

Strategic Plan Summary - July through December 2024

Revision: V2.0

Date: 31/12/2024

Second six months report - Red

Anticipated Timeframes:

Short Term Goals 2024

Medium Term Goals 2025

Long Term Goals 2026 onwards

SERVICES OF QUALITY	STATUS						ACHIEVEMENTS	NEXT STEPS	DEADLINE
	Yet to	Commenc	In progress			Complete			
	0%	1-24%	25-49%	50-74%	75-99%	100%			
Consistent Communication									
Short Term Goals & Objectives - Through the identification of current gaps in standards and consistency in the completion of daily shift reports (a short record of what support occurred that day with the participant), by undertaking internal audits.						✓	Peel region has focussed on holding Support workers to a higher standard and using HR and performance management to reinforce the expectations of these staff.	Peel region to continue with the enforcement and introduction of a face-to-face induction for new staff where shift reports can be targeted and the expected standard demonstrated	June '25
						✓	Monthly dashboard reports completed for the Mx and Board Meeting Packs.	completed	
						✓	Development and use of template for shift reporting to assist in timely and accurate shift reports for LSW client/support workers	completed	
						✓	Support worker inductions delivered face to face by LSW CSAO within 4 weeks of contractual engagement.	Peel now requires those on minimum engagement who do not wish to put in annual leave to attend the office for online training refreshers and to assist with other shifts. They are also deployed as Buddies on shift to assist their colleagues and build better availability and back up for client teams	June '25
						✓	Metro region developed template and instruction sheet for case notes.	completed	
				✓		Reps from USW and Perth Teams currently engaged in formulation of a suite of standardised Microsoft Teams shift reports. Consultation with Civica has been undertaken and it has been established that MS Teams are the preferred platform to maintain clear communication and accountability within teams.	The working group to develop templates to reflect the differing level of shift reporting dependent on needs.	June '25	
Participant Support Planning and Implementation									
Short Term Goals & Objectives - Through the identification of opportunities to standardise rostering and improve participant matching.						✓	Ongoing but becomes more challenging to match as minimum engagement and fixed days/times are prioritised through SCHADS.	Peel monitors utilisation of new Support Worker recruits to ensure they are increasing their hours weekly.	
						✓	Peel have had a recent drive in recruitment to meet demand and provide room for growth. Approximately 20 new SWs have been appointed between March-June 2024.	Peel have now instigated and meet fortnightly to discuss new Support workers, the trend of hours and any remaining availability that can be matched with gaps ensuring a whole team approach	
						✓	HR Roadshow took place in Peel in June 2024 to ensure all coordinators are confident with rostering rules. All problematic rosters were checked with the coordinator and HR team. Carelink locks removed as of 1st July for efficiency.	Completed	
						✓	USW allocated urgent shift covers to Client Service Officer to ensure and improve consistency of participants regular supports.	Monitoring to measure workload for CSO position, efficiency and effectiveness of enabling coordinators to be more productive.	
					✓		Client documentation will be reviewed by Q&S as required and measured against the NDIS practice standards to ensure compliance.	Review participant support plan in collaboration with client services. Support plan development to be in line with standardised shift reports to ensure streamlined approach to reporting and monitoring of outcomes.	
						✓	Improved rostering/cost efficiency— particularly urgent shift covers through appointment of LSW CSAO and Urgent Shift Cover request process.	Review participant support plan in collaboration with client services.	
						✓	Introduction of 2 Client Services Officers across USW & LSW to improve rostering processes.	Further development of rostering efficiency leading to reduction of minimum engagement payment s and reliance on overtime.	
						✓	Increase in rostering efficiency by building Coordinator capacity in SCHADS compliance – allowing for them to roster without the input from HR (metro).	Monitor and upskill accordingly.	
						✓	Reports generated to monitor SCHADS compliance and develop KPIs linked to rostering and SCHADS (metro).	Evaluation of Client Services Officer role and consideration of further roll out.	
				✓			Peel now issue a CL report every two days on the Peel Coordinators channel identifying those SWs who' clients have cancelled their shifts or who are on minimum engagement. This is the first point of contact for on call, and last minute cover	Preliminary discussions have occurred in Management about the applicability of Carelink and whether a more comprehensive and integrated platform could be explored long term.	
				✓			Peel Manager to support coordinators to have robust conversations with SWs who are not flexible in meeting their contracted hours. Where we can offer reasonable alternatives, the SW is expected to work with us. This requires HR to allow Managers discretion to deal with these matters as they see fit whilst staying compliant		
				✓			Human Resource has developed (and regularly updates) an Schads Rostering Fact Sheet to assist Client Services with identifying any potential breaches, overtime and also ensure Award compliance.	Potential regional Visit to have an HR / Award Day for refresher training After Audit.	Sep '25
			✓			HR reporting to Regional Managers related to any Award Breaches as identified within Payroll to ensure Award Compliance and mitigate and risk for contravention penalties.	Potential regional Visit to have an HR / Award Day for refresher training After Audit.	Sep '25	

