Registered NDIS Provider

mpower inc.

since 1975

Strategic Plan Revised

2022-27



Who we are

From humble beginnings around a kitchen table, Mpower is now recognised for our enduring presence and history in the region. In our 50th year, we stand as a testament to what collective vision and commitment can achieve.

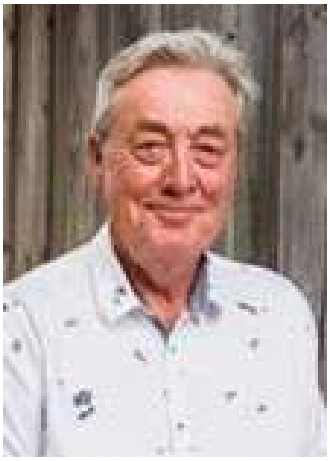
Founded by local parents to address a gap in community support for children with disabilities, Mpower has grown into a tri-sector, community-based organisation. We now operate across Early Childhood Education, Disability, Therapy, Carer Support, Family Services, Residential Care and Kindergarten services, providing dedicated support. With a team of 121, including teachers, therapists, and support staff, we deliver quality, client-centered services that span generations.

Mpower Communities, our not-for-profit subsidiary, has successfully supported community goals since 2023.



Acknowledgement of Country

Mpower acknowledge the traditional custodians of the land on which we meet today, the Peek Whurrong People of the Maar Nation. We pay our respects to the world's oldest continuing cultures, and to Elders past and present.



Foreword

We are proud to present this updated Strategic Plan, which reflects the collective efforts of the entire Mpower team and our valued stakeholders to deliver on our vision, purpose and role in the community. Our focus remains on achieving positive outcomes through our services, partnerships, projects and advocacy — all driven by a committed and capable team.

Since the Plan's release, we have taken important steps to strengthen our impact. In April 2023, Mpower Inc. established a wholly owned not-for-profit subsidiary, Mpower Communities, to extend our reach and provide additional benefit in achieving our purpose. Mpower Communities has acquired and now operates the North Edge Early Learning (NEEL) business, with surpluses reinvested into the purpose of Mpower Inc. This initiative builds on our long-standing commitment to early childhood and family support, helping identify and respond to developmental delays from the earliest years.

The Board is committed to steady growth that aligns with Mpower's strengths and values and responds to identified gaps in our community. To ensure this Strategic Plan remains responsive and effective, we undertake an annual review. The latest review, completed in July 2025, has resulted in updates to key personnel, strategic acquisitions, and the streamlining of priorities. We also warmly welcome Janette Lowe, who commenced as CEO in June 2025, bringing strong leadership and a deep commitment to Mpower's values.

Together, we are creating a thriving organisation we are proud to be part of — one that continues to grow, evolve, and deliver real impact for the communities we serve.

Rhys Boyle
Chair, Mpower Inc.
August 2025

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Our commitment

Our commitment to diversity and inclusion

We are dedicated to having an inclusive workplace and to extending this culture of inclusion into all of the services and programs we run. Recognising diversity and ensuring inclusion are fundamental to our vision and purpose.

We embrace difference and diversity of identity, experience and thought. By firmly promoting these values, we aim to create a positive work experience that encourages a sense of belonging, and a better society for all people.

Our commitment to environmental sustainability

While Mpower's services have a small environmental footprint compared with many other sectors, we will seek to reduce any negative environmental impact through reviewing and enhancing how we operate.



2022-2027

Strategic Plan

Executive Summary: Our strategy on a page

Our strategy on a page is a summary of what we will prioritise and focus on over the coming years to deliver on our vision.

Our Vision

A community inspired and empowered by people of all ages and abilities.

Our Purpose

To support individuals and communities to reach their full potential.

Our Role

- Support children, young people and adults with a disability to build confidence and independence
- Create a connected and inclusive community by supporting carers, families and individuals

Our Values:

Respect

Continuous Learning

Quality

Empowerment

Our Priorities



Our Strategic Context

As well as leveraging our unique qualities and strengths, our strategy responds to forecast trends, challenges and opportunities that we will expect to navigate. Key considerations which relate to the external environment are summarised below.

Workforce shortages and casualisation of roles

There is a shortage of appropriately qualified, experienced staff in our region. Combined with the casualisation of many roles, this can have a negative impact on the quality of service delivery and the experience of working in the sector.

There is a growing demand for services

More people are seeking support in our region, where there are some very real access barriers. This includes participants and their families. For example, access to services is inequitable for people outside the Warrnambool area. Another example is occupational and speech therapy services, which often have long wait lists that can see people waiting for up to 12 months to access the support they need.

For-profit organisations are providing more services

There is an ongoing shift in the community service sector with commercial operators replacing for-purpose service providers. This is driven in part by the NDIS funding model, which has been challenging for vulnerable families to navigate.

