wro
world rescue
organisation

Business Plan 2026 - 2030 v1.0



Prince Michael
INTERNATIONAL
ROAD SAFETY AWARDS

Award obtained in 2022

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Foreword from the Chair

The World Rescue Organisation (WRO) exists because of the commitment, expertise and passion of rescue professionals and volunteers across the world. Every day, our members work to save lives in some of the most challenging circumstances, often drawing on the experience, innovation and support of colleagues from other nations. This Business Plan for 2026–2030 reflects our shared ambition to strengthen those connections and ensure that together we continue to advance post-crash vehicle rescue worldwide.

The development of this plan has been shaped directly by our members. Through the 2025–26 Member Survey, organisations representing 36 countries shared their perspectives on the challenges they face, the opportunities ahead and the role they want the WRO to play in the future. Their message was clear: they value collaboration, want greater consistency in standards, seek stronger learning opportunities, and recognise the importance of evidence-led practice in improving outcomes for those we serve.

The rescue environment continues to evolve rapidly. New vehicle technologies, changing operational risks, increasing demands on volunteers and the growing complexity of rescue incidents require us to adapt and innovate. At the same time, the need for international cooperation has never been greater. No single organisation has all the answers, but collectively we possess a wealth of knowledge and experience that can help save more lives and reduce preventable death and serious injury across the globe.

This Business Plan sets out five strategic objectives that will guide our work over the next five years: developing shared international standards, strengthening the WRO Academy, expanding research and evidence, deepening partnerships and collaboration, and further enhancing the World Rescue Challenge as the premier global learning environment for rescue teams, assessors and member organisations. These objectives are supported by a clear programme of governance, performance and organisational development that will help ensure the WRO remains sustainable, accountable and effective.

Success will depend on the continued contribution of our members, volunteers, partners and supporters. The WRO has always been strongest when it works collaboratively, embracing different perspectives while remaining united by common values of inclusion, honesty, innovation, fairness, trust, respect, compassion and care. These values underpin everything we do and provide the foundation for the work outlined in this plan.

On behalf of the Executive Team, I would like to thank everyone who contributed to the development of this Business Plan and to the ongoing success of the WRO. I am confident that, working together, we can build an even more connected global rescue community, drive continual improvement in rescue practice and make a meaningful difference to communities around the world.

Paul Schroeder

Chair

World Rescue Organisation



Executive Summary

The World Rescue Organisation (WRO) brings together Rescue Organisations across the globe to share knowledge, raise standards and save lives. This Business Plan sets out our shared direction for 2026–2030, translating the views of our members into a practical programme of work that strengthens post-crash response worldwide.

This plan is grounded in evidence from the 2025-26 WRO Survey. The survey achieved a 71% response rate (17 of the then 24 Member Rescue Organisations), representing coverage across 36 countries.

Members described diverse operating contexts, a strong reliance on volunteers, variable engagement with WRO tools (e.g. Academy/Connect), and widely varying national standards environments. Common priorities included clearer scope, internationally aligned standards, a stronger WRO Academy, modernised training content (e.g. Electric Vehicles (EV) and heavy vehicles), enhanced research and knowledge-sharing, and elevating the World Rescue Challenge (WRC) as a global learning platform.

The Strategic Objectives and Delivery Plan that follow convert those findings into focused actions. They also embed stronger governance, performance, quality and risk arrangements so that we deliver measurable, sustainable benefits for our members and the communities they serve.

