

Serve the City

Charity registered under section 39 or section 40 of the Charities Act 2009

Company Limited by Guarantee

Director's/Trustees' Annual Report and Financial Statements

Period Covered: January 2019 – December 2019

Revenue Charity Number: CHY 19323

Company Registration Number: CRO 527744

Report Date: 11th September 2020



Serve the City

Reference and Administration Information

Registered Name	:	Serve the City
Registered Office	:	3 Ticknock Grove, Ticknock Hill, Sandyford, Dublin 18
Business Address	:	2 nd floor, 7-9 Terenure Place, Terenure, Dublin 6
Abbreviated Name	:	STC / STCI (Ireland)
Affiliation	:	Serve the City International
City Presence (2019)	:	Dublin, Galway and Cork
Governance Structure	:	Board of Trustees (per Articles of Association)
Charity Jurisdiction	:	Republic of Ireland (excluding Northern Ireland)
Trustees / Directors	:	Mr Cormac Shaw (Chair) Mr Paul Kerr (Secretary) Mr Alan McElwee Mr Ronan Coffee Ms Edwina Dewart Mr Richard Bourke
Custodian Trustee	:	None
Custodian Nominee	:	None
Date of report	:	11 th September 2020
Title to Property	:	No property owned by the organisation
Property held by Trustee	:	None
Accountants	:	Lewis & Co Chartered Accountants
Accountant Address	:	8 Priory Hall, Stillorgan, Co Dublin
Auditor	:	No auditor appointed
Principal Banker	:	AIB Stillorgan, Co Dublin
Banking Details	:	Bank Account Number: 34687-188 Sort Code: 933670 IBAN: IE29AIBK93357034687188 BIC: AIBKIE2DXXX

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Statement of Financial Activities are presented separately

Section (1) Chairperson's Statement

2019 Financial Year

2019 was a significant year in the health of Serve the City. The organisation concluded 2018 by celebrating many milestones benefitting not only our clients and volunteers but also our diverse stakeholders and it showcased the need for a period of reflection and strategic review. We faced a number of challenges early in the year which included volunteer burnout, attrition of our project leaders as well as the lack of a dedicated administrator and City Leader for Dublin, where most of our projects take place. The board of directors/trustees recognised the opportunity that 2019 presented, which was a pivotal time in the history of the charity to create and implement a three-year strategic plan. The extensive consultative process involved was in my opinion the highlight of the year, as it clearly addressed the strategic intention of Serve the City, pinpointing weaknesses in our operational plan and most importantly, identifying the key performance areas needed to ensure that we achieve our medium term goals as part of our commitment to the creation and implementation of our first-ever strategic plan.

Reflecting on 2019, we recognise a drop in income. This was primarily due to the fact that we did not apply for as much grant funding as in prior years and this was directly related to a lack of operational capacity as referenced above. Without the required project leaders and practical volunteers, the organisation was unable to guarantee delivery of projects and rather than disappoint stakeholders we took the decision to regroup and rebuild operations for a while. Gross income fell to €9,613 with our cash reserves depleted and we were unable to commit to any capital expenditure. The board however agreed to fund the completion of the strategic plan which I regard to be a strategic investment which will garner significant benefits in the future. Due to a lack of reserves, we gave up the lease on our office space in Terenure at the end of the year and agreed on the strategic intention to rather fund a dedicated office for an administrator during the course of 2020. We maintained payment of volunteer expenses for the limited projects which ran in 2019 and deferred all other expenditure in line with the strategic plan.

In the second half of 2019, the organisation was able to set out its new strategic plan with key volunteer leaders and also announce the appointment of Ewnetu Ermias in August as the City Leader for Dublin. Operationally, the year ended strongly with our revitalised refugee projects as we partnered with Christ Church Cathedral to provide willing volunteers for the interior maintenance of the cathedral whilst simultaneously offering a cultural event for volunteers. Our professional relationship with Baleskin Reception Centre was forged once more through this project.

Importantly, through a crowdfunding initiative, Serve the City undertook the procurement, assembly and delivery of 39 Christmas CAREBoxes to both asylum seekers and marginalised or vulnerable clients across Dublin and beyond and this project was enormously successful. Feedback from clients who had a few spoils over the festive season was encouraging.

I also wish to highlight the appointment of a dedicated administrator with project management and stakeholder relationship experience. This appointment has radically changed our approach to operational and leadership challenges for 2020 and also allowed us to achieve necessary volunteer management with an improved professional relationship with partner volunteer centres.

I therefore conclude by saying that despite the obvious challenges and lack of income for the year in question, Serve the City capitalised on this year successfully by implementing the strategic plan, recruiting to meet the operational needs of the organisation and also running select projects to benefit our reduced client base. I have tremendous optimism for the year ahead and I am confident that the core leadership team will achieve its mandated KPI's and that the organisation will be able to secure funding through its revitalised plan. I wish every member of our volunteer-led leadership team much success for the year ahead and thank them for their noteworthy delivery in 2019.

A handwritten signature in black ink, appearing to read 'Cormac Shaw', with a stylized, cursive script.

Cormac Shaw

B. Com, B.A., FCA

Chairperson

Section (2) Summary of the Organisation's Purpose and Activities

About Serve the City

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

In 2005, Serve the City began in Brussels as a single week of service, initiated by a Christian faith community called 'The Well'. Serve the City Ireland started in Dublin in 2006, Galway became active in 2012 and Cork in 2017. Serve the City Ireland was later formally incorporated as a company limited by guarantee and as a charity in 2013.

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

Organisation

STC Ireland is a Company Limited by Guarantee and is an affiliated member of Serve the City International, an NGO registered in Belgium as an Association Internationale Sans But Lucratif (AISBL) under number 0665.652.996.

Organisationally, within Ireland, City and Project Leaders provide management and leadership locally for each project and this is supported by a centralised administrative and coordination function, executed by a dedicated volunteer administrator.

For the period in review, Serve the City was 100% volunteer led and resourced across Ireland.

Organisational Values

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



Serve the City seeks to live out its values in all projects we undertake and with every person we meet. These are represented in more detail below.



COMPASSION

We put the individual above the task, we know our volunteers by name and their journey too, and we are flexible in how we approach each individual and organisation.



COURAGE

Serving other takes courage to face difficult realities, requiring our volunteers to be vulnerable and step outside their comfort zones. We step across the line to serve people knowing their situation can be challenging.



HOPE

No cause is hopeless and no person is beyond hope if a single person is willing to respond and help them. We maintain that a city can be revived through the small hope-filled actions of the many.



HUMILITY

We exist to serve others, not ourselves. We do not presume to be experts and we work in collaboration with others. We endeavor to serve alongside the community with empathy and follow their lead.



LOVE

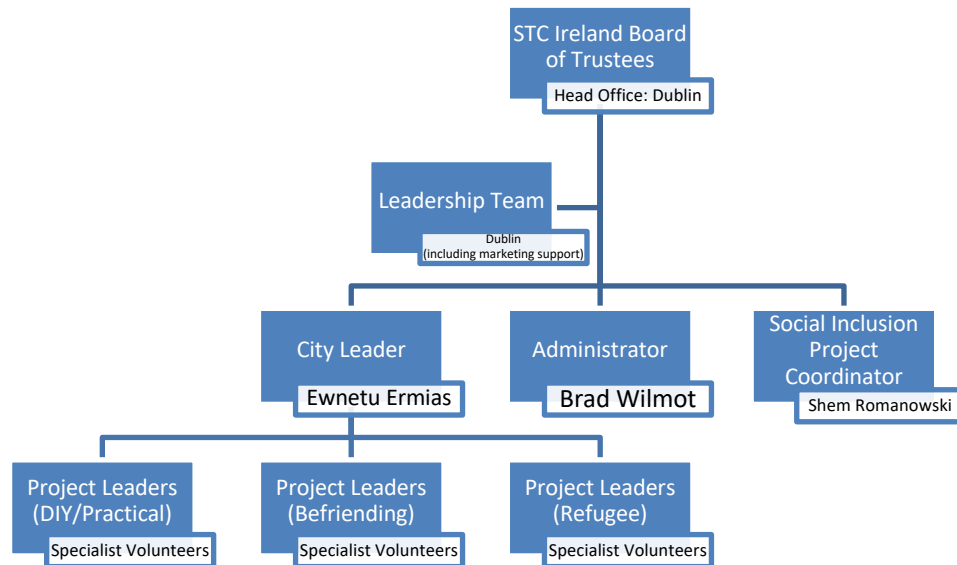
Service that makes a real and lasting difference is motivated by love. Only with love do we see the individual as a person with a name and not just someone we need to meet.



RESPECT

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

Organogram (Serve the City Dublin)



Organisation's Purpose

Our organisation's purpose is set out in our Strategic Plan for 2019-2021, which is our governing document and lists our strategic imperatives, key performance indicators, risk measurement and response as well as our volunteer management strategy.

