

The logo for ALONE, featuring the word "ALONE" in white, bold, sans-serif capital letters on a red rectangular background. The letter "O" is stylized with a white dot in the center.

**ALONE**

YOU'RE NOT ALONE

A photograph of an elderly woman with short, wavy purple hair, smiling warmly. She is wearing a dark blue crew-neck sweater over a green and white patterned top, and a gold chain necklace. The background is a softly blurred indoor setting with bookshelves.

STRATEGIC PLAN 2026-2029

**DELIVERING  
WHAT MATTERS**



# Foreword

At ALONE, our vision is clear: to create an Ireland where every older person feels valued, supported, and empowered to age well at home and in their community. This strategic plan is about turning that vision into reality; creating measurable impact for older people, for Ireland, and for everyone who cares about ageing with dignity.

Grounded in our values of Respect, Honesty, Collaborative Leadership and Innovation, this strategy is supported by clear business and action plans. We will use evidence gathered from our daily interactions with older people, universal design principles, and technology to strengthen and increase our services, so they work better for older people and integrate more smoothly with State and community supports. Our staff, volunteers and partners will make this vision a reality by creating services and relationships that work effectively for everyone and are ready for the future.

ALONE is here not only to support older people when they are vulnerable, but to help them stay connected, independent, and thrive for as long as possible. We believe ageing is not a challenge to overcome, but a stage of life to be valued and celebrated. That is why we focus on delivering systems that make life easier and more connected for older people, with ALONE playing a central role in integrating services across sectors. By listening openly to everyone we work with and learning from real experiences, we keep improving, streamlining processes, and removing barriers. This flexible, responsive approach ensures every older person can access the support they need, when they need it - because ageing is personal, and so is the way we respond.

Our ambition is bold: to reach older people in every corner of Ireland, leaving no one behind. We are an independent and strong ethical voice, able to collaborate, and ready to challenge when that is needed. At ALONE, we work closely with the State while staying rooted in the real, everyday experiences of older people. That grounding allows us to support policy, but also to speak up when something needs to change in the public interest. By partnering with communities, government, and organisations across the country, we will build a future where ageing means living with dignity, independence, and hope. In doing so we will deliver what matters through scalable, transferable, and cost-effective service models for all older people.



Eimear Cahalin  
**Chairperson, ALONE**



Seán Moynihan  
**Chief Executive Officer, ALONE**

## Why This Plan

Ireland is ageing rapidly, and while many people live well as they grow older, too many experience isolation, inequality, and barriers to essential supports. For some, this means struggling to remain at home, disconnected from their communities, or without the services they need to live and, when the time comes, die well.

We believe this can and should change.

Every older person should have the opportunity to age with dignity, independence, and connection, supported by services and systems that respond to what matters most to them. If fully implemented and realised, this plan will deliver world-class services and world-class outcomes. By working with older people, communities, and partners, we will create a more inclusive and responsive system that enables people to live well at home for as long as possible. In doing so we will avoid the negative stereotypes of an ageing population.



## Our Vision

An Ireland where older people are valued and supported to age happily at home or in the community they choose.

## Our Mission

We empower older people to live the lives they choose by providing effective and integrated services, building stronger communities, and using evidence to advocate for change.

## Our Governance and Compliance

ALONE operates under a structured governance model that ensures alignment with its mission, vision and values while supporting effective decision-making and accountability.

The Board of Trustees holds ultimate responsibility for strategic direction, governance and regulatory compliance, supported by three subcommittees - Audit & Finance; Human Resources, Communications & Campaigns; and Services, Risk & Governance - which provide detailed oversight and recommendations.

The Chief Executive Officer and Leadership Team oversee operational management and the implementation of strategy, while functional managers manage day-to-day activities across departments.

A clear reporting structure ensures accountability at all levels, with operational insights flowing through the Leadership Team to the CEO and Board, supporting informed governance and organisational effectiveness.

