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Foreword by the Chair



Our Strategic Plan for the next three to five years is built on the foundations of the sterling work undertaken throughout our previous plan. It identifies both the challenges and opportunities facing the organisation today. It also outlines an implementation process to raise awareness of the key issues facing us. This Strategic Plan builds a roadmap that we will focus on for the next five years.

The dedication of our Board, our CEO and our excellent staff, is testament to what has been achieved, as you will see detailed in the following pages.

Much of what we have been doing up to now and has worked well will be expanded upon. Areas that are new and will be developed are the work of the Advocacy Officer at both national and local levels, together with the work of the Membership Engagement Officers. These will hopefully be implemented through the SSNO funding from Pobal and on the basis that this funding will be renewed in 2025.

Board membership of the European Polio Union (EPU) has raised our awareness of best medical practices for polio survivors within the European Union (EU). In particular, we have been impressed with the multidisciplinary teams available in some countries specifically for polio survivors.

Our Strategic Priorities are in line with the government's National Rare Disease Plan for Ireland 2014-2018, (currently under review in the Dept. of Health), together with the Rare Neurological Charter promoted by the European Federation of Neurological Associations (EFNA),

one of whose key aims is to have a multidisciplinary framework for rare neurological diseases. It is my goal, in cooperation with the Department of Health, the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), the HSE and professional medical organisations in Ireland and in Europe, to have dedicated centres of excellence where a multidisciplinary framework of treatment is in place for polio survivors in Ireland. This will give us, the polio survivors, direct access to expertise in care within our healthcare system.

Polio survivors originating from outside Ireland have been registering with us over the past number of years. We welcome them to our family of polio survivors. I know our support groups will extend our traditional "Céad míle fáilte" to them in the spirit of our organisation "for polio survivors by polio survivors". My hope is that they will become active members within our organisation.

This Strategic Plan is the result of the marvellous work of so many people, in particular, the steering committee, the focus groups, the members who completed the surveys, the staff and the Board. On behalf of all our members of Polio Survivors Ireland I thank you for your keen engagement in the process.

We now move forward with the implementation of the Plan.

Macrina Clancy
Cathaoirleach

Polio

Polio is caused by a highly infectious virus whose main route of infection is via the human gastrointestinal tract. Infection is oral and the virus multiplies in the gut for one to three weeks when it is either contained by an immune response or it enters the bloodstream and accesses the rest of the body. Infection rates are high but it is likely that 95% of all infections are asymptomatic or cause a flu-like illness. It is not known why some people who contract the virus develop spinal polio, while others suffer a flu-like illness with no neurological consequences.

Acute spinal polio is characterised by asymmetric paralysis of muscles served by motor units originating in the spinal cord anterior horn cells, which have been damaged or killed by the polio virus. This paralysis is often very sudden and sometimes very severe, usually involving the lower limbs. There is also an acute form of polio that causes paralysis of respiratory muscles which is associated with high mortality rates and requiring ventilation to assist the person's breathing.

Post Polio Syndrome

Post-Polio Syndrome (PPS) is a condition that affects Polio Survivors years after they have recovered from their initial bout with the disease. Post-polio syndrome is not a recurrence of the virus. An interval of 30 to 40 years usually elapses before the first PPS symptoms occur. Symptoms can include:

- Muscle fatigue and a "flu-like" aching in muscles
- Significant fatigue after moderate exercise or activity
- Rapid muscle tiring or feelings of total body exhaustion
- Arthritis in joints and carpal tunnel syndrome from use of walking sticks and crutches
- Osteoarthritis of spine and peripheral joints, scoliosis, bursitis, tendonitis, myofascial pain syndrome, foot and toe deformities, and chronic pain from strain to back and neck muscles
- Osteoporosis of spine and long bones
- Pain in the spine, lower back and upper limbs
- Muscle weakness and/or loss of muscle use both in those muscles originally affected and those unaffected by Polio
- Respiratory problems/breathing difficulties
- Morning headache or confusion, difficulty swallowing, shallow breathing patterns and breathlessness while speaking
- Sleep problems such as insomnia, restless sleep, nightmares, sleep apnoea

About Polio Survivors Ireland

Polio Survivors Ireland, formerly the Post Polio Support Group, was established for polio survivors by polio survivors. The organisation was formed in 1993 by a small group of survivors and has grown since then to a membership of over 1,000. It is run by a voluntary Board with significant representation from polio survivors, supported by voluntary committees, active members and a small executive staff at the office in Dublin.

