

Building for the Future – 2016 – 2021

Revised September 2020

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OUR VISION

Óglaigh Náisiúnta na hÉireann (hereafter referred to by the acronym ONE) works to ensure that veterans play a full role in and are respected members of Irish Society.

OUR MISSION

The main object for which the Óglaigh Náisiúnta na hÉireann (ONE) is established is to:

Support the needs of Irish veterans by the provision of accommodation to homeless and other veterans in need of such domestic accommodation in its Veterans' Homes and the provision of other advice and support to veterans through its nationwide network of Branches and Veterans' Support Centres.

The following objects set out hereafter are exclusively subsidiary and ancillary to the main object set out above and these objects are to be used only for the attainment of that main object and any income generated therefrom is to be applied for the main object only.

(i) Comradeship

- a. To develop a spirit of comradeship among veterans, and between veterans and serving members of Óglaigh Na hÉireann.
- b. To foster public interest in Óglaigh Na hÉireann.
- c. To promote social and cultural activities.

(ii) Advocacy

- a. To advocate with the Department of Defence, Defence Forces, and other elements of national and local government on behalf of veterans.
- b. To maintain liaison with veterans' organisations of other states.

(iii) Remembrance

- a. To remember those who served.
- b. To participate in national and local remembrance ceremonies.

- (iv) To do all such other things as will assist in achieving the above objects and aims.

WHO WE ARE

ONE is a membership organisation, which was originally founded in 1951 and (in 2000) became incorporated as a company limited by guarantee. It has since been granted charitable status by the Revenue Commissioners and is listed on the Charity Regulatory Authority's register of charities.

WHAT WE DO

ONE is dedicated to ensuring the welfare of ex-service personnel of the Irish Defence Forces; primarily through the provision of accommodation to those in need.

Following the deaths of a number of destitute ex-servicemen on the streets of Dublin during a particularly bad winter in 1988/1989, ONE members' raised a mortgage and built a twenty-bedroom home for ex-servicemen and women in Queen Street in Dublin. Subsequently smaller homes were opened in Letterkenny, Co. Donegal (2004) and Athlone, Co. Westmeath (2006). In 2005 following the demolition of the original home in Queen Street a new forty-bedroom home was opened in Smithfield, Dublin. We also developed a nationwide network of Branches and Veterans' Support Centres to provide advice and support to veterans.

CORE VALUES

Our core values include

Commitment – Having a strong belief in and support for the work of ONE.

Compassion - Showing kindness, caring, and a willingness to help other veterans.

Comradeship – Sharing the company and friendship of other veterans with common aims.

Honesty – Possessing the moral character with attributes such as integrity, truthfulness and straightforwardness.

Respect – Demonstrating positive feelings or actions towards other veterans.

Service to Others - Helping fellow veterans who may be less fortunate, with no expectation of anything in return.

HOW WE DO IT

The company has as its core mission the provision of accommodation or other assistance as needed to ex-service personnel in need, in order to ensure a smooth transition from their current difficulties back to taking a full part in society. While providing this assistance our service users are treated with dignity and respect.

ONE also

- Fundraises at nationally and locally in support of our primary object.
- Attends and participates in local and national events organised by the Defence Forces, the organisation also makes presentations on the work carried by ONE to recruits in training and to pre-retirement courses.
- Organises and attends remembrance commemorations throughout the country.
- Attends and participates in Defence Forces parades and events locally and nationally.
- Carries out ongoing liaison and discussion with other veteran organisations and participates in ceremonial and remembrance events organised by such organisations.
- Organises social events and encourages a communal attitude among our members.
- Advocates with Government and other State bodies for the welfare of Veterans.
- Ensures corporate and fiscal compliance of the charities funding.