As a registered charity and Approved Housing Body (AHB), ALONE demonstrates leadership in quality, transparency, and best practice. The organisation complies with key regulatory and quality frameworks, including:

- Charities Regulator Ireland Governance Code
- ISO 9001:2015 Quality Standard
- Excellence in Befriending Award
- Investing in Volunteers Standard
- Charities Institute Ireland Triple Lock Standard
- Charities Statement of Recommended Practice (SORP)
- Government Voluntary Code for Housing Bodies
- Annual reviews and returns to the Housing Regulator
- Housing Finance Agency - financing approved

ALONE is also a member of the Irish Council for Social Housing, and all ALONE tenancies are registered with the Residential Tenancies Board (RTB).

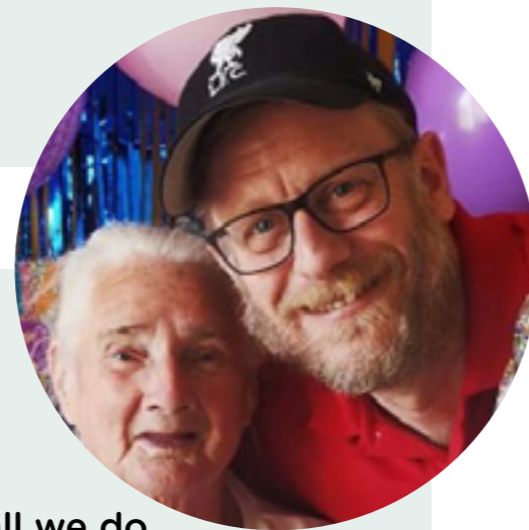
# The ALONE Way

## Our Values in Action



### Respect

- We respect the value, judgement, and autonomy of the older person.
- We acknowledge the challenges older people face and work to find supportive solutions.
- We value early intervention to promote health and wellbeing to older people.



### Honesty

- We are accountable, and transparent in all we do.
- We communicate and advocate clearly and regularly with all stakeholders.
- We are respectful and honest about what needs to change - in ourselves and across our sector.

### Innovation

- We are agile and design innovative solutions for current and emerging needs.
- We have an innovative infrastructure to lead, test, and take risks to bring about change within our sector.
- We create and drive alignment, integration, and consolidation within our sector.

### Collaborative Leadership

- We work collaboratively within our sector, valuing and sharing knowledge.
- We create models and solutions that are transferable, scalable, and sustainable.
- We deliver evidence-based solutions, measure impact to ensure we are effective, efficient, and operate to quality standards.

# What ALONE Will Deliver by 2029

## Support

**125,000**

older people supported nationwide

**75,000**

supported directly by ALONE

**50,000**

supported through  
Community Impact Network

## Volunteers

**10,000**

active volunteers

**780,000**

hours annually

**306,000**

visits

**500,000**

calls

**306,000**

practical tasks

## Community Impact

**250**

Community Impact Network members

## Influence & Partnerships

**€5million**

fundraised annually

**4** social enterprises  
established

**4** ALONE  
mergers

**3** costed campaigns  
delivered annually

**3** legislative reform  
proposals annually

**1** strategy on managing  
national relationships  
published

**22** national HSE  
partnerships  
rolled out

**20** national NGO  
partnerships  
established

**60** local NGO  
partnerships created

## Health & Independent Living

**100,000**

older people supported by social  
prescription and physical activity

**10%** using assistive  
technology in the home

**320**

Housing with Support units

# From Delivery to Impact



## For older people

- Improved health
- Improved quality of life
- Reduced health service use
- Reduced loneliness
- Greater confidence
- Stronger independence
- Consistent access to government supports



## For society

- Greater value for money through NGO sector
- Reduced duplication and fragmentation
- Implementation of national policies and legislative frameworks
- Coordinated community response to an ageing population