Vision

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

Mission

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

MISSION

To SERVE – CARE
– TRANSFORM
the lives of both
those who serve
and whom we
serve



VISION

Mobilising
volunteers,
serving
marginalized
and vulnerable
persons

The main activities of the organisation

Serve the City has four distinct activities supported by our new organisational design.

1. Practical and DIY Projects

This is one of our primary activities and we have extensive experience in this regard. Under the coordination of a project leader, a group of specially recruited volunteers assist elderly, marginalised or vulnerable people in the community as follows:

- **Interior painting**, wall-papering and limited interior decorating with some DIY support.
- **De-cluttering projects**. Excess personal items and built-up storage of obsolete possessions are removed within portions of a home, specific rooms, living areas or garden sheds. We recycle or safely dispose of other non-recyclable items removed.
- **Deep cleaning projects**. Typically, poor or declining health will result in a living environment that necessitates a thorough cleaning of a person's home, their bedroom area if they are confined or bedbound as well as kitchen and dining areas.
- **De-hoarding projects**. Projects under this category differ from de-cluttering in that our volunteer teams remove vast amounts of built-up household items and general waste so that a client can once again be mobile in their own homes. Commonly, collections of newspapers over decades feature as the project scope as does the removal of items of furniture hoarded over a lifetime. One of our specialities is the de-hoarding of people's homes who in later life make use of mobility scooters within the home and need access between the bedroom, living area and kitchen. We safely dispose and/or recycle what we can and donate the balance.
- **Preparation of a home for a HSE health care package**. In this instance, typically based on referral from the HSE or a social worker from another organisation, our team of volunteers engage in a combination of the aforementioned activities to prepare the home for a client expected to be discharged from hospital. Some hospital groups refer cases directly to us, as do carers and rehabilitation clinics.

Under this category of projects, we also offer more **specialist interior services based on referrals from the HSE / other organisation**. Our team will typically re-arrange a client's bedroom furniture and bathroom fittings so that a wound-care specialist or home-care nurse can attend to a client in the home with ease. In this instance, items such as hospital beds, medicine cupboards and medical cabinets are placed in a thoroughly cleaned, de-cluttered and possibly painted bedrooms/bathrooms to make life easier for the patient and health care professional. We also undertake these specialist projects should they be referred by physiotherapists, carers and support coordinators for other organisations, including ALONE.

A final mention under this activity is that our volunteers install 'keyboxes' for use by carers.

2. Gardening Projects

We receive referrals regularly to assist elderly, marginalised and vulnerable people to tend to their gardens. We offer a wide array of gardening services and these range from seasonal lawn mowing right through to a major overhaul of a residential garden where our team cut back extensive growth, remove garden rubbish, lay paths for access to garden sheds and generally re-shape the garden.

Occasionally we have specialist gardening projects that involve the removal of years of built-up refuse, abandoned household products and other items which have been stored over a period of time in the back garden of a home and can even represent built-up amounts of glassware meant for recycling. For cases such as these we only assign an experienced project leader and work with the referring person, organisation and/or client to fund a skip.

We operate on a referral basis here too and also liaise with the local county council and county partnership to receiving help-line desk referrals for clients in need.

3. Befriending Projects

Serve the City offer a befriending service in association with Hearth + Mind, where our Garda vetted volunteers visit residential homes, clean and tidy around the house for the residents and offer a befriending service over a typical 'Irish' cup of tea. Projects such as these require experienced project leaders to impart assurances, offer some guidance on life matters and generally listen to a client's stories or their life challenges. We have plans to increase this service offering in 2020 once project leaders have been through appropriate training.

4. Social Inclusion Projects

As detailed in our organogram, we have a dedicated volunteer coordinating projects with and for asylum seekers. In 2018, our flagship project was "Tour The City" during which residents of the main direct provision centres in Dublin were shown certain aspects of Dublin life, historical buildings, cathedrals and places of worship, parts of the Irish parliament and other city highlights. Over and above the exposure to the city, the idea behind the project was to promote social inclusion, engender a better understanding of Irish culture and to provide a sense of peace and understanding for immigrants seeking international protection. Of cultural significance, these inclusion projects typically include a shared meal.

Asylum projects also include specialist projects at Baleskin Reception Centre in Dublin and then specific projects where asylum seekers can volunteer along with fellow Irish nationals. In 2019 our core offering was a series of interventions at Christ Church Cathedral where asylum seekers became volunteers, assisted the cathedral with renovation and repair tasks, shared a meal and had a chance to savour the history of a very significant Cathedral in Ireland's history.

As mentioned in the Chairperson's report, a significant project for 2019 was our Christmas CAREBox campaign, where volunteers shopped, packed and delivered close to 100 care boxes filled with Christmas treats, staple household products and essential personal care items then personally delivered to clients as well as asylum seekers.

The main activities of the organisation continued...

A pictorial smorgasbord of our projects for the reporting year:



Photos above showcase de-cluttering, de-hoarding and deep-cleaning projects.



Photos above showcase de-cluttering and interior decorating projects, including painting.



Photos above showcase the 2019 Christmas CAREBox campaign which included a befriending opportunity for one of our clients, shown left. (Client permission was obtained prior to publication of the photo). Other photos of our befriending projects are not appropriate for publication as they are personal in nature.

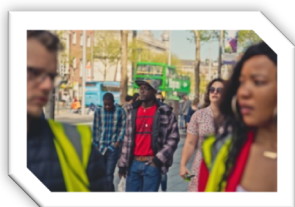


Photos above showcase our revitalised 2019 social inclusion project in partnership with Christ Church Cathedral: "Restoring and Scraping the Tiles".

Section (3) Achievements and Performance

Part i – Organisational Performance as part of longer term strategy

Achievement 1: Concluding 'Tour the City' Social Inclusion Project



Backdrop

Serve the City's social inclusion project known as TTC (Tour the City) partly concluded in 2018 in the main with one last event in 2019. This project was significant for our organisation as it allowed several hundred asylum seekers living in direct provision in Dublin the opportunity to view historic and commemorative buildings in Ireland's capital, socialise with 'locals' and enjoy a meal together. There was a natural conclusion to this project triggered by the closure of several direct provision centres in Dublin.

Key Learnings

This project was oversubscribed in 2018 and resulted in volunteer burnout amongst our coordinators and project leaders. We remain proud that so many asylum seekers were able to participate in this social inclusion project but we did not have the administrative capacity to manage the demand nor the financial resources to cover transport and meals for such large numbers. Our key learning was not to over-burden project leaders and to manage expectations amongst participants, and to give consideration to manage the dual role of 'participant' and 'volunteer' in some cases. Furthermore and for consideration for future strategic social inclusion projects, we learnt that there is a great desire for this type of project. To deliver similar projects in the future we need to plan effectively to meet the demand, appraise risks more practically, nurture strong relationships with direct provision centre management, and be clear on the different roles needed as part of project management.

Resources

Funding: no additional funding was required for the reporting year.

Volunteers: The Dublin leadership team supported this final project in 2019 to together with select project leaders. It is noted that for 2020 and beyond, volunteer management needs to strengthen to sustain long term project impact.

Number of beneficiaries for 2019

50 (one project only)

Benefit to beneficiaries

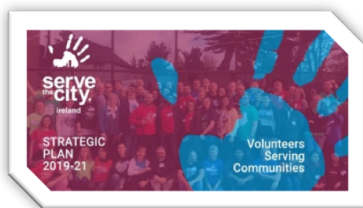
Contextual benefits for participants: exposure to Dublin city, exposure to Irish parliament, knowledge-sharing event on cultural and democratic life in Ireland and the opportunity to interact with 'locals' and share a meal together.

Strategic Goal(s) achieved

STC Strategic Goal Number 4 – “New Programmes”. In year one of the strategic plan our intention was to re-start Tour of City or an equivalent programme. This final sojourn into this project was both an achievement and a strategic indicator that in 2020 a radical transformation of this programme is necessary.

STC Strategic Goal Number 5 – “Wider STC engagement”. Serve the City Ireland intended to engage with the wider STC International group in year one of the strategic plan. This was achieved by having Carlton Deal, international founder, as a joint leader on this final project to strategically assist us in reviewing and the programme and share insights into the potential of similar projects in Europe. As part of our six month strategic review into year one of our strategic plan, we further recognised that we have more work to complete under this goal.

Achievement 2: Developing Serve the City Ireland’s first-ever strategic plan (3 year)



Backdrop

At the beginning of 2019 the board of directors recognised that our 100% volunteer-led operational model was no longer sustainable. Despite the highlights of 2018, the activity in the year left our project leaders burnt out especially in the area of befriending, specifically those directly involved with asylum projects. We realised that the model of relying on volunteer administrators who could not give of their time consistently over several projects was not supporting our projects or our strategic intentions and this put strain on our leadership resources, especially the Dublin leadership team. The frenetic nature of our 2018 projects most certainly assisted many clients, but with the focus on operational consistency, strategic imperatives such as volunteer recruitment, training and revitalisation were eclipsed.

