



# NEW ZEALAND RED CROSS TOWARDS 2020





THE MISSION OF NEW ZEALAND RED CROSS  
IS TO IMPROVE THE LIVES OF VULNERABLE PEOPLE  
BY MOBILISING THE POWER OF HUMANITY  
AND ENHANCING COMMUNITY RESILIENCE.

The Red Cross Movement occupies a unique place in society. From the birth of an idea in 1859 Red Cross has become a global force to help people prepare for, respond to and recover from challenges and adversity. It has the means and mechanisms to do great good because of accumulated experience, vast international representation, adherence to the fundamental principles of the organisation and its scope and outreach.

The Red Cross Movement enjoys a special relationship with governments and can engage in a unique way due to the special status as auxiliary partners in the humanitarian field. This means that while independent, we cooperate with Governments in fulfilling our humanitarian objectives.

Members, volunteers and staff contribute their collective energies to improving the lives of vulnerable people in an inter-connected and inter-dependent world.

New Zealand Red Cross and other national societies contributed to and approved a global strategy for the International Federation of Red Cross and Red Crescent National Societies. We have translated this to a New Zealand context to form our own strategic plan.

This document outlines the long-term direction and vision for New Zealand Red Cross and will be the basis for our operating plans and objectives over coming years.



## National Board

NEW ZEALAND RED CROSS INCORPORATED



Watch the  
Towards 2020  
video here:



[www.youtube.com NewZealandRedCross1](http://www.youtube.com/NewZealandRedCross1)

## WHO WE ARE

Red Cross has been an essential part of New Zealand since 1915 helping those in need. As part of the International Red Cross and Red Crescent Movement, we can draw on the capacity and knowledge of the largest humanitarian organisation in the world and its unique international standing.

In times of disaster, conflict and emergency, together, we offer assistance in a neutral and impartial manner, independent of any cultural, religious or political affiliations.

The work of New Zealand Red Cross is diverse and far reaching and would not be possible without the combined efforts of our members, volunteers, staff and supporters. The difference we make to the lives of vulnerable people is founded on this commitment and dedication. Together we can mobilise the power of humanity.

We actively strive to live by our fundamental principles and values, by working in an open and transparent way and holding ourselves accountable for all that we do.

We celebrate the diversity of the communities we work in, including those who work with us. We are committed to using the Treaty of Waitangi to guide our relationship with Maori as tangata whenua and Treaty partners, while also being mindful of our commitment to Pacific Island nations and other migrant groups.

New Zealand Red Cross works hard to provide fast, relevant, expert and caring assistance to meet the needs of affected and vulnerable people, at home and overseas.

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AND SUPPORTERS.

## HOW WE WORK



New Zealand Red Cross will be the leading humanitarian organisation in New Zealand by being relevant, reflective of society and providing people with a sense of affinity with who we are and what we do.

Building a stronger National Society is contingent on robust and effective governance and leadership. A strong National Society also requires an engaged, committed and vibrant membership. Our programmes will target the vulnerable, meet communities' needs, be well managed and maintain financial sustainability, transparency and accountability. We will ensure our people are engaged, motivated, and equipped with the skills and capabilities to achieve this. It is critical that we align all parts of the organisation to our mission, strategy and culture, creating an environment that fosters dynamic collaboration and innovation.

Diversity is important in reaching more people with a wider range of programmes. We will find new ways to engage people as humanitarians and supporters of our work – particularly young people and those from diverse backgrounds.

Volunteers have been at the core of the Movement since it was first conceived in 1859. Today they are central to everything we do, contributing to our success, and assisting vulnerable people in times of greatest need. Attracting, developing and retaining volunteers is essential to strengthening New Zealand Red Cross. We will deepen our engagement with our stakeholders, whether beneficiaries, donors, customers and supporters, government, businesses, not-for-profits or programme partners – to better understand and respond to their needs.

At New Zealand Red Cross, standing up for our values is imperative. We will achieve positive social change through persuasion, diplomacy, effective communication and partnerships. We act on behalf of those who are most vulnerable, and through our outreach efforts we give these people a voice to achieve the changes that are needed.

We will effectively communicate with our people and the general public, drawing on all of the opportunities at our disposal, including the website, intranet and social media, while also actively engaging and developing media relations.

We will continue to play an influential and strongly supporting role within the Red Cross Red Crescent Movement through our active participation in working groups and other partnerships, and our close association with the Federation and ICRC.

We will work in strong complementarity and coordination with others who subscribe to shared standards of good practice.

New Zealand Red Cross will generate financial resources by undertaking commercial activity with the objective of at least meeting our administration costs. We will maximise the potential of our existing first aid training business and our retail business and will develop new commercial activities for revenue generation.

Our asset management, financial systems and financial reporting will be best practice, and we will maintain an investment fund that provides income to support our humanitarian work.

We are also committed to ensuring New Zealand Red Cross is an environmentally conscious and responsible organisation.



# OUR CHANGING WORLD



The demand for our work has slowly been increasing. By 2020, the world we live and work in will be very different.