The organisation assists polio survivors by providing practical aids and appliances such as wheelchairs, access to therapies and respite breaks, and, for those at risk of hypothermia, assistance with their heating bills.

Current Services & Supports

- Provision of aids and appliances such as wheelchairs, mobility scooters, customised footwear and orthotics
- Limited support for the installation of stairlifts
- Funding for the provision of therapies such as physiotherapy, occupational therapy, chiropody and counselling
- Winter heating grant for members on very low incomes
- Respite breaks for survivors
- Limited hardship grants
- Social Support Groups around the country
- Peer Telephone Support Service
- Advice, information and one to one advocacy to members
- Survivor magazine issued three times a year plus monthly ezines
- Annual Conference

Polio Survivors Ireland has a network of support groups around the country, along with a peer led telephone support service for those who are socially isolated, and an internal magazine “The Survivor” is issued to all members three times a year.

Staff in the head office in Dublin provide advice, information, individual advocacy and perhaps, most importantly of all, a listening ear to survivors.

Any of the estimated 5,000 polio survivors in Ireland can contact the organisation for support irrespective of whether they are a member or not.

Funding

Around two-thirds of the organisation’s funding comes from the HSE under Section 39 of the Health Act. This funding is provided by seven of the HSE’s nine CHO regions. One region, CHO 9, funds most of our staff and overhead costs. HSE funding covers the cost of four WTE (Whole-time Equivalent) staff. HSE funding is renewed each year under Service Arrangements with each HSE CHO. At the time of writing, uncertainty exists about how funding will be provided under the new Health Regions and Integrated Health Areas (IHAs) structures.

Currently, funding is also provided by Pobal under the Scheme to Support National Organisations (SSNO). SSNO supports three part-time staff and attendant costs. This funding expires in 2024. The organisation must submit a new funding proposal to Pobal in early 2025 for funding for the following four years. This is a competitive process, and it is far from certain that this application will be successful.

Other funding includes fundraising income such as donations, bequests and sales of items, smaller grant applications, membership contributions and income from advertising in the Survivor magazine.

Staffing

Polio Survivors Ireland currently has the following staff complement:

- CEO
- Service & Information Co-ordinator
- Assistant Service & Information Co-ordinator
- Communications & Development Officer
- Communications & Fundraising Assistant
- Administration Officer
- Administration Assistant (CE Scheme)
- Volunteer Officer
- Advocacy & Policy Officer
- Two Member Engagement Officers



Background to this Plan

This plan builds on its predecessor, and in particular, its focus on ensuring the sustainability of the organisation and the much-needed services and supports it provides to polio survivors.

Key results of previous plan

Strategic Priority 1

Directly provide a range of services and supports that assist polio survivors in maintaining their independence, reducing their social exclusion and enhancing their quality of life

Throughout the term of the previous plan, the organisation continued to provide a range of valuable services and supports to polio survivors. In addition, a key element of that plan was to re-direct survivors to the HSE and other State services where appropriate and to focus the organisation’s limited resources on bridging gaps or delays in State provision.

Peer led services have not performed as well. The Social Support service was badly disrupted by Covid and difficulties in recruiting convenors among polio survivors have become more acute as survivors age. The appointment in 2023 of two part-time Member Engagement Officers (MEOs) to help social support groups has arrested the decline in this service but fundamental issues persist.