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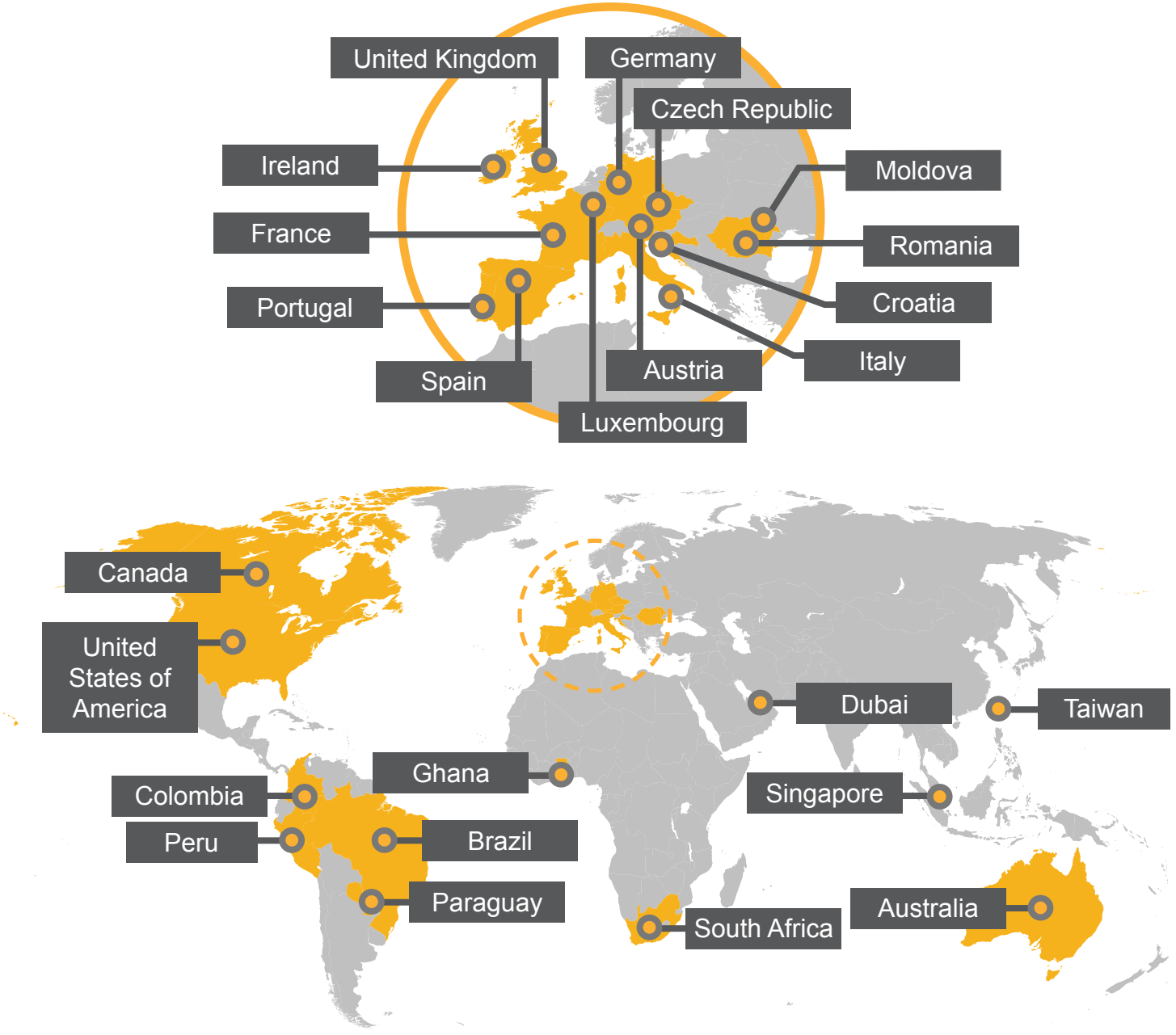

WRO Member Rescue Organisations

1. Our Global Vision

Our global vision is to see a connected global rescue community where shared standards, evidence-based practice and inclusive learning continually advance professional vehicle and trauma rescue and reduce preventable death and serious injury.

2. Our Mission

To standardise and enhance post-crash rescue by:

1. co-creating internationally aligned standards with members
2. providing accessible learning through the WRO Academy
3. curating and commissioning research to inform best practice
4. using the World Rescue Challenge as a practical, year-round learning environment for rescue teams, assessors and WRO members

3. Understanding the Global Rescue Landscape

Membership and Capacity

Most Member Rescue Organisations operate primarily with volunteers; assessors make up the largest volunteer group, with board/committee and logistics roles also common. Paid staffing exists in some organisations but delivery is predominantly volunteer-led.

Funding and Sustainability

Funding models vary (e.g. government budgets or grants, corporate sponsorship, donations, and income from training/services). Travel and costs can limit participation in international activity.

Activities

77% of members host national rescue challenges (often annually), many with multi-discipline formats (vehicle extrication and trauma, and in some cases rope, water, industrial and domestic rescue). Beyond challenges, members run training camps, workshops and CPD programmes.

Use of WRO Tools

Engagement with the WRO Academy/Connect tool is mixed—some members are actively developing and leading Academy systems, others report limited appetite or practical barriers (e.g. language).

Standards and Evidence

National standards environments differ; many members adapt WRO scoring sheets and guidelines to domestic training and events. 65% reported not producing peer-reviewed articles regularly, underlining the need for practical research collaboration and a shared repository.

Emerging Operational Factors

Members want modernised content that reflects real-world complexity, including EV/hybrid and heavy vehicles, nighttime scenarios and evolving rescue contexts. Climate-driven incidents and the need for sustained operations also shape practice and planning.


