

Irish RedCross Strategy 2025-2030

Final

SUMMARY OF STRATEGIC PLAN

Our Vision	To be the leading humanitarian organisation in a world where people's essential humanitarian needs are provided for		
Our Mission	To provide humanitarian assistance, at home and abroad, to those most in need and inspire policy and attitudinal change		
Fundamental Principles	<ul style="list-style-type: none"> - Humanity - Impartiality - Neutrality - Independence - Voluntary service - Unity - Universality 		
Volunteerism Goal			
We aim to be a model for best practices in volunteering, where it is easy to and people want to volunteer, feel valued, and are facilitated to remain involved throughout their lifetime.			
Strategic Priorities	Disaster and Emergencies	Health and Wellbeing	Displacement and Migration
2030 Goals	We want people and communities to have access to relevant, timely and coordinated supports to help them prepare for emergencies, respond when they happen and recover in a way that makes them more resilient.	We will provide people with supportive and practical wellbeing and psychosocial assistance in emergency situations, and also where specific ongoing humanitarian needs arise.	We will help people who are forced to migrate to have their essential humanitarian needs met, support and empower them to rebuild their lives.
Organisational Culture and Fitness Goal			
We aim to be an agile, digitally enabled and sustainable organisation that attracts and retains great people and has optimal internal ways of working.			

SUMMARY OF 2030 OUTCOMES

Volunteerism			
2030 Outcomes	<ul style="list-style-type: none"> • Our range of volunteering opportunities meets the changing needs of volunteers and the needs of their communities and is available and easily accessible to people in every county in Ireland. • Our volunteers reflect the diversity of Irish society. • Our volunteers and branch network have access to high-quality training, equipment, and logistical and administrative supports. 		
Strategic Priorities	Disaster and Emergencies	Health and Wellbeing	Displacement and Migration
<i>Preparedness</i>	<ul style="list-style-type: none"> • Individuals and communities are prepared and empowered to mobilise to save lives and minimise negative impacts in an emergency. 	<ul style="list-style-type: none"> • Resources are prepared for effective mobilisation in response to an emergency. 	<ul style="list-style-type: none"> • Communities are facilitated to prepare for the arrival of migrants forced to flee their own countries.
<i>Response</i>	<ul style="list-style-type: none"> • People affected by an emergency have access to a coordinated, scalable and person-centred emergency response. 	<ul style="list-style-type: none"> • People in a crisis are supported to access the health and wellbeing care they require and to receive practical assistance. 	<ul style="list-style-type: none"> • People forced to migrate have their essential needs met in a dignified, efficient and timely manner.
<i>Recovery</i>	<ul style="list-style-type: none"> • People affected by a humanitarian emergency are supported to recover and return to normality. 	<ul style="list-style-type: none"> • People and communities can return to normal living and become more resilient through targeted support. 	<ul style="list-style-type: none"> • People forced to migrate are supported to integrate and can begin to return to normality.
Organisational Culture and Fitness			
2030 Outcomes	<ul style="list-style-type: none"> • We have a cohesive team of volunteers, staff and board working together to create a positive, diverse and adaptable environment. • Through digital transformation, we will boost transparency, innovation, efficiency, and decision-making, increasing our emergency readiness and impact within communities. • We have adequate funding in place to reach the most vulnerable people who need help. • We demonstrate best practices in governance, accountability, safeguarding and programming. • People in Ireland are aware of the Irish Red Cross and our work in Ireland and overseas. 		

SUMMARY OF KEY INDICATORS

Strategic Priorities	Key Indicators
Volunteerism	<ul style="list-style-type: none"> • Number of volunteers recruited and retained (classified by gender, age, diversity and skills) • Ease with which volunteers can become and remain involved with the Irish Red Cross.
Disaster and Emergencies	<ul style="list-style-type: none"> • Number of people reached by our Disaster and Emergency services, classified by gender and age and other classifications as appropriate. • Timeliness of our emergency response mobilisation. • Number of Community Readiness Plans developed that are supported by the Irish Red Cross.
Health and Wellbeing	<ul style="list-style-type: none"> • Number of people reached by our Health and Wellbeing services, classified by gender and age and other classifications as appropriate. • Evidence of the impact of our intervention packages on beneficiaries.
Displacement and Migration	<ul style="list-style-type: none"> • Number of people reached by our Displacement and Migration service, classified by gender and age and other classifications as appropriate. • Migrants' perceptions of our service and their views of their integration into local communities.
Organisational Culture and Fitness	<ul style="list-style-type: none"> • We reach an appropriate recognised standard. • Measurement of public perception of the Irish Red Cross brand.