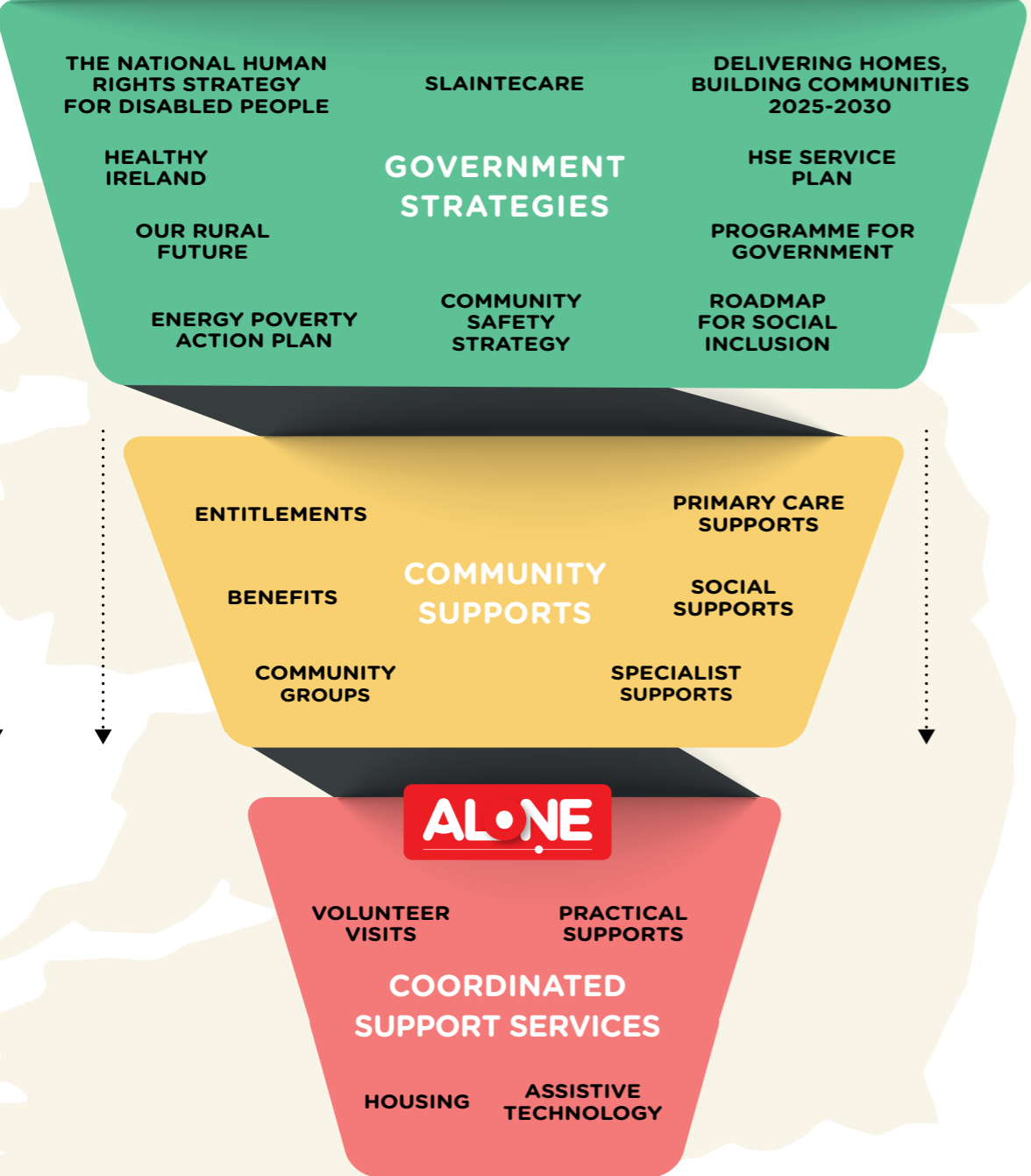


## For health services

- Fewer hospital admissions and delayed discharges
- Lower demand on A&E services
- Reduced dependency on nursing home care

