

National Federation Secretariat's

Service Plan 2014



Caroline Whelan. - BEAM Services.



The front cover of our Service Plan 2014 was designed by Caroline Whelan. Caroline is from Bawnree Old Leighlin and lives with her mum and two brothers and sister. Caroline has more siblings dotted all over the place from New York to Kilkenny! She loves babies and adores her two nieces.

Caroline attends BEAM Services, Bagenalstown 5 days a week. She loves coming to the Centre and is really disappointed when they close for holidays or if there is snow up where she lives and can't get down the hill!

Caroline has a keen sense of humour and loves nothing more than a bit of banter with her family and friends. She is a very happy person and always enthusiastic about the activities she takes part in especially Bocce, cookery classes, learning to swim, and crafts.

Service Plan 2014 – Introduction

I am very glad to present the Service Plan for the National Federation of Voluntary Bodies' Secretariat for 2014. The National Federation of Voluntary Bodies Providing Services to People with Intellectual Disability is a national umbrella organisation for voluntary/non-statutory agencies who provide direct services to people with intellectual disability in Ireland. Our Member Organisations account for in excess of 85% of this country's direct service provision to people with an intellectual disability. These services are provided on behalf of the Health Services Executive with whom our members have Service Level Agreements.

2014 represents the final year of our Strategic Plan "*Meeting the Challenges in Changing Times 2011-2014*" and as such is a year during which we will be singularly focussed on completing the work and achieving in full the strategic objectives set out in the Plan.

In this regard, we have developed and will execute a series of initiatives to provide leadership and practical support to our member organisations all of whom are very involved in implementation of national disability policy on the ground. Particular highlights will be a full dissemination event on the learning gained so far in our Next Steps Project, which will take place on 24th March, 2014. Also following on from our very successful Immersion event in April 2013 we will deliver our Enabling Excellence Training Programme, which we have developed in collaboration with Genio and which will involve intensive modules over four separate weeks in both Dublin and Limerick during 2014.

The HIQA National Standards in Residential Disability Services were implemented effective from 1st November, 2013. Working closely with the Quality & Standards Sub Committee we ensured that our member organisations were well prepared for the inspection process and during the course of 2014 we will ensure that the learning gained on the inspection process to date will be disseminated to services awaiting inspection. In addition, through our participation on the HIQA / Umbrella Organisations Forum we will ensure that issues arising during the inspection process will be communicated to HIQA and resolved to members' satisfaction.

Ensuring that staff employed and volunteers engaged by member organisation are equipped with the competencies and skills necessary to implement the National Disability Policy, and indeed meet the requirements of the HIQA National Standards, is an important strategic priority within our Strategic Plan. During 2014, we will ensure that Federation members are consulted fully on all HR related actions proposed by the HSE and we will engage with HSE National Joint Council and other relevant HR institutions as appropriate. We will deliver a frontline managers training programme in conjunction with the University of Limerick commencing in September 2014. We will also consolidate the work done in previous years by continuing to support the inclusion of people with intellectual disability and their families in the decision making processes that affect their lives. In this regard, an important and exciting new initiative is the establishment of a Federation Family Forum through which we intend to take time to share with families the work of Federation members and also to listen to their concerns and suggestions for service improvements.

The environment within which voluntary organisations have been providing services to people with intellectual disability over the past few years has been very challenging. Over the period since 2008 organisations have suffered successive years of funding cuts, whilst simultaneously endeavouring to respond to increasing demand. While we expect the environment to remain challenging we do very much welcome the Government's announcement in Budget 2014 of no further cuts in disability services and an investment in new development for emergency cases, school leavers and childrens disability services. Given the limited nature of the resources of my Secretariat Team it will be necessary for us to priorities our actions to meet the challenges outlined and, as in previous years, we will do this with the agreement and guidance of our Board.