The Telephone Support service has become even more important over recent years. The retirement of a significant number of the Service’s leaders since Covid, has necessitated a recruitment programme to find their replacements. Fortunately, volunteers have been forthcoming for this Service from within the organisation. However, recruitment has not been helped by extended vacancies in the Member & Volunteer Recruitment Officer (MVRO) role.

Strategic Priority 2

Inform, educate and assist polio survivors in accessing the services, supports, medical care and benefits they require

With the shift away from attempting to meet all polio survivors’ needs, the previous plan envisaged Polio Survivors Ireland as a hub, directing people to where services and supports could be best accessed. This involved educating members through regular communications as well as supporting members who contacted the organisation on a one to one basis. A key issue in that strategic plan was that a relatively small minority of polio survivors (est 16%) were members of the organisation which meant many survivors were unaware of our work and of where, and how, to access services and supports they needed. Following the success of the Polio Register initiative, the organisation is now engaged with over 25% of all polio survivors.

Strategic Priority 3

To advocate for improved statutory provision of services, supports, medical care and social welfare benefits for polio survivors

Service provision from the State has improved in recent years due to increased budgets as the economy has recovered. For example, our members can increasingly source grants for stairlifts from their local authority. However, the plan assumed that the organisation would recruit an Advocacy Officer to highlight the need for improved services for polio survivors from the State. Unfortunately, a lack of funding meant that this position was unfilled until 2023. Nevertheless, the organisation has worked in conjunction with the Disability Federation of Ireland (DFI) and the Neurological Alliance of Ireland (NAI) in advocating for common issues of concern affecting people with disabilities. Polio Survivors Ireland has also raised issues such as the shortage of HSE provided physiotherapy in the community, the plight of survivors in Direct Provision and the need for more assistance for polio survivors in meeting heating costs.

Strategic Priority 4

To develop the organisational, Board and staffing structures to implement this plan and achieve these objectives

There were some significant successes under this priority, such as Board recruitment, the development of the Board Sub-committees and increases in staffing. New member recruitment while below the target, has been quite good. The Polio Register was a huge success in this regard, and in connecting with non-member polio survivors. However, some of these have been content to stay on the Register and not actually join the organisation.

However, when Covid and the vacancies in the MVRO position are taken into account, the number of new active members recruited are quite good. External volunteer recruitment was more disappointing. The shortfalls in recruitment, combined with the retirement of many existing active members, has meant that gaps emerged in our active member/volunteer structures over the life of the previous plan.

Strategic Priority 5

To seek increased and, or, new long-term funding and to develop an appropriate and realistic fundraising strategy

A key plank in this strategic priority was the development of a fundraising strategy. This strategy was approved by the Board in 2021 and takes into account the challenges of an ageing membership and the relatively low profile of the organisation in raising funds from the public. Its emphasis therefore, is on targeting corporates as well as appropriate trusts and foundations. It’s a realistic strategy, but very time consuming, especially with such limited staff resources. To address this, the fundraising plan required the recruitment of an assistant to the Communications & Development Officer to free up more of their time to focus on implementation of the fundraising plan.

A significant achievement under this priority was the securing of Dept. of Rural & Community Development funding for over 2 years under the SSNO programme in 2023. This funding facilitated the recruitment of the MEO’s and the Advocacy & Policy Officer.

Summary

The previous plan was very much focused on the sustainability of the organisation and its continuation as an organisation for polio survivors by polio survivors. In this, the plan was largely successful. Despite challenges such as the failure of the HSE to restore the funding cuts of the last financial crisis, and the unforeseen Covid pandemic, Polio Survivors Ireland continues to provide a broad range of services and supports to people living with

the effects of polio and acts as a “hub” directing survivors to other services that could support them. While maintaining the involvement of polio survivors in the running of the organisation has been difficult, as the average age of our members is now over 70, polio survivors still play key roles on the Board, its sub-committees and in delivering peer support services, such as social and telephone support.



