Acknowledgements

I would like to sincerely thank everyone who joined us on this important journey and contributed to our Strategic Plan.

I would like in particular to acknowledge Elizabeth Garry Brosnan, for leading the consultative process with all our stakeholders and Rita Kearney who supported Elizabeth at key stages.

I wish to acknowledge all members of the CoAction Community – the people we support, families, staff, members, branches and Friends of CoAction. We are indebted to you for your robust and honest engagement as it provided us with rich and invaluable data that have shaped our strategic priorities.

The continued support and guidance from Miriam Tobin, Disability Manager, HSE along with her colleagues Jackie Daly and Georgina Jeffries is invaluable and greatly appreciated.

Breeda Murphy, Cork County Council, provided great insight on how we might work with them, and social housing providers, to support people access housing.

The illustrations throughout this plan, from a number of artists, and the array of names suggested for the Plan, greatly contributes to the final product.

And last but not least, we are indebted to Jenny Dempsey for pulling all elements of the plan together into this beautiful and cohesive document.

The process of building this plan demonstrates the power of consultation, collaboration, partnership and inclusion. We look forward to the next chapter which we will all embark on together on “the Road Ahead”.

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Do gach éinne a bhí páirteach linn in aon slí in ao’ chur, mo mhile buíochas ó chroí libh go iomh aghaidh.

Gobnait Ní Chruaílin, CEO

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On behalf of the Board of Trustees, we are delighted to present the CoAction West Cork CLG Strategic Plan 2019-2023. This plan contains the strategic vision and priorities we have identified to help the CoAction realise its full potential and better fulfil its mission to provide quality services that will support children and adults to live the life of their choosing.

The process of formulating a new Strategic Plan has given us the opportunity to reflect on past successes and challenges and to identify effective strategies in response to the changing landscape of working with the people and families supported by CoAction.

The strategic themes attest to our commitment to achieving the standards that live up to our ethos to Empower, Support, Care. The priorities set out in this Strategic Plan very much reflect the views of our stakeholders with whom we engaged intensively over many months to ensure that this plan is grounded in local experience.

We look forward to working with all our partners to bring this plan to fruition over the next five years, holding ourselves accountable to the CoAction community, the regulators and the wider community in which we serve.

Reggie Chambers, CHAIRPERSON
Gobnait Ní Chrualaoí CHIEF EXECUTIVE OFFICER

Supporting children and adults to live the life of their choosing
CoAction West Cork CLG (hereinafter called CoAction) was founded by parents and friends in Bantry in 1974 to ensure that children with an intellectual disability who were travelling to Cork for their education and other supports could receive these services within West Cork at the very least, and ideally from within their own local area. CoAction was founded on the philosophy of “a local service for local needs”, and with this in mind, local branches of volunteers were established in Béara, Clonakilty, Dunmanway and Skibbereen, in addition to the original branch in Bantry.

CoAction received its first State funding in 1990 and since then has been developing innovative and comprehensive services and supports to both children and adults with intellectual disabilities, with or without autism, and their families in West Cork. By the end of 2018, CoAction was providing services to nearly 700 children presenting with complex needs and over 160 adults across five locations and employing over 280 staff, representing a significant increase in service provision since 2015.

This Strategic Plan has been developed in consultation with all the stakeholders of CoAction, including the people we support, family members, carers, staff, volunteers, the Board of Trustees, the Friends of CoAction, the Health Service Executive (CHO 4) and Cork County Council. In addition, this plan takes full account of the significant shift in landscape that has occurred in the disability sector since the publication of our 2010-2015 Strategic Plan. The landscape shift includes current legislation and government policy (The Health Act, New Directions & Progressing Disabilities Policy for Children and Young People) and the increased regulatory environment (HIQA, Charities Regulator, Companies Act 2014, GDPR) in addition to a much stronger rights based focus for the people we support (Assisted Decision Making (Capacity) Act 2015 and the ratification of the UN Convention on the Rights of Persons with Disabilities in 2018). This landscape clearly provides the framework for the strategic priorities and actions identified within this plan. In the following pages you will see the ‘road map’ we have identified to enable us to be responsive in how we support children, adults and their families/carers in a constantly changing and evolving world.