I want to place on record my gratitude in advance to the many people who work tirelessly on our various Sub Committees and Task Groups without whose input it would be impossible to deliver this Service Plan. Finally, I want to thank each and every member of the Secretariat Team for their unremitting commitment, dedication and professionalism in everything they do on behalf of the Federation members and the people with intellectual disability who they support.

Brian O'Donnell,
Chief Executive.

MEETING THE CHALLENGE IN CHANGING TIMES
STRATEGIC PLAN 2011 - 2014

Strategic Priorities:

The National Federation of Voluntary Bodies has developed five strategic priorities which form the basis of our Strategic Plan 2011 – 2014.

Strategic Priority One:

To provide guidance and leadership to our member organisations in the shaping and implementation of National Policy.

Objective:

- 1.1 Support our membership in the management of change through the development of best practice change management guidelines.
- 1.2 Provide practical support in the implementation of all new relevant National Policy Initiatives.
- 1.3 Strengthen cohesion within the Federation at national and regional levels.
- 1.4 Support effective implementation of the National Disability Strategy.

Strategic Priority Two:

Consolidate our commitment to continuous quality improvement and innovation.

Objective:

- 2.1 Be involved in the shaping and implementation of the HIQA National Standards in Residential Disability Services.
- 2.2 Identify extent to which quality accreditation has been achieved, or is being actively pursued, by member organisations.
- 2.3 Provide practical support to member organisations in the implementation of appropriate quality systems.
- 2.4 Identify the innovative and best practice quality developments for dissemination throughout the Federation and presentation to the critical decision makers.
- 2.5 Consider and advise on how best to support and include people with intellectual disability, and families, in the decision making processes that affect their lives.

Strategic Priority Three:

Staff employed and volunteers engaged by member organisations should be equipped with the competencies and skills necessary to implement national policy relating to people with intellectual disability.

Objective:

- 3.1 Ensure that training and development initiatives are focussed on skills development to meet the requirements of the new policy direction.
- 3.2 Maximise the potential of the Croke Park Agreement to achieve greater flexibility in terms of skills mix and work practices.
- 3.3 Identify and implement initiatives to address and overcome the challenges presented by the moratorium on public sector recruitment.
- 3.4 Ensure that the value add which a vibrant community and voluntary sector brings to the lives of people with intellectual disability is clearly articulated and understood.

Strategic Priority Four:

To deepen our relationship with key external stakeholders in addressing issues of mutual concern in meeting the support needs of people with disabilities.

Objective:

- 4.1 Ensure Federation is represented on all key national and regional Disability Fora.
- 4.2 Strengthen our collaboration with national advocacy groups.

Strategic Priority Five:

Comprehensively review the funding and financial issues affecting the sector.

Objective:

- 5.1 Develop a robust service costing methodology.
- 5.2 Consider and review Resource Allocation Models.
- 5.3 Respond to the Government's Value for Money Report on Disability Services.
- 5.4 Examine in detail all matters relating to the commissioning and tendering for services.
- 5.5 Examine the feasibility of a shared services approach to achieving better value for money.
- 5.6 Review all matters relating to the introduction of personalised budgets.

Strategic Priority 1: To provide guidance and leadership to our member organisations in the shaping and implementation of National Policy.

