

## **CHAIRMAN'S FOREWORD**

This new Strategic Plan for the Irish Red Cross 2019-2024 sets out the ambition of the Red Cross in Ireland. It is a plan which challenges our organisation to be sustainable as it develops and grows. The plan focuses on key growth areas but especially on our members and their need for support and resourcing to enable them deliver lifesaving activities on the ground.

As part of the International Red Cross/Red Crescent Movement we are an organisation which has our focus on the needs of our communities in Ireland and overseas. In Ireland we ensure the protection of people while the desperate situations faced by communities abroad due to conflict natural disasters place a responsibility on the Irish Red Cross to respond by raising concern and funds. In both cases the work of the Red Cross is to save lives and enable communities manage their own present and future.

This plan is about how the Red Cross in Ireland manages its own present and future. The environment for voluntary organisations in Ireland is complex. To deliver on the vision and mission of the organisation, as set out in this Strategy, requires delivery in the context of increased and challenging but welcome regulation. The Irish Red Cross embraces this new context and envisages compliance as the way to ensuring that the services provided by our voluntary organisation are effective and life giving.

As Chairman of the Irish Red Cross I welcome the Strategy and thank the Strategy Development Group under the Chairmanship of Barry O'Donovan. This group ensured the process of developing the Strategy was consultative and ensured that the final plan is faithful to the inputs of our members and staff. Thanks also to the facilitation and advice of both Dermot McLaughlin our external advisor and Liam O'Dwyer our Secretary General. They, with the Strategy Development Group and the Board of the Irish Red Cross ensured the publication of a plan that is challenging and sustainable. The hope is that the implementation of this plan will build an organisation faithful to the 7 Principles of the Red Cross and an effective support to Government and communities in Ireland and abroad.

**Pat Carey, Chairman**  
**June 2019.**

## Executive Summary

The Irish Red Cross, established in 1939, is part of the largest and most respected humanitarian organisation in the world, which has 17 million volunteers in 190 countries.

Our strategy for 2019-2024 will help us strengthen IRC's unique roles as Ireland's leading humanitarian organisation and as the auxiliary body to support Government's response to disasters and emergencies in Ireland and internationally. We will do this by maintaining our position as a leading provider of First-Aid training and event cover, and by supporting vulnerable people and communities in Ireland. We will meet our international responsibilities by maintaining our participation in the work of the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) and by raising public awareness and funding to help us respond to international disasters and conflicts.

This strategy sets down the key priorities for the Irish Red Cross:

- Sustainability
- Recruitment of 10% more members each year
- Delivery of enhanced member support services
- Pride in being part of a global and national humanitarian organisation
- Being a leader in the voluntary sector in compliance standards
- Being prepared, resourced and trained to save lives at home and abroad
- Being a leader in public awareness raising around core Red Cross/Red Crescent Principles
- Being a provider of first choice to the general public for first aid event cover and training
- Encouraging people to develop within the organisation
- Promoting a community development and support approach to vulnerable people in our communities

This plan has been shaped by contributions and ideas from our entire organisation and from a wide range of external stakeholders in Ireland and internationally. We have a clear sense of purpose and ambition for the next 5 years. We have identified the resources, supports, services and expertise that we will need to meet the challenges that we face.

Our strategic focus will be on four themes: **Support, Readiness, Standards, and Membership.**

Our consultation process has helped us to refine our understanding of strategic issues that affect our sector. These include public opinion and trust, trends in volunteering, funding, and the need for resources and structures to meet governance, regulatory and other compliance requirements. People and organisations have been generous in sharing their thoughts and insights into opportunities, potential weaknesses and challenges that are specific to our organisation and that we need to address in the short term. These issues include how the IRC is perceived, how we can improve our organisational culture, and how we can become an organisation of choice for people to join and support. This plan sets out the National Priorities and the International Priorities that we have identified as the most effective ways to address these issues during 2019-2024.

## **Who we are**

The Irish Red Cross is part of the largest global network of voluntary humanitarian action in the world – the International Red Cross and Red Crescent Movement, founded by Henry Dunant in 1863. There is a national organisation in nearly every country in the world. 17 million people worldwide are Red Cross volunteers in 190 countries.

The Irish Red Cross is a volunteer-led organisation established in 1939 and is recognised in legislation uniquely as having the power to act as an auxiliary to the public authorities in the humanitarian field. We currently have 3200 members organised in a network of 86 Branches across 25 Areas in Ireland, providing a range of programmes and services at home and overseas making a positive difference to lives of people in need every day.

## **Making this plan**

Making this new plan involved an inclusive, open approach that engaged with every part of our organisation. Beginning in late 2017 and throughout 2018-19, we undertook in-depth consultation with our members, staff and stakeholders. We met and listened to hundreds of people, we used surveys and questionnaires, and we organised regional consultation meetings. We went back to our members, staff and governing bodies with feedback and with the ideas that emerged from this extensive consultation process. We are proud that this plan has been shaped in such detail by our members and that it reflects the strong sense of common purpose that drives the IRC.

## **The Fundamental Principles**

The Red Cross was born of a desire to bring assistance, without discrimination, to people who need it. Across the world, Red Cross societies are committed to and bound by the same seven Fundamental Principles which are:

1. Humanity
2. Impartiality
3. Neutrality

4. Independence
5. Voluntary Service
6. Unity
7. Universality

Adherence to these principles ensures the humanitarian nature of the entire Red Cross and Red Crescent movement's work and brings consistency to the broad range of activities it undertakes around the world.

## **What we do**

The IRC saves lives, alleviates suffering and builds capacity and resilience within communities to enable them to respond effectively to emergencies and disasters. Through our 3200 members, 86 Branches and 25 Areas, we provide services within Ireland including:

- First-Aid training, which entails accredited training to the highest standards in emergency and pre-hospital care
- First-Aid cover at sports, cultural and music events throughout the country,
- Community Voluntary Ambulance Services for patient transport
- Support programmes for older people, vulnerable adults.
- Development and integration services for migrants and prisoners,
- Restoring Family Links service,
- Mountain and Lake Search and Rescue Services
- Broad variety of Community Based Health & Social Care programmes
- Developmental and inclusive youth programmes here in Ireland
- International project management support in livelihoods and disaster risk reduction programmes
- Emergency aid fundraising for areas encountering war, disease and disaster
- Policy awareness raising, especially in areas such as International Humanitarian Law and Gender Based Violence

Membership of the IRC offers opportunities for personal development and growth as well as supporting community development and resilience. We foster leadership skills and active citizenship, especially among our younger members.

People value the experience of coming together for a common purpose, and IRC offers opportunities for people to join together and work to help others, here in Ireland and abroad, especially in times of need, emergency and disaster.

The Irish Red Cross contributes to the overall mission of the Red Cross Red Crescent Movement worldwide in preventing or alleviating human suffering wherever it may be found through on the ground support, funding, policy support and the provision of experienced personnel to work abroad.

We fund our activities through donations and collections locally to support our local Red Cross activities. We raise funds nationally to augment the State funding that we receive to support our core operations.

## **Our Vision**

The vision of the Irish Red Cross is to be a leading humanitarian organisation, providing impartial services and support to vulnerable people and communities both at home and abroad.

## **Our Mission**

Our mission is to identify and deliver humanitarian assistance, both at home and abroad, to those who are most in need. In achieving this we will be guided by the fundamental principles of the Red Cross and promote these Principles to inspire policy and attitudinal change.

## **National priorities**

1. strengthening the sustainability of the organisation
2. revitalise and grow our membership
3. expand the range of opportunities for people to join us in our work
4. improve the ways we support our members at Branch and Area level
5. improve and expand our delivery of first-aid services and training at community and commercial events
6. develop our work in community support services

To achieve these national priorities we will implement a programme of change & development at Branch and Area levels. The Branch is the core element of our organisation. Our sustainability depends on us having a thriving network of Branches that can attract, support and retain new members. We will develop and implement a recruitment plan aimed at broadening and deepening the range of opportunities for people to join us in our work. Our Youth members have set out innovative ways to deliver this recruitment strategy.

We will develop our work in providing community supports by the strategic use of our knowledge of the services available to vulnerable people and designing our services to meet their needs. These services will be made available to migrants, prisoners, older people, carers and other vulnerable groups in Ireland. We will continue to provide the core Red Cross service of Restoring Family Links (RFL). We will make sure that our members and Branches have access to appropriate support, education and development services in delivering these services.

## **International priorities**

1. maintain active participation in the policy and advocacy work of the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC)
2. promote the principles and practice of International Humanitarian Law (IHL) equip staff, individuals and communities to respond to gender-based violence
3. fundraise to support the emergency relief and disaster prevention programmes of our parent body the ICRC and our coordinating body IFRC
4. Rebuild international support infrastructure
5. develop, fund and manage international projects to support communities in need
6. ensure that qualified Irish personnel are available to support international Red Cross projects

Our international priorities are aligned with our International Strategy and with ICRC and IFRC priorities. Our continuous active participation in the work of the ICRC and IFRC is critically important to achieving our priorities, particularly in the areas of advocacy, policy development, promoting International Humanitarian Law and addressing gender-based violence.

To help achieve our international priorities we will fundraise to support the emergency relief and disaster prevention programmes of our parent body the International Committee of the Red Cross (ICRC) and our coordinating body the International Federation of the Red Cross (IFRC).

We will rebuild our international support infrastructure as resources allow, and continue to use our expertise in developing, funding and where possible managing international projects to support communities in need by leveraging our expertise in disaster prevention and supporting livelihood projects and community resilience. The need for Irish people with specialist expertise to support the delivery of critical international projects is greater than ever. We will continue to work closely with the IFRC, the ICRC and Irish Aid to ensure that qualified Irish personnel are available to support these projects at home and abroad and that these personnel are supported by our staff.

## **Context and challenges**

Our plan for 2019-2024 takes account of global and local conditions that have direct implications for our work. We also identify challenges within our own organisation and sector and our plans to address these.

### Global

Displacement of people and migration, and the impacts of climate change and global warming, are urgent issues for humanity.