Introduction

The Irish Red Cross is a member of the International Red Cross and Red Crescent Movement. We have over 4,000 volunteers (members), which has grown in recent years. Our members are organised in local branches and larger areas and their representatives come together in General Assembly to approve the Irish Red Cross's strategic direction as set out by the board of directors and to appoint the board members.

In developing this strategic plan, the board set up a Strategic Planning Project Team comprising of board and staff representatives facilitated by external consultants. We reviewed our vision and mission statements and our 2019-2024 strategy implementation.

We consulted deeply with our members creating multiple consultation opportunities between March and August through online surveys, branch visits, online meetings, and small-group workshops. Some 493 members generously gave their time to collectively shape our organisation's future. This is statistically significant as it represents over 10% of our membership. In-depth discussions on the strategic vision for the organisation also took place with National Directors as well as the National Secretary and National Treasurer, and Chairs of our 12 Working Groups and our board, our staff, donors, beneficiaries and external stakeholders.

What has emerged from this cultivation and sharing of new ideas is a rich picture of our Strengths, Weaknesses, Opportunities and Threats of and an insightful view of What Matters Most to our various stakeholder groups as well as distinct views on the organisation's future strategic direction. From listening very closely to members and staff and appreciating their hopes, we have crafted a compelling vision of the future that reflects our members and staff's aspirations based on the needs of their communities.

Over the next five years, we want to empower people to build resilient communities so that they are prepared for emergencies and disasters and that, after these events, they get back on their feet as quickly as possible. We want vulnerable people with health and psychosocial needs or those who are most isolated to have access to timely and relevant supports. We want to ensure that displaced people find a welcoming place to call home and that, when that place is Ireland, they are helped to integrate into Irish society.

Our strategy is, therefore, built around our core foundation and identity: Volunteerism, three strategic priorities in respect of beneficiaries: Disasters and Emergencies, Health and Wellbeing and Displacement and Migration, and the key enabler: Organisational Culture and Fitness that we need to have to support the implementation of this strategy.

In developing our desired outcomes and actions under each of these themes, we used a broad framework based on preparedness, responding and recovery. Each priority articulates what the key issues are, the change we want to influence and how we will achieve this in the coming years.

Purpose

We identify and provide humanitarian assistance, delivering impartial services and support to those most in need both at home and abroad.

Vision

Our vision is to be the leading humanitarian organisation in a world where people's essential humanitarian needs are provided for.

Mission

Our mission is to provide humanitarian assistance, both at home and abroad, to those most in need and inspire policy and attitudinal change.

Our Principles and Values

We are guided by the fundamental principles of the International Red Cross and Red Crescent Movement. These are:

- | | |
|--------------------------|---|
| Humanity | Preventing and alleviating human suffering wherever it may be found, bringing assistance without discrimination, protecting life and health, and ensuring respect for the human being. |
| Impartiality | No discrimination as to nationality, race, religious beliefs, class, or political opinions. Relieving the suffering of individuals, being guided solely by their needs, and giving priority to the most urgent cases of distress. |
| Neutrality | Not taking sides in hostilities or engaging in controversies of a political, racial, religious, or ideological nature. |
| Independence | Maintaining our autonomy so that we may be able at all times to act in accordance with the principles of the Movement. |
| Voluntary Service | Being a voluntary relief organisation not prompted in any manner by desire for gain. |
| Unity | There can only be one Red Cross or one Red Crescent Society in any one country that is must be open to all and that carries on its humanitarian work throughout its territory. |

Universality The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

How We Help People

The Irish Red Cross engages in activities that support communities around Ireland. We do this through a diverse volunteer base of over 4,000 people. We engage in many activities such as First Aid and Psychological First Aid training, community-based healthcare and wellbeing programmes, educational programmes for young people, and providing ambulance cover at events. We assist isolated and vulnerable individuals, such as the elderly, who require assistance with transport to medical appointments, and have health programmes operating in Ireland's 14 prisons that support prisoners and also people on probation. We contribute to better health outcomes by working with community first responders and giving people a sense of belonging and connection through community support, community building and our volunteer structure.

