Strategic Plan Report Card – January 2025 to June 2025 (Third Update)

Revision: V1.0
Date: 02/07/2024
Third six month updates in red.

ANTICIPATED TIMEFRAME:	Short Term Goals = 2024	Medium Term Goals = 2025	Long Term Goals = 2026 onwards

SERVICES OF QUALITY	STATUS						ACHIEVEMENTS	NEXT STEPS	DEADLINE
	Yet to Commence	Commenced	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 ☐ Peel has good results from stronger confidence in tackling repeat offenders, minimum engagement and people not willing to be redeployed. Well supported by HR process. ☐ Peel more extended use of Teams for high needs clients which has allowed us to clearly communicate with external co-providers to create a collaborative approach. Management to reinforce the expectations of these staff ☐ Monthly dashboard reports completed for the Mx and Board Meeting Packs. ☐ A summary of complaints and reportable incidents completed for the Board meeting pack. ☐ Development and use of template for shift reporting to assist in timely are accurate shift reports for LSW client/support workers ☐ Support worker inductions delivered face to face by LSW CSAO within 4 weeks of contractual engagement. ☐ 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. ☐ Majority of LSW team now using standardised shift feedback template to ensure client goal progression is regularly reviewed and accountability of SW role in this along with open and transparent justification of kms incurred during support	☐ 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 ☐ 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 ☐ First rounds of Peel F2F inductions occurred after successful group interviews has resulted in more successful recruitment, increase in expectations and ensuring all aspects of the job (personal care) and availability (20hr min) are explicit in the process ☐ Stronger pre-screening and targeted advertising has helped ☐ The working group to develop templates to reflect the differing level of shift reporting dependent on needs. ☐ The support plan template is being developed which will be used by the working group to better reflect shift report requirements and to capture all necessary information in one document.	June 2025
Medium Term Goals & Objectives - Through the development of standardised shift report templates supported by technology. Inclusion of participant information and the ability to use the reports for data collection to meet organisational requirements,								☐ Q&S will engage in quarterly deep dives to focus on key issues with the board.	September 2025

Quality and Safeguarding and to capture practice outcomes and person centred goals.									
Long Term Goals & Objectives - Through the design and implementation of organisational training packages to support the introduction of standardised shift report templates.				✓			□ Training working group has been identified to complete a project that looks at all required training, preferences in Carelink and mandatory training for support staff. □ See above.	□ Training working group meeting.	June 2026
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 has had a recent drive in recruitment to meet demand and provide room for growth. Approximately 20 new SW's have been appointed between March-June 2024 □ Peel now issues a CL report every two days on the Peel Coordinators channel identifying those SW's whose 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 □ 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 □ USW allocated urgent shift covers to Client Service Officer to ensure and improve consistency of participants regular supports □ Client documentation will be reviewed by Q&S as required and measured against the NDIS practice standards to ensure compliance. □ Review of documentation has been completed. □ 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. □ HR reporting to Regional Managers related to any Award Breaches as identified within Payroll to ensure Award Compliance and mitigate any risk for contravention penalties. □ Client Services Officer role has been evaluated. Recruitment of secondary Client Services Officer has been undertaken and associated roles have been defined and developed. □ Q&S reviewing Client documentation as required and measured against the NDIS practice standards to ensure compliance. □ Introduction of 2 Client Services Officers across USW & LSW to improve rostering processes. □ Improved rostering/cost efficiency– particularly urgent shift covers through appointment of LSW CSAO and Urgent Shift Cover request process □ Peel Manager to support Coordinators to have robust conversations with SW's 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	□ Peel monitors utilisation of new Support Worker recruits to ensure they are increasing their hours weekly. □ Peel have now instigated and meet fortnightly to discuss new Support Workers (SW's), the trend of hours and any remaining availability that can be matched with gaps ensuring a whole team approach □ Preliminary discussions have occurred in Management about the applicability of Carelink and whether a more comprehensive and integrated platform could be explored long term □ Monitoring to measure workload for CSO position, efficiency and effectiveness of enabling coordinators to be more productive □ 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. □ Potential regional Visit to have an HR / Award Day for refresher training After Audit. □ 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 compliance with standards and policy. □ Peel have developed several specific reports and reporting practices to identify and share min engagement, cancelled shifts, increased availability, redeployment opportunities. These reports are run almost daily and shared among the team □ Peel have been concentrating on contract negotiations and reductions to avoid minimum engagement □ Further development of rostering efficiency leading to reduction of minimum engagement payments and reliance on overtime □ Regional Rostering Education Days to be scheduled to support improved rostering and minimise non-chargeable expenses – December 2025 □ HR Reporting to include wages (overtime, penalties) vs billables to provide insight into potential profit margin savings – December 2025	December 2025