This strategic plan comes at a time of unprecedented turmoil for humanity worldwide. The UNHCR's 2017 Global Trends report tells us that by the end of 2017 *"68.5 million individuals were forcibly displaced worldwide as a result of persecution, conflict, or generalized violence."*

Refugees and migrants arriving in Ireland need support and we can help provide it. We value our role in helping individuals and communities deal with the complex and often traumatic issues that are part of the refugee, migrant and host experience.

During the preparation of this plan, the United Nations Intergovernmental Panel on Climate Change issued a report (October 2018) warning of the catastrophic consequences of climate change and urging concerted action globally over the next 12 years to limit the increase in global



warming. The scenarios described in this report include massive displacements of people, destruction of human and other habitats, disruption to food supply, and increasingly unpredictable extreme weather events. (<https://www.ipcc.ch/sr15/>)

As preparation of this plan was nearing completion, the United Nations Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) issued a report (May 2019) that set out the catastrophic risks to humanity being caused by human-led destruction of habitats and biodiversity (<https://www.un.org/sustainabledevelopment/blog/2019/05/nature-decline-unprecedented-report/>). The report comments that the loss of biodiversity “*is a direct result of human activity and constitutes a direct threat to human well-being in all regions of the world.*”

The UN Sustainable Development Goals (<http://www.unhcr.org/5b27be547.pdf>) point to the impacts of climate change on the poorest and most vulnerable people: “*Climate change is now affecting every country on every continent... The poorest and most vulnerable people are being affected the most* (<https://www.un.org/sustainabledevelopment/climate-change-2/>).”

## Local

In Ireland, we’re already experiencing more frequent extreme weather events and the disruption and damage that they cause. Communities all over Ireland have been tested to the limit as a result of storms, flooding and other weather-related events. The IRC’s role is to support these communities in times of emergency and disaster and help them plan for resilience and prepare for future emergencies and disasters.

As an auxiliary body to Government, we have a duty to help strengthen the State’s response to these events, working with other organisations at national, regional and community level throughout Ireland as required. Our Branches, volunteers and professional support staff are central to this. We need to be able to mobilise a strong, prepared, trained and expert membership that is supported, equipped and resourced to carry out this work to the highest standards in communities throughout Ireland.

Our role as an auxiliary body to Government requires us to be ready and resourced to provide the best support we can to communities and individuals in times of disaster and emergency. Our most recent strategy *The Road to 2018* laid the groundwork for IRC to build its capability and expertise across a range of areas. As we face into our new strategic planning period 2019-2020, we do so with the following progress achieved in implementing *The Road to 2018*:

- Meeting Clinical Training National Standards

- Expanding its Commercial Training programme
- Expanding its First Aid event cover
- Introducing a new Governance structure
- Introducing a new organisational and staffing structure
- Responding to the needs of new migrants
- Responding on behalf of the State to national flooding emergencies
- Building a community services programme and network
- Being the lead organisation in providing Restoring Family Links services
- Developing a strong role in promoting International Humanitarian Law (IHL)
- Developing community transport model
- Building a strong Youth structure

The IRC is a volunteer-led organisation in an environment where there is intense competition for people's time, attention and commitment. We need to remain relevant and attractive as a choice for people who want to volunteer. One of the main challenges we face is to become a better membership organisation. We will position the IRC as a smart organisation that's attractive and easy to join, one that has an open, inclusive and positive organisational culture where people feel valued, supported and appreciated.

Our members and volunteers tell us that we need better supports for our Branches and Areas, and a stronger layer of support between Branches, Areas and National structure. We will deliver that as part of an initiative to strengthen our volunteer-management and HR capacity at all levels in the organisation.

To meet the challenge of growing our membership and strengthening our Branches, we will implement a long-term recruitment programme that matches the opportunities that IRC offers with the people who want to make a contribution to communities and society by being part of the IRC. This recruitment programme will also focus on areas where IRC needs to build a presence on the ground.

We know from our consultations and research that volunteer-led organisations need to be designed and structured in ways that are in sync with people's lifestyles, time, family and career commitments. Our Volunteer, Membership and Development Working Group have identified this as a priority area for review and action under this strategic plan 2019-2024.

We see our Youth Membership as key to the success and the future of the IRC, and we especially value the contribution that young people make to the IRC through the co-ordination and leadership development role of our National Youth Working Group. Our aim is to position the

IRC as an organisation of choice for young people who want an opportunity to make a difference, change things and make life better for other people.

Being a voluntary organisation today is more complex and carries more legal and regulatory responsibility than ever before. The shift towards improved systems of stronger governance, reporting and accounting is welcome, and is an investment in the future of the 20,000+ organisations that make up Ireland's community, voluntary and not-for-profit sector.

Our consultation with members, staff and stakeholders tells us that while these improvements in governance help to strengthen our sector, they come at a cost, both human and financial. There are additional pressures on already stretched volunteers at IRC Branch, Area and National levels as well as on the central support staff, and we are conscious of the impact on our members' wellbeing. We will address this through the design and implementation of our volunteer recruitment programme, and by improving our HR and volunteer management systems. This is how we will support our members in meeting all regulatory, legal and other compliance requirements.

Fundraising is vital for our activities at all levels and restoring income from fundraising and donations is a high priority. Earned income is also vital for our activities and we will work to increase income from our First-Aid training and event cover services to augment our core funding from Government. We will tackle the drop-off in public support and donations for the overseas development sector by becoming better at engaging more persuasively with individuals, companies and others who wish to support our work. The implementation of our communications plans and donor-engagement plans are at the centre of this. This will see us investing in fundraising, staff, member services, member development/education, communication structures, compliance, equipment, leadership support and the recruiting of new members.

## **Planning for Sustainability:**

We work in a challenging environment and we are planning to be a sustainable organisation.

The IRC, like many organisations in our sector, has struggled with the impacts and aftershocks of the 2008 recession and the period of austerity that has followed. We've been challenged by the weakening of public trust in charitable organisations on foot of controversies in the sector since 2014 and we have to manage increasing competition from other organisations including from the private sector, seeking to capture aspects of our core business.

There is increased competition for public funding and donations for voluntary organisations, partly because people have more options for spending their time and money on causes that they believe in and on impacts that they want to see happening.

While there is a lot of uncertainty in our operating environment, at a strategic level we have certainty and clarity about our vision, our mission and the role that we are expected to play in supporting vulnerable individuals and communities and being responsive to emergencies and disasters, both here and overseas.

We have already had to deal with serious challenges in our fundraising during 2018. Our response has involved cost-cutting, including staff reductions, to enable us to stabilise the organisation's finances in the short-term.

However, we recognise that we need to prioritise the redesign of our revenue model and our operations so that we can undertake the groundwork that this plan requires across four strategic themes: **support, readiness, standards, and membership.**

To implement this redesigned revenue model, we will focus during the first 12 months of this plan (June 2019-June 2020) on:

- strengthening our fundraising capacity
- identifying and developing new revenue streams
- designing targeted propositions to potential donors and supporters in the private and corporate sectors.

This initiative will be led by our fundraising staff.

Before we commit resources to a long-term campaign to enrol and recruit more members, we need to ensure that our organisation is stable, that our systems are effective and efficient, and that our organisational culture will encourage a greater number of people with more diverse backgrounds, skills and experience, to join and stay with us.

To prepare for this we will undertake a detailed review of the capacity of our Branches and our Areas, putting them at the centre of our planning and support, to help create the conditions that will make IRC an organisation of choice for people to support and join, and this initiative will be led by our Volunteer Support and Development Working Group.

We will also review our work with the ICRC, the IFRC and Irish Aid in providing support to targeted areas and communities experiencing conflict and natural disasters. This will involve an analysis of the infrastructure required in our central support office to ensure the IRC is able to fund, deliver and evaluate its aid services. This work will be supported by the International Advisory Group.

## Developing our services

The services we provide to support communities is at the heart of our work. We depend on our volunteers, who have the training, skills, equipment, vehicles and authority to develop and deliver our services. We also rely on partnerships and alliances with other organisations and agencies and the support of our staff to ensure that our services reach the people and places that need them.

In Ireland we are recognised, and we operate as, the country's leading First-Aid organisation. A significant part of our work involves providing services such as First-Aid training to individuals and groups, and First-Aid cover services at events in communities all over Ireland. Our training programmes offer a pathway from basic skills up to more advanced pre-hospital care skills. We plan to consolidate our position as the leading First-Aid organisation and maintain excellence throughout the delivery of our services.

Our business model challenges these services to be self-funding and to generate an income to fund member training and overheads. Income from training and event cover is essential for funding our Branches and Area structures.

Equally important is the non-financial impact of our First-Aid services in developing community capacity and resilience for dealing with emergency and disaster situations, and for saving lives. Our capacity to continue to provide these services requires skilled volunteers, clinical leadership with experienced staff support, and we plan to invest in and develop this strand of our work.

Our ability to provide patient transport and voluntary ambulance services depends on having a fleet of vehicles. We urgently need to replace some of 140-strong fleet of vehicles. As part of this strategic plan we will develop a business plan to manage the replacement of our fleet over the next 10 years.

Our plans to develop the range of services and opportunities for our Youth membership will be implemented via training and education programmes that will set out clear pathways into IRC services such as our Units and our Health and Social Care programmes. Mentoring programmes, and opportunities to develop and use leadership skills will be built into this plan.

We plan to invest in and develop education and training for our members and staff, including our Youth Membership, to support them in delivering humanitarian services to vulnerable groups in Ireland, including migrants, refugees, prisoners, older people, carers and our Restoring Family Links programme. Implementing this will require staff support and local structures for volunteer management and co-ordination. structure in place, one that is adequately supported by staff. The impacts of this work will be seen in the enabling of more vulnerable people in communities to manage their own lives and join with organisations like the IRC in delivering peer support services. Our

implementation will be underpinned by this holistic approach which distinguishes the Irish Red Cross out as a humanitarian organisation, and one that is attractive to join.