We are also dedicated to supporting people fleeing conflict, persecution, and climate change and those impacted by emergencies and disasters in Ireland and internationally. Our commitment to this cause is unwavering. We work with people forced to migrate, refugees and asylum seekers in Ireland, as well as individuals who provide accommodation in their own homes for refugees. We help people in Ireland wishing to re-establish contact with immediate family members after separation due to armed conflict, political upheaval, natural disasters, migration and other humanitarian crises.

We collaborate with other Red Cross and Red Crescent organisations to respond to crises internationally. As part of the wider Red Cross and Red Crescent Movement, we work with international partners in developing countries to help people who experience extreme poverty and crisis.

We put people — our beneficiaries, members, volunteers, staff, and donors — at the centre of our care, and best practice informs everything we do. We emphasise safeguarding, Garda vetting and compliance in how we operate. We value integrity and transparency and aim to be inclusive, open to diversity, and allow those we support to become empowered. We are a reflective and learning organisation, adaptable and innovative in our responses, and open to new ideas.

We collaborate, build connections, and partner with others in local communities, regionally, nationally, and internationally. We play a crucial auxiliary role to the Irish State, supplementing and substituting public humanitarian services on an agreed-upon basis and subject to our capacity to respond.

We support the public authorities in disaster and emergency response, disaster prevention and risk reduction, health support, preparing communities for unforeseen and predictable emergencies, providing tracing services, participating in national planning frameworks and advising about their development.

In our work, particularly in carrying out our auxiliary role to the State, we maintain our independence, impartiality, neutrality, and autonomy. Moreover, we seek to speak the truth and to give people in crisis a voice. We articulate humanitarian needs and issues and, in doing so, engage with relevant authorities and other stakeholders to effect change.

Our Auxiliary Role

We have an auxiliary role to government whereby we supplement and substitute public humanitarian services on an agreed basis and subject to our capacity to respond. In doing this, we maintain our independence, impartiality, neutrality and autonomy.

The main areas in which we are an auxiliary to public authorities are disaster and emergency response, disaster prevention and risk reduction, health support (e.g. ambulances, first responder, First Aid/Psychological First Aid), preparing communities for unforeseen and predictable emergencies, providing tracing services, and being part of national planning frameworks and advising about their development.

Strategic Priority 1: Volunteerism

Context

Our diverse volunteer base contributes to supporting communities around Ireland. We have been at the forefront of providing assistance and support to those affected by emergencies and crises such as extreme and unpredictable weather conditions, the Covid-19 pandemic, the arrival of Ukrainian refugees and the Creeslough tragedy – all of which happened during our last strategic planning implementation period. Our volunteers have responded magnificently to the different challenges that these crises have presented.

We recognise, however, that the context in which Irish people volunteer is changing. Just over a quarter of the population aged over 15 here volunteers, compared with just 15% worldwide (Volunteering Ireland and United Nations). The evidence suggests that the pool of available volunteers in Ireland for traditional volunteering roles is declining, and there is greater competition from many organisations for such people. Additionally, how people volunteer is changing with a greater preference for people to volunteer in a more flexible, ad-hoc way.

Over the course of our strategy, we need to expand the number of Irish Red Cross volunteers and ensure that they reflect the diversity of Irish society and the range of skills required to support the efficient operation of the branch structure and our work. Additionally, our volunteer base should have good geographic coverage. We must also equip our volunteers with the necessary skills and tools to assist people and communities in crises who need our support.

To achieve these aims we need to strengthen and champion volunteer engagement and make joining the Irish Red Cross and the experience of being a volunteer easier.

Our Goal for Volunteerism

We aim to be a model for best practices in volunteering, where it is easy to and people want to volunteer, feel valued, and are facilitated to remain involved throughout their lifetime.

