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Sligo Family Resource Centre

THREE YEAR PLAN

2015-2017

CONTEXT

Family Support is defined as ‘both a style of work and a set of activities that reinforce positive informal social networks through integrated programmes. These programmes combine statutory, voluntary, community and private services and are generally provided to families within their own homes and communities. The primary focus of these services is on early intervention aiming to promote and protect the health, wellbeing and rights of all children, young people and their families. At the same time particular attention is given to those who are vulnerable and at risk’ (Dolan, Pinkerton and Canavan 2006, p.16).

In 2011, the National Forum of Family Resource Centres and the Family Support Agency agreed a working definition of community-based family support as ‘supporting families and individuals in communities to identify their family and local needs to collectively develop holistic responses and enhance participation in wider community life’ (cited in Family Support Agency 2011, p. 42). Six core elements of community-based family support accompanied this definition. These comprised: participation, equality, awareness raising, early intervention, strengths based and advocacy (Ibid.).

The Sligo Family Resource Centre strategic plan reflects the Strategic Framework for Family Support within the Family and Community Services Resource Centre Programme as adopted by the Family Support Agency in September 2011. This Strategic Framework aligns the programme with national policy concerning the provision of support to families. Furthermore, it reflects the recognition expressed in national policy of the importance of delivering services in and through local communities (FSA 2011, pp. 4 - 7).

The Report of the Task Force on the Child and Family Support Agency (2012) dedicates the Child and Family Support Agency to the achievement of 5 National Outcomes for Children. Following publication of the Report of the Task Force, the Family and Community Services Resource Centre Programme updated its Strategic Framework to confirm these 5 Outcomes, as they relate to children, families and the broader community, as National Programme Outcomes (FSA 2012, p23).

The outcomes which the Sligo Family Resource Centre aims to achieve are explicitly linked to each of the 5 National Programme Outcomes. These are:

National Programme Outcome	That Children, Families and the Broader Community be:
1	healthy, both physically and mentally
2	supported in active learning
3	safe from accidental and intentional harm / Secure in the immediate and wider physical environment
4	economically secure
5	part of positive networks of family, friends, neighbours and the community / Included and participating in society

RATIONALE

Being strategic gives a sense of confidence, stability and direction to a Family Resource Centre (FRC). The development of the Sligo FRC Strategic Plan will help this organisation to remain pro-active rather than re-active irrespective of whatever changes may take place within the communities where they are based.

Sligo FRC's 'VISION STATEMENT'

An inclusive society where everyone reaches their potential.

Sligo FRC's MISSION STATEMENT'

Our mission is to support individuals, families and communities without discrimination and in a warm, caring and open environment by identifying changing needs and responding to those needs positively.

Sligo FRC's 'EQUALITY STATEMENT'

The Sligo FRC, through the staff and Voluntary Board of Directors will be a place that will:

- Be inclusive of volunteers, staff and clients and will encourage participation, volunteerism and a sense of belonging
- Operate on community development principles of social justice, self-determination, working and learning together, sustainable communities, participation and reflective practice
- Promote social inclusion
- Encourage diversity and creativity in thought and action
- Support families in a professional, fair and compassionate manner, whilst respecting the need for confidentiality and discretion
- Work to make a real difference on the lives of families using our services and the wider community
- Be realistic and resourceful in working within the constraints of the resources that are available to the Centre

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SECTION 1

BACKGROUND TO THE SLIGO FAMILY RESOURCE CENTRE

1.1 HISTORY OF THE FAMILY RESOURCE CENTRE

The Sligo Family Centre was established in 1995 as a result of the activities organised in Sligo for the International Year of the Family (1994). In 2003, the Sligo Family Centre was accepted onto the Family Resource Centre's National Programme and was renamed the Sligo Family Resource Centre. This year marks the 20th anniversary of the opening of the Centre.

The Sligo FRC has moved premises within Sligo town three times since 1995 and grown from a staff of five Community Employment participants in 1995 to thirty four (of which 14 are CE participants) in January 2015. In all this time it has continued to serve the families of Sligo town, county as well as county Leitrim.

The areas of work carried out to-date include:

1. Responding to community needs through short-term funded projects such as; training programmes for locally based disadvantaged groups; integration and mentoring supports for asylum seekers/refugees, programmes for fathers and children, events for older people, grandparent/grandchildren events, disadvantaged schools' arts programmes, family days etc;
2. Supporting parent groups in the form of the adoptive parents group, the birth parents support group, parents of children with disabilities and support to parents of children with dyslexia, and parents of new babies;
3. Providing family support to parents with young children directly in their own homes through family support workers and home support workers through the Community Employment scheme, as well as facilitating access visits at the FRC;
4. Provision of Footprints drop-in crèche - sessional care to children aged 0-6yrs;
5. Parenting programmes and seminars, e.g. Strengthening Families, Incredible Years etc
6. Supporting adults with learning disabilities living independently in the community, through one-to-one support work, a lunch-time club every Thursday, one-to-one support for a trainee based in a HSE training centre and employing the managers in the Countess Cafe in the CFA/HSE Markievicz House who work with adults with learning disabilities as well as those with mental health issues to run the Cafe;
7. Operating the Racist Incident Reporting and Support Service in Sligo;
8. Establishing and assisting new community based groups, e.g. Sligo Intercultural Forum, Strandhill Parent and Toddler group, etc;
9. Community Education for adults programme and afterschool classes for children with dyslexia;

10. Training people for employment through the Community Employment scheme;
11. Provision of an information service, administrative support, meeting rooms, counselling rooms and kitchen facilities for groups including in the evenings and weekends;
12. Fund-raising events such as raffles, quizzes, races, carol singing and special events to raise funds for the Centre's programmes and overheads, as well as a wheelchair accessibility fund for the Centre;
13. Representation and lobbying work to represent the needs of disadvantaged groups with whom we work and to devise joint initiatives with other voluntary and statutory organisations in the community.

In September 2013, the Sligo FRC expanded services into the adjacent building, to address the cramped, inaccessible conditions that impacted on groups using our facilities. The crèche moved into a spacious new room to accommodate more children and a more accessible meeting room was created on the ground floor. We needed to upgrade our fire certificate and disability access certificate as a result. Subsequent changes that had to be made created a substantial amount of financial difficulties for the FRC. While the fire certificate is now up to date we have until 2018 to comply with our disability access certificate.

In 2014, Sligo FRC lost the supervision of the Community Employment scheme due to restructuring of CE schemes nationally. The childcare participants were amalgamated into the Sligo Community Childcare Company Limited and the CE supervisors, CE administrative staff, CE home support workers and CE caretakers migrated to the North Connaught Youth and Community Service. The staff, continue to work in the FRC, though supervised by the other two organisations.

At the end of September 2014, the PEACE III funding ended and the racist incident reporting and support service co-ordinator's contract came to an end. This work is currently being undertaken by the FRC manager in addition to her ongoing duties, with the assistance of an administrative CE participant.

Over the course of the last three year plan, the family support programme operated by the Centre as well as the services to people with disabilities have expanded enormously with an increase in the number of service level agreements with the CFA and HSE and the consequential increase in staff to operate these services.

1.2 OUTLINE OF WORK UNDERTAKEN TO DATE

Work undertaken to date includes:

Information is provided through a selection of leaflets, fliers, posters and websites at the front office. Staff can respond to a range of queries through the bank of knowledge built up over the years. **Administrative support** such as design work, photocopying and printing is also available at the Centre.

The **Family Room** continues to provide respite for busy parents and carers who drop in to comfortable facilities for some time out and a cup of tea if required. Children play or read and adults can meet to chat or feed a baby. It is also the location of the Sligo FRC **Toy Library** which continues to offer members use of toys they may not have at home for a lifetime membership of €5.00. On the bright sunny days when they come, the **Outdoor Garden and Play area** offers healthy play opportunities and a good meeting point for parents, particularly those who have attended groups or **Footprints Crèche**. The **Access Room** hosted 129 visits by 19 families with 160 children in 2013 alone. This facility has been offered to parents for the past ten years. These families can avail of all the facilities outlined above as part of these visits. **Counseling** facilities continue to be available at the Centre and the room accommodated 34 counseling sessions during 2013.

Meeting rooms at the Centre are available for hire at subsidized rates to facilitate community groups and organisations to meet. In 2013/14, room hire sessions took place at the Centre for meeting or training purposes by the following organisations:

- Adoptive Parents Support Group
- Danú birth parents support group
- Al Anon Evening Group (Mon)
- Al Anon Evening Group (Tues)
- Counselors
- Art Active Age
- Parent & Toddler Group
- Access Visits
- Sewing class
- La Léche League
- HSE Child and Family Services (SAM) meetings
- Fathers workshops
- SmArt Art
- ETB Child Development
- Walking Group
- MABS
- Cooking on a Budget and household management
- Computers for beginners
- Music Generation
- Security course
- My baby and M
- Russian Classes

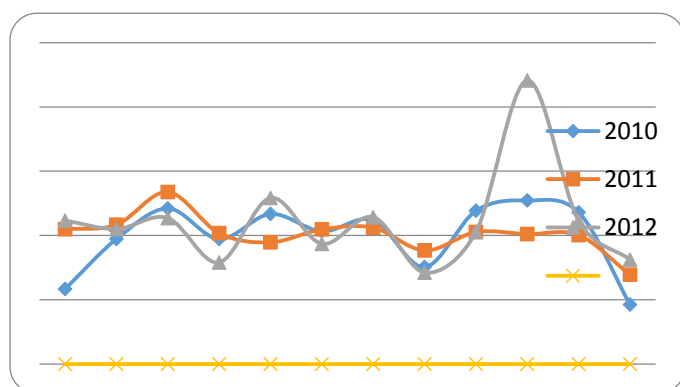
The Staff record the numbers accessing the Centre for all the activities on an annual basis. These are recorded in SPEAK and in the Sligo FRC annual report.

In the years 2010 and 2014 there were between 11,900-13,300 visits to the Centre recorded annually. The number of men using the Centre varied between 16% - 17% with children ranging from 40% to 50% of overall service users in those years.

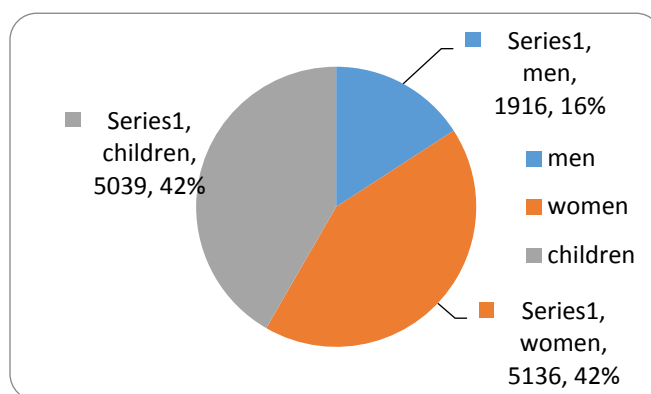
During 2013 the Centre expanded into the adjoining building giving greater space and more opportunities to improve education, development and crèche provisions.

Community based education, training and social integration opportunities

Sligo FRC works with Mayo Sligo Leitrim Education and Training Board (ETB) to provide a variety of training



Visits to the FRC 2010-2012



% of men women and children attending Sligo FRC in 2013

opportunities at the Centre and in the community. In the past three years, on average the numbers of parents/grandparents/child minders who attended the **Parent and Toddler Drama** facilitated by Deirdre Gaule in the FRC was 170 with on average 183 children. Deirdre is trained in theatre studies and combines speech, drama, dance and story reading in her classes which aims to develop toddlers' language and movement. While in Caltragh Community Centre on Friday mornings up to 29 parents/carers/grandparents and 65 toddlers attended 79 Parent and Toddler Drama sessions with Deirdre. Associated with the drama group is the annual Christmas party with Santa and his helpers in December.

The **Monday Walking Group** led by Alex Street continued into 2014. On average seven adults occasionally accompanied by toddlers in buggies avail of the support and companionship of other walkers. This group links in with Sligo Sports and Recreational Partnership and as a result, walkers from the local Men's Shed and the Ballytivnan Training Centre for adults with learning disabilities have more recently joined.

Sligo ETB provided a **"My Baby and Me"** development programme at the Centre for five weeks in the autumn of 2013 with 18 parents and their babies/toddlers attending while an innovative stories, music and art for toddlers programme was rolled out in 2012 and 2013 (**SMARt Art**). This encouraged participation, learning and fun for children preparing for pre-school. 24 parents/carers/grandparents accompanied 31

children to twelve sessions of this initiative. At the end of 2014 we ran a beginners course in **Community Development** facilitated by Carmel McNamee over 8 weeks. This was attended by members of the community and representatives of the Sligo Intercultural Forum. Ten people completed the programme.

The **Adoptive Parents Group** meet up to five times at the Centre each year and following the success of the Russian classes in 2011 these continued into 2013, where thirteen classes on Russian language, customs and culture took place. They hold their annual summer and Christmas social gatherings in Merville Community Centre which is usually attended by up to 20 families. Sligo FRC manager continues to support this group. This group will celebrate its 10th anniversary in 2015 – a number of events are being discussed.