Implementing our international priorities will be challenging. We are committed to rebuilding our international work programme, as funding allows. Our priority for the next two years (2019-2021) is to raise funds for our Red Cross and Red Crescent colleagues in disaster and conflict areas and to build our project management and policy promotion capacity. We will continue to conduct short- to medium-term programmes as set out in our International Strategy in Africa, Asia and the Middle East.

Our approach to developing and delivering these services is underpinned by a financial and business model that blends earned income, State funding, donations and income from public campaigns and collections.

The strategic framework within which we will continue to provide these services is described by our four strategic themes: **Support, Readiness, Standards and Membership.**

## **Implementation and measuring our Impact 2019-2024:**

Our strategic themes focus on **Supporting the work undertaken by our members and staff, our Readiness to provide services and promote the Principles on the Red Cross, our commitment to the Standards we will meet in delivering service and ensuring the development and growth of our Membership numbers.** These strategic themes will be delivered by high-level goals. These goals will be achieved through a programme of actions that will involve every part of our organisation. In delivering this strategy 2019-2024, we will become more effective at showing the impact of our work and describing the difference that it makes.

During 2019-20 we will develop and implement an organisation-wide approach to gathering quantitative and other data that helps to describe and measure our impact. This will be led by the management team and a number of relevant Board committees and will require an investment €10k to design an organisation-wide approach and system for identifying and measuring impact, and an investment of €10k in ICT to streamline the collection, management, analysis and use of impact information.

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The main high-level changes that we expect to achieve include saving more lives, increasing our membership and Branch and Area structure, having more effective supports in place for members, upgrading our fleet, rebuilding our international response and policy programmes, and developing a strong, healthy and inviting organisational culture.

**Evaluation: This strategic plan will be evaluated in its entirety in 2021 by a team of volunteers and staff and independently by an outside consultant in 2024 prior to the development of the next Irish Red Cross strategy**

## **Support:**

Our first strategic theme is to design and implement better supports for our members. We want our members to have the best possible experience of being a member, so that they feel part of something positive which is making a difference to people's lives and strengthening communities.

The wellbeing of our members is the key to the wellbeing of our organisation. Having effective supports for members, backed up with the use of robust volunteer human resources policies and procedures, is essential to meeting the challenges that we have identified for IRC in the immediate future. Our priorities here include providing more supports for our National and Regional Officers who are tasked with supporting the Branch and Area structures. This will enable our National and Regional Officers focus on improving volunteer coordination and management and on ensuring that there are effective, timely and appropriate operational and volunteer HR systems in place. An essential first step here is a national review of the strengths, weaknesses and capacity of Branch and Area structures and our Volunteer Support and Development Working Group will lead this process. The review will help us identify and provide the most effective supports by ensuring that we have a clear sense of where the gaps are in advance of initiating a major drive to enrol new members.

We need to adapt our ways of organising and working so that we offer our members better supports and a positive organisational culture. Our procedures and ways of working must reflect what is needed now and in the foreseeable future. To this end, we will refine and strengthen our membership supports so that there are clear development pathways open to all members. This will involve clarifying operational, administration and finance roles within the organisation and reconciling and training new and existing members for these roles. Our membership recruitment drive will aim to broaden and diversify the profile and skills base of our membership in line with their development needs. With more effective role design and training, we can strengthen the way we support our Branches and Areas and we can help improve the ways that Branches and Areas interact with our entire organisation at all levels. Success in this aspect of our work will help us move towards a more positive and open organisational culture and reduce the sense that we are operating at overload. We know there is a need for culture change because our members tell us that this is a priority and that our organisation needs to move away from a culture of blame towards a culture that is more empowering and inclusive, that is supportive of every individual's contribution, that acknowledges and celebrates success, that learns from errors and mistakes, and that fosters and appreciates leadership at all levels throughout the organisation. Our interventions on volunteer HR issues needs to be timely and transparent and supported by the implementation of a new generic complaints management policy.

We need more members, particularly young members. We will seek to ensure that our youth services are supported financially to enable member development and offer clear developmental pathways to allow Youth members to move into working with our Units, our Health and



Social Care programmes, and to develop their leadership skills and capacities. Our Youth members will also be a guiding light in promoting policy initiatives that enable Irish society be more inclusive and aware. To deliver on these service goals, training will be essential. The training will focus on the administration and management of the organisation. This training will be offered regionally. This will be supplemented by on line training initially for new members but later for all non-clinical training. IT can also assist the members in organising events and duties at Branch and Area levels. Ensuring IRC leaders have access to membership information is critical to achieve efficiency in this area. To enable this happen further ICT systems will be developed and ICT training will be offered to relevant members.

Achieving all of this will keep our members and their wellbeing at the centre of what we do. This means we can focus our energy on being a vibrant, sustainable volunteer-led organisation, in delivering a wide range of services and programmes, in meeting and maintaining standards and expert qualifications, and in fulfilling all our obligations in governance, reporting, accounting and other areas of compliance.

In terms of our International work we will identify, through the International Advisory Group, volunteers to build the organisation's capacity in project management and the identification of suitable projects to be funded and delivered. We will seek to rebuild a central support infrastructure which will allow the IRC manage projects and support livelihood programmes and disaster prevention programmes, among others, as already identified in our International Strategy in the developing world.

We will also build capacity in International Humanitarian Law and Gender based Violence and promote these policy positions with the general public, our members and Government.

Our staff will play a key role in the delivery of supports to enable these interventions happen. The organisation is committed to ensuring that their training and development needs are met as part of the roll out of this strategy (see IRC International Strategy).

*Costs are identified as recurring annual costs which are marked PA, and as once-off costs which are marked OF*

### Support Goal 1: Strengthen support for members at Branch and Area level

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Enhance training supports, both face to face and digital, to support the work of Branch and Area members with training focused on the areas of community resilience, development and signposting, as well as ICT, finance and Volunteer Human Resource management	2020 & 2021 – to be evaluated 2022	<ul style="list-style-type: none"> <li>Funding to pay for training delivery and travel €20k PA</li> <li>Funding to invest in ICT as a delivery mechanism for online training €20k OF</li> <li>Funding to design and produce, or commission, training resources €10k OF</li> <li>Staff and Member time</li> </ul>	Head of National Services  NVSDWG  IT Manager  H&SCWG	<ul style="list-style-type: none"> <li>Branch and Area training programmes implemented in each Area</li> <li>New programmes developed in community resilience, development and signposting</li> <li>Improved administration and management information</li> <li>HR volunteer concerns dealt with within one month</li> <li>Greater understanding of the needs of communities</li> </ul>
b. Introduce a mentoring programme led by 3 volunteers to share and strengthen skills and knowledge, to build cohesion and support National Directors in their work	2019 – recruit volunteer team  2020 – deploy with National Directors	<ul style="list-style-type: none"> <li>Staff and Member time to scope this project, design a brief and recruit the volunteers</li> <li>Investment of €24k PA to commission a structured mentoring pilot programme, evaluation and training</li> </ul>	Head of National Services  NVSDWG  National Directors	<ul style="list-style-type: none"> <li>Mentoring pilot programme in place</li> <li>Evaluation of pilot programme</li> <li>Feedback from members</li> <li>Improved levels of confidence, awareness and skills among members</li> <li>Improved communication and coordination within the organisation</li> <li>National Directors experiencing support</li> </ul>
c. Organise a national members' convention annually	2020 – ongoing as resources allow	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding to programme, organise and deliver the event €40k PA</li> <li>Sponsorship to be sought</li> </ul>	Head of National Services NVSDWG  National Directors	<ul style="list-style-type: none"> <li>Growing sense of belonging to a national and international organisation</li> <li>Improved organisational 'climate'</li> <li>Increased member satisfaction</li> <li>Reduced member dissatisfaction</li> </ul>

			Head of Fundraising	
d. Rebuild the first-aid competitions as a method of raising standards and developing a sense of belonging to one organisation	2019 & 2020 – evaluate effectiveness 2021	<ul style="list-style-type: none"> <li>Staff and Member time to produce project plan in 2019</li> <li>Funding to programme, organise and deliver the events in 2020 and thereafter</li> <li>Sponsorship to be sought</li> <li>Central cost of €10k PA</li> <li>Attendance at International Competition €10k PA</li> </ul>	Head of National Services  NDU  NUM  NDY	<ul style="list-style-type: none"> <li>Greater sense of cohesion across the organisation</li> <li>Affirmation and acknowledgement of achievement and standards</li> <li>Growing sense of belonging to a national and international organisation</li> <li>Development of adult and youth members</li> </ul>
e. Support for Branches and Areas to devise and implement an annual work-plan, support provided by three volunteer mentors	2019- recruit volunteers 2020 – implement work plan	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Investment in external support, training or resources in response to Branch and Area needs €10k OF</li> </ul>	Head of National Services  NVSDWG	<ul style="list-style-type: none"> <li>Branch work-plans being devised and implemented</li> </ul>
f. National review and evaluation of Branch and Area structures to identify strengths, needs and gaps in personnel and activity	2019	<ul style="list-style-type: none"> <li>National Directors, National Secretary and Staff time</li> </ul>	Head of National Services  National Directors and Secretary  NVSDWG	<ul style="list-style-type: none"> <li>Completed review/audit of Branch and Area needs and gap analysis</li> <li>Information available to support Branch consolidation and recruitment plans</li> </ul>
g. Increase the use of online platforms to deliver communications, information supports and collection of management information	2019- ongoing	<ul style="list-style-type: none"> <li>Funding to pay for training delivery €20k PA (see 1a)</li> <li>Funding to design and produce, or commission, the specified resources, ICT systems €20k OF</li> <li>Staff and Member time</li> </ul>	IT Manager  ICT Group  Head of National Services	<ul style="list-style-type: none"> <li>More and improved member services delivered online</li> <li>Faster, more informed decisions</li> <li>Better communication and use of digital communication systems</li> <li>Improved data from membership</li> <li>Improved management information</li> </ul>
h. Identify development pathways for members especially younger members to progress into other roles including leadership opportunities	2020- reviewed in 2022	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Investment in education and training programmes and resources €20k OF (see 1a)</li> <li>Investment in trainers and delivery €20k PA (see 1a)</li> </ul>	Head of National Services  NVSDWG	<ul style="list-style-type: none"> <li>More Youth members progressing into leadership roles</li> <li>More members willing to become officers at Branch and Area level</li> <li>20% increase in members aged under 25 on National Committees</li> </ul>

