



Strategy for the Development of Embrace FARM 2017-2021¹

June 2017

¹ Development of the strategy was facilitated by Dr Pat Bogue, Broadmore Research & Consulting

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Introduction

Embrace FARM (Farm Accidents Remembered & Missed) is an organisation which was founded, by Brian Rohan and his wife Norma, a farming family from Shanahoe, Co. Laois, in 2014 to establish an annual ecumenical service and possibly a support group for farm families who, like them, have lost a loved one or suffered a serious injury in a farming accident.

Brian Rohan, his wife Norma and extended family lost his dad Liam Rohan to a farm accident on their farm at Shanahoe, Co. Laois in 2013. Liam Rohan, in his full and healthy life, was a popular and respected farmer & represented Ireland a number of times at World Ploughing Championships. Liam suffered a severe blow to his head while carrying out repair work on machinery and sadly died a number of days later. Like most farming families the Rohan's experienced great and invaluable support from neighbours and friends but were surprised to find that there was little or no emotional or practical support networks available to farm families suffering such loss.

Embrace FARM is a voluntary organisation which is currently at an advanced stage of an application to register as a Charity with full charitable status as of June 2017. The organisation is controlled and guided by a voluntary Board of Directors, which includes bereaved family members and professionals working in the agri-sector. Embrace FARM remembers those who have lost their lives and have been injured and supports both the survivors of farm accidents and family members.

Development of the Strategy

The development of the strategy was initiated by the Board of Directors and the initial strategy document prepared. In order to progress the preparation of the strategy, Dr Pat Bogue, Broadmore Research & Consulting was invited to facilitate the process and to provide all Board members with the opportunity to contribute the development of the strategy. Board members were facilitated in two discussion sessions on the strategy.

Strategy 2017-2021

The strategy for Embrace FARM includes the following: Vision; Mission; Values; Goals; Objectives; and Strategic Actions. The strategy should be viewed as a living document, changing as issues are successfully addressed, barriers encountered or as new issues evolve or emerge.

Vision

The vision of Embrace FARM is:

A caring and supporting agri-community for all affected by farm accidents

Mission

The mission of Embrace FARM is:

To create a support network for those affected by farm accidents

Values

The core values which guide the activities of Embrace FARM are presented in Figure 1 (this list is not exhaustive as there may also be other values which individuals identify as being part of the way Embrace FARM operates).

