

Tā Mātou Mahere

Our Plan for 2026/27



NEW ZEALAND
RED CROSS
RĪPEKA WHEREO AOTEAROA

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Our operating landscape

The year ahead is shaping up to be a tough one. The wider environment is uncertain, with global instability, rising costs, and more pressure on government funding all flowing through to the not-for-profit sector.

Closer to home, the cost-of-living squeeze and fuel pressures are being felt in real ways — people are giving less where they can, and demand for some of our services, like First Aid training, has dropped. More people and businesses have less money to spend, and we have seen donations and income from our revenue generating services reduce.

At the same time, we’re working as a lean organisation, with limited capacity and a lot to deliver.

This means we’ve had to make some hard calls about what we focus on, where we reduce costs, and what we slow down or stop altogether.

To respond to these challenges, we’ve adjusted our level of ambition and service to prioritise revenue generation and make budget savings. We’ve prioritised the areas where we can have the greatest impact, while scaling back, slowing or stopping some lower-priority activity and making targeted budget savings.

At the same time, we’re deliberately investing in the programmes and organisational changes that will strengthen our long-term sustainability and support our ability to deliver impact in communities this year, and into the future. We will continue to prioritise our financial sustainability, our Digital Transformation programme, the review of Realising 2030 and the Area Model, our cultural capability programme He Pito Mata, and our Emergency Competency Framework.

Our mission

To improve the lives of vulnerable people by mobilising the power of humanity and enhancing community resilience

Our impact

Improving the lives of vulnerable people

We will support vulnerable people by providing our core services such as **Pathways to Settlement, Refugee Trauma Recovery, Restoring Family Links** and **support to Pacific Island National Societies**.

To continue delivering these services in a sustainable way, we will focus our resources on where we can have the greatest impact and deliver some support in more efficient and cost-effective ways.

Mobilising humanity

We will prioritise the **volunteer recruitment** and changes to the **Meals on Wheels service model** needed to sustain frontline delivery and support long-term service sustainability.

We will continue to respond to **international emergencies** and ensure our **delegates are ready to deploy**.

We are prioritising investment in critical systems and frontline delivery, while deferring non-essential tools, upgrades and improvements until financial conditions improve.

Strengthening community resilience

We will prioritise **essential emergency response capability** and **first aid delivery** and focus support where it will have the greatest impact. We expect to deliver more than 8,000 First Aid courses to around 70,000 people.

We will continue to prioritise **responding to emergencies** with **Disaster Welfare Support Team volunteers**. We will **prioritise our support** to the new DWST teams.

We will focus our community engagement, and training activity where it can have the greatest impact, including evolving the way we deliver Good and Ready.

Realising 2030

Sustaining the organisation

To enable us to deliver impact, our top priority change programmes are:

- **Financial sustainability** – strengthening our revenue, reducing costs and improving long-term financial resilience so we can continue to support the delivery of our Mission now and into the future.
- **Realising 2030 review and Area Model** – undertaking strategic reviews to inform and assess our progress towards achieving Strategy 2030 and to inform future organisational priorities.
- **Digital Transformation Programme** – modernising our core digital systems, processes and ways of working to improve how we deliver services, manage information and data, and how we support our People to achieve our Mission.
- **He Pito Mata** – building Te Ao Māori cultural capability across our organisation so we can lift our organisational cultural competencies to better engage with and be more impactful in support of vulnerable communities.
- Develop an **Emergency Management Competency Framework** to mobilise our people in an emergency.

How we work together

Migration Supporting people to settle and thrive in Aotearoa New Zealand • Around 1,000 volunteers support former refugees • Provide practical help with day-to-day needs and access to services • Deliver counselling and specialist support where needed • Stay connected to local and global migration trends to respond to community needs	Emergency Management and International Helping communities prepare for, respond to, and recover from emergencies • Around 4,000 volunteers support services in communities • Deliver programmes including Emergency Management, Good and Ready, Meals on Wheels, International and Restoring Family Links • Support communities across Aotearoa New Zealand, the Pacific, and globally • Partner with Red Cross and Red Crescent organisations worldwide	Engagement and Enterprise Growing public awareness, engagement and support through strong brand recognition and income generation • Lead communications, marketing, and fundraising • Build relationships with supporters, donors, and partners • Deliver key revenue streams: ◦ Philanthropy ◦ First aid training and products ◦ Red Cross shops • Around 2,000 volunteers support shop operations				
Office of the Secretary General Supporting strong governance and accountability • Provide advice, reporting, and assurance to leaders and the Board • Support the National Board and National Council • Manage risk and ensure we meet our commitments • Lead work in international humanitarian law and Te Ao Māori capability	People Experience, and Support Enabling our people to succeed • Lead systems, frameworks and processes that support people • Build capability across the organisation • Lead the organisation’s approach to Health, Safety and Wellbeing • Support Area leadership to operate effectively	Organisational Services Providing the foundations that keep us running • Manage finance, commercial operations, and technology • Lead our Digital Transformation Programme • Ensure financial sustainability and operational efficiency • Oversee property, fleet, and infrastructure				
Our members and volunteers Our members and volunteers are at the heart of everything we do.						
Northern	Midland	East West	Central	Upper South	Canterbury	Southern
Support for services	Leadership, member development and engagement		Humanitarian Engagement		Revenue Generation	
Nearly 80% of our volunteers: • support the delivery of emergency management, Good and Ready, Meals on Wheels, migration services, and Red Cross shops. • Branches and local groups have 600 volunteers that extend the reach of our services.	Our volunteers: • encourage and support volunteering, directly affecting our ability to mobilise humanity. • provide community perspectives to our governing bodies as elected representatives on the National Council.		Our volunteers: • lead humanitarian engagement activities increase awareness about New Zealand Red Cross, our history and continued relevance.		Our volunteers: • raise money to support the services we provide to communities in need in Aotearoa New Zealand and overseas.	