and supports to enable them to participate more fully in the IRC's governing structures including the General Assembly			NYWG	
i. Develop pathways for Youth members into supporting vulnerable people in communities	2020- reviewed in 2022	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Investment in education and training programmes and resources €20k PA (see 1a)</li> </ul>	Head of National Services NVSDWG NYWG	<ul style="list-style-type: none"> <li>Uptake of training</li> <li>Number of Youth members engaged in supporting vulnerable people in communities</li> <li>Feedback from people receiving these services</li> </ul>
j. Initiate a review of the effectiveness of the current operational structures of the organisation	Complete review 2019 Implement outcomes 2020	<ul style="list-style-type: none"> <li>Staff and Member time</li> </ul>	Sec Gen Governance Committee	<ul style="list-style-type: none"> <li>Production of constitutional review for General Assembly</li> <li>Improved effectiveness at Area Level</li> <li>Production of an effective operational structure across all operational strands</li> </ul>
k. Cyclical First-Aid/Clinical training programme planned annually, and members informed each December for the following year	2020- ongoing	<ul style="list-style-type: none"> <li>Staff and Member time</li> </ul>	National Training Programme Manager TWG NDU	<ul style="list-style-type: none"> <li>Improved uptake of training</li> <li>Improved progression of members to EMT status</li> <li>Improved retention of frontline members</li> </ul>

## SUPPORT Goal 2: Address burnout and overload at Branch and Area levels

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Develop wellbeing guidelines, and actions to address burnout and overload; conduct an analysis of Areas and	All to be delivered in 2019	<ul style="list-style-type: none"> <li>Staff and Member time to scope this project and design a brief</li> <li>Investment of €10k OF to commission support materials and training for</li> </ul>	Head of National Services NVSDWG	<ul style="list-style-type: none"> <li>Production of guidelines</li> <li>Production of resources and training supports for implementation</li> <li>Results of review of Areas and Branches effecting change</li> </ul>

Branches and initiate a recruitment campaign		<p>members and staff and €20k PA to deliver training (see 1a)</p> <ul style="list-style-type: none"> <li>• Fund recruitment campaign <i>see Strategic Goal 4</i></li> </ul>		<ul style="list-style-type: none"> <li>• Feedback from members</li> <li>• Membership retention and increase in number of members</li> </ul>
b. Invest in project management and training skills for members and staff	2021	<ul style="list-style-type: none"> <li>• Investment of €10k OF in training for members and staff (see 2a)</li> </ul>	<p>Head of National Services</p> <p>NVSDWG</p>	<ul style="list-style-type: none"> <li>• Training programmes designed and in place</li> <li>• Numbers undertaking and completing training</li> <li>• Feedback from members and staff</li> <li>• Results of review/evaluation of effectiveness of training</li> </ul>
c. Identify HR and Communication pressure points among volunteers and implement actions to resolve them within the first 12 months of this plan (i.e. deal with the problem and design it out of the system for the future) using 3 volunteer support personnel	<p>2019 – conduct analysis</p> <p>2020 – appoint three HR volunteers</p> <p>2021 – evaluate</p>	<ul style="list-style-type: none"> <li>• Staff and Member time</li> <li>• Funding for travel for 3 HR volunteers €12k PA</li> </ul>	<p>Head of National Services</p> <p>Membership &amp; Disciplinary Committee</p>	<ul style="list-style-type: none"> <li>• Production of an action plan for change/redesign of systems and organisational arrangements</li> <li>• Improved communication and Branch and Area level</li> <li>• Feedback from members and staff</li> <li>• Increased clarity around roles and behaviour</li> </ul>
d. Consult regularly with Branches and individual members via Area meetings using the facilitation of the GA representatives; reports on Area developments to be made at each GA meeting	2019-ongoing. Evaluate 2021	<ul style="list-style-type: none"> <li>• GA representatives to attend and communicate at Area meetings</li> </ul>	Vice-Chairperson	<ul style="list-style-type: none"> <li>• Better communication to and from members</li> <li>• Improved organisational ‘climate’</li> <li>• Increased member satisfaction</li> <li>• Feedback from members and staff</li> <li>• Enhanced role for GA representatives</li> </ul>

**SUPPORT Goal 3: Improve support for coordinating and delivering our work at Branch and Area level**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Strengthen the capacity of each Branch and Area Committee to manage and develop the Society in their Area by identifying service gaps and providing a work-plan designed in each Area. This will be followed by a recruitment campaign	Delivered in 2019. Repeated in 2020 and evaluated in 2021	<ul style="list-style-type: none"> <li>Member and staff time</li> <li>Training and planning supports</li> <li>The design of an Area work-plan template</li> <li>Support from a national and local recruitment campaign (see Goal 4 Membership)</li> <li>GA Representatives to provide feedback to GA</li> </ul>	Head of National Services  NVSDWG  National Directors	<ul style="list-style-type: none"> <li>Production of work-plans at Area level for developing IRC's presence, profile and effectiveness</li> <li>Evidence from annual member satisfaction survey</li> <li>Results of ongoing monitoring and assessment of impact and benefits of these interventions</li> <li>Review impact at end of year 3 (2021)</li> </ul>
b. Recruit members who have specific administrative, financial and Volunteer HR skills and experience (team of 3 volunteers) <i>see membership section</i>	2019-ongoing	<ul style="list-style-type: none"> <li>Training in specific areas such as project management, finance, community development etc. will be required at an initial cost once-off of €20k OF (see 1a)</li> <li>3 support volunteers (see 1b)</li> <li>3 support HR volunteers (see 2c)</li> <li>Travel costs of volunteers €36k PA (see 1b and 2c)</li> <li>Investment of funds and time in designing and implementing membership recruitment campaign (see Membership Goal 4)</li> <li>Investment of staff and member time in drawing up role specifications for new members with specific skillsets</li> </ul>	Head of National Services  NVSDWG  National Directors	<ul style="list-style-type: none"> <li>Growth in number of members</li> <li>Increase in number of members with specified skillsets in administration, finance, HR and other areas</li> <li>Release of First-Aid members to focus on clinical training and event cover</li> </ul>
c. Develop a new generic complaints management policy and provide training for its implementation	2019  Evaluate in 2021	<ul style="list-style-type: none"> <li>Support from the Membership &amp; Disciplinary Committee</li> <li>3 HR volunteers to offer training and advice</li> <li>Travel costs €12k PA (see 2c)</li> </ul>	Sec Gen  Membership & Disciplinary Committee	<ul style="list-style-type: none"> <li>Adoption of new policy</li> <li>Fewer complaints from members</li> <li>Review of new policy after one year</li> </ul>
d. Provide additional voluntary support, for the National Directors	Recruit in 2019. Initiate	<ul style="list-style-type: none"> <li>National Directors, volunteer and staff time</li> </ul>	National Directors	<ul style="list-style-type: none"> <li>Proactive system in place to respond, as needed, to requests for support</li> </ul>

	by recruiting 3 support volunteers with specific expertise to work with the Directors together with the 3 HR volunteers	work in 2020. Evaluate in 2021	<ul style="list-style-type: none"> <li>GA Representatives to provide feedback from Areas to the General Assembly on the effectiveness of these interventions</li> </ul>	Head of National Services  NVSDWG	<ul style="list-style-type: none"> <li>3 Voluntary Support Officers in place, trained and briefed to support and deliver coordination (including scope for collaboration among Branches and Areas) in conjunction with the National Directors</li> <li>Increased sharing of skills and experience across the organisation</li> <li>Feedback from National Directors</li> <li>Feedback from members</li> <li>Results of evaluation of this intervention in 2021</li> </ul>
e.	Review staffing levels to see if additional staff or training for staff is required to support National Directors	2020-ongoing	<ul style="list-style-type: none"> <li>Staff time</li> <li>Funding for additional National Director staff and training, if required</li> </ul>	Sec Gen  Chairperson	<ul style="list-style-type: none"> <li>Assessment of needs with National Directors</li> <li>Production of review of staffing levels and activities</li> <li>Allocation of additional supports, if required</li> </ul>
f.	Review ICT systems to see if Area and Branch leaders can be better supported	2019 – 2020	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>ICT Group plan</li> </ul>	IT Manager  ICT Group	<ul style="list-style-type: none"> <li>ICT Group plan adopted, aimed at enhancing support for Branch and Area leaders</li> <li>Introduction of KPIs for ICT member support</li> </ul>
g.	Design a Health & Social Care plan which sets out national activities to enable members to support older people, migrants and vulnerable people	2019-2020 Evaluate 2022	<ul style="list-style-type: none"> <li>Staff and Member time to scope and design the brief for this project</li> <li>Investment of €8k OF in commissioning external support to produce new H&amp;SC plan</li> </ul>	Head of National Services  H&SCWG  NDH&SC  NYWG	<ul style="list-style-type: none"> <li>Production of project brief</li> <li>Design and implementation of new H&amp;SC plan</li> <li>Delivery of training for members</li> <li>Feedback from members</li> <li>Feedback from people in target groups</li> <li>Results of 2021 evaluation/review</li> </ul>
h.	All national First-Aid/Clinical training to	2020	<ul style="list-style-type: none"> <li>Staff and Member time</li> </ul>	National Training	<ul style="list-style-type: none"> <li>Easier of access to First-Aid training</li> </ul>

be pre-planned annually, and booked online via member training portal			Programme Manager IT Manager TWG	<ul style="list-style-type: none"> <li>Improve retention of frontline members</li> </ul>
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### SUPPORT Goal 4: Build capacity in supporting the management of International Projects