New approaches to supporting health and community outcomes

Social prescriptions – where GPs make referrals to social activities to support health outcomes – is launching locally in 2022. These may be beneficial for our communities, and create an opportunity for local organisations to work together in new ways.



Our Strategy

The following pages provide the detail of our strategy. We start with our vision for the world we want to help create, then outline our purpose in achieving this vision and the role we will play, then the values we will work with, and finally our strategic priorities.

Our Vision

A community inspired and empowered by people of all ages and abilities.
Our vision articulates the world we want to live in. At Mpower, our vision is a world where people actively participate in, grow and strengthen their communities. Key here is that all people have opportunities to contribute, regardless of individual demographics or life experiences.

Our Purpose

To support individuals and communities to reach their full potential.
We assist people to reach their full potential, both by meeting individual needs and by increasing community inclusion. In doing so, people across our region can contribute their skills, passions and time to benefit their communities.

Our Role

We have grown and evolved since 1975 when Mpower was established. In the coming years, we will play two key roles to serve and support our clients, members and community.

Support children, young people and adults with a disability to build confidence and independence.
Our history lies in disability support services for children, but we have grown to more than that, working with all ages around disability, keeping a focus on building self-confidence and independence.

Create a connected and inclusive community by supporting carers, families and individuals.
We are committed to individuals living fulfilling lives. A key component of this is social connection and relationships with others. Inclusion and independence also require communities to welcome and value people from all walks of life.

Our Values

We value...

Respect
Value the diversity and contribution of all individuals.

Continuous Learning
Encourage and support personal growth and innovative thinking.

Quality
Embrace professionalism, excellence and integrity in everything we do.

Empowerment
Provide personal and family-led services in partnership which recognise and develop individuals' strengths.



Our Strategic Priorities

This section outlines our strategic priorities for 2022-2027. For each priority there is a short description of the priority, the strategic initiatives that will be undertaken to achieve the priority, and the indicators and metrics we will use to measure progress.

1. Outstanding Services

Prioritising the delivery of outstanding services and care requires us to listen to our communities to ensure our services are meeting their needs. As well as listening, we need to ensure people know who we are and what we do so they can access our services when the need arises. It is also important that our services are consistently high-quality and we are supporting pathways for people to receive holistic care.

Our indicators for this priority

1.1 An increase in client satisfaction as reported through a survey conducted every six months and the client outcomes recorded in closure statements.

1.2 The number of new enquiries or referrals we receive, with attention paid to the source of these referrals.

1.3 Innovations in programs to better meet a community need each year, either new programs, or changes to existing programs. We will seek one or two innovations each year, evidenced through case studies.

1.4 The status of actions undertaken in response to audits and accreditation. We will maintain full compliance with all relevant industry accreditation standards, and actively address and complete any recommendations that emanate from third party audits to improve our services in a timely manner.

Sub-priorities and strategic initiatives

Engage with and listen to our community to ensure our services are relevant and impactful

Examples of how we will progress this sub-priority are:

- Enhance and formalise our organisational approach to client feedback, adopting a 'you said, we did' feedback mechanism.
- Develop and support regular, structured client engagement opportunities such as a client representative forum, focus groups and a satisfaction survey every six months.
- Develop an organisation-wide adoption of the principles of service co-design

Communicate about who we are and what we do so our role is understood and valued

Examples of how we will progress this sub-priority are:

- Revisit and refresh our marketing strategy. We will build our marketing capability and revitalise our strategy by engaging an expert in this field.
- Grow our community presence by returning to in-person services and programs where appropriate, following the restrictions associated with the COVID-19 pandemic.

Optimise service quality and support transition pathways for holistic care

Examples of how we will progress this sub-priority are:

- Prioritise and action recommendations from the accreditation process.
- Develop a program to foster and embed quality and innovation as part of our organisational culture.
- Explore holistic programs and solutions that support school leavers with disability with the next chapter in their lives.

2. Engaged and effective teams

We are operating in a context where our most valued asset, our team members, are in very high demand. To recruit and retain the best people, we will seek to nurture a highly engaged workforce through a meaningful employee experience, driven by opportunities for continuous learning and development, and strong values-aligned culture. We will also develop strategic partnerships with our peers to address sector workforce challenges.

Our indicators for this priority

2.1 The response rate to our employee survey. We aim to set a benchmark response rate of 65% responses in year 1, rising to 85% in year 5.

2.2 Year-on-year increase in reported employee satisfaction, inclusive of all areas of the new survey.

2.3 Increase our employee retention rate to at least 90%.

2.4 The proportion of team members accessing our culture and wellbeing initiatives increases year-on-year.

Sub-priorities and strategic initiatives

Provide a meaningful employee experience and values-based culture

Examples of how we will progress this sub-priority are:

- Review and redesign our employee survey
- Revitalise our recruitment approach with a continuing emphasis on cultural fit, skills and experience.
- Enhance our wellbeing program to be contemporary and impactful.
- Identify and action opportunities for social connection and breaking down silos as we continue to grow, whereby we emphasise we are one team.