Desired Outcomes for Volunteerism

1. Our range of volunteering opportunities meets the changing needs of volunteers and the needs of their communities and is available and easily accessible to people in every county in Ireland.

Actions we will take to achieve this outcome:

- a. Review and enhance volunteer options and roles for participation in the Irish Red Cross through having a membership structure that enables people to volunteer and join whilst also being flexible enough to enable them to remain part of the organisation in every county in Ireland.
- b. Put in place a best practice volunteer management system.
- c. Enhance the visibility of the Irish Red Cross and our volunteer programme in rural communities, towns and cities.
- d. Ensure that our volunteers' skills, expertise and contributions are recognised and communicated.
- e. Provide volunteers with opportunities to practice their skills, using current and new Irish Red Cross activities to build volunteer teams that can respond in times of crisis in any part of Ireland.
- f. Become a leading youth organisation through deepening our strategic partnerships and continuing to develop youth programmes and activities that matter to young people.

2. Our volunteers reflect the diversity of Irish society.

Actions we will take to achieve this outcome:

- a. Conduct coordinated national and local volunteer recruitment campaigns underpinned by effective communication strategies and targeting specific cohorts such as young people, retired people, people who are not well represented and minority communities.
- b. Communicate clearly our purpose and priorities to our volunteers and potential volunteers and the benefits and impact of volunteering with the Irish Red Cross.
- c. Offer programmes to attract volunteers related to skills and projects, as well as programmes that enable progress and development within our organisation.
- d. Make it easy for people to join the Irish Red Cross and to manage their access to volunteering opportunities.

3. Our volunteers and branch network have access to high-quality training, equipment, and logistical and administrative supports.

Actions we will take to achieve this outcome:

- a. Help branches and Areas identify the skills they need and create a package of supports for all branches based on their needs.
- b. Provide relevant and timely training and upskilling opportunities for volunteers.

- c. Assist branches and Working Groups in developing a work plan, aligned with this strategic plan.
- d. Provide technical support to branches on a range of topics and explore how volunteers can access out-of-hours support.
- e. Help branches develop a common Irish Red Cross identity and a core set of programmes operating within a structure that ensures good practice in governance and accountability for all stakeholders.
- f. Ensure that volunteers and branches have access to easy-to-use 'volunteer management systems' that reflect simplified volunteer pathways – and all of which is accessible to them as well as to Head Officer in real-time.
- g. Ensure that we have a fleet management and renewal plan that is resourced to deliver an appropriately sized and equipped fleet that reduces negative environmental impacts over time.
- h. Provide administrative and technical support to the Honorary Officers, Working Group Chairs, National Directors and General Assembly members to enable them to fulfil their governance and leadership roles.

Key Indicators

Number of volunteers recruited and retained (classified by gender, age, diversity and skills).

Ease with which volunteers can become and remain involved with the Irish Red Cross.

Strategic Priority 2: Disasters and Emergencies

The Challenge

The frequency and scale of disasters are expected to intensify, with around 363 million people, or 4.5% of the world's population, needing humanitarian assistance (United Nations Information Service). Additionally, over 100 conflicts are taking place globally, with devastating effects on people's lives and livelihoods and where immediate emergency response is needed.

The climate crisis is having direct effects on peoples' lives and livelihoods right across the globe. Ireland is not immune. We are seeing the devastating impact of severe storms and high rainfall, and predictions that more extreme weather events such as storms, flooding, coastal erosion and heatwaves will intensify — some of which will have predictable impacts and others will be less so.

Many people need help to adapt to, prepare for and mitigate against disasters where possible and, when they happen, assistance in managing, recovering, and getting back on their feet as quickly as possible.

Our Goal for Disasters and Emergencies

We want people and communities to have access to relevant, timely and coordinated supports to help them prepare for emergencies, respond when they happen and recover in a way that makes them more resilient.

Desired Outcomes for Disasters and Emergencies

1. Individuals and communities are prepared and empowered to mobilise to save lives and minimise negative impacts in an emergency.