The core of this Strategic Plan is our focus on working towards each individual living the life of their choosing.

This plan places the development of meaningful partnerships and collaboration with local, ‘mainstream’ community groups and service providers at the heart of each Strategic Priority. This will ensure that at every turn, our starting point will be to aim for real inclusion and to explore if the child or adult can be assisted to avail of services and supports within his or her own local community, if this is what they want.

Our vision is to support people to be ‘connected with’ and included in the lives of those who are most important to them so that they can live full and meaningful lives. Person-centredness challenges us to move away from providing services in segregated and centralised locations, because inevitably they may limit peoples’ opportunities and ‘disconnect’ them from their homes and communities.

By continuing to creatively maximise all our current and future resources, we believe that we can further support people to live the life of their choosing.

In order to achieve our overall objective, this Strategic Plan focuses on building the capacity of CoAction to ensure that at all levels we have the infrastructure, skills and competencies, to provide people with the supports that fulfil their vision for their lives.

This Strategic Plan outlines the key priorities for the organisation over the next five years and annual operational plans will be developed in respect of each priority. The person designated with responsibility for each priority in the plan will closely monitor the measurements of outcomes.

Our commitment to quality is expressed in our governance structures, in the adoption of the Code of Governance, in our compliance with regulatory requirements and in the Service Arrangement with the HSE. We will hold firm to our overall vision and ethos by continuously monitoring and evaluating ourselves and the supports we provide against the standards these impose on us.
3 Our Vision, Mission, Aims & Objectives

Our Vision
We recognise that the children and adults availing of our services and supports are unique individuals with abilities who belong in a world in which each person participates fully in all aspects of life as an equal citizen.

Our Mission
We provide quality services to support children and adults with an intellectual disability, with or without autism. We will achieve this by helping each person reach their full potential, working in partnership with their families and carers within the community.

Our Aims & Objectives
We aim to support children and adults with an intellectual disability, with or without autism to achieve their full potential and live the life that they choose. This aim is predicated on our core belief that people with a disability have the absolute right to live a valued, fulfilled life, with access to the supports that they require to establish and sustain an ‘ordinary life’.

CoAction aims to support people to live a full life where they choose by:

- Promoting dignity and respect for each individual;
- Providing quality services from the earliest possible opportunity, aimed at encouraging and supporting each child and adult to achieve their full potential;
- Providing quality services and supports to families of children and adults;
- Supporting adults to imagine and visualise a life for themselves wherever they choose to live;
- Empowering adults to take charge of their own lives, having personal autonomy and exercising their rights as equal citizens;
- Working with adults to access the supports they require within their natural support network, their community and ‘mainstream’ facilities and resources as much as possible so that their rights as equal citizens are realised;
- Providing supports to people, when necessary, to realise the life of their choosing. (This may include training, personal supports etc. and will vary for each individual and their families/circle of support at different stages in life);
- Supporting and resourcing staff to provide truly person-directed supports for individuals;
- Working with local communities to encourage and support the participation of people with a disability in ‘ordinary places’;
- Making the best use of our resources for the benefit of the people whom we support, in an environment of openness and accountability;
- Continually raising awareness of intellectual disability and autism in local communities across West Cork.
4 Background to preparation of the Strategic Plan

In 2015 and 2106, the Board of Trustees reviewed its governance structures to ensure compliance with both the Companies and Charities Acts. Four new Committees were established: Quality & Risk, Nominations, Finance, Audit & Buildings, and Remunerations. In 2018, the Constitution of CoAction was reviewed, updated and adopted. The Board adopted ‘The Code of Governance for Community and Voluntary Organisations’.

Following the introduction of a similar code by the Charities Regulator in late 2018, the Board will work towards adopting this Code by 2020.