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4. Strategic Objectives 2026-2030

Drawing on analysis of the Member Survey and the priorities identified by members, the WRO will focus on five mutually reinforcing objectives:



1. Shared, co-created standards and guidance

Co-create, align and publish internationally referenced rescue standards and guidance, adaptable to local context.



2. A stronger Academy

Establish the WRO Academy as the authoritative, accessible platform for member-led learning, assessor development and knowledge exchange.



3. Research and evidence

Curate a global repository of evidence; commission and collaborate on research that addresses practical rescue challenges (e.g. EVs, heavy vehicles).



4. Partnerships and collaboration

Deepen collaboration among members and with global road safety and health organisations to expand reach and impact.



5. Develop the World Rescue Challenge (WRC) as the core learning opportunity

Evolve the WRC into a continuously improving learning environment, integrating workshops, Continuous Professional Development (CPD) and feedback loops for rescue teams, assessors and WRO members.

5. Delivery Plan - Global Programme

The following initiatives translate our Strategic Objectives into practical programmes for 2026–2030.

No.	Initiative	Objective Link	Owner	By (Date)	Measures of Success
1.1	Develop a modular Global Rescue Standards Framework (extrication and trauma), with translation guidance and local adaptation notes.	1	Lead WRO Executive Member = Michael Gahan Lead Member Rescue Organisation = Rescue Organisation Ireland (ROI)	June 2027 (Prioritised First and Updated Annually)	Framework published; # translations; # members adopting/ adapting.
1.2	Publish Electric Vehicle (EV)/hybrid and heavy vehicle rescue guidance with case studies and risk controls; integrate into scoring sheets and assessor materials.	1,3,5	Lead WRO Executive Member = Ray Martin Lead Member Rescue Organisation = Australasian Rescue Organisation (ARO)	December 2026 (EVs) June 2027 (heavy vehicles)	Guidance downloads; workshop feedback; WRC scenario integration.
2.1	Launch WRO Academy 2.0 with multilingual navigation, role-based pathways (teams, assessors, instructors), and offline packages for low-connectivity contexts.	2	Lead WRO Executive Member = Ian Marritt Lead Member Rescue Organisation = United Kingdom Rescue Organisation (UKRO)	June 2027 (For Minimum Viable Product) Then Quarterly Releases	Active users; completion rates; member satisfaction (≥80%).

2.2	Annual Assessor Development programme (pre-WRC workshops + on-event calibration + post-event reflection).	2,5	Lead WRO Executive Members = Ray Martin/Ian Marritt Lead Member Rescue Organisation = South Africa Medical Rescue Organisation (SAMRO)	Annually	Assessor calibration scores; inter-event quality assurance; CPD credits issued; assessor feedback.
3.1	Create a WRO Evidence Hub: repository for member research, technical notes, and grey literature; establish rapid evidence briefs.	3	Lead WRO Executive Member = Ian Marritt Lead Member Rescue Organisation = Associação Brasileira de Resgate e Salvamento (ABRES)	June 2027 (Hub live)	Submissions/ year; briefs published; citations in guidance.
3.2	Commission priority research on responder performance, operational techniques and safety (with universities/industry).	3	Lead WRO Executive Member = Michael Gahan Lead Member Rescue Organisation(s) = Serviciul Mobil de Urgență, Reanimare și Descarcerare (SMURD) and Associação Nacional de Salvamento e Desencarceramento (ANSD)	2026–2030 Annually	# studies commissioned; peer-reviewed outputs; practice changes recorded.

4.1	Member Collaboration Series: quarterly virtual forums and themed workshops (e.g., inclusion, innovation, language support).	4	Lead WRO Executive Member = Paul Schroeder Lead Member Rescue Organisation(s) = Luxembourg Rescue Organisation (LRO) and Asociacion Profesional de Rescate en Accidentes de Trafico (APRAT)	Starting in 2027 Quarterly	# attendance; # joint projects initiated; cross-member mentorships.
4.2	Formalise alliances with global road safety/ health bodies and NGOs to showcase the impact of post-crash intervention.	4	Lead WRO Executive Member = Dan Quin Lead Member Rescue Organisation(s) = Fédération Nationale des Sapeurs (FNSPF)	2026–2030 Reviewed Annually	# MoUs signed; # joint statements/ events; # funding leveraged.
5.1	Evolve WRC scenarios to reflect real-world complexity (EVs, heavy vehicles, nighttime), embed structured learning, and capture data for feedback.	5,1,2	Lead WRO Executive Members = Ray Martin/Ian Marritt Lead Member Rescue Organisation = North American Vehicle Rescue Association (NAVRA)	From WRC 2027 Annually	# workshop attendance; participant feedback; post-event improvement actions.


