

**enable  
ireland**

Disability Services  
Life With No Limits

# Strategic Plan 2022 – 2025





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*Enable Ireland's mission is to work in partnership with those who use our services to achieve maximum independence, choice and inclusion in their communities.*

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# Foreword

We are delighted to present Enable Ireland's Strategic Plan 2022 – 2025.

We commenced this strategy in 2019, carrying out extensive consultation with all our stakeholders. This work had to be paused due to the worldwide Covid-19 pandemic. However, the work done served to frame our response to the challenges set by the pandemic. It is now time to formalise this strategy as we “re-set” direction following on from the Covid-19 pandemic.

This plan is underpinned by six strategic priorities: Partnering, Development, People, Advocacy, Sustainability and Leadership. These priorities, together with our values of Trust, Inclusion, Person-Centredness, Creativity and Excellence, guide our work with all our stakeholders, and will continue to do so, over the next three years.

For over 70 years, Enable Ireland has been a leading provider of services to children and adults with disabilities, working in partnership with service owners, children, families, other disability service providers and the State. As we launch this Plan, the implementation of three significant national programmes: Progressing Disability Services (PDS), New Directions and Time to Move On are at an advanced stage. Our children's services are currently undergoing a significant change under the PDS programme. This transition phase is a particularly difficult time for families and staff and we will work with our funders to support them through this time of change.

Over the past number of years we delivered high quality services in the face of limited resources and the additional challenges posed by the Covid-19 pandemic. Many of the new and creative initiatives developed during this period will remain an integral part of the services we deliver into the future.

In developing our Plan, we consulted widely with all of our stakeholders and we reflected on the learning from our experiences in delivering services throughout the Covid-19 pandemic. We believe that this Plan reflects the many voices and opinions expressed. The Plan will be monitored through our use of the Balanced Scorecard and through regular reporting to the Board of Enable Ireland (see Chapter 5).

Over the next three years we will continue to seek to improve the quality of life of service owners, children and families. In partnership with them and our funders and guided by our six strategic priorities, we will continue to invest in our people and our infrastructure so as to grow and improve our services while ensuring we operate to the highest standards of governance.

Sustainable funding is key to maintaining existing service levels and the further growth and development of new services. As an organisation that is 88% funded by the State, we are challenged to raise additional funds each year to meet the cost of providing services. We will work to grow and diversify sustainable income streams during the life of this Plan.

We look forward to working with Service Owners, Children, families and all stakeholders in implementing this Plan.



**Stephen Haughey**  
Chairman



**John O'Sullivan**  
CEO



**Who we are  
and what we do**

## 1.1 Enable Ireland's Story

### Beginning

Enable Ireland was founded in 1948 as Cerebral Palsy Ireland. The founder, Dr. Robert Collins, used a £100 donation from the Marrowbone Fund to establish an assessment clinic for children with disability.

Following this, the National Association of Cerebral Palsy was established in 1951. It worked in partnership with the State (through County Councils, Regional Health Boards and the Department of Education) to provide a range of services for children with physical disabilities and their families. A clinical service was set up in Bray, Co Wicklow in 1951 and a similar service began in Cork in 1954.

### Foundations

Enable Ireland's success today is built on a combination of volunteer efforts and innovative fundraising. During the 1980's, parents, friends and families of children requiring services established a branch network throughout Ireland to meet the increasing need for local assessment and treatment.

These volunteers fulfilled demanding roles as advocates and fundraisers. They provided the impetus for the substantial growth of the organisation. Partnerships with families continue to provide a crucial framework to plan, fund and deliver services.

By the 1980's, a chain of profitable charity shops was established to supplement running costs and build a capital fund to supplement State provisions. The profits generated have enhanced capacity to expand services and facilities.

### Growth

In 2000, to reflect the changing profile of the people attending the services, Cerebral Palsy Ireland was renamed Enable Ireland.

Since the early 2000s services have grown and from providing services to children primarily with physical disabilities, Enable Ireland now provides services to children with complex needs including sensory, intellectual and physical disabilities.

In 2010, Enable Ireland had 3,800 children and adults availing of its services. Today, the number of individuals that we have responsibility for has grown to over 13,000. To keep pace with this growth in scale and scope Enable Ireland has continued to expand its commercial division, adding two garden centres to its network of charity shops and developing its fundraising activities especially with corporate partners.

Enable Ireland is now one of the largest disability service providers in Ireland and actively supports people with disabilities in 14 counties.

## 1.2 Enable Ireland's Mission

Enable Ireland's mission is to work in partnership with those who use our services to achieve maximum independence, choice and inclusion in their communities.

## 1.3 Enable Ireland's Vision

An innovative leader, providing quality services, positive life experiences and advocating for an inclusive society, which empowers people with disabilities.

## 1.4 Enable Ireland's Values

Core values are trust, inclusion, person-centredness, creativity and excellence.

## 1.5 Enable Ireland's Strategic Priorities

Enable Ireland carried out extensive stakeholder consultations with adults who avail of services, parents, carers and staff to inform the development of the future strategy. Consultation also took place with the HSE. The following priorities are identified:

**Partnering** - delivering better outcomes especially with service users and service owners, families, carers and communities to realise their potential

**Development** - developing Enable Ireland services in line with need, government policy and innovation

**People** – employing inclusive hiring and retention practices, developing our staff to be the best they can be.

**Advocacy** – speaking out on individual rights to influence policy, practice and raise public awareness

**Sustainability** – ensuring robust governance in all aspects of our organisation: financial, professional, environmental, social and regulatory.

**Leadership** – building capacity at all levels to support a modern, person centred and agile organisation capable of adapting and evolving

We have devised a number of high-level goals, supported by targeted actions. These will be delivered through annual operational plans during the life of this Strategy (for further detail, see Section 4).



## 1.6 Enable Ireland Disability Services

Enable Ireland provides a range of services including clinical and therapy services as well as day, residential, respite and family support services from 43 locations in 14 counties across Ireland. In addition, it provides pre-school services and is patron to two special schools.

Services are provided to over 13,000 children and adults with a range of disabilities including physical, sensory, intellectual disabilities and autism. From childhood to adulthood, expert teams work with the individual and their family as appropriate on a plan for each life stage.