Environmental & Internal Review

As part of the development of this strategic plan, the Board considered the current environment the organisation operates in, and its internal strengths and weaknesses, through a Strength, Weakness, Opportunities and Threats (SWOT) Analysis

SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none">- Staff experience & expertise- Committed and competent Board with representatives with lived experience of polio- Polio survivors involved in many aspects of the organisation- Flexible and agile organisation- Strong Governance- Collaboration and partnership working- Only organisation in Ireland exclusively working to meet the needs of polio survivors	<ul style="list-style-type: none">- To strengthen relationships with the HSE- For real and meaningful engagement with medical professionals- From association with European and International polio orgs- Ongoing research on the Late Effects of Polio- Increase income from fundraising
Challenges	Threats
<ul style="list-style-type: none">- Reliance on HSE funding- Funding restrictions- Increased Regulation- Ageing profile of members- Lack of understanding of polio across statutory agencies, medical profession- Lack of awareness of polio amongst the general public- Low number of members in some regions- Digital capacity of members- Changes to HSE structures	<ul style="list-style-type: none">- Funding concentrated in 2 main funders- Recruitment and retention of staff- Challenge recruiting enough new people for Board, Active Member and Volunteer roles- Health Service not focused on the specific needs of polio survivors- SSNO funding short-term & may not be secured for new term





Consultation Process

To help develop this strategic plan, the Board appointed S3 Solutions to provide consultancy and facilitation support to the process. S3 led initial Board and separate staff workshops to reflect on the outcomes of the previous plan, the current environment affecting the organisation and the likely challenges for the future.

Above all else, this organisation is there to meet the needs of polio survivors and so the input of members was the most important component of the consultation process. It was some years since the organisation had undertaken a survey of its members' needs so much of this data was increasingly out of date. The Board and staff were of the view that this was the first step in preparing for the consultation process. Therefore, all polio survivor members were sent a Members Needs questionnaire and approximately half completed and returned it. This provided a wealth of in-depth information on our members and their needs. Parallel to this, we undertook a separate survey of migrant members to gather profile and other information on their circumstances. Summaries are available by emailing info@polio.ie.

A steering group of members and staff was then formed to review the data collected in these surveys. This group designed a survey and follow up focus group sessions, to ascertain what members priorities were for the next strategic plan. The draft survey was discussed with a focus group of members in a workshop facilitated by S3 Solutions and amended accordingly. A representative sample of 127 members were then selected on the basis of age, income level and degree of disability, to accurately reflect the profile of our members. These members were sent a questionnaire, asking them to identify the challenges they faced, their anxieties for the future, the services they wished the organisation to provide and the issues they wanted us to advocate on.

The chart on page 14 outlines key findings from this survey. The feedback from these surveys was then teased out at a second facilitated workshop with a selection of members.

The results of this survey were discussed by the steering group and considered by the staff at its facilitated workshop. The survey's results and the staff's feedback were then discussed by the Board at a facilitated workshop. Draft strategic priorities and actions based on the consultation process, were subsequently developed by the Board, finalised by the spring of 2024 and presented to the members at the Annual Conference in June 2024.

Summary of Strategic Plan Survey Results

Top 5 Greatest Needs Identified by Members	Top 5 Challenges or Barriers that prevent living a fuller life	Top 5 Anxieties about the future	Top 5 Most important of our current services & supports	Top 5 Issues Polio Survivors Ireland should raise with government & government agencies	Top 5 Services or Supports we don't currently provide that we should offer	Top 5 things Polio Survivors Ireland should do over the next 5 years
<ol style="list-style-type: none">1. Aids & Appliances2. Free Medical Care3. Staying Driving4. Help in Sourcing Social Welfare5. Home Adaptation	<ol style="list-style-type: none">1. Mobility2. Isolation & Loneliness3. Accessibility4. Ageing5. Pain	<ol style="list-style-type: none">1. Mobility2. Future Health3. Other Health Issues4. Loneliness/ Not Going Out5. Pain	<ol style="list-style-type: none">1. Aids & Appliances2. Support in Sourcing entitlements from the State/Advice3. Information from Polio Survivors Ireland Office4. Heating Grant5. Telephone Support	<ol style="list-style-type: none">1. Financial Support eg grants2. Medical Cards3. Social Welfare Entitlements4. Education in Polio5. Public Access	<ol style="list-style-type: none">1. Home Visits2. Community Support Workers3. Home Help/PAs4. Financial Assistance5. Assistance with Car Purchasing & Adaptation	<ol style="list-style-type: none">1. Lobby government for better services, Supports & recognition2. Home care3. Home support4. Regular phone contact5. Mental health support