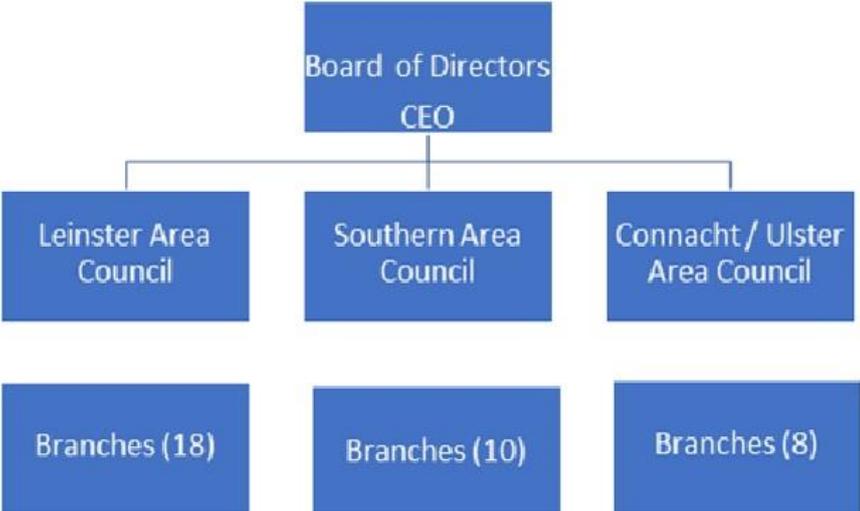
OUR STRUCTURE AND THE ENVIRONMENT IN WHICH WE WORK

The foundation of the organisation is its branch structure. There are currently 36 Branches within ONE. There are three Area Councils within the structure and each branch is aligned to one of these. The structure is headed by a Board of Directors who employ a Chief Executive Officer to run the organisation on a day to day basis. ONE manages three residences for homeless veterans of the Defence Forces. These homes are located in Dublin, Letterkenny and Athlone, with a further facility under development in Cobh. In addition to the homes, Veteran Support Centres staffed by volunteer members are located in: Athlone; Athy; Casement Aerodrome; Cathal Brugha Barracks and McKee Barracks (Dublin); Cavan; Curragh Camp; Dundalk; Finner Camp (Ballyshannon); Galway; Kilkenny; Limerick; Wexford; and a temporary facility in Collins Barracks Cork. ONE will establish further Veteran Support Centres in Collins Barracks, and Cobh (Cork).

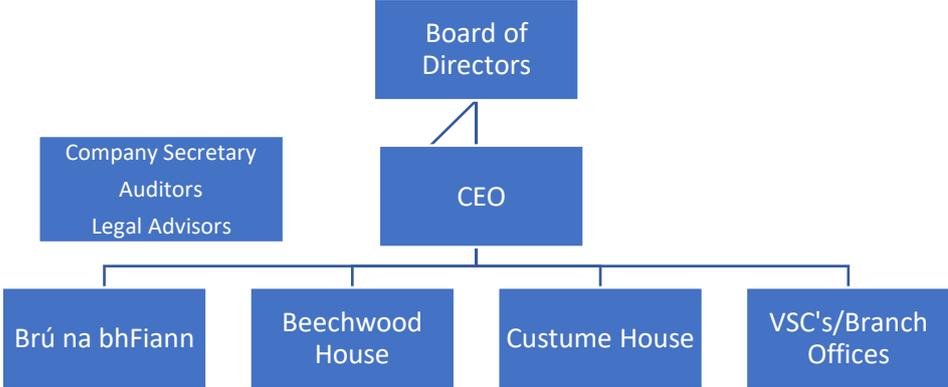
Membership Organisation

Annual General Meeting

Table of be amended prior to promulgation



Operational Organisation



PLAN DEVELOPMENT

The previous strategic plan for ONE came to an end in 2015. Aware of the necessity to replace it with a new strategic plan commencing in 2016, the Board of Directors tasked the strategic planning committee with producing the new plan. The committee while still working on the details of the plan, gave an initial briefing on it to delegates attending the 2015 Annual Convention.

In September 2015, the Board was briefed on the Draft Plan. Thereafter a consultation with the membership of ONE was conducted during the first half of 2016. In July 2016, the Board adopted the final draft of the Strategic Plan and it was presented to the membership at the September 2016 Annual Convention. The Plan is reviewed annually and presented to Annual Convention.

In the 2020 review, the major impact was the COVID-19 pandemic. Each and every member of ONE faced personal challenges during the pandemic. Our organisation, in which our members are the vital component, was and will continue to be challenged. We can reasonably expect

- An increased requirement for accommodation in our veterans hostels.
- An increased requirement for advice and support for veterans.
- Implications for the staff of ONE in maintaining our Hostels and Head Office during the pandemic.
- Challenges with state funding due to the potential reallocation of funds to meet other COVID-19 related needs.
- Similar to all charities, the inability to fundraise during the pandemic.

