

CLIONA'S FOUNDATION STRATEGIC PLAN 2023-2025



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[Clionas.ie](https://clionas.ie)



FOREWARD

On behalf of the Board of Directors at Cliona's Foundation, it is our pleasure to introduce the 2023-2025 Cliona's Foundation Strategic Plan. It was agreed by the Board and CEO to commit to a Strategic Plan for the organisation, which will cover the next three years from 2023-2025. The aim of the Plan is to outline an implementation process for the organisation's key objectives over the next three years.

Since its establishment in 2008 Cliona's has provided financial assistance to over 1,100 families across the Island of Ireland. Cliona's continues to work with partners and organisations throughout the country to ensure the most effective delivery of our service and to tackle the challenge of financial hardship for families with a seriously sick child. It is through Cliona's partnerships with beneficiaries, funders, policy makers, the public (and in the future, Government agencies) that Cliona's continues to provide for these most vulnerable families' needs now and into the future.

This plan has been prepared after consultation with Cliona's Board of Directors, CEO, Staff and Volunteers. By taking the needs of the families we support into account, we have identified four key objectives. As Chairman of the Board of Cliona's, I would like to take this opportunity to acknowledge with sincere appreciation the enormous dedication, hard-work and passion of our staff and board members.

Cliona's Strategic Plan outlines a pathway which will enable the continuation of the work on behalf of our beneficiaries as well as encourage the financial growth and stability of the future of this incredible organisation.



Chairperson,
Cliona's Foundation

Introduction

Cliona's Foundation was founded by Brendan and Terry Ring, following the death of their daughter Cliona from an inoperable brain tumour in 2006. In the eight years that followed Cliona's diagnosis, Brendan and Terry spent a lot of time in different hospitals throughout Ireland as Cliona underwent different medical treatments for her brain tumour. During this time, they came into contact with many families struggling to meet the additional non-medical costs associated with their child's illness or life limiting condition.

Cliona's Foundation believes that no family should suffer financially because they are caring for a seriously sick child. Cliona's has been operating in Ireland since 2008, working tirelessly to improve the financial circumstances for families. The beneficiaries of Cliona's Foundation are families living on the Island of Ireland.

Cliona's focuses on providing support directly to families specifically for non- medical costs across ALL life limiting illnesses. Funds raised by Cliona's Foundation are not used to pay for the child's medical care, rather, donations are made to help families with the hidden costs of caring. **These costs include travel, accommodation, parking, food, utility bills and many other day to day expenses incurred during hospital admissions, treatments and appointments.**

We rely on fundraising events, public donations, corporate partnerships, trusts and foundations to deliver our services. Through the above avenues Cliona's raises awareness of these issues, with an emphasis on partnership and collaboration.

Our three year Strategic Plan identifies both the challenges and the many opportunities to deliver our supports for Cliona's Foundation. It also outlines an implementation process to raise awareness of key issues affecting families and to grow the charity.

Cliona's Strategic Plan was prepared upon reviewing our work and in consultation with our Co-Founders, CEO, Board of Directors, Staff and Volunteers. We subsequently identified four key objectives that we should focus on for the next three years. This strategic plan sets out these objectives and builds a roadmap for continued growth and development.

Cliona's will collaborate with like-minded groups who share our vision and mission, ensure good governance and financial stability, as well as raise the profile of Cliona's Foundation nationally.

Cliona's core objective is to maximize support for families caring for a seriously sick child

Organisational Governance



BEST PRACTICE IN TRANSPARENCY AND ACCOUNTABILITY:

Cliona's is a triple lock organisation: Triple lock status is awarded by the Charities Institute to charities who uphold the highest standards in transparent reporting, ethical fundraising and strong governance structure. This recognition is the Gold standard for charities to offer assurances to donors, members, and the Irish public.



GOVERNANCE:

Cliona's Board have formally adopted The Charities Governance Code – as devised by the Charity's Regulator.



ETHICAL FUNDRAISING:

Cliona's Board have formally adopted the Guidelines on Charitable Organisations on fundraising from the public. We ensure that all our fundraising practices are fully in line with the "guidelines" and any related Codes of Practice. We review and report annually on compliance.



