



Workbridge 2020 – 2023 Strategic Plan

Workbridge Strategic Plan 2020-2023

Mission Statement

Delivering inclusive, successful employment opportunities

Vision

Everyone who wants a job has one, and employers choose the right person with the skills and qualities for the job.

Core Values

Value	Explanation
Excellence	We are professional, expert at what we do, and go the extra mile
Innovation	We keep pace with and lead change. We're creative and passionate.
Authenticity	We embrace diversity and walk our talk. We are 100% accessible. We are committed to mana motuhake (self-determination), while respecting the role of the whanau in many cultures and communities.
Belief	We're invested in success, we're encouraging, optimistic and put people first. We work with jobseekers to maximise their strengths, and with employers to maximise their opportunities.
Resilience	We're determined, irrepressible and adaptable

Competitive Advantages

1. Nationwide coverage
2. Nationally recognised and respected brand
3. Significant employer database

Strategic Issues

1. Unsustainable business model – Workbridge's cost structure is unsupportable, even if current contracts are maximised because of high overhead costs and low productivity of staff constrained by the system and inefficiencies
2. Declining jobseeker outcomes – Jobseeker employment conversion and durability rates have steadily declined over the past three years towards crisis point as they approach contractual minimums
3. Undiversified business risks – 95% of Workbridge's income is reliant upon a single contract with MSD
4. Significant staff turnover – Workbridge's turnover has been around 40% for the past three years, underpinning low productivity, increased HR costs and poor jobseeker outcomes
5. Uncertain future – Both of Workbridge's MSD contracts are either changing due to individualised funding or may transition to this model where services are purchased

by the user rather than an agency, forcing a more customer centric and flexible operating model

Organisation-wide Strategic goals

We will focus on these three key strategic goals:

1. Customer Affinity - delighting our customers
2. Organisational Excellence – culture of leading and enabling, engagement and performance
3. Enduring Legacy – sustainable and robust business model

Customer Segments

Customer Group	Details
Current Customers	<ul style="list-style-type: none"> • Jobseekers with a disability or long-term condition that is a barrier to employment eligible for MSD funding • Graduates and professionals who require employment services • Employers who employ these jobseekers • People who receive a Support Funds grant • The Ministry of Social Development
New Customers	<ul style="list-style-type: none"> • Employers who wish to purchase accessibility training, consulting and other services • Jobseekers who wish to start their own business • School leavers • Other Government agencies • Other non-government agencies, Iwi etc

Strategic Plan 2020-2023 Overview

Customer Affinity – Delighting our customers

1. We are easy to do business with and our services are valued
 - Development and implementation of digital channels for employers and jobseekers
 - Pride ourselves in developing a talent pool that is of value to employers
 - Implementing an account management approach for key employers
 - Delivering best in sector employment conversion and durability outcomes
 - We are 100% accessible
2. We will work collaboratively across the sector to enable access to services that best benefit our customers

- Focusing on what we do well. Establishing partnerships with other organisations to deliver the best possible service in non-core areas
 - Taking a leadership role across the sector facilitating cross-sector initiatives that benefit our customers
3. We will be responsive to the needs of our Māori customers and deliver services consistent with the principles of the Treaty of Waitangi.
- Developing a coherent Māori strategy supported by Māori through co-design
 - Seek to partner with Māori organisations to co-deliver employment service outcomes

Organisational Excellence – Culture of leading and enabling, engagement and performance

1. We will actively drive a culture of innovation, leadership and entrepreneurship internally and across the sector
- Create a framework and structure that allows teams to respond to and positively influence their respective markets
 - Create a nimble, responsive approach to how teams are organised to align with customer outcomes that avoids organisational silos or hierarchies
 - Be recognised as New Zealand's leading go-to organisation for all disability employment matters
2. We will actively foster a positive company culture of accountability and excellence
 - Strengthen our foundation – recruiting and retaining quality staff
 - Actively develop staff capability through professional development opportunities, acquisition of skills and leadership pathways
 - Provide a clear accountability framework linked to individual contribution to business plan outcomes as basis of staff reward and remuneration

Enduring Legacy – Sustainable robust business model

1. Live within our means
 - Eliminate low-value spending where no clear investment rationale exists
 - Identify and implement business process efficiencies in back-office and other processes
2. Develop a robust operating model
 - Rebuild our reserve funds to half our annual gross turnover
 - Develop resilience in systems and people
3. Readiness for change and organisational resilience

- Actively diversify income streams through expanding and investing into natural verticals that are fully funded
- Implement a new organisational structure that optimises organisational outcomes

Strategic Plan 2020-2023 Detail

Performance metrics against measures are in development. The key accountability document between the Board and Management will be the Annual Business Plan that will detail these measures.