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Provide an appropriate staffing structure to support International programmes as resources allow	2019-2021 Evaluate 2022	<ul style="list-style-type: none"> <li>Business case for appointment of additional programme support staff</li> <li>Funding of €45k PA</li> </ul>	Sec Gen  International Programme Manager  IAG	<ul style="list-style-type: none"> <li>Additional staff appointed and in post, as funding allows</li> <li>Number of international humanitarian projects supported</li> </ul>

### SUPPORT Goal 5: Proactively promote Red Cross Policy Agendas on International Humanitarian Law, Gender-based Violence and Nuclear Disarmament

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Focus on building in-house staff & Member capacity in IHL and GBV programmes as resources allow	2019-ongoing	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding for education, training and development (staff and volunteers)</li> <li>Appointment of policy staff member €45k PA (see 4a)</li> <li>Fundraising support to aid recruitment</li> </ul>	International Programme Manager  IAG	<ul style="list-style-type: none"> <li>More staff and Members equipped to lead and deal with IHL and GBV programmes</li> </ul>
b. Deliver 4 policy and/or promotional interventions in IHL and 4 in GBV each year	2020 Evaluate 2021	<ul style="list-style-type: none"> <li>Appointment of policy staff member (see 5a)</li> </ul>	International Programme Manager  IAG	<ul style="list-style-type: none"> <li>Increased profile of IHL and GBV in public discourse, media</li> <li>Increased public engagement in IHL and GBV</li> <li>IRC's continuous involvement in policy development forums</li> </ul>



## **Readiness:**

Our second strategic theme is that our organisation is ready and prepared to respond to situations of emergency and disaster at home and abroad and to enable the communities we work with put in place their own resilience plans. Our mission is to identify and deliver humanitarian assistance, both at home and abroad, to those who are most in need. The IRC plays an important strategic role as Ireland's leading First-Aid organisation and as one of the country's main first response organisations. We have statutory responsibilities as an auxiliary to the Government, and we have other responsibilities and obligations through our membership of the International Red Cross-Crescent movement.

For IRC, readiness means being able to mobilise trained people, equipment and funding in a timely manner when needed, to reach and help the people who are most in need.

There are internal and external dimensions to our approach to readiness.

Internally, we need to ensure that our members and volunteers are trained and supported in maintaining qualifications to the relevant standards – our Training Working Group and our Unit Management structures supported by our staff play a crucial role in managing this. We need to ensure that we have effective communication and coordination systems in place, and we need access to appropriate knowledge, skills, information, equipment, supplies and other resources. In this regard we will further develop our digital communication capacity with support from the ICT working group. Being ready and resourced means that we can continue to contribute to community resilience, particularly on issues such as training for flooding and other impacts of climate change, by strengthening the operational role of our Youth membership locally, and by embedding our Health and Social Care programmes, especially our work with refugees and vulnerable people, into our local community service delivery. Each Area will devise a plan identifying their capacity and the service gaps which could be filled by the IRC. This will include the identification of equipment, the longevity of the life of that equipment and the member resources available to the IRC.

Externally, we rely on relationships and operating arrangements with other organisations and agencies across national and local government and within the community and voluntary and not-for-profit sector. And we also rely on being able to work in partnership with other organisations and our communities to mobilise the resources, expertise, knowledge and capacity that are available locally.

An important aspect of how communities can be supported is through the availability of people who have been trained in first-aid, disaster prevention and community development skills – this is why our training and education programmes are so important in building capacity and resilience within individuals and communities. IRC training programmes are one of the most effective ways that we can build and strengthen readiness and capacity within communities.

IRC’s training and education programmes can support communities, particularly rural communities, in developing and sustaining critically important services including on the ground First-Aid provision, patient transport services, and supporting Community First Responder services. To develop this support further we will undertake a review, in cooperation with the National Ambulance Service, of the possible utilisation of the IRC’s resources in areas that are under-served as a contribution to supporting the National Strategy for Out-of-Hospital Cardiac Arrest. We will also review with the Department of Defence the role the IRC can play in building community resilience in respect of combatting flooding in Ireland. These services will be linked to our own internal review and gap analysis.

Our training programmes also generate income to fund our activities – this is a critical source of funding for us. Therefore, training achieves two important goals for us; first it increases the number of people who are trained and ready to help, and second, it plays a central role in funding our organisation. This strategy commits the IRC to build the commercial capacity of the IRC in the delivering of first-aid event cover and training. We will also provide First-Aid training to Community First Responder groups around Ireland.

Readiness also means that we need to be able to mobilise campaigns to raise awareness and funds for the international relief work of our parent organisations the IFRC and the ICRC through building staff capacity in the areas of fundraising, restoring family links, international project management, disaster preparation and livelihood expertise. We are also committed to ensuring that skilled Irish people from a variety of technical, health and project management backgrounds are available to work as delegates for the ICRC and the IFRC.

**READINESS Goal 1: Increase the number of people trained in First-Aid, emergency medical care and other related skills**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Develop, expand and promote our First Aid/clinical training programmes to general public, businesses and community groups	2020 & annual review	<ul style="list-style-type: none"> <li>Staff and Member time to identify and respond to gaps and opportunities</li> <li>Budget to fund delivery of expanded and new programmes €20k PA (trainers)</li> <li>Budget for marketing and promoting the value and effectiveness of our training offering €55k PA (including staff/Member resource)</li> </ul>	Training Programme Manager  TWG	<ul style="list-style-type: none"> <li>Certification of numbers trained, levels attained and maintained,</li> <li>IRC’s commercial and community training footprint promoted</li> <li>Financial sustainability of training programmes</li> </ul>
b. Develop our clinical training compliance expertise	2020 Evaluate 2022	<ul style="list-style-type: none"> <li>Budget for training and maintaining skills and accreditations €25k PA</li> <li>Budget for administering and maintaining clinical skills and accreditations among members €20k PA</li> </ul>	Training Programme Manager  TWG	<ul style="list-style-type: none"> <li>Compliance status maintained</li> </ul>

		<ul style="list-style-type: none"> <li>Seek financial support from the Department of Health</li> </ul>		
c. Utilise the community and commercial training structure of the IRC as a face to face recruiting tool ensuring availability of Branch activity information	2019-ongoing	<ul style="list-style-type: none"> <li>Budget to ensure systems and promotional materials in place to receive new members €10k PA</li> <li>Information regarding local activities to be completed by all strands</li> </ul>	Training Programme Manager  TWG  Communications Team	<ul style="list-style-type: none"> <li>Additional members recruited via attendance at community &amp; commercial training courses</li> </ul>
d. National First-Aid/Clinical training to be pre-planned annually	2020 Evaluate 2022	<ul style="list-style-type: none"> <li>Staff and Member time (see Support Goal 3i)</li> </ul>	Training Programme Manager  TWG	<ul style="list-style-type: none"> <li>Improved retention of Unit Members</li> </ul>

**READINESS Goal 2: Have access to appropriate equipment, vehicles, facilities**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Prepare a fleet management and replacement strategy for discussion with Government	2020 Review annually	<ul style="list-style-type: none"> <li>Staff time to develop strategy and produce business case for a capital funding programme/campaign to acquire or replace assets in cooperation with Government and the National Ambulance Service</li> <li>Funding of circa €550k PA over 10 years</li> <li>Staff time to develop funding propositions for sponsors, donors and others</li> <li>Budget to promote this programme €10k OF</li> </ul>	Head of National Services  NDU  Head of Fundraising  Fleet Management Group	<ul style="list-style-type: none"> <li>Renewal and replacement plan in place</li> <li>Acquisition of new vehicles and equipment</li> </ul>
b. Produce a definitive overview and gap analysis of our First-Aid equipment	2019	<ul style="list-style-type: none"> <li>Staff and Member time for research</li> <li>Staff time to produce schedule of needs and gap analysis</li> <li>IT support to maintain register of needs and gaps</li> </ul>	Head of National Services  NDU	<ul style="list-style-type: none"> <li>Results of audit and gap analysis of physical resources, equipment</li> <li>Production of action plan to address gaps in replacement equipment</li> </ul>

			NUM	
c. Design and implement a fundraising strategy that identifies and develops new revenue streams and expands our funding base especially in corporate giving to deliver required assets	2019-Evaluate 2021	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Additional corporate giving resource €50k PA</li> </ul>	Head of Fundraising  Sec Gen  National Directors	<ul style="list-style-type: none"> <li>• Building of national financial reserves in HQ</li> </ul>
d. Produce an audit and map of what equipment and resources is where to enable shared resources	2019-20	<ul style="list-style-type: none"> <li>• Staff and Member time for research</li> <li>• Staff time to produce map of assets/facilities and locations</li> <li>• IT support to maintain this map</li> </ul>	Head of National Services  NDU  NUM	<ul style="list-style-type: none"> <li>• Frequency of cooperation with other organisations and agencies in sharing facilities, equipment and other assets</li> </ul>
e. Design a community transport plan to enable the best use of vehicles for non-emergency hospital transport and for older and vulnerable people and refugees, as well as usage for all IRC activities	2020 Evaluate 2022	<ul style="list-style-type: none"> <li>• Staff and Member time to scope this project and develop a design brief</li> <li>• Budget for external specialist support to produce plan €15k OF</li> <li>• Negotiate with HSE to agree funding scheme</li> <li>• GA Representatives to evaluate effectiveness of these interventions</li> </ul>	Head of National Services  NDU  NDH&SC	<ul style="list-style-type: none"> <li>• Production of business case and plan for this initiative from 2020 onwards</li> <li>• Agreement with HSE regarding funding</li> </ul>

### READINESS Goal 3: Develop IRC's influence and contribution to disaster and emergency preparedness and policy development:

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Develop a national policy and plan for readiness and response to disaster and emergency – set out IRC support plan with each Area committee and propose overall plan to Government	2020- IRC overall plan  2021 – plans in each Area and Branch	<ul style="list-style-type: none"> <li>Staff and Member time including designated staff member</li> <li>Budget for communications, advocacy and influencing campaigns €6k OF</li> </ul>	Sec Gen  NDU  NUM  NDH&SC	<ul style="list-style-type: none"> <li>National and Area emergency and disaster plans in place</li> </ul>
b. Strengthen community capacity and resilience to deal with flood management via IRC Resilience Plan; send to Government	2020	<ul style="list-style-type: none"> <li>Budget for community resilience project delivery €80k PA</li> <li></li> </ul>	Sec Gen  NDU  H&SCWG NDH&SC	<ul style="list-style-type: none"> <li>Pilot plan funded by Government</li> </ul>
c. Improve public awareness and understanding of major issues such as migration, family reunification, prisoner rehabilitation, the impacts of climate change, International Humanitarian Law and the issue of gender-based violence	2020 – initiate campaign  2021 – new policy staff member as resources allow	<ul style="list-style-type: none"> <li>Funding for communications strategy €10k PA</li> <li>Funding to recruit new Policy staff member €45 PA (see Support Goal 5a)</li> </ul>	Sec Gen  IAG  H&SCWG  Communications Team	<ul style="list-style-type: none"> <li>Improved understanding nationally of the needs of people who need help</li> <li>An improved public understanding and knowledge of migration and inclusion</li> <li>Greater public awareness of humanitarian work in Irish prisons and promoting a culture of non-violence</li> <li>An improved public awareness of International Humanitarian Law, and the need to take measures to eliminate gender-based violence in Ireland and internationally as well as the core issue of eliminating nuclear weapons</li> </ul>

				<ul style="list-style-type: none"> <li>An improved appreciation of the benefits of family reunification</li> </ul>
d. Support our youth members in playing a lead role in promoting policy initiatives such as resilience, inclusion and diversity as above in b and c	2020 - ongoing	<ul style="list-style-type: none"> <li>Training and communication budget €15 PA</li> </ul>	NDY NYWG Head of National Services	<ul style="list-style-type: none"> <li>Increased number of young people engaging in having their say in shaping policy and in community development</li> </ul>
e. Encourage collaboration with other organisations to achieve policy initiatives	2020 - ongoing	<ul style="list-style-type: none"> <li>Staff and Member time</li> </ul>	Sec Gen Chairperson	<ul style="list-style-type: none"> <li>Development and promotion of a shared policy agenda with others</li> <li>Increased profile for IRC's voice and position in public discourse and media</li> </ul>
f. Help to shape the State's approach to caring for refugees, migrants, prisoners, older people, carers and other vulnerable groups	2020  Evaluate 2021	<ul style="list-style-type: none"> <li>Migration Team and new policy staff member (see Action c above) €45k PA</li> </ul>	Head of National Services Head of Migration Team H&SCWG	<ul style="list-style-type: none"> <li>Continuing and increasing participation by IRC in national policy discussions</li> <li>Increased profile for IRC's voice and position in public discourse and media</li> </ul>
g. Appoint a staff member with responsibility for delivering on policy as resources allow	2020 - ongoing	<ul style="list-style-type: none"> <li>Resources to fund policy staff member (see Action c and f above) €45k PA</li> </ul>	Sec Gen IAG H&SCWG	<ul style="list-style-type: none"> <li>Staff member in place</li> </ul>

**READINESS Goal 4: Build our capacity to welcome migrants and provide support to help vulnerable people reach the services they most need (e.g. accommodation and integration services under our Health & Social Care programmes) and provide clear guidance and pathways to our migration services and Restoring Family Links programme (see IRC Migration Strategy).**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
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<p>a. Initiate regional internal workshops to promote interest and understanding of the needs of refugees</p>	<p>2019-20 Evaluate 2021</p>	<ul style="list-style-type: none"> <li>• Staff and Member time to plan and deliver workshops and other supports to these target groups</li> <li>• AIMF Funding</li> </ul>	<p>Head of National Services  Migration Programme Manager  NYWG  H&amp;SCWG</p>	<ul style="list-style-type: none"> <li>• Workshops and other supports delivered by end 2020</li> <li>• Results of evaluation and effectiveness review of this intervention</li> </ul>
<p>b. Appoint more regional refugee coordinators from among the membership and the external community</p>	<p>2020</p>	<ul style="list-style-type: none"> <li>• Budget for costs of workshops €5k PA</li> <li>• AIMF Funding</li> </ul>	<p>Head of National Services  Migration Programme Manager  H&amp;SCWG  NDH&amp;SC</p>	<ul style="list-style-type: none"> <li>• Coordinators in place each Region and operating as a signposting support for members and refugees</li> <li>• Increased involvement of young</li> </ul>
<p>c. Build capacity at staff and volunteer level to enable the IRC to become a signposting agency for refugees and other vulnerable groups</p>	<p>2019-2020 Evaluate 2021</p>	<ul style="list-style-type: none"> <li>• Budget for staff and Member training €10k PA</li> <li>• AIMF Funding</li> </ul>	<p>Head of National Services  Migration Programme Manager  NDH&amp;SC  NYWG  H&amp;SCWG</p>	<ul style="list-style-type: none"> <li>• Case studies to illustrate impact of these interventions on people's lives</li> </ul>
<p>d. Build capacity of youth members in working with vulnerable people</p>	<p>2019-ongoing</p>	<ul style="list-style-type: none"> <li>• Budget to develop and deliver training to youth members €5k PA</li> </ul>	<p>Head of National Services</p>	<ul style="list-style-type: none"> <li>• Funding achieved from Avail and AIMF</li> </ul>

		<ul style="list-style-type: none"> <li>Seek funding for AIMF and AVAIL programmes</li> </ul>	<p>NDY</p> <p>H&amp;SCWG</p> <p>NYWG</p>	<ul style="list-style-type: none"> <li>Increased number of Youth members in supporting vulnerable people of their own age</li> </ul>
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**READINESS Goal 5: Build and train a professional staff team to ensure the organisation is prepared to act in international emergencies, has international delegates with expertise, and can respond quickly to emergency fundraising and communications situations.**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Fund, build and train a professional staff team to match international strategic priorities to ensure the IRC is prepared and ready to support in emergencies at project management level	2020  Review in 2022	<ul style="list-style-type: none"> <li>Staff and Members time</li> </ul>	<p>Sec Gen</p> <p>International Programme Manager</p> <p>IAG</p>	<ul style="list-style-type: none"> <li>Funding successfully sourced to ensure the availability of an adequate and professional staff base</li> </ul>
b. Fund and build, as resources allow, a staffing unit with international project management expertise at Head Office	2020 – Review in 2022	<ul style="list-style-type: none"> <li>Staff time to produce business case and funding model for additional specialist staff positions €45k PA (see Support Goal 4a)</li> </ul>	<p>Sec Gen</p> <p>International Programme Manager</p> <p>IAG</p>	<ul style="list-style-type: none"> <li>The introduction of new programmes in the targeted areas of Gaza, Nepal, India, Yemen, Syria and Indonesia</li> </ul>
c. Work proactively with ICRC and Irish Aid to recruit delegates	Ongoing	<ul style="list-style-type: none"> <li>Funding to recruit delegates to work internationally with the ICRC; this campaign will cost €15k PA</li> </ul>	<p>Sec Gen</p> <p>International Programme Manager</p> <p>IAG</p>	<ul style="list-style-type: none"> <li>Four new international delegates recruited, trained and deployed annually</li> </ul>



<p>d. Ensure the quick-response capacity of our Fundraising and Communications Departments to international emergencies</p>	<p>2019-2020</p>		<p>Sec Gen  International Programme Manager  Head of Fundraising</p>	<ul style="list-style-type: none"> <li>Internal capacity to promote emergency campaign within 2 days</li> </ul>
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## Standards:

We are in the business of saving lives. Our third strategic theme is to ensure we have the capacity in place to maintain compliance with the relevant regulatory and statutory requirements via our volunteer leaders and staff.

IRC's has many distinct roles, each of which is governed by our Humanitarian Principles and has its own standards and requirements.

In our capacity as a membership organisation which is part of Ireland's community, voluntary and not-for-profit sector, we are measured against standards and regulations that deal with governance, transparency, financial accounting, safeguarding, fundraising, data protection, clinical standards and other activities.

We are funded by Government departments and agencies and are measured against specific criteria and outputs. We are held to account for how we expend the public funds that are entrusted to us.

In our capacity as an expert organisation with specialist skills in clinical, paramedical and emergency medicine, we are measured, and authorised to undertake our work, with reference to standards and regulations that ensure our work and the services we provide are safe, effective, trustworthy and reliable – this is essential because we are in the business of saving lives. One of our priorities is to ensure we have the capacity in place to maintain compliance with the relevant regulatory and statutory requirements via our volunteer leaders and staff.

We ask the public and other donors to fund us to help us do our work, and in this area of our work we are measured against the standards and regulations on ethical fundraising and, increasingly, on our ability to show and tell the impact of the work that we are asking our public and donors to fund. We commit to maintaining our internal financial accounts to SORP standards and enabling effective accounting systems in our Branches and Area with the use of training, IT enhancements and staff supports. In our international work we are committed to using a project management approach which will set out our intervention rationale, and define our goals, methodology, expected impacts and evaluation.

process. And today, organisations are increasingly being measured against standards relating to good environmental and sustainability practice.

These standards we will meet by reducing the need to travel for national meetings through enhanced ICT systems and co-ordinating our Area operations through effective IT administration and communication systems. We will review our fleet with a view to ensuring that vehicles are used to their capacity and in as environmentally friendly manner as possible.