### 1.6.1 Children's Disability Network Teams

- Under the Progressing Disability Services framework, Enable Ireland provides children's clinical therapy and support services in partnership with the HSE and other voluntary service providers in Children's Disability Network Teams (CDNTs) in eight Community Healthcare Networks.
- Enable Ireland is the lead agency for 20 CDNTs. This means that it is responsible

for the running of teams in these areas.

- Each CDNT supports children and young people from birth to 18 years with complex needs. The team works with the child and family to identify their needs and priorities. Enable Ireland understands that every family is unique and has diverse needs.
- Enable Ireland delivers services through Interdisciplinary Teams which involves different health professionals working together in partnership with the child and its family. The child and family are key members of this team. Depending on a child's need(s), members of the child's team may include physiotherapy, occupational therapy, speech and language therapy, psychology, nursing, social work, family support and early years practitioners.
- More information on local Enable Ireland Children's services around the country can be found on our website; <https://www.enableireland.ie/services/service-centres>.

### 1.6.2 Adult Day and Virtual Services

- A person-centred service is delivered, the goal being to support all adults to live a life of their own choosing, according to their personal needs, wishes and

aspirations. Specific services offered to adults include: training, supported employment and work sampling, transport support, self-advocacy, Personal Assistant (PA), Assistive Technology and sports and leisure opportunities

- Enable Ireland provides centre based services mainly using a hub-based model to over 400 adults in eight counties aligned to the HSE's New Directions programme. Services include a range of centre-based activities, supporting adults within their local community and access to an online virtual service.
- A virtual service was initially established as a response to the Covid-19 pandemic. Now over 170 adult service owners access the service and over 160 hours of services are delivered via the platform every week.
- More information on local Enable Ireland Adult services around the country can be found on our website; <https://www.enableireland.ie/services/adult-services>. More information about our Virtual Service can be found at <https://www.enableireland.ie/virtual-adult-service>.

### 1.6.3 Residential and Respite Services

- Enable Ireland is responsible for 10 respite and residential services from where it provides long stay residential, residential respite, day and evening respite services.
- Respite provides a break for the individual and to the family. Respite can be for a few hours in the evening, overnight, weekends or for longer periods depending on the need and availability. It can take place in the individuals own home, in their community or at a purpose built respite house.
- Enable Ireland has overnight respite facilities for children in Kilcar, Co Carlow, Ennis, Co. Clare, Silverpines, Co. Wicklow, Lavanagh House in Cork and Teach Saoirse, Co. Tipperary. For adults, we provide residential respite services from our respite houses in Ennis, Co. Clare, Arklow, Co. Wicklow and Cork. Residential services are provided in Cork and Limerick.
- More information about residential and respite services can be found at <https://www.enableireland.ie/services/service-centres>.

### 1.6.4 Family Support Services

- Enable Ireland's Family Support Services are community-based services that assist and support families in their role as caregivers. Family support workers provide supports to individual families in a variety of settings including in the home, in educational settings and in other community settings. Family support services are provided to both children and adults.

### 1.6.5 Community Living Services

- The focus of this service is to support individuals to live independently in their own home within their local community. Supports are targeted to individual need and are provided at the times required dependant on need and choice of the individual. Supports include assistance with personal care, shopping, meal preparation and household management. Individuals are also supported to access services in their community including various appointments and social and leisure activities.
- Enable Ireland's Community Living Service in Meath is delivered in partnership with the HSE and Cheshire Ireland. Assisted living support is provided on a 24-hour x 7 day per week basis, to 5 individuals living in the Bailis apartment complex. This is a very progressive model of provision, providing person-centered, innovative response to the housing needs of adults with disabilities as an alternative to full time residential care.

### 1.6.6 National Assistive Technology Training Service

- Enable Ireland's National Assistive Technology (AT) Training Service offers a range of accredited and customised training programmes to support users of AT to live the lives of their choosing. Training and supports are developed on an ongoing basis to meet the needs of AT users, parents/ family members, personal assistants, clinicians, educators, and other stakeholders with an interest in AT. You can find out more about AT services at <https://www.enableireland.ie/services/assistive-technology>.

### 1.6.7 SeatTech Service

- SeatTech provides a specialist seating assessment and prescription service, working in partnership with service users/service owners and their primary service providers. SeatTech staff work to provide users of the service with the information needed to select the wheelchair and special seating supports best suited to their needs. 'Special seating' is a general term used to describe any type of seating support that is added to a wheelchair to make it more comfortable and better to sit in. SeatTech staff link with the HSE and equipment suppliers to source this equipment on behalf of the equipment user, and then prepare it for their use. The assessment and equipment provision service is provided by a team of clinical and technical staff from the Enable Ireland campus in Sandymount, Dublin 4, and on an outreach basis to centres in the Eastern Region and Kerry. You can find out more about SeatTech services at <https://www.enableireland.ie/services/seattech>.





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**Achievements  
2019 -2021**

**2019 to 2021 encompassed a period of dramatic change for Enable Ireland. In addition to wide-ranging policy changes to the provision of disability services nationally, which necessitated structural changes in the organisation, Enable Ireland had to contend with and respond to the Covid-19 pandemic.**

Thanks to the creativity and commitment of staff, and the input and advocacy of families and service owners, Enable Ireland was able to take a strategic approach to these challenges.

## **2019: Investment in Children & Adult Services**

### **● Demand:**

Enable Ireland experienced an increase in referrals and demand for our services, particularly in the increased demand for Assessment of Need (AON) and Autism Spectrum Disorder (ASD) services.

### **● Progressing Disability Services (PDS):**

During this time, Enable Ireland worked closely with the HSE and other partners on the Progressing Disability Services for Children and Young Adults (PDS) framework. Enable Ireland is the largest voluntary lead agency and realigned its services to better fit the respective HSE areas under the new Sláintecare structures.

