

Óglaigh Náisiúnta na hÉireann (ONE)
Organisation of National Ex-Service Personnel



ONE75

Óglaigh Náisiúnta na hÉireann Strategic Plan 2022 - 2026



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WWW.ONE-VETERANS.ORG





Code of Honour

ONE is committed to maintaining an environment that encourages and supports the right to Dignity, Diversity and Inclusion, and Good Governance in all aspects of its work.

Dignity

All members, staff, and residents of ONE are expected to respect the right of each individual to dignity in all activities of the organisation. Bullying, sexual harassment and harassment in any form is NOT accepted by ONE and will NOT be tolerated. Our policies, procedures and actions will underpin the principles and objectives of this Code and contribute to a safe and secure environment.

Diversity and Inclusion

ONE is a diverse and inclusive Veteran's Organisation that:

- Draws from the breadth of those who served in the Defence Forces.
- Gains strength from that range of knowledge, experience, and talent.
- Welcomes, respects, and values the unique contribution of every individual.

Good Governance

ONE undertakes the following:

- To abide by all applicable laws, statutory & voluntary codes, and regulations.
- To maintain the highest levels of good governance, best practice fundraising, transparent financial reporting and support the development of these three industry standards.
- To present charitable services honestly without misrepresentation.
- To respect all intellectual property rights.
- To provide fair and responsive service to donors and beneficiaries in accordance with the organisation's charitable purpose.

This Code of Honour is a guideline and does not represent the entire scope of good conduct and ethical behaviour. Acceptance of and adherence to this Code is a condition of membership.

ONE75
2022– 2026

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ONE75 – STRATEGIC PLAN 2022 TO 2026

OUR VISION

Make Ireland one of the best places to be a veteran.

OUR MISSION

The main object for which the Óglaigh Náisiúnta na hÉireann (ONE) is established is to:

Support the needs of Irish veterans by the provision of accommodation to homeless and other veterans in need of such domestic accommodation in its Veterans' Homes and the provision of other advice and support to veterans through its nationwide network of Branches and Veteran Support Centres.

The following objects set out hereafter are exclusively subsidiary and ancillary to the main object set out above and these objects are to be used only for the attainment of that main object and any income generated therefrom is to be applied for the main object only.

(i) Comradeship

- a. To develop a spirit of comradeship among veterans, and between veterans and serving members of Óglaigh Na hÉireann.
- b. To foster public interest in Óglaigh Na hÉireann.
- c. To promote social and cultural activities.

(ii) Advocacy

- a. To advocate with the Department of Defence, Defence Forces, and other elements of national and local government on behalf of veterans.
- b. To maintain liaison with veterans' organisations of other states.

(iii) Remembrance

- a. To remember those who served.
- b. To participate in national and local remembrance ceremonies.

(iv) To do all such other things as will assist in achieving the above objects and aims.

WHO WE ARE

ONE is a veterans' organisation, a registered charity, a company limited by guarantee, an approved housing body, and a sustainable energy community. It was founded in the Mansion House Dublin on 10 March 1951 and brought together The National Federation of Irish Ex-Servicemen and the Association of Regular Ex-Servicemen that had emerged following demobilisation after the Emergency. ONE was strictly non-political and non-sectarian and has remained so to this day. Two of its founding members were Major General Hugo McNeill and Lieutenant General Michael J Costello. They undertook the US Command and General Staff Course in Fort Leavenworth in 1926, were the two Division Commanders during the Emergency, and were the first two National Presidents of ONE.

WHAT WE DO

ONE is dedicated to supporting the needs of veterans of the Irish Defence Forces through the provision of accommodation and other support services to those in need.

Following the deaths of a number of destitute veterans on the streets of Dublin during a particularly bad winter in 1988/1989, ONE members raised a mortgage and built a twenty-bedroom home for veterans in Queen Street in Dublin. Subsequently smaller homes were opened in Letterkenny, Co. Donegal (2004) and Athlone, Co. Westmeath (2006). In 2005 following the demolition of the original home in Queen Street, a new forty-bedroom home was opened in Smithfield Dublin, thirty-five of which are dedicated to homeless veterans. ONE opened its fourth home in Cobh in October 2021 and is developing its fifth home in Cork City.

