

Organisational Overview

September 2024



About us

Enable New Zealand is the leading supplier of disability equipment, information and modification services in Aotearoa. With a team of over 200, we support thousands of New Zealanders to live everyday lives across the country every year.

Our vision

We enable people and their whānau to live their best lives in a non-disabling Aotearoa.

Our purpose

To support disabled people and their whānau to live everyday lives in their communities.

Our 2024 – 2025 Annual Plan

This annual plan has been developed using an iterative approach of feedback, evaluation, and assessment. It sets out the organisation's key objectives for the 2024-2025 year.

Three long-term strategic goals and five strategic priorities have been established which will help us achieve our vision.

The focus of the 2024-25 Annual plan is on **strengthening and enhancing** our core processes and systems.



Enable New Zealand

The leading supplier of disability equipment, information and modification services in Aotearoa New Zealand.

Our vision

For a non-disabling Aotearoa where there are no barriers to living your best life.

Our purpose

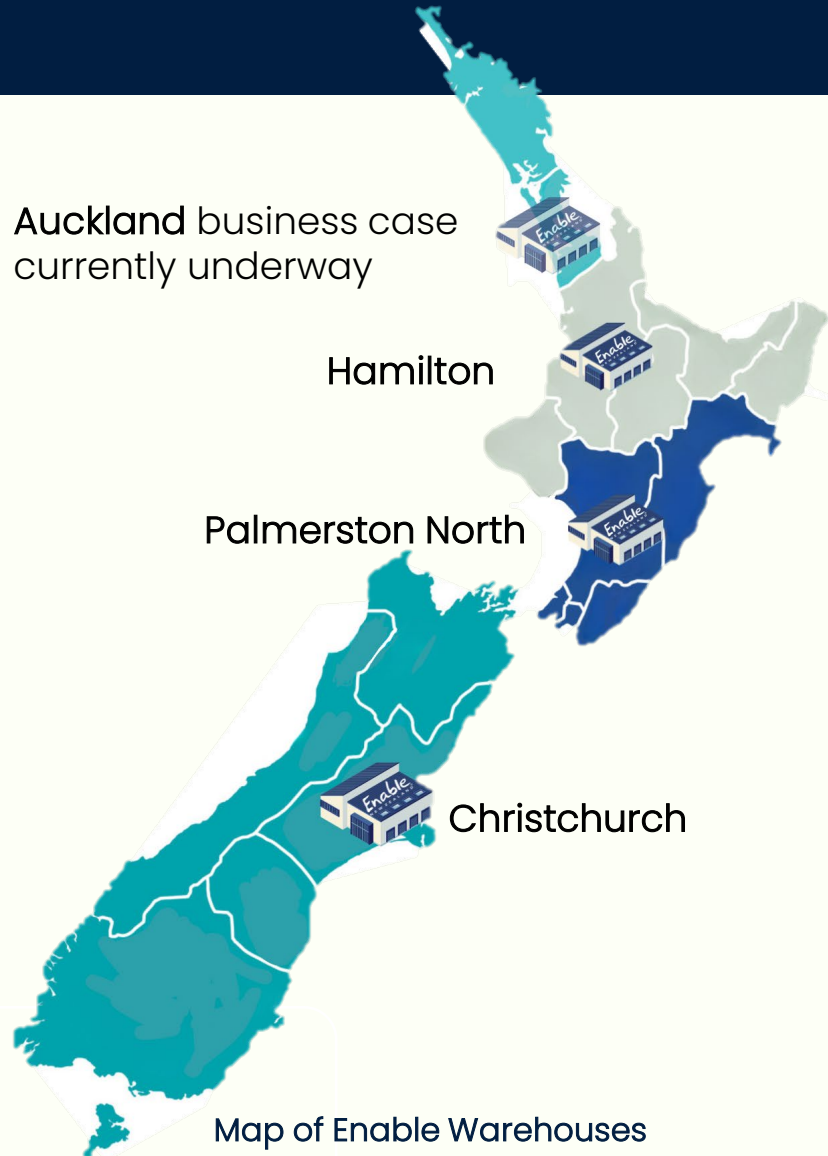
To support disabled people and their whānau to live everyday lives in their communities.

SUBSIDIARY OF **Te Whatu
Ora Health New
Zealand**
SINCE JULY 2022

PROVIDE SERVICES TO OVER
120,000 PEOPLE EACH
YEAR

Our People and Places

Auckland business case currently underway



Enable New Zealand has been supporting New Zealanders with disability equipment and services since 1974.

