



NEW ZEALAND
RED CROSS
RIPEKA WHERE AOTEAROA

Strategy —2030→



OUR MISSION:
— TO —
improve
THE LIVES
OF VULNERABLE PEOPLE
THROUGH MOBILISING THE
POWER *of* **HUMANITY**
— AND ENHANCING —
COMMUNITY RESILIENCE

Our Fundamental Principles

HUMANITY

Te Ngākau Atawhai

IMPARTIALITY

Te Tōkeketanga

NEUTRALITY

Te Whakaraupapa

INDEPENDENCE

Te Tū Motuhake

VOLUNTARY SERVICE

He Ratonga Tūao

UNITY

Te Kotahitanga

UNIVERSALITY

O te Ao

The International Red Cross and Red Crescent Movement is the largest humanitarian network in the world. It is composed of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), and individual National Red Cross and Red Crescent Societies of which New Zealand Red Cross is one.

Introduction

New Zealand Red Cross has made a huge contribution to improving the lives of vulnerable people, supporting communities through conflict and disaster and helping to build community resilience.

We do this through our front line services and our unique role in international humanitarian law, safeguarding the legal frameworks that can protect people through humanitarian crises.

This strategy outlines the direction and focus of New Zealand Red Cross' work from 2020 to 2030. It was developed in consultation with New Zealand Red Cross people and our stakeholders.

This strategy embraces our rapidly changing world. It focuses on how we maintain and strengthen our role as one of Aotearoa New Zealand's most trusted and supported humanitarian organisations – and how we equip New Zealand Red Cross people to respond to emerging needs in society.

New Zealand Red Cross recognises that engagement with Māori is essential to our work. New Zealand Red Cross is committed to using Te Tiriti o Waitangi to guide our relationship with Māori as tangata whenua and Treaty partners. We will embrace the Treaty principles of partnership, participation and protection.



Building
on our
successful
past to
create a
strong
future



We have always successfully navigated change and evolved to meet emerging needs – this ability to adapt is integral to our work and has ensured that we remain effective and relevant.

Through a century of change, three things have remained constant – and fundamental to our success. These taonga are the bedrock on which the Red Cross Movement has been built.



Our Mission and Fundamental Principles

Our mission keeps us focused and ensures that our individual efforts contribute to our collective outcomes.

Our Fundamental Principles outline how we respond to humanitarian need. Born out of a century of experience, they are still the ‘lifeline’ between law and humanitarian action, a strong rallying cry for the Red Cross and Red Crescent Movement.

Our role in international humanitarian law

This is our unique point of difference. The heart of this humanitarian movement has been a dynamic interaction between humanitarian assistance and legal frameworks that can protect vulnerable people in humanitarian crises.

Our people

There are over 11,000 talented and committed New Zealand Red Cross people, with an incredible breadth and depth of experience, making a difference in our communities every day. Without them – and our supporters – New Zealand Red Cross simply wouldn’t exist.

As we look forward, everything we do will build on these important foundations.

Ka mua, ka muri is a Māori whakatauki (proverb) that expresses the image of a person walking backwards into the future. It suggests that we should move forward looking backwards, mindful of all that has gone before. We can’t see the future, but we can allow ourselves to be guided by those who have gone before and what they learnt along the way.

Here for good in a changing world

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We've always worked successfully in a changing world – and we'll continue to evolve and respond to change. But the pace and impact of change is increasing.



Communities are changing as our population grows, ages and becomes more diverse. Increasing inequality, urbanisation and a shifting population mean that the needs – and often the location – of communities are changing.

How people engage, communicate and contribute to their communities is also changing. Technology is a key driver of this, and is creating new ways to work, deliver services and connect communities.

Volunteering is also changing – this means adopting new approaches to grow and diversify our membership – and new ways of volunteering.

Humanitarian leadership – and action – is needed more than ever.

