

CEREBRAL PALSY ALLIANCE

Impact Framework

Strategy 2030 | 1945–2025: 80 Years of Innovation and Impact

Prepared by	Elise Taylor
Version	V5 — April 2026
Status	Final

Our Impact Framework

About Cerebral Palsy	Our Purpose Why we exist	Our Mission What we do	Our Centre of Excellence How we do it	Our Goals Long-term impact	Our Vision Hope for the future	Short-term outcomes (next 12 months)	Medium-term outcomes (next five years)	Longer-term outcomes (beyond five years)
<p>Cerebral palsy is an umbrella term that refers to a group of disorders affecting a person's ability to move. People who have cerebral palsy may also have visual, learning, hearing, speech, epilepsy and intellectual impairments. It is generally caused by an injury to the developing brain either during pregnancy or shortly after birth.</p> <p>Cerebral palsy is the most common physical disability in children. Currently, there are around 50 million people with cerebral palsy worldwide and 350 million caregivers.</p> <p>Whilst there is no known cure, it can be prevented in many cases, and its severity can be reduced significantly if people receive the right supports in pregnancy and the first 2000 days of life — the optimum window of neuroplasticity.</p>	To help people with cerebral palsy and similar conditions, and their families	To drive inclusion and positive change for people with CP through innovation, advocacy and support	<p>INPUTS</p> <p>Skilled workforce</p> <p>Funding (NDIS, Government, Donors)</p> <p>Lived experience</p> <p>Partnerships</p> <p>PROGRAMS</p> <p>Services</p> <p>Research</p> <p>Disability Tech</p> <p>Influence</p> <p>Education</p> <p>OUTPUTS / REACH</p> <p>No. of clients supported</p> <p>No. of research projects</p> <p>No. of tech start-ups supported</p> <p>No. of policy submissions</p> <p>No. of training sessions / accreditations</p>	<p>For clients</p> <p>Help our clients achieve their goals</p> <p>For employees</p> <p>Inspire our people to do great work</p> <p>For the community</p> <p>Influence a better quality of life for all people with cerebral palsy</p> <p>For the planet</p> <p>Improve lives whilst doing our bit for the environment</p>	<p>A world of opportunity for people with cerebral palsy and their families</p>	<p>Clients feel satisfied, listened to, and supported by our services</p> <p>Services are of high quality and responsive to individual needs</p> <p>Clients are safe, respected, and protected in everything we do</p> <p>More people can access our services, and existing clients choose to stay with us</p> <p>Donors feel connected to our mission and choose to sustain their support over time</p> <p>We can attract and retain a skilled and diverse workforce</p> <p>Our people continue to build their skills and knowledge</p> <p>Staff work in a safe and supportive environment</p> <p>We are managing money responsibly and tracking strong financial performance</p> <p>Risks are identified early and managed responsibly</p>	<p>Our clients will receive world-class early intervention services and supports</p> <p>Our clients receive the support they want and need at all stages of their life</p> <p>Our clients' voices and the voices of people with lived experience are actively shaping disability services, research, technology and advocacy</p> <p>Our staff will continue to strengthen their expertise in prevention and early intervention</p> <p>Our staff are empowered to collaborate with each other and partner with others to influence change in Australia and globally</p> <p>Our society will be better equipped to provide quality services and supports during the first 2000 days</p> <p>Our society has stronger government systems, and is more aware and inclusive of the needs of people with cerebral palsy</p> <p>We make better procurement choices that protect the environment and the people we support</p>	<p>Clients make measurable progress towards their inclusion and participation goals</p> <p>People with disability are represented and supported across our organisation</p> <p>The organisation is an employer of choice</p> <p>Our research and knowledge sharing improves outcomes for people with CP and their families</p> <p>Our influence and advocacy improve access to better supports and services for people with CP wherever they live</p> <p>Our investments in innovation are turned into practical supports that people with CP can use</p> <p>The community has a better understanding of cerebral palsy</p> <p>We measurably reduce our environmental impact, and we contribute to a healthier environment for the communities we support</p>

About our Impact Framework

Cerebral Palsy Alliance (CPA) has recently set the new 2030 strategic ambition and direction for the organisation. We want to understand how we are making a difference to the lives of people with cerebral palsy and their families — in the short, medium and long term.

What matters most to our stakeholders?

