

Strategic Plan – 2024-2029

NZDSN's Purpose (from our Constitution)

"The primary purpose of NZDSN is to promote, encourage, support and represent members in regards to the provision of high quality equitable disability services and support for disabled people and families throughout Aotearoa New Zealand to enable good lives."

NZDSN's Vision

To positively represent the collective voice of Disability Support Service providers in Aotearoa New Zealand so disabled people can access the support of their choice, which is sustainable and designed to make a positive difference to their lives."

Principles

- We are committed to working with and representing members and sharing their collective voice
- We are committed to work in a manner that upholds the **Te Tiriti o Waitangi** and its principles
- We are committed to the [United Nations Convention on the Rights of Persons with Disabilities](#) and its principles
- We support the inclusion of the principles of [Enabling Good Lives](#) through quality disability support service delivery
- We are committed to the principle of **mana motuhake** (self-determination) of disabled people

Values

- We are **fair and just**
- We are **inclusive** and ensure **equity** across our membership - we **represent** all disability support providers **equally**
- We **partner** with our members and are **consultative**, regularly engaging with members to ensure a collective voice
- We **lobby** on behalf of our members – we are fearless when the need arises and use evidence and data to identify issues for our members
- **Advocacy** - we work to ensure **employment and workforce development opportunities** exist and policies are **inclusive and accessible** to disabled people
- **Trust and honesty** – we speak clearly with an honest perspective to decision-makers, the media, and the wider community about the issues that matter to our members
- We are **constructive**, trusted to offer a sound source of policy advice and engage in respectful dialogue

Our Goals and How We Measure Success

Goal	Success measured by...
<p>1. To enhance and improve member development, support, and satisfaction and to make the membership to NZDSN work more appealing to Māori and Pasefika</p> <p>Provide increased opportunities for workforce training, networking and providing a collective voice</p>	<p>Having a clearer value proposition for members</p> <p>Engagement surveys with members</p> <p>Members feel heard and NZDSN can speak on behalf of member issues with authority and evidence.</p> <p>Increase in Māori and pacific disability service providers as members of NZDSN</p>
<p>2. To partner with the DSS Unit and other disability-specific official groups to increase mutual understanding, ideas and solutions, and (where relevant) evidence and proof</p>	<p>NZDSN is seen as a trusted partner by Government, sought out for solutions, data and advice</p>
<p>3. We will actively lobby to achieve financial sustainability for our members. In doing this, we will design and implement a persistent and well-considered campaign for increased investment in disability support by government</p>	<p>Positive engagement and investment achieved</p>
<p>4. We have an active programme on the use/impact of technology on the sector to improve provider efficiency and innovation</p>	<p>Technology opportunities are available to members (eg: Sleepover monitoring, etc), and relevant and practical training programmes are available (eg: use of online technologies, etc)</p>

Supporting these goals is an annual business plan that incorporates a communication strategy to regularly inform Ministers, officials, members and other key stakeholders of the issues facing the sector and the necessary to address it.

Strengths, Weaknesses, Opportunities and Threats analysis

Internal	Strengths	<p>NZDSN</p> <ul style="list-style-type: none"> • A strong brand reputation, innovative products and services and exceptional member service • Strong reputation as provider peak body among providers and funders • Passionate team with a diverse skill set team that embodies the NZDSN values and creates a solid foundation for the organisation. <p>Members</p> <ul style="list-style-type: none"> • Many types of Providers and services supporting all disabilities in NZ • Provide diverse support services, that employ over 30,000 support workers • Generally strong reputation of commitment to Te Tiriti o Waitangi, UN Convention, NZ Disability Strategy, Enabling Good Lives Strategy and ongoing working relationships with government agencies 	Weaknesses	<p>NZDSN</p> <ul style="list-style-type: none"> • Administrative processes outdated and inefficient (joining, member and admin management) • Adverse financial impact as a result of a reduction in membership as a consequence of sector cuts • Resource limitations (financial and staffing), limited opportunity for skill development for staff • Member value is ill-defined and under-valued • Need for stronger voice on key issues <p>Need for clearer relationship to Te Tiriti o Waitangi,</p> <p>Members</p> <ul style="list-style-type: none"> • Quality variable with quality and health and safety issues • Lack of capacity for volunteer Regional Coordinators to be providing valuable networking/collective voice opportunities - both in their regions and contributing nationally • Some providers do not have sufficient expertise outside of operational management
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External	<p>Opportunities</p> <p>Environment</p> <ul style="list-style-type: none"> • Emerging markets, technological advancements, changes in member behavior or mix, or gaps in the market that we can fill • High need for advocacy and a collective voice with the threats to funding and services • <p>NZDSN</p> <ul style="list-style-type: none"> • To facilitate member collaboration at regional and national levels to generate collective voice and cohesive action • Development of an on-line benchmarking system • Advocate for involvement in a funding review to identify the actual cost of services • Advocate for and facilitate a review of Employment Support services • Advocate for increased funding for MSD-contracted services • Seek participation and influence in main transformation projects from Whaikaha (ie: EGL, My Home, My Choice, etc) • Advocate for a Disability Workforce Development Strategy <p>Members</p> <ul style="list-style-type: none"> • Advocate for an overall qualification framework • Ensure member's concerns about adequate investment in the sector are clearly and repeatedly articulated • Inform what a revised contracted DSS model may look like • Access Te Ao Maori training from existing members • NZDSN contract an "expert" operational manager to offer to members at cost 	<p>Threats</p> <p>Environment</p> <ul style="list-style-type: none"> • Increased competition, economic volatility, evolving regulatory landscapes, or even changing market trends, risks that have come to fruition from risk plan • Government cut backs on spending will impact adversely on members • Lack of transparency from government partners • Complexities of the political landscape <p>NZDSN</p> <ul style="list-style-type: none"> • Funding remains constrained • We will lose members in these lean times if we don't provide value: partnership for collective voice and cohesive action, strong networks, and advocacy • <p>Members</p> <ul style="list-style-type: none"> • Economic pressures with moderate inflation at risk of growth, interest rates on the way up, cost of living issues impacting providers and disabled people • Commissioning and funding variable and insufficient, respectively • Changing service landscape with EGL; My Home, My Choice project; growth of IF/Personalised Funding; low support for Employment Support with competing interests from Work & Income • Pay equity claims falter and fail to fully fund costs impacting significantly on some members • Uncertainty of the further impacts from government policies, such as criteria changes, contracting expectations and funding, how inequity will be addressed, etc
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Review of this Plan

The NZDSN Board is acutely aware of the changeable nature of the disability support sector, driven mainly by changing government policy. For this reason, the plan is reviewed by the Board and CEO each year, and the five-year outlook adjusted at each review.

Progress is monitored at each Board meeting.