Strengthen a culture of continuous learning and improvement

Examples of how we will progress this sub-priority are:

- Enhance and embed our onboarding and re-onboarding process across the organisation, informed by employee engagement across the employment lifecycle.
- Review professional development at Mpower. This will focus on increasing the value and uptake of internal and external training among employees, as well as identifying skill, capability and development requirements for today and tomorrow.
- Develop a training plan to ensure team members are trained on new and key policies, processes, technologies and systems.

Develop strategic partnerships and alliances to meet workforce challenges

Examples of how we will progress this sub-priority are:

- Strengthen our partnerships with TAFE and universities to support our talent pipeline, and broaden engagement with other institutions. This may include pursuing memorandums of understanding or other formal agreements.
- Explore options to advance overseas recruitment opportunities.
- Participate in regional, state-wide and national networks that are focused on solutions to our workforce challenges.



3. Impactful partnerships

Through working with others, we can provide the greatest benefit to our community. Our experience, knowledge and connections are valuable to others, and we value the skills and unique contributions of others. Increased understanding and insight will help us to inform and influence government for better policies and investment decisions, which we will also share with our community and stakeholders.

Our indicators for this priority

3.1 Our representation and contributions to networks, measured through the number of incidences of involvement. We will use case studies to bring these numbers to life.

3.2 The number of initiatives developed through strategically aligned partnerships.

3.3 The value that Mpower provides to our partners as reported through their feedback about collaborating with us.

Sub-priorities and strategic initiatives

Collaborate to influence research and accelerate innovation

Examples of how we will progress this sub-priority are:

- Progress opportunities to partner with universities, TAFEs, start-ups and technology firms founded on driving research and innovation. This will include evaluation of our projects and programs.
- Identify and enact opportunities and initiatives to increase social inclusion and community participation for people with disabilities.
- Undertake a research-based project with a focus on one or more Mpower services and programs. If this is deemed valuable, we will share the findings through forums, conferences and other platforms.
- Develop a community of practice for Augmentative Communication Technology.

Work in partnership to inform and influence government

Examples of how we will progress this sub-priority are:

- Engage government through and with local and regional networks to amplify our contribution as part of a collective.
- Partner with other registered disability service providers to inform and influence government policy, decisions and funding.

Provide solutions and insights that are valuable to our stakeholders

Examples of how we will progress this sub-priority are:

- Map potential partners in our region and beyond, and identify the partnership outcomes we seek to achieve.
- Set up a mechanism for partners to provide feedback about their experiences collaborating with us, including whether they consider it to be valuable and mutually beneficial.



4. Thriving organisation

We can only deliver our vision and fulfil our purpose if we are financially sustainable and our infrastructure enables us to deliver great community outcomes. To ensure financial sustainability and support us in providing equitable services, we will look to diversify our funding sources. To support sustainable growth, we will keep investing in our physical environments and digital systems, with a strong focus on environmental and financial sustainability. Data and client feedback will be better used to inform changes to our services and demonstrate our impact.

Our indicators for this priority

4.1 Our financial viability, measured by achieving an annual surplus. Surpluses will be reinvested into our business and service delivery model.

4.2 Increase in our data capability, measured by the number of service improvements informed by data and feedback.

4.3 Progress of capital works program, to include building design options, selection and funding raised.

Sub-priorities and strategic initiatives

Diversify funding sources to build a sustainable organisation and enable provision of equitable services

Examples of how we will progress this sub-priority are:

- Review our business model, including exploring earned revenue or social enterprise opportunities including fee-for-service and licencing our intellectual property. Key here will be understanding our value propositions, as well as current and potential income streams.
- Identify, approach and strengthen relationships with philanthropic and corporate funding entities.
- Develop a fundraising plan with clear goals and priorities.

Continue investing in our physical environments and digital systems to support growth

Examples of how we will progress this sub-priority are:

- Develop a facilities master plan, to assist us in developing appropriate infrastructure and facilities suitable for our regional service presence.
- Engage with our team around their technology and system requirements, actioning high-priority needs aligned with business and community impact.
- Develop a policy or plan to advance environmental sustainability at Mpower, to include emissions, waste etc.
- Seek out capital funding to support our infrastructure, systems and environmental aspirations.

Service improvements and impact measurement is driven by quality data and client feedback

Examples of how we will progress this sub-priority are:

- Create a theory of change to articulate the medium-term outcomes and long-term impact we are working towards.
- Develop and implement an impact measurement framework to monitor and demonstrate our community outcomes.
- Explore digital systems and infrastructure, such as a Community Services data dashboard, to enable organisation-wide visibility of service delivery and impact.



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