The National Disability Inclusion Strategy 2017-2021 is one of the key policies which we are taking into account in rolling out this new Strategic Plan. It takes a cross-departmental approach to the inclusion of people with disabilities in Ireland and outlines a number of priorities, including employment, housing and education. We see this as integral to building our partnerships with others including social housing providers, Cork Education and Training Board, employer-representative organisations and employers themselves.

CoAction became the Lead Agency in West Cork for the implementation of the HSE’s Progressing Disabilities Policy for Children and Young People in 2013 with the establishment of West Cork Child Development Services (WCCDS). This involved a very significant reconfiguration of our children’s assessment and intervention services. The Progressing Disabilities Policy for Children and Young People is a HSE initiative that aims to achieve a unified approach to the delivery of disability-related health services in the child and family’s local community. One of its primary objectives is to provide equity of access for all children and their families based on need.

New Directions is one of the policy documents contained in the HSE Transforming Lives Programme (Value for Money & Policy Review of Disability Services in Ireland). In November 2015, the HSE published the Interim Standards for New Directions Services and Supports for Adults with Disabilities which requires service providers and key stakeholders to involve people with disabilities in the design, delivery, monitoring and evaluation of the services and supports provided. These aim to be a catalyst for community inclusion and self-determination in the lives of people with disabilities.

In 2016, CoAction was chosen as a pilot site for the implementation of one of the New Directions Services and Supports for Adults with Disabilities, and we are currently actively engaged in the self-assessment (EASI-tool) process. This work is assisting us in assessing our effectiveness in how we currently support people and in putting action plans in place to improve how we support people into the future.

Registration of all of our residential and respite services (designated centres) for children and adults, with the Health Information & Quality Authority (HIQA) was achieved in 2016 and 2017. We continue to work with HIQA and engage in continuous monitoring of our compliance with regulations and national standards. HIQA’s Disability inspection teams are legally responsible for the monitoring, inspection and registration of designated centres for adults and children with a disability. Their main goal during inspection is to meet as many people as possible, including residents and families. They may also speak with members of staff, the person in charge and the person who represents the registered provider. This gives them an insight into the running of the designated centre and the good aspects of care, such as resident’s involvement in the running of the centre.

As part of our commitment to a rights-based, community-based model and person-centred approach, we will be embarking on a new accommodation initiative, taking account of the national housing policy for people with disabilities (contained in Rebuilding Ireland 2018-2022). We will undertake research and develop a strategy linked to national policy and focused on local circumstances. We recognise that many of those whom we support are growing older and need to have choices about where and with whom they will live in the medium to long term.

In April 2018, CoAction engaged the services of an external consultant, Elizabeth Garry Brosnan, to consult with all key stakeholders for the development of a five year strategic plan. Elizabeth undertook the following activities in the period from May to October 2018:

- Focus group meetings in each area (Béara, Dunmanway, Skibbereen, Clonakilty, Bantry) attended by people who are supported, their family members and carers and staff who accompanied some people who are being supported;
- Several meetings with Senior Management Team members, the Board of Trustees, Area Managers and the Children’s Services Co-ordinator, exploring key issues, priorities and themes;
- Meetings with representatives of Friends of CoAction CLG;
- Meetings with representatives of the HSE (CHO4) and Cork County Council;
- Questionnaire surveys (administered both online and in paper form) to staff, family members and teenagers.

The consultation process was conducted using the SOAR model, which embraces an appreciative inquiry approach. This approach generates discussion with all stakeholders and focuses on the...
capacity for continuous improvement for the future of the organisation. Regardless of who they were, the conversations with all stakeholders focused on:

**Strengths**
what’s working well

**Opportunities**
how CoAction can add value to the stakeholders’ needs

**Aspirations**
your hopes and dreams for the future

**Results**
what you would like CoAction to achieve

It quickly became evident that CoAction’s stakeholders greatly appreciate what they have achieved together over the past 40 years and acknowledge this wonderful resource for the people we support, families and carers. Each of the more than 200 people interviewed was highly committed to the organisation, its growth, development and future sustainability. CoAction is a community within a community, bound together by our vision of ensuring that each person is supported to participate fully in all aspects of life as an equal citizen and to live the life of their choosing.

