

Burmese Community Development Collaboration



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1. Burmese Community Development Collaboration (BCDC)

a. Acknowledgement of Country

BCDC acknowledges that we live and work on the traditional lands of the **Eora Nation**. We pay our deepest respects to the **Aboriginal and Torres Strait Islander peoples**, their cultures, and their enduring spiritual and cultural connection to land, water, and community.

We acknowledge all Traditional Custodians of the lands on which we operate and extend respect to **Elders past, present, and emerging**, as well as to any Aboriginal and Torres Strait Islander people present today.

BCDC is committed to fostering genuine reconciliation, cultural safety, and inclusive care for First Nations people in all of our programs—particularly within our aged care and homelessness response initiatives.

b. Our Vision Statement

At **BCDC**, our vision is to build a world where **all people—regardless of background, culture, or circumstance—have equal access to quality aged care, health, and educational services**. We envision a future where communities are not only supported with essential services, but where those services are delivered in ways that **honor cultural identity, promote dignity, and empower individuals** to lead fulfilling lives.

Through compassionate care, strong community partnerships, and inclusive development practices, BCDC strives to ensure **no one is left behind**—whether they are part of the refugee community, an elderly person experiencing homelessness, or a member of the Aboriginal and Torres Strait Islander community seeking culturally safe support.

c. Our Mission

The Burmese Community Development Collaboration (BCDC) is a not-for-profit organization dedicated to improving the well-being of communities both in Australia and Burma (Myanmar). We are committed to leveraging the collective skills, knowledge, and resources of individuals and organizations across various sectors, including the government, non-governmental organizations (NGOs), and academic institutions, to create meaningful, sustainable change.

We achieve this mission by researching, piloting, and promoting collaborative and innovative approaches to community development, ensuring that our strategies are effective and inclusive.

Amid the ongoing conflict in Myanmar, a significant number of refugees have been resettling in Australia.

In response to the ongoing crisis in Myanmar, and the arrival of new refugee families in Australia, BCDC actively supports **Myanmar refugee resettlement** by providing services that include:

- Aged care (residential and in-home)
- Social support for seniors and people experiencing homelessness
- Health access, ESL education, and employment pathways
- Integration support for multicultural and CALD communities

We work in partnership with organizations from various sectors to make a positive difference and to ensure the well-being and empowerment of both our local and international communities. Through these efforts, we strive to create lasting change and contribute to the resilience and growth of the communities we serve.

In addition, we are also expanding **targeted aged care services** through our Garden View model to ensure **Aboriginal and Torres Strait Islander people, homeless elders, and culturally diverse seniors** receive compassionate and appropriate care.

By bridging local action and international solidarity, BCDC is dedicated to fostering dignity, belonging, and opportunity for all.



To provide high-quality aged care services in NSW, including culturally safe care for Aboriginal and Torres Strait Islander elders, homeless seniors, and CALD communities—through a person-centered, therapeutic environment that respects dignity and belonging.



To provide funding, education, and development support for disadvantaged and displaced communities across Australia and Myanmar, with a focus on long-term empowerment and access to opportunity.



To deliver effective refugee settlement and integration assistance for newly arrived Burmese refugees in Australia, ensuring pathways to housing, aged care, education, health, employment, and community connection.

d. Our Values

At **BCDC**, we are committed to fostering an environment where our core values guide our work and decision-making processes. These values are deeply embedded in our programs—from aged care to refugee support—and they reflect our ongoing commitment to **equity, cultural dignity, and community wellbeing**.

Collaboration & Teamwork



We believe in the power of working together to achieve the highest standards of care and service. Through collaboration and teamwork, we provide **person-centered services** that respond to the diverse and evolving needs of those we serve. We foster a culture of **mutual support**, where staff, volunteers, and community members contribute their unique strengths. We celebrate our shared milestones and create a workplace where collaboration leads to compassion and impact.

Transparency



Honesty and openness are fundamental to how we operate. We are committed to being **transparent communication** with our team, our clients, and all stakeholders. By upholding a culture of transparency and sharing information clearly and responsibly, we build **trust and accountability**, ensuring our decisions reflect our values and positively impact the communities we serve.

Respect



Respect is the foundation of all our interactions— whether with our clients, their families, our team members, or the broader community. We value the **dignity, autonomy, and cultural identity** of every individual. We are committed to **inclusive practices** that honor Aboriginal and Torres Strait Islander peoples, CALD communities, seniors, and displaced persons with fairness, voice, and recognition.

