

# Our Impact Framework at a Glance

*How CPA creates a world of opportunity for people with cerebral palsy and their families*

|                          | What we do  | What we are working on ( next 5 years)   | The change we want to see (longer term)   | Our vision   |
|--------------------------|---|--|---|--|
| <b>FOR OUR CLIENTS</b>   | <ul style="list-style-type: none"> <li>– Therapy &amp; support across NSW and ACT</li> <li>– Help from before birth through to older age</li> <li>– Focus on the first 2,000 days of life</li> <li>– We support 4,000+ people every year</li> </ul> | <ul style="list-style-type: none"> <li>– Clients feel listened to and supported</li> <li>– More people can access services</li> <li>– World-class early help for babies</li> <li>– Support at every stage of life</li> <li>– People with lived experience are actively elevated and actively shaping our work</li> </ul> | <ul style="list-style-type: none"> <li>– Clients make real progress on their goals</li> <li>– People with CP are more included in everyday life</li> </ul>                      | <p style="text-align: center;"><b>A world of opportunity</b></p> <p style="text-align: center;"><i>for people with cerebral palsy and their families</i></p> |
| <b>FOR OUR PEOPLE</b>    | <ul style="list-style-type: none"> <li>– 2,500+ staff including therapists and researchers</li> <li>– Investment in training and development</li> <li>– A safe and supportive workplace</li> </ul>  | <ul style="list-style-type: none"> <li>– Staff have deep expertise in CP care</li> <li>– Staff deliver the latest evidence-based support</li> <li>– Teams work together globally</li> </ul>  | <ul style="list-style-type: none"> <li>– People with disability represented in our workforce</li> <li>– Recognised as an employer of choice</li> </ul>                          |  |
| <b>FOR OUR COMMUNITY</b> | <ul style="list-style-type: none"> <li>– CP research, training and advocacy</li> <li>– CP Advance: training clinicians worldwide</li> <li>– World CP Day reaching 85 countries</li> <li>– Remarkable disability tech accelerator</li> </ul>         | <ul style="list-style-type: none"> <li>– More countries prevent and treat CP</li> <li>– Clinicians use evidence-based approaches</li> <li>– Governments adopt stronger CP policies</li> </ul>  | <ul style="list-style-type: none"> <li>– Research improves lives globally</li> <li>– Better services wherever people live</li> <li>– Community understands CP better</li> </ul> |  |
| <b>FOR OUR PLANET</b>    | <ul style="list-style-type: none"> <li>– Responsible purchasing decisions</li> <li>– Tracking our environmental impact</li> </ul>   | <ul style="list-style-type: none"> <li>– More sustainable products and suppliers</li> <li>– Reducing paper use</li> </ul>  | <ul style="list-style-type: none"> <li>– Measurably reduce carbon footprint</li> <li>– Healthier environment for our communities</li> </ul>                                     |  |

|                       |  |   |  |  |
|-----------------------|--|---|--|--|
| <b>HOW WE MEASURE</b> | <b>Monthly to the CEO</b><br>Operational scorecard | <b>Twice a year to the Board</b><br>Strategic scorecard | <b>Annually to all stakeholders</b><br>New impact report (from 2030) | <i>Aligned to UN Global Goals &amp; Australian Government priorities</i> |
|-----------------------|--|---|--|--|

# CEREBRAL PALSY ALLIANCE

## Impact Framework

### Easy English Version

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|                    |                 |
|--------------------|-----------------|
| <b>Prepared by</b> | Elise Taylor    |
| <b>Version</b>     | V5 — April 2026 |
| <b>Status</b>      | Final           |

## About Cerebral Palsy

**50 million**

people worldwide live with cerebral palsy

**2,000 days**

is the critical window for early support to make the biggest difference

**80 years**

of CPA supporting people with cerebral palsy in Australia

**Cerebral palsy** is the most common physical disability in children.

It affects how a person moves their body. It is caused by an injury to the developing brain — usually before or shortly after birth.

People with cerebral palsy may also have difficulties with vision, hearing, learning or speech.