Conclusions

The feedback from the consultation process highlighted the many challenges confronting polio survivors and the degree to which their needs are growing in extent and complexity as they age.

As a small voluntary organisation with very limited resources, the Board of Polio Survivors Ireland is acutely conscious that it cannot meet all of these needs. Ultimately, it is the responsibility of the State and its statutory agencies to ensure polio survivors have access to services and supports to enable them to live with dignity.

In reviewing the feedback from its members, the Board of Polio Survivors Ireland had difficult decisions to make on what services and supports to prioritise in this plan. The Board decided on its priorities based on the likely funding available to the organisation over the life of the plan, the skills and experience within the staff and active members, and the identification of those areas where the organisation could make the greatest contribution to the lives of its members. In particular, the Board sought to complement other services and supports, and bridge gaps in services, rather than duplicate what the state and other bodies provide.



The plan includes a small number of key advocacy objectives, reference Strategic Priority 3, that the Board wishes the organisation to focus on over the duration of the plan. These relate to significant issues of concern to members as highlighted in the consultation process. Given the resources available to the organisation, there was only scope to work on a small number of advocacy priorities over the duration of the plan.

The Board recognises that there are many other needs of polio survivors that are not addressed in this plan. Unfortunately, hard choices had to be made as there is a significant risk that if the organisation attempted to take on too much, it would fail to deliver on any of its objectives.

Vision & Mission

Vision Statement

As part of its deliberations around the development of this strategic plan, the Board considered a vision statement for Polio Survivors Ireland. Heretofore the organisation did not have one, although its previous mission statement incorporated elements of a vision within it. At its facilitated meetings both at the start, and end, of the strategic planning process, the Board discussed the wording of a vision statement that they believed reflected the aspirations of polio survivors, and agreed on the following:

“ A society where polio survivors can live with independence and dignity, and are fully included and valued within the community ”

Mission

At these meetings the Board agreed that the previous mission statement needed revision and, along with the new vision statement, agreed on the following mission statement:

“ We address the diverse needs of polio survivors - advocating for them, educating healthcare professionals, and providing a comprehensive range of person-centred services and supports ”

The Board believes that these statements reflect the aspirations of the members and the priorities and focus of the organisation on meeting its members’ needs.



Strategic Priorities

The consultation process, and the resultant feedback, has signposted clear strategic priorities for Polio Survivors Ireland. Continuing to deliver effective services and supports to polio survivors underpins Strategic Priority 1.

Communicating effectively with stakeholders through relevant and accessible information is central to Strategic Priority 2, while advocating for improved statutory, medical care and social welfare services and entitlements defines Strategic Priority 3.

Sustaining effective operations and governance underpins Strategic Priority 4 and, as the extent to which all Strategic Priorities can be achieved is significantly dependent on resources, this is addressed in Priority 5.



The infrastructure to deliver this strategic plan spans all priorities through raising awareness, increasing influence, building capacity, measuring impact and being a responsible and supportive employer with good governance and operations. Achieving all the strategic priorities will match the ambitions of Polio Survivors Ireland to meet the needs of people living with the effects of polio in Ireland using a person-centred approach.