							allow Managers discretion to deal with these matters as they see fit whilst staying compliant	▫ Perth targeting overtime minimum engagement from HR reports - assessing each roster/SW situation to minimise where we can. ▫ CSAO position continues to benefit LSW in relation to rostering and continuity of supports. Trend in minimum engagement hours continues to decrease and urgent shift covers actioned in appropriate time to avoid clients not receiving scheduled supports. ▫ Weekly review of payroll analysis undertaken by all Coordinators to reduce any patterns of OT and avoidance of rostering breaches ▫ Client requests listened to and actioned (where possible) in relation to request for specific Support Workers. If casual replaced by PT/FT SW, client supported with transition ▫ Address PT and Casual IR requirements while ensuring matching is a major consideration to maintain point of difference and retain Participants.	
Medium Term Goals & Objectives - Through active recruitment to increase Support Workers within each Region, to facilitate Participant matching and to meet the growing demand for services.					✓		▫ All job ads from HR are shared across Facebook, LinkedIn, Instagram Stories, and groups for NDIS Participants within Facebook. included in monthly newsletters. ▫ Targeted marketing strategy developed to focus on departmental or regional need.	▫ Ongoing ▫ HR consulting with Civica to ascertain if Version 23 of Carelink will have improved Award Interpretation features and warning systems in place to assist rostering. ▫ Continuous review of marketing strategy to meet changing needs. ▫ HR review of on-boarding process to improve timeline from interview to roster-ready ▫ Minimising onboarding timeframe to ensure new recruits still have sufficient availability when work ready.	Dec 2025
Long Term Goals & Objectives - Through the design and implementation of an ICT solution that facilitates a user friendly rostering system. The system should be supported by new and ongoing training to ensure that the organisational rostering requirements are achieved.									
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/SW leave in CL and EH. ▫ Carelink reports have been developed to ensure sufficient processes are followed which safeguard continuity of supports for Participants and ensures that accountability regarding any gaps in service are documented. ▫ 5 Peel coordinators went on clinical governance training July and August 2025 ▫ 2 Perth Coordinators attended clinical governance training July and August 2025 ▫ 4 Busselton staff members now trained in Clinical Governance ▫ 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. ▫ 3 monthly MS teams restrictive practice education sessions to be scheduled (Q&S)	▫ USW continues to refer to weekly reports to maintain zero errors and identify individuals requiring extra support. ▫ USW continues to address current issues identified by finance and HR and provide training and further support to improve. ▫ Q&S to review all training packages that are delivered to ensure they are in line with the NDIS Standards and skill descriptors. ▫ Will be completed in consultation with HCA. ▫ Q&S to provide education to staff in relation to the requirement of participant specific education. ▫ Education has been delivered. Continue to deliver every 6 months moving forward. ▫ 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. - Carelink does not remove historic rostering by default if training expires. Training preferences for clients will also only	Ongoing Dec 2025