The impact of climate change and natural disasters is increasing. New Zealand Red Cross is being called on more often to support communities facing crisis. We will need to be prepared for and anticipate events ranging from local emergencies to mega-disasters as well as both the predictable and unexpected. Our role to meet the needs of those who are and will become vulnerable is increasingly important.

Ongoing geo-political instability and conflict. We play an active role in supporting vulnerable communities in the Pacific and around the world as well as addressing the rights and needs of refugees. New Zealand Red Cross has a significant and growing role to play in the settlement of vulnerable migrants, particularly former refugees, in Aotearoa New Zealand.

Regional and global challenges require regional and global approaches. Major humanitarian challenges, such as increasing numbers of vulnerable migrants, climate change, and the threat of nuclear weapons, require solutions that cross borders. Regional and global approaches are more important than ever. New Zealand Red Cross needs to continue to advocate and promote humanitarian responses to these significant issues.

WE NEED TO INCREASE OUR ABILITY TO MAKE A DIFFERENCE.

Rapid change, increasing need and limited resources are challenges that all humanitarian organisations face.

Our ability to identify and respond to local needs has long been a strength of New Zealand Red Cross, but as our communities have grown and become more diverse, we are spread thinly across too many things. Trying to deliver too many good things in too many different ways is restricting our ability to have maximum impact.

To continue to successfully achieve our mission, we need to increase our focus on what we are great at, and where we can add most value.

What does this mean for the next 10 years?

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A constantly changing world calls on us to change the way we act, ensuring we make the best possible impact.

To continue to support vulnerable people for the next 100 years and beyond, we will focus our unique skills and expertise on the things that make the most difference to our society and communities.

This will be a continuing evolution – as it has been for the last 100 years. This strategy must support us to evolve, building on our distinctive strengths to ensure maximum impact and enable us to achieve our mission.

We will look carefully at the range of work we do and focus on where we can make the most difference. We will develop a clear framework to guide our decisions and to support us to adapt as communities' needs change. To increase our impact, we will make hard decisions that may result in discontinuing some things we do today.

We will strengthen our support services to enable our work, developing new and more effective ways of working together and generating resources.

Most importantly, we will grow and diversify our people (members, staff and supporters) and work more closely together to make an impact.

This means working as one team, directed by our organisational strategy and empowered and equipped to act locally in the communities where we are most needed.

We want our people to have more opportunity to contribute their skills and talents, taking on new roles to support the changing needs of vulnerable people.

We will reimagine volunteering to reflect Aotearoa New Zealand's diverse and changing society and the ways that people want to engage with us.

Strategy 2030 –

THE INTERNATIONAL FEDERATION (IFRC) OF RED CROSS AND RED CRESCENT SOCIETIES PERSPECTIVE

The IFRC has articulated a number of goals and focus areas which align with many of the challenges and opportunities we have identified as part of our New Zealand Red Cross Strategy 2030:

THE IFRC STRATEGIC GOALS:

Goal 1: People anticipate, survive and quickly recover from crises

Goal 2: People lead safe, healthy and dignified lives and have opportunities to thrive

Goal 3: People mobilise for inclusive and peaceful communities

To meet these strategic goals seven transformations have been identified:

Strengthening our foundations

- National Societies as strong and effective local actors
- Inspiring and mobilising volunteerism
- Ensuring trust and accountability

Connecting and influencing

- Working effectively as a distributed network
- Influencing humanitarian action

Being future fit

- Digital transformation
- Financing the future

Strategy 2030 → STORIES

'OUR UNITED RESPONSE' – CHRISTCHURCH TERROR ATTACK

“FACING AN UNPRECEDENTED SITUATION, TOGETHER OUR TEAMS STEPPED UP WITH COMPASSION TO PROVIDE SUPPORT AND COMFORT WHEREVER WE COULD. IT REALLY WAS A MULTI-FACETED RESPONSE.”

— NIAMH LAWLESS – SECRETARY GENERAL

Friday 15 March 2019 was a day that changed the lives of many Kiwis forever. It was a dark day for New Zealand. It was also a response that brought many of the New Zealand Red Cross whānau together.