Actions we will take to achieve this outcome:

- a. Ensure that the humanitarian impact of climate hazards is understood and how individuals, communities, businesses and authorities can be supported to act together to prepare, respond and recover from emergencies and crises wherever they occur.
- b. Develop an internal disaster preparedness plan to coordinate and deliver surge capacity as/when needed, guided by the International Federation of the Red Cross's Preparedness for Effective Response approach. Roll out this plan and train volunteers and staff in its application.
- c. Coordinate with the British Red Cross for an all-island approach and with relevant government agencies on the Major Emergency Management Framework.
- d. Internationally, assist in the preparation of humanitarian response mechanisms which are ready to provide immediate and practical assistance.
- e. Support our branches to work with respective local authorities in risk-prone areas to facilitate assessment, planning and preparedness activities with local community representatives and groups.
- f. Advocate for investment in emergency preparedness and community-led emergency preparedness, risk mitigation and recovery planning.
- g. Engage with relevant authorities to encourage greater investment in disaster preparedness for climate-related hazards or emergencies.
- h. Promote International Humanitarian Law for conflict mitigation.
- i. Provide First Aid and Psychological First Aid training to local authority staff, community volunteers and staff of other non-governmental organisations supporting emergency response in Ireland.
- j. Embed climate awareness initiatives across our relevant programmes and continue our work as part of an international subgroup of the Red Cross Red Crescent European Youth Network working on climate change and steps to tackle it.

2. People affected by an emergency have access to a coordinated, scalable and person-centred emergency response.

Actions we will take to achieve this outcome:

- a. Provide easy-to-access emergency assistance and reliable humanitarian information for communities, which is appropriate for the crisis and the needs of the people affected.
- b. Ensure our Irish Red Cross volunteers are trained and resourced to assess and respond to the most vulnerable.

- c. Collaborate effectively with the wider Red Cross Red Crescent Movement and also develop our own bilateral programmes.
 - d. Provide First Aid and psychosocial care to emergency survivors, responding agencies, volunteers and staff.
 - e. Coordinate with relevant authorities to ensure that the nature and impact of the hazard or emergency are fully understood and appropriate lines of communication and resourcing are in place.
 - f. Engage with relevant stakeholders to actively encourage adherence to International Humanitarian Law.
3. People affected by a humanitarian emergency are supported to recover and return to normality.

Actions we will take to achieve this outcome:

- a. Ensure that individuals and communities receive appropriate supports, including financial assistance, to rebuild and recover.
- b. Ensure that people coping with the longer-term impacts of the hazard or emergency continue to receive relevant assistance, including wellbeing and trauma support.
- c. Engage with relevant authorities in Ireland and internationally to strengthen support structures and appropriate regulatory frameworks.
- d. Contribute to public awareness of the long-term vulnerabilities and the causes of climate change and conflict.

Key Indicators

Number of people reached by our Disaster and Emergency services, classified by gender and age and other classifications as appropriate.

Timeliness of our emergency response mobilisation.

Number of Community Readiness Plans developed that are supported by the Irish Red Cross.

Strategic Priority 3: Health and Wellbeing

The Challenge

Public health is increasingly important in a stretched health system and people are being asked to be more responsible for their own health and wellbeing. Outside the state health system, healthy people can make a great contribution to strengthening public health by being ready for pandemics or other health emergencies; and providing people with skills in First Aid and Psychological First Aid equips them to respond in a crisis.

The Healthy Ireland surveys show that the Covid-19 pandemic highlighted pre-existing trends of rising loneliness and psychosocial issues in Ireland, which require greater attention. In other parts of the world, health services often barely exist and cannot meet the needs of people requiring assistance.

People need to get the right care at the right time, especially in a health emergency. They also need access to appropriate support for their wellbeing and psychosocial needs. And people who are lonely and isolated need to be supported and included.

Our Goal for Health and Wellbeing

We will provide people with supportive and practical wellbeing and psychosocial assistance in emergency situations, and also where specific ongoing humanitarian needs arise.

