



Enable Ireland

Strategic Plan 2015 –2017

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Introduction

The Enable Ireland Strategic Plan 2015 – 2017 was approved by the board of Enable Ireland in November 2014. The plan builds on the work of the previous Strategic Plan ‘Promoting Inclusion, Enabling independence’. During the life of that Plan, a number of significant capital developments were completed which have greatly enhanced the quality of the services we provide. For 2015 - 2017 we have identified four strategic priorities that will guide our work over the next three years. These are: Person-Centredness, Participation & Independence, Partnership and Accountability. At the heart of these themes is our overriding aim to improve the quality of life for service users and families. Ultimately the success of this plan will be measured in positive outcomes and experiences for children, adults and families engaging with Enable Ireland.

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 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.

I look forward to working with service users, parents, the Board, and staff on implementing this plan and continuing to deliver excellent services for people with disabilities.



Donal Cashman
Chairman



Fionnuala O'Donovan
Chief Executive

Our Vision, Mission and Values

Our Vision: A dynamic organisation – recognised for leading service excellence

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

Our Values:

The Social Model of Disability	A Rights-Based Approach
Person-Centredness	Independence
Equity	Equality
Integrity	Quality
Transparency	Accountability

Context for this strategy

Delivering more services with less funding

In 2009, Enable Ireland provided services to 3,057 children and adults. Now, at the beginning of this new Strategic Plan, we support 4,800 individuals with disabilities. However, though the number of individuals engaging with our services has increased, our funding from the State has decreased by over 15.5% since 2009. 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 effort was a restructuring programme in 2012/2013 which reduced our staff by 47. This reduction was managed in a way that minimised the impact on frontline services. In 2013, we began implementation of the Government's Haddington Road Agreement. This has yielded further savings and increased productivity, while maintaining services levels. The Value For Money and Policy Review, initiated by the Department of Health, has already and will further influence the future funding of services, as will the National Disability Strategy which aims to advance the social inclusion of people with disabilities in Ireland. However, further cuts in funding may directly impact on the services we deliver.

Changing nature of disability services in Ireland

We continue to work with our statutory partners in the delivery of services. Our primary funder, the Health Service Executive is undergoing a major reorganisation, and implementing a number of key programmes including Progressing Disabilities Services for Children and Young People and New Directions. The Progressing Disability Services for Children and Young People programme is at an advanced stage, and 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. Our achievements to date demonstrate that we are dynamic and flexible in our approach and responsive to change. This places us in a strong position to continue to deliver and lead both specialist and generic services using our years of experience and expertise and working in partnership with children, young people, and families.

New Directions will underpin the future development of our adult services. Enable Ireland have many practices and service delivery approaches in line with this move

away from group based service delivery and towards person-centred and individually chose supports.

In 2013, the Minister for Health introduced regulations for the inspection of designated centres providing residential services to Children and Adults with Disabilities. The Health Information Quality Authority (HIQA) is mandated to carry out inspections of all residential services. Enable Ireland is committed to delivering residential services in compliance with regulations and will work with HIQA to ensure that the best outcomes are achieved for people with disabilities using our residential facilities.

Responding to the diverse needs of service user

Historically our children's services expertise developed in the areas of primary physical disability and developmental delay and we have a strong record in service provision in this area. 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.

Advances in medical technology and care have resulted in increased numbers of children born prematurely. Many of these children have a greater risk of disability and may require our support including an increased demand for assessments and services from birth. We also find more children and adults accessing our services from a range of diverse backgrounds, languages and cultures. Staff need to be responsive to this when delivering services.

The majority of adults accessing our service have significant physical disabilities and complex needs. As the age profile of service user gets older, their needs change and our service will respond to that. 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 represent significant challenges to delivering on the goals aspired to in Adult Services.

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 critical group of adult service users in need of urgent living options. Substantial funding will be required in order to realise these proposals. We will review the Living Options report in the lifetime of this plan and this will inform our work with the HSE to achieve the desired outcomes and to ensure that independent living becomes a reality rather than an aspiration for these individuals.

Technology continues to develop and expand all our capabilities. In recent years, technology has played a critical role in enhancing the lives of people with disabilities. We will keep pace with developing technology and adapt it to continue to maximise people with disabilities' independence, inclusion and quality of life.

Developing disability service facilities and expertise

Despite a challenging funding environment we will continue to undertake new capital investment 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 across the country. We will also undertake an upgrading and modernisation programme of our respite and residential services.

We will continue to develop our expertise 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, Training, Specialist Respite and Specialist In-home Family Supports. Recognising our leadership position in these specialist areas, we will share our experience and expertise with other staff within Disability Networked Teams to ensure that all staff have the necessary skills to work with children and young people with physical disabilities.

Delivering on transparency and accountability

We are committed 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 is committed to working with the newly appointed Charities Regulatory Authority, appointed under the terms of the Charities Act 2009.

Strategic priorities 2015 – 2017

We will work with the HSE and partner organisations to reconfigure services in line with agreed policy, by playing an active role in the implementation of Progressing Disability Services for Children and Young People and New Directions. The Progressing Disabilities Services for Children and Young People programme aims to achieve a national unified approach to delivering services so that children enjoy equal access to services regardless of where they live. New Directions aims to ensure that all the supports available in communities will be mobilised so that adults with disabilities have the widest possible choice about how they live their lives and how they spend their time.

Our plan is centred on four strategic priorities for 2015 – 2017. 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. They are:

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 more 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 staff 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 a sound Corporate Governance structure which provides a basis from which we can deliver services consistently and in line with our core values.

Enable Ireland Disability Services Ltd 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, EC directives and service level agreements with State bodies and private contractors. Enable Ireland is committed to working within a comprehensive risk management strategy. Our core values will underpin all of our governance and service delivery activities. We will provide a safe environment for service users and staff.

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. The membership of the Board reflects the person-centred ethos of the organisation, comprising members, service users, parents and business representatives. Business is conducted through national board meetings and subcommittee structure. The Chief Executive and Senior Management Team members, at the Board's request, attend the meetings of those groups.

Corporate Services supporting service delivery

As a publicly funded organisation, Enable Ireland is committed to demonstrating the highest levels of accountability and transparency with regard to its financial management. To achieve this, we will provide accurate, timely and transparent information which complies with legal and statutory requirements. We will 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). 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.

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.

Bridging the funding gap

Enable Ireland recognises the need to adopt an innovative approach to bridging the gap between State income and the real cost of delivering services. We will achieve this through income from our Commercial Division, fundraising and other income generating initiatives. Our 21 charity shops are the backbone of our Commercial Division and it is vital that we diversify and develop this business. Over the life of the plan we will seek to generate more funds by implementing the recommendations of the retail review, conducted in 2014, and increasing our sources of stock generation. Enable Ireland raises funds through national campaigns and community activities. We recognise a need for new and innovative approaches to fundraising. In 2014 we completed a strategic review of Community Fundraising and the recommendations noted here will be implemented under this plan. We will seek to increase our income through targeted donor development campaigns and the development of a community fundraising strategy. We will continue to explore other income generating initiatives including provision of legal

reports and expert witness services, clinical and support services prior to and following court awards, training and e-learning programmes.

Investing in our staff and partners

We recognise that our staff 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.

We will use Information Technology to deliver greater efficiency and productivity, enabling greater staff interaction, changes in work practice and improvements in service delivery. IT services will be extended to all retail locations, residential and respite services, as well as community and family support workers. Central to these aims will be the upgrade of the IT Network to provide safe, secure and high speed network and internet services.

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.