Many of the objectives and actions in the plan are a continuation of work as usual with refinements in some cases. Survivors have told us that these are still key supports for them. The actions and initiatives which are new, reflect the members' ambition to enhance Polio Survivors Ireland's services and supports and operations. In particular, its efforts to ensure that the State and its statutory agencies are meeting their responsibilities to people living with the effects of polio.

Polio Survivors Ireland recognises the challenges in planning work over a five-year period. The context within which the plan is implemented will change and evolve over the course of its lifespan with annual work planning, review, and updates to reflect the changing environment.

The following section outlines the specific objectives to be delivered to achieve each strategic priority, along with success indicators and a future statement outlining what Polio Survivors Ireland would like to have achieved in relation to each priority. Annual workplans will include actions to achieve each objective under the strategic priorities.



Strategic Priority

1

Services & Supports

Future Statement –

polio survivors have benefitted from a range of effective services and supports empowering them to maintain their independence, reduce their social exclusion and enhance their quality of life.

Objectives

Measures of Success

By

Polio survivors are provided with Aids & Appliances to meet their needs

- Numbers availing of Aids and Appliances annually
- Increase in the numbers receiving Aids & Appliances annually

Annually

Fund Physio, Occupational Therapy, Counselling, Chiropody and Respite breaks based on need and available resources

- Numbers availing of Physio, Occupational Therapy, Counselling, Chiropody and Respite
- Increase in the numbers receiving above therapies

Annually

Develop dedicated centres of treatment and support for polio survivors

- Dedicated centres where polio survivors can access multidisciplinary care
- Expansion of Physio provision
- Relevant training for therapists

Ongoing

Provide an annual winter heating grant to survivors subject to funding

- Number of polio survivors benefitting from heating grants each year

Annually

Provide hardship grants, stairlifts & assist with home adaptations as funds permit

- Number of survivors benefitting from these supports

Annually

Provide telephone helpline assistance to polio survivors to help them access the services, supports and entitlements they require

- Numbers calling the office for advice, general support, individual advocacy, and information
- Numbers securing the services, supports and benefits they are entitled to

Annually

Expand the Telephone Support service

- Numbers availing of this service

Ongoing

Maintain, support & improve the Social Support Service

- Number of functioning Social Support Groups
- Number of members attending Support Group meetings

Ongoing

Address social isolation of members & research survivors' needs for home support & home help & identify options for meeting these needs

- More members engaged with the organisation
- Scoping exercise completed
- Actions agreed from findings and recommendations

Mid 2025



Strategic Priority

2

Communications & Promotion

Future Statement –

Polio Survivors Ireland have educated and informed key internal and external stakeholders

Objectives	Measures of Success	By
Members receive regular information on the work and activities of the organisation, and of other services and supports that are available.	<ul style="list-style-type: none"> Survivor Magazine issued three times a year Monthly ezine sent to members who have email Occasional publications such as post budget briefing to members 	Ongoing
Members are kept appraised of policy issues affecting them and their entitlements	<ul style="list-style-type: none"> Survivor Magazine issued three times a year Monthly ezine sent to members who have email Occasional publications such as post budget briefing to members 	Ongoing
Convert survivors from the Polio Register to membership Recruit migrant polio survivors	<ul style="list-style-type: none"> Number of members joining from Polio Register Number of migrant members 	Reviewed annually
Deliver an awareness campaign to better educate medical and social care professionals, public officials and public representatives on polio	<ul style="list-style-type: none"> Increased awareness of polio among medical and social care professionals, public officials, and public representatives 	2025
Build online & social media presence Improve accessibility of online communication	<ul style="list-style-type: none"> Website traffic Social media followers Feedback from members 	Ongoing

Strategic Priority

3

Advocacy

Future Statement –

Polio Survivors Ireland have advocated and campaigned effectively for improved statutory, medical care and social welfare services and entitlements