Desired Outcomes for Health and Wellbeing

1. Resources are prepared for effective mobilisation in response to an emergency.

Actions we will take to achieve this outcome:

- a. Prepare, train and equip volunteers and staff in First Aid, Psychological First Aid and psychosocial support services so we are better prepared to help vulnerable people impacted by disasters, emergencies, pandemics, epidemics, conflict or displacement, whilst acknowledging the primary role of statutory and emergency services.
 - b. Ensure continuous upskilling of Irish Red Cross volunteers as Emergency Medical Technicians, Emergency First Responders or Cardiac First Response practitioners.
 - c. Engage with relevant partners to ensure we have surge capacity and a key role in supporting communities under the Major Emergency Management Framework.
 - d. Deepen engagement with the Health Service Executive on epidemics and pandemics and build early warning and our rapid response capacity in hard-to-reach, underserved and high-risk communities.
 - e. Ensure our First Aid, Psychological First Aid and psychosocial support services are scalable for times of crisis.
 - f. Become a national leader in building community capacity to save lives in a first aid emergency by delivering training and providing accessible lifesaving First Aid information to targeted audiences (e.g. community workers, businesses, schools, etc.)
 - g. Maintain an appropriate fleet of vehicles and relevant equipment for both emergency response and longer-term humanitarian needs.
 - h. Develop and roll out appropriate First Aid and basic health education programmes to the public.
 - i. Support branches to develop strategic partnerships with community and voluntary groups and to access niche expertise to target vulnerable groups.
2. People in a crisis are supported to access the health and wellbeing care they require and to receive practical assistance.

Actions we will take to achieve this outcome:

- a. Offer practical humanitarian assistance to those experiencing serious stressors arising from a disaster, emergency or displacement.

- b. Respond effectively to health emergencies and pandemics in Ireland, in conjunction with the statutory health services and the Major Emergency Management Framework, and provide supports for overseas responses when needed.
 - c. Provide targeted services for community events, vulnerable and more isolated members of the community and within our resources.
 - d. Work closely with the Irish Prison Service’s National Infection Control Team, the Health Service Executive and the Health Protection and Surveillance Centre to address health risks in prisons and help integrate those leaving prison into the community.
 - e. Promote and provide training in Community-Based Health and First Aid as an approach to improve health and safety in prisons in other jurisdictions.
 - f. Extend our peer Community-Based Health and First Aid education approach to other vulnerable communities in addition to prisoners, deepen engagement in the community, and explore youth involvement in the programme.
3. People and communities can return to normal living and become more resilient through targeted support.

Actions we will take to achieve this outcome:

- a. Respond to psychological needs to support long-term wellbeing and self-care of the most vulnerable and isolated members of the community and that is within our resources.
- b. Ensure that health and wellbeing are incorporated in, and are an integral part of, all our humanitarian work and programmes.
- c. Raise concerns with relevant stakeholders around long-term wellbeing supports required, particularly for those who live in rural areas and/or are isolated.
- d. Evaluate our response against best practices to inform our future crisis response.

Key Indicators

Number of people reached by our Health and Wellbeing services, classified by gender and age and other classifications as appropriate.

Evidence of the impact of our intervention packages on beneficiaries.

Strategic Priority 4: Displacement and Migration

The Challenge

Currently, around 120 million people worldwide are displaced due to conflict, persecution and climate change (United Nations High Commission for Refugees). The impact of wars and climate is accelerating migration across the world. The vast majority of displaced people are hosted in poorer countries close to or in their own country, where there tend to be minimal resources.

Ireland has experienced significant inward migration of displaced peoples — over 100,000 Ukrainians fleeing conflict in 2022/2023 and over 20,000 seeking asylum each year. The lack of preparation and adequate response can deny them their basic rights of food, shelter and a safe place. This, on foot of already stretched housing and health resources, can fuel an anti-migration sentiment that undermines social cohesion and connection.

People who are forced to migrate should be supported to cope, recognising that they are at their most vulnerable and have experienced massive disruption and trauma in their lives.

Our Goal for Displacement and Migration

We will help people forced to migrate to have their essential humanitarian needs met, support and empower them to rebuild their lives.

Desired Outcomes for Displacement and Migration

1. Communities are facilitated to prepare for the arrival of migrants forced to flee their own countries.

Actions we will take to achieve this outcome:

- a. Disseminate information on accommodation offered by individuals and communities to people who have been forced to migrate.
- b. Encourage and assist communities to organise locally in providing a supportive community network for welcoming refugees.
- c. Engage with relevant authorities (local, national and international) to promote adequate provision of state supports.
- d. Collaborate with other organisations and stakeholders to maximise information sharing and coordination.