Danú, the birth parent support group, meet up to five times at the Centre each year, facilitated by the Sligo FRC manager and the social worker for St. Ann's Adoption Agency. In October 2013, Ruth Kelly, a social worker based in Wexford and author of 'Motherhood Silenced' a book about the experiences of natural mothers on being re-united with their adopted children facilitated a session with the group. Ruth has worked in the areas of child protection, fostering and adoption for many years. New women continue to join this group which has been running now since 2005. An application for funding this group was submitted to the Health Promotion Unit of the HSE to develop this group in 2015.

Meetings were held in 2014 with **parents of children with dyslexia** convened by Sligo Leader Partnership. Over 20 parents attended. The outcome of this was the establishment of two afterschool classes for children with dyslexia for 3rd/4th class and 5th/6th class each Tuesday and Wednesday evening in the FRC. These are funded by Sligo Leader Partnership. A support group meeting for the parents was held in December in which the parents gave feedback on the classes to date and made plans for 2015.

In 2013, the IFI/U2 funded **Music Generation** initiative was rolled out in Sligo bringing music training to toddlers, pre-schoolers and primary and secondary school children. Sligo FRC benefited from 2 programmes of these programmes. This 5 week programme introduced toddlers and babies to the rudiments of music including rhythm, songs and rhymes and to a range of musical instruments. 21 parents and 27 children attended these sessions.

Other classes we have run include the **Sewing/Upcycling Classes** with Ann Culkin. This year we introduced a new class **Cooking on an Budget with Household Management** which was attended by 11 women. These classes were about developing skills among women of diverse backgrounds, from Globe House and Sligo's settled community. There was always a fantastic buzz and unbelievable productivity going at all these sessions. Both of these were funded by Sligo ETB.

Computers for Beginners was held in the FRC in the Autumn of 2013 with funding from the Sligo LEADER partnership through the **Benefit4 Programme**. 8 sessions took place and was attended by 24 adults.

Fathers and Kids Workshop ran in 2012/13 including a treasure hunt in Doorley Park which was enjoyed by all.

Every year we run **Summer Camps** during July where up to 20 children aged 4-6 years attend. The children are recruited from the Sligo community including Globe House direct provision accommodation for asylum seekers, to facilitate integration during the programme. Trips include: Calry Pet Farm, the garda station, Fire Station, Doorly Park as well as Centre based activities including arts and crafts, messy play, face-painting and music and dance.

Sligo FRC has over the years collaborated with a number of local agencies to develop and lead initiatives in the **Caltragh** area of Sligo. The goal is to build on the success of the FRC-based Toddler Drama and for a number of years now with funding from the EHB, we have run a facilitated Parent and Toddler group in Caltragh community centre every Friday morning. The development work in 2013 included a new initiative in collaboration with St Angela's college, Springboard Project and the Department of Social Protection. 11 participants took part in an 8 week programme in May and June of **Healthy Cooking and Eating**. It was co-ordinated by the FRC, funded by the DSP, transport provided by Springboard and facilitated by St Angela's College.

Once off events over the years include: the celebration of **International Women's Day**, in 2013 this was done in the form of a **Laughter Workshop** for women; entering the **St Patrick's Day Parade** for the first time in 2013; the annual **Summer Picnic** in the Mitchell Curley Park and the annual marking of the **International Day of the Family**, In 2013, Sligo FRC hosted the family fun day with a European theme with funding from the Department of an Taoiseach. Included were: sean nós dancers, the mobile pet-farm, Sligo Youth Theatre's mad tea party and information provided by Sligo Co. Library.

Sligo FRC has supported parents through its parenting programmes. These include: the **Strengthening Families Programme** from Sept – December 2012 and January – March 2013 in which two staff members were released to facilitate the parenting and youth sessions one evening a week for 14 weeks. Sligo FRC in collaboration with Sligo Education Centre, HSE Health Promotion Unit and HSE Psychology Department held a **conference for parents of teenagers** in October 2012 attended by over 100 parents. In addition Sligo FRC sought funding for the **Parenting Plus Programme** in collaboration with the five other FRCs and 2 Lifestart Programmes in Sligo / Leitrim, though the application was unsuccessful. Sligo FRC in partnership with Sligo CCC, Lifestart Sligo and Sligo Education Centre received €3,000 for parenting the **0-3 age group**.

The **Incredible Years Programme** is offered by the Sligo Education Centre and we frequently refer some parents to this.

Family Support and Childcare Service

The **Family Support Service** is provided in the homes of families in Sligo town and the surrounding county, as far as and including Co Leitrim. The length or extent of support depends on the needs of families; it can be a short time, e.g. helping a mum after the birth of a baby, or long term, e.g. supporting a family who is not coping due to bereavement, addiction, intellectual disabilities, mental or physical health issues. Support is frequently provided in the form of parenting skills, budgeting, nutrition, childcare and homework support.

Three part-time family support workers funded by Tusla and four CE staff funded by the DSP supported 30 families in 2013. Since 2007 when it was first established, this service has supported 140 families in the area. The family support workers support families at all levels of the Hardiker scale while the CE participants support those at levels 1 and 2. In December 2014, we received funding from Túsła to recruit and employ three more workers – these include two family support workers (17.5 hours/week) and a family support service co-ordinator (16hours/week). They will work with a family in Manorhamilton, north Leitrim.

Referrals to the service are made by the Social Work Teams in Sligo, Carrick on Shannon and Tubbercurry, social work services for adult with intellectual disability; public health nurses; Meithal, the Crib; Community Rehabilitation and Recovery Service; Autism Services; Early Intervention Team; Sligo General Hospital; HSE Psychology Dept; Molloway House; Citizen's Information Service Tubbercurry; St Pat's Hospital, Dublin; HSE Service Allocation Meetings (SAM) Foróige and Home Youth Liaison Service.

The Family Support service, including Footprints crèche (below) is funded by the CFA, Túsła, Pobal, Dept of Social Protection and FSA.

Footprints Crèche is a childcare service open to all families in Sligo and the surrounding area. From March 2007 to September 2013, Footprints provided sessional care for children up to 6 years of age on a once off or continuous agreed basis to facilitate parents to attend appointments, training, counseling etc. In September 2013, with funding from Pobal Sligo FRC was able to relocate Footprints into a bigger room in the building next door where 10 children can now be cared for at any one time.

On average, between 130 and 180 children from 100 to 140 families each year, have used the crèche since it was established in 2007. That is an average of 29 families per month. Of families attending up to 75%

are in receipt of a social welfare payment. Footprints has an exceptionally high staff:child ratio of 1:2/3 and is affordable with 3 bands of payment based on ability to pay.

Staff has built strong links over the years with key referral agencies to ensure families with particular needs can access the crèche service. Referral agencies include: Social Work Teams; PHNs; Lifestart; VEC; DVAS; counselor for special needs; SW for adults with intellectual disabilities and the HSE Early Intervention Team have all referred children to Footprints over the years.

Services to Adults with a Intellectual Disability Living in the Community

In this service we have six support workers, working twenty hours/week; twenty five hours/week, twelve and a half hours/week, seven and a half hours/week, six hours/week and five hours/week giving 76 hours of one-to-one support to four adults with learning disabilities living in the community. This support is in the form of addressing issues such as healthy eating and lifestyles, managing a household, managing a budget, personal hygiene and self care. A new initiative began in July 2013 where Sligo FRC introduced a drop-in session every Thursday at lunchtime – this is managed by two support workers. Up to six people attend the drop-in Thursday club each week.

In 2012, Sligo FRC took on the management of the supervisors of the Countess Coffee Dock café based at Markievicz House, providing training opportunities for adults with intellectual disabilities and mental health issues. This is running successfully and in 2013 accommodated 11 trainees. Two staff are employed both working 25 hours/week each. With the increase in the workload of this service the co-ordinator's hours increased from seven to fourteen hours/week.

Working with Cultural Minorities

The integration and mentoring project was established in late Autumn 2012. The Integration aspect of this project was funded by PEACE III through Sligo/Leader Partnership and the mentoring by National Lottery. The purpose of the integration Project was to provide direct support to those leaving Globe House direct provision centre for asylum seekers who have leave to remain/refugee status in Ireland and who are now settling into living in the Sligo community. The second aspect of this project involved the training of local community volunteers to mentor people who currently live in Globe House. Working 5 hours/week, the project coordinator was able to directly support thirteen people who left Globe House (some of whom had children) and eight volunteers and eight mentees in the mentoring aspect of the Project. A final report on the Integration strand of this Project can be read on the Sligo FRC website www.sligofamilyresourcecentre.org and makes interesting reading for anyone interested in the challenges facing individuals and families making the transition from direct provision to community living.

Sligo FRC has been actively involved in the work of Diversity Sligo since 2003. Some of the work undertaken includes the co-ordination of the physical activity programme for women one morning a week, the bi-monthly newsletter, secretary to Diversity Sligo group, actively seeking funding for this group, lobbying and .

Racist Indecent Reporting and Support Service

This was established in 2013 with funding from PEACE III. Deo Ladislav Ndakergerwa was appointed project coordinator in June 2013 to establish the service and to set up an Intercultural Forum for Sligo. The Project was well supported by other agencies in Sligo including the HSE, Gardaí, ETB, Sligo Education Centre, Sligo Borough Council, Sligo IT, Sligo General Hospital, Domestic Violence Advocacy Service, Sligo Rape Crisis Centre, Lifestart Sligo, Sligo Social Services, Sligo LEADER Partnership, Diversity Sligo, Aremoja, Sligo/Leitrim Filipino Association, Sligo Kurdish Community, Sligo Travellers Support Group. Out of this an Interagency Advisory group was established who met six times over the six months, there were 3 cross border visits: Northern Ireland Centre for Ethnic Minorities (NICEM), Belfast, South Tyrone Empowerment Programme (STEP) Dungannon and Ballymena Intercultural Forum, three evening training sessions with people from intercultural backgrounds, 3 road-shows, a launch and closing ceremony which attracted over 70 people at each event as well as several newspapers articles and radio interviews. By the end of August 2014, 44 racist incidents were reported and followed up, the Service was up and running and the Sligo Intercultural Forum was launched in November with a preliminary steering committee/board of management. The Sligo Intercultural Forum held its first AGM in May 2014, elected its officers, put together their articles of association and their three year development plan. The elected officers of this group meet monthly and continue to have the support of the Racist Incident Reporting and Support Service coordinator.

Since the funding for this Project ended Sligo FRC have been trying to recruit an Intern to carry out some of the functions of the service. The Interagency Advisory Group continues to meet.

Representation and Inter-agency Initiatives

Sligo FRC is represented on a range of committees and boards in Sligo in order to represent the needs of the families we serve and to bring about policy and practice changes which we hope will improve the lives of families. Some of this work involves presenting views and developing policies, at other times it involves creating new joint projects and initiatives.

During the past three years we were involved in the following committees/groups:

Local organisations

- Sligo Leitrim Sligo/Leitrim Children and Families Committee (no longer meets)
- Sligo County Childcare Committee
- Sligo Community Childcare Company Limited

- Social Inclusion Measures Group (no longer meets)
- Diversity Sligo
- Sligo Disability Network
- Sligo Men's Network
- HSE Service Allocation Meetings
- Education Working Group
- Caltragh Working Group
- Training Links
- Sligo Integration working group
- Racist Incident Reporting and Support Service Interagency Group
- Sligo Intercultural Forum
- Alive to Thrive

Regional Organisations

- FRC Regional and National Forum
- FRC Administrators Network
- FRC Coordinators' Regional Network

SECTION 2

PROFILE OF THE FRC CATCHMENT AREA

2.1 DESCRIPTION OF THE AREA

Sligo FRC generally operates within an urban setting in Sligo Town with many of its service users coming into the FRC from surrounding hinterland and one of its services (funded by the CFA) covering all of Co Sligo and parts of Co Leitrim.

Sligo is the county town and the most populous urban area in County Sligo. With a population of 19,452 in 2011, it is the second-largest urban centre in the province of Connacht, after Galway, and the twenty fourth overall in Ireland. Sligo was formerly a major commercial port on the west coast of Ireland, and is now a major economic, educational, administrative and cultural centre of Ireland's Border Region.

The town is also an important tourist destination, owing mainly to the renowned natural beauty of the surrounding countryside and its literary and cultural associations

In April 2011 Sligo Town had a population of 19,452, consisting of 9,318 males and 10,134 females. The population of pre-school age (0-4) was 1,210, of primary school going age (5-12) was 1,506 and of secondary school going age (13-18) was 1,410. There were 2,633 persons aged 65 years and over. The number of persons aged 18 years or over was 15,695.

Marital Status

Of the 16,318 persons aged 15 years and over, 8,424 were single, 5,903 were married, 573 were separated, 464 were divorced and 954 were widowed.

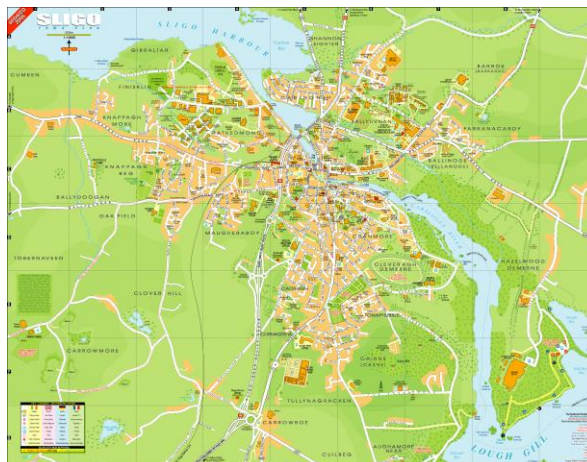
Living Arrangements

There were 7,619 private households in Sligo in April 2011, of which 2,427 were single person households. Of the 4,278 families in the area, 1,373 were couples with no children. The average number of children per family was 1.2 compared with 1.4 nationally.

