

# Strategic Plan

**2022-2025**

# Contents

- 03** Bottom line up front
- 05** From our Chair & Chief Executive
- 07** About REACT
- 10** What we do
- 11** Our value proposition
- 12** How we do it
- 13** The situation
- 14** So what for REACT?
- 15** Our ambition
- 17** The plan
- 18** Financials and resourcing needs
- 19** Three phases of implementation

# Bottom line up front



**REACT's lean, fast, needs-driven "military approach" model is increasingly relevant.**

**REACT's scale and operations will be governed by the degree to which sustainable funding can be established.**

**Based on the cashflow forecast linked to the strategic plan and the assumptions made, as at 31 March 2025 there will be a positive balance of £1.4m.**

**REACT is a people offer.**

**A step change is required to attract and retain the highest calibre Responders who can help meet the anticipated increase in complexity and scale of operations in the next three years.**

# From our Chair & Chief Executive

**Since its establishment in 2015, REACT's strength has always been our ability to rapidly mobilise and deploy highly trained and specialist teams of Responders to help stabilise a situation.**

As humanitarian needs continue to grow more chronic and complex in nature, further impacted by the health and non-health related shocks of the Covid-19 pandemic, the humanitarian system is not keeping pace. Today, one in 33 people worldwide needs humanitarian assistance or protection, more than at any time since the Second World War. Change is happening, but not fast enough. Our value proposition – harnessing continued service (purpose, community, identity) for disaster response for the hardest to reach and most vulnerable – is more relevant today than even six years ago, when the organisation was conceived.

The last year has seen a period of great change and transformation for REACT from which the charity has emerged financially more secure with positive reputations both in the UK domestic sphere and internationally. Our contribution will optimise and magnify the effect of larger aid organisations by addressing the growing global humanitarian demand. We will deploy rapidly, build strong local relationships, assimilate information to understand and meet local needs and always cooperate and partner with local and international agencies.

**General Sir Nick Parker**

Chair of the Board

**Dr Toby Wicks**

Chief Executive



**RE**  
**RE:ACT**  
DISASTER RESPONSE

# Vision

**A world that unites to help crisis-affected communities rapidly get the humanitarian assistance they need.**



# Mission

**Rapid humanitarian action for the hardest-to-reach and most vulnerable communities.**



# Humanitarian principles



## Humanity

Human suffering must be prevented and alleviated wherever it is found. The purpose of humanitarian action is to protect human life and health and to ensure respect and dignity for all.

## Neutrality

Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

## Impartiality

Humanitarian actions must be based on need alone, giving priority to the most urgent cases of distress, and with no distinctions made on the basis of nationality, race, ethnicity, gender, sexual orientation, social class, religious beliefs or political opinions.

## Independence

Whilst subject to international and local laws wherever they operate, humanitarian actors must remain autonomous from political, economic, military or other objectives and influences.



# Values

## Humanitarian first

Whatever our background or role, we are humanitarians, and those principles guide our every decision and action.

## Be courageous and humble

We do the right thing for all people, without exception.

## Trust and be trustworthy

We act with integrity, we give trust to build trust and drive collaboration at all levels.

## Walk towards danger

We have a bias for action. We train hard, prepare well, and mitigate risks so that we can move fast and lean into the problem to address critical unmet needs.

## Commit selflessly

We possess the grit and tenacity to persevere through adversity and always put the needs of others ahead of our own.

# What we do

## Rapid humanitarian action

**We get the right support,  
to the right place, quickly, by:**

- **Deploying rapidly**
- **Developing strong local relationships**
- **Assimilating multiple sources of information to understand local needs**
- **Rapidly partnering with local and international agencies**
- **Working collaboratively to address unmet needs in a joint humanitarian response**

# Our value proposition

## 1. Rapid disaster response

Drawn heavily from the military veteran and emergency services communities, our volunteers use their unique skills to apply a military approach to planning and problem solving, enabling targeted interventions which save lives and alleviate suffering at pace.