Objectives	Measures of Success	By
Sustain the Advocacy Officer role for the duration of this Strategic Plan	<ul style="list-style-type: none"> Advocacy Officer in place Advocacy Officer outputs 	Ongoing
Advocate and campaign for improved medical entitlements for polio survivors	<ul style="list-style-type: none"> Improved medical entitlements for polio survivors 	Ongoing
Advocate and campaign for improved Primary Care Services for polio survivors especially physiotherapy	<ul style="list-style-type: none"> Improved Primary Care Services for polio survivors polio survivors can access more physio 	Ongoing
Advocate on behalf of migrant polio survivors to help them receive the supports they need	<ul style="list-style-type: none"> Improved accommodation and housing provision for migrant polio survivors 	Ongoing
Advocate in collaboration with other organisations for improved social welfare & other benefits to reduce poverty among polio survivors	<ul style="list-style-type: none"> Improved welfare & other benefits for polio survivors 	Ongoing
Advocate and campaign for other services and supports that empower polio survivors to maintain their independence	<ul style="list-style-type: none"> Improved services and supports for polio survivors 	Ongoing
Work collaboratively with other disability organisations to progress other advocacy issues impacting polio survivors	<ul style="list-style-type: none"> Number of organisations we have collaborated with Number of joint submissions made Changes in Government & Health Service policy & procedures recorded 	Ongoing

Strategic
Priority

4

Organisation Growth & Development

Future Statement –
Polio Survivors Ireland has grown and evolved sufficiently to achieve their 2024-29 Strategic Priorities

Objectives	Measures of Success	By
Board has the requisite skills, experience, and capacity to fully discharge its governance responsibilities	<ul style="list-style-type: none"> Annual returns to CRA and CRO Skills audit of Board completed Annual review of Board Effectiveness 	Annually
Polio Survivors Ireland has a competent, motivated staff team	<ul style="list-style-type: none"> All posts filled Staff receive appropriate training for their roles Annual review meetings with staff CEO is supported by the Board 	Ongoing
Board members and relevant staff continue to engage with European and International polio survivors networks	<ul style="list-style-type: none"> Outcomes from European and International collaboration 	Ongoing
Polio Survivors Ireland identify research opportunities to improve knowledge and practice on the late effects of polio	<ul style="list-style-type: none"> Research completed Findings disseminated 	2025
Work to mitigate any reduction in Active Members fulfilling roles across Polio Survivors Ireland	<ul style="list-style-type: none"> Number of Active Members in roles Vacancies of active members 	Ongoing
Recruit additional external volunteers to sustain organisational capacity	<ul style="list-style-type: none"> Number of volunteers recruited 	2025
Polio Survivors Ireland has a framework by which they can measure the impact of their work	<ul style="list-style-type: none"> Impact measurement framework in place 	2025
Recruit active members from a migrant background	<ul style="list-style-type: none"> Number of migrants who are active members 	Ongoing

Strategic
Priority

5

Sustainability

Future Statement –
Polio Survivors Ireland is a sustainable organisation with the resources to deliver their 2024-29 Strategic Plan

Objectives	Measures of Success	By
HSE funding is increased in line with inflationary costs	<ul style="list-style-type: none"> Annual increases in HSE funding to address cost increases & pay awards 	Annually
Seek new sources of long-term funding	<ul style="list-style-type: none"> Funding achieved 	2028
Secure SSNO funding for Advocacy Officer & other roles	<ul style="list-style-type: none"> SSNO funding is renewed 	2025
Increase fundraising income	<ul style="list-style-type: none"> Funding from corporates Self-generated income 	Ongoing
Review Polio Survivors Ireland fundraising strategy	<ul style="list-style-type: none"> New fundraising strategy in place 	2025



Implementation

To support implementation of this plan, the staff will set annual goals and the actions that need to be undertaken in order to achieve the plan's long-term objectives.

These will be reviewed and approved by the Board before they are delegated, as appropriate, to each staff member and, where relevant, to active member and service co-ordinators.

The CEO will report regularly to the Board on progress on achieving the plan's objectives, with an annual review presented to the Board early each subsequent year.



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