ONE developed a nationwide network of Branches and Veterans' Support Centres to provide advice and support to veterans. ONE also provides psychosocial support, coaching and counselling to veterans.

ONE VALUES

Our core values include

Commitment – Having a strong belief in and support for the work of ONE.

Compassion – Showing kindness, caring, and a willingness to help other veterans.

Comradeship – Sharing the company and friendship of other veterans with common aims.

Honesty – Possessing the moral character with attributes such as integrity, truthfulness and straightforwardness.

Respect – Demonstrating positive feelings or actions towards other veterans.

Service to Others – Helping fellow veterans who may be less fortunate, with no expectation of anything in return.

HOW WE DO IT

ONE has as its core mission the provision of accommodation and other support to veterans in need in order to ensure a smooth transition from their current difficulties back to taking a full part in society. While providing this assistance, our service users are treated with dignity and respect.

ONE also

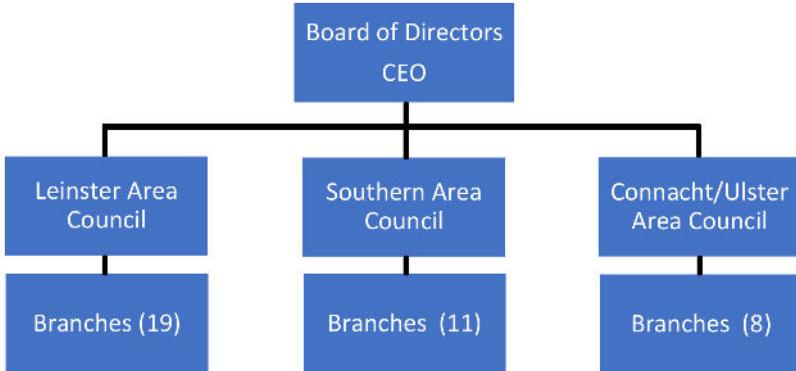
- Advocates with Government and other State bodies in support of Veterans.
- Ensures corporate and fiscal compliance of the charities funding.
- Meets the ethical standards demanded of a charity in Ireland.
- Fundraises at national and local level in support of our primary object.
- Enters into appropriate partnerships.
- Attends and participates in local and national events organised by the Defence Forces.
- Promotes the support services provided by ONE to veterans, serving members of the Defence Forces, local and national politicians, and all relevant bodies.
- Organises and attends remembrance commemorations throughout the country.
- Carries out ongoing liaison and discussion with other veteran organisations and participates in ceremonial and remembrance events organised by such organisations.

ONE STRUCTURE

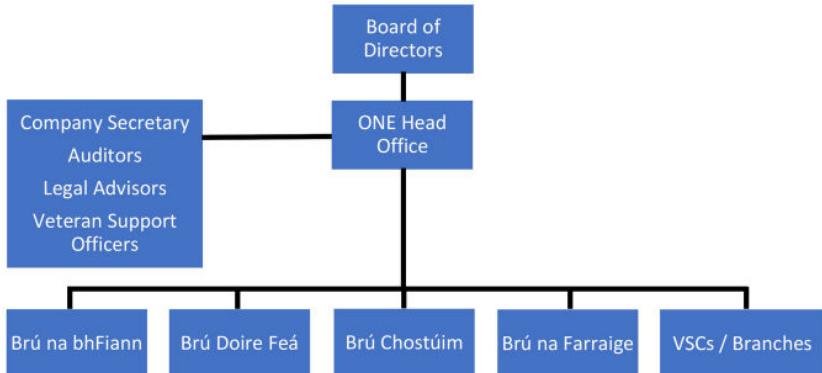
The foundation of the organisation is its branch structure. There are currently 38 Branches within ONE. There are three Area Councils within the structure and each branch is aligned to one of these. The structure is headed by a Board of Directors who employ a Chief Executive Officer to run the organisation on a day-to-day basis. ONE manages four homes for homeless veterans of the Defence Forces located in Athlone, Cobh, Dublin and Letterkenny. ONE's fifth home is being developed for Cork City. In addition to the homes, Veteran Support Centres (VSCs) staffed by volunteer members are located in: Athlone; Athy; Casement Aerodrome; Cathal Brugha Barracks and McKee Barracks (Dublin); Cavan; Cobh and Collins Barracks (Cork); Curragh Camp; Dundalk; Finner Camp (Ballyshannon); Galway; Kilkenny; Limerick; and Wexford. Sites in Drogheda, Longford and Nenagh are under examination to expand our portfolio of VSCs. ONE has two Veteran Support Officers who provide a counselling service. It is planned to increase this to four by the end of 2023 and to six by the end of the period of this plan.

