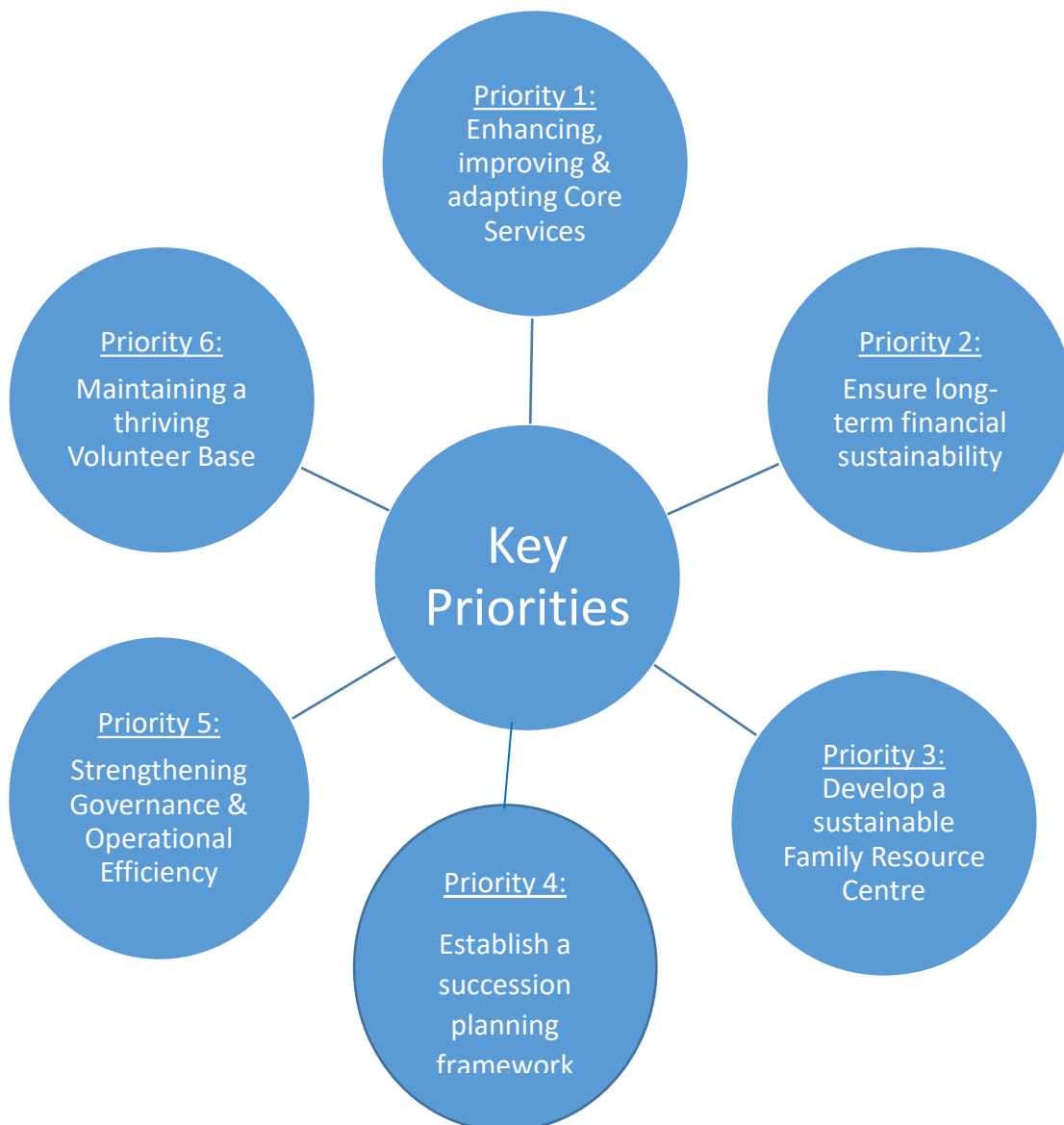
Rainbows Programme 8

BALLINASLOE SOCIAL SERVICES

ORGANISATIONAL STRUCTURE



STRATEGIC PRIORITIES & OBJECTIVES 2025 -2030



PRIORITY 1: ENHANCING, IMPROVING AND ADAPTING CORE SERVICES

1. Day Care Sustainability & Growth

Key Strategies:

Continue to evolve as a service providing a social and medical model of care in response to the emerging needs of the community resulting from the growing demographic of older people in our community.

Support older adults to maintain their independence and autonomy for as long as possible, while also preserving and enhancing their overall wellbeing.