OVER **204** STAFF BASED ACROSS NEW ZEALAND,
FROM **NORTHLAND** TO **SOUTHLAND**



 **49**
Warehouse team



 **40**
Equipment & Specialist services




 **34**
Customer service support



 **29**
Corporate services



 **26**
Clinical Advisory specialists



 **16**
Innovation & Technology



 **5**
Stakeholder & Māori engagement

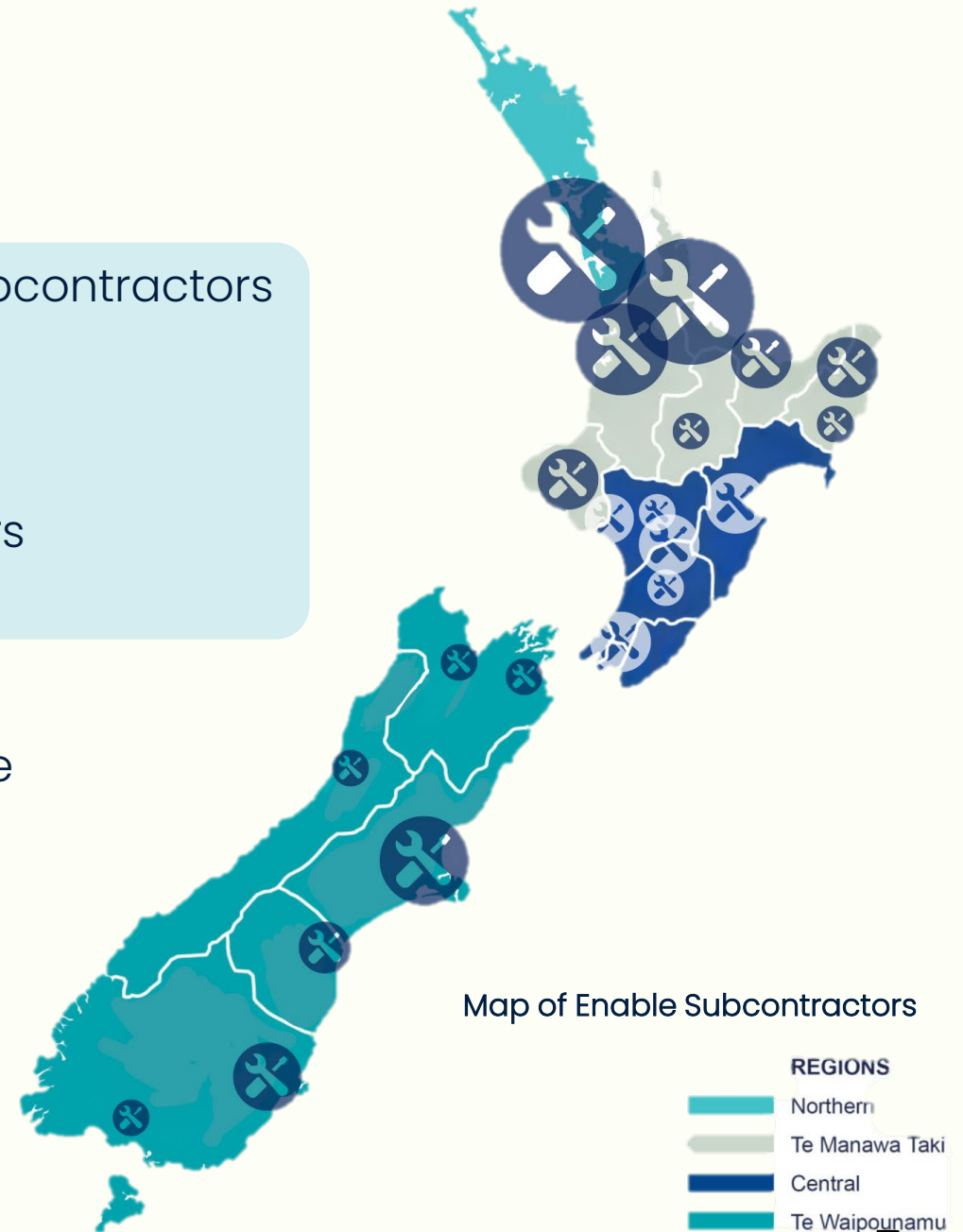
Our Partnerships

We work with a complex network of 572 suppliers and subcontractors across Aotearoa New Zealand. These include:

- 415 equipment suppliers
- 118 housing design and build services
- 37 equipment repair and refurbishment subcontractors
- 2 transport/courier contractors.

