



# Strategic Plan 2024 - 2028

May 2024



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# Acknowledgement of Country

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Scope acknowledges the  
Traditional Custodians of the  
land we live and work on throughout  
Australia. We pay our respects to  
their Elders past and present.



# Message from our Chair and CEO

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Scope's Strategic Plan 2024-2028 articulates our direction and priorities for the next four years as we strive towards our vision. We are driven to create a future where our clients and employees are empowered to pursue and live their dreams. We strive to push boundaries and influence for positive, systemic change.

The disability sector has evolved rapidly over the past decade, and we are on the cusp of a new wave of transformation. In late 2023, the Disability Royal Commission (DRC) and NDIS Review published their final reports. The government's response to these findings has the potential to significantly reshape the landscape of disability services. Scope's Strategic Plan has been developed in anticipation of the Australian Government's response to these reports. We actively engaged in both the DRC process and NDIS Review, proactively submitting reports, data and insights from our clients. We've also listened to the evidence and findings, incorporating these learnings into our planning.

Scope remains committed to evolving and optimising our organisation to drive positive outcomes for the people we support. The last five years have seen Scope grow exponentially as we sought to expand our reach nationally. This growth has enriched and strengthened our potential for influence and impact.

Scope is now on a journey of significant transformation to harness this potential to shape the future of disability services.

Our Strategic Plan outlines a structured framework to achieve this ambition. It sets a clear and focussed direction for the next four years and will enable us to anticipate and address challenges, maximise growth opportunities, and ultimately amplify our impact.

The voices of our clients and employees have informed and guided the development of this plan. Their perspectives have been instrumental in clarifying our priorities. They are our north star, ensuring our initiatives are truly aligned to the needs and aspirations of those we support and the change we are seeking in our wider community.

At the heart of our Strategic Plan are our purpose and values that we embody with pride.

With confidence in our wealth of knowledge and a united vision, Scope is committed to leading the charge for people with disability and continuing to uphold their rights into the future.

By working together towards our shared goals, we will continue to contribute to a more inclusive society where people with disability can truly belong and thrive.

**Professor Sanchia Aranda**  
AM, PhD, MN, GAICD  
Chair



**Kate MacRae**  
Chief Executive Officer



# Our Purpose, Vision and Values

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Our Purpose, Vision and Values guide our actions and decisions every day. Drawn from our history, they encapsulate our aspirations for people with disability and our employees in the future. They unite us as we work towards a common goal and provide direction and support for everyone to thrive.



## Purpose

We create meaningful opportunities for people with disabilities to belong and thrive.

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## Vision

Our clients and employees are empowered to live their dreams. We influence and push boundaries delivering positive change for people with a disability.

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## Our Values



### We celebrate people

We celebrate Scope's diversity when we see every person and the contributions they make.



### We excel together

We excel together in all that matters to our clients and colleagues.



### We act bravely

We act and speak up for what is right.







# Strategic enablers

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**Our strategic enablers are the drivers that must be in place to successfully achieve our strategic themes.**

- Upholding **quality, safety,** and **continuous improvement** practices.
- **Collaborating** with our clients to reshape our services.
- Investing in capabilities to **measure and monitor** client outcomes and experience.
- Trialling, evaluating, and implementing **innovations.**
- Managing organisational **transformations.**
- Developing and managing **partnerships.**



# Strengthening our organisation



## Our approach

We want to build a unified organisation that continues to value and support our clients and employees. This involves working together to ensure we have the right structures in place to deliver consistent, safe, and positive experiences. The relationships between our clients and employees will inspire our culture. We also need to be efficient and financially sustainable. That way we can realise the benefits of scale and protect our organisation for future generations.



## Our impact

- We have consolidated and simplified organisational design.
- We have consistent systems, processes, and structures in place across our organisation.
- We deliver a distinctive client and employee experience.
- We have the right cost structure and improved productivity across our services.



# Evolving our home and living options



## Our approach

We will broaden our home and living options in line with community expectations by offering smaller, more contemporary housing to our clients. Our partnerships with housing providers will be essential. We will also test and trial new ways of delivering home and living services that support our clients to live as they chose. In doing so, we will uplift and optimise our practices.



## Our impact

- We have redesigned and uplifted our supported independent living (SIL) practice and service model.
- We provide continuity of support for current clients as they age.
- We have developed a contemporary housing portfolio through enduring partnerships.
- We have tested innovative service models and implemented practice improvements.

# Enhancing our community supports



## Our approach

We will find innovative ways to support our clients to connect with a range of services including therapy, social connections, employment, and training services offered by us, or partner with organisations from across the disability sector. Our aspiration is to deliver integrated services that support people to live, work, learn, and be included in their community.



## Our impact

- We deliver market leading services that are innovative and challenge traditional models of supports.
- We have enhanced social connections to offer integrated participation supports.
- We have developed a continuum of disability employment services.
- We have a network of partners we work alongside to deliver the best outcomes for our clients.

# Building sector leadership



## Our approach

We want to lead sector and policy development that has a positive social impact for people with disability. Our extensive research, data, and knowledge will reinforce our advocacy. We will build capacity and capability to translate our research into practice within Scope. Our influence will extend to support sector development and reframe community attitudes. We will also increase the range and impact of our access and inclusion services in mainstream settings.



## Our impact

- We have capacity and capability to translate our research into practice.
- We have established systems and processes to share our research with the sector.
- We produce robust, evidence based advice to policy makers.
- We have built inclusive capability and behaviours in broader society.





[scopeaust.org.au](http://scopeaust.org.au)

1300 472 673

[contact@scopeaust.org.au](mailto:contact@scopeaust.org.au)

Level 2, 109 Burwood Road

Hawthorn 3122

Victoria, Australia