



ÁISEANNA TACAÍOCHTA



Áiseanna Tacaíochta

Corporate Strategy | 2020-2022





Contents

Foreword	Page 3
SWOT analysis	Page 4
ÁT's Strategy Map	Page 5
Strategic Themes	Page 7
Delivering the Strategy	Page 9

Foreword Chair / Chief Executive

Áiseanna Tacaíochta (ÁT) has developed this Corporate Strategy for the period 2020-2022 which sets out the strategic direction of the organisation for the next three years. This strategy takes account of the vision and mission set out by the founders and current Board of Directors and is set in the context of the ongoing DoH / HSE demonstration projects on Personalised Budgets.

The strategy has been developed against the background of some uncertainty in the political / governmental landscape arising out of the 2020 general election, and a level of uncertainty in relation to the commitment of the state to the development of real and readily available options for people who would choose a personalised budget.

ÁT operates across all CHO areas and across all disability type's. The ÁT model is a pioneering model that has no charted course to follow, and as such we are committed to the continuous development and improvement of our operations, recognising the need for continued leadership in the development of a real and practical model of independent living for all, in order to ensure the rights of the individual.

We recognise the importance of developing closer and more effective working relationships with the HSE and state agencies.

The Corporate Strategy 2020-22 will be kept under review to ensure that it takes account of changes in the external environment, best practice and the needs of our stakeholders and Leaders. Any change to the Corporate Strategy will be carefully assessed and agreed with ÁT's Board, prior to implementation.



ÁISEANNA TACAÍOCHTA

Our Risks and Opportunities which could Impact on our Strategic Direction

Risks and Weaknesses	Opportunities and Strengths
Changing political landscape 2020	Changing political landscape 2020
Insufficient State funding – Restricts potential for growth and development	Taskforce Demo Projects 116 participants
Subscription income	ÁT's 10 years of experience
Capacity of current workforce to support new Leaders	Professional Peer support network under development
Relying on other agencies to lobby	40,000 additional PA hours 2020
Leaders' Bureaucratic burden	ÁT / Leaders robust governance in place
Taskforce Demo Projects – ad-hoc approach and structures - possible negative outcome	Strong relationship with HSE nationally and regionally
Taskforce could reduce ÁT Leader numbers	





ÁT's Strategy Map

The ÁT Strategy Map (Page 6) serves as a roadmap to illustrate the activities of the organisation for the period 2020-2022. It brings together the key elements of the strategy: our vision and purpose, the strategic themes which drive improvement, the core activities we need to excel at and the values we uphold to ensure our success.

Each of the elements of the strategy map is explained in more detail below:

Vision / Mission - answers the question why ÁT exists and what is our role

Strategic Themes - which will govern the way we work and bring about change to the outcomes of the organisation

Strategic Actions - which ÁT must effectively execute to deliver the strategic themes

Values - a shared set of values which define our culture and capture what we do when we are at our best

The strategy map will be kept under review to ensure that we can respond appropriately to emerging challenges and will be underpinned by our annual business plan.

ÁISEANNA TACAÍOCHTA STRATEGY MAP 2020-2022

VISION

TO SUPPORT IRISH CITIZENS WITH A DISABILITY TO LIVE AN INDEPENDENT LIFE OF THEIR CHOOSING

MISSION

TO PROVIDE LEADERSHIP AND SUPPORT IN IRELAND TO EMPOWER THOSE OF US WHO HAVE DISABILITIES TO DIRECT OUR OWN LIVES AND ENJOY THE SAME EQUALITY AND FREEDOMS AS NON-DISABLED CITIZENS

WE WILL ACHIEVE THIS BY

BY DEVELOPING A FIRST RATE PROCESS OF CAPACITY BUILDING FOR LEADERS AND THEIR CIRCLES OF SUPPORT, THAT EMPOWERS THEM TO BECOME INDEPENDENTLY ESTABLISHED AND TO MANAGE THEIR OWN SUPPORTS THROUGH AN INDEPENDENT DIRECT PAYMENT

STRATEGIC THEMES

1. PROCESS DEVELOPMENT

ÁT will continue to develop its processes of Leader empowerment by:

- 1.1 Striving to continually Improve the level of training provided to Leaders and COS members
- 1.2 By providing one on one tailored support to each Leader each year
- 1.3 To continue to review the ÁT process with a view to improving it year on year

2. MEMBERSHIP DEVELOPMENT

- 2.1. We are committed to steadily increasing our capacity to support more Leaders each year. We will achieve this by committing resource to the recruitment and development of new member support staff whenever possible
- 2.2. We will lobby appropriate stakeholders to make this model more readily available nationally
- 2.3. We will lobby appropriate stakeholders to ensure that Leaders who successfully complete the ÁT process will be facilitated by Government to move to full independence.

