2026-2029 Strategy on a Page

Southern Stay
DISABILITY SERVICES

	Our purpose	Our vision			
	To empower choice, foster inclusion and celebrate achievement in our community	**A community where everyone belongs and people are inspired to connect, grow and achieve**			
Our values	Participant focus	Empowerment	Respect	Inclusion	Learning
Strategy statement	**We will grow our impact to become South West Victoria's most trusted not-for-profit provider of personalised disability support for people in their home and community, delivered by our skilled and purpose-driven workforce**				
Goals	**Sustainability** Ensure our ongoing sustainability while staying true to our purpose	**Service Enhancement** Innovate and improve in the delivery of high quality services and supports	**People and culture** Empower a skilled, purpose-driven workforce that is committed to making a difference every day		
Measures	1. Net operating surpluses 2. Return on invested capital (ROIC) 3. Operational efficiency 4. Intuitive quality framework evidencing our continuous improvement approach	1. Participant satisfaction with service quality 2. Impact of services on participant outcomes 3. Number of new or enhanced programs implemented 4. Growth in client numbers within our footprint 5. Level of Trust in the Southern Stay brand	1. Clearly defined learning and leadership development pathways 2. Proportion of workforce with relevant qualifications or competencies 3. Engagement survey outcomes with targeted improvement actions 4. Employee retention rates (12 + months service)		
Strategic initiatives	1. Improve participant and staff experience, quality, data-driven decision making and security through implementation of our digital roadmap 2. Develop a sustainable mechanism to diversify income streams and enhance long-term financial resilience and stability 3. Implement a Financial Management Improvement Plan to streamline operations and embed sustainable financial practices 4. Embed a quality framework to integrate sustainability principles and drive continuous improvement across operations	1. Review and redesign services to align with participant needs and evolving government & sector reforms while enhancing quality, compliance, risk management, and long-term sustainability 2. Develop a service growth plan focused on geographic reach and emerging service needs 3. Define and implement an impact measurement framework 4. Launch a community engagement plan that celebrates achievement, fosters collaboration, and strengthens advocacy to enhance our presence and advance our vision 5. Develop a framework to assess partnership and growth opportunities as they arise	1. Implement an inclusive workforce plan that strengthens engagement, optimizes resource allocation, and builds a diverse team that reflects the communities we serve 2. Develop an employee lifecycle plan with clear training and development pathways 3. Align people and culture plans with continuous improvement and regulatory standards 4. Co-design a culture plan and review organisational values to strengthen alignment		