### **● Capital Development:**

Enable Ireland completed work on the new Cork Children's Service Centre and Respite House at Curraheen in Cork, on time and within budget. The opening of the Centre marked a major milestone for the organisation and for the families and supporters who had long championed this vital investment in disability services in Cork. The upgrade development of the hydrotherapy pool in Sandymount was progressed and repair works completed at Silverpines Respite House in Wicklow.

### **● New Service Development:**

Enable Ireland established a new Botox Spasticity Management clinic in Children's Services in Galway. This clinic provides an essential service for children living in the West of Ireland and means that families don't have to travel long distances for the treatment their children need.

### **● Adult Services:**

Enable Ireland invested in Adult Services with the opening of new adult service hubs in Rialto and Nenagh. In 2019, Enable Ireland celebrated the 10th year of its community-living service in Bailis, Navan.

## **2020: Enable Ireland's Response to Covid-19**

### **● Impact on Services and Strategy:**

The pandemic had a very significant impact on the children, adults and families who rely on Enable Ireland's services. During the early stages of the pandemic, Enable Ireland's priority was to support the most vulnerable children and adults in our services and to deliver as many services as possible, in a safe manner.

### **● Staff Resilience:**

Enable Ireland staff showed huge commitment and creativity in maintaining our services, supporting children, adults and families with different models of service delivery. The shift to telehealth included the establishment of a local and national virtual service, online clinical appointments, video-conferencing, phone support as well as face-to-face service delivery. At the same time staff were redeployed by arrangement with the HSE to assist with the management of the pandemic particularly in the areas of swabbing and testing and in supporting staffing shortages within nursing homes.

### **● Digital Transformation:**

Enable Ireland's IT capabilities were sufficiently developed to enable staff to remotely deliver healthcare services, and with further enhancements made during the year including the deployment of laptops and smart phones and new software e.g. Microsoft Teams and Attend Anywhere. Enable Ireland also upgraded its IT infrastructure to allow staff working remotely to securely access company systems and data using personal computing devices from home. This was critical to ensure staff could continue to work remotely to support service users and service owners.

Digital accessibility became central across all aspects of what we do. We continue to work to ensure that all documentation, social media, website content and HR processes are accessible to all.

### **● Virtual Service:**

2020 saw the launch of our Virtual Service, extensively supported by our partners Microsoft. This enabled adults in our services to take part in a range of online classes and sessions such as bingo, yoga, painting and music therapy, whilst also meeting their friends and peers online, from the safety of their own home. The Virtual Service Centre was a

lifeline to many throughout the pandemic, offering freedom and flexibility to service owners, and will be an important pillar of our service delivery for years to come. The Virtual Service also facilitated more robust engagement between service owners and external partners on issues relating to personal advocacy, accessible transport and access to employment opportunities.

- **Online Resources:**

Therapists and clinical staff developed 70 videos and numerous online resources across all therapy areas, which were made available to the public on our website <https://www.enableireland.ie/Resources4Parents> and [www.youtube.com/enableireland](https://www.youtube.com/enableireland).

- **Residential & Respite Services:**

Throughout this time, Enable Ireland continued to provide residential services along with emergency respite services. This was possible due to staff commitment and flexibility over long periods of time.

- **Empowerment: From User to Owner:**

Adults using Enable Ireland's services chose to change the term used to describe them from "Service User" to "Service Owner". This powerfully reflects the shift in self-perception and in agency which service owners now report, and which is reflected in their increased active participation in leading this service transformation.

- **Supports for Adults:**

Enable Ireland supported adults availing of its services through online classes and training, therapy programmes via video-link, counselling and wellbeing services maintained via phone contact.

- **Covid-19's impact on our Commercial Division:**

From a commercial perspective, Covid-19 severely disrupted the charity shop operations, which were closed for much of 2020. While the shops were closed, Enable Ireland continued to direct the public towards its clothing banks for donations. Fundraising was also hugely affected as in-person activities and events were cancelled or had to be reimagined as virtual events. The Fundraising Team moved quickly to make up for lost income by creating new virtual fundraising campaigns with an emphasis on digital marketing. Fantastic support was received from corporate partners and local businesses during this time.

## 2021: Adapting and Growing

- **Sustaining Services:**

Despite the challenges facing the organisation during 2021, particularly those posed by the Covid-19

pandemic, service levels were maintained to the maximum allowable within the parameters set out by the prevailing Public Health Advice which issued throughout the year.

- **Progressing Disability Services (PDS):**

PDS is a national transformational programme for children's disability services that changes the way children and families access and receive disability services. In 2021, Enable Ireland continued the rollout of this reconfiguration programme. Enable Ireland was confirmed as Lead Agency for 20 Children's Disability Networks. Enable Ireland led Network Teams account for over 20% of all PDS teams nationally. In September 2021, the majority of the new multi-agency teams were established and these Children Disability Network Teams commenced working through their new caseloads. The PDS programme is a one of the biggest change programmes undertaken by the Health Sector in recent years and it challenges children, families, staff and organisations alike as they adapt to this new model of service provision. Further investment will be required by the State to ensure its longer-term success. You can find out more about PDS at <https://www.hse.ie/progressingdisabilityservices/>

- **New Directions:**

Enable Ireland continued the rollout of New Directions Programme for the reconfiguration of Adult Day Services. In 2021, additional Hubs in Limerick, Rathkeale and Ballincollig, Co. Cork were opened.

- **Best Employer:**

Enable Ireland featured in the top 10% of Ireland's 150 Best Employers 2021 in the Sunday Independent, ranking 3rd in the Health Care category, a great reflection on its work and employees' positive views on the organisation and workplace.

- **Fundraising Success:**

The fundraising team held the "Win A House Cork" raffle in April. The raffle was the culmination of months of work by staff and volunteers and a highly successful marketing campaign which resulted in a gross income of €1million, the most successful standalone fundraising event ever held by Enable Ireland.

- **Retail and E-commerce:**

Enable Ireland's chain of shops reopened during the second quarter of 2021. Its Commercial Team secured reduced rates and negotiated improved leases and terms which helped to mitigate losses. The development of an online offering through Enable Ireland's eBay shop and through the creation of Facebook Business pages for all its shops was very successful.