Membership Organisation

Annual General Meeting



Operational Organisation



PLAN DEVELOPMENT

The previous strategic plan - Building for the Future - came to an end in 2022. Aware of the necessity to replace it with a new strategic plan, the Board of Directors tasked the Strategy and Risk Committee with producing the new plan. In May 2022 the Board adopted the final draft of ONE75 as its new Strategic Plan which runs to the 75th anniversary of the organisation in 2026. The Plan is reviewed annually, and any changes are presented at the Annual Convention.

ONE was formed on the 10th of March 1951 in the Mansion House to address the enduring consequences of the major demobilisation after the Emergency Period and has evolved into a charity that seeks to address the needs of veterans in the twenty first century. These needs are complex and varied and because we use the collective term veterans, there is a danger that these needs are wrapped up into a nice, neat parcel. Generalisation is dangerous because it takes complicated issues and turns them into easy, superficial figures of speech. The needs of our veterans developed from difficult situations, and the circumstances in which some veterans now find themselves are both real and challenging.

In 2022, the enduring effect of the COVID-19 Pandemic, the increasingly unstable security situation exemplified by the war in Ukraine, rapid inflation, and the continuing housing crisis were major factors impacting veterans. The veteran community continued to change with an ever increasing number of younger veterans who may not have developed the support structures that were inherently in place for those with longer service. ONE must represent and be representative of all veterans of the Defence Forces. Our vision is a diverse and inclusive Veteran's Organisation; drawing from the breadth of those who served in the Defence Forces; gaining strength from that range of knowledge, experience, and talent; and welcoming, respecting and valuing the unique contribution of every individual.

ONE75 will seek to ensure that ONE is Relevant, Useable and Adaptable in supporting veterans of the Defence Forces. The realisation of any strategy is a judicious combination of Ways, Means, and Ends. Those Ends are translated into the nine strategic goals below and are outlined in detail thereafter.

1. Governance.
2. Support and Awareness.
3. Financial Stability.
4. Veteran Homes.
5. Veteran Support Centres and Branches.
6. Veteran Mental Health Support.
7. Diversity & Inclusion.
8. I Am A Veteran Network.
9. Government Veteran Policy.

STRATEGIC GOAL 1 - GOVERNANCE

ACTIONS TO BE TAKEN:

- Continue to comply with the: Companies Act 2014; Charities Act 2009; Safety, Health and Welfare at Work Act 2005; all other relevant acts and statutory requirements and standards (e.g. Charities Governance Code).
- Continue to update Governance documents
 - ⇒ Constitution - Members.
 - ⇒ Handbook of Rules – Annual Convention.
 - ⇒ Policies & Procedures – Board of Directors.
- Develop an Integrated Financial Management System.
- Continue to employ a professional Company Secretary and hold Monthly Board Meetings.
- Conduct Internal & External Audit.
- Conduct training and education for board members at each board meeting.
- Deliver ONE Governance Publications to Branches, and in particular Branch Officers with control over Branch Accounts, by use of the website.



