



Strategic Plan 2026-2030

Who we are

Crime Victims Helpline (CVH) is Ireland's national support service for anyone affected by crime. We listen with empathy, provide trusted information about rights and the justice process, and guide people to appropriate local and specialist services. We operate the national EU 116 006 helpline and offer support via phone, text, email, webchat, and our website crimevictimshelpline.ie.

Vision

An Ireland where every victim of crime is supported, informed, and empowered.

Mission

Provide support, information, and guidance to anyone affected by crime in Ireland.

Purpose

Ensure that anyone affected by crime in Ireland has access to compassionate support, trusted information, and a safe space to be heard; explain rights and the criminal-justice process; and guide individuals to appropriate services.

Our Values

Compassion

Compassion is at the heart of everything we do. We meet every person with empathy and genuine care, recognising the emotional impact crime can have on individuals, families, and communities. Our role is to create a safe, supportive space where people can speak freely, be heard without judgment, and receive reassurance during some of the most difficult moments of their lives.

Respect

We treat every person with dignity, fairness, and kindness. Respect means honouring each individual's experience, cultural background, identity, and perspective. It also guides how we work with one another – fostering an environment where staff, volunteers, and partners feel valued, included, and supported in contributing to CVH's mission.

Person-centred

Our work begins and ends with the needs of the person in front of us. We recognise that every experience of crime is unique, and we adapt our support to meet each person where they are. Being person-centred means listening deeply, responding flexibly, and empowering people to make informed decisions.

Integrity

We uphold the highest standards of ethical practice, confidentiality, and professionalism. Integrity underpins our governance, our service delivery, and every interaction we have with the public, our partners and with each other. We are committed to being transparent, accountable, and trustworthy – ensuring that victims can rely on us for accurate information and unwavering support.

Excellence

We strive to provide the highest quality service, grounded in best practice and continuous improvement. Excellence means investing in training, learning from evidence and data, and holding ourselves to ambitious standards. As crime and the justice landscape evolve, we adapt, innovate, and improve so victims receive the best possible support.

Collaboration

We believe victims are best served when organisations work together. Collaboration means building strong, respectful relationships across the criminal justice system, community organisations, and the wider victim-support sector. We share knowledge, amplify victims' voices, and coordinate efforts so people experience a more connected, coherent system of support.

Strategic Goals and Objectives

1) Enhance our service to victims of crime – improving quality and access.

By the end of 2030, we will:

- Expand the range of services and opening hours so that victims can choose how and when to access support.
- Provide consistently high-quality support, delivered by a blended workforce (professional staff and trained volunteers).
- Develop service agreements with representative organisations of specific groups of victims (e.g., Irish Farmers Association, Retail Ireland/IBEC).
- Meet or exceed the EU/Victim Support Europe 116 006 Standards (when formalized).
- Pilot and evaluate an Enhanced Support Service (ESS) for victims not served by specialist services.

Key Initiatives

- **New Service Model Implementation:** phased rollout, monitoring, evaluation, and staff training.
- **Extended Opening Hours:** evidence-based scheduling to reflect peak demand and victim preferences.
- **Enhanced Support Service (ESS):** structured referral pathways, time-limited follow-up, and evaluation.
- **Quality Framework:** case review process, service guidelines, and updated training curriculum.
- **Volunteer Pipeline:** structured recruitment, onboarding, supervision and mentoring.
- **Multichannel Service Upgrade:** improved webchat, SMS, telephony resilience, and accessibility adaptations.

2) Increase visibility and understanding of CVH through clear, targeted outreach.

By the end of 2030, we will:

- Develop targeted campaigns and initiatives that clearly communicate how CVH supports victims.
- Increase awareness of all available avenues for support, ensuring information is accessible and easy to understand.

Key Initiatives

- **Awareness and Signposting Campaigns:** targeted campaigns on assault, harassment/stalking, fraud/cybercrime, and burglary.
- **Sector Pathways Toolkit:** posters, leaflets, quick-reference guides, and QR materials for Gardaí, courts, hospitals, NGOs, etc.
- **Annual National Crime Victim Awareness Week:** themed around victims' rights and available supports.
- **Plain English & Accessibility Programme:** redesign of all public-facing materials
- **Digital Outreach Strategy:** revamped website, SEO optimisation, social media presence and partnership content with national bodies.

3) Enhance organisational capacity through strengthened leadership, governance, increased professional expertise, and a sustained commitment to staff development.

By the end of 2030, we will:

- Attract and retain skilled leaders and practitioners; embed a culture of continuous learning.
- Strengthen governance by engaging with relevant professional organisations to provide expertise, resources, and support to the Board of Directors.
- Maintain best-practice, transparent governance with planned succession for Board and executive roles.

Key initiatives

- **Board Succession & Skills Matrix:** annual skills audit, targeted recruitment, and onboarding programme.
- **Professional Development Framework:** defined competencies for all roles; annual learning plans for staff and volunteers.
- **Wellbeing and Psychological Safety Programme:** structured supports for staff/volunteers working with trauma.
- **Resource Planning Model:** forecasting staffing, volunteers, operational costs, and infrastructure requirements. (What will we need, when will we need it and how much will it cost.)

4) Build an inclusive, culturally responsive organisation that reflects and responds to the needs of a changing Ireland.

By the end of 2030, we will:

- Ensure our staff, volunteers and governance reflect the diversity of the communities we serve.
- Create a welcoming environment where all service users, staff, and volunteers feel valued and respected.
- Develop services, materials, and outreach initiatives that reflect the cultural and social realities of Ireland resulting in increased access and positive outcomes for under-served communities.

Key initiatives

- **Inclusive recruitment and mentoring:** use community connectors to increase reach and build trust.
- **Native speaker access:** multilingual volunteers and staff so support can be provided in service users' preferred language--improving comfort, accuracy, and cultural connection.
- **Equity dashboard:** Track access, experience, and outcomes across demographic groups to identify disparities and guide service improvements.
- **Cultural Responsiveness Training:** delivered to staff, volunteers, and Board.
- **Community Partnerships:** with organisations representing marginalised groups to co-design outreach, materials, and referral pathways.
- **Accessibility Audit & Implementation Plan:** Conduct a structured review of our technology and online systems for accessibility gaps

5) Strengthen collaboration with agencies and stakeholders across the criminal justice system and victim support sector. Improve coordination, mutual understanding, and outcomes for those affected by crime.

By the end of 2030, we will:

- Build meaningful partnerships that improve outcomes and pathways of support for victims of crime.
- Create opportunities for shared learning and joint initiatives across the sector.
- Position CVH as a trusted and proactive collaborator within the criminal justice and victim support sectors, nationally and across the EU.

Key initiatives

- **Rapid-response Coordination Playbook:** for major incidents affecting large numbers of victims.
- **Criminal Justice Engagement Plan:** consistent engagement with the Department of Justice, Gardaí, Probation Service and the DPP.
- **Operate with formal collaboration frameworks:** MoUs, referral protocols, data-sharing where appropriate with Victim Liaison Offices across the Justice sector and key NGOs.

6) Harness data and technology to improve service delivery and advocacy.

By the end of 2030, we will:

- Enhance service delivery through the effective and ethical use of technology, including AI.
- Use high-quality data and research to improve practice, influence policy and better understand victims' needs. Use evidence-based insights to amplify victims' voices.

Key initiatives

- **Annual Insights Report:** combining quantitative stats and qualitative themes; periodic briefing notes to policymakers.
- **Knowledge Base & Practice Library:** easy-to-search internal library where staff and volunteers can quickly find up-to-date resources, step-by-step procedures, and summaries of best practice.