							□ Training module has been reviewed and will be updated to include Riskware PBS module. □ 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). □ HR amended the training registration process to include mainly MS Teams communication as the main platform Support Staff is utilising. □ Development of tender process to provide high quality and streamlined training for all support staff while achieving financial and resourcing efficiencies. □ HR liaising with new Training provider pertaining to roll-out of training model October 2025 □ 3 USW coordinators have completed clinical governance training	restrict an employee who has none of the training required – Explore alternative software to replace Carelink – ICT Group □ Sign off and scoping of revised training process	October 2025
Medium Term Goals & Objectives - Through the development of a Career Progression Matrix, supported by a Training Matrix to clearly demonstrate the organisational pathways and required training.				✓			□ Q&S have developed a current training matrix. □ Peel have recently promoted a high-level SW to the post of Coordinator for maternity cover. This has prompted several enquiries from SW's as to whether more internal opportunities could become available. This indicates interest and just requires some formalisation □ Peel Support Worker seconded to Service Coordination opportunity and was able to fill one of the vacant Perth Service Coordinator positions. □ Peel Support Worker of the Year who is also indigenous was utilised during minimum engagement from Support Work to learn office processes. This gave us a perfect partially trained and tested candidate to cover for a Service Coordinator maternity leave □ New standardised training is commencing October 2025 which will ensure consistency of training and standardise quality. □ Perth Service Coordinator was successful in obtaining a position with PBS team - will move from Coordination to PBS in October 2025. □ Opportunities for career progression of Coordinators to Positive Behaviour Support Practitioners □ New Graduate Program continues to attract OT and Speech Pathology staff. □ All new Allied Health graduates from 2024 and 2025 have been retained.	□ Q&S to update the matrix as per the changing needs of the organisation (add additional training modules now delivered and client specific training). □ Training matrix has been completed and integrated into training package delivered by HCA. □ HR to collaborate with Q&S regarding career progression Matrix as part of future workforce planning	Oct 2024 June 2026
Long Term Goals & Objectives - Through the development of an 'in house' training team to meet organisational requirements through the delivery of consistent training that is Enable WA focused.									
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	□ Create document to sit in onboarding/welcome packs for clients. □ Identify Service Coordinators who will need a copy of the easy-read newsletters to print out	Ongoing

							every 2 months (Marketing and Communications Manager 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. □ Recent training workshop attended by Marketing and Communications Manager highlighted some items that need changing on our online form systems to make applications/completing forms less daunting for Participants. □ Feedback mechanisms (compliments and complaints) are explained during therapy client onboarding meetings. □ Client survey has been sent to all clients. □ CAG has provided input and collaboration with this process □ Through consultation with CAG, Participant surveys have been undertaken and will be diarised for period feedback twice each year. □ 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. □ Proactively sharing Participant feedback and using as a focus with coordinators in USW	and provide to Participants without email or social media access. □ 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.) □ Q&S to collate client survey results. □ Q&S to contact 'yellow Lauren' to post on socials for new CAG members. □ Alternate methods of Participant feedback to be developed using smarter technology. □ 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.	June 2025 October 2025
Medium Term Goals & Objectives - Through the development and implementation of a Social Inclusion Strategy to address the demand for group activities, social engagement and organisational collaboration.				✓			□ USW commenced weekly Bingo sessions, attracting up to 10 participants. SW/Client ratio at 1:1 while cost of running the event is measured against income and while clients/SW's identify natural friendships within the group □ Peel established a weekly cooking group, a fortnightly ten pin bowling group a Macrame group and and fishing group who meet occasionally. These are generally run by an enthusiastic Support Worker overseen by a Service Coordinator They are extremely popular with clients. They are minimal in cost and align with our values as a NFP for purpose org. □ Q&S has established a Group activities working group. □ Group activities across all regions have now been implemented and the methods for billing and accounting for these has been developed. □ Therapy Services developing group programs in Perth metro region.	□ USW Identifying developing friendships between clients to enable 2:1 and or 3:1 supports. □ USW exploring alternatives to Bingo to allow other Participants to become involved. □ Sharing social events on social media/on the Events page of the Enable WA website. □ Q&S to arrange for the working group to meet. □ Peel now have established group activities. These are run in collaboration with clients and support staff. Bowling, Cooking group, Fishability □ Peel received financial donations for kitchen equipment from local businesses □ Perth will be looking at gaining donations for activities and for events to offer clients a range of activities. □ Increased range of activities to be offered with further emphasis on skill development.	31 July 2024 Ongoing
Long Term Goals & Objectives - Through ongoing improved communication, review and update of the Social Inclusion Strategy, improved rostering and participant matching.									