Highlight our services by maintaining and developing engagement with the wider community.

Recognise the vital role care givers play in the lives of our service users

Provide access to relevant information and resources related to ageing, healthcare and community

Facilitate early discharge from hospital settings for older people by putting the Day Care and MOW supports in place for them.

Maintain appropriate staffing levels in the day centre to ensure consistency of care while maintaining a safe environment with an emphasis on the following activities:

- close observations
- medical interventions
- fall prevention
- feeding
- assistance with activities of daily living.

Ensure the continuation of a high-quality service delivery.

Maintain good facilities, furniture stock and equipment in the day centre premises

Continue to provide an atmosphere where service users feel comfortable, respected and valued.

Acknowledge and highlight the importance of volunteers in the service

Build on the sense of community in the day centre through encouraging social interaction, and reducing feelings of isolation.

ACTIONS:

- Offer support and respite to care givers and involve the families in our service e.g. offer an annual grandchildren day in the Day Centre
- Provide a range of activities that cater to the different interests and abilities of our client base, while fostering social interaction, cognitive stimulation and physical activity.
- Increase number of outings per annum
- Initiate two new programmes to the Day Centre that are researched to be beneficial to all attendees.
- Record the number of service users participating in particular activities and programmes to monitor engagement and effectiveness of programmes.
- Provide ongoing and up-to-date training and staff development to ensure delivery of consistent quality care.
- Track revenue from fees, donations and other sources and monitor costs associated with staffing, supplies, activities and other operational expenses
- Liaise with organisations that support those living at home e.g. Vincent de Paul, ensuring all service users requiring safety alert wristbands have them in place.
- Enrich the Day Centre programme by using the grant of €20,000 from AIB to provide social outings, trips, meals and other social interactions to the service users.
- Seek out grants to expand programmes and activities for service users and to improve and maintain facilities and equipment to provide a safe environment
- Continue with health monitoring and offer the necessary healthcare services to maintain or improve the physical and mental wellbeing of our service users.
- Offer appreciation coffee mornings/ lunch dates to underscore the importance of volunteers and interaction with each other in the services. Current day centre volunteers work 107 hours each week in the Day Centre, which is equivalent to 3 full-time employees.
- Ongoing engagement with FCRC to provide assistance to our service users regarding information, sign-posting and support
- Support the carers of our service users with the provision of well-being classes and other such supports

2. Meals on Wheels Sustainability & Growth

Key Strategies:

Secure additional recipients especially in outlying areas through liaising with local community groups and HSE healthcare professionals

Highlight the benefits of nutrition and social connections that are associated with this service.

Improve cost efficiency (bulk buying) within the confines of Environmental Health regulations

Liaise with other organisations for cost-effective measures

Acknowledge and highlight the importance of volunteers in the service

ACTIONS:

- Review the service in its entirety to demonstrate its sustainability i.e. manpower, food costs, transport etc and balance economic cost versus social benefit
- Examine other food providers (e.g. forecourt dinners) to ensure the relevance of MOW in a changing rural context and adjust to respond to changing needs and external factors.
- Target outlying areas such as Moore and Ahascragh by conducting an intensive advertising campaign, highlighting the additional benefits from the MOW service
- Provide a service in the short-term to people who are unwell, until they are better
- Establish local points to drop off a number of dinners in each outlying area to home helps, family, carers etc.
- Liaise with other organisations for cost-effective measures (e.g. BCFE agricultural class will grow vegetables and herbs for the service).

3. Childcare Adaptability and Expansion

Key Strategies:

Maintain high quality pre-school and early intervention services

Ensure a skilled work force through CPD, ongoing learning and training in line with Childcare regulations

Consideration and examination of the possibility of providing a transport service to the school, especially in the winter months, in order to improve attendance

Address speech and language needs in the pre-school and increase the richness of language in the home environment

Maintain good facilities and furniture stock in the school premises i.e. heating, plumbing, floor covering, painting tables & chairs, equipment etc

ACTIONS

- Regular supervision in place for Childcare staff.
- Ongoing training both online and in person.
- Implement enhanced communication strategies with parents

- Conduct regular consultations with the parents to get a clearer picture of the needs of the children and their families
- Increase external activities in Summer Camps
- Secure funding to provide transport to and from the school on a pilot basis.
- Secure funding to provide the services of a Speech & Language Therapist in the pre-school for children and their parents.
- Develop high quality connections with Referral Agents to ensure timely referrals and tailored support plans for their children
- Continue the Music Generation programme in the school
- Introduce small outings (e.g. Horse Riding, Swimming etc) which will encourage and support communications between educators and parents and between parents with each other, also giving the FCRC an opportunity to interact with parents.
- Secure grants to maintain premises and stock at a high quality level.
- Comply with all relevant regulations of the sector