Our new five-year Strategy was developed over several months through extensive analysis of our organisation and external environment and engagement with people with lived experience, including:

- Consultations with a range of people with cerebral palsy and their families, including members of CP Quest and CP Active
- Workshops with our Board, Executive and Senior Leadership Team, several of whom have their own lived experiences
- Analysis of our client and staff surveys — as well as NDIS client feedback data and stories shared from the Disability Royal Commission and NDIS Review
- Interviews with our partners, donors and governments

To ensure the impact framework is focussed on the outcomes that matter most, CPA also conducted virtual focus groups and surveys with a range of stakeholders in November 2025, with over 80 people participating. This included:

- CPA Leaders
- CPA Employees
- Clients
- CP Community Members and Supporters
- Board members

Insights from these sessions confirmed that the themes that matter most to our community include:

Theme	What our community told us
Key life transitions	Our clients want support with social connections and skill building at key life transition points, particularly for youth — including into high school, study and work options
Navigating the system	The NDIS has benefits but can be difficult to navigate, especially during the early years. New parents and carers want help understanding what services and supports are available so they can provide their child with the best possible support
A trusted pair of hands	Our clients value continuity and building long-term relationships. Frequent changeovers in staff and providers throughout their lives can be disruptive and negatively impact their experience
Taking a holistic view of quality of life	Our clients want supports that empower them and give them choices in their living arrangements, employment, community and relationship building
Data, measurement & governance	Baselines, definitions, reporting cadence, governance, and attribution for investments
Evidence-based care & quality	World-class, measurable, evidence-based services; quality of life as anchor outcome
Communication & accessibility	Plain English, translations, infographics, accessible formats, voice of customer and stakeholder

CPA have also considered and aligned their impact commitments to the UN's 2030 Global Goals and the Australian Government's strategic priorities, including a strong inclusive and sustainable economy; a healthy, equal and resilient society; and stronger in the world, united at home.

Key frameworks considered

Some other important frameworks that have been considered in setting our impact goals are:

- **The World Health Organisation's International Classification of Functioning, Disability and Health (ICF)⁴**, which is a global standard for understanding and describing health, disability, and functioning as a dynamic interaction between a person's body (functions/structures), activities, participation, and contextual factors (environmental & personal).
- **The Australian Centre on Quality of Life's framework** is widely used to describe and monitor the subjective wellbeing of the general population. It comprises seven core domains: Standard of living, Health, Achieving in life, Relationships, Safety, Community-connectedness, and Future security⁵

- and **CPAs Model of Care**, which is the guiding practice framework for our staff that explains how we deliver a quality service, and how we strive to make a difference together with our clients⁶. Our Model of Care is a community-based partnership focussed on upholding human rights, promoting wellbeing, fostering relationships, delivering effective services, enabling active participation and empowering self-determination.

Our long-term vision is a world of opportunity for people with cerebral palsy and their families. We aim to focus on the areas where we believe we can make the biggest difference — creating value and sustainability outcomes for our clients, employees, communities, and the environment, through strong governance.

Our Centre of Excellence

Our 2030 strategy: To be the leading Centre of Excellence for cerebral palsy

With an ambition to be recognised as the leading centre of excellence in cerebral palsy, CPA has multiple roles to play in creating a world of opportunity for people with cerebral palsy. Through ongoing collaboration, capacity building and partnership, we hope to increase our reach and impact.

Why we exist — Our purpose

To help people with cerebral palsy and similar conditions, and their families.

What we do — Our mission

To drive inclusion and positive change for people with CP through innovation, advocacy and support.

How we operate — Inputs

Input	Description
Skilled workforce	We have a core workforce of +2,500 people made up of disability support practitioners, allied health practitioners, corporate support specialists and leaders.
Funding (NDIS, Government, Donors)	We generate over \$250m per annum in funding to deliver our programs. Key sources are: Government (6.5%), Fundraising (16.5%) and Sale of goods and services (77%).
Lived experience	Embedding the voice of lived experience is critical to ensure we focus on what matters most to people with cerebral palsy.
Partnerships	Working alongside and with others is critical to scale the impact we can have on the community.

Programs

Program	Description
Services	We provide a comprehensive range of services in Australia for people with cerebral palsy and similar conditions (and their families) across the lifespan.
Research	We invest in medical research to find ways to prevent, treat, and reduce the impact of cerebral palsy.
Disability Tech	We support businesses developing technologies to improve how people live.
Influence	We use our knowledge to shape policy change that supports equality, inclusivity and diversity.
Education	We share our expertise to build the capacity and confidence of others to support people with cerebral palsy and similar conditions.

Outputs and reach

Output	Description
No. of clients supported	We support over 4,000 people and their families every year.
No. of research projects funded	We currently support a growing portfolio of funded research projects.
No. of tech start-ups supported	We currently support tech start-ups developing disability technology through our Remarkable accelerator.
Policy submissions and advocacy campaigns	Focussed on health, early intervention, and education policy. We coordinate World CP Day, the Blaze the Trail campaign, and the CMV prevention campaign. We are a member of Alliance 20 and CP360.
Training sessions delivered and health workers accredited	CP Advance — a new early intervention training program — will be released in 2026 for allied health professionals supporting infants and very young children with cerebral palsy, wherever they live.