CULTURE IS KEY	STATUS						ACHIEVEMENTS	NEXT STEPS	DEADLINES
	Yet to Commence	Commenced	In progress			Completed			
	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 □ MDT monthly meeting established and operational □ 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. □ Q&S team members attend regional team meetings when required to share information and answer any questions. □ Quarterly Staff Induction Sessions being scheduled to include all departments. Some additional Face-to-Face Induction Days also being held at Enable Head Office - ongoing □ Q&S Manager and HR Manager have a monthly meeting scheduled to discuss any shared projects and P&P development and approval. □ Introduction of Client Services Officers across USW & LSW to improve rostering processes. □ Development of an alternate model of Coordination to be trialled in LSW. □ Development of a Multi-disciplinary group from all departments to problem solve and share skills and knowledge on a monthly basis. This initiative is also intended to improve relationships. □ LSW Service Review Workshop 28.06.2024. Assessment of Coordination role and options for refocusing specific tasks assigned to Coordinators 50% □ Implementation of One Drive and Share point training to all internal staff as a mandatory requirement. □ All internal staff attended culture training and video recordings have been made available for Support Workers to view. □ Peel staff reported culture training received on Clinical Governance Certificate course was preferred re format and content. □ In house face to face inductions conducted with all newly employed LSW SWs – Delivered by CSAO	□ Ongoing □ 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. □ WHS to be added to regional meetings to foster a culture of safety and share data with all teams. □ Evaluation of role and consideration of further roll out. USW trial proved financially unsustainable □ Implement stage 1 of trial in LSW □ Further honing of content and format of meetings. □ ICT developments being considered to assist with workflow using existing systems until a new CRM is engaged □ Use of AI being trialled □ Archiving of Z drive to streamline cloud based platforms.	Dec 2024 Oct 2025 Oct 2025 Ongoing
Medium Term Goals & Objectives - Through the implementation of collaborative research projects and case study presentations.				✓			□ Sponsorship of RTR Breaking Sound Barriers program – effectively sponsoring a participant to gain work experience on radio and sponsoring a music event 'Breaking Sound Barriers' that	□ Case Studies/blogs written about what's been achieved here.	

							included providing volunteers and a chill out space. □ Presentations to regions regarding therapy business model. □ USW & LSW participation with person with lived experience engaged to collaborate with national project regarding older persons with disabilities and health services access. □ Lower South West Regional Manager completed planned research into the feasibility of Social Enterprise development in Regional WA (SW/Peel/Eastern Metro)	□ Reference Group establishment commenced □ Project Brief presented to MX Team and Board. □ Exploring grant funding opportunities to fund a project officer to develop a formal business case development.	\ February 2026
Long Term Goals & Objectives - By providing one consolidated service, supported by appropriate infrastructure, to meet the needs of the organisation and its participants.							□	□ Plan to review repeat of culture training in 2027	2027
Facilitate Team Building									
Short Term Goals & Objectives - Through the design and implementation of Regional based activities, which also acknowledges the diverse backgrounds of staff.				✓			□ Therapy team building day completed March 2024 and October 2024. □ Q&S Team building day was held on the 31/5/2024 □ All regions have undertaken team building activities to strengthen relationships and organisational culture. □ Suite of NAIDOC week activities across all regions □ 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.) .	□ Strong relationship between Allied Health Therapy and Service Coordination in Perth office □ Q&S team to continue to catch up weekly. □ Plan another team building day for next year (with a professional development and planning focus) □ For these activities to continue within funding parameters. □ LSW introduction of SW of the Month award to promote culture and value of Enable WA employees across the region.	Ongoing
Medium Term Goals & Objectives - Through training opportunities, social collaboration with participants and Regional based activities.							□ Series of workshops developed to address cultural awareness and collaboration □ Occupational Therapists conducting quarterly planning and development days □ Speech Pathologists established biannual team development day □ Therapy/PBS Team Building Day conducted biannually	□ Delivery scheduled as a mandatory requirement.	Ongoing
Long Term Goals & Objectives - Through the implementation of biannual all of organisation team building events.									
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. □ 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. Part of	□ Draft Business Case for Workforce Plan Initiative □ Create Fluid Workforce Plan. □ HR to provide data on current workforce utilisation vs recruitment requirements.	December 2024 Ongoing December 2025 Ongoing