*There is no cure — but cerebral palsy can be prevented in many cases. And with the right support early in life, its effects can be significantly reduced.*

## What We Do

|                      |   |
|----------------------|---|
| <b>Why we exist</b>  | To help people with cerebral palsy and similar conditions, and their families.                      |
| <b>What we do</b>    | To drive inclusion and positive change for people with CP through innovation, advocacy and support. |
| <b>Our 2030 goal</b> | To be the leading Centre of Excellence for cerebral palsy.  |

## Our Centre of excellence programs

|  |  |  |   |   |
|--|--|--|---|---|
| <p><b>Services</b></p> <p>Therapy and support for people with CP across NSW and ACT, at every age.</p> | <p><b>Research</b></p> <p>Funding science to prevent, treat and reduce cerebral palsy.</p> | <p><b>Disability Tech</b></p> <p>Supporting innovators building products that help people live better.</p> | <p><b>Influence</b></p> <p>Advocating to governments for better policies and systems.</p> | <p><b>Education</b></p> <p>Training health workers around the world in best-practice CP care.</p> |
|--|--|--|---|---|

## What Our Community Told Us

We spoke with over 80 people in 2025 — including people with cerebral palsy, families, staff and Board members.

| What matters most              | What people told us   |
|--------------------------------|---|
| <b>Key life transitions</b>    | People want help with social connections, employment and housing — especially when leaving school.              |
| <b>Navigating the system</b>   | The NDIS can be hard to understand. Families want clear guidance on what help is available.                     |
| <b>A trusted pair of hands</b> | People value long-term relationships with their support workers. Frequent changes are disruptive.               |
| <b>A holistic view of life</b> | People want support that gives them real choices — where to live, where to work, who to spend time with.        |
| <b>Evidence-based care</b>     | People want to know their support is backed by research and is actually making a difference.                    |
| <b>Clear communication</b>     | Plain English, accessible formats and translations matter — especially for new families navigating a diagnosis. |

## Our Goals

### For our clients

*Help our clients achieve their goals*

- Clients feel listened to and their needs are met
- More people can access our services
- Early support for babies is world-class
- People with lived experience are actively elevated and actively shaping our work

### For our people

*Inspire our people to do great work*

- We attract and keep a skilled, diverse team
- Staff have up-to-date knowledge in CP care
- Teams work together across programs and borders
- People with disability are represented in our workforce

### For our community

*Influence a better quality of life for all people with CP*

- More countries can prevent and treat cerebral palsy
- Better government policies and systems for people with CP
- Our research and technology reach people everywhere
- The community understands and includes people with CP

### For our planet

*Improve lives whilst doing our bit for the environment*

- We reduce our carbon footprint year on year
- We buy from sustainable, ethical suppliers
- We reduce paper waste across the organisation

## How We Measure Success

We track our progress over three time horizons.

|  |  |   |
|--|--|---|
| <p><b>This year (0–12 months)</b><br/>                 Reported monthly to the CEO<br/> <b>Operational scorecard</b><br/> <i>Are we delivering well? Are clients and staff satisfied? Are we financially on track?</i></p> | <p><b>Next 5 years (1–5 years)</b><br/>                 Reported twice a year to the Board<br/> <b>Strategic scorecard</b><br/> <i>Are we building our capability? Are we making progress on our strategy?</i></p> | <p><b>Beyond 5 years (5+ years)</b><br/>                 Reported each year to all stakeholders<br/> <b>New impact report</b><br/> <i>Are we changing lives? Is our research and advocacy making a real difference?</i></p> |
|--|--|---|

## Key things we measure

| For our clients   | For our people   | For our community   | For our planet   |
|---|--|---|--|
| <ul style="list-style-type: none"> <li>• Client satisfaction scores</li> <li>• People we support each year</li> <li>• Clients making progress on goals</li> <li>• Response times for new clients</li> </ul> | <ul style="list-style-type: none"> <li>• Staff retention and turnover</li> <li>• Workforce diversity</li> <li>• Training completion rates</li> <li>• Workplace safety incidents</li> </ul> | <ul style="list-style-type: none"> <li>• Clinicians trained globally via CP Advance</li> <li>• Government policy changes we influence</li> <li>• New technologies reaching people with CP</li> <li>• Research published and used in practice</li> </ul> | <ul style="list-style-type: none"> <li>• Spend on sustainable products</li> <li>• Reduction in paper use</li> <li>• Suppliers meeting ethical standards</li> <li>• Carbon emissions from purchasing</li> </ul> |

## FY26 Operational Scorecard

Reported monthly to the CEO. How well are we running day-to-day?