## 2. Upskilling & purpose

For those accustomed to a life of service the transition to civilian life can be challenging. REACT provides bespoke training and a continued sense of purpose through our deployments. The supportive REACT community is incredibly valuable to our volunteers.



## 3. Value for money

Our volunteer-centred operations keep costs to a minimum. Seventy pence of every pound donated to REACT goes directly to funding humanitarian action. **REACT is financially efficient and operationally effective.**



# How we do it

## The military approach applied to humanitarian action

**REACT commonly deploys 4-person rapid response teams. Such a small number has proved its worth during REACT's experience in Mozambique, The Bahamas, and most recently in our response to the Ukraine crisis. Four is small enough to move fast and still carry enough supplies to get the job done.**

REACT has a clearly defined vision and purpose as outlined in its strategy. Its operational model has 3 components: Conceptual; understand the context by using robust and tried and tested processes, a bias for action and the flexibility to adapt. Physical; This means having the right people who have been selected, trained and equipped to allow them to operate in remote and potentially hostile environments. They are self sufficient so as not to become a burden on the limited resources found in the aftermath of a disaster. Moral; This is made up of morale, an intangible force that makes us feel we are part of something greater than ourselves, leadership and the bedrock of our values.

REACT's humanitarian action, has at its forefront the needs of the affected population. It utilises an effects based approach and through detailed analysis it seeks to understand the problem and set attainable objectives with clearly defined outcomes. Whilst conducting this analysis there is always the ability to react to sudden changes in an often dynamic situation.

REACT Response teams have undergone realistic training to prepare them for the challenges of response operations. They have detailed procedures and will have rehearsed many of the scenarios they may encounter. They maintain a flexible approach and possess the grit and tenacity to persevere through adversity and navigate constraints in order to find a solution.

REACT empowers its leaders and those closest to the problem to make decisions. It promotes the use of initiative and freedom of action to enable its teams to rapidly navigate their way through uncertainty. This philosophy of 'mission command' runs throughout the organisation and it trusts its Responders, never reverting to the 'long screwdriver'.

REACT is the connective tissue that binds organisations together. Teamwork is at the very centre of our approach and through experience we have learnt that collaboration is the cornerstone of any effective humanitarian action. This collaboration takes place before, during and developing best practises after the event. We understand our own strengths and weaknesses and those of our partners so the best asset can be brought to bear at the right time and the right place.

# The situation

**78 million people**  
are now displaced world-wide  
and increasingly vulnerable.



Today, **one in 33 people**  
worldwide need  
humanitarian  
assistance or  
protection.



The UN estimates that  
this year, **US\$ 51 billion**  
will be needed to provide  
humanitarian assistance  
to **230 million people**  
across **63 countries**.

**In 2020 climate-related disasters affected over 98 million people.** As natural hazards like storms, flood and heatwaves increase in frequency and severity, public services are often stretched beyond their limits.



UN-OCHA Global Humanitarian Overview.



# So what for REACT?

**With ever more protracted, complex and geographically dispersed crises, traditional aid organisations are understandably stretched.**

**REACT's 2,000+ volunteers, with their expertise and rigorous training, are able to deploy anywhere within hours, rapidly appraise the situation, and take action.**

**Our close partnerships with local organisations allow us to respond quickly to the changing needs of local populations, as reported by local people.**

**Our volunteers are self-sufficient over long periods in the remotest locations.**

# Our ambition

**Our ambition is to develop a capability to deliver up to 34 deployments per year by 2025. This demands a pool of 700 engaged Responders.**

Volume (ops/year)	Baseline	Phase 1	Phase 2	Phase 3
Level 1	12	12	14	16
Level 2	4	4	5	7
Level 3	1	2	2	3
Capacity	2	4	6	8
<b>Total</b>	<b>19</b>	<b>22</b>	<b>27</b>	34

Bandwidth (concurrent ops)	Baseline	Phase 1	Phase 2	Phase 3
Level 1	2	2	4	6
Level 2	0	1	1	2
Level 3	0	1	1	1
Capacity	1	1	1	1
<b>Total</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>10</b>

Responsiveness (hrs)	Baseline	Phase 1	Phase 2	Phase 3
Level 1	48	6	6	6
Level 2	72	48	24	24
Level 3	72	48	24	24

\* Geography, duration, type of emergency subsumed into L1 - L3 classification.