We also work alongside 7,600 assessors. Clinical experts whom our team of 26 advise and support on best practice.

Delivering nationwide contracts for



Brand and IP



Firstport

Our Long-Term Goals

Our long-term goals act as a signpost that reflects the organisation's overarching strategic direction. The goals are positioned to provide a specific focus on the customer, the organisation, and the sector and are aligned to the Enabling Good Lives Principles (EGL).

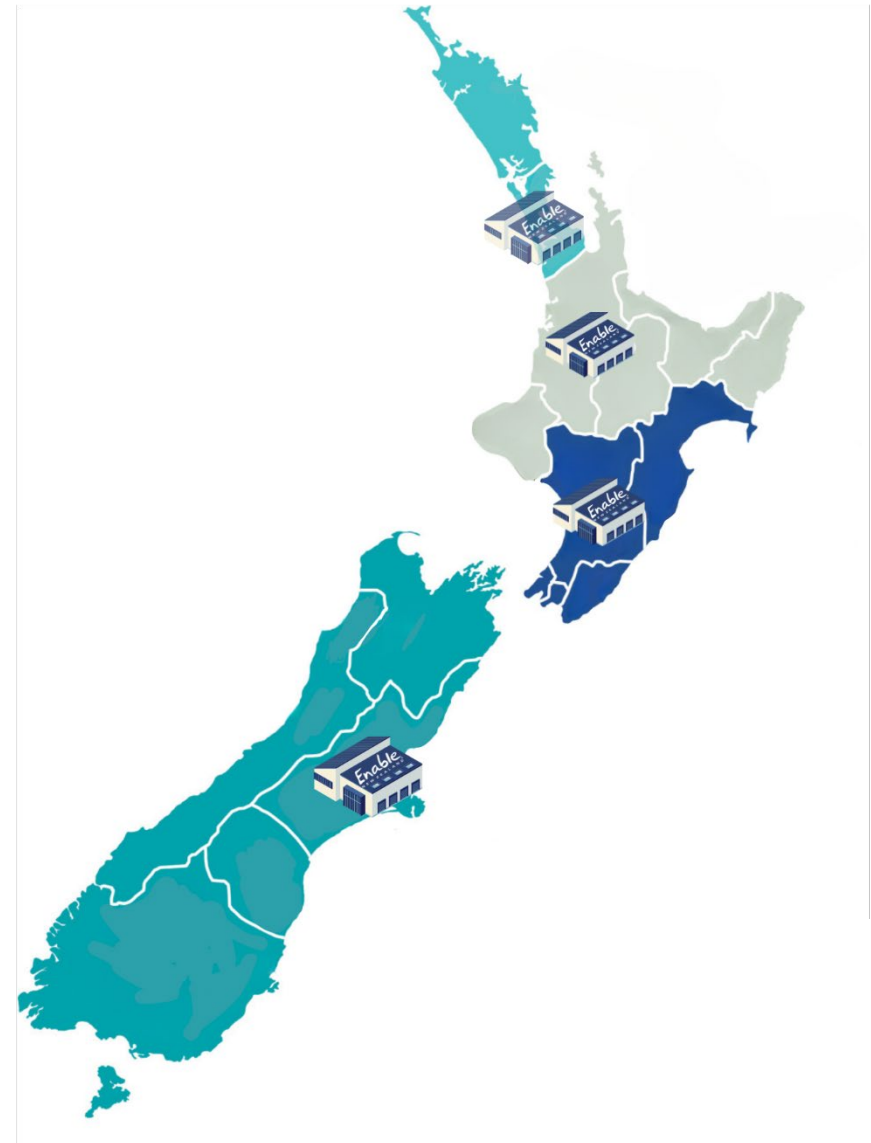
	Customer	Organisation	Sector
Long term Strategic Goals	<p>Goal One To provide an exceptional customer experience By ensuring disabled people are better off through the Services we deliver.</p>	<p>Goal Two To build a financially and environmentally sustainable organisation. By being efficient, responsive, and effective in all areas of work.</p>	<p>Goal Three To positively support and influence the health and disability sector. By partnering with our stakeholders and demonstrating value.</p>
EGL Principles	<p>Self Determination Ordinary Life Outcomes Mana Enhancing</p>	<p>Easy to use Person centred</p>	<p>Relationship building Beginning early Mainstream first</p>

Our Strategic Priorities

Our priorities help us decide what to focus on. They are contextual to the external and internal environment and each goal may take a higher or lower priority depending on the organisation's maturity and direction.