The outcomes of the online and paper surveys distributed to all staff in the organisation confirmed individual staff members’ loyalty and commitment to CoAction’s vision, ethos and organisational objectives and contained powerful information on solutions and pathways identified by staff members to achieve the objectives and to prepare for future challenges. Surveys distributed to family members (both online and on paper) also confirmed this and, specifically, provided valuable information in relation to their family members who use CoAction’s services, which informed the shaping of the Strategic Priorities.

Some of the main themes that were extracted from the feedback gained from the SOAR process, the analysis of survey responses and meetings with stakeholders:

**Employee recruitment and retention, clarity of roles and responsibilities, more fully developed HR supports for staff and ongoing opportunities for professional development.**

**A need for more effective communication systems right throughout the organisation.**

**Providing relevant supports for families/carers, which take into account the needs of an ageing population.**

**Employee recruitment and retention, clarity of roles and responsibilities, more fully developed HR supports for staff and ongoing opportunities for professional development.**

**A need to work more closely with families/carers to support their family members to more fully participate in all aspects of life as equal citizens.**

**A need to work more closely with families/carers to support their family members to more fully participate in all aspects of life as equal citizens.**

**Responding to emerging respite and residential care needs.**

**The need to have a strategic and co-ordinated plan for future service developments and supports for the people supported by CoAction.**

**The governance of CoAction, succession planning for the Board of Trustees and its Committees.**
As part of our commitment to ensuring excellence in corporate governance, the Board of Trustees, through the offices of the CEO and Senior Management Team, will lead the development and achievement of our vision and strategic priorities. The membership of the Board reflects the organisation’s ethos, with members drawn from the parent body, the wider community and business sectors of West Cork. CoAction has a strong Board and Committee structure made up of individuals from a range of backgrounds and with a range of knowledge, skills and expertise as well as a willingness to give of their time voluntarily to fulfil the organisation’s vision.

The Board of Trustees delegates responsibility for delivering its agreed strategic priorities to the Senior Management Team, via the CEO.

The Board recognises the role that our employees play in delivering on our priorities every day. We are committed to building the organisation’s capacity in order to support their maximisation of the contribution they make to the lives of people through leadership development programmes, support, mentoring and guidance. Over the next five years we are committed to increasing opportunities for continuous professional development and upskilling.
On the basis of an extensive and comprehensive consultative process with all key stakeholders, people we support, families, staff, managers, the Board, Friends of CoAction, the HSE and Cork County Council, a review of activities since 2015, a review of HSE policies, regulations and recent legislation, and the identification of future opportunities for development, we have identified six strategic priority areas for which we have developed action plans. The strategic priorities are: (1) Governance (2) Services to Children (both Direct Services and West Cork Child Development Services (WCCDS) (3) Adult Services (4) Accommodation (5) Human Resources, and (6) Finance & IT.

Each of these strategic priorities will be carried forward into the annual work plan for each aspect of the organisation. Progress on the development and implementation of initiatives under each of the strategic priorities set out below will be regularly reviewed and formally evaluated annually against targets set within each priority.

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Description</th>
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<td>Finance &amp; IT</td>
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Strategic Priority 1  Governance

The Board of Trustees is responsible for the governance of CoAction West Cork CLG, providing strategic leadership and ensuring that the organisation achieves its vision as well as maintaining legal and ethical standing in the eyes of regulators, stakeholders and the wider community.