				✓			Client Services Officer role has been evaluated. Recruitment of secondary Client Services Officer has been undertaken and associated roles have been defined and developed.	Continuous review and development of the role to be undertaken and further training to be implemented for new officers. Metrics will be developed to analyse the impact on Coordinator workload and compliancy with standards and policy.	
--	--	--	--	---	--	--	---	---	--

Increased Training, Education, Professional Development, Career Progression

Short Term Goals & Objectives - To provide a consistent foundation of knowledge, skills and development in accordance with Quality & Safeguards and organisational governance.			✓			USW Revisiting, retraining and developing several processes and guidelines for rostering- e.g. client cancelled shifts/support worker leave in CL and EH	USW continues to refer to weekly reports to maintain zero errors and identify individuals requiring extra support.	Ongoing	
					✓	Ongoing professional development & training provided to therapists and PBS practitioners. Leadership training provided to supervisors. All staff have established Professional Development Plans in place. Recorded in Employment Hero.	USW continue to address current issues identified by finance and HR and provide training and further support to improve.	Ongoing	
					✓	Three monthly MS teams restrictive practice education sessions to be scheduled (Q&S)	Q&S to review of all training packages that are delivered to ensure they are in line with the NDIS Standards and skill descriptors.		
						✓	Delivery of mandatory training requirements for Manjimup and Bridgetown Support Workers - at Manjimup Office. Purchase of training equipment for the delivery of manual handling training in Manjimup – reducing travel requirement when attending refresher training (for local support workers).	Ongoing	
					✓	Discussion within region around career progression – Large skill gap from SW – Coordinator (metro).	Ongoing		
					✓	Potential for an intermediary role (team leader) – supervision/rostering within specific teams and problem solving whilst on rostered support to support 24/7 and SDA environments and allow Coordination to hold higher case load.	Further exploration – bringing to management meetings through briefing note.		
				✓		Carelink reports have been developed to ensure sufficient processes are followed which safeguard continuity of supports for Clients and ensures that accountability regarding any gaps in service are documented.			
				✓		Training module has been reviewed and will be updated to include Riskware PBS module.	Education has been delivered. Continue to deliver every 6 months moving forward.		
				✓		HR amended training registration process to include mainly MS Teams communication as the main platform Support Staff is utilising.	HR to review Carelink to ensure historic rostering is amended when training lapses for an employee, ensuring no rostering is permitted with a client as per client training requirements.	Dec '25	
			✓		Development of tender process to provide high quality and streamlined training for all support staff while achieving financial and resourcing efficiencies.	Sign off and scoping of revised training process			