Service Plan 2014 – Deliverable Output	Target Completion Quarter
<ul style="list-style-type: none"> ■ Develop a new National Federation Strategic Plan 2015-2018. 	Q3
<ul style="list-style-type: none"> ■ Arrange for the execution of the work-plan of the Implementation of the National Policy Sub Committee and contribute to the implementation of the Value for Money & Disability Policy Review through participating in the Project Governance and Management Structures including; <ul style="list-style-type: none"> ➢ Progressing Disability Services for Children & Young People; ➢ New Directions – HSE’s Report on Review of Adult Day Services; ➢ The National Housing Strategy for People with a Disability 2011-2016; ➢ Congregated Settings – Time to Move On. 	Q1-Q4
<ul style="list-style-type: none"> ■ Implement and evaluate the Immersion Programme which supports the development of the capacity of individuals, families, organisations, communities and government departments to enable the transformation of support services to achieve the life choices of people with intellectual disabilities. This will be achieved through: <ul style="list-style-type: none"> ➢ Independent evaluation of the Immersion Programme; ➢ Update reports on the progress of developing self-directed supports for the identified people; ➢ Twinning relationships between participating member organisations; ➢ Creation of meaningful partnerships and informal support networks. 	Q1-Q4
<ul style="list-style-type: none"> ■ Support the development of self-directed supports through working with Genio in the delivery of the 4 modules of the Enabling Excellence Training Programme. 	Q1-Q3
<ul style="list-style-type: none"> ■ Organise Sharing Innovative Learning Seminars on innovative practice in the sector during 2014 (e.g. Assisted Decision Making Bill 29th January, 2014). 	Q1-Q4
<ul style="list-style-type: none"> ■ Facilitate the Next Steps Community of Learning to support member organisations in embracing the change agenda towards individualised supports. <ul style="list-style-type: none"> ➢ Identify success factors and barriers experienced by our member organisations in progressing this change agenda. ➢ Develop solutions to emerging challenges in collaboration with key stakeholders. ➢ Undertake a range of case studies that progress the reform and achieve outcomes with respect to supports provided to individuals in each of the participating organisations. ➢ Organise a dissemination event to share the learning from the Next Steps Project. 	Q1-Q4
<ul style="list-style-type: none"> ■ Pending a decision from the HSE on the location of the roll-out within HSE structures, we will collaborate with the HSE on the strategic roll-out of the Informing Families Guidelines on a national basis in 2014. 	Q1-Q4
<ul style="list-style-type: none"> ■ Participate on Department of Health high level National Governance Group. 	Q1-Q4
<ul style="list-style-type: none"> ■ Finalise review of Code of Governance documents to identify best practice relevant to the intellectual disability sector. 	Q1
<ul style="list-style-type: none"> ■ Collaborate with the HSE in the development of a shared services approach within services. 	Q1-Q4
<ul style="list-style-type: none"> ■ Encourage the ratification of the UN Convention on the Rights of Persons with Disabilities by the Irish Government. 	Q1-Q4

<ul style="list-style-type: none"> ■ Participate in the coalition of organisations interested in progressive Legal Capacity Legislation. We will engage with the relevant parties to review the Legal Capacity Bill as it passes through the Parliamentary Committee stages and support member organisations to prepare for its enactment. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Engage with the Law Reform Commission for reform of the Criminal Sexual Offences Act 1993, highlighting the negative impact it has on supporting people in relationships. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Develop Person Centred Medication Management Policy Guidelines in line with recent government policies, good practice processes of developing self-directed supports, feedback from consultations, HIQA requirements, research findings and easy to read materials. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Promote safeguarding / client protection within member organisations in relation to Children's First: National Guidance for the Protection and Welfare of Children <ul style="list-style-type: none"> ➢ Co-operate with HSE in the roll out of the provisions of 'Children's First: National Guidance for the Protection and Welfare of Children' through participation in the National Disability Steering Committee: Implementation of Children First. ➢ Support the implementation of Children First across National Federation member organisations through the work of the National Federation's Children First Implementation Group. ➢ Liaise with the HSE in relation to the delivery of Children's First training for staff and volunteers. ➢ Organise a briefing session on the Children's First legislation when enacted. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Engage with the HSE in the conduct of the National Audit of Client Protection through the Federation's participation in Phase 2 of the Project. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Seek a commitment from the HSE that an appropriate Adult Safeguarding Policy which reflects best practice in the field will be developed in consultation and published in 2014. 	<p>Q1-Q2</p>
<ul style="list-style-type: none"> ■ Support further co-operation and cohesion between member organisations through Shared Innovative Learning events, the Next Steps Project, the Enabling Excellence Programme, ongoing implementation of the Immersion Project, through conferences, the General Assemblies, Sub Committees and Task Groups and through a comprehensive Pre-Budget Campaign Strategy. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Each of the five Area Federation Committees will be visited twice during 2014 by the Chief Executive and Chairperson of the National Federation of Voluntary Bodies. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ The Chief Executive will participate on the Department of Health's Sectoral Plan Working Group of the National Disability Strategy and will update the membership on progress. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Active involvement in implementation of the National Disability Strategy through facilitation of the participation of National Federation members on other Department's Sectoral Plan Working Groups. 	<p>Q1-Q4</p>
<ul style="list-style-type: none"> ■ Collaborate with the National Institute for Intellectual Disability in supporting the Inclusive Research Network (IRN) <ul style="list-style-type: none"> ➢ Organise meetings of the IRN at Steering Group and wider IRN level. ➢ Implement the IRN's research project on Life Stories of people who have moved from congregated settings, identifying the key elements of good support. ➢ Apply for funding to support the work of the IRN at the national and European levels. 	<p>Q1-Q4</p>