How We Will Implement the Framework

We aim to measure our performance across short, medium, and long-term horizons. The framework is designed to support strategic and operational planning, performance reporting, and communication with our stakeholders.

Short-term (0–12 months) <i>Report monthly to the CEO</i> Focus: Operational performance, outputs, and immediate outcomes	Medium-term (1–5 years) <i>Report bi-annually to the Board</i> Focus: Strategic implementation, capability building, and outcome achievement	Long-term (5+ years) <i>Report annually to stakeholders in the Annual Report</i> Focus: Mission-aligned reach and impact, systemic change, and enduring sustainability
--	---	---

The impact framework is aligned to our existing performance framework — the operational scorecard (reporting short-term outcomes) and the strategic scorecard (reporting medium-term outcomes). A new impact scorecard will monitor and report our longer-term outcomes.

Impact Over Time

	Short-term outcomes	Medium-term outcomes	Longer-term outcomes
	<i>Focus: Operational performance, outputs, and immediate outcomes Report: Operational scorecard</i>	<i>Focus: Strategic implementation, capability building, and outcome achievement Report: Strategic scorecard</i>	<i>Focus: Mission-aligned reach and impact, systemic change, and enduring sustainability Report: New impact report</i>
FOR OUR CLIENTS	<p>Clients feel satisfied, listened to, and supported by our services</p> <p>Services are of high quality and responsive to individual needs</p> <p>Clients are safe, respected, and protected in everything we do</p> <p>More people can access our services, and existing clients choose to stay with us</p> <p>Donors feel connected to our mission and choose to sustain their support over time</p>	<p>Our clients will receive world-class early intervention services and supports</p> <p>Our clients receive the support they want and need at all stages of their life</p> <p>Our clients' voices and the voices of people with lived experience are actively elevated and shaping disability services, research, technology and advocacy</p>	<p>Clients make measurable progress towards their inclusion and participation goals</p>
FOR OUR PEOPLE	<p>We can attract and retain a skilled and diverse workforce</p> <p>Our people continue to build their skills and knowledge</p> <p>Staff work in a safe and supportive environment</p>	<p>Our staff will continue to strengthen their expertise in prevention and early intervention</p> <p>Our staff can be confident they are delivering support aligned to the latest evidence, creating the best outcomes for their clients</p> <p>Our staff are empowered to collaborate with each other and partner with others to influence change in Australia and globally</p>	<p>People with disability are represented and supported across our organisation</p> <p>The organisation is an employer of choice</p>
FOR OUR COMMUNITY	<p>We are managing money responsibly and tracking strong financial performance</p> <p>Our organisation is financially stable and sustainable into the future</p> <p>Fundraising activities are effective and aligned to our mission</p> <p>We regularly review, learn, and improve how we work</p> <p>Risks are identified early and managed responsibly</p>	<p>Our society will be better equipped to provide quality services and supports during the first 2000 days, and more countries will report on the prevalence and severity of cerebral palsy</p> <p>Our society will be better equipped to provide and evolve evidence-based services for people with cerebral palsy across all life stages</p> <p>Our society has stronger government systems, and is more aware and inclusive of the needs of people with cerebral palsy</p>	<p>Our research and knowledge sharing improves outcomes for people with cerebral palsy and their families</p> <p>Our influence and advocacy improve access to better supports and services for people with CP wherever they live</p> <p>Our investments in innovation are turned into practical supports that people with CP can use</p> <p>The community has a better understanding of cerebral palsy</p>
FOR OUR PLANET	—	<p>We make better procurement choices that protect the environment and the people we support</p>	<p>We measurably reduce our environmental impact, and we contribute to a healthier environment for the communities we support</p>

FY26 Operational Scorecard

Reporting short-term outcomes monthly to the CEO — focused on operational performance, outputs, and immediate outcomes.

Reporting annually to our stakeholders in our Annual Report.