Meeting Participant Expectations and Needs

Short Term Goals & Objectives - Through improved communication and strengthened professional boundaries. Enhancing our systems for gathering participant/client satisfaction/feedback and using this to inform service improvement.					✓	Comms have identified a method of communicating our news updates to participants who don't have email or social media - either for Coordinators to print out the easy-read newsletters uploaded to the Enable website every 2 months (Marketing and Communications Consultant to send to Service Coordinators), or for Participants to sign up for SMS communications - in progress as we are looking into email tech that allows for this/easiest way to capture. Steps are also being taken to include a fact sheet in Induction/onboarding materials on how participants can stay up to date with the going-ons of Enable (social links and QR to newsletter signup), although not complete yet.	Create document to sit in onboarding/welcome packs for clients. Now completed. SMS signup now available for newsletters, easy read available on our website every 2 months. Identify Service Coordinators who will need a copy of the easy-read newsletters to print out and provide to participants without email or social media access.	April '25
					✓	Recent training workshop attended by Marketing and Communications Consultant highlighted some items that need changing on our online form systems to make applications/completing forms less daunting for Participants.	Make changes to form online info gathering by adding in a form 'preview' (what questions are included, how much time they should expect to set aside, informing the applicant that progress is saved if their internet is interrupted etc.)	June '25
					✓	Feedback mechanisms (compliments and complaints) are explained during therapy client onboarding meetings.		
					✓	Easier layout online to find Complaints/Compliments and feedback.		
					✓	Through consultation and collaboration with CAG, Participant surveys have been undertaken and will be diarised for period feedback twice each year. Client survey has been sent to all clients. CAG has provided input and collaboration with this process	Q&S to collate client survey results. Q&S to contact 'yellow Lauren' to post on socials for new CAG members. Client survey results have been collated and shared. Survey results will be included in audit evidence. Survey to be sent annually, to be completed by October 2025.	Oct '25
					✓	Therapy has revised information in client Welcome Pack to ensure clear understanding of information in Service Agreement related to non-face-to-face charges, travel costs, feedback and cancellation policy.		
					✓	Online and paper versions of Client surveys created. Online surveys can be navigated by keyboard/single letter input and include text to speech functionality.	Alternate methods of Participant feedback to be developed using smarter technology.	

CULTURE IS KEY	STATUS					ACHIEVEMENTS	NEXT STEPS	DEADLINE
	Yet to 0%	Commenc 1-24%	In progress 25-49%	50-74%	Complete 75-99% 100%			