There is a natural inclination for organisations to stagnate or regress during and immediately after a crisis. ONE cannot allow this to happen. We will have challenges both personally and for our organisation, but supporting our veterans requires us to not only sustain ONE but to propel it forward in these demanding times.

An essential part of the further development of ONE is to broaden its membership base and in doing so to represent and be representative of all veterans of the Defence Forces. Our vision is a diverse and inclusive Veteran's Organisation; drawing from the breadth of those who served in the Defence Forces; gaining strength from that range of knowledge, experience and talent; and welcoming, respecting and valuing the unique contribution of every individual.

The realisation of any strategy is a judicious combination of Ways, Means, and Ends. Those Ends are translated into the eight strategic goals in the following page and are outlined in detail thereafter.

STRATEGIC GOALS

This plan is built on eight strategic goals

1. Consolidate and future proof the current services of the Organisation to ensure our Employment, Corporate Governance and Charities Regulation obligations are met and maintained as the Board evolves.
2. Build enhanced support and awareness for the Organisation and its goals within Government, Local Authorities, the Defence, the Veteran Community and among the General Public.
3. In union with the other veterans' organisations and the Government, ensure the continued development of a viable and sustainable Government Veterans Policy
4. Nurture the finances of ONE to ensure it can attain its objectives of providing welfare for Veterans
5. Strengthen and invigorate ONE during the period of the Plan
6. Develop a sustainable nationwide network of Veterans' Support Centres to cater for the needs of all veterans in the State.
7. Develop a sustainable nationwide network of Veterans' Hostels to cater for the needs of all homeless veterans in the State.
8. Comradeship - Diversity and Inclusion.

STRATEGIC GOAL 1

CONSOLIDATE AND FUTURE PROOF THE CURRENT SERVICES OF THE ORGANISATION TO ENSURE OUR EMPLOYMENT, CORPORATE GOVERNANCE AND CHARITIES REGULATION OBLIGATIONS ARE MET AND MAINTAINED AS THE BOARD EVOLVES.

Since the last strategic plan, the legal, corporate governance and regulatory landscape for charities has changed dramatically. The Organisation has to set and maintain standards that ensures that our ability to attract State, Corporate, Partner, and Collection Funding is maintained and that future Boards can maintain these obligations by having suitably robust policies and governance portfolio.

THIS CAN BE APPROACHED BY:

- Ensuring that the appropriate policies and governance documents are drafted and thereafter maintained on an annual basis.
- Continue to look to the ODCE, Charities Regulator and other statutory bodies for updates of required standards and compliance guidance documents.
- Continue to educate Board members as to their responsibilities to ensure that the corporate compliance and regulatory obligations are maintained.

ACTIONS TO BE TAKEN:

- Continue to update and draft Corporate Governance documents.
- Receive corporate governance strategy advice from individual board members with the necessary competences.
- Seek external advices from similar charities if the need arises subject to approval from ONE Board
- Comply fully with the Charities Governance Code.
- Encourage members with professional qualifications to assist the Board or any appointed committee on an ad hoc basis if the need arises.
- Review and publish consolidated ONE Policies.
- Deliver ONE Corporate Governance Publications to Branches on a wider basis, possibly by use of the web page.
- Strengthen the current relationship with Regulatory Authorities and other State and Semi-State bodies.

STRATEGIC GOAL 2

BUILD ENHANCED SUPPORT AND AWARENESS FOR THE ORGANISATION AND ITS GOALS WITHIN GOVERNMENT, LOCAL AUTHORITIES, THE DEFENCE FORCES, THE VETERAN COMMUNITY AND AMONG THE GENERAL PUBLIC

Over the period of the last Strategic Plan it has become obvious that ONE and its work is not widely known beyond the Defence Community. The knowledge within the Defence Forces about the work ONE is doing with homeless and disabled ex-service personnel is also sketchy. This issue must be addressed during the life of the Strategic Plan.