Migration and Nationalities

89.0 per cent of the usually resident population aged over 1 lived at the same address one year before the census. A further 6.4 per cent lived elsewhere in the same county, 3.2 per cent lived elsewhere in the State while 1.5 per cent lived outside the State twelve months before the census on April 10, 2011. Non-Irish nationals accounted for 15.8 per cent of the population of Sligo compared with a national average figure of 12.0 per cent. According to the Sligo Integration Plan and Exit Strategy for the Sligo PEACE Programme 2013-2016, 384 people were born in Africa, 8,113 in the EU (other than Ireland), 1,470 in Poland, 496 from the United States and 821 from Asia. People born in the Philippines, account for 168 and people born in Pakistan account for 175.

Map of catchment area;



List of other development agencies or service delivery organisations that are working in the area and how the FRCs links with these agencies /organisations.

Sligo Social Services, Sligo County Childcare Committee, Sligo LEADER Partnership, Sligo Family Support Limited with Lifestart, Sligo Community Childcare Company Ltd., Springboard Project Resource House, St Michaels' Family Life Centre, Home School Liaison Service, Foróige, The Crib, Sligo Northside, Sligo Abbeyquarter, Merville Community Centre, Mail Coach Road Community Centre, Avalon Community Centre, Diversity Sligo, Sligo Travellers Support Group, Sligo Intercultural Forum, Sligo/Leitrim Filipino Association, Sligo Indian Association, Sligo Pakistani Community, Domestic Violence Advocacy Service, Sligo Rape Crisis Centre. Sligo Borough Council, Sligo County Council, Children Services Committee, Caltragh Residents and Interagency Group, County Enterprise Board, Department of Social Protection, HSE, Túsla, Sligo Mayo ETB, Globe House, Markievicz House, the Gardaí, Aremoja, the Kurdistan community.

Over the past twenty years Sligo FRC has linked in with all of the above agencies in various forms e.g. being on the boards of management (Sligo County Childcare Committee, Sligo Community Childcare Company Limited), working together on funding proposals (Training Links), sending and receiving referrals (Tusla and HSE social work department and PHNs), attending joint training sessions, networking, sharing information and good practice. Many of the above organisations/agencies sit on the same boards/advisory groups e.g. the Sligo Intercultural Forum, the Racist Incident Referral and Support Service Interagency group, Sligo County Childcare Committee, Sligo Community Childcare Company Limited, Social Inclusion Measures Group (SIMS), Diversity Sligo, Sligo Education Sub Group, Disability Network, Alive2Thrive,

2.2 STATISTICAL PROFILE AND POVERTY INDICATORS

Key Profile for County Sligo www.trutzhaase.eu

This County Profile draws out some observations from a vast amount of available data. It is kept deliberately short, such as to draw attention to the most important findings only. The Pobal HP Deprivation Index scores presented in this report are based on the analysis carried out at the level of Small Areas (SA), the new census geography developed jointly by the Ordnance Survey of Ireland (OSI) and the Central Statistics Office (CSO).

Administrative Arrangements

There is a single Partnership company operating within County Sligo, covering the whole county, the County Sligo Leader Partnership Company Ltd. The County Childcare Committee area also covers the entire county.

Absolute and Relative Deprivation

- Overall, the Border Region is the most disadvantaged region of Ireland, but County Sligo is the most affluent local authority area within the region. Like any other part of the country, Sligo has massively been affected by the economic downturn after 2007, reflected in the drop in the absolute deprivation score from -0.6 in 2006 to -7.2 in 2011. This represents a drop of 6.7, compared to a nationwide drop of 6.5. This also implies that the relative position of Sligo has marginally improved from the 13th most affluent to the 12th most affluent local authority area in Ireland.
- As is the case in any county, there exist a degree of variation within County Sligo, but overall the county is not characterised by particular extremes either with regard to affluence or deprivation. Of the 79 EDs in County Sligo, most (47) are marginally below average, while 29 are marginally above average. The most affluent areas are the wider surroundings of Sligo town, but excluding the town itself. In contrast, the Western parts of the county tend to be slightly more disadvantaged.
- At a local level, the most disadvantaged ED is Rathmacurkey (-11.3), which just about falls into the 'disadvantaged' category. All other EDs are, at the most, marginally below the national average. However, there is a cluster of EDs which are close to the disadvantage category, all clustered in the more remote Western part of the county.
- The most affluent EDs comprise Glencar (15.1) and Lissadell East (10.1). Only these two EDs fall into the 'affluent' category in County Sligo, the remaining EDs are at best 'marginally above average'.

Population

- Ireland has experienced a population growth of 30.1% over the past 20 years and the Border Region has grown at a marginally lower rate (27.8%). County Sligo has grown at 19.4% over the same period. Even since the economic decline, Ireland's population has continued to grow by 8.2% between 2006 and 2011. Sligo's population has grown by 7.4% over the past five years.
- The fastest growing ED is Coolaney (118.2%), followed by Collooney (45.0%). The first has experienced a growth in population of 650 persons, representing more than a doubling of its population and comparable to the fastest growing areas in Ireland.

Demographic Characteristics

- While there has been a continuous decline in the age dependency rate (the proportion of population under 15 years of age or over 64 as part of the total population) throughout Ireland in the period between 1991 and 2006, from 38.1% (1991) to 31.4% (2006), the ratio has again increased to 33.0% in 2011. A marginally larger decline applied to County Sligo in the period between 1991 and 2006 (40.7% to 33.1%). In 2011 the age dependency rate for Sligo at 33.9% is only slightly above the national average.
- Within Sligo, there exists the typical urban-rural disparity with age dependency rates being lowest in urban Sligo North (26.3%) and Sligo East (29.5%), while rural Glendarragh (43.8%) and Kilshalvy (43.1%) have the highest age dependency rates. Overall, age dependency rates are exceeding 40% in nine of the 79 EDs in County Sligo.
- The proportion of lone parents (as a proportion of all households with dependent children) in Ireland has exactly doubled over the past 20 years, growing from 10.7% in 1991 to 21.6% nationally in 2011. There are marked differences between urban and rural areas, and lone parent rates in the major cities are again up to twice the national average (e.g. Limerick City 37.5%). County Sligo had a rate of 20.0% in 2011; i.e. marginally below the national average. Within the county, Sligo East (40.2%) and Sligo North (37.2%) have rates almost twice the national average, indicative of its urban character. In contrast, the lone parent ratio is zero in six rural EDs, namely Kilshalvy, Castleconor East, Carrownaskeagh/ Branchfield, Aughris, Rossinver East and Templeboy South/Mullagheruse, and there are 29 EDs in County Sligo where the rate is under 10 per cent.

Education

- There has been a continuous improvement in the level of education amongst the adult population over the past 20 years throughout Ireland. In 1991, 36.7% of the adult population had primary education only. This dropped to half that level (18.9%) in 2006 and

even further to 16.0% in 2011. Between 2006 and 2011 the adult population with primary education only decreased by 2.9 percentage points. The rate for County Sligo has fallen from 36.1% in 1991, to 20.1% in 2006 and 16.6% in 2011, thus very closely resembling the national averages.

- Despite the considerable improvement at county level, there remain several predominantly rural EDs where still considerable parts of the adult population have primary education only. These are Aughris (31.4%), Rathmacurkey (31.3%) and Lisconny (30.7%), all of which are characterised by levels of adults with primary education only about twice as high as the national average (16.0%).
- The reverse applies with regard to third-level education, which has more than doubled over the past 20 years. In 1991, 13.0% of the national adult population had completed third-level education. This grew to 30.5% in 2006, but increased by only another 0.1 percentage point to 30.6% in 2011. The proportion of Sligo's population with third-level education has grown from 13.0% in 1991, to 29.0% in 2006 and 30.0% 2011. This 20-year growth is almost identical to that which has occurred nationally (17.0 percentage points compared to 17.6 percentage points nationally).
- At ED level, and again mirroring the situation with regard to the higher incidences of low levels of education, there are particularly low shares of population with third-level education in Castleconor East (11.7%) and Rathmacurkey (12.8%), yet neither is falling the 10 per cent level.

Social Class Composition

- The changes in social class composition experienced throughout Ireland over the past 20 years largely parallel those in educational achievement, with a gradual increase in the number of professionals and an even greater decline in the proportion of semi- and unskilled manual workers. At the national level, the proportion of professionals in all classes rose from 25.2% in 1991 to 34.6% in 2011, whilst the proportion of the semi- and unskilled classes declined from 28.2% to 17.5% over the same period.
- In Sligo, the proportion in the professional classes (32.7%) and the proportion in the lower skilled professions (17.6%) mark a class composition marginally below the national average. Differences in the social class composition within the county reflect those of educational attainment, with Glencar having the highest composition (61.9% professionals, 7.9% semi- and unskilled manual classes) and Sligo North having the lowest (14.7% professionals, 28.0% manual classes).

Unemployment

- Of all the census indicators used in the development of the HP Deprivation Index, the economic downturn after 2007 has most strongly affected the unemployment rates. Unemployment rates have broadly halved over the 15-year period from 1991 to 2006 and subsequently risen by 2011 to levels surpassing the 1991 levels. The following paragraphs therefore pay particular attention to the change in trends that relate to the 1991 to 2006 period and the five-year period of 2006 to 2011 thereafter.
- Nationally, the male unemployment rate fell from 18.4% in 1991 to 8.8% in 2006 and then rose to 22.3% in 2011. The female unemployment rate fell from 14.1% in 1991 to 8.1% in 2006. In 2011 it had again nearly doubled, accounting for 15.0%.
- Female unemployment rates have tended to be slightly below male unemployment rates, but did not fall at the same pace during the time of the economic boom due to the increasing female labour force participation (i.e. reflecting the trend of increased female participation in the labour force with more women registering their unemployed status). The increase in the unemployment rates since the 2006 Census has been much more pronounced with regard to male unemployment, which rose by a factor of 2.5 compared to a nearly two-fold increase for female unemployment.
- During the growth period, unemployment rates for County Sligo have fallen at broadly similar levels to the nationally prevailing ones between 1991 and 2006. Male unemployment fell from 16.8% in 1991 to 8.8% in 2006, a drop of 8.0 percentage points (compared to 9.6 percentage points nationally). Female unemployment declined from 11.1% to 5.9%, a drop of 5.2 percentage points (compared to 6.0 percentage points nationally).
- Over the past five years, male unemployment in Sligo experienced an identical increase than experienced nationally, reaching 22.3% in 2011. Hence, both, nationally and in County Sligo, the male unemployment rate experienced a two-and-a-half fold increase, reaching 22.3% in 2011. Correspondingly, the female unemployment rate more than doubled in Sligo between 2006 and 2011, reaching 13.1%.
- Unemployment rates in individual EDs reach levels well above those prevailing county wide, and are highest in Breencorragh (38.2% male, 30.8% female), Easky East (39.4% male, 23.9% female), Sligo North (33.5% male, 21.2% female) and Sligo East (32.8% male, 19.3% female).

Housing

- There has been a 1.9 percentage point decrease in the proportion of local authority housing in Ireland over the past 20 years, from 9.8% in 1991 to 7.9% in 2011. However, the proportion in the Border Region has increased by 1.0 percentage point, from 7.1% to 8.1%. Similarly, Sligo has seen a marginal increase in the proportion of local authority housing, from 6.7% to 8.2%.
- At ED level, the highest concentrations of local authority housing are found in Ballynashee (20.0%), followed by Sligo North (17.5%) and Sligo East (16.0%), all of which are significant by national comparison (7.9%).

SECTION 3

REPORT ON CONSULTATION UNDERTAKEN

3.1 PROCESS USED FOR CONSULTATION

The consultation process carried out by the staff and BOM of Sligo FRC used the following strategies:

- BOM meetings to discuss the needs of target groups, the development of the Centre and funding/staffing issues;
- Team planning meeting regarding the plan with supervisory staff of the Centre;
- Consultation meeting with all staff of the Centre through work area specific focus groups;
- Focus group meeting with the “people with disabilities living in the community” client group;
- Dedicated planning meeting with BOM and key staff members, facilitated by West Training Ltd.;
- Questionnaires with service users;
- Questionnaires with non-service users;
- Survey Monkey online survey of users of the centre;
- Attendance at public consultation meetings organised by Sligo Community Forum, as well as a review of submissions to the County Council Local and Community Plan 2014-2020;
- Sligo FRC’s Submission to Sligo County Council 6 year plan based on consultations last year;
- Review of the Sligo East City Regeneration Social Plan

3.2 PRESENTATION OF RESULTS OF CONSULTATION

Sligo FRC presents here the results of our consultation exercise in terms of specific groups with which the exercise took place.

The Voluntary Board of Directors:

The BOM discussed future planning at a number of board of management meetings which took place in 2014 and a dedicated planning meeting with key staff facilitated by West Training.

