



# Strategic Plan 2006–2008

REVIEW OF PROGRESS ON STRATEGIC PLAN GOALS AT 31 DECEMBER 2006

# *Action on Disability*



Hailey Byrne (age 7) presents a St Valentine's Day memento to An Taoiseach, Mr Bertie Ahern T.D. at the launch of the Enable Ireland Strategic Plan 2006–2008 at the Royal Hospital Kilmainham

The Strategic Plan 2006–2008 set out Enable Ireland's mission and the core values underpinning the work of the organisation. Working in partnership was emphasised as a fundamental aspect of our corporate governance. The Annual Report 2006 presents the results of the Enable Ireland Strategic Plan Implementation and Monitoring Programme for the year to 31 December 2006. Achievement of our nine Strategic Goals was linked to the outcomes of 31 objectives.

Comprehensive results for 2006 were supplied through 23 contributors who completed a detailed questionnaire, designed to measure achievements and progress. The first review summarises the progress made towards achieving each objective and provides a baseline from which further progress can be measured at the end of 2007. Whether working in new or long-established services or support areas, this review reflects the commitment to Action on Disability of a dynamic organisation recognised for service excellence.

## CHILDREN'S SERVICES

- **Objective 1:**

**We will deliver all our services within a team-based ethos and approach**  
Almost all services utilised a team-based\* approach, with a majority of services using an interdisciplinary approach for some or all of the services offered.

(\*multidisciplinary/transdisciplinary/unidisciplinary as defined in the Strategic Plan)

- **Objective 2:**

**All who use our services will receive a co-ordinated service based on a person-centred planning approach**

At 31 December 2006, the Enable Ireland Children's Services had all moved (or were finalising moves) to the person-centred planning (PCP) approach and 70% of service users had agreed individual plans. Additionally, the vast majority of users had a clearly identified point of contact within Enable Ireland.

- **Objective 3:**

**We will deliver all our services using a partnership approach with children and families and we will ensure access to all relevant information**

Almost all Children's Services provided information regarding their services to each of their service users and families.

- **Objective 4:**

**All our services will promote and support integration into the local community**

In 2006, Enable Ireland worked with 778 schools and pre-schools to ensure an understanding of the needs of service users. Additionally, a significant majority of centres had mechanisms in place to assess individual family needs and provide support, including respite support, for the whole family.

- **Objective 5:**

**All our services will have access to support and training in relation to specialist skills**

Information regarding assistive technology and postural management support and training was available to service users and families at all Children's Services. Where specialist training needs were identified among service users or staff, in the vast majority of cases, those needs have been met.

- **Objective 6:**

**All our services will adhere to best practice and relevant legislation/statutory standards**

During 2006, this objective was met through the approval of funding to establish a Duty of Care initiative and, in addition, the provision of mandatory training, including child protection training, to staff.

## ADULT SERVICES

- **Objective 1:**

**We will deliver all our services within a team-based ethos and approach**

A majority of services had established a PCP approach in 2006 which generally included the option to involve parents, guardians or friends. Half of the adult service users had a plan by the end of the period. Most of the scheduled plan reviews had taken place as expected and just over two-thirds of the adult service users had an identified single point of contact within Enable Ireland.

The report indicates that almost half of adult users accessed a wide range of assisted living training within their centres and almost one-sixth of service users did not have access to assisted living training support. Availability of Personal Assistant services varied. 30% of service users accessed these services in 2006. Almost all centres provided access to respite services for service users, with over one-third of users availing of those services.

- **Objective 2:**

**All our services will adhere to best practice and relevant legislation/ statutory standards**

70% of staff in Adult Services had received mandatory training appropriate to their role and all Services provided training to staff in Enable Ireland policies and procedures in various ways. Three Adult Services had received accreditation from the National Accreditation Committee by the end of 2006.

- **Objective 3:**

**All who use our services will be facilitated to make informed choices about accessing a range of support services in their community in line with their person-centred plan**

The Monitoring Review noted that 59% of adult service users had access to Assistive Technology (AT) support and that 36% of service users with identified AT needs were provided with the required AT support in the period. Further staff training in AT was identified as being needed in certain services. Almost all services had provided services users with the opportunity to access a consultative AT Forum, but take-up of this appeared low. As regards postural management, all service users that identified needs within their PCP were subsequently supported. In the course of the review period, almost half of all adult service users accessed Enable Ireland advocacy services.