Strategic Priority 2: Consolidate our commitment to continuous quality improvement and innovation

Service Plan 2014 – Deliverable Output	Target Completion Quarter
<ul style="list-style-type: none"> ■ Arrange for the implementation of the Quality & Standards Sub Committee work-plan. 	Q1-Q4
<ul style="list-style-type: none"> ■ Provide practical support to our member organisations in the implementation of the national standards through: <ul style="list-style-type: none"> ➢ Our active engagement with HIQA through the HIQA/Service Providers Forum; ➢ Arranging access to training for our member organisations from the Institute for Healthcare Improvement; ➢ Participating on the HSE’s National Standards Reference Group; ➢ Facilitating the sharing of knowledge and policy documents amongst member organisations to support efficiencies in meeting HIQA requirements. 	Q1-Q4
<ul style="list-style-type: none"> ■ Arrange for the findings of the survey on quality systems to be reviewed by our Quality & Standards Sub Committee with a view to the Committee developing an action agenda and disseminate the findings of the survey of our membership. 	Q1
<ul style="list-style-type: none"> ■ Share innovative practice examples on the National Federation website. 	Q1-Q4
<ul style="list-style-type: none"> ■ Facilitate the sharing of good practice examples on external forums (e.g. HSE’s Congregated Settings website). 	Q1-Q4
<ul style="list-style-type: none"> ■ Consider and advise on how best to support and include people with intellectual disability, and families, in the decision making processes that affect their lives. 	Q1-Q4
<ul style="list-style-type: none"> ■ The Next Steps Project will engage at every level with self-advocates and family members and facilitate the development of accessible information at a national level. 	Q1-Q4
<ul style="list-style-type: none"> ■ Promote and support an outcomes based approach to quality in services - Share expertise and knowledge about outcomes based approaches with all key stakeholders. This work will be progressed through the participation in the Progressing Disability Services for Children and Young People (PDSCYP) Standards & Outcomes Group, the Next Steps Project and through the work of our Quality & Standards Sub Committee. 	Q1-Q4
<ul style="list-style-type: none"> ■ Share examples of good practice in safeguarding / child protection and managing risk in the context of Duty of Care. 	Q2-Q4
<ul style="list-style-type: none"> ■ Assess the implications of the Healthy Ireland Framework as it relates to people with intellectual disability through our links with the HSE Directorate on Health & Wellbeing. 	Q1-Q4
<ul style="list-style-type: none"> ■ Collaborate with the National Cancer Screening Service in the delivery of 3 Cancer Screening Workshops for Federation members. 	Q2-Q3
<ul style="list-style-type: none"> ■ Arrange for the implementation of the Research Sub Committee’s work-plan through organising meetings with a focus on the research to practice agenda. Review research on the experience of people in individual supports and funding considerations; building real capacity for community participation; dismantling of institutional supports; the immersion evaluation tracking the impact of change. 	Q1-Q4
<ul style="list-style-type: none"> ■ Commission independent research to evaluate current levels of satisfaction from key perspectives; those accessing services, families and the wider community. 	Q2-Q3

Strategic Priority 3: Staff employed and volunteers engaged by member organisations should be equipped with the competencies and skills necessary to implement national policy relating to people with intellectual disability.