# The ALONE Model

Mary age 76, lives alone in Mayo



**MARY NOW:**



# Strategic Plan - Goals

**Goal 1**  
 Maximise the range of services and access to supports we provide.

**Goal 4**  
 Collaborate with all to build a stronger, more coordinated system of supports.

**Goal 2**  
 Strengthen the services we provide to Ireland's diverse and evolving ageing population through evidence.

**Goal 5**  
 Further develop our people, systems, and technology to maximise delivery and efficiency of services.

**Goal 3**  
 Amplify older people's voices to ensure national policies provide enhanced community supports.

**Goal 6**  
 Maintain ALONE as an independent and sustainable organisation, strongly positioned to support older people.

# Goal 1

## Maximise the range of services and access to supports we provide



Ireland's ageing population is becoming more diverse, but too many older people still face barriers to the support they need. For those experiencing isolation, poverty or poor health, access to timely, appropriate services can determine whether they remain independent, connected, and well.

This goal is about ensuring that every older person can access the right support, at the right time, in the place they call home. It focuses on reducing inequality in access, responding to changing needs, and ensuring supports are designed around what matters most to each individual.

By expanding access and adapting to people's needs, we will enable more older people to live with dignity, independence, and connection in their communities for as long as possible.

### Strategic Objectives

1. Scale and strengthen our nationally recognised service model to expand ALONE's reach and impact
2. Provide equitable and consistent access to ALONE services across Ireland as part of the HSE's Enhanced Community Care (ECC) programme
3. Enhance integrated community support systems to deliver coordinated, high-quality services for older people
4. Use innovation and technology to adapt services and meet emerging needs of older people
5. Develop scalable Housing with Support schemes to provide alternatives to nursing home care

# Goal 2

## Strengthen the services we provide to Ireland's diverse and evolving ageing population through evidence



At ALONE, we listen to older people every day, gathering insights through our services, research, and engagement. This evidence shows what works, highlights where improvements are needed and helps us focus support where it can make the greatest difference.

This goal focuses on ensuring older people can access high-quality services from skilled staff and committed volunteers at the right time, based on what matters most to them. By introducing new programmes, responding quickly, measuring our impact and benchmarking against international best practice, we will ensure our services are evidence-based and deliver meaningful outcomes.

Together, our staff and volunteers provide integrated supports that help older people live well at home and stay connected to their communities.

### Strategic Objectives

1. Expand and adapt services to promote healthy ageing through prevention and early intervention
2. Expand and adapt services to provide information and supports to die well
3. Enhance volunteer engagement through recruitment, development, and ongoing support (universal design and targeting resources based on need)
4. Implement a standardised impact measurement framework to demonstrate service effectiveness and improved outcomes for older people
5. Use evidence and international best practice to continuously strengthen services and inform decision-making

## Goal 3

Amplify older people's voices to ensure national policies provide enhanced community supports



Policies and supports for older people must reflect their diversity and respond to what they say is needed to live with dignity, independence, and a strong quality of life. Too often, decisions are made without fully drawing on lived experience. At ALONE, we recognise that older people are experts in their own lives: they know what works, what must change, and where gaps remain.

This goal ensures that older people actively shape the policies and services that impact them. By listening to lived experience and using robust evidence, ALONE will influence policy, challenge ageism, and promote positive ageing. We will all work to strengthen partnerships, learn from national and international best practice, and deliver evidence-based campaigns that create measurable social impact.