At the first board meeting, with some attrition in our project leader base, we took the necessary but difficult decision to pause our traditional projects which were primarily DIY (deep cleaning, decluttering, de-hoarding and paintings) as well as gardening projects.

The board was unanimous that the respite from operations needed to be well utilised and to this end the commission of the consultative and engagement process to complete our first three-year strategic plan was approved – a big project that took several months of work to complete with an external service provider as lead consultant.

Key Learnings

In order to understand the health of the organisation, the needs of our volunteers and the needs of our clients, we had to re-think how we engaged with them. We saw little point in creating a strategic plan that did not address those we serve and those we serve with and we had become too removed from the needs of these two groups of people. To this end focus groups were set up to facilitate feedback from volunteers and our referring clients. Due to the nature of our professional relationship with the end-beneficiary of our services, viz. marginalised and older people, it was neither feasible nor appropriate to engage with them directly, so our focus groups were styled to elicit feedback from volunteers directly involved with end-user beneficiaries. We also undertook telephone interviews and surveys with a wide variety of stakeholders, including social workers.

These focus groups were held in Dublin and facilitated by an external, independent resource to bring credibility to the consultative process. These were the major learnings from the process:

1. The core issue was an **indistinct vision** that did not highlight the work that Serve the City achieves with its clients.
2. The second issue uncovered was that our **mission was too mechanistic** and needed to connect volunteers with clients and recognise the needs of both parties.
3. **Our core values**, adopted from Serve the City International, we considered clear and appropriate.
4. There was an overall **dependency on one director** who was not a paid employee of the organisation and thus had capacity issues to be expected of a working man with a dedicated family life.
5. Volunteers felt there was a **lack of a dedicated, responsible person**, in other words an administrator/volunteer manager who had time and capacity to be available to resolve queries.
6. **Communication** was identified as a weakness as there were little communication channels for our project leaders and engaged volunteers to problem-solve and communicate as peers. It was also seen as an opportunity to reinvent communication channels.
7. Participants felt that STC **“tried to do too”** much in 2018, that our DIY projects were chaotic and that there was a lack of project ownerships and a lack of clear processes.
8. **Volunteer management** was considered a threat to the organisation as through the missing elements of the discipline, volunteer attrition was high, recruitment was low and training was not happening in a consistent, strategic manner.
9. **Capacity** had become a major stumbling block for the organisation as we had too many projects for willing or suitable volunteers, no pipeline recruitment and an indistinct relationship with the volunteer centres.

10. **Burnout** and overdependence on certain volunteers and project leaders had significant consequences and meant that there was no back-up plan if we lost either resource.
11. On a positive note, **relationships with referring social workers and other professionals** from within the HSE and other organisations was sound.
12. **The image of Serve the City** was clearly highlighted as a significant positive with volunteers and clients still wishing to be associated with the organisation, just not necessarily with the frenzied nature of certain projects, as mentioned by volunteers.
13. There was/is a **tremendous need for our services amongst asylum seekers**, migrants and expats in general, either through structured integration projects or social inclusion by virtue of engagement on our projects.
14. **Passion, willingness and determination** were identified as core strengths within our volunteers and board of directors.
15. The final and noteworthy learning from the focus groups and the creation of the strategic plan, was that there is a **definite need Serve the City and its projects**.

Resources

The first resource to mention was time. No volunteer-led organisation can redeploy resources to formulate a strategic plan while other resources are freed up to attend to operational matters. We acknowledged that significant time was needed to restructure the organisation, time to re-cultivate relationships with project leaders dealing with burnout and time to assess how the strategic and operational plans for Serve the City should be designed or developed to help the organisation become sustainable.

Secondly, Serve the City committed people to the process of formulating the strategic plan and naturally the consultative process to achieve the plan. The board of directors were a key resource, as were project leaders, volunteers and representatives of professional partners.

Lastly, Serve the City retained the professional services of a consultant to a professional fee of €2000, which we agreed to defer invoicing on until 2020.

Number of beneficiaries

We are not in a position to quantify this yet, but we are in a position to say that countless volunteers, end-user clients, referring clients, fellow charities, organisations, healthcare professionals and other organisations would stratospherically benefit from not only the creation of the strategic plan, but also its implementation against agreed KPIs.

Benefits to beneficiaries

Beneficiary	Direct Benefit
Volunteers	Clear mission, vision and purpose with volunteering assignments
	Identifiable projects to join, lead and enjoy
	Volunteer management including training
	Developmental opportunities and room for growth
	Administrative support for all operational matters
	Project leadership support

End-user clients (DIY / gardening)	Timeous? delivery of projects with practical support from volunteers
Referring clients	Clarity on our range of services
	Dedicated administrator and point of contact
	Ability to refer clients to us with confidence
	Safe knowledge that their client's needs will be looked after well
End-user clients (befriending)	Sustainable, enriching projects to benefit one's life
	A dedicated contact person to help (literacy challenges)
	A practical way to volunteer on projects
	Social inclusion, cultural enrichment
	An opportunity to earn a credible volunteer certificate
Other organisations	Clear understanding of our purpose and projects
	A reliable organisation to partner with and support
End-user (social inclusion)	Structured, social programmes exposing Irish culture and craic
	An introduction to life in Ireland and a break from direct provision

Strategic Goal(s) achieved

STC Strategic Goal Number 4 – “New Programmes”. The key strategic goals and general timelines of our three-year strategy imply that the strategic plan has been created, but we mention goal 4 specifically in that the future execution of new programmes is based on the cornerstones of the strategic plan coming together. We believe that with the new organisational design inherent to the strategic plan, new programmes can be created and implemented.

STC Strategic Goal Number 1 – “Move beyond the founder”. Paramount to organic growth and the new operational model, the honest and holistic review of the health of the organisation achieved during the consultative process required for the strategic plan addressed one burning platform: the dependency on the committed founder of our charity and his role as an effective operations director under the former structure. The strategic plan brought this critical issue to the fore and detailed key performance indicators to move dependency away from one trustee.

Achievement 3: Continued community and cultural projects in Galway



Backdrop

As part of our strategic plan, Galway remains an area of focus for Serve the City and is pioneered and led by Tim O'Toole, supported by his wife, Kristina O'Toole.

Tim brings a unique style of leadership to the county and fosters sound professional relationships with other complimentary regional organisations. The autonomous leadership and daily management of select projects proceeded as planned in 2019 and brought together volunteers, the broader community and other organisations.

Key achievements

The board remains comfortable that operations in Co Galway remain independently managed from Dublin with central administration support needed in certain functions, such as the maintenance of Salesforce archetypal records. In the long association with Tim O'Toole we have learnt to differentiate the process-driven nature of volunteer projects in Dublin with the more relationship-orientated projects in Co Galway. We are confident that under Tim's leadership our core values are respected, clients are treated with the utmost respect and that progress enriching the wellbeing of marginalised and vulnerable persons is constantly delivered.

This is a snapshot of core activity in Galway in 2019:

- **Galway Beach Clean-up**, January 2019. Through the relationship with the Lord Mayor and featuring music sensation Sharon Shannon in an ambassadorial role, Serve the City recruited over 150 volunteers to assist with targeted beach clean ups.
- Serve the City Galway continued to support the **'Darkness into Light'** event in the country, with 39 volunteers providing practical support for this revolutionary annual event.
- **'Galway Tidy Towns'**, again in association with the Lord Mayor, took place 8 times in 2019 supported by Serve the City and deploying an average of 10 volunteers per event to work within the city centre to pick up refuse, tidy and beautify Galway. Tim describes Tidy Towns as an ideal way to recruit first-time volunteers wanting to make a difference in their community.
- Serve the City supported the **'Wave Makers'** deploying volunteers to assist at cultural events associated with the 2020 Capital of Culture initiative.
- **Practical indoor projects** also took place in 2019 on a limited basis, 3, with one project in particular providing a leadership opportunity for a new project leader willing and able to lead a team and liaise directly with the referring client.

Resources

Serve the City acknowledges the dedicated resource in Tim O'Toole, supported in so many ways by his wife, Kristina. Their family-style approach is respected as it builds relationships with community partners in Galway and volunteers alike. Our volunteer base in Galway averages 100 volunteers including project leaders and strategic relationships include the Galway Volunteer Centre, Cllr. Niall McNelis, Lord Mayor of Galway, Darkness into Light, Galway 2020, Galway City Council, the HSE and The Wavemakers to mention a few. These strategic resources are cultivated and developed differently to Dublin, primarily based on nuanced cultural differences, but also the size of the community in Galway relative to the nation's capital.