Service Plan 2014 – Deliverable Output	Target Completion Quarter
■ Implement the work agenda of the Strategic / Operational Human Resource Groups.	Q1-Q4
■ Promote staff development through specific training and development initiatives aimed at enhancing service delivery and quality (e.g. through the delivery of the Front Line Managers programme and a range of customised training programmes).	Q1-Q4
■ Work with organisations on the implementation of the national HIQA standards as they relate to 'Theme 7: Workforce' to ensure that staff have the required skills, experience and competencies to perform their duties successfully.	Q1-Q4
■ Initiate discussions with the HSE and Department of Health in relation to skills mix and workforce planning to create baseline data on current staffing levels / disciplines and to determine future staffing requirements.	Q2
■ Review the core competencies and person profiles required to implement new service models as envisaged in key policy documents (Value for Money and Policy Review, New Directions).	Q2
■ Support opportunities for cross-organisational sharing of resources and expand the range of eLearning resources available to organisations through the work of the Learning On Line Working Group	Q1-Q4
■ Arrange collective change management training for senior management of Federation member organisations during which opportunities for shared learning will be pursued.	Q3
■ Support member organisations in the implementation of the Haddington Road Agreement.	Q1-Q4
■ Represent the views and interests of member organisations, in particular to agencies such as the Health and Safety Authority (HSA) and HIQA with a view to ensuring that the intellectual disability sector is recognised, connected and has a voice at national level.	Q1-Q4
■ Participate in the DeLaROSE Project which aims to develop an online stress management tool for employees.	Q1-Q4
■ Liaise with VhiCorporate Solutions in relation to the further development and expansion of the Employee Assistance Programme (EAP) which is in place for National Federation members.	Q1-Q4
■ Support the National Federation's Health & Safety / Employee Wellbeing Working Group to share information, resource materials and policies relating to health and safety management.	Q1-Q4
■ Ensure that organisations are fully briefed on human resource / industrial relations issues through regular meetings of the Human Resources Sub Committee, meetings with Corporate Employee Relations Services, HSE and the HSE HR Directorate.	Q1-Q4
■ Engage with the Garda authorities in relation to garda vetting on behalf of our members.	Q1-Q4
■ Arrange for representation on all relevant national fora e.g. National Joint Council, Joint Information and Consultation Forum, etc.	Q1-Q4

Strategic Priority 4: To deepen our relationship with key external stakeholders in addressing issues of mutual concern in meeting the support needs of people with disabilities