							Payroll analysis to managers each fortnight provided by Payroll Department. □ Organic reduction in Staff over the past 6 months (July to Dec 24) as part of Workforce structure review. □ Therapy student placements have been supported in Mandurah and Bunbury to increase exposure to new graduates and improve recruitment opportunities.	□ Administration department reviewing structure and duties	
Medium Term Goals & Objectives - Through the active engagement with other community services to understand the cultural and diversity requirements specific to each Region. Implement these findings into a proactive Recruitment Strategy to create a diverse organisation.			✓				□ Reviewed Online Recruitment Templates / Platforms to include promotion of diversification □ McCusker Centre Summer Internship provided resources to explore Industry Specific recruitment constraints and skills gaps □ Attendance at Curtin University Careers expo in 2023, 2024 and 2025 has directly resulted in recruitment in 2025 and 2026. □ Therapy Services investigating international recruitment through Sponsorship arrangements.	□ Ongoing Review of Human Resource Policies to include / improve cultural and Diversity Awareness and promotion □ Incorporate findings into Draft Workforce Plan □ Initiate collaboration between other community services / agencies to explore potential for traineeships to diversify the workforce (Maali Group, Tafe, etc.)	December 2025 December 2025 December 2026
Long Term Goals & Objectives - Through the design and development of a Retention Strategy that is proactive and builds upon the Organisation Career Progression Matrix and the internal review of current gaps and/or demand.		✓					□ Newly implemented Staff Satisfaction Survey analysed for the April Quarter to identify areas staff are suggesting more development / improvement could be applied. □ Staff Exit Interview drafted and implemented to ascertain areas for improvement. □ A Service Coordinator is now working with the Q&S team. This has assisted with team resourcing and has allowed Enable WA to retain a valued staff member. □ Staff Satisfaction Survey information gathered as baseline data. □ A follow-up Staff Satisfaction Survey published during April 2025 and data analysed to identify any areas for clarification / improvement as well as identify any ongoing concerns of workforce.	□ Utilise data from Staff Satisfaction Surveys as well as Exit Interviews to inform Workforce Planning □ Explore potential implementation of traineeships □ Explore Different Training Strategies (Online and Internal Combined) in collaboration with Quality and Safeguards department – Financial Viability / Benefit? □ Build the capacity of the team to efficiently support all regions. □ Amended Staff Satisfaction Survey to be rolled out to ascertain changes in staff satisfaction rates and common themes. Questions included to identify any potential initiatives for staff retention. □ Region-specific proposals submitted to address areas identified for clarification / improvement from latest Staff Satisfaction Survey. Feedback provided to Workforce end 2025 to encourage increased participation in future surveys.	June 2026 June 2026 December 2026 July 2025 April 2025 December 2025

FINANCIALLY STRONG	STATUS						ACHIEVEMENTS	NEXT STEPS	DEADLINES
	Yet to Commence	Commenced	In progress			Completed			
	0%	1-24%	25-49%	50-74%	75-99%	100%			
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 Manager ran through results from Google Ads and Meta campaigns - identified opportunities for growth in Perth Metro and shifted ad budgets accordingly. □ Growth in online audience numbers is reported every three months	□ Q2 report is due at the beginning of July 2025. 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. □ Stabilise the SDA rostering and financials to enter into profit for 2024/25 FY.	

							□ Peel Specialist Disability Accommodation (SDA) House fully occupied with a combined estimated resident plan total of approx. $2.5 million pa □ Perth SDA male house) fully occupied, Beechboro 50% occupied, looking at ways to occupy Beechboro □ 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 hows has been and continues to be valuable and well received. USW have been successful in dramatically reducing O/T hours, minimum engagement and other costs to the organisation. □ Expansion of therapy team in Mandurah. □ Managers and Exec have delivered sessions which support staff to consider their roles/responsibilities and prioritise. □ Establishment of 8 in 24 Homecare Support Model in LSW – providing cost effective support services for clients with NDIS budgets c $340 K □ 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 □ Peel reduced 2 Service Coordinator positions in the 2025/26 financial savings plan, increasing the caseload per Service Coordinator □ USW reduced Coordination numbers and admin numbers to ensure financial sustainability	□ Peel actively seeking new high value Participants in Jun-Dec 2024. □ Continue to develop plans/marketing options with Vera living and Clinical Nurse (Lauren). □ Male house SDA Perth- 1 vacancy (Oct 2025) □ Female house SDA Perth – fully occupied. □ USW continues to identify gaps and improve. □ 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 □ Expand 8 in 24 Services to Margaret River and Busselton Clients (x2) □ Therapy Services in Mandurah are now at capacity due to office limitations. □ Peel Regional Manager and Allied Health Therapy Manager to commence property review □ LSW 8 in 24 rosters reviewed highlighting some financial disadvantages due to nature of client's support – re-rostered and established new SW roster instead of Homecare model resulting in cost saving □ Newly established 8in24 model developed in LSW Dunsborough meeting client need with strong financial forecast	Aug 2024 Oct 2024 November 2025
Medium Term Goals & Objectives - Through the creation and implementation of a Business Development Plan inclusive of priority rankings and time frames.							□ Therapy Services to focus on further developing Perth and Bunbury teams. □ Recruitment of Therapy Team Leader position in Perth/Mandurah to support supervision and development of teams in those regions.		
Long Term Goals & Objectives - Continuation and evaluation, including 360 strategy reviews, market trend analysis and the progression of organisational growth.									
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. □ 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 □ This has been completed.	Dec 2024
Medium Term Goals & Objectives - Supported by ongoing Regional based audits and training for invoicing and coding of NDIS line items.							□ Therapy Supervision Framework has been updated to split supervision into Clinical Supervision and Organisational Supervision. Organisation Supervision has incorporated file audits to ensure compliance in relation to documentation, progress notes and WHS Home Risk Assessments.		