To achieve our long-term goals, we will:

- Focus on **customer experience improvement** across the whole organisation.
- Employ **efficient and effective service delivery practices** in all areas of work.
- Nurture a **high performing team culture** with shared purpose and commitment to collective success.
- **Partner with key stakeholders** to deliver equitable outcomes for our customer.
- Pursue opportunities to **grow and expand services**.



Executive Leadership Team

Enhancing our Executive Leadership Structure

The Executive Leadership team are stewards of the organisations, who are collectively responsible for executing the organisation's strategy and goals and ensuring the long-term sustainability of the organisation.

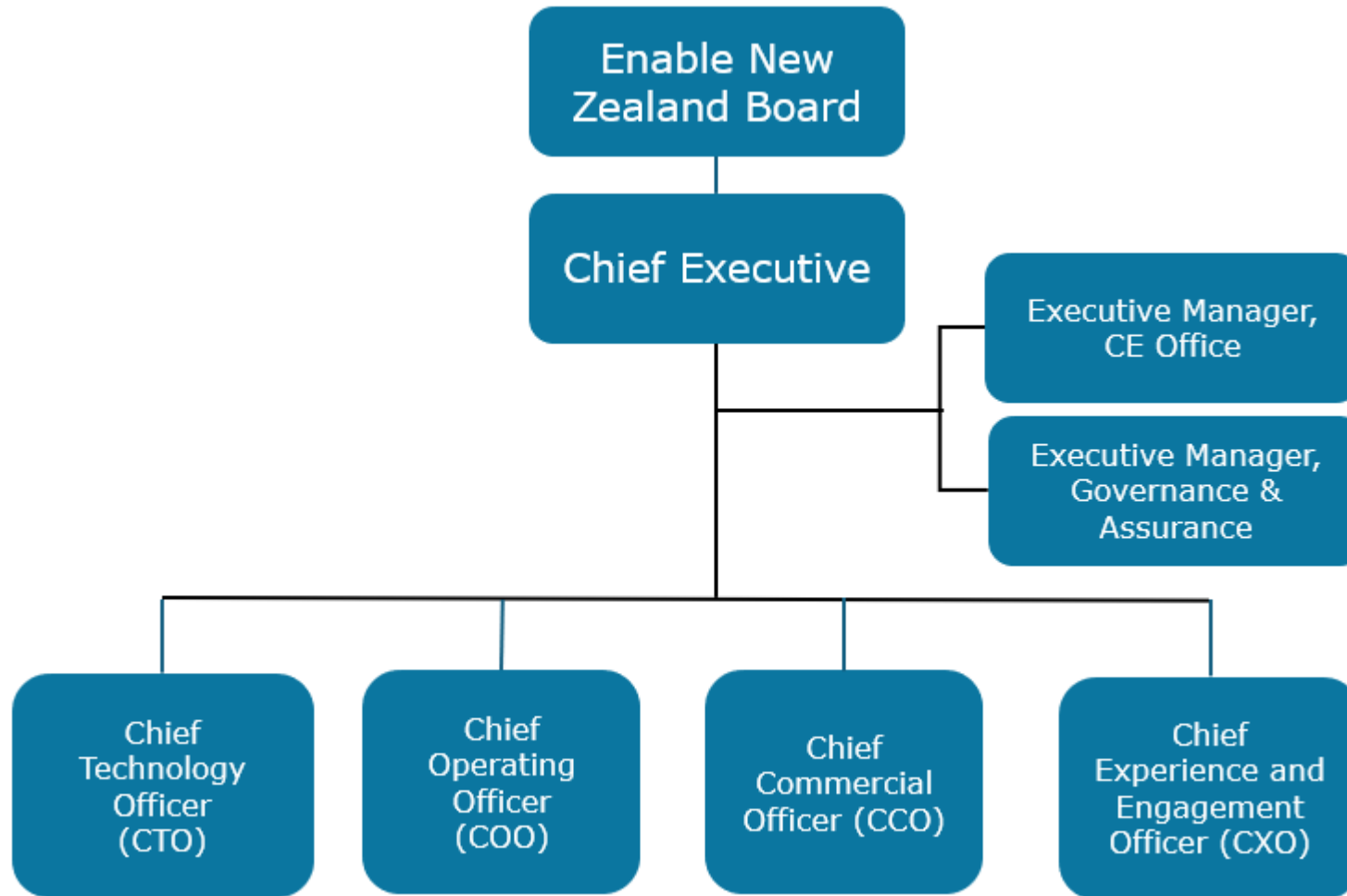


Long Term Strategic Goals	Customer	To provide an exceptional customer experience By ensuring disabled people are better off through the Services we deliver.
	Organisation	To build a financially and environmentally sustainable organisation. By being efficient, responsive, and effective in all areas of work..
	Sector	To positively support and influence the health and disability sector. By partnering with our stakeholders and demonstrating value.

