



Strategic Plan 2024-2030

Acknowledgment of Country

Outlook Australia acknowledges the Traditional Custodians of the land on which our offices and services are located. We pay our respects to Elders past and present.

We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.



Message from the Chair and CEO

It is with great enthusiasm and a profound sense of responsibility that we introduce Outlook Australia's Strategic Plan for 2024-2030. This strategic blueprint marks a pivotal moment in our journey towards creating a more inclusive society. We are setting forth on this path with a clear goal:

To be a thriving, sustainable organisation recognised as Australia's exemplar for inclusion by 2030.

This plan is a pledge to our staff, partners and the communities we serve. As we move forward, our strategy focuses on three strategic levers: enhancing our social enterprise models, creating diverse career opportunities through these enterprises, and providing high-value customer experiences.

As we implement this strategic plan, we will continue to adapt proactively to the changing world around us. External factors will be continually assessed to ensure that our approach remains relevant and responsive.

The journey ahead is ambitious and will require commitment, creativity and cooperation from all our stakeholders. We are confident that together, we will not only meet but exceed our objectives, thanks to the solid foundation we have built over the years and the clear strategic direction we have set for the future.

Thank you for your ongoing support and commitment to Outlook Australia. Together, we will continue to break down barriers and build a truly inclusive society.

Handwritten signatures of Fran Boyd and Daniel Findley in black ink.

Fran Boyd, Chair & Daniel Findley, CEO
Outlook Australia



About Outlook

Outlook Australia (Outlook) is a registered Australian charity focused on improving the lives of people with a disability and people experiencing disadvantage. Founded in 1970, our organisation has grown to become a leader in support and opportunity through more than 20 locations across Victoria, New South Wales and Queensland. Serving thousands of individuals each year, we are driven by the belief that everyone deserves the chance to engage meaningfully in society and the workforce, irrespective of the challenges they may face.

Outlook stands as an example of what is possible when social service provision is seamlessly integrated with a social enterprise model. Our approach not only addresses immediate social needs but also builds a framework for sustainable, long-term social impact. As we look to the future, we remain committed to our vision of an inclusive society for all, where every individual has the opportunity to contribute to and benefit from their community. Through continued innovation, strategic partnerships, and a deep commitment to our values, we strive to expand our impact, ensuring that our services and enterprises continue to be a leading force for social change in Australia.

We strive towards a more inclusive society through two key divisions:

Community Services Division:

Delivering life skills, in-home care and community access support as a disability support provider to help our customers build independence and enrich their lives.

01

Social Enterprise Division:

Creating employment opportunities through our various operations across the resource recovery sector. At a commercial level, we focus on educating our communities about recycling and waste recovery initiatives, while also demonstrating what's possible in an inclusive commercial operation on a social level. We proudly share that 70% of our workforce come from disadvantaged backgrounds.

02

'We are passionate about removing barriers around what's possible when it comes to society's misperceptions about the capabilities of some of our most disadvantaged community members. The more barriers we can remove and the more minds we can change, the better!'



Our Vision

Our vision statement is the highest statement of our strategic direction. It articulates the vision of the world we want to live in; everything comes back to our vision. It still resonates with Outlook's staff and is still relevant to what we strive for every day so it remains unchanged from our previous strategic plan:

An Inclusive Society For All

Our Purpose

To equip people experiencing disadvantage with skills and experience that will enhance their community connection and workforce participation

Our Goal

By 2030 we are a thriving, sustainable organisation recognised as Australia's exemplar for inclusion. We have achieved a 10x increase in our impact and we are the supplier, partner and employer of choice in our industries.

In order to achieve our goal we will:

01

Create business models that demonstrate the aspirational end state of inclusive workplaces

02

Provide high-value customer experiences across all of our businesses

03

Leverage our business models to create industry-specific career opportunities



'If we empower disadvantaged individuals through skill development, create career opportunities, provide support services and leverage our business models then we help create more inclusive, resilient communities with greater social and economic access and integration.'

Our Strategic Pillars

Our strategic pillars are our priorities. This is where we will focus our effort and investment to achieve our goal. We will set our work, our projects and our change agenda on these pillars.

01

Empowering our Workforce

Working together with purpose.

02

Creating Careers

Getting people started on their purpose

03

Valued Experiences

Doing it on purpose

04

Thriving Social Enterprises

Showing how it's done with purpose

05

Sustainability

Making it last for purpose

Empowering our Workforce

- Our staff are engaged, feel valued and satisfied in their roles.
- Our staff are connected and feel a part of our achievements.
- Our staff have opportunities to develop and further their careers.

Creating Careers

- Our graduates get industry-specific, job-specific skills.
- We offer a widening range of career starting opportunities.
- Our graduates set off into careers; not just jobs.

Valued Experiences

- Our customers get value and feel valued.
- Our customers are more confident and empowered to participate.
- Our communities are part of our experiences.

Thriving Social Enterprises

- Our social enterprises are recognised and respected.
- Our social enterprises have the most satisfied customers in their industries.
- We've expanded our social enterprises and our services.

Sustainability

- We make profit for more purpose.
- We are socially and environmentally responsible.
- We have strong and meaningful partnerships.

Our Values

Our values form the foundation of our culture and daily operations, driving us to strive for excellence and integrity in everything we do, ensuring that we achieve our vision of an inclusive society for all.



BETTER EVERYDAY

Our people are empowered to continuously strive for improvement in their work, personal development and our organisation. It is about fostering a culture of ongoing progress, innovation and safety.

This means:

- We feel empowered to be bold and ambitious in our actions.
- We seek ways to evolve and improve our work and organisation.
- We welcome challenges to the status quo.



ACHIEVE IT TOGETHER

Our best achievements come from working together and leveraging each other's strengths, highlighting the importance of collaboration.

This means:

- We connect with our colleagues to understand their work
- We show interest across the organisation and apply this to our work.
- We bring people together across Outlook to learn from each other and lift our collective impact.



BE AUTHENTIC

This value encourages us to embrace and express our true selves and beliefs, always acting with integrity. It promotes a culture of honesty, transparency, and respect for diversity.

This means:

- We are comfortable to stretch while still ensuring we act with integrity.
- We express our thoughts & feelings to foster an open environment.
- We celebrate the diversity within our team.



OWN YOUR ACTIONS

Our team is committed to accountability and takes responsibility for our actions and their outcomes. This emphasises the importance of delivering on our promises and maintaining high standards of safety and performance.

This means:

- We own our successes and our failures.
- We are mindful of the impact of our actions.
- We are fair and equitable.
- We set clear goals and follow through on promises.

'As Outlook embarks on this strategic journey, we must proactively assess and respond to the dynamic external landscape impacting us and our sectors. By proactively addressing external factors and embracing change, Outlook will position itself as a resilient and adaptable organisation, capable of navigating the complexities of the disability support and social enterprise landscape.'



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