Performance Indicators for Priority 1:

- Numbers attending day centre increased by 20% by 2030, subject to capacity and funding.
- Day Centre outings increased from 1 to 2 per annum
- Monitor the numbers of referrals received from various sources which can indicate the centre's reputation and reach those in need of support
- Conduct surveys to evaluate food, activities and staff interactions.
- Increased grants secured to offer additional programmes in Day Centre
- Well-being sessions offered to carers of service users
- Early discharge from hospital settings facilitated through provision of our community supports
- Increased numbers availing of MOW, with recipients in targeted areas availing of the service
- Identified developmental needs addressed in Childcare
- Achieve a 95% satisfaction rating among parents by 2030, through regular evaluation tools
- Increased external activities in Summer Camp
- Highly trained staff on site in all services

PRIORITY 2: ENSURE LONG-TERM FINANCIAL SUSTAINABILITY

Key Strategies:

Strategy 1: Diversify Funding

ACTIONS:

Actively pursue all available government, corporate and philanthropic grant and donor opportunities relevant to our service areas, ensuring financial security of all services and achieving a 10% increase in grant/donor funding by 2030

Approach other organisations regarding possible opportunities to share resources and best practices.

Strategy 2: Grant Maximisation

ACTIONS:

Secure adequate additional revenue and State funding to deliver the essential services we provide.

Increase non-statutory funding sources by 20% by 2030, through pro-active fundraising initiatives, corporate partnerships and social enterprise development.

Establish a dedicated grant application team

Develop strong relationships with funding bodies

Monitor and respond to relevant funding calls

Strategy 3: Expenditure Analysis

ACTIONS:

Identify opportunities to develop creative, cost-effective ways of working and providing services

Build more strategic links with key decision makers at local, regional and national level

Pay particular attention to other service providers that there is no duplication of services

Strategy 4: Increase Fundraising

ACTIONS:

Increase the scope of existing fundraising events.

Increase the amount of fundraising events by 25%

Aim to reach new audiences with both.

Strategy 5: Increase Self-Generated Income

ACTIONS:

Examine service charges

Evaluate if MOW and Day Care Charges should be increased in line with inflation

Increase rental income for the premises by 20% by 2030

Introduce cashless payment methods e.g. Tap & Go

Introduce online payments (Stripe) etc. for service users and their families.

Strategy 6: Use of Community Employment Schemes

ACTIONS:

Ensure that personnel vacancies are filled promptly with participants who have the appropriate skills.

Advocate to Government for appropriate top-up of Social Welfare payments for people who go on schemes

Constantly liaise with CES Managers to ensure vacancies are appropriately filled.

Performance Indicators for Priority 2:

- Increased funding through fundraising and donations.
- Increased rental use of premises
- Increased grants secured
- Expenditure consolidations achieved.
- Value of grant funding secured, number of relevant grant applications submitted.

- Community Employment participants in place in relevant service – 1 in Admin, 2 in Transport, 2 in Day Centre, 1 in Meals on Wheels
- All services are financially secure

PRIORITY 3: DEVELOP A SUSTAINABLE FAMILY & COMMUNITY RESOURCE CENTRE

All children, families, individuals, and communities can actively participate and are included in a society that is equal, fair, inclusive and non-discriminatory and which will enable their optimal well-being and life outcomes.

FRC Aims:

1. Combat disadvantage, improve the functioning of the family unit, and build resilience in the wider community by supporting individuals, groups and communities.
2. Deliver universal and targeted supports to children, families, individuals and the community with a strong focus on problem prevention and early intervention.
3. Work within the community-based model of family support and have Community Development central to all aspects of our work.
4. Work in a needs led approach, supporting local people to identify local challenges and develop local responses.
5. Operate in a drop-in, accessible, open-door model, with a focus on the relief of poverty, social inclusion and development opportunities that address the needs of families and the wider community.
6. Increase service provision by increasing the staff complement of FCRC

Strategy 1: Build Family & Community Resilience and Combat Disadvantage

Key Strategies:

- Ensure the renewal of Tusla contract, pending the achievement of membership of the National Forum
- Improve the functioning of the family unit
- Reduce social isolation and exclusion
- Reduce economic hardship and intergenerational unemployment
- Enhance the emotional, mental, and social wellbeing
- Support individuals, families and community to cope with, adapt to, and recover from stress, hardship, or crisis