The principal activities identified under the Strategic Priority for Governance are:

1. Leading the organisation, continuing to develop structures to ensure the delivery of our vision, purpose, ethos and values and ensuring they remain relevant

2. Ensure there is a Code of Governance in place that is reviewed and revised annually to ensure that all the principles are being applied across the organisation and that all governance requirements comply with relevant regulations and legislation

3. Continue to strengthen the performance and effectiveness of the Board of Trustees and four Committees and ensure succession planning

4. Developing, resourcing, monitoring and evaluating the Strategic Plan so that our organisation achieves its stated purpose and objectives

5. Plan for an annual review of delivery of all activities within the Strategic Plan

6. Develop an effective Communications Strategy across the organisation

7. Continue to collaborate with Friends of CoAction to clarify future roles and functions

Implementation of this Strategic Plan requires a review of our management and leadership structures, and this has been identified as a priority for 2019.

It is a mandatory requirement of the Charities Regulator that the Board of Trustees is compliant with all aspects of the Governance Code. The current Code will be updated in 2019/2020 to comply with regulatory requirements.

The Board will be responsible for the full implementation of this Strategic Plan, ensuring annual targets are met and continuously monitoring and evaluating all activities. In addition the Board will be focusing on strengthening its membership through the work of the Nominations Committee, introducing new members to the Board and to the Committees who will add value, skills and experience.

Throughout the strategic planning process, issues with and challenges to communication in the organisation were highlighted. The Board of Trustees is committed to responding to this by developing an effective communication strategy for all areas of the organisation, and constantly reviewing its effectiveness and to modifying it as necessary.

A key focus of the Board is on fostering the ongoing collaboration with the Friends of CoAction, to clarify the future working relationship.
CoAction provides comprehensive supports for children and their families across West Cork including residential respite in a purpose-built house in Dunmanway and Home Support, Summer Camps and Saturday Clubs in line with available funding. During the life of this plan, we aim to work more with ‘mainstream’ service providers including preschools, primary and secondary schools, youth and other social and recreation clubs and groups to promote and advocate for a greater degree of inclusion and integration of children of all abilities within local community activities: social, recreational and educational.

The principal activities under this strategic priority are:

1. Continue to explore options and possibilities for increasing opportunities for social inclusion for children within mainstream provision within their local communities. Based upon previous experience of integrating children into mainstream preschools, we will develop integration pathways in partnership with local ‘community champions’

2. Undertake a programme of capacity-building, training and mentoring with local communities to enable and support them to include children of all abilities in local community activities, so that children can live ordinary lives in ordinary places

3. Review and improve all transition processes for the children we support and their families to ensure a smoother transition at each time of change, supporting families to create meaningful lives with and for children as they reach adulthood

4. Continue to work with the HSE to identify appropriate responses to the emerging needs of children and their families including the exploration of additional options and best practice in respite supports

5. Identify models of family-to-family support and explore funding opportunities to enable capacity-building among families, to better equip them to provide peer support

6. Continue our commitment to attaining and maintaining HIQA registration status and ensure that any new service developments also meet these requirements

We aim to work more closely with local service providers, and if requested build their capacity to support them to include children of all abilities in local community services, including schools, summer camps, clubs and other services.

Over the next five years we will focus on improving the transition processes and experience for children and young people as they progress through services and support families to plan and create meaningful lives with and for children as they reach adulthood.

Addressing respite needs will continue to be a priority and we are committed to identifying children and their families who require residential respite support, working closely with the HSE to provide these supports and exploring additional options and best practice in respite supports.

The Strategic Plan identifies as a priority the need to research models of family support nationally and internationally and, based on best practice, to develop a model that is best suited to local needs. The plan also identifies the need to investigate opportunities to develop and expand Homelink in collaboration with families and in line with recommendations from the HSE’s 2016 report, Home Sharing in Intellectual Disability Services in Ireland.

Continuing our commitment to attaining and maintaining the highest standards, we will work to maintain compliance with all HIQA Standards and regulations.
CoAction made substantial changes to its children’s assessment and intervention services in order to include access for all children needing a team service in the West Cork catchment area in 2013. The caseloads, and by implication workloads, have risen significantly in that time. Close monitoring of the service over the life of this Plan is essential to ensure we have the capacity and resources available to us to govern and manage the service effectively and appropriately.