We are facing an array of complex challenges including increased poverty, population growth, technological development, on-going health and hygiene crises, climate change, extreme weather and environmental degradation. Economic and political instability will continue to be an on-going cause of conflict and violence.

In New Zealand, as the world around us changes, more people will be in need of Red Cross' support.

The global financial crisis interrupted the world's economies and as a country we are struggling to grow, partially due to our size and remote location. This will continue to put pressure on the public sector and services offered to New Zealanders.

The make-up of our society has also changed and will continue to do so with an increasingly aging population, a growing number of migrants and a more diverse population. Poverty and inequality have increased and remain entrenched, particularly for the most vulnerable in our communities.

IN NEW ZEALAND, AS THE WORLD AROUND US CHANGES, MORE PEOPLE WILL BE IN NEED OF RED CROSS' SUPPORT.

Natural disasters like the Canterbury earthquakes and our support to other national societies in their response to earthquakes, devastating tsunamis and extreme weather events, floods, bushfires and droughts, have stretched our resources at an unprecedented scale.

Our understanding and practical experience tells us we need to make sure we are prepared for, and able to respond to these challenges and support people in need.



## WHAT WE DO



### STRATEGIC AIM 1

## WE WILL PREPARE FOR, RESPOND TO AND ENABLE RECOVERY FROM DISASTERS AND CRISES

In times of disasters or crises, New Zealand Red Cross will respond at home and overseas. Trained, well-resourced volunteers and staff will provide a comprehensive range of emergency response and disaster welfare activities, based on and in response to, changing needs and our agreements with partners and key stakeholders.

A seamless connection between local, national and international capabilities will provide fast, relevant and expert assistance to meet the needs of people affected by disasters and crises. This will be supported by recovery activities that will reduce vulnerability, build resilience and strengthen our capacity to respond to future disasters.

#### BY 2020 WE WILL...

- Be the leading humanitarian volunteer response agency, with trained, well-resourced volunteers ready when needed
- Have prepared and be able to provide comprehensive, well-organised and equipped emergency response capability through-out New Zealand to respond to any disaster or crisis nationally
- Continue to build a disaster response capacity that meets our obligations internationally, with a specific focus on the Pacific region
- Maximise the use of technology in disaster response and recovery management
- Have the capacity to sustain a four year recovery cycle following a disaster or crisis, and carry out activities to support community needs and build resilience
- Have strengthened capability for disaster preparedness wherever possible extending this into all of our activities in order to raise awareness of other programmes such as meals on wheels and first aid
- Have established sustainable partnerships to increase the numbers of volunteers and their expertise.

# WHAT WE DO



## STRATEGIC AIM 2

# WE WILL ENABLE HEALTHY AND SAFE LIVING

As our environment continues to change and evolve, New Zealand Red Cross recognises that people here and overseas have different and ever changing needs.

We will grow our reach and capacity to ensure we continue to be an essential part of New Zealand and international communities. New Zealand Red Cross will assess the needs of our communities as part of our commitment to reach out and help the vulnerable. We will develop and deliver a range of quality targeted services to ensure healthy and safe living, whether at home, in the workplace or as part of the broader community.

We will equip people with the skills to look after themselves and others in a healthy and safe way, and in so doing contribute to an overall improvement in community resilience and wellbeing.

We will work closely with other community groups and service providers to build networks and provide educational programmes, services and essential support. We will ensure at all times what we do is both relevant and effective for the vulnerable and isolated and we will not duplicate the work of others.

### BY 2020 WE WILL...

- Work with communities to understand their needs, in order to refresh and develop programmes and services that meet the needs of diverse cultures and groups
- Provide programmes and services based on sound research that are:
  - relevant to the needs of communities in areas of Red Cross' expertise
  - sustainable
  - financially supported
- Strengthen our partnerships in order to expand our reach and impact
- Embrace technology as an integral part of all of our services
- Continually review and refresh our programmes and services, as needs change, including planned independent monitoring and evaluation



### STRATEGIC AIM 3

## WE WILL PROMOTE A CULTURE OF SOCIAL INCLUSION

New Zealand Red Cross is committed to promoting a culture of social inclusion and will strive to ensure that vulnerable people are able to effectively participate and have a voice in society.

In addition to providing assistance to refugees and asylum seekers, we will bring people together with the express aim of building bridges, increasing cultural understanding and tolerance. Our work in advocating the fundamental principles and international humanitarian law, is vital to achieve this.

We will actively work with diverse groups in New Zealand, and will continue to educate people about who we are and what we stand for.

#### BY 2020 WE WILL...

- Understand and meet the essential needs of asylum seekers, refugees and their families by supporting them in their transition into New Zealand society, without discrimination and irrespective of their legal status
- Promote respect for diversity, non-violence and social inclusion through the education of present and future humanitarians
- Ensure there is a high level of understanding and communication with the New Zealand government and the general public on issues relating to international humanitarian law
- Ensure that our members, staff and volunteers are reflective of the diversity of New Zealand society
- Speak out and promote humanitarian issues
- Make the best use of volunteers

# WHAT WE DO



## STRATEGIC AIM 4

# WE WILL ATTRACT AND RETAIN HIGHLY ENGAGED AND DIVERSE MEMBERS, VOLUNTEERS AND STAFF

People are at the very essence of who we are as an organisation. We value the time, commitment, passion and energy of our people – whether members, volunteers or our staff (who support the work and objectives of Red Cross through professional support and management).