| Area                   | What we track   |
|------------------------|---|
| <b>Clients</b>         | <ul style="list-style-type: none"> <li>• How satisfied clients are</li> <li>• Whether clients are safe and their goals are supported</li> <li>• How many new clients we are reaching — and how quickly</li> <li>• How many people are staying with CPA</li> </ul> |
| <b>Donors</b>          | <ul style="list-style-type: none"> <li>• Number of regular donors and how many stay with us over time</li> </ul>  |
| <b>Our people</b>      | <ul style="list-style-type: none"> <li>• Staff retention, diversity and training completion</li> <li>• Workplace safety incidents</li> </ul>  |
| <b>Finance</b>         | <ul style="list-style-type: none"> <li>• Whether we are on budget and financially stable</li> <li>• Fundraising performance</li> </ul>  |
| <b>Ways of working</b> | <ul style="list-style-type: none"> <li>• Improvement to key processes</li> <li>• Compliance and cyber security</li> <li>• Efficiency of our service delivery</li> </ul>   |

## Strategic Scorecard 2025–2030

Reported twice a year to the Board. Are we making progress on our strategy?

| Area              | What we track  |
|-------------------|--|
| <b>Clients</b>    | <ul style="list-style-type: none"> <li>• Babies and young children supported in early intervention</li> <li>• Clients making progress and achieving their goals</li> <li>• People with lived experience actively elevated and actively shaping our work</li> </ul>             |
| <b>Our people</b> | <ul style="list-style-type: none"> <li>• CP Advance training completed by CPA staff</li> <li>• Strategic initiatives involving cross-team collaboration</li> </ul>   |
| <b>Community</b>  | <ul style="list-style-type: none"> <li>• CP Registers supported around the world</li> <li>• CP Advance training delivered to clinicians outside CPA</li> <li>• Evidence-based guidelines published and downloaded</li> <li>• Policy and system changes we influence</li> </ul> |
| <b>Planet</b>     | <ul style="list-style-type: none"> <li>• Spend on sustainable products</li> <li>• Reduction in paper use</li> <li>• Suppliers meeting sustainability standards</li> </ul>  |

## Impact Scorecard 2030+

Reported each year to all stakeholders from 2030. Are we changing lives?

| Area              | What we track   |
|-------------------|---|
| <b>Clients</b>    | <ul style="list-style-type: none"> <li>• Percentage of client goals achieved</li> <li>• Quality of goal-setting (measurable criteria)</li> </ul>  |
| <b>Our people</b> | <ul style="list-style-type: none"> <li>• Percentage of staff identifying as having a disability</li> <li>• Employee engagement and culture scores</li> </ul>  |
| <b>Community</b>  | <ul style="list-style-type: none"> <li>• CP birth prevalence and severity trends in Australia (every two years)</li> <li>• Uptake of cpThrive app, cpAdvance training and cpAssist tool</li> <li>• Government policy changes we influence</li> <li>• New products and services reaching people with CP</li> <li>• People and countries engaged through our campaigns</li> </ul> |
| <b>Planet</b>     | <ul style="list-style-type: none"> <li>• Reduction in carbon emissions from our purchasing and waste</li> </ul>   |

## Our Sustainability Commitments

We believe in creating a better future — for people with cerebral palsy and for the communities and environment we share.

Our commitments align to 8 of the 17 UN Global Goals. That is,

- Good health and wellbeing
- Quality education
- Decent work and economic growth
- Industry, innovation and infrastructure
- Reduced inequalities
- Responsible consumption and production
- Peace and justice strong institutions
- Partnerships for the goals

|   |  |   |
|---|--|---|
| <p><b>Diversity, equity and inclusion</b></p> <p>We want everyone to feel welcome and respected at CPA. By 2030 we aim to increase the number of people with disability in our workforce.</p> | <p><b>Sustainable purchasing</b></p> <p>By 2030 we will make more environmentally friendly choices when we buy goods and services — from sourcing to disposal.</p> | <p><b>Impact reporting</b></p> <p>By 2030 we will publish our first Impact Report so everyone can see the difference we are making.</p> |
|---|--|---|

## Appendix: Key Concepts

### What is a theory of change?

A theory of change is a map of how impact is created. It explains:

- What problem we are trying to solve
- What activities we do
- What changes in the short term — for example, people learning new skills or feeling more confident
- What changes in the long term — for example, people living more independently or governments adopting better policies
- What the ultimate impact looks like — for example, improved safety, health and wellbeing

#### Impact management

Tracking what is and is not working — so we can keep improving.

#### Impact measurement

Showing what difference we are making in people's lives because of our work.