Some key areas identified by the BOM were:

- Sligo FRC needs to create greater awareness of its services in the community to generate more local engagement and highlight the many opportunities to engage in active learning and development at the centre and with partner organisations.
- The Centre requires a marketing strategy to highlight the centre's services, in particular Footprints crèche, services to parents, parent and toddler groups, access visits, once-off events and the various training we provide under our the community education brief. Due to the lack of resources for this work, it was suggested an intern could be engaged under the Job Bridge National Internship Scheme.
- The Centre staff require continuous professional development to ensure the community receive quality interventions and development opportunities, but the Centre is limited by a lack of resources to provide staff and BOM members with CPD. Efforts were made to negotiate no cost training opportunities with the Sligo Institute of Technology. The Centre is currently negotiating with Túsla for staff to access HSE/Túsla training opportunities, since the majority of our funding/projects are resourced from this source.

Consultation with Key Personnel Working at Sligo FRC:

Focus group discussions took place with the staff of each of the services/areas within the FRC.

The following issues were raised as needing a response from the centre:

Internal:

- Lack of office resources for new staff, such as computers/laptop, chairs and work stations;
- Lack of training opportunities for non CE staff due to having no training budget - a wish list of staff training needs was drawn up in this process to negotiate opportunities;
- Inability to take time off to attend training due to lack of funding/staff to cover the work of staff who are at training;
- Lack of adequate physical space for groups using/hiring the FRC;
- Lack of disability access in the building.

- Pressure to fundraise to cover overheads and reach fundraising targets for building works to make it accessible to all user-groups. This diverts staff resources from the work with target groups who lose out from intervention work.

External:

- The need to market the Centre's services through traditional methods and the use of social media in order to target families/individuals who are most disadvantaged and could avail of our services;
- Continue to address the limited integration between ethnic minorities living in Sligo and the general community;
- Continue targeting the more disadvantaged families with services we provide such as the crèche, the parent support groups, toy library, access visit facilities and family rooms;
- Continue to provide the family support project including the home support and sessional crèche service which has been successful in reaching out to disadvantaged families, with referrals from social workers, PHNs, Early Intervention Team, CAHMs, Sligo General Hospital social worker, Home Youth Liaison Service, Meithal etc. There continues to be a waiting list and the feedback from Túsla management is extremely positive regarding what the Service is achieving. In addition, this Service was recently expanded to include a new family with chronic needs receiving intensive support by three family support workers employed by the FRC.
- Continue the work we do in collaboration with the HSE is addressing the issue of social isolation of adults with learning disabilities living independently. The feedback from clients and the HSE on the service to adults with intellectual disabilities has also been very positive and the increase in the number of hours now dedicated to this work from 56 hours in 2012 to 111 hours in 2014 is a good indicator of the need for this type of work in the community.

Questionnaire/Survey Monkey Consultation with Both Users and Non Users of the Sligo FRC

During September-November 2014, questionnaires were completed by parents and clients of the Centre, as well as individuals who don't currently use the Centre's services who were approached by staff for this purpose. In total 72 questionnaires were manually returned and 7 returned via Survey Monkey. The key development areas identified through this process are summarised here:

The survey was completed by 64 women and 15 men. The majority of respondents were in the 26-40 year category, with approx. 50% of respondents living in Sligo town and the other 50% living in the county including rural towns such as Grange, Collooney etc. The majority of respondents had heard about the Centre through word of mouth, friends or relations (over

80%). Five respondents had been referred to services at the FRC through their social worker, PHN or counsellor. The majority of respondents were parents (70%), and 5% were grandparents, 7.5% were adult individuals accessing services and 4% were child-minders.

The survey showed that the FRC's key services used were:

Footprints Sessional Childcare service	41%
Parent and Toddler Drama with Deirdre	31%
Home Support	7.5%
Classes/Courses (Parenting, art, crafts, cooking etc)	15%
Breastfeeding Support	4%
Outdoor Play area	3%
Toy Library	3%
Summer Camp	3%

Other activities identified by individual respondents included attendance at Father and Child Workshops, the Baby Group, Dyslexia Support Group, Santa's visit, Saturday Art, Social Club for people with Learning Disabilities, Family Outings etc.

When asked to rate the service they had received at the centre, 82% said it was good or excellent, 12% did not respond and 1 person (2%) said they had a poor service. There was a broad spread of time that respondents have been using the Centre's services from less than 6 months (16%) to 2-3 years and more (20%), with the majority being approx. 1-2 years (22%). Four respondents had not yet accessed services at the FRC.

Key recommendations for future services made by respondents are as follows:

- More parenting course/ Support for parenting of teenagers
- More education classes
- Extended crèche hours
- After-school study
- Sewing/knitting classes
- Cookery courses
- Activity days
- Organise a Parent and Toddler Drama for out of work hours
- Meet and greet for young mothers
- Story-telling for kids
- Healthy eating talks
- Active aged group

Other key improvements recommended include:

- Bigger rooms
- Paint the building
- Create wheelchair access
- Update the playground
- Art classes
- More activity on the ground floor
- Open weekends
- Exercise classes

Respondents were invited to imagine what they would like to see different at Sligo FRC, if money was no object or impediment to their vision. They made the following top three suggestions:

- | | |
|---|------------------------|
| 1. Install a Lift | 13 respondents (16.5%) |
| 2. Upgrade the building/increase space/improve playground | 10 respondents (13%) |
| 3. More advertising/publicity | 2 respondents (2.5%) |

Other suggestions: Put the crèche on the ground floor instead of 1st floor and provide a dinner for the children, provide an after-school facility, mum and baby exercise class, music classes, teenage activities, out of office hours Parent and Toddler Drama, café, more courses for new mums, free pre-school year in the childcare facility, adult evening classes.

Public Consultation meetings organised by Sligo Community Forum:

In September 2014, Sligo FRC participated in consultations regarding the future, for the county development plan. Fifty nine people were in attendance and Sligo FRC reps had the opportunity to listen to key community concerns and contribute to discussions on the way forward for the voluntary and community sector.

The key recommendations under the heading of **voluntary and community sector** made were:

- Amend the focus of the LCDC consultation process – instead of focusing on the problems in the sector, focus on the positive interventions that are already in progress and document clearly the work that IS ongoing and where further investment is needed
- Immediate interventions for groups that are in ‘survival mode’, to enable them to keep their doors open and allow them to work for change in their communities.
- Sustainability has to be built into projects – this means identifying resources in the longer term for projects.

- Measures to be taken to ensure that the PPN and LCDC reps have a level of equity at the negotiating table.
- Communication measures to be developed – linked to the plan – to keep communities informed of progress.
- The PPN should provide the platform for gatherings of community and voluntary groups – in person and online. This needs to be invested in, to allow the autonomy of the sector.
- While volunteers can contribute to the goals of the plan – they cannot be the only means for targets to be reached. Volunteers need to be supported and guided by employed professional community development and youth workers, to effectively address issues in communities. Strategic investment in this area is essential.
- The community sector, over the years, has been successful in developing facilities (including playgrounds and community centre's). The cost of maintaining these facilities and insuring facilities is extremely high and it left to voluntary committees. Effective ways of reducing overhead costs for community group should be explored and promoted.
- The development of social economy projects to meet social and economic objectives, and support employment, should be supported.

The key recommendations under the heading of **mental health and quality of life** made were:

- In some urban areas in Sligo, 40% of the population are lone parents – interventions to support this group to allow them to move out of poverty, is needed.
- There is a need for social outlets, GP services and pharmacy services for people in some rural areas (particularly in Calry). It was proposed that a community centre, as a place people can gather socially and access services is needed.
- People living in Globe House are excluded from social, employment and training services. An extremely limited income means that they cannot participate in society. The experience of racism and prejudice compounds this experience. Greater integration between groups is needed and there is a need for an independent urban space (as identified in the Sligo Integration Plan) for people to meet up and carry out community development activities. A forum whereby people can use their skills and talents needs

to be developed. It was also suggested that greater collaboration between groups could help identify and sharing of community spaces. Leadership on this issue is needed.

- Racism is still an issue in communities and is being exacerbated by the recession and different groups competing for jobs and limited resources. Work to address racism, which educates people and integrates communities, needs to be ongoing and built into other community based and mainstream programmes.
- The process of referrals for mental health patients is extremely slow. Also there is a need for training, in communities, on how to support people with positive mental health and mental health difficulties.
- People living in rural areas, in particular, feel insecure in their communities, due to crime. The closure of rural Garda stations has exacerbated this feeling. Measures need to be taken to support and build on programmes that support safer communities.

The key recommendations under the heading **inclusion with people with a disability** made were:

- The inclusion of people with disabilities was raised by a number of groups. It was felt that Sligo town is still inaccessible to people with mobility difficulties, due to uneven footpaths. Access to public and private building is still a challenge.
- It was felt that all aspects of the plan should be accessible to people with disabilities, in addition to other groups in society. For this reason, it was felt that the plan should be 'equality proofed' – to ensure the plan is inclusive.

The key recommendations under the heading **arts in the community** made were:

- In recent years there has been little investment in the Arts. Arts grants have not been allocated since 2011 and currently there is no Arts strategy in operation. Development of the arts in the county has a positive impact on economic and social outcomes. Including the arts as part of this wider strategy needs to be explored.
- In recent years there has been little investment in the Arts. Arts grants have not been allocated since 2011 and currently there is no Arts strategy in operation. Development of the arts in the county has a positive impact on economic and social outcomes. Including the arts as part of this wider strategy needs to be explored.

Sligo FRC Submission to Sligo County Council/Sligo Local Community Development Committee on Key Priorities and Opportunities for the next six years:

Based on our ongoing work with groups, individuals and representation work on various committees, Sligo FRC presented a number of recommendations to the County Council as part of its consultation with groups and organisations on its 6 year plan. Sligo FRC has worked co-

operatively with Sligo County Council on various committees/ community initiatives tackling poverty and disadvantage and hope to continue this collaboration into the future.

Opportunities

FRC Network

In light of our experience, Sligo FRC along-with the other three FRCs in the county (Tubbercurry, Ballymote, West Sligo), provide Sligo County Council with a strong community based infrastructure for delivering programmes and engaging with the local community to provide services and initiatives that meet local needs. We offer flexibility, expertise, community knowledge and fine community based buildings from which to operate. To utilize opportunities the FRCs can offer, partnership arrangements and resource investment for social and economic programmes is required as outlined in the areas below.

Volunteers

Sligo has a huge bank of talented, hard-working volunteers who give their time, expertise and enthusiasm to many wide-ranging and economic and social projects. They have provided amazing opportunities for local organisations and will continue to do so. However resources must be invested in community based organisations and enterprises that engage volunteers, including FRCs, to sustain, train and support them. In addition, resources need to be invested in providing the many qualified personnel around Sligo with job opportunities in the local community sector to promote long term sustainable development.

Key Priorities for Targeting Resources

Sligo FRC proposes a number of key areas where Sligo County Council can create sustainable solutions to problems of marginalization, based on our experience of working in local communities.

Poverty and Social Inclusion

To target resources more efficiently, Sligo County Council needs to **co-operate with other state and community-based agencies** like Sligo FRC in the delivery of services to vulnerable people in the community.

To ensure that there is equality of access to services, buildings and amenities in Sligo and its environs, all the **policy developments and actions of Sligo County Council need to be equality proofed**, to take account of the needs of key group's e.g. the elderly, women, people with a disability, people from new communities integrating into the town, Travellers etc.

With regard to individuals and families from new communities integrating into Sligo town and its environs, Sligo County Council must **review its procedures for accessing accommodation**

and services. Sligo FRC has had to provide support to many who find the system bureaucratic, difficult and confusing with added problems due to language barriers and the need for so many documents that new families or individuals do not have ready access to. Whilst front-line staff facilitate a good service, marginalized families, in particular some who have spent a long time in Globe House require a **dedicated officer with cultural competency training** to meet their high needs.

Sligo has had many effective community based initiatives resourced from short-term funds such as PEACE, IFI, EU funds etc. Unfortunately, many of these initiatives ended when the funding running out. Sligo County Council should **review each of these successful projects and re-establish those worthy of core funding**, rather than starting from scratch again to invent new initiatives. Much work has been done, and the opportunity is to build on the learning and experience.

Culture

Families in Sligo have many opportunities to participate in cultural activities and festivals. However low income families can often not access what is available. Sligo County Council can **support accessible arts in the community by continuing support for and increasing resources** to the voluntary and community sector for art and culture initiatives.

Community Wellbeing

The development of playgrounds and outdoors gyms for families and individuals around the county is commendable. However, **resources need to be invested in supporting marginalized individuals and families to access and use these facilities**, through local FRCs, Sports Partnerships, Community Groups, etc. The Sligo County Council should **make provision for recreational facilities in areas where they have not yet been developed**, without the local fundraising burden being placed on already stretched local communities.

Communities need to find more and new ways of developing social outlets which bring people together and reduce isolation. While many areas depend on and benefit from volunteers and CE participants, **professional youth and/or community workers should be resourced and paid for by the council** directly or through community organisations, to initiate and support community development initiatives.

Many community organisations in Sligo and the surrounding area are short of resources to run programmes and initiatives to meet people's needs. Trained staff are then required to use their skills fundraising instead of working directly with those in need. **Sligo County Council should resource programmes through community organisations**, thus achieving the council's strategic goals through co-operation.