Pictured at the Kerry launch. Left to Right, standing: Pat Beirne, Director of Services, Enable Ireland, Mary Relihan and Sean Scally, Enable Ireland. Seated: Paula Henry and Ross O'Connor

## HIGH TECH ASSISTIVE TECHNOLOGY

- **Objective 1:**

**We will develop and deliver High Tech AT Training**

The National High Tech AT Training Service expanded its service and training activities significantly over the course of 2006. AT service provision varied quite widely across the various centres with a number of services currently not providing AT services directly.

- **Objective 2:**

**We will develop information resources to support integration of AT into the wider community**

A wide variety of information sources regarding AT have been established although there is no consistency in the types of sources adopted across the various centres. In relation to liaison with the third-level sector specifically, the National High Tech AT Service established a number of interfaces to provide relevant information.

- **Objective 3:**

**All who use our services will have access to high quality assessment services in AT**

27% of children within Enable Ireland Services had access to specialist AT advice and assessment services that had been identified as needs within their PCP in the year to end 2006.

- **Objective 4:**

**We will enhance our partnerships with all stakeholders and will increase the number of strategic partnerships over the life of the Strategic Plan 2006–2008**

A number of partnerships were in place and managed effectively in 2006. However, involvement by service users in Consultative AT Forums was low.



The Enable Ireland Strategic Plan 2006 – 2008, launched February 2006

## POSTURAL MANAGEMENT SERVICES

- **Objective 1:**

**We will further develop training and support services throughout Enable Ireland**

Staff training in postural management was provided in the vast majority of instances where it was identified as a need. Where users in two services had identified postural management needs within their PCP, these were addressed in the majority of cases.

- **Objective 2:**

**We will provide clinical, engineering and technical support to ensure that postural management needs of service users are met**

Access to postural management support was provided across the services. A 24-hour toolkit for Postural Management had not been completed by end 2006.

- **Objective 3:**

**We will ensure access to information on latest advances in postural management**

There was limited information available in this area in 2006 as well as differing approaches to accessing information.



Enable Ireland CEO Fionnuala O'Donovan at the national launch of the Enable Ireland Strategic Plan 2006–2008 at the Royal Hospital Kilmainham

## RESEARCH

- **Objective 1:**

**We will achieve broad stakeholder agreement on the structure and function of research within Enable Ireland**

A framework for research activity in consultation with our stakeholders is due to commence in 2007.

- **Objective 2:**

**We will increase awareness among staff and service users of the relevance of research for best practice and for delivery and development of quality services**

The structures for raising awareness of research and dissemination of research findings varied across Enable Ireland Services in 2006. Over the monitoring review period, four centres had been involved in a total of 11 pilot projects that supported research opportunities into innovative service developments and approaches. In addition, a total of 33 research projects were undertaken, 17 of which were completed in 2006. The majority of these were undertaken as part of private study.

- **Objective 3:**

**We will establish the profile of Enable Ireland as a leader in service provision that is built on evidence-based best practice**

Slightly more than half of the Enable Ireland locations were able to cite actions that contributed, to some extent, to the development of the Enable Ireland research profile. While it is expected that all Enable Ireland research will be published, this was evident in one area only. A number of Enable Ireland centres contributed to the establishment and management of a National Cerebral Palsy Register.

## HUMAN RESOURCES

- **Objective 1:**

**We will develop a national recruitment and retention strategy**

During 2006, the Enable Ireland Recruitment and Selection policy was comprehensively reviewed and enhanced to support the national recruitment and retention strategy. The overall staff turnover rate was 16% and a range of different mechanisms was utilised to minimise staff turnover. Of the posts vacated during 2006, over three-quarters were filled within 90 days.

In terms of recruitment processes, concerns were expressed around delays in obtaining Garda/police clearance and work permits.

In relation to compliance with employment and disability legislation, it was noted that employment law obligations were understood and met by adhering to the organisation's policies and procedures in this area and, where necessary, by accessing advice from the national HR department.

- **Objective 2:**

**We will provide training and development opportunities which meet the professional and personal development needs of staff in line with Enable Ireland's strategy**

All but four locations identified particular skills gaps and cited increased training as the primary means of addressing those gaps. Half of all staff had identified their training needs by the end of 2006, and 10% of staff had a Personal Development Plan. A minority of services evaluated staff satisfaction in the area of training.