Within hours of the attack, New Zealand Red Cross teams were in action. The local Disaster Welfare and Support Team (DWST) headed straight to the Civil Defence Centre to provide psychosocial support to victims' family and friends. The ICRC's Restoring Family Links service was activated, giving worried family and friends from around the globe an opportunity to register an enquiry if they hadn't been able to get in touch with loved ones.

Meanwhile, our migration teams around the country worked to check in with former refugees and provide whatever practical and emotional support they could. This work continues months after the attack.

It is important not to underestimate the power of people working together across their differences to confront the challenges we face together: to protect life and health, to promote dignity and to ensure respect for every human being.



NEW ZEALAND
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Strategy —2030—

We will achieve our mission by focusing our services on what we're great at – where we can have the greatest impact and where we have unique skills and contributions to make.

OUR FOUNDATIONS

Our Mission Statement

Our mission is to improve the lives of vulnerable people by mobilising the power of humanity and enhancing community resilience.

Our Fundamental Principles

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary service
- Unity
- Universality

IHL and other legal frameworks

We work for strong legal protections for vulnerable people in humanitarian emergencies, and these laws and policies in turn shape our humanitarian response.

OUR ENABLERS

Our people

We will invest our resources wisely in tools, training, technology and assets to support all New Zealand Red Cross people to work differently, and as one team. We will look at where and how we work together, increasing our mobility, collaboration and connection to the communities that need us.

Our resources

We will build strong financial foundations – ensuring we have the resources available to support our work and achieve our mission.

Our decisions and our work will be guided by the following strategic themes:

✓ Mission focused

- We will focus on delivering our mission through three core focus areas – disaster risk management, international programmes and our migration programmes.
- We will work as one team ensuring all New Zealand Red Cross people understand how their roles, responsibilities and actions contribute to New Zealand Red Cross' mission.

✓ Future oriented

- We will continue to embrace change and, honouring our history, always look forward.
- We will anticipate and understand the changes in our world and constantly think about how we can evolve to respond to changing needs.

✓ Reimagining volunteering

- We will attract and engage a diverse New Zealand Red Cross membership – and together with our existing members work collectively to contribute in ways that make the biggest impact.

✓ Financially sustainable

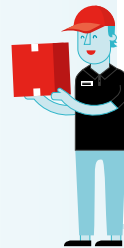
- We will build our long-term financial sustainability to achieve our mission.
- We will invest our resources (people, time, assets and money) wisely to ensure New Zealand Red Cross is there when and where we are needed most.

OUR SERVICES



Disaster risk management

We will be Aotearoa New Zealand's leading community partner before, during and after disasters.



International programmes

We will work with the wider Red Cross Red Crescent Movement and in partnership with others to respond to humanitarian crises and support vulnerable communities in the Pacific and further afield.



Migration programmes

We will address the humanitarian needs of vulnerable migrants by supporting them to achieve their aspirations and become part of diverse, inclusive and resilient Aotearoa New Zealand communities.

Strategy —2030→

Changing
the way
we work



WHAT we'll be working on

Over time, our community-based voluntary services will focus more on three core service areas – disaster risk management programmes, international programmes and migration programmes, using a national framework to enable and support local initiatives. We will build and support member capability and capacity in these areas.

Where we decide, over time, to stop delivering some services, we will engage locally to transition these services to other providers wherever possible and we will create new ways for members to contribute.

For a humanitarian organisation like New Zealand Red Cross, resources will always be limited. To be successful in our mission, we will need to focus on the things we're great at, and where we can make the most contribution to supporting vulnerable people.

Increasingly, all our work is interconnected – we will leverage our disaster risk management programmes in Aotearoa New Zealand to support our responses to international humanitarian crises. The work we do internationally to support refugees will help us to understand how we can best support migrant communities here in Aotearoa New Zealand.

Disaster risk management programmes – We will be Aotearoa New Zealand’s leading community partner before, during and after a disaster

Climate change and natural disasters are having a significant impact in Aotearoa New Zealand communities and internationally.