Long Term Goals & Objectives - Through ongoing audits and training to identify gaps and improve consistency and outputs.									
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. ◻ Therapy team implemented of charge for kilometres for travel on 1 November 2023. ◻	Exploration of remote travel charges which could be increased which would provide further revenue and be more attractive for Support Workers to service outlying areas in USW More informative blogs being added to Enable WA website, ensuring our online audience see us as knowing what's happening in their world.	Dec 2025
Medium Term Goals & Objectives - As part of ongoing Quality and Safeguard reviews to confirm the impacts to the organisation. Implementation of communication plans and strategies to provide consistent organisational updates.							◻ Therapy Services have ceased providing psychology in line with NDIS changes. ◻ With 50% reduction in therapy travel, increased focused on clinic based services		
Long Term Goals & Objectives - As part of ongoing Quality and Safeguard reviews to confirm the impacts to the organisation. Updates to communication plans and strategies to provide consistent organisational updates.									

FUTURE FOCUSED	STATUS Yet to Commence 0%	Commenced 1-24%	In progress 25-49%	50-74%	75-99%	Completed 100%	ACHIEVEMENTS	NEXT STEPS	DEADLINES
Facilitating Organisational Growth									
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.							▫ Amalgamation of regions completed. ▫ Therapy team has grown, with a focus on Peel to consolidate the allied health services in that region. ▫ 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. ▫ CEO completed a sabbatical paper that has been shared with all internal staff and presented at the 2023/24 AGM.	▫ Completed. ▫ Continue to develop the critical mass of allied health therapy staff required in Perth and Bunbury. ▫ Completed ▫ Completed	Dec 2024 August 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.					✓		▫ 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. ▫ Mid term NDIS Q&S Audit completed August 2023 and Certificate of Registration received July 2024 ▫ Fill NDIS Q&S Audit successfully competed February 2025 ▫ Ongoing review. New NDIS legislation delayed in Federal Parliament until after winter break. ▫ Expected to receive a consolidated government response to the Royal Commission and NDIS Review by end of 2024. ▫ All related information shared with Exec, Manager and Board members	▫ Ongoing ▫ WA State Government has responded to the Royal Commission recommendations – no real impact on the provider sector ▫ Major changes announced by Minister for Health, Aging and Disability to create a "Thriving Kids" program to commence July 2026. This appears to be how the proposed Foundation Services will be implemented. Little detail available at time of reporting. ▫ Still waiting to see whole of the government response to NDIS review.	July 2026
Continue to develop and deliver on the Reconciliation Action Plan 2023 – 25.							▫ 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 to deliver services	▫ Completed ▫ Planning for Innovate RAP has commenced. Waiting to hear back from Reconciliation Australia.	