FINANCIALLY STRONG										ACHIEVEMENTS		NEXT STEPS		DEADLINE		
STATUS																
Yet to										Commenc		In progress		Complete		
0%										1-24%		25-49%		50-74%	75-99%	100%
Fostering a Multidisciplinary Organisation																
Short Term Goals & Objectives - Through the identification of different skills and knowledge to create improved coordination; increased efficiency; increased quality; increased innovation.					✓		Social media communications showcase a range of our available services	Ongoing								
					✓		USW worked with Finance and HR to identify gaps in coordinator performance. Retrained and implemented processes to assist other departments. This has improved: accurate billing, payroll and HR requirements.	USW continues to identify further gaps and address these one at a time in consultation with other departments using their knowledge to help client service understand and improve.								
					✓		Q&S team members attend regional team meetings when required to share information and answer any questions.									
					✓		Q&S manager and HR manager have a monthly meeting scheduled to discuss any shared projects and P&P development and approval.	WHS to be added to regional meetings to foster a culture of safety and share data with all teams.								
					✓		Introduction of 2 Client Services Officers across USW & LSW to improve rostering processes.	Completed								
				✓			Development of alternate model of Coordination to be trialled in LSW.	Ongoing								
					✓		Development of multi-disciplinary group from all departments to problem solve and share skills and knowledge monthly. This initiative is also intended to improve relationships.	Completed								
				✓			LSW Service Review Workshop 28.06.2024. Assessment of coordination role and options for refocusing specific tasks assigned to coordinators 50%	Evaluation of role and consideration of further roll out.								
					✓		HR Officers present at all regions weekly team meetings.	Implement stage 1 of trail in LSW								
					✓		Facilitate collaborative working environment between Coordinators and Therapist in the metro office.	Ongoing								
				✓		MDT monthly meeting established and operational	Further honing of content and format of meetings.		May '25							
				✓		Quarterly Staff Induction Sessions being scheduled to include all departments. Some additional Face-to-face induction Days also being held at Enable Head Office.										
				✓		Implementation of One Drive and Share point training to all internal staff as a mandatory requirement.	Archiving of Z drive to streamline cloud based platforms.									
Facilitate Team Building																
Short Term Goals & Objectives - Through the design and implementation of Regional based activities, which also acknowledges the diverse backgrounds of staff.				✓		USW introduced not "fun" based team building activities however USW Region retraining commenced late January has been well received. Coordinators feedback has been positive in that they themselves have recognised how these training sessions have built them to be a stronger team, recognising each other's strengths and weaknesses being able to learn from and support each other.	USW continues with training and introduce other team building activities.		Ongoing							
					✓	All regions have undertaken team building activities to strengthen relationships and organisational culture. Therapy team building day completed March 2024 and October 2024 Q&S Team building day was held on the 31/5/2024	Q&S team to continue to catch up weekly.		Ongoing							
					✓	Suite of NAIDOC week activities across all regions.	Completed									
					✓	Exploration of new metro office space that can facilitate team building – Training delivered in the office so Support Workers can feel part of organisation	Plan another team building day for next year (with a professional development and planning focus).		July '25							
						Pleased to report better integration in Peel between coordination and Therapy. This has required effort on both sides and has been achieved primarily through better comms and social opportunities to connect (birthday parties, baby showers, morning teas.)	For these activities to continue within funding parameters.		Ongoing							
Improved Recruitment and Retention																
Short Term Goals & Objectives - Through the identification of current gaps, demands and implementation of organisational support network.					✓	Recruitment of new support worker staff has been a focus across all regions, noting challenges in all work places nationwide to the recruitment of entry level staff.	Ongoing									
					✓	Data being captured to ascertain if current workforce are being utilised to full capacity. (Overtime vs Minimum engagement)	HR to provide data on current workforce utilisation vs recruitment requirements.		June '25							
					✓	Therapy student placements have been supported in Mandurah and Bunbury to increase exposure to new graduates and improve recruitment opportunities.	Administration department currently reviewing structure and duties		April '25							
					✓	Exploration of different avenues for recruitment. It has been identified that website expressions of interest although has a high volume, is not always the best way of obtaining resumes. Discussion with local TAFE on placement opportunities (metro). Early exploration of support worker internship (metro).	Draft Business Case for Workforce Plan Initiative. Create "fluid" Workforce Plan.									
					✓	Organic reduction in Staff over the past 6 months (July to Dec 24) as part of Workforce structure review.										