New Zealand Red Cross has supported communities before, during and after disasters for nearly 100 years. We will continue to engage communities across Aotearoa New Zealand to help everyone to be better prepared for and reduce the impact of disasters.

We will strengthen our local links with communities to support readiness and resilience, with a particular focus on tangata whenua.

Through our members we will strengthen our capacity to respond to disasters and crises to support communities in their recovery.

Our links between local and international disaster risk management activities will enable us to use domestic expertise to support international humanitarian responses, and vice versa.

We will continue to develop strong partnerships with the government and NGO sector to support communities throughout Aotearoa New Zealand.

Strategy -2030- STORIES

‘INNOVATION IN PRACTICE’ – GOOD AND READY AUCKLAND

QUOTE FROM HEIDI ANCETE, PROJECT LEAD

We know that many households in Aotearoa New Zealand, particularly those in large cities, could be far better prepared for an emergency. The Good and Ready Auckland project has been created to reflect New Zealand Red Cross’ national preparedness strategy and to address the needs of a large and diverse community like Auckland.

Good and Ready Auckland will build a network of community-based New Zealand Red Cross people who can help promote emergency preparedness and champion community resilience across the region.

This project is targeted at recruiting passionate people who are keen to support programmes associated with community resilience, disaster preparedness and New Zealand Red Cross disaster response teams.

International programmes – We will work in partnership with sister societies to respond to humanitarian crises and support vulnerable communities in the Pacific and further afield

We will develop, train and maintain a dynamic, diverse pool of international delegates and ensure our people have the skills to alleviate the impact of humanitarian crises. We will share our expertise globally and gain expertise from our international partners to contribute to a strong Red Cross Movement and a stronger New Zealand Red Cross.

With continuing geo-political instability and conflict, our role of influencing on behalf of vulnerable people in relation to issues like the impact of climate change, population displacement and nuclear proliferation will be even more important. This will complement the work we do to respond to humanitarian crises.

Migration programmes – We will address the humanitarian challenges of vulnerable migrants by supporting them to achieve their aspirations and become part of diverse, inclusive and resilient communities

We are committed to continuing our long history of supporting former refugees to resettle in Aotearoa New Zealand by being a lead provider of high-quality settlement support. We will address humanitarian concerns of vulnerable migrants by providing assistance, protection and advocacy to reduce vulnerability and enhance resilience.

New Zealand Red Cross people will be actively involved in supporting vulnerable migrants to become part of our community, and we will be a positive and proactive voice locally and globally to ensure the humanity and dignity of former refugees and new migrants is upheld.

We will encourage new Kiwis to be New Zealand Red Cross members themselves, helping us to become a stronger, more diverse and inclusive organisation.

We will continue our efforts to reunite people through our Restoring Family Links service.



Building strong foundations to enable our mission, generate resource and support new ways of working

LEGAL AND POLICY FRAMEWORKS

Legal and policy frameworks are foundational because they address and inform core concerns of the International Red Cross and Red Crescent Movement. They influence how to express our distinct identity in all that we do and say. They shape how we aim to maximise the potential of auxiliary status to the government. They inform our plans to engage with government in humanitarian advocacy. They link global humanitarian priorities to our national plans, and they are the conduit through which national priorities and expertise can shape global priorities.

We will continue to develop, advise on and implement programmes of instruction and teaching in the armed forces, other government bodies, in universities and schools and the wider public.

We will better integrate key messages about international humanitarian law (IHL) into marketing and communications, education and action plans to express the unique identity of the International Red Cross and Red Crescent Movement.

We will improve how global movement priorities shape national priorities and plans, and vice versa.

We will develop advocacy strategies for better implementation of law and policy that can protect vulnerable people at local, national and regional levels.

GENERATING RESOURCES AND SUPPORTING NEW WAYS OF WORKING

We can only achieve our mission if we generate income

and provide the right tools, systems, processes and support for New Zealand Red Cross people to deliver our collective goals and outcomes.