ANNUAL AND FINANCIAL REPORTING:

Cliona's prepares an annual report and financial statements which are independently audited and in full compliance with the Charity SORP (Statement of Recommended Practice under FRS102) making them easily accessible on our website.



OUR DONORS AND BENEFICIARIES:

Cliona's recognise and is fully committed to being responsible and accountable to our donors. We equally acknowledge our responsibility to our beneficiaries. Therefore, our ethos is one of openness and transparency throughout our operations.

Vision, Mission and Values

VISION:

All families caring for a seriously sick child will be supported financially.

MISSION:

To provide immediate financial support to families caring for a seriously sick child across the Island of Ireland.

Values and Behaviours



RESPECT:

Cliona's Foundation respects the needs and dignity of all its stakeholders with a special empathy for our beneficiaries.



ACCOUNTABILITY & TRANSPARENCY:

We recognise our responsibility to donors, sponsors and fundraisers who support us and are committed to good governance.



INNOVATION & CREATIVITY:

We are open to accepting and developing new ideas which will benefit Cliona's Foundation and all stakeholders.



INTEGRITY:

We adhere to the highest standards of honesty. We act in the best interests of those with whom we work.



COLLABORATION AND TEAMWORK:

We embrace a collaborative approach with all our stakeholders to ensure sustainability and growth.

Analysis and approach to the structure of the 2023-2025 Strategic Plan

OPERATIONS AT CLIONA'S FOUNDATION WILL BE GUIDED BY OUR STRATEGIC PLAN.

-  Supporting families.
-  Advocating for families caring for a seriously sick child.
-  Improving the sustainability and accountability of the organisation. Increasing fundraising initiatives.
-  Increasing donor, volunteer and stakeholder engagement.
-  Embracing a collaborative approach with all our stakeholders to ensure sustainability and growth.

Our strategic approach for 2023-2025 will prioritise the many issues affecting families caring for a seriously sick child. Our four key objectives will identify areas of challenge and potential growth. Our analysis, accountability and implementation will be based around the following:

- Identifying core challenges in the not for profit sector and for Cliona's Foundation. Formulating key objectives for the strategic plan.
- Setting targets.
- Implementing each of the objectives. Monitoring and analysing results.
- Reviewing and reporting results. Integrating the evaluation of results into our next steps.

Challenges

The discussions undertaken to determine the direction and structure of this strategic plan identified several challenges which Cliona's may encounter over the period 2023-2025.

BRAND POSITIONING AND NATIONAL PRESENCE

There are many national and well known organisations, large and small, providing services to meet various needs of children and families caring for a seriously sick child. It is increasingly important for Cliona's to raise the awareness of our work and services. For many years Cliona's faced the challenge of finding families to speak publicly about their financial and emotional struggles. The release of "Ireland's Forgotten Families" has provided us with the collateral to truly amplify the messaging and raise the profile of the organisation. We now commit to bringing the work of Cliona's Foundation to households all over Ireland.

EVER CHANGING FUNDRAISING LANDSCAPE IN IRELAND

It is important to know what is going on in fundraising on the island of Ireland at a total sector level and then understand what is happening in our subsector. Understanding these trends will ensure we are better prepared and ready to make adjustments if required. All not for profit organisations faced unprecedented challenges during the pandemic. It is important that we keep our finger on the pulse of change and identify potential risks, which will enable us to make better fundraising decisions. This will also help us to create diverse and reliable income streams and not rely too heavily on one source of income. Being aware of the landscape enables us to think more strategically about our fundraising and planning.

THE SERVICES AND FUNDING NEEDS OF FAMILIES

Finances are increasingly recognised as an integral part of caring for a seriously sick child. We are aware that more needs to be done to ensure that this issue is acknowledged nationally. Cliona's has identified a need to research, develop and implement funding models to meet this challenge. In addition to the financial difficulties, there are more services required by families with a seriously sick child. The unknown level of funding required is an ongoing challenge.