Service Plan 2014 – Deliverable Output	Target Completion Quarter
<ul style="list-style-type: none"> ■ Participate in the HSE’s National, Regional and Local Consultative Fora. 	Q1-Q4
<ul style="list-style-type: none"> ■ Participate on the National Disability Strategy Implementation Group and the Disability Stakeholders Group. 	Q1-Q4
<ul style="list-style-type: none"> ■ Establish a Cross Party Parliamentary Group. <ul style="list-style-type: none"> ➢ Approach supportive TDs from all political parties to sponsor the establishment of a Cross Party Parliamentary Group in support of people with intellectual disabilities and autism & their families; ➢ Arrange for an official launch of the Cross Party Parliamentary Group with significant media work surrounding the launch; ➢ Develop an annual programme of events for the Cross Party Parliamentary Group members including site visits; round tables; face to face contact with self-advocates and families. 	Q2
<ul style="list-style-type: none"> ■ Establish a forum of family members within the Federation governance framework. The forum will meet twice annually and the purpose of these meetings will be to: <ul style="list-style-type: none"> ➢ Afford an opportunity for family members to articulate their views on issues of interest and concern to them. We envisage that the members of the forum will have a mandate to bring the views of all family members to the forum; ➢ Enable the Federation to brief family members on issues affecting them nationally in terms of policy, service developments, financing, etc. Effectively the forum will be a two way communications loop. 	Q2
<ul style="list-style-type: none"> ■ Arrange regular meetings with parent representatives and advocacy groups, including Inclusion Ireland, National Parents & Siblings Alliance and the National Advocacy Service. 	Q1-Q4
<ul style="list-style-type: none"> ■ Develop a comprehensive communications strategy which will include the identification of opportunities to promote the sector in a positive light and the development of a protocol for responding to media requests for engagement. 	Q2
<ul style="list-style-type: none"> ■ Work with the Disability Research Association of Ireland which aims to develop a network, foster research, inspire further interest in disability studies and encourage co-operation and collaboration. 	Q1-Q4
<ul style="list-style-type: none"> ■ Liaise with key stakeholders to assist in reviewing the current information systems and information needs for disability services and make recommendations for future planning. 	Q1-Q4
<ul style="list-style-type: none"> ■ Engage with the Office of the Commissioner for Innovation and Research in relation to the Horizon Programme 2014-2020. 	Q1
<ul style="list-style-type: none"> ■ Support the roll-out of the Informing Families Guidelines in other European countries. 	Q1-Q4
<ul style="list-style-type: none"> ■ Facilitate the development of Easy to Read materials relevant to our sector in collaboration with the HSE, Department of Health and other key stakeholders. 	Q1-Q4

<ul style="list-style-type: none"> ■ Support the development of key demographic and skills mix requirements to achieve effective service planning through discussion with Department of Health and HSE the present and future configuration of the National Intellectual Disability Database in terms of its function as a service planning tool. 	Q1-Q4
<ul style="list-style-type: none"> ■ Gather and collate relevant service planning and delivery data via the Schedule 3 data in respect of all member organisations. 	Q2
<ul style="list-style-type: none"> ■ Liaise with the National Advocacy Service regarding completing the Rights Training Programme for staff, families and people supported by organisations that has been in development through the Rights Training Working Group. 	Q1-Q4
<ul style="list-style-type: none"> ■ Participate in the Going to College Project advisory committee, which champions the civic engagement of persons with an intellectual disability through access to inclusive higher education at NUI Galway. 	Q1-Q4
<ul style="list-style-type: none"> ■ Actively participate as a member of the European Association of Service Providers for Persons with Disabilities (EASPD). This will involve: <ul style="list-style-type: none"> ➤ Representation on the Board of EASPD ➤ Input into EU’s Disability Strategy 2010 – 2020, and evaluation of its implications for service provision in Ireland. 	Q1-Q4
<ul style="list-style-type: none"> ■ Participate in the following international projects: <ul style="list-style-type: none"> ➤ Partner with Waterford Institute of Technology (WIT) on the ‘Delivering E Learning Accreditation to Reduce Occupational Stress in Employment (DeLaRose) Project (Commencement date November 2013) ➤ ENTELIS Project (European Network for Technology Enhanced Learning in an Inclusive Society) - The ENTELIS network plans to collect, promote and improve the resources available to people with disabilities using ICT (commencement date - January 2014) ➤ European “Access to Justice for Persons with Intellectual Disabilities” Project (commencement date – 1st March 2014) ➤ European PROGRESS Project – Promoting Person Centred Community Based Social Services for people with disabilities ➤ Inclusive Research Network Erasmus Plus (Application deadline April 2014) 	Q1-Q4

Strategic Priority 5: Comprehensively review the funding and financial issues affecting the sector