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# **A Changing World**

The early 2020s have been transformative. There have been rapid changes in all aspects of personal and work lives. This strategy will inevitably need to address the Covid legacy which is structural, economic and emotional, as well as harnessing the innovation, learning and opportunities that have been accelerated.

This section summarises the analysis of key drivers that form the rationale for the strategy.

### 3.1 Challenges and Opportunities

While Enable Ireland faces a number of challenges in the years ahead, our developments since 2019 position the organisation well to respond positively and take new opportunities that arise.

#### UN Convention for the Rights of People with Disabilities (UNCRPD)

Ratified by Ireland in 2018, the UNCRPD is the cornerstone that will inform Irish government policy across health, education, employment and social inclusion for people with disabilities. Responsibility for disability services is transferring from the Department of Health to Department for Children, Equality, Disability, Integration and Youth in 2022. However, as primary responsibility for the funding of Disability Services rests with the HSE, it remains to be seen how impactful this change may be.

#### United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals

(SDGs), which are an urgent call for action by all countries, in a global partnership. The goals recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our natural resources.

#### Sláintecare

Sláintecare’s aim is to achieve a universal single-tier health and social care system where everyone has equal access to services based on need, and not on ability to pay. Over time, everyone will be entitled to a comprehensive range of primary, acute and social care services. This programme, allied with the UNCRPD and the transfer of disability services away from the Department of Health, reflects a positive shift in Government policy with a strong statement that disability is a much broader issue than purely health.

#### Transforming Lives

The HSE’s Transforming Lives strategy has marked a sea change in the conception and provision of disability services. A number of key policies sit under the umbrella of this strategy, namely, Progressing Disability Services, New Directions and Time to Move On. These policies are designed to support individuals with disabilities to live ordinary lives in everyday places through person-centred individualised services



and supports. Enable Ireland is working with the HSE on the rollout of key policies, which present opportunities for development:

- *Progressing Disability Services* aims to achieve a clear pathway for every child to access the services they need, regardless of where they live, what school they go to or the nature of their disability or delay. Delivering PDS challenges our organisation by increasing demand within limited resources. The changing profile of service users means new expertise is required and also new skills. Enable Ireland's highly specialised staff and therapists will adapt services to support the broader range of children requiring support. Since September 2021, it has been a period of considerable adjustment for the children, families and staff involved with this programme. This transition phase is likely to continue for the duration of this strategic plan. We know that this has given rise to much frustration among families and staff alike and we will continue to engage with them, along with our funders, to lessen these difficulties. We believe that, given time for this model to bed down and with further investment, this service can deliver positive outcomes for all children in an equitable fashion.
- *New Directions* is the HSE's policy to maximise the potential of adults with disabilities and to engage in mainstream activities of their choosing in their community. Increasing opportunities for community inclusion and integration underlines Enable Ireland's focus on developing Adult Service Hubs. Enable Ireland will seek opportunities for further growth in this area in line with the principles and standards of the policy.
- *Time to Move On from Congregated Settings* policy aims to support people who live in congregated, i.e. group settings, to move to their own homes with the support they need. In partnership with the HSE, Enable Ireland will support our service owners and their families to progress the move to community living in a location of their choosing.

### Governance and Accountability

Enable Ireland's Board has a leadership role in the development and achievement of strategic objectives. It recognises the importance of sustainable long-term commitment, transparency, cooperation, and integrity to stakeholders. Enable Ireland complies with the strong charities governance requirements as set out in the contract arrangements of respective funders and by the Charities Regulatory Authority. Residential and respite services are subject to regulatory inspection by HIQA. HIQA's remit may extend to other areas of service provision in the future and service frameworks will be developed in this regard.

### Information Management & Technology

In response to the Covid-19 pandemic, Enable Ireland accelerated its digital transformation program by

several years. It demonstrated its capacity to adapt to the challenge, with many staff moving to remote or hybrid work models – enabled by technology. These changes, adopted during the pandemic, are now part of standard operations and 'business as usual'. Enable Ireland is exploring further opportunities which include a greater digital focus in our strategy for the coming years.

Increasing threats to cyber-security, especially in light of the HSE breach in 2021 means that the organisation must continue to invest in its IT and online security resources. Staff must be educated continuously on safe information management, the cyber-security threats, in addition to our GDPR requirements. We anticipate increased regulation and/or compliance requirements in this area into the future.

### Commercial Division and Fundraising

Along with the rest of the retail sector, the Commercial Division is challenged by a shift in consumer spending to online shopping. The shops are responding by emphasising the great value offered, the quality clothing and goods and a strong emphasis on sustainability, which is an increasing concern of customers. Retail will develop its online offering further in tandem with this.

Enable Ireland's Fundraising Team has adopted successful virtual models of fundraising and will build on learnings during the first two years of the pandemic. PDS poses a challenge to fundraising in terms of the potential for loss of brand identity and connection with families and volunteers. This necessitates a focus on broader regional and national fundraising and a continued emphasis on corporate and foundation fundraising.

### Thinking Green

Climate change and the rise of Environmental, Social, and Corporate Governance (ESG), which evaluates an organisation's collective conscientiousness for social and environmental factors, will drive an interrogation of how Enable Ireland accounts for its carbon footprint in the work that it does and the decisions taken. Demonstrating a high level of environmental and social responsibility will be a key factor, both in terms of our status as a publicly funded body and expectations of current and future employees and corporate partners and stakeholders.

### Economic Environment

As Ireland emerges from the Covid-19 pandemic, the considerable costs associated with fighting the virus will no doubt affect the State's funding capacity in the current and future years. This will be further complicated by the economic impact from the current and future international crises. All agencies will be challenged to deliver their services more efficiently and economically in the face of rising costs and limited funding and any additional funds will be specifically targeted in line with the Government

policies. The challenge to meet the costs of increasing compliance and oversight will also be a burden on providers where funding allocated does not reflect the true cost of service delivery to the required standard. This will drive innovation in the next 5-10 years.

### 3.2 Stakeholders

Enable Ireland carried out extensive stakeholder consultations with adults who avail of services, parents, carers and staff to inform the development of the future strategy. Consultation also took place with the HSE. The consultation highlighted a high level of awareness across all stakeholders of the challenges that Enable Ireland faces, the policy context in which it operates and a strong desire to support the organisation to continue to grow and develop.