							outside of funding parameters, supported by management □ Preparation for the inclusion of a charged transition cost (travel time between participants) in participants' NDIS plans □ 'Reflect' Reconciliation Action Plan (RAP) finalised. □ Therapy has identified the utilisation of social media has led to increase in client referrals. □ Policy and procedures have been reviewed and added to SharePoint for all staff. □ Development of alternate funding strategies to address current challenges relating to NDIS pricing. □ Enforcement of decision to not to operate outside of client allocated funding pending a review. 100% □ Preparation for the inclusion of charged transition in participants NDIS plans 75%	□ Completed □ Ongoing – linked to NDIS review □ RAP launch and promotion to coincide with NAIDOC week 2024. Completed □ Link RAP activities with Marketing and Communications Manager. Completed □ Policy and Procedures will all be reviewed before the re-certification audit – stage one. January 2025.	
Medium Term Goals & Objectives – • Targeted recruitment to meet demand, specifically Service Coordinators, Support Workers and Therapy. • The provision of growth across all sectors of the organisation to support the targeted recruitment of roles in demand. • The implementation of Change Management practices to support Business Development, streamlining of processes, standardisation of workforce practices, compliance with Quality and Safeguarding. • Plan and implement any required nation-wide change and reform to the way NDIS services operate.				✓			□ New Graduate Clinician web page, copy, and logo designed for allied health university graduates □ Recognised decline in USW income and the need to develop strategies to implement change in coordinator productivity to enable increased capacity. Restructuring of Lower Southwest Regional Service Coordination with the expansion of the Remote Coordination Team and the Closure of Enable's Manjimup Office. Change has resulted in greater consistency and quality of service delivery and cost effectiveness of Regional Operations □ Recognised decline in USW income and the need to develop strategies to implement change in coordinator productivity to enable increased capacity. □ Peel have been offered more SDA opportunities which we are looking at □ Expected new growth opportunities in the Peel region due to smaller disability servcice providers closing. □ Perth looking at eastern corridor-Chittering/Gin Gin Bullsbrook area. □ Increased size of Therapy team in Mandurah region. □ Development of Therapy marketing videos to promote recruitment through website and social media. □ Development of strategies to address current challenges relating to NDIS pricing. Supporting to staff to navigate change. □ Q&S to assist in the development of an Enable WA home page that will be added to each user's web browser.	□ Targeting ads on social media via boosting budgets □ Have a recruitment specific video made, using real Support Workers, Participants and Service Coordinators from Enable, showing across TV, YouTube and Meta advertising (requires a fair bit of budget). □ Web page specifically about 'why become a support worker' and show case studies/blogs from Enable Participants and employees. □ Video shorts to be developed to promote USW capacity and attract new participants. □ USW Coordinators have been asked to address their time management, identify where and how they can increase their productivity. □ USW Coordinators are working with individuals who identify over servicing, underutilisation of support staff and any other nonproductive time. This may include conversations with support staff, clients, families whose expectations of coordinators remain as they were pre-NDIS days □ Implementation of alternate funding strategies □ Discuss Harmonic ICT and determine what content will be available on the home page	Dec 2024 December 2025 Dec 2025 July 2024 July 2024 Aug 2024 Sept 2025
Long Term Goals & Objectives – • The exploration of digital innovation as part of the overall ICT Strategy. • The design and implementation of a Therapy Expansion Plan.			✓					□ In terms of point 3, Comms and Marketing Manager meets with the Enable WA executive	Ongoing

• Expansion of metropolitan services to target outcomes of market growth analysis (South of Perth catchment). • The investment of appropriate facilities to support one organisation, through the delivery of multidisciplinary services. • Evaluate impact on Enable WA of 2023 nation-wide NDIS change and reform.							◻ Carelink will be developed to include checkboxes that align with the High intensity skill descriptors, this will also relate to the training requirements of support staff. ◻ Checkboxes will also be used to identify the audit sample.	team to run through regions they want to plan expansion in. ◻ Add checkboxes to Carelink. ◻ HR to collaborate with Therapy Department regarding the potential for a Future Career Development programme, identifying Support Staff who are currently studying towards a formal Allied Health Qualification.	Nov 2024 December 2026