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CRVENI KRIŽ SLUNJ
Kaufland
BOMBEROS
Comandancia de Madrid

6. Delivery Plan - Governance and Support

Strong governance and support functions will underpin successful delivery and sustainability.

No.	Initiative	Objective Link	Owner	By (Date)	Measures of Success
G1	Performance and Reporting	Quarterly tracking of Delivery Plan milestones; board dashboard and member update.	Lead WRO Executive Member = Dan Quin	Live from Q3 2026	On-time milestone delivery; quarterly reports issued; corrective actions closed.
G2	Policies and Procedures	Develop and maintain policies, procedures and ways of working that assure consistency and safety across activities and events.	Lead WRO Executive Members = Michael Gahan and Vice-Chair Support (Vacant)	Initial Gap Analysis by Q3 2026 Annual Review	Policy and procedure reviews complete; audit actions closed; positive event assurance.
G3	Business Cases	Create a means of enabling any Member Rescue Organisation or participant, to propose WRO/WRC improvements	Lead WRO Executive Member = Declan Cassidy	Post 2026 WRC	Increased inclusion of WRO/WRC members and participants; broadening of innovation sources.
G4	Risk Management	Maintain a strategic risk register; review quarterly; integrate host/event risk and control measures.	Lead WRO Executive Member = Vice-Chair Support (Vacant)	Initial from Q3 2026	Risk ratings trending stable/ down; no major uncontrolled issues.

G5	Financial Stewardship	Provide accurate, timely accounts to each quarterly board; ensure prudent spend and independent examination.	Lead WRO Executive Member = Joffrey Amorison	Quarterly Review Annual External Assurance	Qualified examination; budget variance within agreed tolerances.
G6	Financial Development	Diversify income sources; develop sponsorship.	Lead WRO Executive Member = Joffrey Amorison	Quarterly Review	Increase in funding; increased diversity of sponsors.
G7	Inclusion and Values	Implement Membership Review recommendations; embed values (Inclusion, Honesty, Innovation, Fairness, Trust, Respect, Compassion, Care).	Lead WRO Executive Member = Paul Schroeder	Membership changes by Q3 2026. Values event at next Annual General Meeting (AGM)	Increase in member involvement; member feedback.
G8	Communications and Visibility	Strengthen awareness of WRO work beyond WRC; maintain website and channels; promote new Business Plan; share evidence of impact.	Lead WRO Executive Member = Declan Cassidy	Plan established and started Q4 2026	Reach/ engagement metrics; member survey improvement year-on-year.

G9	Governance	Separate Board responsibilities (Running the Charity) from delivering the WRC; create space for charity development and empower WRC improvements to Subject Matter Experts.	Lead WRO Executive Members = Paul Schroeder and Dan Quin	Post 2026 WRC	Increased strength of the charity (Achievement of initiatives above); WRC improvements; reduction in Executive involvement in WRC planning; Charity, not WRC, focussed AGM.