Number of beneficiaries

Serve the City Galway, as explained above, tends to focus on practical volunteering to support cultural and city events and as a result we cannot reliably indicate the number of beneficiaries, but conclude by saying that residents of Galway in general benefit from the publicly focussed volunteering events.

Benefits to Beneficiaries

Galway volunteers enjoy participating in events to clean, tidy and sanitise the city and the shoreline, partake in culturally significant events such as Darkness into Light and Galway 2020. Through the dedicated intentions of Tim O'Toole, resident of Galway are the ultimate beneficiary of his community engagement.

Strategic Goal(s) achieved

STC Strategic Goal Number 4 – “New Programmes”. Primarily due to innovation in the region by Tim O'Toole and through the nurturing support from the board, we believe that Galway projects for 2019 were new, innovative, community focused and culturally significant.

STC Strategic Goal Number 5 – “Wider STC Engagement”. The board see it as a necessity to support development in the other Irish cities mentioned in the strategic plan and through peer support and the inclusion of Tim O'Toole in our planning process and 6-month strategic review, we believe that the achievement in Galway City for this reporting period met the criteria of the is strategic goal.

Achievement 4: Continued but limited projects in Cork



Backdrop

In the spirit of open and honest communication, we report that shortly prior to the publication date of this report, our City Leader in Cork was repatriated to the USA. This was in part due to an unsuccessful application to become a naturalised citizen of the Republic and partly due to global repatriation efforts at the onset of Covid-19 in March 2020. In the short time that Cory Hovivian served with the organisation and particularly in 2019, we recognise his efforts in successfully leading several DIY interior painting projects.

Key Learnings

The board openly acknowledges that with some of the challenges our City Leader faced in 2019 that far fewer projects were scheduled than hoped for.

In addition to this, with Cork hosting a number of direct provision centres in Ireland, social inclusion projects for asylum seekers and the migrant community were essential for the period in review, but did not materialise. Post reporting date several strategic actions have taken place which will be presented in our 2020 report.

We however list the Cork regional projects as an achievement as a key and fundamental learning was the spirit of the residents in Cork, their commitment to the community and their overall alignment with the values of Serve the City. The number of projects for 2019 was low, but the entrenchment of our brand name was high.

Resources

43 dedicated volunteers are affiliated with our office in Cork. As part of our strategic plan, regional growth and an increase in the number and skill of our volunteers is imperative for support development in this county. Important to note that Serve the City Cork had no local administrative support in 2019 and in turn needed assistance from our administrators in Dublin.

Beneficiaries

3 families benefitted from our projects in Cork, with other planned projects deferred due to the aforementioned leadership constraints.

Benefits to Beneficiaries

We showcase the benefits to Cork residents as follows, where both homeowners and business owners benefitted from our regional DIY, practical projects:



Strategic Goal(s) achieved

STC Strategic Goal Number 4 – “New Programmes”. Our practical DIY projects in Cork represent a slight deviation from those in Dublin, in that one of the projects benefitted a local business owner, classifying this outside the traditional ambit of a family home project.

STC Strategic Goal Number 5 – “Wider STC Engagement”. The board see it as a necessity to support development in the other Irish cities mentioned in the strategic plan through peer support. Alan McElwee undertook a personal mentoring programme with Cory Hovivian sharing wisdom and imparting success stories from Co Dublin for adaptation in the region.

Achievement 5: The appointment of a Dublin City Leader



Backdrop

The research undertaken in the focus groups at the end of 2018 and into 2019 made clear something the board had known for a long time and that was the dependency on the founder. Serve the City has never had a paid employee and partly as a result of the 100% volunteer led and resourced policy of the organisation and partly because of the low unemployment rate in Ireland leading up to the period in review, a dedicated City Leader in Dublin to alleviate the operational activity from Alan McElwee had not materialised. In the pursuit of a volunteer to lead the demands of project leadership in the nation's capital, the expansion of the Irish economy was a significant factor where full time employees were over-committed to careers and did not have spare capacity to volunteer in the specific role of a City Leader.

The challenges that Alan (founder) faced were more than capacity management, balancing a professional and personal life with his deep desire to help people through the charity he founded – the legacy of dependency on this one trustee precluded knowledge sharing and empowerment of capable leaders in a volunteer capacity.

In writing this report, we celebrate a number of achievements in this regard, viz. the acknowledgement of the problem, its incorporation into our 3-year strategic plan and also the appointment of a dedicated volunteer City Leader for Dublin.

Ewnetu Ermias is a man with a proud legacy to share, although ironically one of the reasons he is so successful in his new role as Dublin's City Leader is his humility. Ewnetu is a naturalised Irish citizen who was born in Ethiopia and moved to Ireland close to twenty years ago. He is an experienced senior software engineer with over 12 years of programming experience. Ewnetu's qualifications include a certification in project management (PRINCE2) and postgraduate studies in IT, health sciences, leadership and agriculture. He exudes incredible passion for people as is witnessed by his charitable endeavours.

Ewnetu was officially appointed to the Dublin leadership team in August 2019 and assumed the helm of City Leader.

Key Learnings

In the short number of months that Ewnetu has been in the role of City Leader, the following stood out as key learning from this achievement:

- Our project leaders have a more relatable person within the organisation to work with.
- Our founder and trustee was able to engage in more strategic activities for the organisation after a period of induction and knowledge sharing.

- Professional relationships with organisations such as the Dublin Volunteer Centres could receive the proper attention they needed.
- Leadership training was immediately possible, not only due to the appointment but also due to Ewnetu's empowerment style of leadership.
- Daily operational issues could be managed by the City Leader which freed up time from our founder and achieved our strategic goal in this regard.
- Ewnetu had the time to invest in assisting with the creation of our various volunteering roles with one of our other directors.
- Strategically our traditional projects could resume under Ewnetu's leadership.
- A further strategic imperative could now be achieved and this was the dedicated recruitment of an administrator for the charity.
- Recruitment for project leaders and coordinators was now possible.
- Dedicated training for essential positions across Dublin were also now possible.

Resources

The appointment of a new City Leader and the precursory interviews was led by Alan McElwee and supported by Ronan Coffee and Edwina Dewart. Due to the strategic nature of the appointment, our Chairperson was also involved in the interviewing process.

Strategic Goal(s) achieved

STC Strategic Goal Number 1 – “Move beyond the founder”. The appointment as mentioned above released our founder and current trustee from daily operational responsibilities within Dublin.

STC Strategic Goal Number 2 – “Fix management of Serve Days in Dublin”. Serve days refer to the actual delivery day of one of our projects and represent a day where all the project planning, administration and volunteer commitment unite to bring practical support to the client. Our Serve days were re-launched by Ewnetu in November 2019.

STC Strategic Goal Number 3 – “Leadership Development”. Ewnetu immediately inducted new volunteers following a recruitment drive with Dublin City Volunteer Centre and launched leader training within Dublin. As shown in the introductory picture, support coordinators were also inducted and began training in November 2019. Specific project leader training was initiated in 2019 but it is envisaged that this will be fulfilled in 2020.

Achievement 6: Participation at the 2019 Dublin City Volunteer Recruitment Fair



Backdrop

Along with the recruitment of a dedicated City Leader for Dublin, the board of trustees also committed to recruiting additional resources as both practical volunteers and possibly also projects leaders. To this end, Serve the City elected to participate in the 2019 Dublin city Volunteer Recruitment Fair , held at Saint Patrick’s Cathedral in October.

This was an opportunity to speak about our new volunteer roles – recently created under the guidance of Edwina Dewart and in line with our strategic plan – and published on i-VOL with information about Serve the City. We developed a suite of new marketing and volunteer recruitment materials specifically for the Fair, which enabled us to showcase STC in a professional manner. The process improvement team worked with our City Leader to interact with the public and enjoy insights and conversations with at least 55 of 400 attendees.

Key Learnings

We were one of 40 charities with a stand at the fair and through networking and brand building a key learning reinforced what we already knew and this was the cachet Serve the City carried as well as the need for a charity such as ours with the specialist activities we offer.

Resources

Aside from a nominal amount spent on participation and marketing content, our main resources were human capital in the form of time spent by two trustees, a part-time volunteer project manager well-versed with Serve the City and our new project leader.

Number of beneficiaries

For the purposes of this achievement, we were the beneficiary of the success of the Fair during which we secured 55 volunteer sign ups including a project leader who has grown from strength to strength within the organisation. As a side note, 400 people attended the fair and had the opportunity to be enlightened about Serve the City.

Strategic Goal(s) achieved

STC Strategic Goal Number 1 – “Move beyond the founder”. The additional volunteers recruited during the Fair had an immediate and direct impact on operations in Dublin.

STC Strategic Goal Number 2 – “Fix management of Serve Days in Dublin”. The recruitment of a project leader with specialist skills influenced our planning and coordination of projects and this in turn led to some structural changes in our Serve days.