Stakeholders from adult and children's services have specific views on key issues which are relevant to their stage in their personal life and their aspirations for the future.

What all have in common is the desire for accessible services that maximises individual choice, personal and social development and autonomy. Stakeholders emphasised the importance of Enable Ireland's role influencing government policy and social attitudes by promoting a rights-based model. All those accessing services value the welcoming atmosphere at Enable Ireland centres which fosters an open, trusting environment and a positive culture – in line with its core values.

A comprehensive report on the stakeholder consultation was provided to Enable Ireland. Below is a summary of the key issues drawn from that report which reflects the combined views of service owners, parents of children accessing services, carers and staff.

- **Service Owners and Carers** working as partners with Enable Ireland staff want to maximise their potential by increasing social connections, providing transition support, person centred planning, more online contact, giving opportunities for volunteering, developing stakeholder networks and offering more choice and control over day-to-day life and decision making.
- **Growth and Development** of the organisation and its services by increasing income generation, partnering with other organisations, delivering specialised services, arranging summer/ Easter Camps, linking with schools, building on community connections, increasing the scale of Enable Ireland's reach and its impact.
- **Staff and People:** continuity of staffing, address staff shortages and support staff well-being

by improving staff retention, involvement and engagement, promoting a sense of 'all one organisation', push for the reform of the staff contract with the HSE, continuing training and development, providing supervision and supports, developing volunteer programmes, employing service owners, diversifying community personal assistants.

- **Advocacy and Voice:** promoting individual rights, influencing national policy, progressing disability services (PDS), raising public awareness by self-advocacy and evidence based advocacy, a rights-based model, participating in national fora, lobbying for legislative and social change to reduce inequalities and increase inclusion, using the media to raise public awareness.
- **Governance and Sustainability:** putting in place robust financial, clinical, professional and organisational stewardship systems by using outcome measures, optimizing technology, providing online training, engaging in research, exploring the potential of private partners and mixed model options, streamlining administration and increasing energy efficiency.
- **Culture and Leadership** based on being person centred, modern, innovative by living our values, encouraging enterprise, clarifying accountability, increasing accessibility, empowering staff, modelling transparency in decision making and embedding professional standards and ethics in all aspects of Enable Ireland's operation.

The consultation demonstrates that Enable Ireland is an organisation which values the voice and input of all involved in the organisation including children and adults, families, staff, care givers, health professionals and service managers; and works together with all stakeholders in a holistic manner so that all whom it serves are enabled to realise their full potential.

### 3.3 Best Practice

Enable Ireland focuses on the person, not the disability. It believes that access, inclusion and equality are basic rights for all people and assert that society must recognise and accommodate individual needs.

All Enable Ireland's services and divisions benchmark with best practice. They are based on evidence and research from a variety of professional disciplines to ensure that our services are effective and our staff are well trained. Focus is on what works.

Enable Ireland services are delivered by teams with a variety of expertise: therapists, nurses, psychologists, social workers, educators, personal assistants, bus drivers, swimming instructors, administrators and many, many more. Their combined expertise delivers services underpinned by best practice.

As well as being the best, Enable Ireland's practices

are also safe; they are supported and directed by relevant professional governing bodies (e.g. CORU) and related regulatory bodies and/or legislation. This drives Enable Ireland's robust policy and compliance programme.

### 3.3.1 Children's Services

*"A family centred approach is now seen nationally and internationally as best practice in supporting the development, learning and well-being of children with disability or developmental delay".*

(Martin O'Connor, clinical psychologist, full report available at <https://www.hse.ie/eng/services/list/4/disability/progressing-disability/pds-programme/outcomes/>),

Alongside using a family centred approach the model of teamwork is interdisciplinary and moving towards transdisciplinary. This model involves professionals from different disciplines working together with the child and family, sharing information, decision-making and goal-setting. They work collaboratively to meet the identified needs of the child with a joint service plan, and see the child separately or together as appropriate. The interdisciplinary team approach is supported by national and international best practice. This model of practice aims to enable each child and family to experience and access a holistic, unified continuum of service delivery where a family centred planning approach is central to the process.

Professionals have a very important role in providing the sensitive and informed supports which are needed for children with disabilities and their families, so that they can meaningfully take part in family and daily life.

Taking a full part in daily family, pre-school, school and community life might not come easily to many children with disabilities. It requires strong, sensitive relationships between families and health and education professionals. There is strong evidence that a family-centred approach helps to improve:-

- Child behaviour and wellbeing
- Family quality of life
- The value of different supports to families, for example the wider family, friends and professionals

- Family satisfaction with services
- Parents' feelings of self-confidence

### 3.3.2 Adult & Residential/Respite Services

Adult day services are directed by New Directions which ensures best practice directs service delivery through a person centered approach. Residential services for adults and respite services for adults (and children) are directed by HIQA regulations.

HIQA is an independent authority that exists to improve health and social care services for the people of Ireland. Compliance with HIQA ensures that Enable Ireland services take a proactive and progressive approach to evaluate and improve service delivery.

### 3.3.3 National Assistive Technology and SeatTech Services

Our **National Assistive Technology Service** has advocated for the development of a national AT ecosystem, with an Assistive Technology passport as a foundation stone. Our goal is to build capacity among adult AT users, staff, families and carers, and to raise public awareness about the impact of Assistive Technology on people's lives.

Our e learning courses empower AT stakeholders to access and benefit from AT across all life domains: at home, in education, in employment and in their local communities.

We support local teams to deliver the best quality AT services, and our Advotech programme supports adults who use our services to optimise their own use of AT and become more confident as self-advocates.

Our online AT Loan Library allows those who need AT to trial it before making a final decision on the most suitable technologies to meet their needs

We work in partnership with the Disability Federation of Ireland on FreedomTech our joint initiative which advocates for a national AT ecosystem, through funded projects and through the CHAT (Community Hub for Assistive Technology) network.

**SeatTech** is a leading provider of special seating assessment training in Ireland. Across two decades, more than 2,250 people have attended SeatTech training.