We know that our ability to deliver on this strategy is dependent on these people. We aspire to be the leading humanitarian organisation in New Zealand – by attracting, developing, retaining and rewarding our people and by recognising that the work of New Zealand Red Cross is dependent on their contributions of time, skills, and enthusiasm to help vulnerable people.

### BY 2020 WE WILL...

- Be the most respected and valued not for profit organisation in New Zealand 's humanitarian and community service sector
- Have a strong and growing membership that mirrors the rich diversity of New Zealand society
- Be the employer and volunteer agency of choice in humanitarian not-for-profit organisations
- Attract and retain increased numbers of volunteers and members
- Capture the hearts and minds of New Zealanders, as evidenced by our members' and volunteers' regard for our advocacy and leadership on humanitarian issues, and by a growing and committed base of financial supporters and partners
- Be widely known, well understood, and respected throughout our communities for what we do and what we deliver for vulnerable people in New Zealand and overseas
- Communicate to, with and across our members, volunteers and staff in an appropriate, open and transparent manner which maximises the use of technology.



## STRATEGIC AIM 5

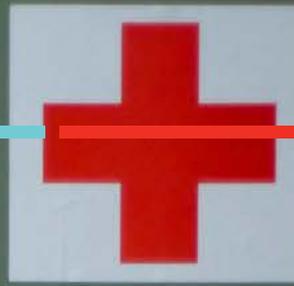
# WE WILL HAVE A STRONG FINANCIAL BASE, WITH GROWING INCOME AND A ROBUST INFRASTRUCTURE

New Zealand Red Cross will work hard to be financially sound and sustainable, maintain our assets to the highest standard, provide relevant and meaningful ways for our supporters and partners to fund our work and ensure that we have the right balance of commercial activity.

We are able to deliver services and support for the vulnerable in our communities through the generosity, legacy, contribution and commitment of our supporters. New Zealand Red Cross has an established and substantial infrastructure throughout the country, critical to the delivery of services in communities small and large, maintaining a national disaster response capability, supporting a national retail chain and providing education and training throughout New Zealand.

### BY 2020 WE WILL...

- Have diverse and flexible fundraising streams that are relevant and sustainable
- Meet international benchmarks for cost to income fundraising ratios
- Be the preferred partner for funding, sponsorship and public sector investment in humanitarian aid and programmes and services for the vulnerable
- Have profitable commercial business streams to support our programmes and activities
- Have invested in and maintained our infrastructure to support our needs, including embracing information technology solutions in all that we do
- Have a brand and reputation that is beyond reproach and is much loved and respected throughout New Zealand
- Be cost effective and efficient in the way we work



# MONITORING PROGRESS



New Zealand Red Cross Strategy 2020 sets a clear direction for discussion and debate for our people when developing operating plans, activities and programmes.

Relevance, transparency and being outcome driven are key commitments underpinning Strategy 2020. We will achieve our strategic aims through the means of how we work.

A mid-term evaluation will be undertaken in 2016 to keep abreast of our ever-changing world, the strategic aims of responding to disasters, enabling healthy and safe living, the promotion of social inclusion, the attraction and retention of people and the financial base. This will be underpinned by effective cooperation, humanitarian diplomacy and the maintenance of a strong National Society.

In its journey towards 2020 New Zealand Red Cross will do more, do better and reach further by building on past achievements and lessons learnt to ensure that we realise our place in building a better world.



# THE FUNDAMENTAL PRINCIPLES AND VALUES

The Fundamental Principles of the International Federation of Red Cross and Red Crescent Movement are:

## HUMANITY

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

## IMPARTIALITY

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

## NEUTRALITY

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

## INDEPENDENCE

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

## VOLUNTARY SERVICE

It is a voluntary relief movement not prompted in any manner by desire for gain.

## UNITY

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry 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.



## NEW ZEALAND RED CROSS CORE VALUES

**PEOPLE:** We build the capacities of people and communities to work in solidarity to find sustainable solutions for their most pressing needs and vulnerabilities.

**INTEGRITY:** We work in accordance with our Fundamental Principles in a transparent and accountable manner.

**PARTNERSHIP:** As members of the International Red Cross and Red Crescent Movement and, guided by its statutes, we cooperate with governments, and with other organisations in line with the Fundamental Principles, without compromising our emblems and the independence, impartiality and neutrality that they represent.

**DIVERSITY:** We respect the diversity of the communities we work with and of our volunteers, members and staff, based on non-discrimination and our principles of impartiality, unity and universality.

**LEADERSHIP:** We show leadership and strive for excellence in our work, drawing attention to the rights, needs and vulnerabilities of communities and the factors that underlie them.

**INNOVATION:** We draw inspiration from our shared history and tradition, but are equally committed to finding creative, sustainable solutions to problems that threaten human well-being and dignity in a changing world.



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