ACTIONS:

- Establish a Resilience Hub offering evidence – based programmes to support and enhance resilience and community-led wellbeing initiatives.
- Develop a Therapy Hub to offer a range of low cost therapies to both children and adults (psychotherapy, art and play therapies).
- Employ a Social Care Practitioner for a 2 year period in line with agreed extra grant provision from Tusla
- Deliver evidence based mental health programmes including Decider and Wellness Recovery in Action Programme (WRAP) in partnership with relevant local agencies.
- Develop with relevant agencies Adult Bereavement Support groups locally.
- Establish and expand outreach clinics from Money Advice Budgeting Service (MABS) from monthly to semi-monthly.
- Expand outreach clinics from Citizens Information Centre (CIC) from monthly to semi-monthly.
- Delivery financial literacy programs in partnership with MABS.
- Develop Free Legal Advice Clinic to run on a monthly basis.
- Deliver personal development programmes to support individuals and groups to develop confidence, focus on shared exploration of talents, the discovery of new joys and hopefulness.
- Secure funding for staff to work exclusively with marginalised adults and older people in signposting, support, and advocacy.
- Children and Young People warm coat initiative to support families affected by economic hardship.
- Deliver effective and appropriate signposting to most appropriate service.
- Working in partnership with other relevant agencies through Ballinasloe Older People Services Network, Ballinasloe Peer to Peer Forum (etc)

Strategy 2: Deliver Universal and Targeted Supports Focused on Prevention and Early Intervention

Key Strategies:

- Expand the service to meet the needs of the community with the development of dedicated Family & Community Resource Centre at No 70 Brackernagh.
- Ensure longevity of service provision by securing national funding through the National FRC Programme.
- Reach families, parents and children with early, accessible supports as required.
- Adapt universal and targeted supports to the changing needs of the community.
- Work in partnership with all agencies working with Children and Families to identify at-risk families and engage in support before challenges escalate.

ACTIONS:

- Deliver evidence-based parenting including Circle of Security, Triple P Parenting, Parents Plus and Mindfulness in Parenting to strengthen parent / guardian capacity.
- Provide supports for families on challenging behaviour to include the delivery of Managing Challenging Behaviour programme in house and in collaboration with other relevant agencies.
- Effectively sign post and refer parents to Non Violent Resistance within Tusla Family Services.
- Deliver Parent / Guardian and Toddler groups to support early identification of needs.
- Build parent capacity, decrease isolation and expand parental network of support.
- Promote protective factors for parents and families by providing a suite of supports to help build strong parent-child relationships and reduce parental stress (Parent / guardian support groups and personal development groups, along with appropriate signposting to other services)
- Enhance the tiered support framework that includes drop-in advice, one-on-one supports, and group interventions.
- Enhance the role of the FRC as a “central hub” used by other services to direct families to access information, support, and signposting them the most appropriate service.
- Embody the Tusla Child and Family Support Network (CFSN) ethos of ‘no wrong door’
- Meet with families to identify their need, meet that need or effectively signposting and supporting to access the most appropriate service.
- Work in partnership with all agencies supporting children and families through Ballinasloe CFSN.
- Support agencies not currently engaged in CFSN to participate to further enhance supports for families.
- Promote positive parenting and family well-being through Tusla Parenting Support Strategy through Parent Support Champion Programme.
- Collaborate with schools, early year’s providers and Tusla Educational Support Services on programmes to reduce educational inequalities.
- Facilitate information sharing of local events and activities to support individuals, parents and families to access services, supports and social opportunities.
- Collaborate with Portiuncula University Hospital Maternity Bereavement Support Services on providing space and development support for support groups for parents who have experienced bereavement locally.
- Collaborate with Galway Traveller Movement Primary Healthcare Programme and Portiuncula University Hospital, Paediatrics Department on development of Child Health Initiatives.

- Collaborate with Portiuncula University Hospital, Paediatrics Department on providing space and development support for support groups for Parents of Children with complex health needs locally.

Strategy 3: Promote a Community-Based Model of Family Support and Development

Key Strategies:

- Foster local ownership of programmes and develop local autonomy, in short local people finding solutions to local challenges.
- Integrate Community Development principles (Empowerment, Participation, Inclusiveness and Equality, Collective Action, Social Justice, Sustainability, Self-Determination, Strengths-Based Approach, Partnership and Collaboration) into the ethos and work of the FRC.
- Promote, champion and facilitate the Meitheal model for Families.
- Promote a strengths based approach for all work with individuals, families and the community.
- Provide leadership programmes In partnership with other relevant agencies
- Act as a hub to develop new community groups.

