

2026–2029



THREE–YEAR STRATEGY

LEADING FOR COMMUNITY
A STRATEGY TO STABILISE, OPTIMISE AND SCALE

DATE: JUNE 2026

Our Why

Humans have a unique ability to flourish. Everyone has the right to live a meaningful life. We believe they can, they just need the right support.



2026–2029 Strategy Overview



Vision
People of all abilities living life to the fullest

Purpose
To partner with community so that people of all abilities have all their needs met and can live their best life, for their whole life.

- Values**
- Give It A Go, Step In
 - Take Responsibility
 - Reward and Challenge
 - Build Capacity and Capability
 - Seek to Understand

A clear direction. Building a model that is clear about what it delivers, proven in its impact, financially sustainable, and nurtured with intent.

We show the difference we can make
We can demonstrate how people experience meaningful, positive change: through deeper connection, improved independence, and long-term employment (where that's the goal).

Our services are viable and improving
We know the true cost and margin of each program, have a clear path to break-even or better, and make deliberate changes to continuously improve over time.

People understand and choose Meaningful Lives
People supported, families, schools and employers understand what Meaningful Lives offers, why it works and choose us for it.

We scale with quality
We can expand our reach and impact, while maintaining quality and consistent delivery.

Defined priorities across three horizons. Progression from **stabilising the model**, to **proving it**, and to **scaling what works**

Priority	Horizon 1: Stabilise Get clear, in control and consistent	Horizon 2: Optimise Prove what works and make it stack up	Horizon 3: Scale Grow reach and impact while maintaining quality
1. Build demand through clear marketing	Get the basics right. Clear message, website, materials. Clarify who we're seeking to reach i.e. schools, families, employers, and strengthen our engagement pathways and referral networks.	Actively market the model. Use real examples and early results to tell a clear story. Focus on channels that are proven to be effective.	Build repeatable demand channels. Be known in the market and consistently chosen. Expand reach into new areas with clear engagement and referral pathways.
2. Prove outcomes and impact	Define our measures. Define key outcome measures and use them consistently. Start capturing simple, usable data.	Use data to show what works, for whom, and why. Turn results into clear proof points that support marketing and decision-making.	Use proven outcomes to build reputation, win partners and support growth. Develop, promote and leverage measurable outcomes to generate increased impact.
3. Make programs financially viable	Continue to solidify real cost, utilisation and margin by program. Identify what's working and what isn't.	Adjust programs across pricing, structure and delivery. Be agile to ensure the model works to break-even or better. Determine what to fix, grow or stop.	Scale only programs that deliver both outcomes and financial sustainability. Reinvest surplus into growth, not underperformance. Scale based on data, understanding and need.
4. Build the capability to deliver	Fix core system gaps. Assess and prioritise data need and system needs that support staff to deliver consistently and effectively.	Strengthen workforce capability and leadership. Build consistency in delivery and depth in accountability and decision-making throughout the workforce.	Build a scalable operating model. Invest in systems and people to support growth while maintaining quality.

Enablers. The foundations for delivering on our potential

Clear Decision Discipline
We are explicit about what we focus on, what we stop, and how we make decisions. Decisions are driven by outcomes, demand and financial performance, not habit or legacy.

Fit-for-purpose systems and capability
We have simple, reliable systems and the right skills in the team to deliver, measure and improve. Data is easy to capture and used to make decisions.

Strong external relationships
We build purposeful relationships with schools, employers and partners that create real pathways for people and generate consistent demand.

What success looks like



Social

We pioneer person-centred practice

We evidence the results we promise

Our results are measured by trusted sources

We're recognised for our outcomes success

We are known for delivering quality supports

The people we support are visible and recognised in their communities

The people we support form genuine connections and relationships with their communities

We have meaningful connections with schools to influence pathways

NDIS plans support support progression to employment

Operational

We have strong employer partnerships and can prove value

We inform participant and family decisions with strong evidence

We attract highly skilled and capable team members

We will expand into new communities where we know it's viable

Partners and collaborators actively seek to work with us, reducing the need for outbound engagement.

We prove that an insurance scheme can work by scaling down support as capability improves

We have depth in capability across the organisation

We have defined terms for quality, sustainability and outcomes and we measure them

Financial

We are profitable and have the ability to grow and innovate

Every service model aligns with the Disability Support Worker Cost Model

We have strong financial partnerships

Our innovative services make up the largest proportion of our business

We have philanthropic funds to deliver innovation and enhance potential

We have an investment portfolio that supports working capital