



Embrace FARM – Strategic Plan

2020-2024

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Introduction

Embrace FARM (Farm Accidents Remembered & Missed) 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 a registered charity. 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 review and updating of the strategy were initiated by the Board of Directors. 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. An initial facilitated session with board members and staff reviewed the main activities and priorities for Embrace FARM. Further consultations were undertaken by online group calls to develop and finalise the strategy.

Internal and External Factors Impacting on Embrace FARM

Over the past 6 years, Embrace FARM has remembered those who have lost their lives as a result of farm accidents and effectively delivered supports to farm families and those who have been injured. The success of the organisation while highly positive also creates challenges for the future both internal and external (as identified by Board members and staff) including:

Internal

- Embrace FARM is the only organisation which is providing similar supports to farm families;
- Requirement for paid employees to support voluntary efforts (cost of employees);
- As organisation grows, demands on volunteers and staff are increasing;
- Demand for supports are growing among the farming community;
- Success and increased demand for services is creating a moral pressure to widen the scope but will widening will impact on resources (including staff, volunteers, financial etc);
- Demand for support is nationwide and a greater regional presence is required;
- Compliance with charities regulation and other requirements takes time and effort;
- The organisation has a good reputation which must be protected by maintaining a high quality service;
- Funding to date has been typically voluntary and ad hoc which while greatly beneficial, may not be sustainable and is not reliable on which to run a competent, efficient and effective organisation; and
- Time and effort are required to maintain the ongoing relationships with other organisations.

External

- The pressures on farm families are increasing which impacts in two ways – busier/pressurised people may be more prone to accidents & more challenging for others in farm families to cope with running the farm in the absence of a loved one;
- Social changes result in family and community support networks which may not be as strong as in the past;
- Challenge of creating awareness of the organisation (gaining media attention and coverage); and
- Competing demands for fundraising within the agri community.

Strategy 2020-2024

The strategy for Embrace FARM includes the following: Vision; Mission; Values; Goals; and Strategic Objectives.

Vision

The vision of Embrace FARM is:

To be recognised as the industry leader for supporting those affected by farm accidents

&

A caring, supportive and non-judgemental community for all affected by farm accidents

Mission

The mission of Embrace FARM is:

To grow and sustain a support network for those affected by farm accidents

In achieving the mission, Embrace FARM directly supports farm families (including children/young people) who have been bereaved as a result of a farm accident and farmers who have been injured as a result of an accident. In addition, Embrace FARM indirectly supports other farm families by providing information and directing them to other relevant and appropriate organisations.

Values

The core values which guide the activities of Embrace FARM include:

- Empathy - Drawing on our personal experience we are always there to help those impacted by farming accidents;
- Understanding – Based on our personal experiences, we aim to be understanding and supportive to all who need us;
- Transparency – We will be compliant with relevant regulations and treat all our partners/stakeholders with integrity;
- Guiding and Listening – We are a network for people to '*reach out*' to with confidentiality and will offer understanding and support to all who contact us;
- Respect – We will respect each other, the people we support and the organisations we work/partner with;
- Committed – We are committed to supporting those in need (bereaved, traumatised, overwhelmed) as best as we can;
- Inclusive – We will support all of those who need our services; and
- Person Focused – At the heart of everything we do are bereaved families and survivors.

Goals and Strategic Objectives

The goals of Embrace FARM include:

- Remember those who have lost their lives as a result of farm accidents;
- Support families affected by farm accidents;
- Support those who have been injured in farm accidents;
- Develop and continually improve the supports for farm families in a phased way;
- Increase profile and public awareness;
- Be an effective advocate on behalf of those affected by farm accidents;
- Seek to ensure the sustainability of Embrace FARM; and
- Operate to the highest standards of governance.

Goal	Strategic Objective	Examples of Possible Actions (not definitive list)
<i>Remember those who have lost their lives as a result of farm accidents</i>	Organise appropriate opportunities to remember those who have lost their lives as a result of farm accidents	• Remembrance events across the island of Ireland • Live streaming of remembrance events • Specific elements within remembrance events or other specific events which appeal to children and young people (within family units) • Remembrance events with appeal to those of different faiths/non-religious • Ongoing review and development of remembrance events • Process for welcoming and including new families attending events for the first time

Goal	Strategic Objectives	Examples of Possible Actions (not definitive list)
Support families affected by farm accidents	Be an effective first point of contact for those affected (including extended family and community)	• Regional support networks and groups for those affected by farm accidents • Specific events for families affected by farm accidents • Specific supports (to be delivered within family units) for children and young people • Skilled listeners for those who need to talk • Appropriate training and support for those who are points of contact • Appropriate information material for distribution (printed, online, media etc) • Detailed information resources on website • Networking events for the wider agri community • Enhancing collaboration on delivery of supports among the agri community • Identify and maintain direct contacts in relevant government departments, agencies and the agri community • Live chat support groups
	Organise events/activities (including regional) where those affected (including children and young people within the family unit) can network and benefit from mutual support	
	Maintain the personal nature and approach to supports	
	Maintain and expand a panel of professionals (with defined remit) to provide specialised supports	
	Proactively connect with new families (including children and young people within the family unit) who have not been involved previously	
	Broaden the network of actively involved farm families available countrywide to listen and provide support	
	Facilitate the development of alliances and cooperation within the agri community and other sectors (professional healthcare/well-being organisations) to support those affected by farm accidents	