<p align="center">Service Plan 2014 – Deliverable Output</p>	<p align="center">Target Completion Quarter</p>
<ul style="list-style-type: none"> ■ Arrange for the implementation of the Finance Sub Committee’s work-plan 	<p align="center">Q1-Q4</p>
<ul style="list-style-type: none"> ■ Collaborate with the HSE through the Review of the Service Level Arrangements Working Group and update Federation members accordingly. 	<p align="center">Q1-Q4</p>
<ul style="list-style-type: none"> ■ Organise a consultation meeting for Section 38 member organisations to discuss the implications of the HSE’s Statement of Compliance report and arrange for the implementation of the actions agreed. We will also include the Section 39 agencies in the compliance process at the appropriate time. 	<p align="center">Q1</p>
<ul style="list-style-type: none"> ■ Collaborate with the NDA in the roll-out of the resource allocation model approved by Government. 	<p align="center">Q1</p>
<ul style="list-style-type: none"> ■ Investigate the possibility of negotiating a group insurance scheme for all Federation members. 	<p align="center">Q1</p>
<ul style="list-style-type: none"> ■ Seek engagement in the process to develop a new commissioning and procurement framework as recommended in the Value for Money report. 	<p align="center">Q2</p>
<ul style="list-style-type: none"> ■ Plan how best to support members around the management of personalised budgets. 	<p align="center">Q1-Q4</p>

Other: Efficient & Effective Operation of the National Federation of Voluntary Bodies Secretariat & Company

<p align="center">Service Plan 2014 – Deliverable Output</p>	<p align="center">Target Completion Quarter</p>
<p>As an incorporated company limited by guarantee it is important that the National Federation is operated in accordance with best corporate governance practice. It falls to the National Federation Secretariat to meet these obligations and also to ensure that its own affairs are managed efficiently and transparently.</p> <ul style="list-style-type: none"> ■ During 2014, the National Federation will arrange for <ul style="list-style-type: none"> ➤ 8 meetings of Board of Directors; ➤ 4 meetings of General Assembly; ➤ An Annual General Meeting in September 2014; ➤ Ongoing support to the Sub Committee structure; ➤ Development of a Service Plan to give effect to objectives outlined in Strategic Plan ➤ Preparation of an Annual Report in respect of activities carried out in 2013 ■ The Secretariat will arrange for the preparation and audit of financial accounts, including monthly management accounts to be prepared and submitted to Chairperson of National Federation’s Finance Sub Committee and quarterly management accounts to be forwarded quarterly to all Finance Sub Committee members. ■ Explore funding and other opportunities to maintain current Secretariat’s service provision ■ The Secretariat will oversee the administration of the National Federation of Voluntary Bodies Pension Scheme, including liaison with New Ireland Assurance and Cornmarket. It will arrange a pension workshop for member organisations’ pension administrators during 2014. ■ Completion of Pension Trustees Training in line with Pension Board’s requirements. ■ The Secretariat will comply with the requirements of the Freedom of Information Act: <ul style="list-style-type: none"> ➤ Collect quarterly FOI statistics from relevant member organisations; ➤ Collate and forward the statistical data to the Department of Finance and Office of the Information Commissioner; ➤ Collate end of year statistics for inclusion in the Annual Report of the Information Commissioner. ■ Ensure member organisations and all other interested parties are kept up to date with information relevant to them by: <ul style="list-style-type: none"> ➤ Ensuring that our websites (www.fedvol.ie and www.informingfamilies.ie) are accessible, up to date and current; ➤ Issuing weekly updates; ➤ Publication of quarterly newsletters; ➤ Making submissions on key policy issues; ➤ Preparing position papers and creating policy summaries; ➤ Arranging briefing sessions; ➤ Organising conferences and seminars, including a suite of ‘Shared Learning’ seminars throughout 2014; ➤ Circulation of regular e-mail bulletins; ■ Further develop an effective internal communications strategy <ul style="list-style-type: none"> ➤ Two way communication with Federation representatives on national working groups ➤ Cascade of information from Sub Committees to all members and through Federation Governance structures – General Assembly, National Federation Board, Area Federation Committees and Sub Committees. 	<p align="center">Q1-Q4</p>