THIS CAN BE APPROACHED BY:

- Using the services of a professional Public Relations company either at pro bono or reduced rates. ONE will set aside a limited budget to pay for these services. The company will produce a public relations strategy aimed at building ONE's image with the Defence Forces, general public, corporate sector, local authorities, and government.
- Enhancing liaison both at national and local level between ONE on the one hand and the Department of Defence, other government departments, the Defence Forces and other veterans' organisations on the other hand. This liaison and interaction should ensure that information on issues impacting on veterans is exchanged, including ceremonials and other relevant events both at national and local level is exchanged.

ACTIONS TO BE TAKEN:

- Engage a Public Relations firm and agree a Public Relations strategy.
- Develop and launch I Am A Veteran Campaign.
- Further develop the Sleeping Flags Awareness Campaign.
- Develop annual public relations plans based on the Strategic Plan, encompassing the work of Branches, Veteran Support Centres, Homes; together with associated events, ceremonials, fundraising, etc.
- Attend national and local / government and Defence Forces ceremonials and events and similarly invite Defence Forces representatives, local and national representatives to our national and local events and ceremonials. Deliver ONE Publications to the Defence Forces on a wider basis.
- Continue to strengthen the current relationship with Department of Defence and other government departments.
- Promote the work of ONE Branches, Veteran Support Centres, and Homes to the public, corporate sector, local and national government, and military audiences.

STRATEGIC GOAL 3

IN UNION WITH THE OTHER VETERANS ORGANISATIONS AND GOVERNMENT ENSURE THE CONTINUED DEVELOPMENT OF A VIABLE AND SUSTAINABLE GOVERNMENT VETERANS POLICY

The Government honoured its commitment to include a Veterans Policy in the White Paper 2015 which will determine Defence Policy for the following 10 years. It is important that this policy continues to be viable and sustainable and shows real determination to improve the status of the Defence Forces' veteran.

THIS CAN BE APPROACHED BY

- Recognising that while the White Paper (Para 7.7 Veterans Policy) is a huge step forward in the recognition of the Veteran, it is light on specifics. The White Paper recognised that “there is scope during the currency (of the policy) to develop the supports available”.
- ONE in partnership with ARCO and IUNVA formulated a Combined Associations Veteran's Strategy aimed at fulfilling the policy of further developing the supports available to veterans and presented it to the Minister for Defence in December 2018. The implementation of the Combined Associations Veteran's Strategy must be pursued.
- The Programme for Government (PfG) 2020 undertook to establish a Commission on the Defence Forces. ONE will seek to establish a viable Veterans' Policy via the Commission.
- The PfG 2020 provides policy imprimatur for our Veteran Support Centres. ONE will seek similar policy imprimatur for our other major areas of work.
- Pursuing the creation of a network of all veterans' associations / organisations.

ACTIONS TO BE TAKEN

- Develop and circulate an ONE Position Paper on a Veterans' Policy.
- Make a submission to the Commission on the Defence on a Veterans' Policy.
- Continue to promote the establishment of an Office of Veterans Affairs.
- Encourage research into the impact of service and the needs of veterans.
- Seek policy imprimatur, similar to that now in place for the VSCs, via the Commission on Defence for our:
 - Existing Hostels.
 - Planned Hostels.
 - Veteran Support Counselling Service.
 - Cooperation with Section 38 Hospitals to create a pathway for veterans who need long-term care.

STRATEGIC GOAL 4

NURTURE THE FINANCES OF ONE TO ENSURE IT CAN ATTAIN ITS OBJECTIVES OF PROVIDING WELFARE FOR VETERANS

In order to attain the objects of ONE it is vital that there are sufficient funds to do so. This can only be achieved through creative, innovative and aggressive fundraising. The impact of COVID-19 in 2020 impacted the ability of all charities to raise funds during the pandemic thus leading greater competition in the period thereafter.

THIS CAN BE APPROACHED BY

- Continuing to pursue state funding, including COVID-19 funding.
- Continuing to nurture and develop the Fuchsia brand and promote it to National and Local Government, the Defence Forces and to public at large.
- Developing funding streams through corporate social responsibility.
- Developing a network of charity partners.
- Ensuring fundraising meets the code of practice issued by the Charities Regulatory Authority.
- Continuing to promote and develop the ONE Lotto.
- Encouraging donations and bequests.