SeatTech has established and built upon links with numerous Irish third level institutions and external networks resulting in research collaborations, student placements, internship programmes, and recruitment opportunities.

The service has also been spearheading the first 3D printed seating system while at the same time



introducing digital processes to streamline and enhance service delivery.

### 3.3.4 Fundraising and Commercial Divisions

The Fundraising and Commercial Divisions are informed and directed by underpinning legislation/regulation and keep up to date with trends and best practice related to the retail and fundraising sectors.

### 3.3.5 Stakeholder Engagement

Enable Ireland uses many tools and practices to review and evaluate the work carried out across all organisational divisions. This enables us as an organisation to monitor performance, to understand what is working well and to plan improvement where it is required; for example, see the Virtual Service Centre (VSC) (further information available at <https://www.enableireland.ie/resources/news/enable-ireland-virtual-service-centre-adults-microsoft-teams>)

Feedback channels on operations include service owner/parent annual surveys (residential/respite services), internal service evaluations, evaluation of training to ensure learning is sustained and expanded, staff consultations and internal inspections. Enable Ireland regularly reviews with donors and sponsors the beneficial impact of their support and agree future plans.

### 3.3.6 Enable Ireland Research Ethics & Quality Committee (REQC)

Enable Ireland's REQC is responsible for the review and approval of all research involving Enable Ireland service users, service owners and staff in accordance with the REQC Policy and Procedure.

The REQC is responsible for ensuring research governance and providing feedback and support in a timely and appropriate manner to all applicants. The REQC panel comprises of 10 representatives including an Enable Ireland service owner, various clinical disciplines, Enable Ireland management and external expertise from academic institutions, including University College Dublin. You can find out more about REQC at <https://www.enableireland.ie/services/research>

### 3.3.7 Pandemic Look Back Review

Enable Ireland undertook a Pandemic lookback review, seeking the views of managers, staff, service owners and Board regarding the experience of the past two years. From the feedback received, the following themes emerged.

Blended working arrangements for certain grades of staff should be retained but service needs will be a key criteria in deciding to grant requests. There should be

some formal recognition by the organisation to staff for their commitment and working under pressure over the past 18 months.

We acknowledge the positive impact that IT had in this circumstance and how we should embrace online working and content, where feasible. The benefits of IT solutions drastically reduced the amount of travel, which gave us financial and time savings. Retaining some of these practices, will further benefit the organisation in the future. However, in these circumstances, we must be mindful of appropriate time management during the working day to optimise staff safety and wellbeing.

PPE's will remain an essential element of our working lives in the short to medium term and digitisation of our records will facilitate more streamlined working into the future. The importance of regular and clear communication for all staff and the focussing on wellness for staff working under pressure or in isolation was also recognised.

As we look to new ways of working we need to underpin these with robust supervision and support practices. In some cases this will mean formalising new practices developed during the pandemic.

## 3.4 Principles

Enable Ireland's strategic priorities are informed by our analysis of external environment, delivering on our mission and aiming for the achievement of our vision.

In the light of this, seven key principles underpin our strategic priorities

- Putting the children, young people and adults who avail of services at the centre of all we do
- Advocating for their rights and inclusion and challenging systemic inequality
- Protecting our core capabilities and resources as an organisation
- Learning from the pandemic experience about how to face future challenges
- Remaining agile, innovative and adaptable, led by evidence and data
- Delivering government policy through accountable autonomy
- Ensuring future sustainability and added value through fundraising and income generation and our commitment to the Environmental Social Governance (ESG) standards.

The next section sets out our strategic priorities and goals for 2022 – 2025.



# **Strategy**

## **2022 -2025**

## Enable Ireland has six strategic priorities:

- 1 Partnering** - delivering better outcomes especially with service users and service owners, families, carers and communities to realise their potential
- 2 Development** - developing Enable Ireland services in line with need, government policy and innovation
- 3 People** – employing inclusive hiring and retention practices, developing our staff to be the best they can be.
- 4 Advocacy** – speaking out on individual rights to influence policy, practice and raise public awareness
- 5 Sustainability** – ensuring robust governance in all aspects of our organisation: financial, professional, environmental, social and regulatory.
- 6 Leadership** – building capacity at all levels to support a modern, person centred and agile organisation capable of adapting and evolving

The diagram below is a visual representation of how Enable Ireland’s mission drives its values and strategic priorities in the achievement of its vision.

## Enable Ireland’s Mission, Vision, Values and Strategy:



The next section will set out Enable Ireland’s high-level goals and actions for each of these priorities during 2022 – 2025.

## 4.1

### Partnering:

The adults, children and their families with whom we partner with are able to maximize opportunities and to live lives of their own choosing.

#### Actions: Enable Ireland will

- a. Play an active leadership role in the implementation of national programmes of Progressing Disability Services, New Directions and Time to Move On
- b. Provide flexible approaches in delivery of respite and supported living services.
- c. Extend the reach of our expertise in the specialist areas of motor management, assistive technology and 24-hour postural management.
- d. Build the capacity of service users, service owners, families and carers to develop networks that create opportunities for sharing and mutual support.
- e. Support individuals to successfully transition through different stages in their lives.

## 4.2

### Development:

Strengthen and expand our existing provision and develop new opportunities, to be more responsive to the needs of people with disabilities.

#### Actions: Enable Ireland will

- a. Expand its services in partnership with the State and through joint initiatives with other providers.
- b. Increase and diversify income generation through new and existing corporate partnerships, securing grants and expansion of our commercial division.
- c. Expand and develop community-based services with particular emphasis on respite, community living and socialisation opportunities, in line with Sláintecare implementation.
- d. Extend the reach of specialist service areas offered e.g. motor management, postural management, assistive technology)
- e. Modernise and update organisational support infrastructures, keeping pace with developing Technology, to enable this growth and development of services.

## 4.3

### People:

Enable Ireland is an employer of choice, which nurtures and develops its people and attracts the best talent to enhance service provision.