2. People forced to migrate have their essential needs met in a dignified, efficient and timely manner.

Actions we will take to achieve this outcome:

- a. Organise adequate and safe accommodation, such as pledged homes, spare rooms or other appropriate solutions, for displaced people in an efficient timeframe and within our resources.
- b. Provide resources or sign-posting for food and health care quickly to address the essential needs of people forced to migrate.
- c. Offer practical assistance, Psychological First Aid and psychosocial supports to people experiencing the impact of conflicts and/or forced migration.
- d. Engage with relevant authorities to ensure strong coordination and an effective response.
- e. Provide targeted, practical support when necessary.

3. People forced to migrate are supported to integrate and can begin to return to normality.

Actions we will take to achieve this outcome:

- a. Provide information-signposting, psychosocial care, social groups, and other supports to help displaced people recover from the trauma and shock of forced displacement.
- b. Assist families separated due to forced displacement to trace, reconnect and reunite.
- c. Create opportunities for integration by encouraging social connectedness and helping individuals to access relevant state services and to prepare for employment and independent living.
- d. Develop a youth programme to help displaced young people to integrate.

Key Indicators

Number of people reached by our Displacement and Migration services, classified by gender and age and other classifications as appropriate.

Migrants' perceptions of our services and their views of their integration into local communities.

Strategic Priority 5: Organisational Culture and Fitness

Context

We have witnessed a rapid expansion in our staff numbers in the two years prior to this strategy commencing. The activities our members and volunteers undertake have also increased in number and complexity. We increasingly partner with growing numbers of governmental and non-governmental organisations in carrying out our mandate in Ireland. Additionally, our fundraising capabilities have increased significantly, and we work with an increasing range of donors, including corporations and individuals. We face significant compliance requirements concerning corporate governance, volunteer skills, fundraising, and equipment maintenance; and our technology and other systems are currently underdeveloped for the scope and scale of our work.

We need to ensure that the organisation is modern, agile and fit for purpose in interacting with volunteers, members and external stakeholders, including the public sector and community organisations. We must embrace digital technology to improve our internal processes and explore new ways to raise funds for our work as well as for skills development and equipment. We need to help branches become more financially sustainable through a package of supports, including community fundraising initiatives and grants.

We must ensure a closer alignment between staff, volunteers and members in how we carry out our mission, and we need to develop more and better collaborations with external stakeholders. We need organisational structures, processes and accountability that support our 'surge capacity' model; and we need awareness and practice of governance which enables our Charity Trustees to lead according to best governance practices.

Our Goal for Organisational Culture and Fitness

We aim to be an agile, digitally enabled and sustainable organisation that attracts and retains great people and has optimal internal ways of working.

Desired Outcomes for Organisational Culture and Fitness

1. We have a cohesive team of volunteers, staff and board working together to create a positive, diverse and adaptable environment.

Actions we will take to achieve this outcome:

- a. Orient standardised induction and on-boarding programmes (for staff, volunteers, members and board inclusively) on our culture and ways of working, our core Red Cross principles, the ambitions set out in this strategy and where they fit in.
 - b. Utilise multiple channels of communication, which enable our volunteers and staff to use their skills, support them in learning new ones, ensure accountability and address any issues that may arise.
 - c. Review our current overall organisational structure and ensure it is cohesive and fully aligned with our strategic priorities and united in purpose.
 - d. Clarify the role and responsibilities for members and volunteers.
 - e. Review the organisation's governance to ensure it is appropriate for the scope and scale of our work and the standards expected of an organisation of our scale.
2. Through digital transformation, we will boost transparency, innovation, efficiency, and decision-making, increasing our emergency readiness and impact within communities.

Actions we will take to achieve this outcome:

- a. Create a change management plan for digital transformation and set success metrics, reviewing mid-strategy.
 - b. Implement an organisation-wide adoption of the new finance and volunteer management system as a flagship programme for the transition to digital first.
 - c. Orient our people strategies, including recruiting, on-boarding and training, around data and digital literacy.
3. We have adequate funding in place to reach the most vulnerable people who need help.