ACTIONS TO BE TAKEN

- Build on the recent increases in state funding and identify and pursue other sources of income such as housing grants / philanthropy.
- Promote the Fuchsia brand as our recognisable symbol and market it's wearing to national media and national public figures during the month of the appeal.
- Identify 3 to 4 fundraising campaigns at national level. This includes the month of the Fuchsia Appeal, which may have to change from July in 2020, the Fuchsia Appeal Coffee Morning on the last Friday of November.
- Develop and launch the ONE Charitable Donation Scheme to support the development of further facilities.
- Advance Branch Sponsorship and Corporate Membership.
- Enhance and strengthen local fundraising efforts by direct assistance from Head Office and supply media support.
- Encourage members of the Defence Forces to continue supporting ONE financially by arranging payroll deductions, including recruits in training and cadet classes.
- Target pre-retirement courses and those exiting the Defence Forces to join ONE and to voluntarily contribute from their pensions where possible.
- Invite other veterans' organisations / associations to support the Fuchsia Appeal.

STRATEGIC GOAL 5

STRENGTHEN AND INVIGORATE ONE DURING THE PERIOD OF THE PLAN

It is important that the capacity of the organisation is strengthened so that it can fulfil its mission of ensuring the welfare of veterans. The impact of COVID-19 on ONE operations must be continually assessed and addressed.

THIS CAN BE APPROACHED BY

- Reviewing organisation structures, methodologies and operations to ensure all meet the needs of veterans in the 21st Century.
- Relocating ONE Head Office as it cannot operate from a residential setting due to COVID-19.
- Increasing membership from current membership streams.
- Broadening ONE's membership base.
- Developing a network with other veterans' organisations / associations.
- Improving benefits for members, e.g. group schemes, concessions, employment opportunities, etc.
- Ensuring appropriate coordination with the Defence Forces on matters of mutual interest.

ACTIONS TO BE TAKEN

- Relocate ONE Head Office and review Job Descriptions of Head Office Staff.
- Review and strengthen the role and responsibilities of the Area Councils.
- Review and strengthen the Branch Structure.
- Develop a new website, to include a resource hub for veterans.
- Develop a package of benefits / concessions for members, including the examination of partnerships with other organisations who already have such packages to achieve the necessary economy of scale.
- Run information events on ONE for potential members.
- Utilise local media such as parish newsletters, local radio and free ads newspapers to support recruiting.
- Recruit serving and former members of the Defence Forces in the appropriate category of membership.
- Reform the ONE Pipe Band.
- Conduct training / education for new branches and help existing branches as required.
- Conduct training / education for branch officers on an annual basis.
- Seek the appointment of a Veteran Liaison Officer in all Defence Forces' installations.

STRATEGIC GOAL 6

DEVELOP A SUSTAINABLE NATIONWIDE NETWORK OF VETERANS' SUPPORT CENTRES TO CATER FOR THE NEEDS OF ALL VETERANS IN THE STATE.

It is important that the capacity of the organisation is strengthened so that it can fulfil its mission of ensuring the welfare of ex-service personnel and build on its achievements over previous plans. An essential part of this is to build on the excellent work that has taken place in Dundalk and Limerick.

THIS CAN BE APPROACHED BY

- Engaging with the Minister, Department of Defence, and Defence Forces on this issue.
- Identifying suitable sites both inside and outside of Defence Forces Installations.
- Giving Area Councils and Branches responsibility for operating Veterans' Support Centres in their area.

ACTIONS TO BE TAKEN

- Comply with Policies and Procedures that were developed for the Veterans' Support Centres and revise as necessary based on the experience of those already in place.
- Develop a standard framework for the Veterans' Support Centres based on the experience of those already in place in Dundalk and Limerick.
- Oversee Branches that will have responsibility for the new Veterans' Support Centres.
- Continue training and education for the Branches that will have responsibility for the new Veterans' Support Centres.
- Prioritise the completion of existing projects, bringing the total number of Veterans' Support Centres to 15.
- Plan the opening of further Centres during the period of this plan.
- Build on the counselling service now in place in Brú na bhFiann by engaging a second Veteran Support Officer with a charity partner / state agency, whose services would be available to all VSCs and other hostels.
- Develop a Veteran Assistance Service (VAS) to provide on-call counselling on issues such as health, relationships, addictions, bereavement, stress, conflict, critical incident and trauma.

STRATEGIC GOAL 7

DEVELOP A SUSTAINABLE NATIONWIDE NETWORK OF VETERANS' HOSTELS TO CATER FOR THE NEEDS OF ALL HOMELESS VETERANS IN THE STATE.