The principal activities identified are:

1. We will continue to be the lead agency, working closely with the HSE, to ensure the full implementation of the Progressing Disabilities Policy (PDS) through West Cork Child Development Services (WCCDS). We will ensure CoAction’s Board of Trustees is fully appraised of its legal and clinical governance responsibilities for WCCDS.

2. Continue to ensure that the WCCDS network maximises the multi-disciplinary resources available to it.

3. Continue to identify and review current caseloads, staffing levels, waiting times and capacity, focusing on acceptable team composition and advocating for additional resources where gaps in current team composition is identified.

4. Continue and develop the WCCDS service to ensure positive outcomes for children transitioning to pre-school, junior school, secondary school and third level.

As the lead agency, CoAction will liaise with the HSE regarding the planning and implementation of the Access Criteria Policy within the West Cork network. We will review the current prioritisation systems and continue to develop Care Pathways based on best practice.

To continue to safeguard the quality of multi-disciplinary services, we will identify models of best practice that could be implemented locally and will continue to submit business cases to the HSE for additional multi-disciplinary resources so that current waiting lists can be managed more effectively.

We will review the transition processes as part of the Family Service Plan process to ensure best practice and the principles and values of the ‘Policy Framework for Service Delivery of Children’s Disability Network Teams’ November 2017 are followed and implemented.
Children’s Services

The following charts provide an overview of some key data in relation to the caseloads and age profiles of children being supported by CoAction and WCCDS across West Cork as of March 2019. More in-depth data analysis will be undertaken, year on year, when developing and reviewing the implementation of the Strategic Plan.
CoAction will continue to provide and improve quality supports for adults within the community and within day and residential/respite services. In embracing our ethos to Empower, Support, Care, and in implementing the UN Convention on the Rights of Persons with Disability, the Assisted Decision Making (Capacity) legislation, HSE policy and regulations, we will be required to create the conditions for success and display a strong commitment to be creative and open to new ways of supporting people that is truly person centred.

The principal activities identified are:

1. Embrace the Assisted Decision Making (Capacity) legislation and enhance our commitment to advocacy
2. Strengthen the People’s Choice Forum as a truly meaningful and tangible mechanism of giving people practical experience for making real decisions and choices
3. Review the current model of Person-Centred Planning to ensure that the system is sufficiently robust to enable us to be active partners in supporting people to live the lives they want to live in addition to meeting relevant statutory regulations and policy requirements
4. In the context of rural isolation and the social barriers people face, explore ways in which access to transport and multi-disciplinary supports can be maximised to support people to live the lives they want to live
5. Continue to ensure that all supports currently being provided in day and residential/respite services meet regulatory and statutory requirements and ensure that any new service developments also meet these requirements
6. Continue to work closely with families/carers and ‘community champions’ to support people’s full participation in all aspects of life as equal citizens
7. To ensure the full implementation of the New Directions Interim Standards, work collaboratively with families, the HSE, local agencies, local community groups and individuals to develop a real engagement in resourcing the people we support to be connected with and integrated into the community and support network of their choice. This work will be grounded in and informed by community development principles and practice
8. Explore the potential and possibilities for the development of other forms of support to residential respite and as alternatives to residential care
9. Continue to grow and strengthen community partnerships, developing awareness and building capacity to resource our partners so that the people we support can participate more fully in all aspects of life as equal citizens

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Over the life of this Strategic Plan, an operational plan will be developed to identify how the Assisted Decision Making (Capacity) legislation can be fully embraced within our services in line with the development of formal advocacy structures and training for the individuals we support. A central focus of the next five years will be the further enhancement of the Person Centred model of support across all of our adult services. This will require us to deliver significant training and ongoing mentoring to both staff and the people we support.