There are few facilities or options in Sligo to meet the needs of people with a disability living independently in the community. Neither are there adequate supports for people who receive

their refugee status and move out of Globe House to integrate into the local community. **Sligo County Council should work co-operatively with Túsla, the HSE, the FRCs and Diversity Sligo to resource initiatives** for these target groups.

Intergenerational initiatives are needed in Sligo to build bonds within families between children, parents and grandparents. With an increasing number of families experiencing crisis and/or changing family structures with marriage break-down, there is a need for spaces, facilities and supports to help sustain and nurture family relationships. **This could be resourced and supported by Sligo County Council** in co-operation with other key agencies.

Rural and Community Development

Most areas have key community activists who provide leadership and drive to generate local actions in response to needs. Sligo County Council must continue to **engage with community activists through local representative structures and resource programmes and initiatives which meet local need**. Catalysts such as paid youth and community workers are needed in Sligo to support and empower those working in the community. Sligo County Council should **co-operate with voluntary agencies to develop the capacity of this sector**.

Local infrastructure and Services

Where the Sligo County Council are providing new planning permissions for housing or providing social housing, suitable **amenities for families and children, as well as youths** should be built into the planning process. In addition the council **should protect and promote local community infrastructure and facilities** such as community centres, local post offices, shops, pubs, health centres, garda stations and schools which form the fabric of local areas. In many areas where facilities are lacking, the **Sligo County Council should negotiate use of the primary and secondary school buildings for community use**, particularly since many families in the localities have fundraised and paid for their development/upkeep.

In rural areas of Sligo where such facilities have already disappeared, **appropriate transport facilities need to be developed** to meet the needs of people travelling into local towns and Sligo to access services and social outlets. At the moment rural transport schemes, while of great benefit to those who use them, do not meet the current needs of rural dwellers (due to limited days/pick-up times etc) nor the future needs of rural communities where populations are aging.

The public library service in Sligo town is seriously under-resourced despite its importance in the community as a source of information, reading, internet access and cultural events. The Sligo County Council **requires investment in the county library to re-establish full-time opening hours, purchase new books and to provide baby changing facilities** for the many families using this service.

The Sligo County Council is required to **promote equality of physical access** to all its buildings, services and public amenities and to devise solutions where accessibility is an issue.

Review of the Sligo East City Regeneration Social Plan:

Following a review of the social plan for Cranmore, a disadvantaged community we work with in various initiatives, some key areas of work were identified as relevant to the FRC's future planning. These included:

- Contribute to the foundations for the education and learning strategies through representation on the Education Working Group and developing key initiatives on the ground as funding allows;
- Promote the dyslexia support group running at the FRC with key leaders in Cranmore;
- Support and promote the ETB's Family Learning Initiatives to support parents in supporting their children with regard to literacy and numeracy;
- Promote and involve residents in our community education programme to give practical support to the concept of life-long learning;
- Continue representation and joint initiatives through the Active Communities working group and our own healthy living programme (walking group, cooking on a budget etc) to support the healthy living programmes in Sligo and give Cranmore residents opportunities to connect with others through community based programmes;
- Continue to promote staff training in ASSIST and other programmes provided by the HSE to support mental health in our community;
- Continue to provide early intervention to families experienced stress through our family support programme and home support initiative;
- Continue to provide staff resources to Meithal and to link with a variety of agencies supporting families and improving children's outcomes as part of the family support project;
- To promote the availability of rooms for hire for access visits where parents can meet their children in a warm, family friendly environment;
- Sustain the county-wide FRC's role in the Children's and Services Committee in Sligo/Leitrim;
- Continue to promote initiatives such as the anti-money lending campaign and support residents to access services such as MABS through information and assistance.

3.3 SUMMARY OF KEY ISSUES ARISING / PRIORITY AREAS OF WORK

WORK THAT NEEDS TO BE CONTINUED	NEW AREAS OF WORK THAT HAVE BEEN PRIORITISED DURING CONSULTATION
<ul style="list-style-type: none"> ▪ Warm friendly environment for all members of the community to use ▪ Support young children and their parents through the parent and toddler groups ▪ Providing direct support to parents through the group work with the adoptive parent support group, birth parents group, parents of children with dyslexia ▪ Providing contact centre for access visits ▪ Family support directly in the home ▪ Childcare facility ▪ Individual and group support to adults with intellectual disabilities ▪ Provide training opportunities for adults with intellectual disabilities and mental health issues through the Countess Café ▪ Racist incident reporting and support service ▪ Sligo Intercultural Forum ▪ Community education, workshops and programmes 	<ul style="list-style-type: none"> ▪ Greater work with asylum seekers in Globe House ▪ Household management and budgeting ▪ Targeting the most vulnerable families ▪ Celebrate 20 year of Sligo FRC in 2015 ▪ Mark the 10th anniversaries of both the Danú birth parent support group and the Adoptive parents group ▪ Raise awareness of code of practice in suicide prevention ▪ Finalise our compliance with the Code of Governance for the Community and voluntary Sector in Ireland

SECTION 4

FRC THREE YEAR STRATEGY

4.1 Vision Statement

An inclusive society where everyone reaches their potential.

4.2 Mission Statement

Our mission is to support individuals, families and communities without discrimination and in a warm, caring and open environment by identifying changing needs and responding to those needs positively.

4.3 Guiding Principles / Statement of Values

The Sligo FRC, through the staff and Voluntary Board of Directors will be a place that will:

- Be inclusive of volunteers, staff and clients and will encourage participation, volunteerism and a sense of belonging
- Operate on community development principles of social justice, self-determination, working and learning together, sustainable communities, participation and reflective practice
- Promote social inclusion
- Encourage diversity and creativity in thought and action
- Support families in a professional, fair and compassionate manner, whilst respecting the need for confidentiality and discretion
- Work to make a real difference on the lives of families using our services and the wider community
- Be realistic and resourceful in working within the constraints of the resources that are available to the Centre

4.4 PROJECT OUTCOMES (Linked to Programme Outcomes)

PROJECT OUTCOMES Sligo FRC	LINKED TO NATIONAL PROGRAMME OUTCOMES
1. That individuals, families and groups have access to a range of supports and services that enable and promote participation in society	National Programme Outcomes 1, 3, 4 and 5
2. That people actively avail of a variety of community-based learning and development opportunities	National Programme Outcomes 2 and 4
3. That children's holistic development is nourished in a safe, comfortable and fun environment.	National Programme Outcomes 1,2,3 and 5
4. That individuals and families are supported in times of need	National Programme Outcomes 1,2,3 and 5
5. That minority individuals and groups are empowered to participate in their wider community	National Programme Outcomes 1, 3 and 5

4.5 HOW THE STRATEGIC PLAN WILL BE EVALUATED

At the end of the three year period covered by the Sligo FRC's Strategic Plan (2015-2107) a Triennial Progress Report will be submitted to the Child and Family Agency.

The Triennial Progress Report will be informed by the following:

- Annual Progress Reports presented to the Child and Family Agency (if requested);
- Each of the three SPEAK returns submitted to the Child and Family Agency (one for each year of the Strategic Plan);
- Any review and planning sessions that may be undertaken with the Regional Support Agency.

SECTION 5

FRC MANAGEMENT

5.1 ROLES & PROFILE OF VOLUNTEER DIRECTORS

NAME	ROLE	Profile	Garda Vetted	Took part in Child Protection Training?
Ruth Campbell	Chairperson	Parent-user and employee of Sligo IT who has been a member for 7 years	yes	No
Sonya Coffey	Vice chairperson	Employee of St Angela's College, NUIG, who has been a member for 6 years	yes	No
Lucia Macari	Treasurer	Parent-user and entrepreneur who has been a member for 4 years	yes	No
Pauric Cuffe	Secretary	Retired employee of the Sligo Institute of Technology who has been a member for 2 years	yes	No
Don Watts	Committee member	A retired employee of the DSP who has been a member for 2 years	yes	No
Martina Kilgallon	Committee member	Currently employed as an advocate with the national advocacy service for people with disabilities and has been a board member for 7 years	yes	No
Nike Ogun	Committee member	Chairperson of the Sligo Intercultural Forum and a member for 2 years	yes	no
Mary Kelly	Committee member	A parent and employee of the HSE and a member for 5 years	yes	
Mary Waters	Committee member	Retired PHN and preschool inspector and a member for 3 years	yes	

Deirdre Gaul	Committee member	Parent-user and facilitator of the parent and toddler drama group who is a members for 3 years	yes	no
Chris Davis	Committee member	Employee of Sligo LEADER PArtnership's older persons project and has been a member for 5 years	yes	
Margaret O Connor	Committee member	Parenting programme facilitator and a member for 4 years	yes	

NAME OF SUB-COMMITTEE	MEMBERSHIP	OVERALL PURPOSE	Terms of Ref. Yes / No.
1. Executive	Chairperson, deputy chairperson, treasurer and secretary	To deal with staff matters and be additional signatories for cheque signing (under review)	no
2. Staff Liaison	4 members	The role of the Staff Liaison sub-group to ensure that the Voluntary Board of Directors, as a body, communicates clearly with staff and that staff in turn use the Staff Liaison sub-group to communicate clearly back to their employer, the Voluntary Board of Directors.	yes
3. Garda vetting	2 members and 1 manager	In accordance with the guidelines issued by the Garda Central Vetting Unit, the Sligo Family Resource Centre Voluntary Board of Directors has established a Decision Making Committee. This Committee is comprised of three members, the Sligo Family Resource Centre manager and two voluntary Board members. The Committee will be reviewed every two years after the Sligo Family Resource Centre AGM.	Yes

NAME OF INTERAGENCY WORKING GROUP	MEMBERSHIP	OVERALL PURPOSE	Terms of Ref. Yes/No.
1. Racist incident reporting and support service	Sligo FRC, Sligo Family Support Lifestart, Sligo LEADER Partnership, Aremoja, Sligo Travellers Support Group, West Sligo FRC, Diversity Sligo, Rape Crisis Centre, Domestic Violence Advocacy Service, Sligo Borough Council, Sligo Gardaí, Foróige	To advice and oversee the workings of the Racist Incident Reporting and Support Service	no
2. Caltragh community Centre interagency group	Sligo FRC, Sligo Social Services, Sligo LEADER Partnership, Sligo Borough Council, Gardaí, Resource House Springboard Project, Foróige, North Connaught Youth and Community Centre, Sligo Sports and Recreation, Sligo Traveller Support Group, residents of Caltragh Crescent	To work with the residents of Caltragh Crescent in making their estate a good one in which to live.	no
3. Sligo Education Working Group	Sligo Education Centre, ETB, Sligo Travellers Support Group, Sligo FRC, Sligo County council, Hone School Liaison, HSE Health Promotion Unit, Sligo County Childcare Committee	To assess the gaps in relation to educational needs in Co Sligo.	yes
4 Diversity Sligo	Sligo FRC, Sligo LEADER Partnership, Sligo Family Support Lifestart, Sligo Social Services, Sligo Rape Crisis Centre, Sligo	To enable the residents of Globe House to have a better quality of life	No

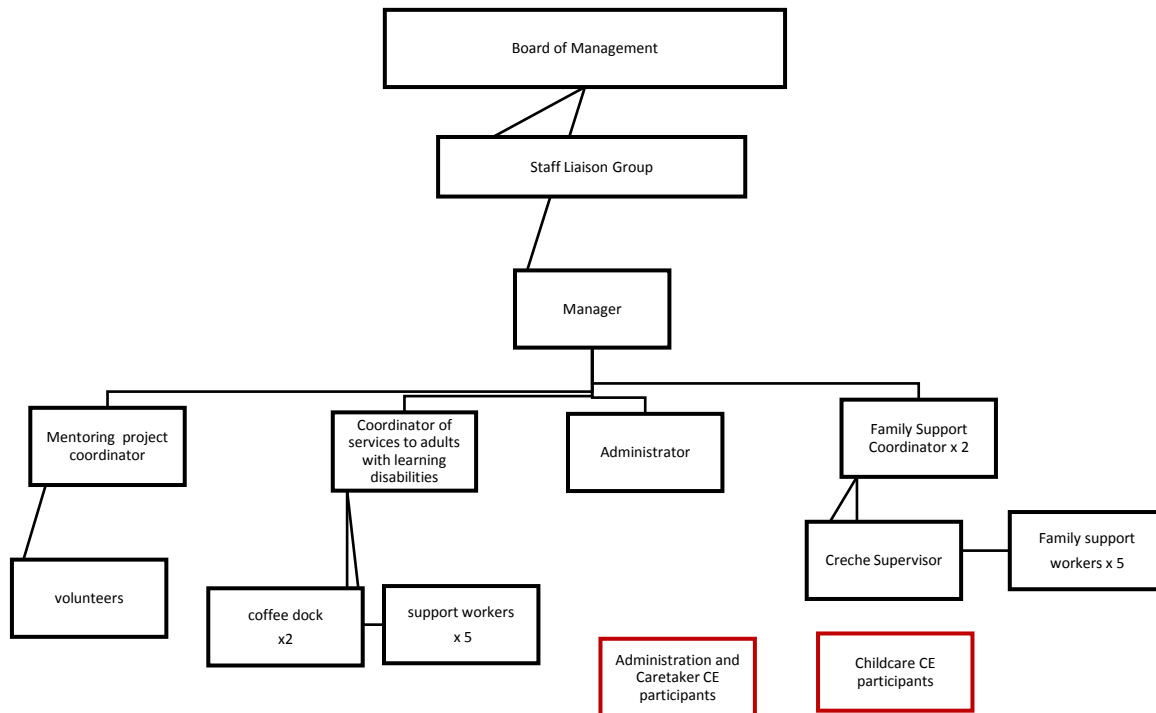
	Home Youth Liaison Service, Sligo County Childcare Committee, volunteers and residents of Globe House		
5. Disability Network	Sligo FRC, Tubbercurry FRC, Cheshire Homes, St Angela's college, Foróige, Sophia homes, Sligo County Council, Disability Federation Ireland, Adaptable solutions, Employment Response North West	To co-ordinate and inform disability services in Co Sligo	No
6. Alive to Thrive	Sligo FRC, STSG, Sligo Leader Partnership, HSE Health Promotion Unit, Sligo Sports and Recreation Partnership, CLASP CDP, ETB, St Michaels Family Life Centre, Health Promotion HSE, West Sligo FRC; Cranmore Regeneration; Mental Health Ireland; Cranmore Community Cooperative; Tubbercurry FRC, Sligo Volunteer Centre; Employment Response North West	This group has been developed to set up and promote effective community based positive mental health supports in Co Sligo	No