Customer Affinity – Delighting our customers

Goal	Supporting Strategy	How we will measure it
We are easy to do business with and our services are valued	Development and implementation of digital channels for employers and jobseekers	<ul style="list-style-type: none"> • Development of portals for each group that are widely used
We are easy to do business with and our services are valued	Implementing an account management approach for key employers	<ul style="list-style-type: none"> • Net promoter score • Repeat business • Customer surveys
We are easy to do business with and our services are valued	Delivering best in sector employment conversion and durability outcomes	<ul style="list-style-type: none"> • Conversion of enrolments • 12-month Durability of converted enrolments
We are easy to do business with and our services are valued	We are 100% accessible	<ul style="list-style-type: none"> • Accessibility Audit of systems
We will work collaboratively across the sector to enable access to services that best benefit our customers	Focusing on what we do well. Establishing partnerships with other organisations to deliver the best possible service in non-core areas	<ul style="list-style-type: none"> • Number of Formal partnerships/MoU established • Increased referrals from organisations • Customer sentiment
We will work collaboratively across the sector to enable access to services that best benefit our customers	Taking a leadership role across the sector facilitating cross-sector initiatives that benefit our customers	<ul style="list-style-type: none"> • Formal partnerships established • Public profile • Customer sentiment
We will be responsive to the needs of Māori customers	Provide Workbridge staff with the cultural support to understand and engage with Māori	<ul style="list-style-type: none"> • Implementation of specific initiatives to support Māori cultural awareness

and we embrace our Treaty responsibilities		
We will be responsive to the needs of Māori customers and we embrace our Treaty responsibilities	Establish Partnerships that co-deliver/co-create employment outcomes with Māori organisations for Māori	<ul style="list-style-type: none"> • Formal partnerships established with Māori organisations

Organisational Excellence – Culture of leadership and enabling, engagement and performance

Goal	Supporting Strategy	How we will measure it
We will actively foster a positive company culture of accountability and excellence	Strengthen our foundation – recruiting and retaining quality staff	<ul style="list-style-type: none"> • Recruitment practices • Turnover rates • Engagement
We will actively foster a positive company culture of accountability and excellence	Actively develop staff capability through professional development opportunities, acquisition of skills and leadership pathways	<ul style="list-style-type: none"> • Induction and Development • Qualified staff - national vocational skills qualification • Increase staff CDANZ membership
We will actively foster a positive company culture of accountability and excellence	Provide a clear accountability framework linked to individual contribution to business plan outcomes as basis of staff reward and remuneration	<ul style="list-style-type: none"> • Performance appraisal and development system • Remuneration strategy • Remuneration framework
We will actively drive a culture of innovation, leadership and entrepreneurship	Create a framework and structure that allows teams to respond to their respective markets	<ul style="list-style-type: none"> • Appraisal and reward systems that encourage and recognise innovation and entrepreneurship • Leadership programme • Succession planning
We will actively drive a culture of innovation,	Create a nimble, responsive approach to how teams are organised to align with customer	<ul style="list-style-type: none"> • Flexible organisation structure that promotes collaboration across WB • Leadership strength and quality

leadership and entrepreneurship	outcomes that avoids organisational silos or hierarchies	
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Enduring Legacy – Sustainable robust business model

Goal	Supporting Strategy	How we will measure it
Live within our means	Eliminate low-value spending where no clear investment rationale exists	<ul style="list-style-type: none"> • Performance against improvement targets embedded in Budget
Develop a robust operating model	Rebuild our reserve funds to half our annual gross turnover	<ul style="list-style-type: none"> • Total equity / as proportion of annual turnover
Live within our means	Identify and implement business process efficiencies in back-office and other processes	<ul style="list-style-type: none"> • Total overheads less EC salaries / annual turnover
Develop a robust operating model	Develop resilience in systems and people	<ul style="list-style-type: none"> • Implement robust failsafe systems • Resilience in people is a module in the Development framework
Readiness for change and organisational resilience	Actively diversify income streams through expanding and investing into natural verticals that are fully funded	<ul style="list-style-type: none"> • Income not derived from the employment services contract as a proportion of total turn-over

Plan Implementation

- Review and restructure key organisational roles
- Develop annual organisation wide and individual group business plans that align to this strategic plan and hold managers accountable to them
- Align KPI's at all levels of the business to Strategic and Business outcomes
- Coach for achievement
- Empower managers to lead