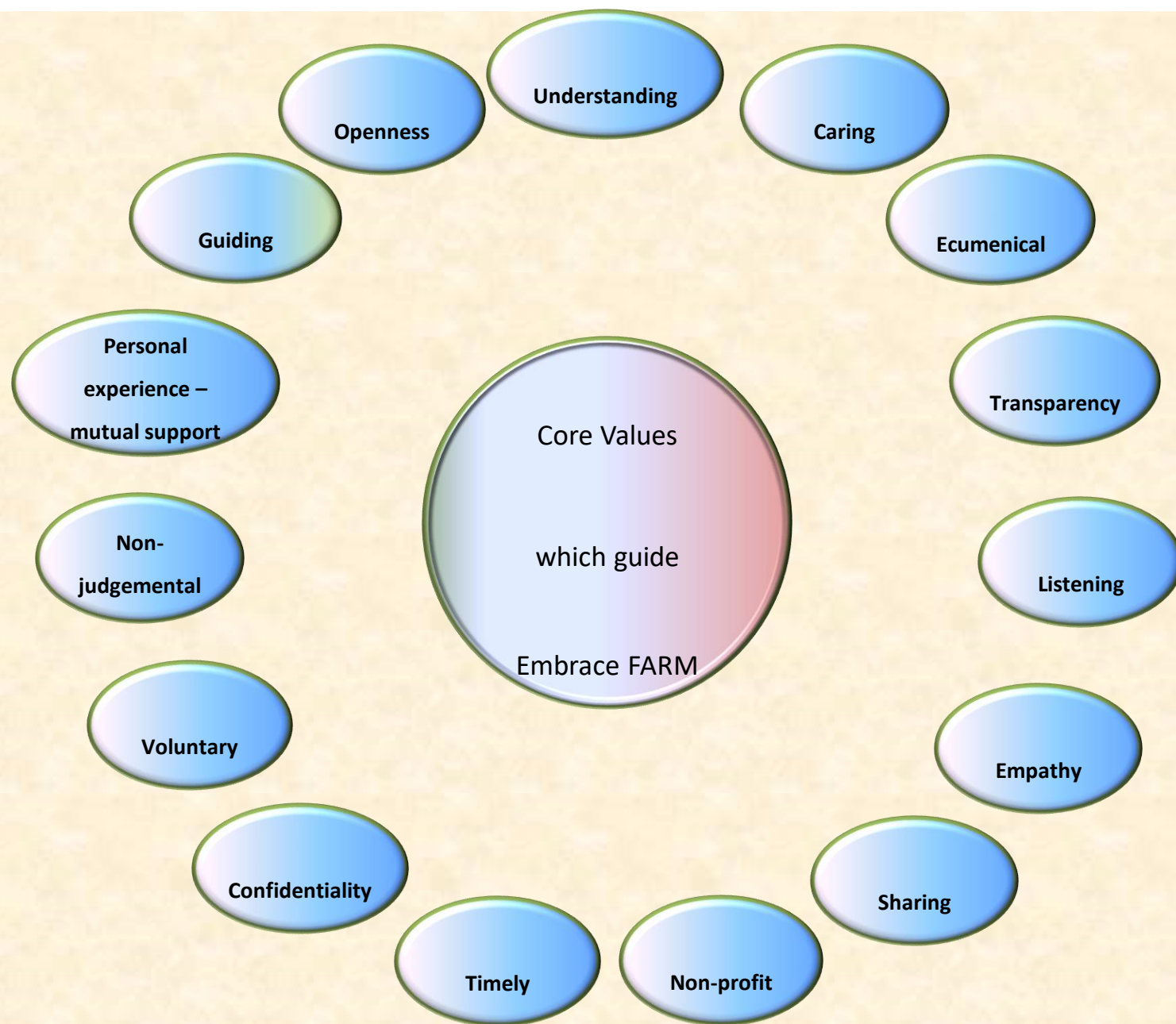


Figure 1 Core Values Which Guide Embrace FARM

Goals, Objectives and Strategic Actions

The main goals of Embrace FARM include:

- To remember those who have been involved in farm accidents;
- To support those affected by farm accidents;
- To increase the profile and public awareness of Embrace FARM;
- To become an effective and recognised advocate on behalf of those affected by farm accidents; and
- To manage and operate Embrace FARM to the highest standards of governance.

Goal	Objective	Strategic Action
<i>To remember those who have been involved in farm accidents</i>	To provide appropriate opportunities to remember those who have been involved in farm accidents	• Organise an annual remembrance service/event/activity
		• Organise remembrance candles and Christmas cards
		• Review the remembrance events/activities as to their appropriateness and make changes if necessary

Goal	Objective	Strategic Action
To support those affected by farm accidents	To organise events/activities whereby those affected by farm accidents can network with each other and provide mutual support	• Maintain contact with those affected by farm accidents • Organise regional support networks and groups for those affected by farm accidents • Organise specific events for families affected by farm accidents • Proactively engage with and encourage those affected by farm accidents to attend events/activities
	To be an effective first point of contact for those affected by farm accidents	• Organise skilled listeners for those who need to talk • Organise appropriate training and support for those who are points of contact • Prepare appropriate information material for distribution (printed, online, media etc) • Provide an information pack for those affected
	To encourage the agri-community to respond effectively to the needs of those affected by farm accidents	• Liaise with and provide guidance to the agri community on the needs of those affected by farm accidents
	To facilitate the development of alliances and cooperation within the agri community to support those affected by farm accidents	• Facilitate networking events for the wider agri community • Facilitate discussion among the agri community for enhancing collaboration and coordinating and linking the delivery of services • Identify and maintain direct contacts in relevant government departments, agencies and the agri community