STC Strategic Goal Number 3 – “Leadership Development”. Newly recruited volunteers were offered a place in the first induction training seminar for Serve the City in 2019, taking place in Dublin central.

Achievement 7: Recruitment of a dedicated national administrator



Backdrop

One of the main reasons there was a dependency on a single trustee in prior years was due to the lack of a dedicated administrator. We acknowledge many wonderful and unique administrators in years gone by, but the organisation's health was in jeopardy due to the erratic nature of volunteer administrators who could only spare a few hours here and there to assist. We also lacked a central contact person who was immediately available to help with problem solving presented by our volunteers and clients and there was no continuity or knowledge sharing at the start of the reporting year.

The administration role within our charity is more complex than what meets the eye. Classic administration is fused with project management of our Serve days, volunteer management is an critical part of the role, the sound management of data and our CRM is needed for compliance and client engagement and stakeholder relationships are paramount.

Our City Leader advertised for the role on i-VOL and recruited Brad Wilmot who has a career history in business management, project management, process engineering and corporate training and who is adept when it comes to stakeholder liaison. During a knowledge sharing evening held at our offices in Terenure in October, Brad was able to glean essential insights into the role from a former administrator and this was augmented by a dedicated training session in November 2019 on Salesforce.

As a final comment, Brad is an asylum seeker in Ireland. We did not know this at the time of offering him the role, but once this was realised the board was even more delighted about his appointment given his unique understanding of the direct provision system.

Key Learnings

- As with many facets of our organisation for 2019, we had to exercise a suitable waiting period in the search for the right person who would make a lasting impact in this role.
- From past experience we knew that knowledge of Salesforce was fundamental to our data management process, record keeping and activity tracking.
- The notion of having an administrator for a few hours each week did not offer continuity to clients or volunteers and we needed to listen to the feedback from the focus group which highlighted the need for a dedicated person available workdays.
- At the end of 2019, due to a lack of cash reserves and precipitated by a drop in income for the year, the lease on our offices in Terenure was not renewed.

- The board had embryonic plans at this stage to wait for Brad's dispersal as part of the direct provision system and to rather equip him in 2020 with the tools necessary to establish a fully remote and dedicated administrative office for Serve the City. At the time of writing this report we confirm that we have achieved this imperative for our organisation and have a fully-fledged, proven remote distance working model in place with Brad now leading all administrative, project management, volunteer management, client liaison and data management for Serve the City and bespoke developments on Salesforce have been funded to enhance our use of our chosen CRM platform.

Resources

Resources committed to Brad's recruitment, training and establishment include time volunteered by our City Leader and every member of the board as we entrenched new administrative tasks throughout the organisation. Brad joined in November and became a dedicated resource for the month of December 2019, attending to project management, essential formal reporting and stakeholder liaison.

Number of beneficiaries

The number of direct beneficiaries include the board of directors, our Dublin City Leader and our social inclusion project coordinator. Beyond this, beneficiaries include more than 1500 volunteers, partner organisations, referring clients (HSE, ALONE and others), Baleskin Reception Centre and dozens of end-user clients.

Benefits to Beneficiaries

- A dedicated resource available during office hours.
- Focused volunteer management including volunteer recruitment, development and recognition.
- Problem solving for organisations, client and volunteers.
- A structured professional relationship with the Dublin volunteer centres where volunteers could be referred to our organisation and their activity and deployment professionally tracked and reported on.
- The board benefitted from having a centralised resource, removing administrative matter from the founder, having a dedicated person entrenched in stakeholder relationships and from formal reporting used for statutory and grant funding purposes.
- All parties benefited from a specialist resource as a Salesforce administrator.

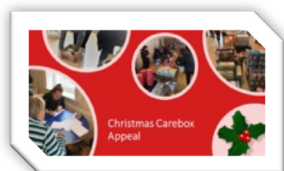
Strategic Goal(s) achieved

STC Strategic Goal Number 1 – "Move beyond the founder". Our new dedicated administrator alleviated the daily operational administration tasks from our founding member..

STC Strategic Goal Number 2 – "Fix management of Serve Days". In December 2019 Brad and our City Leader re-designed the operational process for our Serve days, developed the systems and reengineered the process culminating in a refined project management and administrative process for Serve days in 2020.

STC Strategic Goal Number 4 – “New Programmes”. With our new administrator in place, the coordination and volunteer deployment for our flagship social inclusion project, Christmas CAREBox 2019 quickly culminated in a successful and new programme for Serve the City.

Achievement 8: Social inclusion and befriending programme – Christmas CAREBox 2019



Backdrop

This programme had been run in previous years but required revitalisation. In the first instance we felt that some of our clients may enjoy being part of the volunteer event – which involved packing the CAREBoxes - and secondly, due to the dispersal of many asylum seekers after the closure of some direct provision centres in Dublin, we needed to re-think the core offering and ensure national distribution.

We set a target of 40 CAREboxes which included Christmas treats, fresh fruit and nuts, grocery cupboard staples, sensible confectionery (low sugar, low carb) and personal care items. Our budget was €2000 and due to the low cash reserves of the organisation, we had to raise money through crowdfunding.

While our new administrator coordinated the event, behind the scenes the Dublin leadership team focused on fund raising through Facebook, some corporate sponsorships, private donations and product donation.

The event took place at the offices of MongoDB in Ballsbridge and we were most grateful for the office space, freshly brewed coffee and the opportunity to network with volunteers, donors and clients. We were successful in inviting one of our clients to partake in the morning's activities while volunteers wrote cards and packed boxes, children of our volunteers formed assembly lines and engaged in Christmas cheer and our social inclusion project coordinator kept a watchful eye over the packages earmarked for direct provision centres

Key Learnings

- This was the first **crowdfunding** event for Serve the City, certainly using the function on Facebook and it was a success.
- Including our **befriending** clients in the morning activity worked well and provided an enjoyable outing with social interaction.
- Streamlined organisation and **project coordination** ensured good representative of volunteers with different skills and preferences.
- **Partnering with a corporate client** who was prepared to loan us their office space and pause area for a morning was a significant contribution.

- Having our **social inclusion project coordinator** fulfilling a key role during the event ensured that CAREboxes to asylum seekers and refugees were delivered on the same day.
- From text messages received from clients, we note with pride that this event was a success in terms of its objectives of social inclusion, alleviation of poverty and volunteer engagement.

Resources

43 volunteers, 1 dedicated administrator, 3 trustees, 1 social inclusion project coordinator and a corporate partner in MongoDB, including their administrative / HR staff.

Number of beneficiaries

39 clients in total

Benefits to the beneficiaries

The following are a few text messages received from clients:

- “Good day Edwina. I got my Christmas package. Thank you so much. Please send my appreciation to everyone. Alan and the team. I am so proud to be associated with STC. I am STC for life. Thank you”
- “I just like to say thank you so much I am very grateful. Happy Christmas”
- “Receiving a CAREbox was such a lovely surprise! The goodies inside are truly welcome and appreciated. More than this, I felt so special being treated at this time of the year, Thank you!”

The following is a message received from a social worker:

- “Hi Alan, just wanted to say a huge thanks again to you and your volunteer teams. I was just out with my client V and she was ABSOLUTELY DELIGHTED and so appreciative of the Christmas hamper you gave her. She was also showing me the painting work your team has done in her house and she’s just delighted with it and looking forward to the team coming back in January again. Thanks again. Your services work make a real difference to people’s quality of life.”

Strategic Goal(s) achieved

STC Strategic Goal Number 2 – “Fix management of Serve Days”. Our newly appointed administrator was able to coordinate the Serve day for this project according to our new operational processes, allocate shifts to volunteers and become a central contact person.

STC Strategic Goal Number 4 – “New Programmes”. The slightly nuanced 2019 Christmas CAREBox campaign achieved this strategic goal as it incorporated both befriending and social inclusion components

Achievement 9: Specialist social inclusion programme – “Scraping the Tiles”



Backdrop

In line with our 3-year strategic plan, Serve the City sought to partner with Revd Abigail Sines and the Very Revd Dermot Dunne (Dean) of Christ Church Cathedral to provide practical volunteers to assist in the restoration and repair of the cathedral tiles. Some controversy later emerged about the process of scraping the centuries-old cathedral floor tiles, but Serve the City accepted the invitation to partner with the Cathedral in good faith in later 2019 and created a volunteer engagement project accordingly.

Strategically we saw this as an opportunity to once again engage asylum seekers living in direct provision in Dublin offering them not only a practical volunteering assignment, but a chance to engage with ‘locals’ from Dublin and learn about the historic significance of the cathedral as well as Irish culture. In a similar fashion to our Tour ‘The City’ social inclusion programmes of 2018, this volunteer project was incredibly popular amongst refugees and we applied our learnings from prior years and facilitated a capped number of volunteers from our broader base and close to 35 volunteers from Baleskin Reception Centre.