**STANDARDS Goal 1: Ensure IRC has the capacity and systems in place to meet CRA governance standards and other compliance requirements, including those from PHECC, Governance Code, RSA, Data Protection, Standards in Public Office, safeguarding and other relevant standards and quality assurance frameworks.**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Audit and Risk Committee will undertake a review of compliance with governance code and financial compliance	2020  Evaluate 2022	<ul style="list-style-type: none"> <li>Staff and time</li> <li>Funding for internal audit advice as required €15k PA</li> </ul>	Audit & Risk Committee	<ul style="list-style-type: none"> <li>Compliance results set out in IRC Annual Report</li> <li>Results of annual internal audit of 3 Branches and report on reaching and maintaining standards</li> <li>Learning shared with the organisation via the Finance Committee</li> </ul>
b. Governance Committee will review IRC constitution and operational rules	2019 – Review  2020 – implement changes	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding for legal advice as required €10k OF</li> </ul>	Sec Gen  Governance Committee	<ul style="list-style-type: none"> <li>Annual review to track and report on progress annually on compliance</li> <li>Updated constitution and operational rules reviewed by General Assembly</li> </ul>
c. Governance Committee will review operational structures and prepare recommendations for the Board and the General Assembly.	2020 – Review 2021 – implement changes	<ul style="list-style-type: none"> <li>Staff and Member time</li> </ul>	Sec Gen  Governance Committee	<ul style="list-style-type: none"> <li>Report to General Assembly</li> </ul>

d. Annual review of clinical training and operations standards to meet compliance with PHECC	2020-ongoing	<ul style="list-style-type: none"> <li>Funding to be sought from Department of Health in cooperation with voluntary first aid organisations</li> <li>€25k PA (see Readiness Goal 1b)</li> </ul>	Training Programme Manager TWG Quality Committee National Medical Officer	<ul style="list-style-type: none"> <li>PHECC Certification maintained</li> </ul>
e. Support programme to help all Branches attain, maintain and review compliance with clinical, RSA, safeguarding, GDPR and financial reporting standards and record same	2020 – Recording scheme in place  Evaluate 2021	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Investment in developing a secure and effective IT infrastructure to support reporting and compliance €20k OF</li> <li>GA Representatives to evaluate progress on this development</li> </ul>	Sec Gen Head of Finance IT Manager Head of national Services	<ul style="list-style-type: none"> <li>Annual external appraisal of the effectiveness of our reporting systems</li> <li>Results of annual review of risk profile via risk matrix</li> <li>Annual review of number and location of members who attain qualification and accreditation</li> </ul>
f. Research feasibility of working towards external accreditation in quality management of service provision such as ISO 9001:2015	2022	<ul style="list-style-type: none"> <li>Staff and Member time</li> </ul>	Sec Gen Quality Committee	<ul style="list-style-type: none"> <li>Proposal to Board re external accreditation</li> </ul>

**STANDARDS Goal 2: Deliver high-quality Youth Development education and training to enable our young members to develop as active citizens, as engaged members of the IRC and as future leaders**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Provide training in leadership, management, and community development targeted at Youth members	2020  Evaluate 2022	<ul style="list-style-type: none"> <li>Staff and Member time to scope out this project and design brief for training</li> <li>Funding for external expert support to design training as required €5k OF</li> <li>Funding for delivery of training €8k PA</li> </ul>	Head of Fundraising Head of National Services NYWG	<ul style="list-style-type: none"> <li>Implementation of additional education and training programmes for Youth Development</li> <li>Numbers of young people participating in education and training programmes</li> <li>Numbers of young people moving into leadership roles</li> </ul>

b. Financial support to be sought to support the development of the Youth Section	2020-21	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Annual funding of €25k to be sought</li> </ul>	Head of Fundraising  Head of National Services  NYWG	<ul style="list-style-type: none"> <li>Additional training courses provided</li> </ul>
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**STANDARDS Goal 3: Develop project management tools for use in applying for grants and monitoring the use of monies received and the outputs of our work in Ireland and abroad**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Research appropriate project management tools that are sensitive to IRC's needs on the ground, informed by input from Branches and Areas and utilised to access funding	2020-21	<ul style="list-style-type: none"> <li>Staff and Member time to research needs and produce brief to inform new project management tools and training plan</li> </ul>	IT Manager  ICT Committee  Head of Fundraising  National Directors	<ul style="list-style-type: none"> <li>New project management tool in place</li> <li>Performance of funding applications and amount of funding secured</li> <li>Review feedback from grant applications both successful and unsuccessful</li> <li></li> </ul>
b. Provide training for staff and members in using these project management tools	2022	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Budget to commission and deliver external training, as required €8k OF</li> </ul>	IT Manager  ICT Committee  National Directors	<ul style="list-style-type: none"> <li>Numbers of staff and memberstrained</li> </ul>

**STANDARDS Goal 4: Implement a policy to increase environmental sustainability in our work**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
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<p>a. Design, adopt and mainstream a plan with targets to ensure our operations are as environmentally friendly as possible</p>	<p>2021 - Design plan in place 2022 – implement recommendations</p>	<ul style="list-style-type: none"> <li>• Staff and Member time to scope out this project and design brief for training</li> <li>• Budget for commissioning external support, resources, services and materials as required €15k OF</li> </ul>	<p>NUM Health and Safety Committee NDU Communications Team</p>	<ul style="list-style-type: none"> <li>• Data on changes in energy sources and usage</li> <li>• Plan in place and agreed with General Assembly</li> <li>• Monitor and review progress towards carbon-neutral (or better) consumption</li> <li>• Policies and procedures changed (e.g. supplies, materials, transport, consumables etc.)</li> </ul>
<p>b. Design and deliver environmental impact awareness training across IRC</p>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Budget for promotion and public engagement with this strand of our work €8k PA</li> <li>• Budget for annual external audit of our environmental effectiveness €5k PA</li> <li>• Communication team to promote results</li> </ul>	<p>NUM Health and Safety Committee NDU Communications Team</p>	<ul style="list-style-type: none"> <li>• Numbers trained in environmental impact awareness</li> <li>• Result of annual review of environmental performance against targets</li> <li>• Car pooling and IT conferencing taking place and measured</li> </ul>
<p>c. Develop and deliver education and awareness programmes on climate change and impacts, resilience, disaster prevention to local communities</p>	<p>2022</p>	<ul style="list-style-type: none"> <li>• Communication team to promote results</li> <li>• Younger members and staff to deliver awareness programmes €12kPA</li> </ul>	<p>NUM Health and Safety Committee NDU NYWG</p>	<ul style="list-style-type: none"> <li>• Number of communities provided with analysis and training</li> <li>• Results of annual review of environmental performance against targets</li> </ul>

			Communications Team	
d. Increase use of IT solutions for meetings, online training and other core activities where effective (365 teams)	2020	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Budget for IT systems developments, upgrades, maintenance €15k PA</li> </ul>	IT Manager ICT Group	<ul style="list-style-type: none"> <li>• Increased number of member services and training delivered online</li> <li>• Increased number of member meetings and working sessions conducted online</li> </ul>

## Membership:

Our fourth strategic theme is to expand the IRC membership and become a more responsive and effective organisation, geared to meet the demands and opportunities of being a volunteer and member-led organisation.

IRC's focus in the immediate future is to expand its membership and become a more responsive and effective organisation, geared to meet the demands and opportunities of being a volunteer and member-led organisation. Our relationship with our members and volunteers is at the core of what we can contribute to communities and society here in Ireland and Internationally. One of the greatest strategic challenges that we face in the next 5 years will be to maintain and increase the number of people who become IRC members.

Volunteering in Ireland is changing, and people of all ages have changing expectations of what it means to volunteer, and what it means to join and be part of an organisation. We know that people find it harder to make significant long-term commitments to organisations, so we need to develop more flexible types of membership. We know that people value the chance to make a difference in the world, so we need to be clearer about how we can support people in having a tangible impact through their voluntary work with IRC. We know that people expect simple, clear processes for becoming and staying a member of IRC, and that people expect IRC to have stronger online processes and services. This tells us that we need to be better at embracing and using technology to connect with our members at all stages in their journey with us.

We know that people who want to volunteer will have different needs and opportunities at various stages of life, and that they can make different kinds of contribution at certain times. For IRC, this means we need to have a more supportive and flexible membership system with more diverse and clearer pathways to membership and different roles, with robust Volunteer HR management supports, to make sure IRC is welcoming and relevant to people and their communities.

To meet these challenges, IRC will be an easier organisation to be part of and people will be able to find new ways to play a part to play in IRC. We will design roles and opportunities, in areas such as administration, policy and support that allow people to become members and contribute their skills and experience in diverse ways. In this way IRC can make it easier for more people to get involved, and to gain and develop skills that allow them to contribute to strengthening their communities. Our goal is to have strong Branches that in turn create strong Areas that are ready and resourced to support Government in delivering essential support to individuals and communities in times of need. Building the resilience of our communities will be at the heart of this once our members are supported to take on this role.

To achieve this we will design a generic national recruitment campaign ensuring that it is locally driven to achieve specific outcomes. We will use our national community training and our commercial training as additional direct recruitment methods.

Our younger people will play an important part in this, by offering youth development programmes to schools and youth groups in modules such as Youth on the Run; Options, First Aid training etc. This will in turn lead to an opportunity to recruit additional members.

We will need to prepare nationally and locally for the outcomes of the recruitment campaign to ensure new members are welcomed and supported appropriately.

As part of our membership development we are committed to sharing information on our international projects with our members. The objective being to inform and involve members in the broad work of the Red Cross/Red Crescent Movement and to offer the opportunity to associate with and support the work of the organisation abroad.