Working towards the full implementation of the New Directions Interim Standards will be a priority over the next five years. This will involve working closely with local communities to identify the best criteria for the development of new service locations (‘Hubs’), continuing to provide and expand the provision of evening and weekend supports to groups and individuals; using additional funding secured in 2018 to expand the Homelink service; and identifying creative and innovative ways in which people can be supported more locally in their own communities.

We will continue to be a strong voice for the people we support, making the case for greater access to transport and multi-disciplinary supports which will enable people to live the life they want to live in their own community.

In order to develop initiatives and work collaboratively with community groups and thus realise our ethos – Empower, Support, Care – it will be essential to continue to develop flourishing community partnerships in each geographical area on the basis of identifying mainstream facilities and services (particularly educational) and community projects/groups.

We will continue to explore the potential for the further development of additional forms of support for residential respite and residential care and we will continue our commitment to maintain the highest standards in the residential and respite services currently being provided. We will work to comply with all HIQA Standards and regulations, completing the annual review, six-monthly audits, process, regular medication audits and health and safety monitoring audits and unannounced visits from HIQA.
CoAction will work towards identifying and exploring a range of options to meet the emerging accommodation needs of the people we support in the short, medium and long term. We aim to achieve this by researching models of best practice, working in collaboration with relevant statutory bodies and social housing providers and by seeking to expand and develop additional forms of supported accommodation.

The principal activities identified are:

1. In collaboration with HSE, Multi-Annual Planning process, continue to research models of best practice for accommodation options for the people we support, undertaking a detailed assessment of requirements for the short, medium and long term.

2. Conduct an audit of existing CoAction housing stock in the context of the emerging needs of current residents and assess capital development requirements based on this data.

3. Work with statutory bodies and social housing providers to identify possible suitable accommodation from existing housing stock and areas for potential development to meet with accommodation needs identified.

A review of the support needs for all by geographical area will be conducted in 2019 to identify the short- medium- and long-term accommodation support requirements of the people we support. We will then formulate a prioritised action plan which will include an exploration of potential locations for any developments identified in collaboration with the HSE and Cork County Council.

A review will be conducted into current best practice models in accommodation including the Supported Living programme and the Homelink programme.

Working together with the HSE and Cork County Council and on the basis of the outcome of the 2019 review of the accommodation requirements of individuals, we will identify possible suitable accommodation from existing housing stock and areas for potential development.

We will work towards identifying and exploring a range of options to meet the emerging accommodation needs of the people we support.
Strategic Priority 5  Human Resources

The focus of the Human Resource Department is on ensuring that there are adequate human resources to meet the strategic priorities and operational plans of CoAction. It will focus on developing career pathways for individuals to assist with staff retention, and succession planning. We will keep up-to-date with social, economic, legislative and technological trends that impact on human resources and build capacity so that the organisation can manage change as it occurs.

The principal activities identified are:

1. Develop and implement a strategic staffing plan, aligning talent acquisition, talent development and a clear progression route for current staff.

2. Analyse staff recruitment and selection policies and procedures to maximise resources and increase efficiencies.

3. Review staffing roles at all levels in line with the strategic priorities set out in this Strategic Plan.

4. Explore avenues for developing meaningful pathways for continuous professional development through partnerships with relevant training bodies and educational institutions, including recognition of prior learning for staff in line with EU register (CORU).

5. Analyse the role and function of the Volunteer Co-ordinator with a view to increasing our capacity to support each person in their pursuit of greater choice and control and enable them to participate more fully in all aspects of life as equal citizens.

6. Investigate the potential for revitalising the Employee Forum so that all staff can gain value from engaging with it.

The focus will be on maintaining a strong committed workforce in CoAction over the next five years. To this end a staffing strategy will be developed which will support the recruitment and retention of staff, and which will offer current staff training and ongoing mentoring opportunities to ensure each staff member is equipped and resourced to empower the people they are supporting to live the life of their choosing. Current recruitment and selection policies will be reviewed with a view to achieving more efficient and effective recruitment and selection procedures.

