



# **Enable Ireland**

## **Strategic Plan 2018 -2019**

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## Foreword

The Enable Ireland Strategic Plan 2018 – 2019 is based on the work of the Strategic Plan 2015-2017. A significant shift in the landscape and nature of disability services has occurred since the publication of the 2015-2017 plan. During the life of that Plan we worked in close collaboration with the HSE, other voluntary agencies, the HSE and the Department of Education & Skills on the Progressing Disabilities for Children and Young People. We have also worked closely with the Department of Social Protection to assist us to provide services across Ireland. We have played an active role in the progression towards this new model of service delivery which has underpinned and positively influenced the way we work. Further policy developments such as “New Directions” for Adult Services, focuses on ensuring greater independence, choice and access to individualised service user led service delivery which has impacted directly on the creation of four hubs across Adult Services in Cork, Dublin and Limerick.

We will continue to improve the quality of life for service users and their families by working within the four strategic priorities identified in 2015, which are; **Person-Centredness, Participation & Independence, Partnership** and **Accountability**. These priorities continue to be a central focus for our service users, families, funders, the HSE and the Enable Ireland Board and employees. They will guide our work over the next three years. We will continue to monitor progress on our four strategic priorities through the use of the European Foundation for Quality Management (EFQM) Excellence Model, and ongoing engagement with service users, their families and our partners through service evaluations tools.

A significant amount of progress has been made on Enable Ireland’s Capital Development Programme across Ireland. We have seen the opening of a new Children’s Service Centre in Bray and an Adult Services hub in Limerick which have greatly enhanced the quality of services we provide. A Capital Development Project was launched for a new Cork Children’s Centre which will open in 2019.

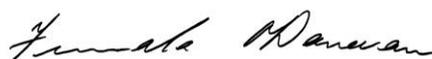
Maintaining existing service levels and quality of service was our primary focus for the previous Strategic Plan. We proactively reduced costs across all our divisions and increased funding streams from our commercial and fundraising activities. Proceeds from our five year fundraising strategy 2016-2020 will help us bridge the gap between the cost of running our services and the State funding we receive. During the last number of years, we transferred funds of circa €15 million from our Commercial and Fundraising Divisions to directly support services unfunded by the HSE and other agencies. The nature of disability services in Ireland is changing and that brings both opportunities and challenges for Enable Ireland and those who use our services. The challenge of reduced funding and increase in demand for services will remain with us for the duration of this plan. Against that backdrop, we will

strive to work with our funders, the HSE, and in partnership with families and service users to continue to deliver high quality disability services for children and adults in 14 counties across Ireland.

We look forward to working with service users, parents, the Board, and employees on implementing this plan. We will continue to deliver excellent services for people with disabilities.



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Donal Cashman  
Chairman



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Fionnuala O'Donovan  
Chief Executive

## Our Vision, Mission and Values

**Our Vision:** A dynamic organisation – recognised for leading service excellence in provision of disability services

**Our Mission:** To work in partnership with those who use our services to achieve maximum independence, choice and inclusion in their communities

### Our Core Values:

The 10 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.

<p><b>The Social Model of Disability</b></p> <p>Enable Ireland focuses on all aspects of an individual's life, particularly in the context of the community and society. We promote the idea that society and the environment must recognise and accommodate individual needs.</p>	<p><b>A Rights-Based Approach</b></p> <p>Enable Ireland recognises that all citizens have equal rights.</p>
<p><b>Person-Centredness</b></p> <p>Enable Ireland recognises that all individuals have unique and diverse strengths, needs and preferences. We embrace and promote this diversity, and always respect privacy and confidentiality. We are committed to the continued development, deployment and promotion of person-centred services and activities.</p>	<p><b>Independence</b></p> <p>Enable Ireland supports the rights of individuals to self-determination regarding life choices.</p>
<p><b>Equity</b></p> <p>Enable Ireland will ensure that all stakeholders are treated in an objective manner which is just and fair.</p>	<p><b>Equality</b></p> <p>Enable Ireland promotes fairness, in line with equality of opportunity, equal access and legal rights</p>
<p><b>Integrity</b></p> <p>Enable Ireland is honest, trustworthy and impartial and will stand by its values.</p>	<p><b>Quality</b></p> <p>Enable Ireland is committed to excellence in everything it does.</p>
<p><b>Transparency</b></p> <p>Everything Enable Ireland does is visible, clear and easy to understand.</p>	<p><b>Accountability</b></p> <p>Enable Ireland is responsible to its stakeholders and to the State for its actions and decisions</p>

## Our Impact- Strategic Plan 2015-2017

At the end of 2017, Enable Ireland provided services to over 5,700 children and adults across 14 locations representing an increase in the number of people who use our services since 2015. Our four Strategic Priorities guided the way we worked and underpinned how we supported our service users. Working within the framework of our four priorities enabled the key achievements listed below:

1. Enable Ireland has worked in active partnership with the Health Service Executive (HSE) and other agencies in fulfilling its role in the implementation of The Progressing Disability Services (PDS) for Children and Young People programme. PDS is a HSE initiative that aims to achieve a unified approach to delivering disability health services so that all children can get the services they need regardless of where they live, what school they go to or the nature of their disability or developmental delay. We delivered services in 40 locations and, to date, Enable Ireland been appointed as lead agency in 12 locations.
2. Enable Ireland continued to work on the implementation of “New Directions” in our adult services. In particular, we developed new models of services around new packages of care funded by the HSE for school leavers. We partook in the self-assessment tool for service providers. We established four Adult Services hubs across Cork, Dublin and Limerick.
3. Enable Ireland acknowledged the need to adopt an innovative approach to bridging the gap between State income and the real cost of developing services by providing major investment, refocus and restructure, within our Fundraising Division and our Commercial Division. A new Fundraising Strategy has been launched, the success of which is critical to people who need our services, so that we create a solid funding base into the future. We have met our target in 2017, and will continue to do so over the lifespan of the Strategy. We have streamlined our retail operations and, as a result, have seen a growth on our returns. Profits from the Commercial Division continue to pay for frontline management and support services which are unfunded by the State. The requirement for this restructure and investment, originates from the need to increase our funding stream on a permanent basis and to enable us compete with others in the market in order to continue to meet the needs of service users, improve financial stability and sustain our capital programmes.
4. Enable Ireland has continued to support service users and their families in accessing assistive technology. Our National Assistive Technology (AT) Service in partnership with the Disability Federation of Ireland (DFI) launched a [National Discussion Paper](#) that focused on the future of AT in Ireland, including several recommendations for the Government, policy makers and service providers. We will continue to advocate for the adoption of these recommendations through the lifespan of this plan.
5. Enable Ireland has completed a three year plan to upgrade all components of our ICT infrastructure, further develop our electronic service user health record, and deploy technology to all organisational sites including our retail shops and respite and residential services. This ICT programme has enabled our migration to Cloud Services, Microsoft Office 365, and allowed us to deploy key systems securely to employees working from any location. This has advanced our collaboration with our partners in disability service provision and has had a positive effect on value for money outcomes.

6. An ICT security framework has been developed to ensure the integrity and confidentiality of Enable Ireland data and information systems and we have begun the journey to ISO27001 certification to demonstrate that information security is managed in line with international best practice. We upgraded all organisational applications, redesigned the organisation's intranet, Inform, and launched two new HR software packages, CoreHR and MyCompliance. CoreHR allows the HR team and all the organisation's employees to access and maintain HR information via the web. MyCompliance manages the deployment of organisational policies across all Enable Ireland locations while allowing us for the first time to measure employees' understanding of these policies. We also launched our re-designed website and have seen website visitors' increase by 20% as a result.
7. Microsoft continues to provide much needed support which has enabled us to introduce new technologies and supported Assistive Technology training. Our ICT change programme would not have been possible without Microsoft's very significant software donation.
8. Enable Ireland has an ongoing successful retail partnership with TK Maxx which year on year provides significant funds. For example, in 2016, €522k was generated through its Give up Clothes for Good Campaign.
9. Enable Ireland has consistently worked within a quality framework and met the required regulations of external bodies. We have had 10 Health Information Quality Authority (HIQA) inspections in our Residential and Respite Centres since 2015. We have actioned all HIQA recommendations and have completed bi-annual internal inspections to ensure our designated centres are continually adhering to the HIQA regulations.
10. The European Foundation for Quality Management (EFQM) is Enable Ireland's national quality framework. There are 22 CEO reviews completed across the organisation on an annual basis within services. The model provides a framework for measuring progress and demonstrating improvement on a continuous basis.

### **Delivering More Services with Less Funding**

In order to respond to the challenge of greater need with less funding, we have strived to generate value for money efficiencies across all activities. A significant contributor to our cost containment results was a recent restructuring programme in our Commercial and Fundraising Divisions. Enable Ireland's National Procurement Group ensures the organisation has the most cost effective contracts in place and is in line with HSE procurement directives and this will continue over 2018 and 2019.

The Value For Money and Policy Review, initiated by the Department of Health, has already and will further influence the future funding of services, Despite a challenging funding environment we will continue to undertake new Capital Projects and enhance existing service centres. In the life time of this plan we will embark on the development of a number of purpose built facilities to support our adult and children services throughout the country. We will also undertake an upgrading and modernisation programme of our respite and residential services. Pending affordability, our infrastructure developments will continue.