How we will achieve our Strategy this year

Improving the lives of vulnerable people	Mobilising humanity	Strengthening community resilience
We will deliver services that directly support people in need: Our volunteers will - Organise events to celebrate World Refugee Day - Actively participate in and promote fundraising at a national and local level Together we will - Support families to feel welcome in Aotearoa New Zealand through Pathways to Settlement in 8 locations across Aotearoa New Zealand - Provide a Refugee Trauma Recovery service in Wellington to over 150 former refugees - Promote World Refugee Day events to encourage community support for former refugees. - Support 12 Red Cross Pacific National Societies - Deliver a Restoring Family Links service to reunite people separated by armed conflict, disaster or migration Support the provision of rapid response and relief supplies during an emergency. Support Humanitarian Diplomacy efforts in response to breaches of international humanitarian law, or changes in legislation that affect how we work and who we work with. Support Emergency Appeals in response to humanitarian crises in partnership with the wider Red Cross movement.	We will grow and support our volunteer network to deliver impact at scale: Our volunteers will - Deliver around 700,000 Meals on Wheels to people in 45 communities across Aotearoa New Zealand. - Contribute their time through Good and Ready, and our Migration, Emergency Management, and Meals on Wheels services. - Share stories to help engage new members and volunteers - Raise the profile of New Zealand Red Cross in their communities Together we will Recruit and train enough volunteers to: - Deliver Meals on Wheels - Provide Pathways to Settlement support - Support the effective operation of Red Cross shops - Ensure Disaster Welfare and Support Teams can respond in emergencies and as individuals be good and ready to support when needed. Support Area Councils to mobilise and engage with our members and volunteers Train our volunteer leaders Engage young people in leadership opportunities to support them as emerging humanitarian leaders Deploy international delegates to support humanitarian crises and communities in the Pacific and further afield - Deliver at least three DNA of the Red Cross training sessions to raise awareness of our movement's fundamental principles and the rules of war	We will help communities prepare for and respond to challenges: Our volunteers will - Deliver Good and Ready activities to support community readiness for emergencies - Train to be prepared to support as a Disaster Welfare and Support Team Volunteer or Support Volunteer during local emergencies Together we will - Deliver First Aid training courses to about 70,000 people - Develop new first aid training courses - Provide Automated External Defibrillators and other first aid products to communities across Aotearoa New Zealand - Grow the retail footprint and impact - Pre-position emergency supplies in 20 locations so our Disaster Welfare and Support Teams can respond - Work with partners to strengthen readiness for large-scale emergencies - Support Pacific Island National Societies to strengthen resilience where they need it.

Sustainability underpins everything we do

To keep supporting communities now and in the future, we are strengthening our financial, social and environmental sustainability.

Financially Sustainable <i>Growing income and using our resources well.</i>	Socially Sustainable <i>Supporting our people, volunteers and ways of working.</i>	Environmentally Sustainable <i>Reducing our footprint and making long-term choices.</i>
In 2026/27 we will: Improve revenue generation • open four new Red Cross shops and improve profitability margins across our Red Cross shop network • attract more customers to our first aid training and products • maximise the value of our investments with the Red Cross Foundation • invest in developing key products within our philanthropic portfolio Reduce costs and find efficiencies in the way we deliver our services • ensure our buildings and properties are fit for purpose and well utilised through the Property Future Vision project • prioritise essential travel and targeted professional development • improve service contract outcomes when opportunities arise • strengthen budgeting, forecasting, and financial engagement across the organisation • assess our progress towards Strategy 2030 and strengthen our financial sustainability through a review of Realising 2030, including identifying where service levels, structures or delivery approaches may need to change.	In 2026/27 will: Continue our cultural capability journey • develop a Te Reo Māori policy and create guidance for engaging with Te Ao Māori • recognise and celebrate significant Māori dates • continue to grow our leadership training for our People Leaders Build our capacity to respond to emergencies • progress the Emergency Management Capability Framework to support more of our people mobilising to support emergency management Ensure our structures and systems support our people • Assess our future social sustainability through a review of Realising 2030 • Revise our framework and approach to health, safety and wellbeing critical risks • Address priority challenges and opportunities identified through the Area Model review • improve how we recruit, mobilise, and support our people and volunteers by progressing the development of people centred information and volunteer mobilisation systems (multi-year) • get ready to upgrade our core information management and data infrastructure.	In 2026/27, we will: Reduce our environmental footprint and support more sustainable ways of working • avoid unnecessary and non-essential travel and update our Travel Policy where needed • review our buildings and properties through the Property Future Vision project to ensure they are fit for purpose and efficiently used • continue moving our vehicle fleet towards more sustainable options through the Fleet Future Vision project • reduce our property footprint and improve the efficiency and sustainability of our properties and facilities where possible • support our Sustainability Network to share ideas and good practice across the organisation • continue supporting reuse, recycling and waste reduction through our Red Cross shop network and organisational operations.