

Strategic Plan
2019-2023



**Our Melba!
Our Future!**

Vision, Values & Purpose

Vision

A society that values the individuality and rights of all people.

Purpose

To open up a world of opportunities for people to live a fabulous life.

Values



Human Rights



Passion



Creativity



Flexibility



Fun

Melba's unique value proposition

A capacity to support people with complex needs who cannot be supported easily by other organisations.

An absolute commitment to human rights, positive behavior support and zero tolerance to abuse in all forms together with a strong focus on outcomes.

Moving forward

Through this Strategic Plan, Melba will:

- Support individuals to achieve outcomes
- Drive quality
- Deliver essential back-of-house functions
- Manage change
- Create innovation
- Empower our workforce
- Shape the future
- Simplify services

Goal 1 Drive outcomes and quality

Goal

People purchasing services from Melba receive excellent service that enables them to achieve their desired personal outcomes.

Aspiration

Melba invents the next best practice in disability support provision.

Critical actions

- Measure outcomes through the Personal Outcome Measures tool across Melba
- Enhance service delivery through technology
- Improve communication for people we support through the use of technology
- Establish and nurture reputation in new regions as 'best practice provider'
- Commit at governance and operational levels to a culture of environmental consciousness and responsibility

Cultural imperatives

- Inspire a culture of continuous improvement
- Drive best practice
- Imagine a future of technology-supported service delivery

Risk mitigations

- Use POMs data and research findings to drive quality improvement activities
- Complete rigorous business needs analysis prior to implementing new systems
- Develop comprehensive change management plans for new systems
- Ensure NDIS plans include funding for specialist communication support services where needed

Goal 2 Continue our growth

Goal

Melba will grow to meet the needs of individuals and families. Growth will be managed and considered in locations and services where we can make a positive difference. Excellence in service delivery will be fundamental to growth. Growth will not be at the expense of existing services.

Aspiration

Melba becomes a national disability support provider.

Critical actions

- Consolidate current growth
- Develop scalable, sustainable, responsive, and integrated organisational systems to support organisational growth
- Explore new service delivery locations
- Become a provider of choice to CALD and indigenous communities
- Expand therapeutic services

Cultural imperatives

- Develop community capacity, attitudes, understanding, awareness leading to greater inclusiveness
- Embrace feedback as a vehicle for learning
- Dare greatly

Risk mitigations

- Invest in quality assurance and improvement initiatives, and supporting IT systems, to underpin growth in services
- Undertake workforce initiatives (see goal 3) to sustain service growth

Goal 3 Empower our workforce

Goal

Melba has a vibrant, thriving culture and an engaged, skilled workforce that is inclusive and accountable.

Aspiration

Melba is a world leader in providing disability supports.

Critical actions

- Develop a creative recruitment plan
- Expand succession planning
- Provide comprehensive and tailored learning and development opportunities to support and empower Melba's workforce
- Streamline industrial arrangements
- Measure and act on staff engagement levels
- Promote clear career opportunity pathways at Melba

Cultural imperatives

- Cultivate an empowered and curious workforce and a joyful workplace
- Nurture and embed 'The Melba Way' across all Melba services
- Feed our organisational soul (flexibility, high quality, delivering what we promise)

Risk mitigations

- Conduct exit interviews to inform workforce practices
- Develop additional target metrics to measure and monitor workforce health and performance
- Invest in innovative recruitment strategies

Melba makes a difference by empowering people with a disability to live the life they want.

For nearly 50 years we have been supporting people to dream big, be happy and do what they choose and value. At Melba we open up a world of opportunities and make things happen for people to live life – proudly, joyously, creatively, adventurously – the way they want.

Melba. Living life!

**If you have any further enquiries,
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