### **Policy Development and Partnerships**

The launch of the recent National Disability Inclusion Strategy 2017-2021 takes a cross-departmental approach to the inclusion of people with disabilities in Ireland and outlines eight key priorities including employment and education. Enable Ireland will work in partnership with the HSE to ensure adherence to this Strategy.

We continue to work with our statutory partners in the delivery of services. Our primary funder, the Health Service Executive (HSE), continues to implement a number of key programmes including those already outlined, Progressing Disabilities Services (PDS) for Children and Young People and New Directions.

PDS is at an advanced stage in the majority of CHO areas. Enable Ireland is committed to fulfilling its role of active partnership with the HSE and other service providers to deliver more equitable and high quality services to children within this framework.

Historically, our children's services expertise developed in the areas of primary physical disability and developmental delay and we have a strong record of expert service provision therein. More recently, this has expanded to include expertise working with children with a range of disabilities including autism, developmental co-ordination difficulties, specific speech and language disorder, global developmental delay and intellectual disability.

We will continue to develop our skills in children's services, based on current and future needs. Our expertise includes; Feeding/Eating/Drinking/Swallowing (FEDS), Assistive Technology, Management of Tone, 24hr Postural Management, Custom Seating, Training, Respite and In-home Family Supports. Recognising our leadership position in these specialist areas, we will share our experience and skills with other staff within Disability Network Teams to ensure that all staff have the necessary expertise to work with children and young people with primary physical disabilities.

Many adults accessing our service have significant physical disabilities and complex needs. As the age profile of service users gets older, their needs change and our service will respond to those changes. Reductions in allowances, mobility grants and availability of personal assistants have impacted negatively on adult service users' ability to achieve their goals in accessing education, training, employment and living independently. These difficulties remain a significant challenge to meeting our goals for Adult Services. The HSE "New Directions" policy will underpin the future development of our adult services. Enable Ireland has many practices and service delivery approaches in line with this move away from group-based service delivery and towards person-centred and individually chosen supports. We will continue to support the implementation of this model within the life span of this plan.

For many adults living with a disability, the provision of practical and financial support for Independent Living Options has emerged as a significant barrier to social inclusion and independence. In support of this, Enable Ireland undertook a Living Options Report to survey the needs of adult service users for supported living and/or residential services and to identify specific requirements for a group of adult service users in critical need of urgent living options. Substantial funding will be required in order to realise these proposals. The data therein has been provided to each HSE CHO area and we urge continued action on provision of the facilities required by service users and their families.

The Health Information Quality Authority (HIQA) is mandated to carry out inspections of all residential and respite services. Enable Ireland is committed to delivering residential services in compliance with regulations and will continue to carry out an internal inspections programme and work with HIQA to ensure that the best outcomes are achieved for people with disabilities using our residential and respite facilities.

## **Strategic Priorities 2018 - 2019**

Our plan is centred on extending our four strategic priorities for 2018 – 2019. These priorities will guide the work that we do and the decisions that we make. Each priority has corresponding objectives and we will measure our progress towards achieving these annually.

### **1. Person-Centredness**

- We will support each individual in their goal to live a fulfilled life according to their personal needs, wishes and aspirations.
- We will enhance our person-centred approach so that we are both flexible and responsive to the changing needs and wishes of each individual.
- We will measure the outcome of each individual's Person-Centred Plan to ensure that we effectively support them to achieve their goals.
- We will ensure that services evolve to meet the changing needs of individuals and their families, taking advantage of the opportunities presented by advances in technology, research and best-practice.
- We will ensure that key workers are in place to support individuals and their families as a cornerstone of our person-centred approach.
- We will commit to continuous improvement by assessing and reviewing our services, seeking feedback from those who use them.

### **2. Participation and Independence**

- We will support individuals to develop valued social roles in their community in line with their choices, needs and abilities.
- We will respect the right of each individual to make decisions, and we will provide support to facilitate this, including access to advocacy services.
- We will support individuals in their transition through life stages in a manner that is inclusive and appropriate to their needs.
- We will support each individual to avail of local community facilities and develop a range of relationships in their community.
- We will support people to develop life skills which focus on experiential learning in real situations in the community.
- We will support access to education and employment in line with each individual's personal goals.
- We will empower individuals to make personal health decisions and access appropriate supports when needed.
- We will work with adult service users to identify their supported living needs and advocate for the provision of the services.

### **3. Partnership**

- We will work in partnership with all our stakeholders to deliver equitable and person-centred services.
- We will fully participate in the development and delivery of the inter-agency model of service delivery under the Progressing Disability Services for Children and Young People programme.
- We will ensure that we share our experience and expertise in physical disability with our partner organisations to meet the individual needs of children, young people and families.
- We will work with local community groups, mainstream service providers, advocacy groups and individuals who use our services to develop opportunities to maximise their independence.
- We will foster meaningful engagement with individuals, families and employees and actively seek their feedback.
- We will strengthen our corporate partnerships with like-minded organisations to deliver more substantive outcomes for and with individuals who use our services.