STRATEGIC GOAL 2 – SUPPORT AND AWARENESS

ACTIONS TO BE TAKEN:

- Strongly advocate on behalf of Veterans of the Defence Forces.
- Create awareness of issues impacting Veterans.
- Generate increased awareness of ONE support services available to all Veterans.
- Request formal inclusion on all career course syllabi for a briefing on ONE support services.
- Continue to develop ONE's partnership with Clearstory International.
- Further develop the website www.one-veterans.org
- Attend national and local / government and Defence Forces ceremonials and events and similarly invite Defence Forces representatives, local and national representatives to our national and local events and ceremonials. Deliver ONE Publications to the Defence Forces on a wider basis.
- Continue to strengthen the current relationship with the Department of Defence and other government departments.
- Promote the work of ONE Branches, Veteran Support Centres, and Homes to the public, corporate sector, local and national government, and military audiences.



STRATEGIC GOAL 3 – FINANCIAL STABILITY

ACTIONS TO BE TAKEN

- Continue to pursue state funding e.g.
 - ⇒ Department of Defence.
 - ⇒ Dublin Regional Homeless Executive / Councils.
 - ⇒ HSE.
 - ⇒ Capital Assistance Scheme.
 - ⇒ POBAL.
 - ⇒ Any other state agency.
- Continuously monitor the income from residents of ONE Homes.
- Further develop the Marketing and Fundraising Committee (MFC) at Board level, supported by ONE's professional Marketing and Fundraising Officer (MFO).
- Execute the Marketing and Fundraising Strategy.
- Create Charity, Corporate, and Sporting Partnerships.
- Execute 6 (+) fundraising campaigns annually at national level. This includes the Fuchsia Appeal, Charity Donation Scheme, Supporters of ONE, ONE Challenge, Sleeping Flags, and the Golf Classic.



STRATEGIC GOAL 4 – VETERAN HOMES

ACTIONS TO BE TAKEN

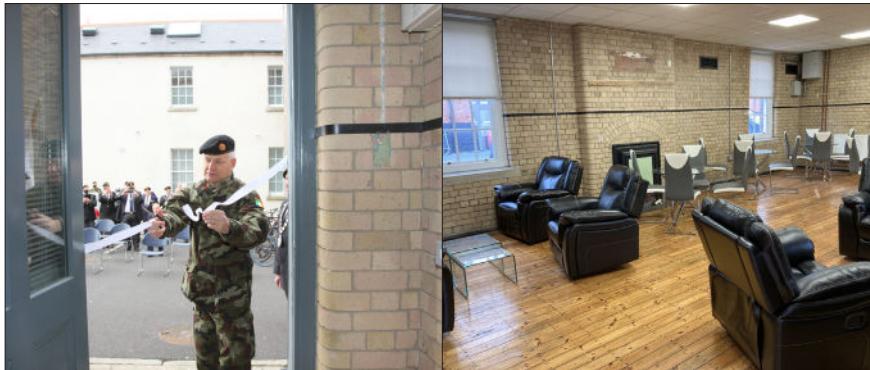
- Conduct research to underpin provision of residential capacity in conjunction with the Department of Defence and the Defence Forces.
- Develop ONE's 5th home in Cork City (Brú uí Choileáin) in partnership with Cork City Council.
- Examine opportunities for combined Veteran Homes / Support Centres in areas such as the counties of Galway, Kildare, Limerick, and Louth.
- Continue to develop the facilities in
 - ⇒ Brú na bhFiann.
 - ⇒ Brú Doire Feá.
 - ⇒ Brú Chostúim.
 - ⇒ Brú na Farraige.
- Increase the environmental sustainability of ONE Houses in partnership with the SEAI.
- Further develop the scheme for regular Health Checks for residents of our Homes.
- Develop funding models for each of the facilities to help ensure that they are not overly reliant on the unpredictable nature of charity income.