### **MEMBERSHIP Goal 1: Make sure IRC is easy to join and smart at using technology**

<b>Actions</b>	<b>Timescale</b>	<b>Resources required</b>	<b>Responsibility</b>	<b>Evidence of impact</b>
a. Simplify membership processes by reviewing and adjusting member pathway	2019	<ul style="list-style-type: none"> <li>Staff and Member time to scope and develop brief for this project</li> </ul>	Head of National Services  NVSDWG	<ul style="list-style-type: none"> <li>Fewer steps in process</li> <li>Reduced journey time to membership (need to establish current benchmarks)</li> <li>Results of ‘mystery shopper’ reviews</li> <li>Growth in membership numbers</li> </ul>
b. Ensure that all pathways to membership can be securely delivered electronically e.g. vetting, safeguarding, online training etc.	2019 – 2020	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding to ensure system design is secure and maintained €15k PA (see Standards Goal 4d)</li> </ul>	Head of National Services  NVSDWG	<ul style="list-style-type: none"> <li>Online replaces paper as main channel</li> <li>Results of annual systems security and effectiveness review</li> <li>Feedback from members and other users, including ‘mystery shoppers’</li> </ul>

			IT Manager	
c. Establish an online resource for members, providing a one stop shop for training resources, support materials and policies	2020	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding for developing and maintaining effective IT support and systems €15k PA (see b above)</li> </ul>	Head of National Services IT Manager	<ul style="list-style-type: none"> <li>Specific intranet or membership IT application available to all members</li> </ul>

## MEMBERSHIP Goal 2: Make it easy to remain a member of IRC

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Strengthen volunteer HR roles, with support and training to enable issues to be dealt with speedily and effectively via new generic complaints mechanism	2020-2021	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding to develop and deliver training and other supports €12k PA (see Support Goal 2c)</li> <li>3 new HR volunteers</li> <li>Travel costs €8k PA</li> </ul>	Sec Gen  Membership & Disciplinary Committee	<ul style="list-style-type: none"> <li>Improved support services and training for Branches and Areas, designed and delivered to meet members' needs</li> <li>Fewer member disputes</li> <li>Disputes resolved within one month</li> </ul>

## MEMBERSHIP Goal 3: Be a top choice organisation for people looking to volunteer

Actions	Timescale	Resources required	Responsibility	Evidence of impact
a. Develop and implement a plan to promote IRC's story and integrate calls to action to become a member into IRC communications	2019	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding for communications and promotional campaigns nationally and locally €40k OF and €20k PA thereafter</li> <li>Funding for training to support members and staff (€5k PA)</li> <li>Branch and Area reports and GA representatives to provide feedback and support</li> </ul>	Head of National Services  NVSDWG  Communications Team  Chairperson	<ul style="list-style-type: none"> <li>Increased public engagement with IRC messaging across all platforms</li> <li>Increase in enquiries about IRC membership</li> <li>Increase in applications for membership</li> <li>Increased diversity of membership</li> <li>Broader skills base among membership</li> <li>Feedback from commercial trainers on conversion of participants to IRC applicants/members</li> </ul>
b. Develop a communications campaign setting out what	2019	<ul style="list-style-type: none"> <li>Staff and Member time</li> <li>Funding for communications and promotional campaigns as outlined</li> </ul>	Head of National Services	<ul style="list-style-type: none"> <li>Performance of targeted communications and recruitment</li> </ul>



the IRC's work is and how to join IRC		above (€40k OF and €20k PA thereafter)	Communications Team  NVSDWG	campaigns (aimed at specific groups) <ul style="list-style-type: none"> <li>Better matching of skills to needs at Branch level</li> </ul>
c. Implement a long-term recruitment strategy, starting in 2019, that is designed to take into account identified skills gaps, geography, age profile, diversity, and life experience.	2019- First recruitment campaign activated 2020 – Follow up campaign in place	<ul style="list-style-type: none"> <li>Staff and Member time to scope and develop brief for this project</li> <li>Funding for communications and promotional campaigns as outlined above (€40k OF and €20k PA thereafter)</li> <li>Funding for training to support members and staff as outlined above (€5k PA)</li> <li>Area and Branch analysis required</li> <li>GA Representatives to provide feedback to ensure local preparedness</li> </ul>	Head of National Services  National Secretary  NVSDWG  NYWG  H&SCWG	<ul style="list-style-type: none"> <li>Increased membership by 10% by end 2020</li> <li>sustained recruitment growth of 10% annually by 2024</li> <li>New Branches in current Areas</li> <li>New Branches in new Areas (<i>i.e. where none currently exist</i>)</li> </ul>
d. Identify potential partner organisations (such as Volunteer Ireland), particularly for youth and older people, as part of strategy for recruitment	2020	<ul style="list-style-type: none"> <li>Staff and Member time to identify potential partners and develop shared strategic approach</li> <li>Utilise experience of NYWG</li> </ul>	Head of National Services  H&SCWG  NYWG	<ul style="list-style-type: none"> <li>Strategic joint ventures with 3 organisations 2019-2024 aimed at increasing participation by young people</li> <li>Diversity of membership</li> <li>Broader skills base among membership</li> </ul>
e. Ensure that members' perceptions of IRC's organisational culture help to shape the organisation into one that members are proud to belong to	2019-2022	<ul style="list-style-type: none"> <li>Staff and volunteer time</li> <li>Funding for IT systems for secure feedback from members and staff €3k PA</li> <li>Funding for annual conference event €40 PA (see Support Goal 1c)</li> </ul>	Sec Gen  Head of National Services  NVSDWG	<ul style="list-style-type: none"> <li>Results of annual membership surveys</li> <li>Members' participation in and contributions to annual conference/symposium</li> <li>Members' ongoing feedback</li> </ul>

<p><b>f.</b> Target recruitment programmes in schools led by our youth members</p>	<p>2021 Evaluate 2022</p>	<ul style="list-style-type: none"> <li>• Staff and Member time to scope and develop project plan to start 2020-21 school year</li> <li>• Use First-Aid training as a recruitment tool</li> </ul>	<p>Head of National Services  NVSDWG  NYWG</p>	<ul style="list-style-type: none"> <li>• Production of school’s recruitment plan</li> <li>• Implementation of plan</li> <li>• Growth in numbers, diversity and geographic spread of membership</li> </ul>
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**MEMBERSHIP Goal 4: Plan and deliver a national recruitment and enrolment strategy that addresses identified gaps in Branches and Areas**

Actions	Timescale	Resources required	Responsibility	Evidence of impact
<p>a. Set up and deliver a national recruitment plan to be promoted nationally but delivered, targeted and supported locally</p>	<p><b>2019-2022</b></p>	<p>Staff and Member time to develop plan Communications Team to support campaign material €50k OF  Area and Branch activity information required</p>	<p><b>Sec Gen</b>  <b>Head of National Services</b>  <b>NVSDWG</b>  <b>Communications Team</b></p>	<p><b>Campaign launched</b> <b>Increased membership by 10% each year</b></p>
<p>b. Use technology in smarter ways for membership renewal and retention</p>	<p>ongoing</p>	<ul style="list-style-type: none"> <li>• Staff and Member time</li> <li>• Funding for developing and maintaining effective IT support and systems (see Standards Goal 4d)</li> </ul>	<p>ICT Committee  IT Manager  NVSDWG</p>	<ul style="list-style-type: none"> <li>• Online renewals and use of online membership services</li> <li>• Analysis of data on membership renewals, attrition and new entrants</li> </ul>
<p>c. Utilise IRC commercial and community training to recruit new members using local information about all IRC activities</p>	<p>2019  Evaluate 2021</p>	<ul style="list-style-type: none"> <li>• Staff and Member time to identify effective approaches to converting training participants to IRC members</li> <li>• Communication team to support promotion</li> </ul>	<p>Training Programme Manager  TWG  Communications Team</p>	<ul style="list-style-type: none"> <li>• Diversity of membership</li> <li>• Broader skills base among membership</li> <li>• Growth in numbers, diversity and geographic spread of membership</li> <li>• Results of review of effectiveness of 2019-20 test phase</li> </ul>

d. Assess the capacity of each Area to develop its services and grow its membership, target recruitment campaign locally at specific goals, needs, gaps	2019-20	<ul style="list-style-type: none"> <li>• Member and staff time through Branch and Area needs analysis</li> <li>• IT support (to identify and track developmental needs, challenges and successes)</li> <li>• GA Representatives to communicate and test results</li> </ul>	Head of National Services NVSDWG	<ul style="list-style-type: none"> <li>• Improved information on Branch and Area capacity (people, skills, IT and other supports) to facilitate plan for growth and development</li> <li>• Capacity report presented to GA</li> </ul>
e. Have active Branches or, at a minimum, a planned programme of Red Cross activities in each of the 26 counties by 2024	2024	<ul style="list-style-type: none"> <li>• Member and staff time</li> <li>• Funding for implementation (communications, promotions etc) €50k PA (see 4a above)</li> <li>• 3 volunteers to support National Directors</li> <li>• Members selected to initiate new activities and Branch development</li> </ul>	Head of National Services NVSDWG National Directors	<ul style="list-style-type: none"> <li>• New activities in new areas</li> <li>• New Branches in new Areas (<i>i.e. where none currently exist</i>)</li> <li>• Increased diversity of membership</li> <li>• Broader skills base among membership</li> </ul>
f. Recruit members who have specific skills in administration, Human Resource management and finance overseen by team of 3 volunteer facilitators	2019-2020	<ul style="list-style-type: none"> <li>• Member and staff time</li> <li>• Funding for research, needs assessment, role specification, implementation (communication, marketing and promotion)</li> <li>• Consult with Area and Branches</li> </ul>	Head of National Services NVSDWG	<ul style="list-style-type: none"> <li>• Increased diversity of membership</li> <li>• Broader skills base among membership</li> <li>• Feedback from members re effectiveness, pressure points</li> <li>• Results of 2021 review and assessment of this intervention</li> </ul>
g. Target recruitment programmes in schools led by our youth members	2020-24	<ul style="list-style-type: none"> <li>• Staff and Member time to scope and develop project plan to start 2020-21 school year</li> </ul>	Head of National Services NDY NYWG	<ul style="list-style-type: none"> <li>• Production of school's recruitment plan</li> <li>• Implementation of plan</li> <li>• Growth in numbers, diversity and geographic spread of membership</li> </ul>

**Evaluation: This strategic plan will be evaluated in its entirety in 2021 by a team of members and staff and independently by an outside consultant in 2023 prior to the development of the next Irish Red Cross strategy**

## **Abbreviations and acronyms**

H&SCWG = Health and Social Care Working Group

IAG = International Advisory Group

ND H&SC = National Director, Health & Social Care

NDU= National Director of Units

NDY = National Director of Youth

NUM = National Unit Management

NVSDWG = National Volunteer Support and Development Working Group

NYWG = National Youth Working Group

TWG = Training Working Group

**ENDS**