Our operational approach was different to this event not only due to the fact that we had a dedicated administrator volunteering for the charity, but also because Brad was a resident of Baleskin Reception Centre and in his professional capacity was able to build relationships with centre management to ensure that the programme was well marketed, volunteers were signed directly to Salesforce, numbers were capped at bus capacity maximum and after the successful conclusion of the project participation certificates were distributed to all parties.

Key learnings

- A **sound professional relationship** with Baleskin Reception Centre management was the crux to the recruitment and coordination of direct provision centre participants.
- The **blend of practical volunteers** from our existing data base complimented the cohort of asylum-seeking volunteers and on the evening we noticed interaction, social inclusion, cooperation, information sharing and a cultural exchange.
- The offer of a **meal hosted by Christ Church Cathedral** was important for all participants and offered a further opportunity for social interaction.
- **Facilitating transport and securing the operational support** from Baleskin management directly not only helped limit the number of participants to the maximum safe seating capacity of the dedicated bus service and ensured that the correct number of volunteers were committed to the project (participant numbers were determined by Christ Church Cathedral ahead of the event).
- Using **Salesforce** for the programme as part of our strategic plan to enhance projects allowed us to reliably send volunteer participation certificates per email after the event.

Resources

We note a blend of resources for this programme including Baleskin management, our administrator, two trustees and the support from the administrative team under the leadership of the Dean of Christ Church. Additionally, select project leaders from our traditional operations attended the event to help promote social inclusion and lead some of the practical tasks required for the event.

Number of Beneficiaries

For this event, we list the direct beneficiaries as volunteers who partook in the programme as this was a structural project for the cathedral of a practical nature. 58 volunteers benefitted from the evening's activities.

Benefits to Beneficiaries

Social inclusion, light exercise, experiencing the cathedral, a shared meal, uniting in a common cause and an outing to a Dublin historical monument.

Strategic Goal(s) achieved

STC Strategic Goal Number 2 – “Fix management of Serve Days”. Our newly appointed administrator was able to coordinate this project according to our new operational processes, allocate shifts to volunteers and become a central contact person.

STC Strategic Goal Number 4 – “New Programmes”. This was a brand new programme for the organisation, organised at a strategic level in partnership with Christ Church Cathedral.

Achievement 10: Leadership Development



Backdrop

Featured in the back row and signalling peace is Ms Biola Omisakin. In line with our leadership development strategic goal to develop new project leaders, Ms Omisakin was identified as future project coordinator, particularly for social inclusion projects.

Our administrator agreed to mentor and train Ms Omisakin and this was her first experience as a coordinator for Serve the City, networking with fellow direct provision centre residents and receiving on-the-job training from our administrator and trustee.

Key Learnings

- Following our review of our Tour The City programmes, we knew that having a dedicated coordinator living within a direct provision centre was important.
- A dedicated person who could network with his/her own peers and help marry the needs of that peer group to the needs of the project also highlighted how important it was to train peer group leaders in the art of project coordination.
- Serve the City fundamentally believes in empowering people and by means of on-the-job training and mentoring we hope that Ms Omisakin feels confident to develop her leadership skills further on future projects.

Resources

Administrator, trustee and Ms Omisakin

Number of beneficiaries

Serve the City (organisation) and Ms Omisakin (trainee coordinator)

Benefits to Beneficiaries

Serve the City (new talented volunteers in leadership roles). Trainee coordinator (personal growth, empowerment, social inclusion, developing professional skills and volunteering in a leadership capacity)

Strategic Goal(s) achieved

STC Strategic Goal Number 3 – “Leadership Development”. It was a privilege to meet, train and mentor a person with a natural aptitude for leadership with a strong peer review. We hope that Ms Omisakin remains with Serve the City in a volunteer capacity and continues to grow and develop within the charity.

Achievement 11: Stakeholder Relationships



Backdrop

As a result of the strategic decision to pause operations and focus activities on the development of the 3-year strategic plan, one of the challenges we experienced was managing the relationships with our referring clients, notably the HSE and to some extent ALONE.

In the absence of a City Leader and in keeping with the strategic imperative of moving away from dependency on the founder, combined with volunteer burnout and an attrition of capable project leaders we regrettably accepted that there would be hiatus in our relationship management and an inability to deliver on projects referred to us.

Almost immediately after his appointment as City Leader, Ewnetu Ermias convened a senior-level meeting with ALONE and put in place communication structures and actively encouraged referrals for their growing base of clients.

A cornerstone achievement in 2019 was achieved shortly after Brad Wilmot joined as our administrator and assumed responsibility for broader stakeholder relationships. A concerted effort was made in December of the reporting year to contact all referring social workers, private hospital groups and other HSE professionals to understand their needs, review the cases referred to us during the year and to plan project delivery.

As at 31st December 2019, 43 referred cases from the HSE were prioritised, updated on Salesforce and placed in a management queuing system for delivery in 2020. At the time of writing this report, the realities of Covid-19 in Q1 of 2020 rendered much of this planning impossible to achieve based on restrictions, but we conclude by commenting that relationships were restored, contact was established with all referring clients and we presented our services in a professional light to organisations such as the HSE and ALONE.

Key Learnings

- Serve the City has a good name and a **sound reputation**.
- Offering a **dedicated administrative service** to referring clients was seen by them as essential.
- **Professional project management** was possible after the stakeholder relationship building exercise, priorities were managed and expectations set.
- A **pipeline** for 2020 referrals was secured.
- There was an urgent need for the **recruitment and development** of project leaders, assessors and practical volunteers.
- **Professional relationships with the volunteer centres** across greater Dublin were an urgent priority for 2020

Resources

Serve the City's administrator.

Number of Beneficiaries

Social workers and medical social workers familiar with Serve the City and who had referred clients to us.

Benefits to Beneficiaries

Knowledge that their client needs were in safe hands with Serve the City and that they had a dedicated contact person within the charity to work with. A further benefit was their understanding of the priority of their referred case and the likely date of a Serve day.

Strategic Goal(s) achieved

STC Strategic Goal Number 2 – “Fix Management of Serve Days”. Through this administrative achievement in late 2019, the following year 1 goals were achieved: project consolidation, development of systems to ensure easy administration and develop systems to efficiently plan Serve days.

Achievement 12: Continued befriending projects with Hearth + Mind



Backdrop

Serve the City values its befriending projects sincerely and regards them to be essential in achieving our vision. Our strategic partnership with Hearth + Mind was thus a considered priority for 2019 and at reporting date we are pleased to acknowledge a continued, sound and mutually beneficial professional relationship.

Our dedicated project leaders for the two projects, viz. Glenageary and Cabra remained with Serve the City for the year and both delivered beyond expectation. Each home that we support with befriending activity has on average 3 residents living there at any point in time and over and above the support offered (mentioned earlier in the report), practical volunteering resulted in the bathrooms and kitchens being deep cleaned, gardens tended to and some groceries being purchased.

We had plans for a sensory garden and applied for grant funding in this regard, which we were regrettably unsuccessful in securing. However, based on the revitalised partnership with Hearth + Mind, discussions were underway at the end of 2019 to fund a sensory garden internally. At report date, we advise that due to Covid-19 the entire befriending project was placed on hold in early 2020 and will need to be re-commenced when public health advice allows.

Key Learnings

- Serve the City has the ability to **positively influence social isolation** and social poverty through structured programmes in befriending.
- We have the ability to **expand this programme in 2020**, offer on-the-job training and upskill many of our volunteers who have a defined interest in this vocation.
- We are reminded that through our efforts, **we can show kindness and compassion** through our volunteering programmes and gently entrench our values in the greater community.

Resources

Serve the City's administrator, two project leaders, two practical volunteers and time volunteered by our trustee to manage the strategic relationship.

Number of Beneficiaries

7 marginalised people and two residential home environments.

Benefits to Beneficiaries

Support, encouragement, life advice, social interaction, a cleaner living environment and the knowledge that someone cares about them.

Strategic Goal(s) achieved

STC Strategic Goal Number 4 – “New Programmes”. Through this continued partnership and the efforts of our project leaders, we achieved our ‘year 1’ target in our continued supporting of befriending as a vital vocation in volunteering.

Part ii – Future plans to achieve strategic goals

In February 2020 Serve the City held a review of 2019 and a 6-month review of its strategic plan. The Dublin leadership team attended this meeting with the inclusion of our new City Leader. At the time, our dedicated administrator was establishing a new remote office for the organisation and was unable to attend. These were the top 10 plans discussed and it should be mentioned that these were tabled and agreed before the onset of Covid-19 in the Republic.

