

Strategic Programme FY19

**Business Plan**

# Transformation

Objective: Transform the way our clients, workforce and supporters interact with the Blind Foundation and change the way we deliver products and services

| Initiative | Purpose | Measure | Actions to Complete by June 2019 |
| --- | --- | --- | --- |
| 1. Introduce an integrated digital platform | A single source of information that will enable a more customer centric, personalised approach to service delivery; more effective outcome measurement and performance management | A comprehensive implementation plan with key timeframes/milestones  Achievement of the timeframes as outlined in the plan as presented to the Board in November 2017 | * Continue to map customer journeys to identify pain points and measures of success (Voice of the Customer – VOC) * Continue to migrate data and key systems to a centralised Salesforce platform as per Organisation Centralisation Roadmap * Complete training and handover for impacted teams for each new build |
| 2. Reshape our Culture, workforce and employment experience | Improve our culture, grow our organisational capability, and establish a workforce that will build a “person driven” model of service, that is flexible, adaptable and responsive to changing client and organisational needs | Voice of Employee (VOTE) metrics – Improved Culture & Engagement (NPS and Culture Survey) | * Design Workforce model to meet future requirements – November 2018 * Implement culture initiatives arising from Barrett’s Survey results - December 2018 * Develop scope and content of Primary Service Provider (PSP) roles, for pilot “Person Driven” service model - December 2018 * Develop and deliver organisation wide training plan to support “Person Driven” service experience – December 2018 * Implement and support change management framework & tools -December 2018 * Implement Voice of the Employee (VOTE) platform - September 2018 * Establish Diversity & Inclusion and Accessibility action committees – October 2018 |
| 3. Introduce a Person Driven Service Experience (Integrated Service Model) | To change our service offering, including how we deliver services, to enable us to better meet client needs | Trans-discipline training programme in place and working  Number of staff who have completed trans-discipline training (50 staff trained)  COPM results  Productivity trends | * Deliver demonstration projects in two locations on the person driven service experience – Tauranga, September 2018 and second demonstration location to be advised * Deliver trans-discipline training to staff * Establish outcome and satisfaction measures for clients receiving service (COPM model) * Monitor productivity and other measures to track progress * Expand volunteer roles to add value to current service delivery, improving outcomes |
| 4. Deliver social inclusion programme by enhancing our community engagement model | To better enable peer-to-peer connection (between clients) and client to volunteer connections, to meet client needs and enhance social inclusion | Implement recommendations from the Community Committees and Support Groups by March 2019  Number of volunteers in active roles | * Assess the current model of Community Committees and Support Groups - January 2019 * Write and implement the Blind Foundation’s Volunteer Strategy * Enhance Peer-to-Peer programme to include Client Support networks * Expand information and resources for supporters |

# Stakeholder Advocacy and Regulation

Objective: Increase access to Vision Rehabilitation and ensure New Zealand becomes truly accessible and fully inclusive

| Initiative | Purpose | Measure | Actions to Complete by June 2019 |
| --- | --- | --- | --- |
| 5. Campaign for vision rehabilitation to be a health priority, with the Eye Health Coalition (EHC) and the Parliamentary Friends of Eye Health | More people get the vision rehabilitation services they need, when they need them most | Number of key measures and targets achieved in the Vision Rehabilitation campaign  Position paper released  Launch of the World Health Organisation’s (WHO) ‘Vision Report’ in New Zealand | * Develop and commence the Vision Rehabilitation campaign - November 2018 * Release the RNZFB Board’s Position Paper on Vision Rehabilitation - December 2018 * Contribute to the New Zealand launch of the WHO’s ‘Vision Report’, to provide authoritative evidence of the magnitude of vision loss - March 2019 * Contribute to the Eye Health Coalition, to ensure vision rehabilitation is a priority within the Eye Health System |
| 6. Campaign for Accessibility Legislation with the support of the Access Alliance and the Parliamentary Champions for Accessibility Legislation | Accessibility Legislation is brought in by the current Government (long term outcome) | Number of key measures and targets achieved in the Access Matters Campaign Strategy  Number of key measures and targets in the Research Strategy achieved  Quarterly reports on progress | * Contribute to the refreshed Access Matters Campaign Strategy * Co-design the roadmap to achieve the ANZA Bill, including drafting instructions, with the Parliamentary Champions for Accessibility Legislation * Implement the recommendations from the Advocacy training pilot evaluation |