### **4. Accountability**

- We will be open, transparent and accountable to all our stakeholders.
- We will communicate openly with service users and their families, funders and donors.
- We will be accountable to all our stakeholders for public monies received, whether through statutory grant aid or through donation.
- We will demonstrate value for money in all aspects of our service delivery.
- We will comply with the relevant regulatory standards including HIQA, the Charities Regulatory Authority and those specified under our Service Level Agreements with the HSE.
- We will support our staff to deliver high quality services through our performance management and supervision processes.
- We will ensure a safe environment for all stakeholders through an effective risk management framework.

## **Corporate Governance**

Enable Ireland is dedicated to ensuring an excellent Corporate Governance structure which provides a basis from which we can deliver services consistently and in line with our core values. Enable Ireland works within a comprehensive risk management strategy including the implementation of a national Risk Register.

Enable Ireland Disability Services is a registered charity and a company limited by guarantee. It is governed by Articles of Association and the Companies Act 2014. All activities are and will continue to be conducted in compliance with common law, statute, EU directives and service level agreements with State bodies and private contractors. We are dedicated to utmost transparency to ensure the confidence of all our stakeholders. We will achieve this through clear communication regarding our governance, together with compliance with statutory regulations and voluntary codes of conduct. Enable Ireland is committed to the Statement of Guiding Principles of Fundraising (ICTR) and to the Governance Code and work with the Charities Regulatory Authority, appointed under the terms of the Charities Act 2009.

The Board of Directors takes a leadership role in the development and achievement of strategic objectives. Enable Ireland recognises the importance of sustainable long-term commitment, transparency, co-operation, and integrity to stakeholders. The membership of the Board reflects the person-centred ethos of the organisation, comprising service users, parents, community and business representatives. Business is conducted through national Board meetings and subcommittee structures. The Chief Executive and Senior Management Team members, at the Board's request, attend the meetings of those groups to provide maximum and timely information and advice on matters of corporate importance. All decisions are made in the best interest of stakeholders.

As a publicly funded organisation, Enable Ireland continually demonstrates the highest levels of accountability and transparency with regard to its financial management. To achieve this, we provide accurate and timely information which complies with legal and statutory requirements. We maintain a strong system of internal controls which ensures the integrity of the financial information provided by Enable Ireland.

Accounts will continue to be prepared under the Accounting and Reporting of Charities Statement of Recommended Practice (SORP)<sup>1</sup>.

Enable Ireland will work towards the implementation of the General Data Protection Regulation (GDPR) which comes into effect from May 2018. A national GDPR Steering group has been established to oversee this. A comprehensive awareness and implementation programme for employees and service users will be a key outcome for this plan on the journey towards compliance.

### **Investing in our Employees and Partners**

We recognise that our 1,200 employees are the foundation of everything we do. We will strengthen the resilience and sustainability of the organisation through the ongoing measurement and achievement of performance goals, while meeting our duty of care and risk management obligations. Enable Ireland's relationship with its stakeholders is dependent on strong communication, both internally and externally. We strive to achieve this through promoting stakeholder engagement at all levels. We will maintain and enhance Enable Ireland's public profile and reputation, and provide a platform for the positive representation of people with disabilities in the community.

Enable Ireland is supported through Corporate Social Responsibility relationships with a range of companies, including Microsoft and TK Maxx. We are committed to building and maintaining existing corporate partnerships and developing new opportunities to engage. We will work with our partners in order to deliver more substantive outcomes for and with service users.

We will achieve greater efficiencies and value for money in the procurement of all goods and services. During the life of this Strategic Plan, we will explore any possible initiatives with other organisations if greater cost efficiencies could be achieved.

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<sup>1</sup> SORP was developed, in accordance with Accounting Standards Board guidelines, by the Charity Commission for England and Wales, and by the Scottish Regulator. While Charities SORP has no jurisdiction outside the UK, some Irish charities have voluntarily adopted it in order to follow respected practice in relation to accounting and reporting, and most particularly to satisfy their stakeholders in this regard.

## Implementation of the Strategic Plan 2018-2019

Enable Ireland continuously adapts and grows within the changing landscape of disability services. Enable Ireland is committed to the extension of our 4 priorities for the Strategic Plan 2018-2019. Our Strategic Priorities underline the way we work as a service provider, how we work in partnership with all our stakeholders and are overarching approaches to maintaining high quality services. The Enable Ireland Annual Reports are available on our [website](#) and provide annual updates on service and corporate outputs which reflect our four key Strategic Priorities. Our internal performance management review process, which includes supervision, CEO reviews and service evaluations, will monitor our ongoing progress.