This starts with growing revenue to ensure we are financially sustainable.

We will continue to deliver our fundraising strategy. The fundraising efforts of our members and staff in communities across Aotearoa New Zealand will continue to be critical to enable our work.

We will also continue to work together to develop and evolve our commercial ventures. We will look to find more ways through which our members can contribute to the success of our retail and first aid arms.

We will design and deliver quality education programmes (including first aid training) that meet the needs of learners, contribute to the resiliency of communities and generate income.

Supported by the New Zealand Red Cross Foundation, we will look at how we can get the best out of our assets and investments.

We will better equip our people to be effective in their roles, including better working environments and tools. Investing in technology will be a significant enabler and will play an important part in our future success. It is important that we continue to develop a strong digital roadmap and invest wisely in this crucial and constantly evolving environment.

We will continue to grow our influence through awareness raising, education and working closely with our key stakeholders. Through a refreshed membership and volunteering strategy, we will retain current and attract new and diverse members.

HOW we'll be working

Working together, and with others, in different ways

All our work will be interconnected – whether it's responding to a humanitarian crisis overseas or a disaster in Aotearoa New Zealand, running programmes in our communities, fundraising or working in a retail shop. Increasingly we will be working collectively, sharing our skills and experience to achieve our mission.

We will work together delivering multiple services from one location. These physical locations will provide an environment for all New Zealand Red Cross people to collaborate and work more closely together.

We will locate ourselves where our services are most needed and look to co-locate with other community service providers to share resources and increase collaboration.

New Zealand Red Cross hubs will be welcoming and well-equipped spaces where all New Zealand Red Cross services for that community are located. New Zealand Red Cross people will be able to play broader roles across a range of services, having the choice of working in the retail shop, providing front line support to the public, or supporting disaster preparedness, all in the one location.

A more mobile workforce

We will continue to enable New Zealand Red Cross people to deliver our services when and where they are needed, engaging with their communities and working closely with other New Zealand Red Cross people. We recognise that face-to-face partnering with communities and across the organisation is one of the most powerful ways we can connect. Technology will positively influence our way of working, allowing New Zealand Red Cross people to work from anywhere, but still be connected to the rest of the team.

This will mean a New Zealand Red Cross presence in more communities and more engagement between New Zealand Red Cross people.

We'll use technology to enable mobile working. Our people will be able to work wherever they're needed. Technology will streamline administration time and allow our people to focus on their humanitarian work.



Strategy 2030 → STORIES

'WORKING TOGETHER FOR BETTER OUTCOMES'

– NORTHLAND AREA FORUM

The Northland region of New Zealand Red Cross holds two area forums annually, most recently at our Far North Service Centre in Kerikeri. The forum was a great example of Red Cross unity in action, with representatives from branches, Whangarei Red Cross Shop, National Youth Panel and the Disaster Welfare and Support Team all present.

The key part of the forum centred on disaster preparedness, involving an activity aimed at prompting members to prepare household disaster readiness packs. A highlight was the obvious passion from Northland members in helping communities get ready and prepared for disasters.

The area forum also included presentations from a New Zealand Red Cross IT & Telecoms Emergency Response Unit delegate who had been deployed to Indonesia following the earthquakes, and updates from the local Humanitarian Development Engagement Manager, a Red Cross Shop Manager and a National Youth Panel representative.

“The room was buzzing with energy. It was filled with people from across every part of New Zealand Red Cross including the branch, DWST, Red Cross Shop, youth, staff and area council.” – Helen Phillips, Chair of the Northland Area Council.



WHO will be delivering our services?

One skilled, connected and committed New Zealand Red Cross team, made up of members, staff and supporters, will work together to deliver services and strengthen resilience in communities across Aotearoa New Zealand

By working together as one team, focusing on what we're great at, we will make a greater impact, be more visible in the communities we serve and attract more people to our cause.