1. Establish a **remote administrative office in Co Clare**, including the purchase of computer hardware, office furniture and software training courses.
2. **Increase the number of assessments on the cases referred to us (43)** so that these could be project managed and delivered as Serve days.
3. **Develop strategic relationships** with Dublin City volunteer centre, Dún Laoghaire-Rathdown volunteer centre and also South Dublin volunteer centre with a focus on recruiting practical volunteers for our DIY (home improvement) and gardening projects.
4. **Recruit, train and deploy co-leaders on projects** together with the existing base of project leaders so that we had sufficient resources to deploy more projects in 2020.
5. **Continue to cultivate and develop professional relationships** with the HSE, ALONE, private hospital groups, carer organisations, independent health care professionals and other charities.
6. **Develop Salesforce** further in line with the review of our CRM platform.
7. Research, adopt and implement sound **volunteer management principles** including: recruitment, recognition, deployment, training, reporting and skills development.
8. **Enhance our Garda vetting process** to ensure that with funding, more project leaders and assessors could be retained and trained by the organisation.
9. **Pause operations in Co Cork** until the correct strategic model could be identified.
10. Support and engender the efforts of Tim and Kristina O’Toole as they continue to grow and develop **STC Galway City**.

Part ii – Future plans to achieve strategic goals

A review of Key Performance Indicators matched against Strategic Objectives

Strategic Goal 1 - Move beyond the founder

OBJECTIVE	1	Secure ongoing resource streams	Comment
	1.1	Sponsorship Agreements should be in place.	
		Not achieved due to lack of resourcing	No plans in place
	1.2	Success rate of funding applications	
		Some grants secured in 2019	Strategically planned 2020
	1.3	Calendar of regular funding cycles	
		Achieved, diarised, but not all applied for	Strategically planned 2020

OBJECTIVE	2	Develop administrative capacity	Comment
	2.1	Identify voluntary/paid persons	
		Brad Wilmot appointed and trained (Nov 2019)	Achieved in full

OBJECTIVE	3	Develop administrative systems	Comment
	3.1	Understand capacity management (volunteers)	
		Part-achieved, volunteer management required	Strategically planned 2020
	3.2	Develop training videos or training content	
		Not achieved due to lack of resourcing	Plans in place with volunteer centres

OBJECTIVE	4	Guard the Vision, Mission and Values of STC	Comment
	4.1	Updated vision and mission	
		STC values entrenched in all operations	Achieved in full
		STC mission and vision clearly communicated	Achieved in full

OBJECTIVE	5	Ensure compliance with the Charities Regulator	Comment
	5.1	Audit GDPR compliance and action plans	
		Achieved in full and administrator trained	Achieved in full
	5.2	Charities Governance Code (compliance)	
		Code of conduct agreed by board, including reporting framework	Work in progress in terms of reporting i.e. Carmichael

OBJECTIVE	6	Clarify relationship between STCI, Cork and Galway	Comment
	6.1	Update MOUs	
		Not achieved due to changes in Cork Leadership	Strategically planned 2020
	6.2	Establish communication channels	
		Agreed and in place: reporting, volunteer management & marketing	Continued effort for 2020 required

Strategic Goal 2 - Fix management of Dublin Serve days

OBJECTIVE	1	Build up capacity	Comment
	1.1	Effective volunteer database	
		Not achieved due to lack of resourcing	Material plans in place for 2020
	1.2	Ensure basic induction for all new volunteers	
		Not achieved due to lack of resourcing	Material plans in place for 2020

OBJECTIVE	2	Develop systems to run Serve days	Comment
	2.1	Establish new processes to run Serve days	
		Agreed, designed and implemented by administrator and leader	Requires testing in 2020
	2.2	Establish calendar of Serve days for 2020 (project management)	
		Partly achieved - development needed on Salesforce	Assessments to increase in 2020
	2.3	Secure feedback from end-user clients and referring clients	
		Achieved through December planning and stakeholder relationship	Achieved by administrator

OBJECTIVE	3	Seek large-scale Serve event	Comment
	3.1	Christ Church Cathedral - project running Q4 2019 to Q1 2020	
		Volunteers recruited including asylum seeking volunteers	Achieved in full
	3.2	Christmas CAREBox 2019	
		Volunteers recruited including asylum seeking volunteers + clients	Achieved in full

Strategic Goal 3 - Critical Leadership Development

OBJECTIVE	1	Recruit and train volunteer project leaders	Comment
	1.1	Run annual leadership training	
		Not achieved due to lack of resourcing	Strategically planned for Feb 2020
	1.2	Develop skills matrix for future project leader and assessors	
		Partly achieved, but insufficient Serve days for 2019	Strategically planned 2020
	1.3	Identify additional co-leaders for traditional projects	
		Not achieved. Strategic relationships required with volunteer centres	Strategically planned 2020

OBJECTIVE	2	Develop Role Descriptions	Comment
	2.1	Role descriptions: project leader, assessor and coordinator	
		Achieved by Edwina Dewart and City Leader (Ewnetu Ermias)	Achieved in full

OBJECTIVE	3	Communicate summary of Trustee's meetings	Comment
	3.1	Communication with project leaders and administrator	
		Part-achieved due to role of City Leader being fulfilled	Administrator to action in 2020
	3.2	Develop training videos or training content	
		Not achieved due to lack of resourcing	Plans in place with volunteer centres

OBJECTIVE	4	Rotation of project leaders with concept of 'leave'	Comment
	4.1	Develop rotation schedules for projects and ensure leave in place	
		Not achieved due to lack of Serve days	Strategically planned 2020

Strategic Goal 4 - Develop new programmes

OBJECTIVE	1	Build partnership with Hearth + Mind (befriending)	Comment
	1.1	Develop volunteer induction, increase number of skilled volunteers	
		Not achieved due to lack of resourcing	Strategically planned for February 2020
	1.2	Plan an annual event for the summer with strategic partner	
		Not achieved due to lack of resourcing	Strategically planned for February 2020

OBJECTIVE	2	Repurpose 'Tour the City'	Comment
	2.1	Identify needs of asylum seekers and migrants within Dublin	
		Achieved by administrator and social inclusion coordinator	Administrator liaison with Baleskin
	2.2	Develop programme design and description	
		Achieved by trustees in partnership with Christ Church Cathedral	"Scraping the Tile" project created

OBJECTIVE	3	Explore ideas for programmes for social inclusion	Comment
	3.1	Develop programme plans	
		Achieved in part due to Christ Church partnership.	More work needed + other programmes

Strategic Goal 5 - Wider STC Engagement

OBJECTIVE	1	Influence STC International	Comment
	1.1	Pass on learnings of STC Ireland to STC international	
		Achieved due to sharing feedback of 'Tour the City' programme	Continued effort required
		Achieved through A McElwee as Chair of STC International	Alan will serve in an ongoing capacity

OBJECTIVE	2	Support work of STC Ireland (Galway and Cork)	Comment
	2.1	Support bespoke and similar projects in Galway	
		Achieved by trustees	Seen as an ongoing strategic imperative
	2.2	Support bespoke and similar projects in Galway	
		Partly achieved - structural problems within the county refer	Continued support of Cork City Leader

Part iii – Volunteer hours

A snapshot of volunteer hours and impact on the community

Analysis of benefit to community

Volunteer Hours	Traditional Projects	-	
	Strategic Plan	-	
	Sub Total		2,614
	Christ Church specific		171
	Sub Total		171
	Total		2,785
Value associated	Traditional / Strategic plan	€	41,021.00
	Christ Church specific	€	1,727.10
	Total	€	42,748.10
Expenditure	Volunteer Programmes	€	3,532.00
Economic Return on Investment	Benefit to community (benefit per euro spent)	€	12.10

Part iv – Trustee's summary of achievements and performance

Mr Alan McElwee (Founder and Trustee)

2019 was our most challenging year since incorporation due to the reasons set out above and summarised into two distinct categories: numbers of willing volunteers and reduced funding. Upon reflection, our achievements are considerable, notwithstanding the aforementioned. We made progress on every objective of the strategic plan in one way or another and have a reliable indication of the work required for 2020 per KPI. Achieving our future plans for 2020 and beyond are now feasible thanks to the appointment of a City Leader, an administrator and the establishment of an administrative office. We fell short of expectations around stakeholder relationships with referring clients, but I am confident that our administrator will address this in the immediate portion of 2020. We do not have long-term trend data to show the progress made against objectives, but note this for analysis and reporting purposes in 2020/1. The planned development of Salesforce in the next reporting year will provide the reporting needed in terms of volunteer hours, volunteer shifts, overall project hours and the cumulation of the massive effort which goes into our Serve days. We will seek to obtain testimonials from clients where possible, but wish to conclude by saying that this is not always appropriate due to the vulnerability of our clients and the effects of their social isolation. The photographs contained in this report tell of a year of success and reflection.