STRATEGIC GOAL 5 – VETERAN SUPPORT CENTRES AND BRANCHES

ACTIONS TO BE TAKEN

- Build on the policy imprimatur provided in the Programme for Government of June 2020 for Veteran Support Centres (VSCs).
- Review the location of some existing VSCs in conjunction with the Defence Forces and the Department of Defence.
- Plan the opening of further VSCs, e.g. Drogheda, Longford and Nenagh.
- Evaluate the Branch network and the services and activities available to members in Branches.
- Increase Membership
- Establish partnerships with the following to promote membership and awareness of veteran services
 - ⇒ The Representation Associations – PDFORRA, RACO, RDFRA.
 - ⇒ CAFNBO and CAOGA.
- Revise the information provided to personnel being discharged from the Defence Forces.



STRATEGIC GOAL 6 – VETERAN MENTAL HEALTH SUPPORT

ACTIONS TO BE TAKEN

- Conduct research to underpin the plan.
- Build on the counselling service now in place by employing additional Veteran Support Officers (VSOs) in partnership with the HSE in the revised six Sláintecare Regional Health Areas.
- Develop an All-Ireland Veterans' Mental Health Support System to provide 24hr on-call counselling.
- Continue training and education for Branches and Veteran Support Centres in areas such as Mental Health First Aid, Resilience, etc.



STRATEGIC GOAL 7 – DIVERSITY AND INCLUSION

ACTIONS TO BE TAKEN

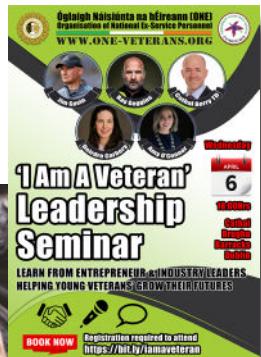
- Drawing from the breadth of those who served in the Defence Forces; gaining strength from that range of knowledge, experience and talent; and welcoming, respecting and valuing the unique contribution of every individual.
- Build upon the solid foundations of ONE in that it is rank diverse by embracing all ranks and not using previous rank status, and is “force inclusive” by including the PDF and RDF.
- Change the perception of ONE as a ‘men’s only club’ and establish services that will appeal to younger veterans and women veterans.
- Identify the specific needs and challenges faced by women and marginalised members or groups within the veteran community to assess whether ONE currently meets these needs.
- Strive to create a psychologically safe environment in all ONE activities.
- Embed diversity and inclusion, equity, and belonging into every support function of ONE, every event, and fundraising opportunity.



STRATEGIC GOAL 8 – I AM A VETERAN

ACTIONS TO BE TAKEN

- Establish an I Am A Veteran Network
 - Invite existing Veterans Associations.
 - Encourage non-aligned Veterans to join the Network.
- Establish a Mentor Programme for Veterans transitioning to civilian employment.
- Promote employment opportunities for veterans
- Create Social Media Network, e.g. LinkedIn, App, etc. for Veterans.
- Develop Sub-Networks, e.g. Corporate, Seminars, Sport, Female, LGBTQ (+), etc.
- Mobilise Veterans in support of their less fortunate Comrades.
- Explore a Veteran Benefit Programme.
- Recognition of Military Service.



STRATEGIC GOAL 9 – VETERANS’ POLICY

ACTIONS TO BE TAKEN

- ONE defines Veterans’ Policy as a declaration of the Government’s political activities, plans and intentions relating to veterans of the Defence Forces.
- Veterans’ Policy requires a whole of government approach as many of the issues affecting veterans such as health care and housing do not fall within the remit of the Department of Defence or the Defence Forces.
- ONE has three priority areas for inclusion in a Veterans’ Policy:
 - The creation of an Office of Veterans’ Affairs – The key enabler.
 - Research to underpin the Veterans Policy.
 - Policy imprimatur for the essential work of ONE on behalf of veterans.



CONCLUSION

This plan which we have outlined is ambitious but with the commitment and determination of our members it is achievable.

This plan has been developed following a review and consideration of previous plans and consultation with our members and service users.

It outlines what we believe is realistic and feasible over the coming years and allows us to build on the excellent work of those who have gone before us.

The strategic plan will be reviewed each year in order to chart progress or otherwise and to make planning adjustments. This is the responsibility of the Strategy and Risk Committee of the Board of Directors.