Actions we will take to achieve this outcome:

- a. Develop and maintain a rolling 3 to 5 year budget outlook to support the implementation of this ambitious strategy.
- b. Assist branches to become more financially sustainable through a programme of support measures.
- c. Implement a multi-year fundraising strategy to achieve the targets set by the Fundraising Strategy and Financial Planning cycles.
- d. Diversify our funding to include grants, service level agreements and earned income, as well as fundraising from the public, setting targets and adapting as necessary.

- e. Ensure we track the impact of our activities in line with tried-and-tested International Federation of the Red Cross best practices so that our efforts to support vulnerable people are meaningful and achieve the desired outcomes.
4. We demonstrate best practices in governance, accountability, safeguarding and programming.

Actions we will take to achieve this outcome:

- a. Maintain our unbroken compliance with the Charity Regulator’s Governance Code, Fundraising Principles and the Statement of Recommended Practice for finance and activities reporting.
 - b. Ensure that all parts of our organisation are equally transparent and accountable for all resources, incoming and outgoing, through the progressive rollout of the internal audit and risk management system and our digital transformation.
 - c. Develop a plan to reduce emissions and the negative environmental impact of our offices, branches and fleet, and enhance the environmental sustainability of our operating processes and procedures.
 - d. Develop and implement a decision framework for what the Irish Red Cross should (and should not) be involved in.
 - e. Ensure all our programmes are best practice, based on need, target the most vulnerable and capture impact.
 - f. Ensure that all volunteers and staff receive safeguarding training.
5. People in Ireland are aware of the Irish Red Cross and our work in Ireland and overseas.

Actions we will take to achieve this outcome:

- a. Together with our members, volunteers and branches, maintain and publish a vibrant, relevant and interesting suite of stories and impact that the Irish public sees and hears.
- b. Find ways to articulate and build awareness of our Red Cross principles and core programmes in relevant public communications channels.
- c. Ensure that local and national policymakers know our work and auxiliary status.

Key Indicators

We reach an appropriate recognised standard.

Measurement of public perception of the Irish Red Cross brand.

Implementation

The Fundamental Principles will underpin implementation of this strategic plan and the actions contained in it.

Successful implementation of the strategy will depend on having sufficient members, volunteers and staff with the right skillsets. High standards in governance will sustain high levels of trust in the Irish Red Cross and support for our fundraising ambitions. Strong relationships, collaborations and partnerships with a range of statutory and other stakeholders will be essential to coordination on humanitarian issues.

The strategy will be underpinned by:

- Annual implementation and action plans for Working Groups and staff.
- Costed budgets, reviewed and agreed by the board annually.
- Periodic reviews of progress, communicated to stakeholders, and adjustments made as necessary.
- A combined impact and progress reporting system and detailed monitoring and evaluation plan.
- A fundraising strategy to support higher levels of investment.

We will hold ourselves accountable to high standards and will report our successes and the things we have learned we can do better to our members, our General Assembly and the public.

Contribution to Sustainable Development Goals

Many of the United Nation's Global Sustainable Development Goals (SDGs) are relevant to our work. The SDGs that we contribute the most to are:



Peace, justice and strong institutions

By promoting International Humanitarian Law, social cohesion and inclusiveness



Clean water and sanitation

By supporting people recovering from disasters to access clean water and sanitation.



Climate action

By supporting the most vulnerable fleeing climate impacts, supporting communities to be resilient and adaptable in the face of climate-related impacts and reducing our carbon footprint.



Good health and wellbeing

By aiming to be a leading provider of First Aid and Psychosocial First Aid in Ireland. We will emphasise the risks of premature mortality from non-communicable diseases by promoting health and wellbeing.



Zero hunger

By ensuring people impacted by disasters and conflicts have access to food and are supported to achieve food security.



Reduced inequalities

By promoting social inclusion within communities and the development of responsible and well-managed migration policies.



Quality education

By providing opportunities for lifelong learning in essential skills such as First Aid, youth programmes, and community-based health initiatives.