Section (4) Financial Review

2019 Financial Year

Financial position

The organisation concluded the reporting year with our cash reserves depleted with *cash and cash equivalents* totalling €1,322. Creditors falling due within 2020 (annual license fee for our CRM platform) amounted to €1,250 resulting in a *net asset value* of €830. As set out in this report, this low cash balance was due to a lack of funding by virtue of an inability to schedule projects and therefore apply for funding for same. We secured some incidental funding during the year, complimented by a fundraising initiative undertaken by the AWCD in September 2019, but proceeds from the fundraising would only be realised in 2020. No capital expenditure was undertaken and we did not apply for funding in this regard choosing to focus on the strategic plan and volunteer resourcing during the year. No further debts were incurred.

Policy for holding reserves

No policy was in place for 2019 due to the low reserves of the organisation.

Going concern

At the point of approving the accounts for the organisation there was not a concern that we could continue as a going concern. Pipeline funding had been secured or initiated for 2020 and we had not taken on any debt. The board specifically chose to utilise 2019 as a year of review, reflection and strategic planning and to this end did not fundraise to support paused operational activity.

Funding received and utilised

Grant funding for the year amounted to €2,429 made up of two successful funding applications: Cork Street Fund (€1,700) and DLR County Council (€729). In addition to this, donations were received from partners including Tesco and Sick & Indigent Roomkeepers, plus crowdfunding through GoFundMe, iDonate, Facebook and other private individuals. The total amount of donations received amounted to €7,184, which included donations for the 2019 Christmas CAREBox campaign.

Expenditure was tightly controlled for the year and included volunteer expenses, volunteer fair, the Christmas 2019 CAREbox campaign, software licenses, rent, insurance and office expenses.

Analysis of funding

Funding was less than 50% of previous years due in part to the lack of applications made and to a lesser extent, unsuccessful funding applications. A detailed analysis was not completed for the 2019 year as the Board accepted that the opportunity to apply for funding would be less than in previous years while we re-structured, revitalised our volunteer base and implemented the strategic plan.

Sustainability plans

The first plan for 2020 is to relaunch our projects and resultant Serve days. Based on the operational needs of these projects and the benefit they bring to the community, funding opportunities will become clear during the next reporting year. Secondly, a revitalised social inclusion project will also allow us to apply for funding as we did in 2018 and we are close to concluding research in this regard, prompted in part by our partnership with Christ Church Cathedral.

In addition to these, grants to fund the need for computer hardware and office furniture for the planned remote administrative office will also be applied for. Beyond that, based on the direct result of successful community projects under the respective leadership of our City Leader and dedicated administrator, we are confident we will have a defined story to tell in 2020 of how Serve the City benefits communities and, with formal reporting, have supporting information to bolster funding applications.

Continued availability of funding

Based on the skills compliment of our board of trustees and the inherent knowledge the board possesses not only in terms of funding applications but also funding cycles and awareness of potential opportunities, we are confident for the future. A key focus of 2020 will be report writing and data management by our dedicated administrator and this will provide the substance required to be successful in applications. Disclosure: at the time of writing this report, Ireland continues to face the challenges of economic reform and maintaining public safety due to the Covid-19 pandemic. Serve the City has been able to apply for funding for volunteering opportunities during Covid-19 and our 2020 report will show a considerable improvement in our funding success.

Pension liability

As at the end of 2019, Serve the City had no employees (currently or historically), no pension plans and no employee costs or social welfare levies.

Plans for future periods

The board of trustees are confident that the key activity of 2019 adequately documents the future plans for the charity, most of which have been discussed in this report. A concise summary of our strategic objectives for future periods is as follows:

- a) Secure ongoing revenue streams (grant funding, donations and core funding).
- b) Develop administrative management capability of the organisation ([progressed in 2019](#)).
- c) Develop administrative systems to improve operational performance ([progressed in 2019](#)).
- d) Strengthen relationships with Serve the City International to generate best-practice learning of new volunteering programmes.
- e) Build-up capacity of volunteers, project leaders and assessors.
- f) Develop systems to run Serve days more efficiently and effectively ([progressed in 2019](#)).
- g) Ensure volunteer management is a dedicated function of the organisation ([progressed in 2019](#)).
- h) Train and develop project leaders so that we have the necessary skills to take on varied programmes (commenced in 2019).
- i) Develop structured programmes for asylum seekers living in direct provision and/or migrant communities. (This will include launching a brand new training and coaching programme nationwide utilising the qualified skills of our administrator and social inclusion coordinator).
- j) Improving, widening and enhancing stakeholder relationships ([progressed in 2019](#)).
- k) Development of Salesforce for many operational imperatives but with the specific purpose of reporting on volunteer hours and the community impact of our projects.
- l) Innovate our programmes and be ready for new opportunities which may arise.

Section (5) Structure, governance & management

2019 Financial Year

Details, tenure and skills of Board Members

Mr Cormac Shaw

First appointed: 20/05/2013

Tenure: sixth year

Skills profile: Strategic management, operational management, community development, social welfare of marginalised persons.

Mr Alan McElwee

First appointed: 20/05/2013

Tenure: sixth year

Skills profile: Business development, international development aid, fundraising, charitable work in minority and migrant communities and all-round general operations management.

Mr Paul Kerr

First appointed: 20/05/2013

Tenure: sixth year

Skills profile: IT (information technology), governance, reporting, company secretarial work with experience in charitable relief efforts in marginalised communities.

Mr Richard Bourke

First appointed: 09/06/2014

Tenure: fifth year

Skills profile: Business owner, strategic management, company directorship, fundraising and process management.

Mr Ronan Coffey

First appointed: 09/06/2014

Tenure: fifth year

Skills profile: Business owner, engineer by profession, community development, fundraising, specialist volunteering projects and risk management. Mr Coffey assumes responsibility for Garda vetting for Serve the City.

Ms Edwina Dewart

First appointed: 20/12/2016

Tenure: third year

Skills profile: volunteer management, fund raising, community awareness, systems management, CRM platforms, community enrichment programmes and detailed knowledge of volunteering in Ireland through her managerial position at Dublin City Volunteer Centre and former board position on Volunteer Ireland.

Specific responsibilities of Trustees

Mr Cormac Shaw – Chairperson

Mr Paul Kerr – Company Secretary

Manager of the organisation: Mr Alan McElwee

Risk, compliance and Garda vetting: Mr Ronan Coffey

Vice Chairperson – vacant

Management of conflicts of interest

We comply with the Charities Governance Code. Conflicts of interest are brought to the attention of our Chairperson, evaluated and discussed at our regular board meetings.

Recruitment of new Board Members

Board members are recruited based on their potential contribution to the organisation, their proven track record in their professional lives and their charitable contributions. The board seek to have a range of diverse skills leading Serve the City and all appointments are tabled at regular Board meetings and voted upon. There were no new board members appointment in 2019.

Decision-making process and delegation

Any strategic decision for the charity is made at board level and agreed by a vote following a sound presentation of the idea, necessity or engagement with the community. Responsibilities are delegated based on the portfolio which each board member supervises and the organisation delegates based on empowerment, allowing directors to manage and lead their own priorities. The Leadership Team in Dublin comprises certain board members, external consultants in a volunteering capacity and at the end of 2019 also included our City Leader and administrator.

Remuneration

No remuneration policy was in place for 2019 as the organisation had no employees. Performance management is thus not a formal process due to the fact that we are 100% volunteer led and resourced. We focus on assigned work to volunteers who are willing and capable to effect the task and also display the values of our organisation. There are no performance management issues for 2019.

Investment Policy

We do not have an investment policy in plan for the 2019 reporting year as this was not a priority due to our low cash reserved.

Charities Governance Code

We have adopted best practice, codes and quality standards from the Charities Governance Code and this is managed under the portfolio of Mr Ronan Coffey who assumes responsibility for risk, governance and insurance for the charity.

Dates of Board meetings for 2019

January 29th 2019

March 12th 2019

April 16th 2019

June 4th 2019

July 16th 2019

September 12th 2019

November 5th 2019

Section (6) Other Directors' / Trustee Report Requirements

2019 Financial Year

Subsequent events

None to report.

Research and Development

This was completed in 2019 as part of the creation of our 3-year strategic plan. The skillset of our board of trustees ensures constant up-to-date feedback on our industry, the volunteer segment and other R&D projects which could influence Serve the City's activity.

Political Donations

We are not affiliated with any political party, nationally or internationally. We have not received any donations from any political parties and not engaged in any political events in any capacity.

Accounting Records

As a requirement of the Companies Act (2014), we maintain accounting records utilising XERO. We have an externally appointed accountant to oversee our accounting policies and assist in compiling the statement of financial information (SOFA).

Statement on Relevant Audit Information

No audit was undertaken of the SOFA.

In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of the Companies Act 2014:

- *so far as each Director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware, and*
- *each Director has taken all of the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Company's statutory auditors are aware of that information.*

Section (7) Financial Reporting

2019 Financial Year

Reserves policy

We have no reserves policy at the date of compiling this report.

The financial statements of the organisation for the 2019 financial and reporting year are presented separately to this document.