Goal	Strategic Objectives	Examples of Possible Actions (not definitive list)
<i>Support those who have been injured in farm accidents</i>	Be an effective first point of contact for those affected (including extended family and community)	• Regional support networks and groups for those affected by farm accidents • Specific events for families affected by farm accidents • Specific supports (to be delivered within family units) for children and young people • Skilled listeners for those who need to talk • Appropriate training and support for those who are points of contact • Appropriate information material for distribution (printed, online, media etc) • Detailed information resources on website • Networking events for the wider agri community • Enhancing collaboration on delivery of supports among the agri community • Identify and maintain direct contacts in relevant government departments, agencies and the agri community • Live chat support groups
	Organise events/activities (including regional) where those affected (including children and young people within the family unit) can network and benefit from mutual support	
	Maintain the personal nature and approach to supports	
	Proactively connect with new families (including children and young people within the family unit) who have not been involved previously	
	Maintain and expand a panel of professionals (with defined remit) to provide specialised supports	
	Broaden the network of actively involved farm families available countrywide to listen and provide support	
	Facilitate the development of alliances and cooperation within the agri community and other sectors (professional healthcare/well-being organisations) to support those affected by farm accidents	

Goal	Strategic Objectives	Examples of Possible Actions (not definitive list)
<i>Develop and continually improve the supports for farm families in a phased way</i>	Listen to farm families to determine their views on current and possible future supports	• Determine the additional supports which could be provided to farm families • Review support with farm families • Prioritise the supports to be developed • Identify potential organisations to link with
	Identify possible areas for expansion of supports (including other situations/circumstances/trauma impacting on farm families)	
	Map the process of contact and flow of information between farm families and Embrace FARM	
	Develop a plan for expansion of supports (including resources required e.g. financial/personnel)	
	Develop partnerships/alliances with other professional organisations for the delivery of supports	
	Assess the impact on the organisation (volunteers, budget etc) of the possible expansion of supports	

Goal	Strategic Objectives	Examples of Possible Actions (not definitive list)
<i>Increase profile and public awareness</i>	Develop and implement a Communications and Publicity Policy which addresses: • Key messages for media • Targeting messages at different age groups • Proactive and reactive media engagement • Engagement with social media & podcasts • Website content, development and maintenance • Identification of farm families to engage with media & support for them • Publicity at events/activities (individual and shared; within and without direct control) • Use of name and logo • Conferences/seminars/meetings • Commissioning and engagement in research	• Major PR event every 2 years • Database of media contacts • Regular press releases for media • Calendar of media/events/activities • Seminars/conferences • Media training • Build network of contacts and influencers and those who will promote the organisation (including politicians, Minister for Agriculture, Food and Marine and other political spokespersons etc) • Possibly partner with universities and others on research
	Develop and revise as necessary clear concise information and messages about the organisation and its work	

Goal	Strategic Objectives	Examples of Possible Actions (not definitive list)
<i>Be an effective advocate on behalf of those affected by farm accidents</i>	Highlight the devastation that farm accidents have on individuals and families	• Lobby appropriate individuals and bodies on relevant policy proposals and issues (including prebudget submissions) • Maintain direct contacts in relevant government departments, agencies and the agri community • Liaise with relevant organisations to develop appropriate policies • Develop appropriate policy proposals and responses • Develop podcasts – real life stories on the impact of a loss and how to cope
	Be the recognised organisation to advise the agri industry on matters of bereavement/trauma and effectively providing support to those affected by farm accidents	
	Facilitate families/individuals to tell their stories on the impact of farm accidents (both in public and private)	
	Effectively lobby on relevant issues, policies and procedures	

Goal	Strategic Objectives	Examples of Possible Actions (not definitive list)
<i>Seek to ensure the sustainability of Embrace FARM</i>	Develop and implement a financial policy and plan, addressing: • Income (fundraising donations, grants, corporate) • Fundraising issues (direct, third party, unsolicited), • New and innovative funding opportunities • Expenditure – current and planned activities (budgeting, control, procedures) • Maintaining independence from funders	• Targeting corporate funding • EU projects/sources of funding • Explore innovative sources of funding such as crowd funding & others • Identify learning from other organisations • Annual budgets, business and training plans • Clarify the roles/responsibilities of volunteers • Appropriate training/supports for volunteers • Employee supervision and link with directors • Professional support as required • Training for farm families involved in provision of supports
	Seek to create a sustainable and ethical stream of funding	
	Develop a structured business plan (including annual work plans and budgets)	
	Manage effectively the resources provided by farm families	
	Develop and maintain partnerships/alliances with other professional organisations for the delivery of supports	
	Manage and support effectively employees and any sub-contractors	

Goal	Strategic Objective	Examples of Possible Actions (not definitive list)
<i>Operate to the highest standards of governance</i>	Identify and maintain the critical areas for which the organisation needs specific policies and procedures	• Agree and implement procedures for: • Behaviour for those providing supports • Providing information, guidance and support to those affected • Collaborating with others • Maintain appropriate records and reports as required • Active board with diversity in membership (possibly including young person) • Governance sub-committee • Keeping up to date with changing regulations • Identification of risks and development of critical incident plan/policy
	Adhere to requirements relating to compliance and operating standards as set out by relevant organisations	
	Maintaining awareness (including training and participation in information events) of relevant policies, procedures and operating standards	

Implementation of the Strategy

This strategy sets out the goals and objectives to guide the work and ongoing development of the supports provided by Embrace FARM to those affected by farm accidents and develop the organisation so that it is in a position to continue 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 further actions included as required. 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 objectives have been addressed; outputs/achievements; outcomes/impacts of the action taken; and barriers to progress and possible ways of overcoming those barriers.