## **This assumes that:**

- **25% of Responders able to deploy two times in any one year.**
- **We need 4 engaged Responders for every 1 who commits to deploy to a Level 3 operation.**

## **Responders supported by a lean HQ team, complemented by:**

- **Successful devolved regional structure.**
- **Casual bank that grows relative to the demands of commercial activity.**



# The plan

## Core objective areas

### Sustainable and predictable funding

1. Grow income from fundraising to £1 million in FY 23/24 focussing on trusts and foundations, high net worth individuals, and corporate donors.
2. Build strong new business capability and healthy pipeline to support ongoing fundraising income growth.
3. Engage and retain existing supporters through consistent structured account management.
4. Grow income from fundraising to £1.5m in FY 25/26.
5. Build trading subsidiary income surplus to £600k pa by FY 24/25.

### Increase scope, scale, speed, and impact of responses

1. Targeted and measurable stakeholder engagement to strengthen our network and increase our scale, speed, and scope of response.
2. Increase speed of response to 6h domestically and 24h globally by FY 23/24.
3. Increase capacity for up to 34 operations per year by FY24/25.
4. Increase capacity for up to 10 operations at any one time by FY 24/25.

### Effective organisation

1. Maintain a lean and clear organisational structure that reflects our offer.
2. Recruit and retain the right people to deliver the plan (Fundraising and Commercial are key priorities).
3. Ensure REACT is a high performing organisation with the right operating rhythm
4. Continue to develop and enhance the REACT culture which is a USP.
5. Ensure REACT has the right core operating systems and BI to deliver the plan.

# Financials and resourcing needs

## REACT income & expenditure plan

	2023/24 £	2024/25 £
<b>Income</b>		
Income - Restricted	309,797	360,153
Income - Unrestricted	1,018,683	1,243,191
Income - Subsidiary Trading	833,333	2,266,667
<b>Total Group Income</b>	<b>2,161,813</b>	<b>3,870,010</b>
<b>Direct Costs &amp; Overheads</b>		
People Costs	1,729,988	1,890,632
Direct Costs of Subsidiary Trading	583,333	1,586,667
Direct Costs & Overheads	580,247	634,004
<b>Total Group Expenditure</b>	<b>2,893,568</b>	<b>4,111,302</b>
<b>Group Surplus/(Deficit)</b>	<b>(731,755)</b>	<b>(241,292)</b>

# Three phases of implementation

## Selected activities shown

### Phase 1

(2022/23)

#### Get the fundamentals right

Establish and maintain a cost effective regional leadership and management team in each of the 9 regions in the UK.

Appropriately resource the fundraising team by recruiting income stream specialists, and educating wider colleagues in lead identification.

Engage and retain existing supporters through consistent structured account management.

Establish a winning new business capability, including responding to tenders, focussed on leveraging the existing skill set within REACT.



# Phase 2

(2024)

## Sharpen the saw

Increase speed of response to 6th domestically and 24h globally by FY2024.

Raise £1 million in FY23/24 focussing on trusts and foundations, high net worth individuals, and corporate donors.

Establish full understanding of broader skillsets held by volunteers.

Professionalise a Responder training pipeline and upskill instructors and mentors.



# Phase 3

(2025 onwards)

## Scale our reach and impact

Increase capacity for up to 34 operations pa.

Increase capacity for up to 10 operations at any one time.

Undertake a minimum of 8 planned, cost-neutral capacity strengthening operations pa.

Grow fundraised income to £1.5m pa.





**REACT**  
DISASTER RESPONSE

**For more information  
please contact:  
info@re-act.org.uk  
0300 330 9488**