Goal	Objective	Strategic Action
<i>To increase the public profile and awareness of Embrace FARM</i>	To effectively utilise online and social media technologies to enhance the profile and public awareness of Embrace FARM	• Develop guidelines for the organisation website and social media engagement • Maintain and update the website on an ongoing basis • Maintain and update social media accounts on an ongoing basis
	To engage with the media and the public on issues of relevance to Embrace FARM	• Develop a protocol for engagement with the media • Agree and clarify the message for all those promoting the organisation • Organise media training for volunteers (if necessary)
	To engage in awareness and promotion activities and events	• Develop guidelines for the organisation of promotion/awareness events/activities • Develop guidelines for the publicity of activities and events • Disseminate information in appropriate locations and media

Goal	Objective	Strategic Action
<i>To become an effective and recognised advocate on behalf of those affected by farm accidents</i>	To register as a lobby group and comply with the requirements under the Lobbying Act 2015	• Adhere to requirements and maintain appropriate records • Inform board members and volunteers of requirements
	To seek changes in policies and procedures within relevant government departments, agencies and the agri community	• Identify and maintain direct contacts in relevant government departments, agencies and the agri community • Liaise with relevant government departments, agencies and the agri community to develop appropriate policies for engaging with and assisting those affected by farm accidents • Debate and develop appropriate policy proposals and responses to relevant sectoral policies • Lobby relevant individuals and bodies on policy proposals

Goal	Objective	Strategic Action
<i>To manage and operate Embrace FARM to the highest standards of governance</i>	To develop a policy for seeking and receiving funding	• To source the funding necessary to run the organisation • Develop and implement a protocol for the use of the '<i>Embrace FARM</i>' name and logo in fundraising
	To establish sound financial management and control practices	• Develop a financial plan for the organisation • Develop and implement appropriate financial management procedures • Produce independently audited accounts • Be transparent in the provision of financial data to the public
	To identify the critical areas for which the organisation needs specific policies and procedures	• Agree and implement a: • Code of behaviour for volunteers • Protocol for providing information, guidance and support to those affected by farm accidents
	To adhere to the requirements as set out by the Charities Regulator	• Maintain appropriate records and reports as required by the Charities Regulator
	To effectively manage the resources provided by volunteers	• Clarify the roles and responsibilities of volunteers • Provide appropriate training and supports to volunteers • Agree an appropriate mechanism for reimbursing volunteer and professional expenses where necessary

Goal	Objective	Strategic Action
<i>To manage and operate Embrace FARM to the highest standards of governance</i>	To maintain an active Board of Directors	- Clearly document the roles and responsibilities of directors - Provide appropriate training & supports if required - Organise regular board meetings as necessary to run the organisation as set out in the memorandum and articles of association
	To explore the employment of individuals to support the running of the organisation	- Determine the roles which could be undertaken by any paid employees - Determine the cost of employing appropriate individuals - Determine how those roles could be financed - Clearly document how any employees would be managed and the link between employees and directors

Implementation of the Strategy

This strategy maps out the strategic actions required by Embrace FARM in order to develop the supports provided to those affected by farm accidents and develop the organisation so that it is in a position to effectively support those affected by farm accidents. Annual action plans will be prepared in order to deliver on the strategic actions. A sub-group of the Board of Directors will prepare the annual action plan. The annual action plan will be reviewed every six months by the sub-group and additional actions included as other actions are completed or progressed. A report on the progress being made on implementation will be presented to each Board meeting and the steps for addressing any difficulties included. An annual review will be undertaken by the Board of Directors to determine the: extent to which actions have been addressed; outputs/achievements; outcomes/impacts of the action taken; and barriers to progress and possible ways of overcoming those barriers.

This strategy should be viewed as a living document, changing as issues are successfully addressed, barriers encountered or as new issues evolve or emerge. It will be used as the broad framework within which annual action plans are developed.