A comprehensive role analysis and review will be completed, and amendments made as required, ensuring that staff roles and responsibilities correspond to the changing needs of the organisation.
HR Strategic Priorities

The following charts provide a useful overview of the overall staff compliment, length of service, age and gender profile as of March 2019. More detailed analysis will be undertaken in line with the development and implementation of the HR strategic priorities identified in this plan.

We will ensure each staff member is equipped and resourced to empower the people they are supporting to live the life of their choosing.
Finance and IT focus on assisting managers to deliver services and supports identified in our vision in a way that optimises the value to the individuals being supported. This requires a proactive, creative culture in the management of the organisation’s resources with a constant focus on facilitating managers and staff to think creatively in order to maximise every opportunity to enhance peoples’ lives, whilst ensuring transparency, accountability, fairness and value for money in how the resources available are utilised.

The principal activities identified are:

1. Continue and enhance discussions with HSE to deliver a funding system that supports each person to live the life of their choosing
2. Continue the commitment to transparency/accountability by providing reports on expenditure for all relevant stakeholders
3. Enhance the annual budgeting process by supporting managers to conduct a review of existing resource allocation, to ensure optimum use for the people availing of services
4. Assist the Senior Management Team in identifying funding requirements and possibilities for the training and ongoing mentoring and development of staff and managers so that we are continuously striving to ensure each person is being supported to live the life of their choosing
5. Continue to develop and improve financial systems and procedures to ensure optimum use of resources and full accountability, with a particular focus on procurement and ensuring that there are efficient and robust systems in place with accessible procedures across all service functions
6. Review, explore and implement IT systems that will support and enhance the management information systems of the organisation

The finance department will continue to engage in discussions with the HSE on delivering a funding system that supports the ever-changing needs of the people we support, exploring alternative funding systems for them and their circle of support as appropriate.

The finance department will continue to publish financial accounts and will review the format of accounts presented to the AGM.

In order to facilitate the identified need of deliver training supports to staff, a priority will be to review current training budget process and resource allocation to facilitate the current and emerging training and ongoing mentoring needs of staff and people we support.

To ensure the continued development and improvement of financial systems and procedures, to ensure optimum use of resources and full accountability we will develop a Corporate Procurement Plan and commence implementation of objectives in line with HSE Procurement Planning.

Our current IT configuration will be reviewed in 2019. We will see the full implementation of our customised Employee Self Service system in 2019 followed closely by the full implementation of Inspire (Salesforce), a fully integrated information management system for managing client data, communications and risk management by early 2020.

A priority will be to review current resource allocation to facilitate training and ongoing mentoring needs of staff and people we support.
We strive to continuously adapt and grow within the changing landscape of disability service provision in Ireland. We are committed to the implementation of our six priorities for the Strategic Plan 2019-2023. Our Strategic Priorities clearly outline our focus of attention as a provider of supports to children and adults with intellectual disabilities, with and without autism, and their families across all areas of West Cork. It highlights the importance we place on working in partnership with all those within the CoAction community, continuously striving to facilitate people to remain connected with the people most important to them, both within their families and their community. CoAction is firmly committed to continuing to provide “a local service for local needs” and to supporting each person to live a life of their choosing. We recognise that our staff are the foundation of all that we do. We will invest in ongoing training, support and resourcing of our staff to ensure the highest quality and standards of service delivery throughout all our activities.

In providing the best possible options for the people we support to live the life of their choosing, we rely very heavily on our many partners. We will focus on engaging in new, deeper and more productive relationships with all service providers and local communities who can resource and enhance the lives of the children and adults we support.

Our plan highlights the importance we place on working in partnership with all those within the CoAction community

We asked the people we support to help us name this plan. Below are the wonderful suggestions we received.
Many thanks to the artists whose work is featured in this report

Front cover: Lorraine, Pamela, Shane Diarmuid, Brian and Eleanor, Bantry
Inside front cover: John Paul, Bantry
Page 17: Maura, Skibbereen
Inside back cover: Carol, Clonakilty
Back cover: Jessie, Clonakilty