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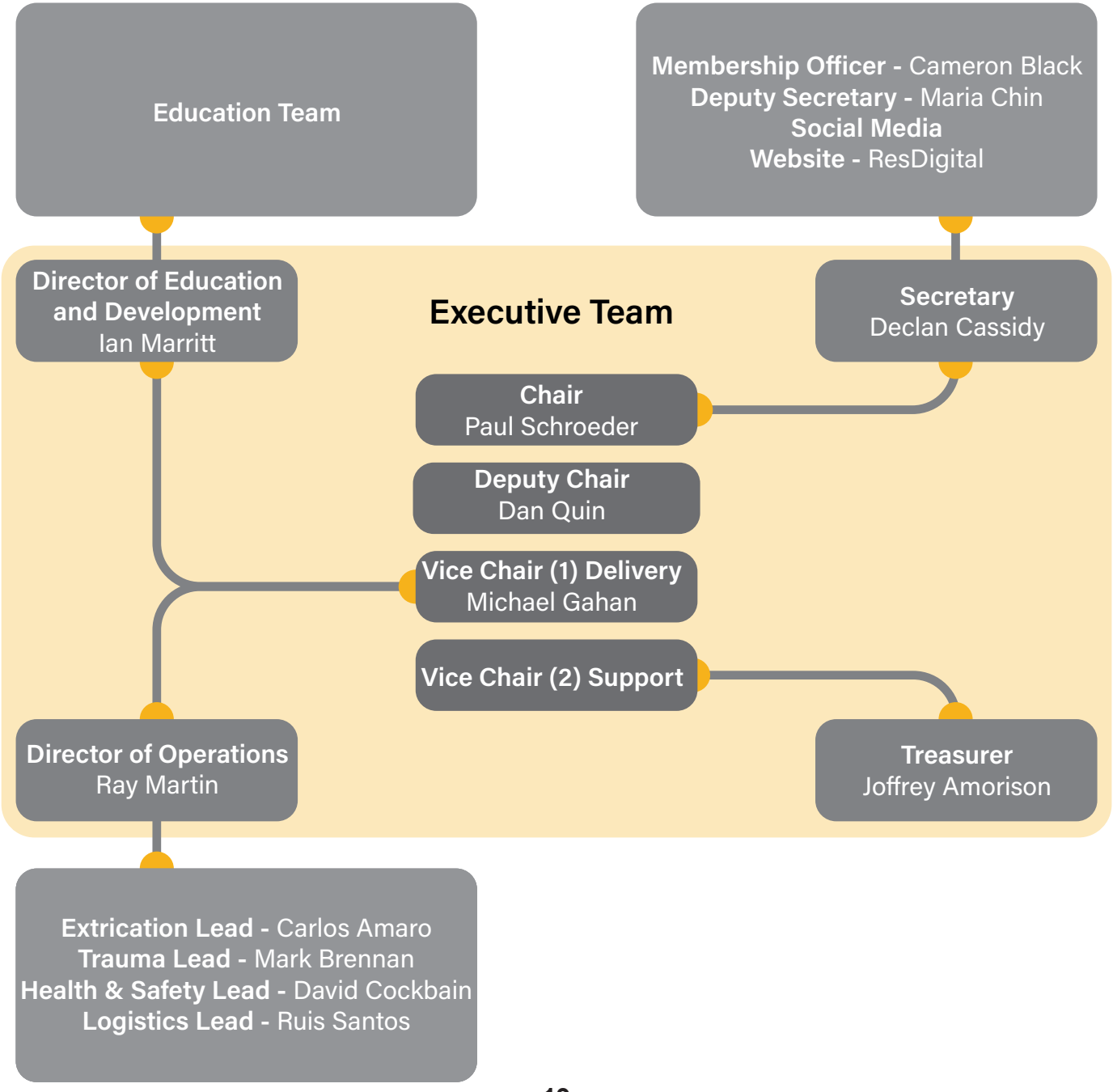
7. WRO Ways of Working



8. WRO Roles and Responsibilities

WRO Executive Roles



Paul Schroeder
Chair



Dan Quin
Deputy Chair



Michael Gahan
Vice Chair



Declan Cassidy
Secretary



Joffrey Amorison
Treasurer



Ian Marritt
Director of Education and Development



Ray Martin
Director of Operations

WRO Lead Officer Roles



Carlos Amaro
Extrication Lead



Mark Brennan
Trauma Lead



Rui Santos
Logistics Lead



Maria Chin
Deputy Secretary



Roger Llinàs
Deputy Extrication Lead



Julius Fleischman
Deputy Trauma Lead



Cameron Black
Membership Officer



David Cockbain
Health & Safety Lead

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CROATIA

Appendices

Appendix A – Survey Methodology

The 2025-26 Member Survey was anonymised and distributed to WRO Member Rescue Organisations globally. It included a mix of closed questions (for descriptive statistics) and open questions (to capture detail and nuance). The full survey instrument included questions on strategic documents, capacity, funding, activities, use of WRO tools, research, partnerships, standards, and expectations for the WRO Vision, Mission, objectives and future business plan.

Appendix B – Key Quantitative Insights (selected)

- Response rate: 71% (17/24 organisations), representing 36 countries.
- 71% reported having an organisational structure chart.
- Volunteer-led delivery is dominant; assessors are the largest volunteer group reported.
- Funding: mixed models (grants/budgets, sponsorship, donations, income from services).
- 77% host a national rescue challenge, mostly annual; several run multi-discipline formats.
- Engagement with WRO Academy/ Connect is mixed; language reported as a barrier in some cases.
- Research: 65% do not produce regular peer-reviewed outputs; 18% do so regularly.
- Partnerships: 35% reported no domestic organisational partnerships; ~65% no commercial partnerships; ~53% undertake some international development.
- WRC hosting: 40% willing to host in future (some with indicative years); a further ~35% would consider it.

Appendix C – Shared Values and Aims (from member responses)

Shared Values: Inclusion; Honesty; Innovation; Fairness; Trust; Respect; Compassion; Care.

Shared Aims: Support research; vocational altruism; inform and educate; continuous improvement and practice excellence (including training, prevention, procedures and equipment); collaborate locally and globally.

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