Business Development											
Short Term Goals & Objectives - Prioritisation as an integral part of roles and responsibilities within the organisation to review current demand, current gaps and opportunities for growth.						✓		In January 2024, the Executive team and Marketing and Communications Consultant ran through results from Google Ads and Meta campaigns - identified opportunities for growth in Perth Metro and shifted ad budgets accordingly.	Q2 report is due at the beginning of July 2024. Assess keywords receiving the most web traffic, performance of pages on the Enable WA website, assess competitors and alter current ad graphics and wordings to reach the best areas for growth.	Completed	
							✓	Growth in online audience numbers is reported every three months		Ongoing	
							✓	Peel Specialist Disability Accommodation (SDA) House fully occupied with a combined estimated resident plan total of approx. \$2.5 million pa	Peel actively seeking new high value participants in Jun-Dec 2024.		
							✓	Perth SDA (female house) fully occupied	Stabilise the SDA rostering and financials to enter into profit for 2024/25 FY.		
							✓	Peel working with non-responsive/non engagement participants and where appropriate giving notice to allow for new participants to be taken on.			
							✓	USW identified that lack of business knowledge of majority of coordinators was at a cost to the organisation. Enlightening coordinators to the: what, why's and how's has been and continues to be valuable and well received. USW have been successful in dramatically reducing O/T hours, minimum engagement and other cost to the organisation.	USW continues to identify gaps and improve.		
							✓	Expansion of therapy team in Mandurah.			
							✓	Managers and Exec have delivered sessions which support staff to consider their roles/responsibilities and prioritise.	USW current coordinator task is to look at own time management and recognise where they can pick up time to be more productive. Stage one in recognising the USW's decline in income and the current situation of this financial year's budget and the need to find capacity for growth. These sessions to be reinforced in light of 24/25 NDIS pricing review and impact on budget		
							✓	Establishment of 8 in 24 Homecare Support Model in LSW – providing cost effective support services for clients with NDIS budgets c \$340 K	Expand 8 in 24 Services to Margaret River and Busselton Clients (x2)		
							✓	Further opportunity in Metro region for SDA expansion with Vera living.	These sessions to be reinforced in light of 24/25 NDIS pricing review and impact on budget		
							✓	Vera Living Villas (single occupancy) are available if we have the clients interested three locations throughout metro region.			
							✓	Perth SDA Male (house) fully occupied, Beechboro 50% occupied, looking at ways to occupy Beechboro	Continue to develop plans/marketing options with Vera living, Comms and Marketing Coordinator, and Clinical Nurse (Lauren).		
							✓	Peel – regular monthly KPI catchups instigated to increase financial viability of plans			
						✓	Peel/Therapy to liaise on office space. Likely that our needs are so different that we will need separate spaces	Jason and Mathew to commence property searches			
Standardise Practices											
Short Term Goals & Objectives - As an outcome of an internal audit to identify current gaps along with the opportunities to streamline and improve processes through targeted training.							✓	Ongoing internal audits completed across therapy services to ensure standards are met.		Completed	
							✓	Q & S provided information samples re: LSW audit readiness. Further audit work prepared by LSW CSAO	Ongoing work required to ensure all mandatory documentation completed and updated as required under Q&S standards – pre 2025 Audit	Completed	
Addressing NDIS Changes/Updates											
Short Term Goals & Objectives - As part of ongoing Quality and Safeguard reviews to confirm the impacts to the organisation. Robust communication plans and strategies developed to inform the organisation of changes and the potential impact to workflow, processes, compliance, training and reporting.							✓	Any changes that affect our Participants are shared in the monthly newsletter and shared via our social channels.	Ongoing		
							✓	Therapy team implemented of charge for kilometres for travel on 1 November 2023.	Completed		
FUTURE FOCUSED											
		STATUS					ACHIEVEMENTS <th colspan="1">NEXT STEPS</th> <th colspan="1">DEADLINE</th>			NEXT STEPS	DEADLINE
		Yet to	Commenc	In progress		Complete					
		0%	1-24%	25-49%	50-74%	75-99%	100%				
Facilitating Organisational Growth											
							✓	Amalgamation of regions completed.	Completed.		