4. Advisory Groups

NAME OF ADVISORY GROUP	MEMBERSHIP	OVERALL PURPOSE	Terms of Ref.
1. Family support service	Túsla and Sligo FRC	To report to and to seek advice on the workings of the Sligo FRC Family Support Service	No
2. Adults with	HSE social workers, HSE	To steer the work of the FRC support	no

learning disabilities	training centre, community nurses, COSC, FRC	workers who work with adults with learning disabilities	
3. Danú	St Attracta's Adoption Agency, FRC	To oversee the support given to women who lost their children to adoption	No
4. Adoptive Parents group	HSE Adoption services SW, adoptive parent, Sligo FRC	To co-ordinate supports to parents of adopted children in the Sligo area.	no

5.2 INTERNAL MANAGEMENT STRUCTURES



Internal management group	Group Composition	Purpose/Goal	Terms of Reference?
Staff Planning Group	Manager and all the Service coordinators	To share information, updates and/or issues on specific projects/pieces of work the Centre is involved with and relay relevant information to and from the Board of Management	Yes
Team meetings	Service co-ordinator, service employees with/without the manager	To share information, updates and challenges on specific their service	No
Meetings between the job sharing managers	The two managers	To update each, share information, plan and make decisions	No

5.3 INTERNAL POLICIES AND PROCEDURES DEVELOPED AND IN PLACE

5.4

General Policies and procedures	Yes	No	In Process	Last Updated
Child Protection Policy	✓			Aug 2014
Anti-racism Code of Practice				Nov 2014
Code of Practice relating to Domestic Violence		✓		
Equality Policy	✓			Nov 2014
Code of Practice for working with Lesbian, Gay, Bisexual and Trans Communities		✓		
Policy for Groups using the Centre	✓			Nov 2014
An Internet Use Policy	✓			June 2014
Data Protection Policy	✓			Nov 2014
Public Relations / Media Policy				
CORPORATE GOVERNANCE / POLICIES AND PROCEDURES RELATING TO THE VOLUNTARY BOARD OF DIRECTORS	Yes	No	In Process	Last Updated
Volunteer Policy	✓			Nov 2014
Terms of Reference for Sub-Committees, Working Groups and Advisory Groups (incl. Finance and Staff Sub-Com's)	✓			
Financial Policies and Procedures	✓			Nov 2014
Confidentiality Policy	✓			Nov 2014
Recruitment of Volunteer Directors	✓			Nov 2014
Turnover of Volunteer Directors	✓			Nov 2014
Board Meetings without staff present		✓		
Conflicts of Interest			✓	
Non-attendance at Meetings			✓	
Not acting in the best interests of the Company			✓	
POLICIES AND PROCEDURES RELATING TO EMPLOYMENT	Yes	No	In Process	Last Updated
Health and Safety Statement and Policy	✓			Nov 2014
Staff Hand Book	✓			Sept 2014
Bullying and Harassment Policy (Including Sexual Harassment)	✓			Sept 2014
Dignity and Respect at Work	✓			Sept 2014
Disciplinary and Grievance	✓			Sept 2014
Recruitment and Selection	✓			Sept 2014
Supervision and Support	✓			Sept 2014
Time off in lieu	✓			Sept 2014

Family Friendly Work Arrangements	✓			Sept 2014
Options Related to Work Hours	✓			Sept 2014
Statutory / Non Statutory Leave Arrangements	✓			Sept 2014
Employment or Career Breaks	✓			Sept 2014
Job Sharing	✓			Sept 2014

POLICIES AND PROCEDURES RELATING TO CHILDCARE FACILITY (where appropriate)	Yes	No	In Process	Last Updated
Admissions policy	✓			Aug 2014
Fees and Payment policy	✓			Aug 2014
Drop-off and collection of children policy	✓			Aug 2014
Record Keeping Policy	✓			Aug 2014
Taking and using images of children policy	✓			Aug 2014
Parental Involvement policy	✓			Aug 2014
Settling in policy	✓			Aug 2014
Health policy including healthy eating	✓			Aug 2014
Sleep time for baby policy	✓			Aug 2014
Child adult ratio policy	✓			Aug 2014
Outings policy	✓			Aug 2014
Sun Protection policy	✓			Aug 2014
Illness policy	✓			Aug 2014
Immunisation policy	✓			Aug 2014
General Hygiene policy	✓			Aug 2014
Bites policy	✓			Aug 2014
Toileting policy	✓			Aug 2014
Head Lice policy	✓			Aug 2014
Critical Incident policy	✓			Aug 2014
Childcare and Education policy	✓			Aug 2014
Equality and Diversity policy	✓			Aug 2014
Equipment policy	✓			Aug 2014
Positive behaviour management policy	✓			Aug 2014

5.4 TURNOVER OF DIRECTORS

The Sligo Family Resource Centre's contract with the Child and Family Agency states that *"members of the Board of Directors should be drawn predominantly from the community of intended beneficiaries and shall consist of people who have first-hand experience of poverty and disadvantage in their own lives"*. Thus, members of the community are able to express an interest in representing a target group and putting themselves forward for nomination to the Voluntary Board of Directors.

Those that present themselves are given the appropriate information and training that will enable them to make an informed decision about becoming a Director and joining the Voluntary Board of Directors.

The Voluntary Board of Directors is responsible for ensuring that the Centre makes the most effective and efficient use of its resources to achieve the aims and objectives agreed in the three year Work Plan. This includes overseeing the work of the Family Resource Centre, managing staff, fulfilling the Centre's contractual obligations with the Child and Family Agency as well as its legal obligations as a Limited Company and as an employer.

Membership of the Voluntary Board of Directors

Number

Sligo FRC's Articles of Association of the Centre outlines the minimum (7) and maximum number (15) of members of the Voluntary Board of Directors.

Criteria for membership of the Voluntary Board of Directors

- Be a member of the intended beneficiaries of the Centre and / or have a knowledge and understanding of the issues for the target groups;
- Have an interest in and / or understanding of family support and community development practice and principles;
- Be a member of a working group of the Sligo Family Resource Centre or have volunteered directly with, or on behalf of, the Centre for at least one year;
- Be willing to further the Centre's aims and objectives;
- While the Board of Directors may include professionals and staff of other agencies working in the community, there are no places reserved for any statutory or professional agency;
- Be willing to participate in appropriate training;
- Have an ability to work as part of a team and to be a good listener;
- Have the time to make a commitment to the Centre and attend meetings and planning

and review days as required.

Rules governing membership

- In the recruitment of volunteers, people will not be discriminated against on any of the nine grounds that are stated in the Equality legislation;
- There should be no conflict of interest, or potential conflict of interest, in relation to membership of the Voluntary Board of Directors – such as immediate family relations, work colleagues or a group of members of another agency being involved in the management of the work of the Centre;
- Members of the Voluntary Board of Directors are there in an individual capacity and do not represent any other groups, organisations, political party or sectoral interests in the area;
- Members of the Voluntary Board of Directors must be fully committed to the guiding principles and ethos of the Centre and willing to abide by the Centre's Code of Conduct;
- In line with the Sligo Family Resource Centre's Memorandum and Articles of Association, at the first, and every subsequent annual general meeting of the company, at least one third of the members of the Board shall retire from office. The Board members to retire in every year shall be those who have been longest in office, but as between persons who became Board members on the same day, those to retire shall (unless they otherwise agree amongst themselves) be determined by lot.
- A retiring Director shall be eligible for re-election subject to a maximum of four consecutive years of service as outlined in the Centre's Memorandum and Articles of Association.

Strategy to recruit new members into the Centre and onto the Voluntary Board of Directors

The Sligo FRC pro-actively targets local people on an on-going basis and encourages them to volunteer with the Centre with a view to joining the Voluntary Board of Directors.

This strategy ensures that, at each AGM, a number of new members will always be available to join the Voluntary Board of Directors. The Centre aims to renew the membership of the Voluntary Board of Directors by one to two new Directors each year. In this way, a constant level of experience and expertise will be retained on the Board and the more experienced Directors can mentor and support the participation of the new Directors to the Board.

Strategy

1. The existing members of the Voluntary Board of Directors, other volunteers and staff identify potential volunteers and encourage them to participate in a working group or to volunteer in some other capacity with the Family Resource Centre;
2. Self-selection – some people may declare an interest in volunteering with the Centre;
3. The Voluntary Board of Directors, in line with the Centre's Memorandum and Articles of Association, have the power at any time, and from time to time, to appoint any person to be a member of the Voluntary Board of Directors as an addition to the existing

members up to a maximum of 3 additional members. The Voluntary Board of Directors also has the power to appoint any person to be a member of the Board to fill a casual vacancy. Any member appointed in accordance with this Article shall hold office only until the next AGM and shall then be eligible for re-appointment.

Implementation of the Strategy

1. Before the AGM, the Voluntary Board of Directors will seek nominations for new Directors from the working groups and / or from volunteers;
2. Proposals may be submitted in writing prior to the AGM;
3. There will also be an open invitation for proposals for new Board members, from the existing membership of the Family Resource Centre, at the AGM;
4. New Board members will be proposed and seconded at the Annual General Meeting (proposed and seconded by existing members of the Centre);
5. Following the AGM, in circumstances where a specific gap in experience, knowledge or expertise is identified, the Voluntary Board of Directors will have the authority to co-opt additional Directors on to the Board to address that particular gap. (The new Director(s) may not necessarily be a member of a working group or an existing volunteer with the Centre - see No. 4 above);
6. An induction and training programme is drawn up to for potential new Board members in liaison with the Regional Support Agency;
7. An induction pack is presented to each new member:

5.5 ONGOING TRAINING PLAN FOR THE VOLUNTARY BOARD OF DIRECTORS

Ongoing training and support is offered to the voluntary Board of Directors. This usually includes:

- Roles and responsibilities of board members

- Employment issues

- Background to the FRC Programme

Support is provided on specific issues by telephone or face-to-face for members of the voluntary Board of Directors throughout the year as requested.

SECTION 6

FRC STAFF

6.1 Staff Roles and Responsibilities

FAMILY RESOURCE CENTRE CORE-FUNDED STAFF			
NAME	ROLE	Garda Vetted	Took part in Child Protection Training
Elizabeth King	Manager (4 days/week)	Yes	Yes
Catherine McGlinchey	Manager (1 day/week)	Yes	Yes
Cathy McGowan	Administrator	yes	Yes

OTHER PAID STAFF INCLUDING CHILDCARE STAFF				
NAME	ROLE	FUNDED PROGRAMME	Garda Vetted	Took part in Child Protection Training
Charlotte Bussmann	Co-ordinator family support service	CFA	yes	Yes
Fiona Brennan	Co-ordinator for services to adults with learning disabilities	HSE	Yes	yes
Carloine Bradshaw	Family Support Service Co-ordinator	CFA	Yes	yes
Rose McCrann	Childcare manager	CFA	Yes	Yes
Marian Roycroft	Café manager	HSE	yes	No
Karen Casey	Café manager Family support worker	HSE CFA	Yes	Yes
Esther Mooney	Support worker	HSE	Yes	No
Sue Coleman	Family support worker	CFA	Yes	Yes
Amy Gerrity	Family Support worker	HSE CFA	Yes	yes
Collette Sheerin	Family support worker	CFA	Yes	Yes
Charlotte Fahy	Family support worker	CFA	Yes	yes
Patricia Coleman	Support worker	HSE	Yes	No

Ann Boyd	Support worker	HSE	Yes	No
Ann McPadden	Support worker	HSE	Yes	No
Maureen Scanlon	Support worker	HSE	yes	No
Sarah Ward	CE Childcare worker	DSP	Yes	Yes
Martina Foley	CE Childcare worker	DSP	Yes	Yes
Martina Moran	CE Childcare worker	DSP	Yes	Yes
Alex Streete	CE Administrator	DSP	Yes	yes
Jonathon Farrell	CE Administrator	DSP	Yes	no
Rita Finn	CE Administrator	DSP	Yes	yes
Cecille Lamy	CE Administrator	DSP	Yes	yes
Michelle Coen	CE home support worker	DSP	Yes	yes
Kate McCarthy	CE home support worker	DSP	Yes	yes
Geraldine Ryan	CE home support worker	DSP	Yes	yes
Richard Deignan	CE caretaker	DSP	Yes	No
John McLoughlin	CE Caretaker	DSP	Yes	No

VOLUNTEERS (Excluding Volunteer Directors)			
NAME	ROLE	Garda Vetted	Took part in Child Protection Training

6.2 Staff Support and Supervision

The Sligo FRC Manager does the support and supervision of the Line Managers namely the Sligo FRC administrator, the family support coordinators (2) and the coordinator of services with learning disabilities.