Pictured at the Monaghan launch of the Enable Ireland Strategic Plan 2006 – 2008: Alison Molford, the Goldrick family, Fionnuala O'Donovan, CEO, Enable Ireland and Mary Fox, Director of Services, Enable Ireland North East

- **Objective 3:**

**We will develop an individual performance management system to support Enable Ireland's activities through effective and sustainable work practices**

The implementation of the performance management system is scheduled initially for the Retail & Fundraising Division and awaits the outcome of the review of organisation structure in the Services Division.

- **Objective 4:**

**We will develop the infrastructure and culture to promote positive employee relations, allowing Enable Ireland to become a model employer**

In the absence of an organisation-wide staff satisfaction survey to assess the extent to which the organisation was seen as an employer of choice, a generally proactive approach to employee relations was pursued within the organisation.

## CORE VALUES

The core values of Enable Ireland underpin the way in which we deliver services, interact with people and are held accountable. These values inform all our actions and ensure we achieve the highest standards in everything we do.



Section of 'Core Values' Poster, Enable Ireland Strategic Plan 2006–2008 launch materials

## INFORMATION TECHNOLOGY

- **Objective 1:**

**We will develop and implement a national IT strategy for Enable Ireland**  
 The organisation was well advanced at end 2006 in relation to establishment of a national communications infrastructure. Overall, seven of the eight projects that underpin the national IT strategy were on schedule.

- **Objective 2:**

**We will develop a comprehensive support structure for our staff and our service users**

A national support contract was in place by end 2006 and was in the process of being rolled out throughout the country. A working group had been established to progress the design phase of the company intranet and the redevelopment of the website.

## COMMUNICATIONS

- **Objective 1:**

**We will promote effective communication across all stakeholders**

In the first review of progress, the picture that emerged regarding overall internal and external communications effectiveness was generally positive, although centres tended in general to feel that improvements could be made in most areas.

- **Objective 2:**

**We will enhance our public profile and reputation**

During 2006, a range of initiatives were engaged in to raise the profile of Enable Ireland. Within the Enable Ireland centres, public confidence in the organisation was assessed as being quite high. Public awareness of the work of the organisation was viewed as only average or low, although some improvement was noted during the year. 43% of staff in services believed that communications with service users were extremely effective. Over half of the services engaged in activities that succeeded in raising awareness of disability within the local community or area, and this increased awareness in turn led to social action.

- **Objective 3:**

**We will advocate for and empower persons with disabilities in exercising their rights**

Based on internal assessment, the organisation's competence with regard to public representation, lobbying for change and for funding improved during the course of 2006.

## RETAIL & FUNDRAISING

- **Objective 1:**

**We will increase the income we generate from all fundraising activities**

2006 showed a 20% increase in net profit over 2005 from retail, fundraising and campaign activities. Tighter cost control, sales promotions and the introduction of a system of Key Performance Indicators were each partly responsible for this increase. Most donors in the period were cash one-off or regular donors and the regular donor attrition rate was almost one-in-five. Donor satisfaction appeared to be quite high, with no donor complaints being recorded. A number of initiatives were undertaken to ensure continued donor satisfaction.

- **Objective 2:**

**We will improve our fundraising effectiveness in line with professional standards and approaches**

Major gift donations doubled in 2006, by comparison with the previous year. 5% of fundraising proposals submitted were successful.

Retail and fundraising donor relationships have been highlighted for further improvement.

- **Objective 3:**

**Through innovation in our retailing activities, we will increase customer satisfaction and improve profit margins**

While 2006 saw an increase in retail profit margins, this was due to higher sales and tighter control of costs rather than through any retailing innovations. There is also anecdotal evidence of an increase in retail customer numbers in 2006.

## SUMMARY

The 2006 Implementation and Monitoring Report provided an opportunity to establish the status and rate of achievement in respect of the nine Strategic Plan goals. A strong baseline has been established in 2006, as a result of the quantification and assessment of progress throughout the organisation. The quality management process (EFQM) has contributed significantly to this. Given the wide scope of the Strategic Plan goals, however, significant areas for attention and improvement remain within each of the goal areas. These will form part of the agenda for action during the remaining two years of the Strategic Plan 2006–2008.

Among the areas for attention identified in the 2006 implementation and monitoring review process were:

- Formalising the Enable Ireland Client Charter
- Full implementation of the person-centred planning approach to providing a co-ordinated service, in partnership with service users
- Development of Enable Ireland as an employer of choice
- Creation of company intranet and redevelopment of website
- Improvement in the public profile of the organisation