A focused team of humanitarian leaders

Our highly skilled and motivated staff will provide leadership and specialist skills to support the delivery of our mission at home and overseas. They will provide strong strategic leadership, supporting New Zealand Red Cross members to focus on the things we're great at to make a difference in their communities.

Building on our strong member network and increasing opportunities to participate

We want to maintain and support the strong core of experienced members we have now. They have a wealth of experience that will be critical to our ongoing success.

At the same time, we will grow and diversify New Zealand Red Cross membership to reflect the communities we serve.

Our goal is to have a dynamic and engaged team of New Zealand Red Cross people, participating in both short- and long- term mission-focused projects and services that positively impact the communities they live in.

Our people will be united and inspired by our cause, empowered to deliver locally, and trained and equipped to support our work, with clearly defined roles and responsibilities.

Attracting young humanitarian leaders to the Movement

We will encourage more young New Zealanders to join us.

We know that young people are passionate about the same causes we are, like international humanitarian law, climate change, nuclear proliferation and social inclusion.

We will create opportunities for young people to contribute in ways that are meaningful and relevant to them and develop programmes that attract, engage and grow young humanitarians.

As we reimagine volunteering, we will engage with young people and be informed and led by how they want to contribute.

Reimagining Volunteering

– THE INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES’ PERSPECTIVE

Volunteering patterns are changing. Globally, only about 30% of volunteers do so formally through institutions – which means that the majority of citizens are volunteering through grassroots mechanisms, often enabled by digital technology. Many are self-organising, motivated by causes rather than brands or institutions and may want to see more direct, faster and greater impact from their work.

- Technology is playing a greater role in volunteer organising – are we developing these approaches fast enough?
- Volunteers and, in particular, movements are often motivated and rally behind causes – are we communicating and clear enough about our cause?
- Motivations for volunteering can be complex and multifaceted – how can we widen our approaches to ensure it is more attractive to diverse communities and a wider audience?

Strategy 2030

STORIES

‘A PLACE FOR ALL’

– IAN BALDWIN TRANSITIONS FROM MEALS ON WHEELS TO SUPPORTING FORMER REFUGEES

When Ian Baldwin retired, he wanted to get involved in something interesting that would keep him occupied. He started to volunteer with the Meals on Wheels programme but found that he still had too much time on his hands. He soon came upon an advertisement from New Zealand Red Cross, calling for people to support former refugees new to Dunedin.

“I thought ‘that sounds interesting’, so I went along to their course and that was it. I started going out and loved doing it.”

Ian now spends much of his time helping to settle in families new to his neighbourhood. This includes helping to set up their new home, explaining how to get around the city and connecting the new Kiwis with other support services.

He usually spends three months supporting individual families, and sometimes up to six months, seeing them three or four times a week. Even after the families are settled, Ian still keeps in touch, as by that stage they have become good friends.

Implementing Change

What we're embarking on will be an evolution, not revolution. Under the direction of the National Board, management will plan and execute change in a phased way to ensure we can continue to support communities while we change.

We will make sure that changes are based on a good understanding of our current situation, future needs and the benefits that change will bring.

We will draw on the expertise and knowledge of a range of New Zealand Red Cross people to design and deliver the changes and ensure that all New Zealand Red Cross people can see and understand the direction and progress we're making.

We will be pragmatic and flexible, looking for things we can change quickly to support our current work while we plan for larger longer term changes.

A place for everyone

Our people remain our greatest strength. Whether you are a teenager learning what it means to be a young humanitarian, or you are well on in your years and continue to contribute to your local New Zealand Red Cross branch activities – you are valued and needed.

As we move forward together, there will be opportunities for everyone to be involved.

The future is bright for New Zealand Red Cross – together, through mobilising the power of humanity we will improve the lives of vulnerable people and enhance community resilience.

Do you want to help make a difference?

Does what you have read excite and inspire you? If so, then join New Zealand Red Cross today and be a part of the world's largest humanitarian movement.

Visit www.redcross.org.nz/getinvolved to find out more.





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