#### Actions: Enable Ireland will

- a. Create an inclusive workplace that empowers staff to do their best work in an environment where people can thrive and feel valued.
- b. Develop and implement a diverse and inclusive workforce plan so that the right people are in the right place with the right skills at the right time.
- c. Foster a culture of learning and development to support of career advancement and succession planning.
- d. Prioritise enhanced employment opportunities for people with disabilities in line with the Comprehensive Employment Strategy for People with Disabilities.
- e. Create meaningful volunteering and internship opportunities, which enrich the lives of all involved.

## 4.4

### Advocacy:

The collective voices of Enable Ireland, service owners and carers will be amplified through a range of platforms and media to promote rights and equality, to raise public awareness and achieve meaningful change for and with people with disabilities.

#### Actions: Enable Ireland will

- a. Support all service owners to self-advocate on the issues that are important to them.
- b. Participate in campaigns for change that improve the lives of people with disabilities and reduce inequality.
- c. Engage with national bodies and consultations on the formulation of policy to enhance quality of life for people with disabilities.
- d. Advocate for the implementation of the UNCRPD.
- e. Provide a platform for the voice and experiences of children and families to be communicated into civic life

## 4.5

### Sustainability:

Enable Ireland demonstrates sound professional, environmental, social and financial governance through its compliance with regulatory and legislative standards, and models transparency in decision making, clear communications, accountability and an ability to stand up to scrutiny.

#### Actions: Enable Ireland will

- a. Maintain high standards of regulatory compliance in all aspects of operations
- b. Actively support sustainability and the green agenda in services and commercial operations to reduce our carbon footprint.
- c. Strengthen organisational resilience, succession planning and risk management to ensure consolidation of service delivery and future business continuity.
- d. Maintain professional standards through clinical governance systems and embed excellence in all areas.
- e. Model transparency in how income is received and utilised and optimise the use of resources to deliver services.

## 4.6

### Leadership:

Enable Ireland has an open and diverse culture and workplace which is inclusive, courageous and creative and in which everyone can thrive.

#### Actions: Enable Ireland will

- a. Create positive engagement experiences with all stakeholders and actively listen to their views to inform policy and planning.
- b. Foster an open and inclusive environment that welcomes diversity across the Enable Ireland community
- c. Develop leadership at all levels to embed Enable Ireland values into all our activities by promoting positive change, continuous improvement and excellence
- d. Ensure accessibility is central to all that we do, from recruitment to building design and event management, and encompassing our digital presence, documentation and all fundraising endeavours
- e. Promote the well-being initiatives for all aspects of the organisation

## What should this look like in 2025?

At the conclusion of this three-year plan Enable Ireland will be recognised as a leading organisation for children and adults with disabilities and an employer of choice for highly skilled staff. Leveraging off the learning from our recent past, we will be a resilient and flexible organisation, with demonstrable ability to move with the times and adaptable to meet the changing needs of those we serve.

Our diverse and inclusive workforce will play a key role as we consolidate our existing services following a period of unprecedented change in the model of service provision under the HSE National Policies, namely Progressing Disability Services, New Directions and Time to Move on.

In partnership with the HSE, we will seek to expand our respite services for children and adults. We will continue to increase the number of adult service hubs across the country and we expect to commission a further six hubs during the life of this plan. We will also seek to commence development of two purpose built children services in West Dublin and Meath in partnership with the HSE.

Enable Ireland will be a strong advocate for people with

disabilities on a range of issues that impact them and the adults who use our services will be empowered to become confident self-advocates. Those who use our services will enjoy greater access to Assistive Technology resources to support them across all life domains: at home, in education, in employment and in their local communities.

We will also have developed a consultation framework that supports children and families to share their views and experiences and input in to Enable Ireland strategic planning.

Our Commercial division will have increased its income generation through a 20% expansion in the number of shops in our portfolio and the further development of our online presence.

Our Fundraising Division will also have increased its net income generation by 20% through a range of new and innovative events including virtual and digital campaigns modelled on Enable Ireland's very successful 2021 'Win A house - Cork' raffle.

Enable Ireland's strong commitment to Environmental, Social Governance standards will make it a preferred partner for potential investors and corporate partners.



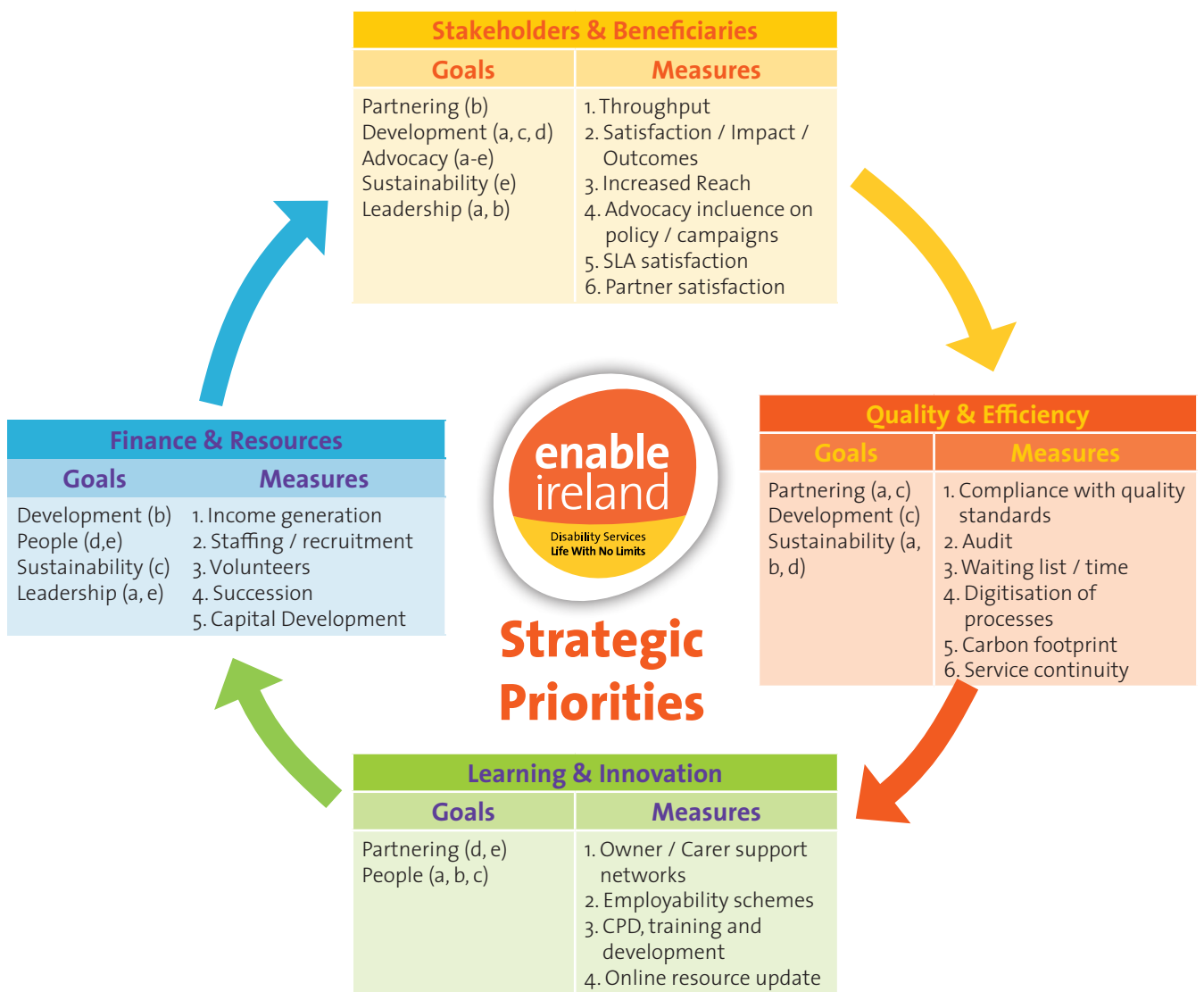
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# **Implementation and Measurement**