Core Organisational Functions	Commercial strategy and profitability
	Digital enablement and transformation
	Operations delivery and performance
	Customer and employee experience

Executive Leadership Team Positions	Chief Commercial Officer (CCO)
	Chief Technology Officer (CTO)
	Chief Operations Officer (COO)
	Chief Experience & Engagement Officer (CXO)

Executive Leadership Structure



Chief Commercial Officer (CCO) – new position

The CCO is responsible for overseeing the organisation's financial and commercial operations encompassing planning, implementation and strategy development. The position is crucial in **leading the overall commercial strategy and revenue generation (profitability) for the organisation.**

The position will ensure that all internal and external accountabilities relating to the organisation's finances are met in a timely manner and are of a high standard. Managing risks associated with cash, capital, resource deployment, accounting compliance, and strategy remains core to this position.

The CCO plays a crucial part in steering the organisation towards its financial and business goals, while maintaining sustainable commercial practices.

Chief Technology Officer (CTO)

The CTO's key function will be to **lead the organisation's digital transformation agenda** through value-added innovative technology, developing effective digitisation programmes, and executing ERP, commercial and business applications/solutions.

The position will be accountable for the development and delivery of a Technology Strategy and associated programmes of work that support the business to operate efficiently and that drive business growth. It will have a strong innovation and service excellence focus in both the delivery of BAU operations and critical service development initiatives.

The CTO plays a critical position in aligning technology initiatives with business goals and fostering a culture of continuous improvement and innovation.

Chief Operations Officer (COO) – new position

The COO is **responsible for overseeing the day-to-day operations of the organisation to drive operational excellence**, improving productivity, and enhancing the overall operational performance of the organisation.

The position's focus is on optimising processes, managing people functions and resources, and ensuring the safe, efficient and effective execution of operational activities aligned to the strategic direction. It manages key stakeholder and funder relationships ensuring organisational resources are delivering value for money for the organisation's key partners. The COO position also takes responsibility for the people operations functions covering human resources and occupational health and safety management for the organisation.

The Chief Operations Officer is accountable for ensuring operational excellence, optimising processes, managing resources, and driving efficiency across the organisation. The COO plays a crucial position in executing the company's strategy, maintaining high-quality standards, and fostering a culture of continuous improvement and innovation.

Chief Experience and Engagement Officer (CXO)

The CXO is responsible for leading the **organisation's CX, marketing and engagement strategy** to drive customer-centric initiatives, improve overall satisfaction and experience, and contribute to long-term business growth.

The position recognises the link between employee satisfaction and customer satisfaction. By proactively asserting a positive workplace culture, the CXO ensures that employees are motivated to provide the level of service that meets or exceeds customer expectations.

In summary, the Chief Experience and Engagement Officer is accountable for creating a customer-centric culture, driving continuous improvement in customer experience, and ensuring that every interaction with Enable New Zealand reinforces the organisations values and promises.

Enable New Zealand

Annual plan summary

2024/25

External Strategic Context

The uncertainty in the sector will continue for some time.

The Health and Disability system is under increasing pressure as the government seeks to reduce costs. Public sector agencies have been asked to save money (circa. 6.5–7.5 percent) and this will affect commissioning and purchasing behaviours and could lead to increased competition across the sector.

Enable New Zealand is seeing this impact now where The Ministry of Disabled People (Whaikaha) has enforced caps on all its budgets that Enable New Zealand manage on its behalf.

The Health and Disability Sector is evolving.

Enable New Zealand faces continued uncertainty as the Health and Disability Sector evolves. Health New Zealand and Whaikaha are still developing as entities, and there is a lack of clarity regarding general policy direction, impacted by the expectations of a relatively new government.

It is also unclear what Health New Zealand's future intentions of Enable New Zealand are which will be critical at informing the future direction of the organisation.

Customer Expectations are changing.