These Line Managers in turn do the support and supervision of the staff they manage including the Staff on the Community Employment Scheme. The CE participants also receive support from their CE supervisors who are employed by the Community Childcare Company Limited (childcare staff) and the North Sligo Youth and Community Service (home support, administrative and caretaking staff).

The FRC managers are supervised by the chairperson of the voluntary board of directors.

Issues that cannot be dealt with in the system outlined above are brought to the Staff Liaison sub group of the Board of Management.

6.3 STAFF TRAINING & SUPPORT NEEDS

- On-going training and support to be provided through the Regional Support Agency;

Management skills

Employment law

Support and supervision

- Training needs identified through other sources.

Group dynamics

Interpersonal skills

Conflict resolution

Being professional at work

Working with adults on the autistic spectrum

Dealing with legal issues; e.g. writing reports for case conferences, giving evidence in court, etc.

Specific training for home based target family support

Treoir

Anger management

Motivating the families/individuals we work with

SECTION 7

PROJECTED THREE YEAR BUDGET

BUDGET TABLE 1: General Expenditure

	Actual Year 1	Requirement for YEAR 1	YEAR 2	YEAR 3
Salaries * See breakdown in Tables 3,4,5 & 6	93,767	93,767	96,047	98,351
Travel and Subsistence		700	800	900
Rent	7,650	7650	7650	7650
Rates				
Water Charges		533	560	588
Refuse Charges		552	580	609
Office Supplies		2157	2264	2377
Postage		420	460	500
Equipment Hire/ Leasing/Servicing				
Light		2828	2969	3117
Heat		4000	4200	4410
Insurance	692	3054	3206	3366
Telephone & Communications		3362	3530	3706
Bank Interest & Charges		620	650	680
Auditing / Accounting Fees	2259	2259	2371	2488
Legal fees		800	1000	1000
General Services		5603	5883	6177
Miscellaneous Expenses		3100	3255	3417
Recruitment advertising		250	270	290
Management and staff training and support		255	400	500
TOTAL	104,368	131,910	136,095	140,126

BUDGET TABLE 2: Funding from other sources	
Funder and Initiative	Amount
Túsla / HSE	357,981
POBAL	16,314
Fundraising	2,000
Client Income	7,250
Other Income	7,589
TOTAL	391,134

BUDGET TABLE 3: Salary for Project Manager (4 Day Job Share)			
	Year 1	Year 2	Year 3
Salary	39,736	40,536	41,336
Employers PRSI	4,271	4,357	4,443
Pension Employers Contribution	3,976	4,053	4,133
TOTAL	47,983	48,946	49,912

BUDGET TABLE 4: Salary for Project Manager (1Day Job Share)			
	Year 1	Year 2	Year 3
Salary	7,947	8344	8761
Employers PRSI	675	709	744
Pension Employers Contribution			
TOTAL	8,622	9,053	9,505

BUDGET TABLE 5: Salary for Project Administrator			
Salary	33,555	35,232	36,993
Employers PRSI	3,607	3,699	3,884
Pension Employers Contribution			
TOTAL	37,162	38,931	40,877

BUDGET TABLE 6: Total Salaries			
Salaries	81,238	83,235	85,252
Employers PRSI	8,553	8,759	8,966
Pension Employers Contribution	3,976	4,053	4,133
TOTALS	93,767	96,047	98,351

SECTION 8

ANNUAL ACTION PLAN FOR YEAR 1

8.1 ANNUAL ACTION PLAN, YEAR 1

ACTION PLAN TEMPLATE

PROJECT OUTCOME	OBJECTIVES	ACTIONS	WHO IS RESPONSIBLE	TIMEFRAME
OUTCOME No 1: That individuals, families and groups have access to a range of supports and services that enable and promote participation in society	OBJECTIVE 1: Provide a warm friendly environment for families	Action 1 Have the personnel and financial resources in place to run the FRC	Manager	1,2,3,4
		Action 2 Work within our budgets	Administrator	1,2,3,4
		Action 3 Manage staff	All those who have supervisory roles	1,2,3,4
	OBJECTIVE 2: To review and evaluate the work of the FRC regularly	Action 1 Participate in SPEAK	Manager	1,2,3,4
		Action 2 Participate in review and planning session with the Regional Support Agency, HSE and Túsla	Manager	Q4
		Action 3 Evaluate work with groups and individuals who use the FRC on an ongoing basis using evaluation forms, discussions and review meetings with funders	Manager and administrative employees	Continuous
	OBJECTIVE 3: To work collaboratively with relevant groups and	Action 1 Continue with work already in progress with other groups/organisations in the area	All relevant staff	Ongoing

	organisations locally, regionally and nationally	Action 2 Engage with FRCs regionally and nationally through the regional and national networks	Manager and administrator	Ongoing
	OBJECTIVE 4: To influence policies in particular in relation to families, children, education and equality	Action 1 To represent and co-operate with other organisations to impact/influence on policies	All relevant staff	Ongoing
	Objective 5 To promote access to supports and services by targeting families through promotional work	Action 1 To raise the profile of the FRC through advertising in the local media, social media sites, newsletters, library, GPs, schools and shops as well as word of mouth	Administrators	Ongoing
		Action 2 To liaise and work in co-operation with public health nurses, HSE professionals and other community groups who work with families	Service co-ordinators, family support workers and managers	Ongoing
		Action 3 To maintain a community notice board in the Centre with details of upcoming training opportunities, meetings, workshops, events etc.	Administrator and administrative staff	Ongoing
		Action 4 Distribute up-to-date information on the programmes, supports and services that are available locally from other agencies	Administrator and administrative staff	Ongoing
		Action 5 Continue to provide a formal referral facility to those supports and services as appropriate	Administrator and administrative staff	ongoing

	Objective 6 To engage with specific disadvantaged communities to enable their participation in the community	Action 1 To source a development worker to engage in local structures to facilitate participation	Manager	Q 4
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ANNUAL ACTION PLAN				
PROJECT OUTCOME	OBJECTIVES	ACTIONS	WHO IS RESPONSIBLE	TIMEFRAME
OUTCOME No 2: That people actively avail of a variety of community-based learning and development opportunities	OBJECTIVE 1: Provide a warm learner-friendly environment for individuals and families	Action 1 Have the resources in place to cover the costs of the running of the FRC	Manager	Ongoing
		Action 2 Work within our budgets	Administrator	Ongoing
	OBJECTIVE 2: To facilitate community education	Action 1 To seek funding for community education	Manager	Q 4
		Action 2 To recruit participants for educational programmes	Administrative staff	Q 2,4
	Objective 3 To provide an opportunity for volunteers to work in meaningful roles within the organisation	Action 1 To liaise with Sligo Volunteer Centre	Manager	Ongoing
		Action 2 To have a system in place where volunteers are supported and their work is valued	Manager	Ongoing

ANNUAL ACTION PLAN				
PROJECT OUTCOME	OBJECTIVES	ACTIONS	WHO IS RESPONSIBLE	TIMEFRAME
OUTCOME No 3: That children's holistic development is nourished in a safe, comfortable and fun environment.	OBJECTIVE 1: To continue with Footprints crèche	Action 1 Support staff in the running of this service	Manager Family support service coordinator Crèche supervisor	Ongoing
		Action 2 Ensure policies and procedures are in place and relevant legislation is adhered to	Manager FSSC Crèche supervisor	Ongoing
		Action 3 Ensure funding obligations are adhered to with funders including CFA and Pobal	Manager administrator	Ongoing
	OBJECTIVE 2: To provide space for and where necessary to facilitate parent and toddler groups, parent and baby/children workshops etc.	Action 1 Maintain the upkeep of the building	Manager	Ongoing
		Action 2 Seek funding for facilitators and other expenses for parent/baby/toddler groups, workshops, family fun events etc.	Manager	Ongoing
	OBJECTIVE 3: To provide space for access visits and to enable these visits to be as pleasant as possible	Action 1 To source funding to provide resources/equipment for parents/grandparents to use when visiting their children	Manager	Ongoing

		Action 2 To support the parents/grandparents and child in these visits	Administrator	Ongoing
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ANNUAL ACTION PLAN TEMPLATE

PROJECT OUTCOME	OBJECTIVES	ACTIONS	WHO IS RESPONSIBLE	TIMEFRAME
OUTCOME No 4: That individuals and families are supported in times of need	OBJECTIVE 1: To engage with all families in particular those most disadvantaged	Action 1 To continue to manage, administer and provide home-based targeted family support through the Family Support Project – in partnership with Tusla	Manager FSCC	Ongoing
		Action 2 To liaise with funders through the service level agreements and provide the necessary reports	Manager, Family support childcare co-ordinator	Ongoing
	OBJECTIVE 2: To support parents in supporting each other	Action 1 To continue to support the existing adoptive parents group, Danú the birth parents support group and the new groups such as the parents of children with dyslexia	Manager	Ongoing
		Action 2 To source funding for these groups, facilitate meetings/sessions and to enable these groups to run independently of the FRC	Manager	Ongoing
	OBJECTIVE 3: To liaise, work and share information locally, regionally and nationally with relevant service providers in relation to how we can best provide family support	Action 1 Link with the local Child and Family Agency	Manager	Ongoing
		Action 2 Be actively involved in Meithals, CSCs and other initiatives in the area	Managers and service co-ordinators	Ongoing
		Action 3 Ensure we represent our service users through working with the Social Inclusion College in the Sligo Public Partnership Network, the Children Services Committee, the Sligo County Childcare Committee, the Regional and National Fora of FRCs	All staff	Ongoing

	Objective 4 To keep up to date with the ongoing changes in relation to family support through newspaper articles, newsletters, internet and other relevant material.	Action 1 To ensure our knowledge is up to date and ensure staff are given time and opportunity to read this information while allowing discussion time at some of our meetings	All staff	Ongoing
		Action 2 To keep up to date with policy and practice developments in Tusla in relation to Prevention, Partnership and Family Support (PPFS)	Tusla funded staff	Ongoing

ANNUAL ACTION PLAN TEMPLATE

PROJECT OUTCOME	OBJECTIVES	ACTIONS	WHO IS RESPONSIBLE	TIMEFRAME
OUTCOME No 5 That minority individuals and groups are empowered to participate in their wider community	OBJECTIVE 1: To engage with individuals with disabilities	Action 1 To continue to manage and administer the services to adults with intellectual disabilities	FRC Manager Coordinator of services to adults with disabilities	ongoing
		Action 2 To work with Markievicz House management in developing the capacity of the café as a means of training adults with intellectual disabilities	Manager Co-ordinator Family support Service	ongoing
	OBJECTIVE 2: To engage with families and individuals from ethnic and cultural minorities	Action 1 To continue to manage and administer the racist incident reporting and support service	Manager	ongoing
		Action 2 To support the work of the Sligo Intercultural Forum	Manager C/E participant volunteer	ongoing
		Action 3 To work with Diversity Sligo as a means to reach out to asylum seekers living in Globe House	Manger	ongoing
		Action 4 To continue to support families from minority backgrounds through the Family Support Service, community education initiatives and other supports within the FRC	Manger Family support service coordinator family support workers	ongoing

8.2 EVALUATION OF ACTION PLAN

This Action plan will be evaluated in the following ways:

- Monthly meetings of the manager and service coordinators

These meetings occur every four weeks and provide a forum to discuss the work of the FRC, highlight any new initiatives/work being undertaken or planned, plan any forthcoming events, and discuss any challenges and allocation of resources. It is also an opportunity to ensure we are working within the Plan, and share relevant information to and from the Sligo FRC board of management.

- Board of Management monthly meetings

The board of management meets on the third Thursday of every month (except the month of August). At these meetings an account is given by the Sligo FRC Manager of the activities of the Centre in the previous month and an outline of what is planned for the coming month. Policy issues are reviewed when necessary at these meetings and any issues that need addressing are discussed.

- Manager's monthly reports

The Manager receives monthly written reports from the Service coordinators, she compiles these with her own work and submits a report of the work to date of the FRC, what is planned and how this fits in with the overall Three Year Plan.

- Annual planning and review days with the Regional Support Agency

These will take place in the second quarter of each year after the Sligo FRC AGM

- SPEAK returns

The SPEAK returns are now being done quarterly and provide a very good way to measure the work of the FRC.

- All programmes are evaluated as they occur.