**The Enable Ireland strategic framework is the basis for the development of the annual business plan, which in turn informs service plans and performance objectives for directors and staff.**

The 2022- 2025 Enable Ireland strategy is disaggregated into an annual business plan which sets out clear activities, responsibilities and time frames. Progress against these is measured using a suite of key performance indicators (KPIs) that link the corporate priorities to everyday activities.

The key performance indicators (KPIs) are monitored by the Senior Management (SMT & National Services Forum) and the Board using the Balanced Scorecard approach:



Progress in implementing the corporate plan is reviewed annually in May and November by the CEO and the Board. Individual and team performance reviews are held throughout the year. All individual and teamwork plans demonstrate their contribution to the strategy.

This strategy will be reviewed in the summer of 2025.

The CEO is accountable to the Board for delivery of the strategy and regular reporting on performance.

# 6

## Risk Assessment



The strategic objectives presented above set out the priorities for Enable Ireland between now and the end of 2025. They reflect the outcome of comprehensive stakeholder consultation and the ambition and intent of the Board and Management Team to deliver on its mandate. In preparing this Plan, we have identified a range of significant risks that address the challenges, outlined in the Strategic Plan.

Risk Type	Nature of Risk	Mitigating controls
<b>Corporate Governance</b>	<p>Risk of noncompliance with</p> <ul style="list-style-type: none"> <li>● legislation</li> <li>● regulation</li> <li>● standards</li> <li>● policies</li> <li>● governance codes</li> </ul>	<p>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, cooperation, and integrity to stakeholders.</p> <p>The Board’s oversight mandate is expressed through its Governance &amp; Nominations, Audit, Finance, Remuneration and Risk Subcommittees supported by a comprehensive suite of policies and procedures.</p>
<b>Financial</b>	<p>Risk to future sustainability of organisation through funding cuts or losses in commercial and/ or fundraising income, financial error or fraud.</p>	<p>Awareness of threats in commercial and fundraising sector and planning for solutions to mitigate these. Regular engagement with our funders and our donors. Close monitoring of costs and revenues.</p>
<b>Service Delivery</b>	<p>Impact of the roll out of the Progressing Disability Programme on ability to deliver effective services.</p> <p>Risk to funding from non-adherence to Service arrangements.</p>	<p>Supporting staff through a challenging change process. Regularly communicating with families to help manage expectations. Providing training for staff in managing complaints and support staff resilience and wellbeing.</p> <p>Review and adhere to all the terms of the Service Arrangement. Ongoing engagement with the HSE at Service Arrangement review meetings and completion of the Annual Compliance Statement.</p>
<b>Risk to Service Continuity</b>	<p>Risk to relationship with supporters through damage to reputation.</p>	<p>Enable Ireland developed a Covid-19 Action plan. The Board Risk &amp; Finance Committee joined to oversee the organisation’s response to the pandemic. The National Health &amp; Safety Committee led the coordination of Infection Control Measures. A Blended Work Policy underpinned by the IT framework supported remote working. Ongoing wellbeing support measures in place for staff.</p>
<b>Reputation</b>	<p>Risk to business operations due to failure to manage effectively the IT devices and networks.</p>	<p>Maintaining strong corporate governance focus to build trust and confidence in the organisation. Ongoing robust engagement with corporate partners to maximise support levels.</p>

Risk Type	Nature of Risk	Mitigating controls
<b>Business Continuity</b>	Failure to respond effectively to a cyber-security incident	Incident Response Plan and technology Governance in place.
<b>Human Resources</b>	Recruitment of appropriately qualified staff. Risk to service delivery through unqualified staff. Inability to recruit and retain appropriately qualified and experienced staff.	Comprehensive policies and procedures, Recruitment & Selection training, Induction and Probation.
	Poor staff training. Loss of expertise of staff, poor service user outcomes. Risk of non-compliance with HIQA Standards.	Staff development and support policy in place supported by CPD opportunities and Clinical audits.

Over the life of this Strategic Plan, we will regularly evaluate these risks and will take appropriate mitigation actions to ensure that we can continue to deliver services to all stakeholders in line with our Strategic Goals.



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## Service Centres



- Children's Service
- Adult Services
- Children's Respite Services
- Adult Respite Services

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## Shops & Garden Centre



- Shop
- Garden Centre

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Disability Services  
Life With No Limits

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**CHY No:** 4908

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