Key result area	Short-term outcome	Operational objective	Indicators
CLIENTS	Clients feel satisfied, listened to, and supported by our services	Client satisfaction	New client satisfaction score (rolling by quarter) New client survey participation rate Existing client satisfaction score Existing client survey participation rate
	Services are of high quality and responsive to individual needs	Service quality	% clients with co-designed service plans (goals)
	Clients are safe, respected, and protected in everything we do	Client safeguarding	Total NDIS reportable client incidents (excl. URPs) % of clients with current support plans (health)
	More people can access our services, and existing clients choose to stay with us	Client acquisition and retention	Client acquisition and retention rate Service response time (Therapy) Number of clients (Accommodation)
DONORS	Donors feel connected to our mission and choose to sustain their support over time	Donor acquisition and retention	No. regular donors Donor retention rate
PEOPLE	We can attract and retain a skilled and diverse workforce	Employee engagement	Employee retention / turnover
		Employee diversity	% of workforce by: Cultural and linguistic diversity (CALD)
		Employee acquisition	AHP job requisition DSP vacant hours
	Our people continue to build their skills and knowledge	Employee learning	% employees up to date with required training
	Staff work in a safe and supportive environment	Employee safety	Workplace injuries
GOVERNANCE — FINANCIAL	We are managing money responsibly and tracking strong financial performance	Financial performance	Operating position YTD Operational projects expenditure YTD

Key result area	Short-term outcome	Operational objective	Indicators
	Our organisation is financially stable and sustainable into the future	Financial sustainability	Strategic projects expenditure YTD Cash position
	Fundraising activities are effective and aligned to our mission	Fundraising	Fundraising net revenue
GOVERNANCE — WAYS OF WORKING	We regularly review, learn, and improve how we work	Continuous improvement	No. of major business processes improved % current initiatives on track
	Risks are identified early and managed responsibly	Compliance and risk	Compliance audit score Cyber security score
	Our systems and processes are efficient and fit for purpose	Efficiency	Direct hours delivered per day / FTE (Therapy) Rostering (Accommodation)

2025–2030 Strategic Scorecard

Reporting medium-term outcomes bi-annually to the Board — focused on strategic implementation, capability building, and outcome achievement. Reporting annually to our stakeholders in our Annual Report.

Key problems we are solving	Key result area	Medium-term outcome	Strategic objective	Indicators
<p><i>There is a significant disparity in birth rates for people with CP in high-income countries (1.6 per 1,000 births) and low-income countries (3.4 per 1,000 births) — impacting prevalence, severity and life outcomes.</i></p> <p><i>3 in 4 babies are diagnosed too late and access intervention too late.</i></p> <p><i>43% of people with CP receive ineffective therapies in Australia because there is a lack of CP experts in mainstream service systems.</i></p> <p><i>There are approximately 34,000 people with CP in Australia. They make up 3% of NDIS participants with an average package of \$142,000.</i></p> <p><i>There are 50 million people living with CP worldwide. In low- and</i></p>	CLIENTS	Our clients will receive world-class early intervention services and supports	Give babies, young children and their families the best start across their first 2000 days	No. of infants supported by EDCs No. of children with CP under 6 supported by EI program (CPA staff) % of clients with measurable progress towards early intervention goals
		Our clients receive the support they want and need at all stages of their life	Enhance opportunities and outcomes for people at all life stages through high quality, holistic supports	Maintain or increase the % of clients reporting they are satisfied with their services Maintain or increase % total clients with CP / similar physical disability Number and uptake of new evidenced-informed products and services offered to our clients
		Our clients' voices and the voices of people with lived experience are actively elevated and actively shaping disability services, research, technology and advocacy	Empower people with cerebral palsy to lead transformative change with us	Increase in no. of people with lived experience involved in campaigns
	PEOPLE	Our staff will continue to strengthen their expertise in prevention and early intervention	Give babies, young children and their families the best start across their first 2000 days	Increase in CPAdvance training to AHPs (CPA staff) Increase in CPAdvance accreditation to AHPs (CPA staff) Maintain number of GMs trained in AHPs to support EDCs
		Our staff are empowered to collaborate with each other and partner with others to influence change in Australia and globally	Empower people with cerebral palsy to lead transformative change with us	% of strategic initiatives involve cross-team collaboration Increase in partner collaboration to influence change