SECTION 9

CHECKLIST AND SIGN OFF

9.1 SUBMISSION CHECKLIST

SECTION	WHATS IN THE SECTION	COMPLETION Please confirm By a ✓
SECTION 1:	BACKGROUND INFORMATION	✓
	History of the FRC	✓
	Outline of work undertaken	✓
SECTION 2:	PROFILE OF CATCHMENT AREA	✓
	General description of the area	✓
	Statistical profile and poverty indicators	✓
SECTION 3:	CONSULTATION PROCESS	✓
	Outline of process	✓
	Results of consultation exercises	✓
	Summary of issues arising / key areas of work	✓
SECTION 4:	FRC THREE YEAR STRATEGY	✓
	Vision statement	✓
	Mission statement	✓
	Guiding principles / Statement of values	✓
	List of project outcomes (linked to programme outcomes)	✓
	Evaluation of the three year strategic plan	✓
SECTION 5:	FRC MANAGEMENT	✓
	Roles and profiles of Volunteer Directors	✓
	Internal management structures	✓
	FRC policies and procedures	✓
	Turnover of Volunteer Directors	✓
	Training / support of Volunteer Directors	✓
SECTION 6:	FRC STAFF	✓
	Staff roles and responsibilities	✓
	Staff support and supervision structures	✓
	Training and support needs	✓
SECTION 7:	PROJECTED THREE YEAR BUDGET	✓
SECTION 8:	ANNUAL WORKPLAN (Year 1)	✓
	Annual Action Plan, Year 1	✓
	Evaluation of Annual Action Plan	✓
SECTION 9:	SIGN OFF	✓

SECTION	WHATS IN THE SECTION	COMPLETION Please confirm By a ✓
APPENDIX 1:	JOB DESCRIPTIONS of FAMILY RESOURCE CENTRE-CORE FUNDED STAFF	✓
APPENDIX 2:	CONSULTATION MATERIALS	✓
	For example, copies of Questionnaires used, etc.	✓
APPENDIX 3:	TERMS OF REFERENCE FOR SUB-GROUPS	✓
APPENDIX 4:	STAFF SUPPORT AND SUPERVISION POLICY	✓

9.2 SIGN OFF FORM

Three Year Strategic Plan from 2015 to 2017 completed and Action Plan for year 2015 agreed and signed off by the Voluntary Board of Directors and Manager of Sligo FRC and approved by the Regional Support Agency.

Signature of

Chairperson: _____

Date: _____

Signature of

Co-ordinator: _____

Date: _____

Signature of

Support Worker: _____

Regional

Support Agency: _____

Date: _____

APPENDIX 1:

FRC CORE-FUNDED STAFF JOB DESCRIPTIONS

JOB DESCRIPTION: Project Manager

Hours of Work 35 (excluding lunch)

Point on salary scale

Reporting to: chairperson Sligo FRC board of management

Key areas of work include:

Work Plan:

1. To ensure the overall aims and objectives of the three year plan are achieved
2. To co-ordinate the implementation of all the initiatives as set out in the plan
3. To develop in conjunction with the management committee new strategies and policies which would increase the participation of the community /voluntary bodies in relevant projects as outlined in the work plan
4. To deal personally with the situations and crisis of major issues to the work plan and to keep management committee fully informed
5. To ensure that the overall objectives of the Sligo FRC are achieved as laid out in the work plan and to work with and support the committee in the formulation of future strategies.

Internal

1. To co-ordinate the overall running of the Sligo FRC and to work in close co-operation with other programmes operating in the Centre at a given time e.g. the FÁS programme
2. To ensure that the Project operates and delivers a value for money service and that each project works within its budgetary limits
3. To work closely with the committee treasurer and administer in the development of annual capital and recurrent budgets, budgeting arrangements and business plans
4. To meet with the treasurer and administrator on a regular basis to appraise progress and where required recommend changes to the Committee

5. To develop a long-term strategic plan in conjunction with the management to reflect the philosophy and objectives of the Sligo FRC
6. To maintain good records of evaluation and monitoring on all programmes
7. In conjunction with the management committee the planning and implementation of the appraisal and evaluation of staff performance
8. Advise and inform the management committee regarding internal management procedures
9. To hold regular formal weekly meetings with staff to discuss future strategies, priorities etc
10. To undertake a key role in the project's public relations activity
11. To prepare and present to the management committee monthly written reports on the development of the Project's services and specific projects
12. To ensure that all reporting requirement to the Department and other relevant agencies are complied with

Target groups

1. To encourage the active participation of volunteers, target groups and the public at large in the work of the project
2. To examine and analyze the current provisions for the Project's target groups, with a view to identifying gaps and developing new approaches
3. To liaise with and develop sound relationships with other voluntary bodies, groups and individuals involved in the field of community development including in the cross border context
4. To develop constructive and sound relationships with the local authorities, departments of government, business, commerce and industry etc.
5. The identification, planning and provision of training programmes for these groups
6. To plan conferences, workshops and seminars connected with the Project's work
7. To deal with the day to day queries by members of the community in a confidential and supportive manner.

Other Duties

1. To represent the Sligo FRC in such external bodies or association as are deemed appropriate by the Management committee and to maximize opportunities to influence policy makers
2. To carry out any other duties as agreed by the Management Committee

JOB DESCRIPTION: PROJECT ADMINISTRATOR

Hours of Work 35 (excluding lunch)

Point on salary scale

Reporting to: chairperson Sligo FRC board of management

The overall purpose of the post is:

To manage the day to day administration involved in running the Family Resource Centre and act as overall support to the work of the Centre.

Secretarial Reception

- To deal with enquiries and maintain a record of enquiries
- Greet people calling to the Centre, address their queries and maintain a record of same
- Keep a diary of events and timetables
- Perform general secretarial duties include word processing, minute taking, correspondence
- Ensure the proper functioning of the information technology systems in the Project.
- To prepare agenda and papers for meetings with the Board and consult with the project Manager regarding the same.
- To prepare the minutes of the Board, following consultation with the Board and Manager and to maintain the files relating thereto.

Office Premises

- Oversee the general maintenance of the premises and office facilities
- Ensure that the office is supplied with the necessary equipment and supplies
- Implement the Centre's health and safety procedures and keep the management informed of any health and safety issues arising
- Maintain records and files
- Staff the office and open it to the public at agreed times.

Information/Communications

- Stock the office with relevant information, update the information and provide the public with easy access to relevant information
- Facilitate the use of the Project as a resource to the community
- Ensure through administrative processes, that there is effective communication in the Centre, between the Centre the public and other agencies and services

- Provide administrative support to the Manager as required.

Finance

- To assist the project Manager and the Board's Treasurer regarding estimates and in the preparation of the overall annual capital and recurrent financial schemes.
- To monitor expenditure within the overall budget headings and liaise with the project Manager regarding budget control.
- To prepare quarterly financial reports of all accounts for the Treasurer and to consult with the CE supervisor/administrator in respect of the FÁS Accounts.
- Maintain efficient and accurate accounts for the Centre
- Reconcile monthly bank statements
- Liaise with the Manager and the finance sub-group of the Voluntary Management Committee. Prepare a monthly financial report for the Voluntary Management Committee
- Compile quarterly financial returns for the Family Support Agency and other Departments/Agencies as may be deemed necessary
- Liaise with and offer assistance to the Centre's accountants and auditors
- Establish and administer a payroll system, computerized and manual to pay salaries, make deductions, pay revenue, pensions and PRSI. Provide pay-slips and maintain a record of salaries paid
- Put in place and maintain a system to record petty cash
- Pay approved expenses and to maintain a record of expenses and payments.

General

- To seek to continue to improve the effectiveness of the administration of the project and the services it provides
- To ensure administrative deadlines are met
- To keep a record of all staff holidays, sick leave, and /or special leave and liaise with the Project Manager regarding same.
- Participate fully as a team member
- To support participants in the Community Employment Scheme in consultation with the CE Supervisor.
- Perform any other duties that may be deemed necessary by the Voluntary Management Committee from time to time.

APPENDIX 2

Questionnaire on Sligo FRC

Sligo FRC continuously strives to improve its services to the families in Sligo. We are currently drawing up our three year plan (2015-2017) for the Child and Family Agency and we would like to get your feedback and ideas on how the FRC can benefit you and your family in the next three years.

One way we can do this is to get feedback from yourselves in relation to the service you attend here in the FRC. We greatly appreciate you giving the time to completing this form.

Please complete and hand to a staff member in the back office.

Thanking you in advance!

1) Are you a

Parent ☐ grandparent ☐ childminder ☐ single adult ☐ (please tick)

2) How would you describe yourself:

White Irish Black Irish Traveller

3) How did you hear about the Sligo FRC? (Please tick)

Local newspaper ☐ parish newsletter ☐ word of mouth ☐ radio ☐

Sligo FRC website ☐ Friend ☐ Relative ☐

Other ☐ (please specify) _____

4) What age bracket are you in

0-18 ☐ 18-25years ☐ 25-40years ☐ 40-50 years ☐

50-65 years ☐ over 65 years ☐

5) How long have you been using the FRC

Less than 6 months ☐ 6-12 months ☐

1-2 years ☐ 2-3 years ☐ more than 3 years ☐

6) What Service if any in the Sligo FRC do you use? Please tick

Toy Library ☐

Playground ☐

Parent Support groups ☐

Cooking and budgeting classes ☐

parent and toddler group ☐

Access visits ☐

knitting classes ☐

parent support groups ☐

Family support service ☐

Racist Incident Reporting and Support Service ☐

Service to adults with intellectual disabilities ☐

family support service ☐

Sligo Intercultural Forum ☐

Other ☐ please specify

6) How would you rate the Service received? (Please tick)

Very Poor ☐

poor ☐

fair ☐

good ☐

excellent ☐

List 3 things that are good or works well in Sligo FRC at present:

1. _____
2. _____
3. _____

List 3 things that could work better in Sligo FRC:

1. _____
2. _____
3. _____

List 3 things that you would like us to offer in Sligo FRC that would benefit you and your children over the next three years (2015-2017).

:

1. _____
2. _____
3. _____

If money was no object name one thing you would like to see in Sligo Family Resource Centre for families, parents, grandparents, children, single adults, people with disabilities, ethnic minorities, Travellers, lesbian, gay bisexual transsexuals (LGBTs).

APPENDIX 3

TERMS OF REFERENCE FOR SUB-GROUPS

Guidelines for Team Planning Meetings, Sligo FRC

1. Meetings will start and finish on time.
2. Information will be shared between staff on what's happening in the Centre.
3. Updates and/or issues will be shared on specific projects/pieces of work the Centre is involved with.
4. Relevant information to and from the Board of Management will be discussed.
5. Supervisory decisions only will be made at the meeting. Some decisions should be made at support and supervision, general staff meetings or sub-group planning meetings, rather than the team planning meeting.
6. All other staff members can raise issues at the team planning meetings for discussion if desired, through their line Manager in attendance.
7. Line Managers can contribute topics to the agenda in advance of the meetings and out of courtesy, will brief the Sligo FRC manager/s regarding the agenda items in advance.
8. Meetings will take place approximately every month.
9. An annual full staff team planning meeting will take place to agree Sligo FRC's 1 year action plan, arising from the 3 year strategic plan.
10. Line Managers will take responsibility for informing themselves and other staff of what's happening at the Centre including, for example the annual planner, informal discussion, the Centre newsletter, Facebook, the website etc...

APPENDIX 4

SUPPORT AND SUPERVISION POLICY

Policy

Sligo Family Resource Centre recognizes its responsibility to ensure that all employees have access to regular support and supervision including annual performance reviews. This is a two way process involving the Line Manager and the employee. Supervision involves a regular, structured opportunity for employees to discuss their work, review progress and make plans for the future.

Support and Supervision structures

The Voluntary Board of Directors of Sligo Family Resource Centre delegates the role of supervision and support to the appropriate Line Manager

- Monthly- six weekly support and supervision is provided to each employee. During each session, the Line Manager records and agrees the decisions that were made, the actions that were agreed and any training requirements that were identified.
- Every employee has formal access to their employer through the Sligo Family Resource Centre Manager or the Sligo Family Resource Centre Chairperson and may request a meeting with them if they have concerns that they feel are not being dealt with through their regular support and supervision sessions with their Line Manager
- Team meetings are held regularly to manage the day-to-day work
- External support and supervision is dependent on available funding. Sligo Family Resource Centre acknowledges that external support is particularly important in situations where:
 1. The Sligo Family Resource Centre Manager is working alone, is not part of a team of workers and does not have other workers in similar roles nearby
 2. The nature of the work can be particularly challenging and stressful
 3. Members of the Voluntary Board of Directors do not have the skills, experience or confidence to provide appropriate support and supervision for staff member(s).

If Sligo Family Resource Centre does fund external support for an employee it reserves the right to seek value for money, check the bona fides of the person involved, ensure no conflict of interest, relate external support to managing performance and within agreed

limits of confidentiality to get a report on progress made

- Annual performance reviews are carried out by a member of the Voluntary Board of Directors and / or the Sligo Family Resource Centre Manager and Line Manager for all employees. Performance reviews are a specific tool in the overall role of providing supervision and support for employees. They are different to regular supervision in that they take an overview of the employee's work over a twelve-month period and they do not focus on day-to-day issues. A performance review is a joint assessment by the person being reviewed (the employee) and the appraisers of how the employee is doing in the job and provides an opportunity to agree any changes to support him / her to develop further in their role in terms of: training; support; supervision; opportunities for development and increased or decreased responsibility
- The Sligo Family Resource Centre Manager's performance review is carried out by two members of the Voluntary Board of Directors

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