# Guide Dog Services

Objective: Continue the transformation of Guide Dog Services to more effectively and efficiently meet client needs

| Initiative | Purpose | Measure | Actions to Complete by June 2019 |
| --- | --- | --- | --- |
| 7. Establish a long term programme for the development and growth of Guide Dog Services | To meet client needs, address supply and demand issues and deliver greater levels of efficiency | Increase in number of dogs graduated from 26 (FY18) to 36 (FY19)  Reduced Client time on waiting list for a replacement guide dog from 10 months (currently) to 6 months (FY19)  Reduced training time for Guide dog from 20 weeks (FY18) to 16 weeks (FY19) | * Complete the 5-year Roadmap and KPIs established - November 2018 * Complete implementation of year one of the Roadmap by June 2019 |

# Employment

Objective: Increase participation in employment by reducing barriers to employment for people who are blind or have low vision

| Initiative | Purpose | Measure | Actions to Complete by June 2019 |
| --- | --- | --- | --- |
| 8. Establish Access Advisors as an ongoing viable commercial model | To create a sustained increase in the accessibility of workplaces and employment for our clients over time while generating a new revenue stream for the Blind Foundation | Number of companies with the accessible tick from 0 to 2  Running at cash flow breakeven by the end of FY19  Number of employers that have participated from 0 (FY18) to 10 (FY19)  An employer led disability action group established and progressing | * Develop a commercial model for Access Advisors - September 2018 * Employers committed to becoming disability friendly and begin working with them on employment options for people with disabilities * Develop a certification scheme to recognise disability friendly employers * Get an effective employer-led disability action group established |
| 9. Get more clients employed with a focus on the youth | To create a stepwise change in employment of blind and low vision New Zealanders, developing their skills and independence | Number of clients (we get) employed increased by 25% - from 40 (FY18) to 50 (FY19) per annum  Number of youth with whom we are actively engaged in guiding them toward employment to be increased by 25% | * Allocate a dedicated resource for youth transition to employment - September 2018 * Engage with youth actively (largely through BLENNZ) to engage them at a younger age on employment issues |

**Future market opportunities**

**Objective: Prepare the Blind Foundation for future market opportunities and an increased competitive environment**

| **Initiative** | **Purpose** | **Measure** | **Actions to Complete by June 2019** |
| --- | --- | --- | --- |
| 10. Trial a Nationwide Low Vision Project | To provide low vision rehabilitation services with a partner and encourage people to take care of their eyes | Pre-determined milestones and targets, metrics outlined in business case delivered in full and on time | * Establish the programme of work to deliver the initiative with a partner * Complete project in FY19 |
| 11. Test new commercial models for service delivery | To find the most commercially effective and efficient way to deliver services which are susceptible to competition | Agreed scope for the service developed and ready to run with partner by September 2018  Trials completed on time and within budget  Improved Productivity  Cost of service reduced  Cost to service a client/customer | * Agreed scope for the service developed and partner(s) identified * Training of service partner provided completed by December 2018 * Benchmarks and other KRAs identified for the new commercial model * Assess the success of the model and make any recommendations for expansion or changes to the model |

**Brand and Marketing**

Objective: Establish the foundations for brand excellence to improve our brand reputation and increase the number of people who are blind or have low vision who are accessing our services

| Initiative | Purpose | Measure | Actions to Complete by June 2019 |
| --- | --- | --- | --- |
| 12. Develop and launch a brand strategy | Establish the foundations for brand excellence to ensure the Blind Foundation brand(s) resonate with all key stakeholders including potential and current clients and referrers | Brand reputation  New NPS-type score | * Review, develop and agree the positioning, name, architecture and identity of our brand(s) - September 2018 * Launch Brand strategy and continue in line with service transformation * Establish quarterly brand reputation and NPS measures to validate baseline |
| 13. Grow client acquisition | Attract more people to the Blind Foundation by building awareness of the scope and benefits of our services | Number of new clients:   * Inside criteria * Outside criteria   Brand awareness | * Develop and implement the basis of a strategic referrer marketing programme * Develop and implement the basis of a strategy to build public awareness of the services of the Blind Foundation * Establish quarterly brand awareness measure to validate baseline |