Short Term Goals & Objectives - Finalise consolidation of existing services, operational policies and procedures, systems and organisational compliance with the NDIS, linked to wider trends across the disability sector.					✓		Therapy team has grown, with a focus on Peel to consolidate the allied health services in that region.	Continue to develop the critical mass of allied health therapy staff required in Perth and Bunbury.	Ongoing		
					✓		CEO visiting a like service (Camphill) in the UK during September 2024 as part of study sabbatical. Camphill has long established multi-sited profitable social enterprises that include farming, cafes and accommodation in operation.	Ongoing	Jan-25		
						✓	CEO completed a sabbatical paper that has been shared with all internal staff and presented at the 2023/24 AGM.	Completed			
				✓			Planning underway to develop a feasibility study exploring the development of a social enterprise community based participant and staff accommodation centre with a revenue raising business component/community centre.	Ongoing	Aug '25		
					✓		All related information shared with Exec, Manager and Board members	Ongoing	Jan-25		
					✓		Therapy has identified the utilisation of social media has led to increase in client referrals.	Ongoing			
							Service Coordinators having difficult but necessary conversations when asked by participants to continue to deliver services outside of funding parameters, supported by management				
					✓		Policy and procedures have been reviewed and added to SharePoint for all staff.	Policy and Procedures will all be reviewed before the re-certification audit – stage one. January 2025.			
NDIS Review and the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability – Review, consider and as required, implement recommendations, change and reform.					✓	Preparation for the inclusion of a charged transition cost (travel time between participants) in participants' NDIS plans	Ongoing				
				✓		Decision made not to operate outside of the allocated NDIS participant funding pending a review. This protects Enable WA from overspending and aligns with Minister Shortens instructions. Service Coordinators having difficult but necessary conversations when asked by participants to continue	Still waiting to see whole of govt response to NDIS review.				
					✓	Mid-term NDIS Q&S Audit completed August 2023 and Certificate of Registration received July 2024	Completed.				
					✓	Ongoing review. New NDIS legislation delayed in Federal Parliament until after winter break.	Ongoing – linked to NDIS review				
					✓	Expected to receive a consolidated government response to the Royal Commission and NDIS Review by end of 2024.	WA State Government has responded to the Royal Commission recommendations – no real impact on the provider sector				
				✓		Development of alternate funding strategies to address current challenges relating to NDIS pricing.	Ongoing				
Continue to develop and deliver on the Reconciliation Action Plan 2023 – 25.					✓	'Reflect' Reconciliation Action Plan (RAP) finalised.	Completed				
					✓	RAP launch and promotion to coincide with NAIDOC week 2024. Link RAP activities with Marketing and Communications Consultant	Completed				
TECHNOLOGY SAVVY	STATUS					ACHIEVEMENTS			NEXT STEPS		DEADLINES
	Yet to 0%	Commenc 1-24%	In progress 25-49%	In progress 50-74%	Complete 75-99%	Complete 100%					
Strengthening the ICT Working Group											
Short Term Goals & Objectives - Through the review of existing hardware and software to determine: • Current utilisation • Current constraints • Opportunities for consolidation of platforms to reduce duplication • Opportunities to utilise technology to improve all sectors of the organisation • Training requirements				✓			Employment Hero - 'assigning' tasks to people instead of having them publicly available has resulted in some delays to staff accessing the ATSI cultural awareness training.	Being discussed by our RAP Chair and HR RAP representative to ease access issues.	Sep-24		
					✓		Opening up of CareLink locks on shift allocation is reducing workload on HR	Completed			
					✓		Number of Carelink Software Licenses is adequate for all staff, with capacity for growth	Regular Carelink training sessions are being booked in with a Civica Consultant for anyone wanting to attend.			
					✓		Cloud Based Microsoft SharePoint will replace our existing Z Drive. Corporate Data will be migrated first, then client data last.	Completed			
					✓		A new Power App in Microsoft Office 365 has been developed and implemented to replace our existing Excel based Purchase Order Book.	Cost/Benefit Analysis of existing/new CRM Software to begin.			
					✓		Employees Personal Information in Carelink has now been limited to basic information. All personal information now only resides in Employment Hero, which can only be accessed by Administrators.	Completed	Jul-24		
					✓		Internal Training video has been produced and circulated on how to use the new DocuSign software.	Completed			
					✓		Internal Training video has been prepared and published on Teams, on how to Roster for Group Activities in Carelink.	Ongoing	Jan-25		
			✓			Internal Training video has been prepared and circulated on how to use the new Power App purchase order book in Microsoft Teams.	Ongoing	Jan-25			
				✓		A Carelink Best Practice Day has been completed, with a detailed Report including recommendations being provided by Civica.	Completed	Jul-24			

- ICT support requirements - internal and external
- Utilise ICT innovations and equipment to improve participant outcomes
- Undertake a cost benefit analysis of improving the existing software versus new software applications.

					✓	An IT Asset Register is now in place for all Regions and being continually updated by Reception.	Completed	
					✓	Electronic Signatures - DocuSign software has now been rolled out across the organisation. New Purchase Order book using Electronic Signatures, has now been developed and rolled out	DocuSign process compliant with NIDS standards and directions provided to coordinators.	
					✓	ICT working group feedback has been added as a standard agenda item at the Q&S team catch up.	Q&S to identify what ICT developments would assist in the monitoring of organisation compliance.	
					✓	Trial of AI to support preparation of progress report documentation	Completed	
			✓			Award Interpreting Payroll Software successfully implemented ensuring accurate staff remuneration practices, with regular review for identifying any gaps.		Jan-25
				✓			DocuSign process compliant with NIDS standards and directions provided to coordinators.	Jan-25