It is important that the capacity of the organisation is strengthened so that it can fulfil its mission of ensuring the welfare of ex-service personnel and build on its achievements over previous plans. An essential part of this is to build on the excellent work that has taken place in Brú na bhFiann, Beechwood House and Custume House.

THIS CAN BE APPROACHED BY

- Engaging with the Minister, Department of Defence, Other Government Departments, Office of Public Works, Local Authorities, Dublin Regional Homeless Executive, Health Service Executive, Hospitals, and Defence Forces on this issue.
- Increasing capacity and services within current facilities where possible and sustainable.
- Identifying suitable sites for new facilities, particularly in the Southern Area Council.
- Developing regular and reliable streams of necessary income to ensure sustainability.

ACTIONS TO BE TAKEN

- In partnership with the Dublin Regional Homeless Executive
 - Maintain the number of bedrooms for homeless veterans at 35 in Brú na bhFiann.
 - Complete the development of the Ante Room (Day Room) in Brú na bhFiann for residents.
- In partnership with the Health Service Executive
 - Further develop the counselling service in Brú na bhFiann for veterans in need of such services.
- Develop a scheme for regular periodic Health Checks for residents of ONE Hostels.
- Cooperate with a hospital/s to create a pathway for those who need long-term care.
- Continue to develop the facilities in Beechwood House and Custume House.
- Open a hostel in Cobh in tandem with the Veterans' Support Centre.
- Examine the provision of further facilities in the Southern Area Council in partnership with local authorities.
- Develop a written formal allocations policy as set out in Best Governance Practice for Approved Housing Bodies.
- Develop funding models for each of the facilities to help ensure that they are not reliant on the unpredictable nature of charity income.

STRATEGIC GOAL 8

COMRADESHIP - DIVERSITY AND INCLUSION

A diverse and inclusive Veteran's Organisation; drawing from the breadth of those who served in the Defence Forces; gaining strength from that range of knowledge, experience and talent; and welcoming, respecting and valuing the unique contribution of every individual.

THIS CAN BE APPROACHED BY

- Appreciating that civilians have former colleagues; Veterans have comrades for life.
- Believing that comradeship is based on diversity and inclusion.
- Championing diversity and inclusion in ONE.

ACTIONS TO BE TAKEN

- Build upon the solid foundations of ONE in that it is rank diverse by embracing all ranks and not using previous rank status, and is "force inclusive" by including the PDF and RDF.
- Change the perception of ONE as a 'men's only club'. Launch 'I am a veteran campaign' to highlight the diverse roles veterans play in Irish society and how veterans contribute in positive ways to the community. Campaign should depict a diverse cross-section in terms of sex, age, ethnicity and the LGBTQ community.
- Identify key women 'influencers' for each branch, invite them in for a briefing and outline the 'why' behind increasing women's participation across the organisation.
- Identify the specific needs and challenges faced by women veterans and assess whether ONE currently services these needs effectively.
- Develop and publish a Diversity and Inclusion Strategy for the organisation but one which focuses on tangible actions that will achieve the 12% membership goal by March 2022. This document should be brief.
- Identify specific 'milestones' to achieve between now and 2022 that will provide the foundations to achieve the overall goal of increasing female membership by 2022.
 - On Veteran's Day, ensure women veterans are present and visible on parade.
 - Include women speakers and have women represented at the opening of Veterans Centres and at launches for Appeals.
- Identify services that will appeal to younger veterans.
- Collaborate with the private sector and identify opportunities to 'partner' with companies and multi-nationals on veterans' initiatives and programmes. Dublin is home to the European HQ's of Google, LinkedIn and Facebook, these companies have the resources to run programmes for veterans. Cork and other cities / towns also present significant opportunities to engage with the private sector.

CONCLUSION

This plan which we have outlined is ambitious but with the commitment and determination of our members it is achievable.

This plan has been developed following a review and consideration of previous plans and consultation with our members and service users.

It outlines what we believe is realistic and feasible over the coming years and allows us to build a future for ONE.

The strategic plan should be reviewed each year in order to chart progress or otherwise and to make planning adjustments. This is the responsibility of the strategic planning committee of the Board of Directors.