ACTIONS:

- Development and train all staff, board of management and volunteers in principles of community development and strengths-based practices.
- Deliver programmes to develop skills in marginalised communities to enable them to take on leadership roles within the community
- Identify gaps in service delivery to form local advisory groups representing parents, youth, and community leaders.
- Partner with Ballinasloe Community Development in the Ballinasloe Peer-to-Peer Forum using Asset-Based Community Development (ABCD) which provides opportunities to connect with other groups and services, share ideas, and develop local responses to local challenges.
- Work in partnership with all relevant agencies to develop interventions to meet the current gaps in service provision for parents and families.
- Support an asset based approach to planning and programme development.
- Recognise existing assets and build on them collaboratively throughout the community.

Strategy 4: Use a Needs-Led Approach to Respond to Local Challenges

Key Strategies:

- Ensure community consultation through prioritizing local voices of under-represented and marginalised groups.
- Co – design programme with the community
- Ensure flexible and responsive programme delivery rather than funding led.

ACTIONS:

- Consultation with local families, young people, individuals and the community through surveys and informal conversation.
- Partner with local agencies to identify emerging needs for example food insecurity, money lending, health misinformation, parenting stress, or social isolation.
- Develop Toy Library to provide accessible, child-friendly, and parent-focused resources that promote early learning, play, and connection. Also aim to tackle difficulties experienced by families which may include financial strain, developmental gaps, and isolation.
- Deliver Rainbows programmes per year (Separation or Bereavement) as required to needs of the community.
- Offer Rainbows both programmes to local schools to ensure maximum accessibility for local children and families.
- Deliver Drop In IT access Hub for parents, individuals and the community to support empowerment of accessing essential online services.
- Provide support through guidance when needed, free Wi-Fi and access to cheap printing.
- Expansion of Outreach Clinic to increase provision (CIC, MABS, LAIT, Young Parent Support, Bridge Project, HSE Ukrainian Response)

Strategy 5: Maintain an Open-Door, Accessible Model with a Focus on Social Inclusion and Poverty Reduction

Key Strategies:

- Reduce barriers to access for all families, individuals and community.
- Embed equity, inclusion and social justice into all aspects of our work.
- Establish mechanisms to support the community to reuse unwanted clothing to support our work.

ACTIONS:

- Expand drop-in hours
- Provide translation when required for drop in and one to one work.
- Expand the FEAD programme from quarterly to monthly provision.
- Expand relationship with local companies to tackle hardship experiences by families and individuals.
- Establish Foodcloud provision to provide access to fresh food support to families and individuals experiencing food poverty.
- Delivery Healthy Food Made Easy Programmes to improve knowledge, self-confidence, and social connection and build skills and capacity on food labels, practical cooking and budgeting.
- Collaborate with Health Promotion to develop initiatives to support parents, individuals and families help shift the mind-set around food from one focused on emotional comfort to one centred on nourishment and functionality.
- Develop clothing banks to fund the expansion of the service and encourage donations of good quality to support families and individuals experiencing hardship while reducing waste and supporting a circle economy.
- Develop a distribution point for Galway Hygiene Hub to support families and individuals by accessing essential hygiene and household cleaning products.

Performance Indicators for Priority 3

- Increase in referrals to the FRC by parents, families and individuals by 20%.
- Increase in outreach supports provided through FRC by securing MABS and FLAC Clinics.
- Secure funding to expand work with marginalised adults to recruit a Predevelopment / Social Prescribing role.
- Secure place on Family Resource Centre National Programme.
- Expand current therapeutic supports to providing fully qualified counsellors, Art Therapy and Play Therapy.

Priority 4: ESTABLISH A SUCCESSION PLANNING FRAMEWORK

Key Strategies:

Strategy 1:

Develop and implement a Succession Planning Policy

Identify critical and operational roles

Integrate succession planning into governance, HR and risk management processes

Strategy 2:

Build Leadership Capacity and Internal Talent

Strategy 3:

Develop a Board Skills Matrix and succession plan

Plan for staggered Board renewal and continuity

Strategy 4:

Promote inclusive leadership development opportunities

ACTIONS:**Strategy 1:**

Prioritise appointments of new Director of Services and Meals on Wheels Co-Ordinator

Align workforce planning with service needs

Devise exit plans for staff coming near retirement

Promote knowledge-sharing and role shadowing

Introduce clear handover processes for key positions

Support staff wellbeing and retention.