### Strategic Objectives

1. Empower older people to actively shape services, research, policy, and campaigns through meaningful participation, with a special focus on those socially excluded
2. Deliver evidence-based, costed campaigns that create measurable social impact
3. Embed positive ageing principles and challenge ageism across all our work
4. Strengthen partnerships and use national and international best practice to improve outcomes for older people
5. Influence and translate national and European strategies into practical initiatives, training, and service improvements

# Goal 4

## Collaborate with all to build a stronger, more coordinated system of supports



Everyone deserves the opportunity to age well at home, supported by strong connections, responsive services, and communities that work together. At ALONE, we believe that when organisations, government, health services, local authorities, voluntary groups and communities collaborate, we can create a more connected system that empowers older people to live with dignity, confidence, and hope.

We recognise the vital role NGOs and community groups play every day in responding to older people's needs. However, rising demand means that existing supports must continue to evolve. Through this goal, ALONE will strengthen partnerships, deepen collaboration, and share research and innovation to expand scalable models that improve access to coordinated, high-quality supports.

By working collectively with partners and older people, and learning from national and international best practice, we will reduce fragmentation and duplication. This will build capacity for a more resilient, connected support network that enables more people to age well at home.

### Strategic Objectives

1. Strengthen partnerships with the HSE to deliver consistent, high-quality community care for older people
2. Support and grow the Community Impact Network to enhance capacity, integration, and coordinated services
3. Foster collaboration across NGOs and the ageing sector to amplify impact and create opportunities for positive ageing at home
4. Use innovation and best practice to respond to sector-wide needs and strengthen ageing services nationally
5. Encourage cooperation among all partners to reduce fragmentation, create and share capacity, and build a connected, supportive system for older people

# Goal 5

Further develop our people, systems, and technology to maximise delivery and efficiency of services



Our staff and volunteers are at the heart of everything we do, ensuring older people across Ireland receive the support, connection, and dignity they deserve. Volunteers, in particular, play a vital role in reducing loneliness, complementing services, and easing pressure on the wider health system.

This goal focuses on supporting our people, strengthening governance and quality standards, and expanding the use of digital tools and innovation, including AI, to ensure our services remain efficient, responsive, and accessible. By investing in skills, leadership and a positive, values-driven culture, we will build a resilient organisation that can meet the growing and changing needs of Ireland's ageing population.

## Strategic Objectives

1. Build a positive, inclusive, and values-driven culture that enables staff and volunteers to do their best work
2. Develop and empower staff and volunteers at all levels by fostering ownership, accountability, and leadership
3. Strengthen governance, structures, and quality standards to ensure effective, resilient operations
4. Harness innovation and digital tools, including AI, to improve operations
5. Enable accessibility, sustainability through Universal Design, and partnership agreements

# Goal 6

**Maintain ALONE as an independent and sustainable organisation, strongly positioned to support older people**



ALONE's independence allows us to speak up for older people, reflect their lived experiences, and design services that meet real needs. Every step of this work is powered by the generosity and dedication of our donors, supporters, partners, volunteers, Board members, and staff.

This goal focuses on protecting and strengthening that independence, ensuring we can continue to advocate effectively and respond to real needs. As a not-for-profit organisation funded through both State support and fundraising, we are committed to deepening partnerships with NGOs, sharing services, and connecting programmes to enhance support for older people.

Over the lifetime of this plan, we will diversify funding and develop scalable, adaptable initiatives, maintaining our independence so we remain responsive, sustainable, and ready to provide hope, dignity, and practical solutions at every stage of later life.

## **Strategic Objectives**

- 1.** Develop and implement a Social Enterprise Strategy to meet emerging needs and generate additional income streams
- 2.** Maintain the highest standards of governance, compliance, and risk management across financial and operational activities
- 3.** Deliver an ambitious, multi-sector fundraising programme to support ALONE's strategy and expand services for older people
- 4.** Ensure ALONE's brand, communications, and materials are relevant, accessible, and reflect high-quality services
- 5.** Protect and leverage ALONE's intellectual property as a strategic asset while sharing knowledge and resources to enhance service impact





## **ALONE**

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National Support and Referral Line 0818 222 024

Available to download from [www.alone.ie](http://www.alone.ie)

Registered Charity Number: 20020057