3. PEER MENTORING

- 3.1. We will seek to develop a high quality network of peers who may be called upon to provide support to all new Leaders joining
- 3.2. We will review funding options for this peer network to strive to ensure it is an option for all

4. STAKEHOLDER ENGAGEMENT

We will lobby appropriate stakeholders to make this model more readily available nationally and to ensure that Leaders who undertake the ÁT process will be facilitated by Government to move to full independence. These include:

- 4.1. Policy makers in government
- 4.2. Public representatives in opposition
- 4.3. HSE including demo projects team

STRATEGIC ACTIONS

1. Training:

Research and Develop / select a training programme of sufficient quality and relevance to Leaders and Circle members.

2. Quality Improvement:

We commit to a rigorous review of our processes on an ongoing basis in order to improve the support we provide to Leaders and to ensure that ÁT is managed with the utmost professionalism and integrity.

3. Leader support:

We commit to listen to feedback from Leaders as they progress through the model so that we can tailor our supports to their needs.

4. Staffing / Recruitment:

When resource allows and demand requires it, we commit to adding resource to the ÁT team to facilitate more Leaders availing of the model. This will commence with the recruitment of one additional member support officer in 2020.

5. Maximise members:

On-board in 2020 four new Leaders with current resource and toward latter half of 2020 on-board four new Leaders with new resource. this will be followed by 8 new leaders in 2021.

6. Remove barrier to independence:

ÁT's objective is not to grow our membership significantly in size much above current levels. Our objective is to maximise the number of Leaders we can empower through completing the ÁT process and moving on to live independently. This requires lobbying to remove the barrier that exists at the end of the ÁT process which prevents Leaders leaving to be truly independent. See actions 8-9.

7. Mainstream peer network:

Develop and establish a funding mechanism for a mainstream peer mentoring network.

Once established recruit a cohort of experienced peers who can be called upon to suit each new Leaders support requirements

8. Lobby government:

Identify the government ministers with influence in this area once election is completed 2020 and Government is formed and begin a lobbying campaign.

9. Lobby Opposition:

Identify the opposition TD's with influence in this area once election is completed 2020 and begin a lobbying campaign

10. Lobby HSE:

Maintain regular contact with Demo projects and provide support when possible. Maintain regular contact with HSE national office on all strategic matters and funding matters.

11. Training: Review available options re: information and training for ÁT lobbying team

VALUES

RIGHTS : EQUALITY : COLLABORATION : PROFESSIONALISM : POSITIVITY : SELF-DETERMINATION





ÁISEANNA TACAÍOCHTA

Strategic Theme 1: Process development	Strategic Theme 2: Membership Development
<i>Key Priorities:</i>	<i>Key Priorities:</i>
1. Developing always available and accessible high quality training for Leaders and their Circles of Support	1. Develop capacity within the AT team to support more Leader to join, by recruiting additional staff where viable
2. Making such training compulsory for new Leaders so as to underpin Leaders' capacity for the model	2. Assess the effectiveness of current lobby for delivery of rights of people with a Disability to independent living
3. Ongoing review of the ÁT supports for Leaders so as to improve same YOY	3. Ensure steps are taken to address any gaps identified in effectiveness of current lobby





ÁISEANNA TACAÍOCHTA

Strategic Theme 3: Peer Mentoring	Strategic Theme 4: Stakeholder engagement
<i>Key Priorities:</i>	<i>Key Priorities:</i>
1. Complete current pilot scheme and assess the Independent Evaluation	1. We wish to ensure that the ÁT model of independent living through a direct payment is available to all adults with a disability who desire it
2. In the event that evaluation is favourable assess funding options for making programme available to all new Leaders	2. We will assess the effectiveness of current lobby for delivery of this model in a more mainstream manner and take direct action where we feel necessary
3. Pursue and put in place selected funding options	





Delivering the Strategy

The successful delivery of the strategy is dependent on:

- Continuing to engage and involve Leaders and stakeholders in the evolution of our model
- Continuing to enhance effective working relationships with HSE, Government and DOH
- Maintaining robust performance management and reporting processes
- Recruiting and retaining a skilled and dedicated workforce
- the availability of adequate funding

ÁT will ensure that appropriate governance and accountability arrangements are in place to support the robust scrutiny of the effective delivery of the strategy. Each year, ÁT will develop a business plan with actions and measures fully aligned to the four strategic themes and priorities in the Corporate Strategy.

ÁT's Corporate Strategy 2020-2022 will be kept under review to ensure that it takes account of changes in the external environment, best practice and the needs of our Leaders and other stakeholders.

Any change to the Corporate Strategy will be carefully assessed and will be agreed with ÁT's Board.