Key problems we are solving	Key result area	Medium-term outcome	Strategic objective	Indicators
<p><i>middle-income countries, the rate of</i></p> <p><i>CP is two times higher and 80% of birth injuries are preventable.</i></p> <p><i>CP is not a policy priority for governments and community awareness remains low.</i></p>	COMMUNITY	Our society will be better equipped to provide quality services and supports during the first 2000 days, and more countries will report on the prevalence and severity of cerebral palsy	Give babies, young children and their families the best start across their first 2000 days	Increase in global CP Registers supported Increase in CPAdvance training to AHPs (others) Increase in CPAdvance accreditation to AHPs (others) Increase in number of AHPs receiving GMs training (others)
		Our society will be better equipped to provide and evolve evidence-based services for people with cerebral palsy across all life stages	Enhance opportunities and outcomes for people at all life stages through high quality, holistic supports	Number of new or updated evidence-based guidelines, frameworks, or practice recommendations published for people with CP No. of hits/downloads/uptake of published resources
		Our society has stronger government systems, and is more aware and inclusive of the needs of people with cerebral palsy	Empower people with cerebral palsy to lead transformative change with us	Increase in more innovative technology on the market for people with CP and similar disabilities Increase in no. of government policy / system changes influenced
	PLANET	We make better procurement choices that protect the environment and the people we support	We are committed to making more environmentally friendly choices when buying goods and services. By 2030, we aim to reduce the environmental impact of our purchasing — from sourcing to disposal	Increase in % spend on sustainable products/vehicles purchased Decrease in % spend on paper usage Increase in # of suppliers meeting ethical sustainability standards

2030+ Impact Scorecard

Reporting longer-term outcomes to stakeholders in our first 2030 Impact Report — focused on mission-aligned reach and impact, systemic change, and enduring sustainability.

Impact we aim to create over the long term	Key result area	Longer-term outcome	Impact objective	Indicators
<i>Help our clients achieve their goals</i>	CLIENTS	Clients make measurable progress towards their inclusion and participation goals	Improving person-centred planning and evidence-informed supports — supporting inclusion and participation	% of client goals partially or fully achieved within the reporting period % of goals are written with measurable criteria
	PEOPLE	People with disability are represented and supported across our organisation	Increasing representation	% of employees who identify as having a disability Improved engagement results
The organisation is an employer of choice		Enhancing employee experience	% Annual employee engagement (satisfaction score) % Great place to work (culture score)	
<i>Inspire our people to do great work</i>	COMMUNITY	Our research and knowledge sharing improves outcomes for people with cerebral palsy and their families	Supporting efforts to reduce the prevalence and severity of disability for children born with CP in Australia; evidence-based interventions are more consistently used in mainstream service systems	Birth prevalence and disability severity trends of children with CP reported every two years Birth prevalence and disability severity trends of First Nations children with CP reported every two years (ACPR) cpThrive, cpAdvance and cpAssist uptake
		Our influence and advocacy improve access to better supports and services for people with cerebral palsy wherever they live	Improving government support systems	Number of government policy and system changes reported Social change stories shared
		Our investments in innovation are turned into practical supports that people with cerebral palsy can use	Improving access to better products and services	Number of new products and services for people with CP
		The community has a better understanding of cerebral palsy	Increasing community awareness	Number of people / countries engaged through campaigns, events, or accessible communications Social change stories shared
<i>Influence a better quality of life for all people with cerebral palsy</i>	PLANET	We measurably reduce our environmental impact, and we contribute to a healthier environment for the communities we support	Reducing carbon footprint	Reduction in carbon emissions from procurement Reduction in waste generated through purchasing

Our focus areas

<p>Diversity, equity and inclusion</p> <p>We are committed to a workplace where everyone feels respected, included, and supported — regardless of background. Our DEI Plan supports people with disabilities, culturally and linguistically diverse communities, LGBTQIA+ individuals, and First Nations people. By 2030, we aim to increase the number of people with disability in our workforce, helping close the employment gap.</p>	<p>Sustainable procurement</p> <p>We're committed to making more environmentally friendly choices when buying goods and services. By 2030, we aim to reduce the environmental impact of our purchasing — from sourcing to disposal.</p>	<p>Impact reporting</p> <p>We value transparency and accountability. By 2030, we will introduce a new impact framework and publish our first impact report to track our progress toward long-term goals.</p>
--	--	---

Appendix: What is a Theory of Change?

A theory of change is a map of how impact is created. It explains what difference an organisation seeks to make and, specifically, how it expects to achieve that change.

What is a theory of change

A theory of change is a map of how impact is created. It explains what difference an organisation seeks to make and specifically, how it expects to achieve that change. A theory of change has several elements including.

- A problem statement
- Strategic objectives
- Short to medium outcomes e.g. learning new skills, feeling more confident, starting a new activity
- Longer term outcomes e.g. a behaviour change or system change
- Desired impact e.g. improved safety, health and wellbeing

❖ Impact management

Provides the data to learn about what is and is not working so that we can adapt our program/s and / or theory of change to do better

❖ Impact measurement

Enables us to demonstrate what difference we are making in the lives of others because of our work

<p>Impact management</p> <p>Provides the data to learn about what is and is not working so that we can adapt our programs and/or theory of change to do better.</p>	<p>Impact measurement</p> <p>Enables us to demonstrate what difference we are making in the lives of others because of our work.</p>
--	---