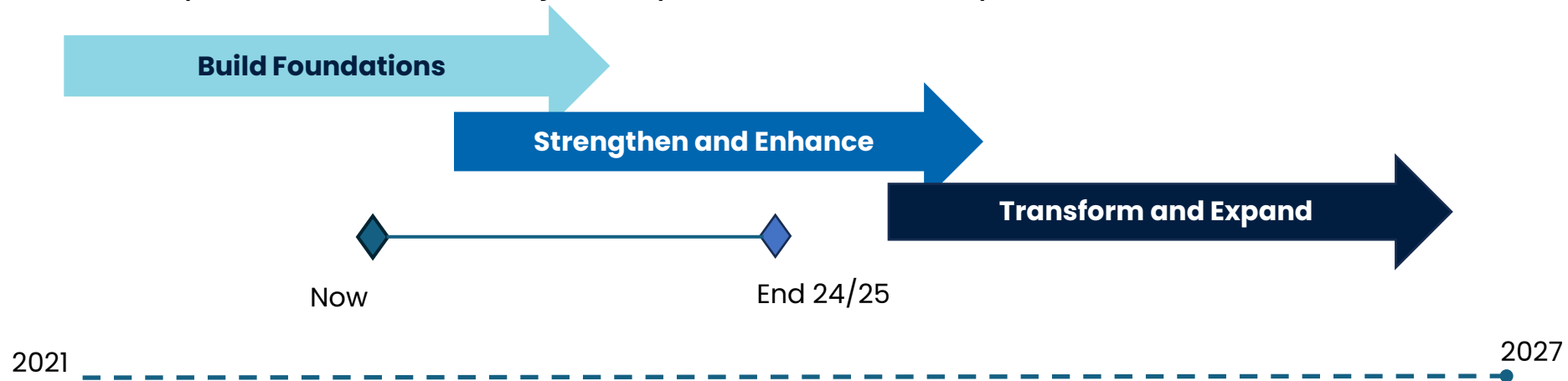
The drive towards self-management, self-determination and person-centred practice brought about by the **EGL** principles and national policy changes could result in a shift, over time, from centrally controlled services towards a more customer led approach.

Enable New Zealand's current processes, systems and structures are set up to deliver contract outputs, which provide a one size fits all approach irrespective of the customer's personal situation. This creates tension within the organisation to maintain core contract performance with a desire to become more flexible and personalised.

Our 2023–24 Context

Enable New Zealand has a successful 50-year history serving the disability sector of Aotearoa. Over this time, we have developed significant strengths in all areas of its business. Despite this tenure, as a recent wholly owned subsidiary, in many ways Enable is like a “start-up”. This means core capabilities (people, technology, and infrastructure) are still developing and “who we want to be” is not well understood.

The pictorial below represents our recent journey, characterised by three tranches of work.



As an organisation, many of our foundational capabilities (people, technology, processes, infrastructure) are in place and functioning. However, work is now needed to **strengthen and enhance** our operating model. The key areas characterised in the annual plan include:

- **Customer** – understand our customer and make the EGL principles a reality
- **Organisation** – improve the effectiveness and efficiency of our processes, strengthen our financial position, build organisational resilience, and enhance employee engagement
- **Sector** – protect our market share and position Enable New Zealand as the provider of choice for disability support services.

Our 2024–25 Annual Plan Objectives and Actions

The next 12 months sees Enable New Zealand **strengthen and enhance** its operating model and organisational capability which is reflected in the annual plan objectives with a greater focus on the *organisation*. When developing our annual plan objectives and priority actions, we have considered our current context and used the strategic priorities to guide the decision-making process.

In 2024/2025 we will:

Customer – *To provide an exceptional Customer Experience.*

Annual Plan Objectives
1. Improve our awareness and understanding of our customer.
2. Further embed the EGL Principles into everyday practice.
3. Increase direct to customer services.

Organisation – *To build a financially and environmentally sustainable organisation.*

Annual Plan Objectives
4. Optimise end to end organisation processes.
5. Improve contract profitability.
6. Consolidate digital applications and data for better efficiency, risk mitigation, and business insights.
7. Enhance employee effectiveness and engagement.

Organisation – *To build a financially and environmentally sustainable organisation.*

Annual Plan Objectives

- 8. Enhance the resilience of the organisation against risks and threats.
- 9. Meet our Te Tiriti obligations.

Sector – *To positively support and influence the health and disability sector.*

Annual Plan Objectives

- 10. Position Enable New Zealand as a highly capable provider of environment support services.
- 11. Partner with key/new stakeholders.