HAVING THE RIGHT PEOPLE

Our people are at the heart of our work. Cliona's Board, staff, volunteers and donors are of vital importance to the ongoing and future viability of the organisation. Recruiting and retaining like - minded and talented people of integrity, whether for a Board member, staff member or volunteer will be challenging.

FINANCIAL STABILITY

Ensuring ongoing financial stability and growth is a critical challenge for Cliona's over the next three years. The sector is saturated with charities fundraising and appealing for causes in Ireland and overseas. We will need to expand into new areas of fundraising, for example, from government agencies.

STRATEGIC OBJECTIVE 1:

Doing more for our families.

STRATEGIC OBJECTIVE 2:

To be recognised nationally as 'THE Charity' supporting families caring for a seriously sick child.

STRATEGIC OBJECTIVE 3:

Fundraising Development.

STRATEGIC OBJECTIVE 4:

Ensuring the sustainability of Cliona's Foundation.

Strategic Objectives

DOING MORE FOR OUR FAMILIES.

1. Expanding our services to include for example, counselling, home modifications, wellness suite of services, respite for parents and siblings.
2. Make families aware of entitlements.
3. Procuring special deals with utility providers, hotel accommodation, parking, tolls etc.
4. Explore the method of delivery of funding to families.
5. Examine possibilities of providing further financial services to help guide the family through challenging times.
6. Prepare proposal for government supports, e.g. through grant/HSE/ Departments allowances.
7. Support families financially more than once.

TO BE RECOGNISED NATIONALLY AS ‘THE CHARITY’ THAT SUPPORTS FAMILIES CARING FOR A SERIOUSLY SICK CHILD.

1. Nationally recognised patron and brand ambassadors.
2. Establish partnership with PR/Media organisations, who can help us pitch stories and position Cliona’s as ‘The voice for families.
3. Create Media opportunities to highlight families caring for a seriously sick child.
4. Establish a national fundraiser / annual event.
5. Increase awareness among health professionals of services provided by Cliona’s.
6. Create awareness of Cliona’s at a national political level.
7. Growing Social Media digital marketing followers.
8. Position Cliona’s as “Thought Leader” on families with seriously sick children.

FUNDRAISING DEVELOPMENT.

1. By 2025 increase revenue to €1 million p.a.
2. Identify and grow CSR Partnerships.
3. Legacy funding – Secure legacy (wills etc.).
4. Increase funding from Trusts/foundations/ grants.
5. National Fundraiser established.
6. School engagements programme.
7. Establish big brand partners.
8. Grow regional events.
9. Grow fundraising team/expertise.
10. Strategically target philanthropists.
11. Target monthly Direct Debit.
12. Approach Corporates for recurring funding.
13. Apply and receive HSE funding.
14. Outbound sales portal online.

ENSURING THE SUSTAINABILITY OF CLIONA'S FOUNDATION.

1. Develop recurring income streams.
2. Grow the operational team in line with the growth of the charity.
3. Ensure succession planning is in place for Board members and operational staff.
4. Ensure good governance of the Board.
5. Key functions, organisational structure for sustainability.
6. Continually assess of what financial sustainability looks like.
7. Sinking fund for future development of the team/premises.
8. Work with an organisation change specialist.

CLOSING SUMMARY

It is important for any organisation to communicate and engage in collaborative and honest dialogue with their stakeholders; the people who can affect the organisations operations and those who are beneficiaries of the work. In the implementation of Cliona's Foundation Strategic Plan from 2023-2025 we intend to uphold the following values at all times.

1. We strive to do all we can to support each other, our beneficiaries, our colleagues, our donors, our board, and our volunteers.
2. When implementing our services, we ensure to hold the privacy and dignity of individuals in the highest regard.
3. We maintain a strong professional relationship with our partners and work together with these groups to ensure the effective delivery of our support to families. We work with these partners to maintain a high standard of professionalism through continuous collaboration.
4. We work to present the public face of Cliona's, illustrating our work as a dedicated charitable organisation characterised by integrity, enthusiasm, and commitment. We invite and welcome the involvement from all sectors of the wider public community.