TECHNOLOGY SAVVY	STATUS						ACHIEVEMENTS	NEXT STEPS	DEADLINES
	Yet to Commence	Commenced	In progress			Completed			
	0%	1-24%	25-49%	50-74%	75-99%	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 • 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.		✓					◻ 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. ◻ Opening up of CareLink locks on shift allocation is reducing workload on HR ◻ Number of Carelink Software Licenses is adequate for all staff, with capacity for growth ◻ Cloud Based Microsoft SharePoint will replace our existing Z Drive. Corporate Data will be migrated first, then client data last. ◻ A new Power App in Microsoft Office 365 has been developed and implemented to replace our existing Excel based Purchase Order Book. ◻ 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. ◻ Internal Training video has been produced and circulated on how to use the new DocuSign software. ◻ Internal Training video has been prepared and published on Teams, on how to Roster for Group Activities in Carelink. ◻ Internal Training video has been prepared and circulated on how to use the new Power App purchase order book in Microsoft Teams. ◻ A Carelink Best Practice Day has been completed, with a detailed Report including recommendations being provided by Civica. ◻ An IT Asset Register is now in place for all Regions and being continually updated by Reception. ◻ 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 ◻ ICT working group feedback has been added as a standard agenda item at the Q&S team catch up. ◻ Trial of AI to support preparation of progress report documentation ◻ Award Interpreting Payroll Software successfully implemented ensuring accurate staff remuneration practices, with regular review for identifying any gaps.	◻ Being discussed by our RAP Chair and HR RAP representative to ease access issues. ◻ Regular Carelink training sessions are being booked in with a Civica Consultant for anyone wanting to attend. ◻ Cost/Benefit Analysis of existing/new CRM Software to begin. Q&S to identify what ICT developments would assist in the monitoring of organisation compliance. ◻ Development of Riskware PBS module. ◻ DocuSign process compliant with NIDS standards and directions provided to coordinators.	Sept 2024 July 2024 July 2024 July 2025
Medium Term Goals & Objectives –Through the development of: • An asset replacement plan including priority rankings for equipment • A training program on the existing software to provide continuity of training across all sectors of the organisation. In collaboration with the Board and Management Team, review the outcomes of the cost benefit analysis of the existing versus new software applications to determine the next steps of the ICT Strategy.					✓		◻ Desktop computers are gradually being replaced with Laptops to ensure everyone can work from home effectively. This also mitigates the risk of a further Covid outbreak etc. where offices could be closed. ◻ Cyber Awareness & Phishing Training has been rolled out to all internal staff and Board members.	Perth Service Coordinators all now have work laptops provided. Completed	June 2025

							◻ Corporate & Therapy Z Drive folders have now been migrated to SharePoint. ◻ Electronic ID cards for all staff are now available in the SWAG App, ◻ The Mapping feature is now being utilised in Carelink to automatically calculate Support Worker Kms. ◻ A new Internet Based phone system has been rolled out, improving the visibility of staff availability for reception. ◻ All mobile phones have been switched from the Optus network to Telstra, improving coverage in our more remote regions. ◻ Our internet connections are being switched from TPG to Telair, which will significantly improve internet speeds in each office. ◻ A new cloud-based accounting system called Wiise, is being scoped for implementation on 1/7/2025. ◻ Our Riskware Enterprise Risk Management Software is being upgraded from R2 to the new R3 version, improving user experience. ◻ Carelink Go is being scoped to identify if it can improve the quality of Support Worker Shift Notes. ◻ Research has commenced to identify any possible cloud-based CRM systems that could improve on our existing Carelink software. ◻ Asset Register has been developed via Employment Hero to monitor Asset Distribution and ensure Asset Retrieval (Laptops Home-based Enable IT Equipment, Mobiles). ◻ Client Services Z Drive folders will be migrated to SharePoint. Z Drive will then be retired. ◻ Migration of our internet connections from TPG to Telair will be completed. ◻ Wiise Accounting system will be fully implemented by 1/7/2025. ◻ Riskware Enterprise Risk Management system will be upgraded to new R3 version. ◻ Support Worker Shift Notes will be improved by using either Carelink Go, or a Power App in Microsoft Teams. MD Group met and decided to continue using Microsoft Teams Form. ◻ Research and scoping of cloud-based CRM systems will continue, identifying currently available solutions. ◻ New Wi-Fi Routers have been installed in each office to improve performance.	Completed Completed Completed Completed Completed Completed Completed Ongoing Ongoing Commenced Completed Completed Completed Completed Ongoing Completed Ongoing Completed	
Long Term Goals & Objectives –Through the: • Roll out of an asset replacement program • Implementation of training programs for new or existing software applications • Implementation of the key objectives of the ICT Strategy							◻ Harmonic IT currently reviewing all IT Equipment to ascertain which equipment may potentially need replacement when updating to MS 11 software.	Commenced	