Strategy 2:

Support access to accredited training and CPD

Capture institutional knowledge from key staff before they exit

Promote mentoring, training and development opportunities

Strategy 3:

Provide structure induction and governance training for new Board members

Strategy 4:

Use shared digital systems to support continuity and consistency

Encourage reflective practice and learning across teams

Performance Indicators for Priority 4:

New Director of Services and Meals on Wheels Co-Ordinator in place

Clear documented succession processes, reviewed annually

Reduced organisational risk linked to staff departures

Reduced knowledge loss during staff transitions

Increased staff confidence, competence and retention

Effective, skilled and balanced Board composition

Board skills gaps identified and addressed

Consistent high-quality service delivery.

Priority 5: STRENGTHING GOVERNANCE AND OPERATIONAL EFFICIENCY

Key Strategies:

Strategy 1:

Ensure 100% compliance with the Charities Governance Code

Strategy 2:

Implement a targeted recruitment process for new board members, to enhance the Board's expertise by end of 2030

Strategy 3:

Review and enhance existing services to ensure relevance and impact for service users. Aim to increase administration efficiency through new digital solutions.

Strategy 4:

Ensure the new Strategic Plan can give direction to new staff

Strategy 5:

Attend inter-agency groups and regional forums to stay informed about community needs, fundraising and grant opportunities

ACTIONS:

Strategy 1:

Conduct regular Governance Audits

Publish Annual Reports to ensure transparency and accountability

Ensure policies are renewed and updated regularly

Strategy 2:

Recruit new Board Members as required, keeping a balance of existing knowledge and new enthusiasm

Strategy 3:

Carry out a review of current services

Keep website and social media platforms relevant and up-to-date to let the public know what we do and how they can assist us.

Give clear and easy to understand information about our organisation.

Strategy 4:

Ensure Strategic Plan is a working document by performing regular reviews of the document

Strategy 5:

Regular use of social media to stay informed on relevant activities

Use of social media, local magazine, papers, local schools and political representatives to highlight and gather support for our services

Performance Indicators for Priority 5:

- Additional skill sets on Board
- Heightened focus on our services through social media
- Increased administration efficiency
- Seamless transfer from retiring to new staff
- Regular review of Strategic Plan

Priority 6: MAINTAINING A THRIVING VOLUNTEER BASE

Strategy 1:

Increase the number of active volunteers by 20% by the end of 2030

Strategy 2:

Retain or replace current volunteers.

Strategy 3:

Maintain and develop current links with local secondary schools to ensure students carry out their work experience in our services

ACTIONS:

Strategy 1:

Carry out a volunteer recruitment drive for the services

Strategy 2:

Organise regular volunteer appreciation events

Request feedback from volunteers

Create clear roles and responsibilities for volunteers

Ensure that there is a robust vetting procedure in place and that all volunteers engaged in Relevant Work are Garda vetted before commencing work and re-vetted every 3 years

Strategy 3:

Speak to Transition Year classes of local schools to highlight our services

Performance Indicators for Priority 6:

- Increase in number of volunteers,
- Volunteer satisfaction ratings gathered from regular evaluation tool

CONSULTATION PROCESS FOR STRATEGIC PLAN:

This Strategic Plan was informed by research and reflection

We consulted with the following service users through evaluation feedback on our services

- Day Centre
- Meals on Wheels
- Parents of children attending our Childcare centre
- Referral Agents

We also gathered insights and views from staff and volunteers.

The outputs from the internal consultation have helped us to refine and sharpen our thinking and have contributed significantly to setting out our new strategy

We gained insight and information from the Research Document that BSS commissioned in 2022 to ascertain the need for a Family and Community Resource Centre in Ballinasloe. Data

was captured from focus groups, interviews, surveys and workshops, which we also used to develop this Strategic Plan.

CONCLUSION:

As we move forward, this Strategic Plan serves not only as a roadmap for our objectives but as a living framework that will evolve with new challenges, opportunities, and insights. By staying aligned with our mission and values, we are in a position to grow stronger, adapt faster, and lead with purpose.

This Plan enables us to build a future for our organisation, our stakeholders and the communities that we serve that is resilient, sustainable and impactful.

The future holds great promise, but also many challenges. However, we look forward to the next 5 years with renewed enthusiasm and energy as a result of the creation of this Strategic Plan that will act as a guide and support to all.