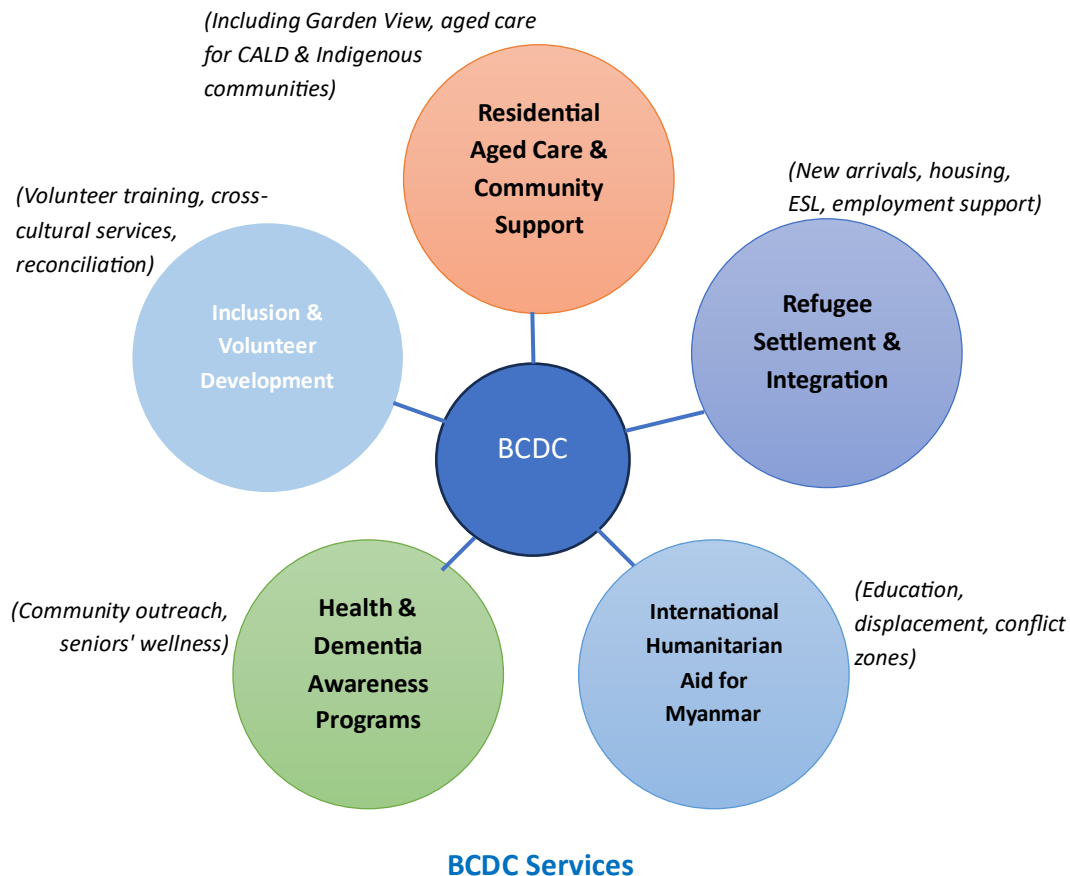
Generosity & Empowerment



We believe in the power of generosity—not just in giving, but in creating an environment of **empowering others**. We encourage team members to speak up, share their ideas, and engage in meaningful ways to improve the services we provide. We encourage ownership, creativity, and pride in our work—and this spirit fuels our ability to deliver **culturally safe aged care, refugee resettlement support, and humanitarian aid to conflict-affected communities**, including those in Myanmar.

By integrating these values into our day-to-day operations, BCDC ensures that we uphold the highest standards and capacity to respond with compassion, act with integrity, and build resilient, inclusive communities—locally and globally.

2. Our Current Servies and Future Aspirations



3. Forward

a. Increasing Aged Care Facility Accommodation Capacity and Aged Care Community Services

The aged care sector is currently undergoing significant changes, with increased scrutiny on the quality, accessibility, and safety of care services. At BCDC, we recognize the importance of delivering the best possible care to individuals as they age and are committed to ensuring that we meet the evolving needs of our residents and clients, including those from culturally and linguistically diverse (CALD) backgrounds and Aboriginal and Torres Strait Islander communities.

Over the past five years, the aged care sector has undergone substantial reforms, and further reforms are anticipated from the Commonwealth government. In light of these changes, we are proactively preparing to adapt and ensure that our services remain aligned with national priorities and continue to meet the highest standards of care.

Adapting to Future Reforms

As we look ahead, we are focused on ensuring that our operational and financial models remain flexible and capable of adapting to ongoing and future regulatory changes. We understand that the aged care landscape will continue to evolve, and BCDC is committed to staying ahead of these developments to provide high-quality, inclusive, and sustainable care. Our strategic planning takes into account the proposed reforms and aims to position BCDC as a responsive leader in delivering aged care services that meet the expectations of both regulators and, most importantly, the people we serve.

Addressing Workforce Challenges

We are also acutely aware of the challenges facing the sector when it comes to attracting and retaining a skilled and compassionate workforce. The demand for quality aged care professionals is growing, and the sector must be equipped to respond to these needs. To ensure a stable and sustainable workforce, BCDC is committed to developing robust recruitment, training, and retention strategies. This includes forming strategic partnerships with educational institutions, industry stakeholders, and government bodies to foster a pipeline of skilled professionals. We will also invest in programs and initiatives that support the ongoing development and well-being of our staff, ensuring that they have the necessary tools, training, and support to deliver exceptional, culturally safe care.

Supporting Residents and Clients

At BCDC, we are deeply committed to making our vision a reality. This involves not only expanding the capacity of our aged care facilities, such as the Garden View initiative, but also enhancing the services we provide to meet the diverse and individual needs of our residents and clients. Whether individuals require residential care, home care, or community-based services, we aim to support them in the most effective, person-centred way possible. Our services will continue to evolve,

ensuring that we are a provider of choice, capable of addressing the full spectrum of needs, irrespective of a client's age, health condition, cultural background, or personal circumstances.

We are investing considerable time and resources into future-proofing our services. This includes expanding our aged care facility accommodation capacity to meet increasing demand and enhancing our community services to ensure we can offer support to individuals in their homes and communities.

By continuing to invest in these critical areas, BCDC will remain at the forefront of providing compassionate, high-quality aged care services that meet the evolving needs of our residents and clients. We are committed to building a strong, sustainable foundation that will allow us to continue delivering excellence in aged care for years to come.

In order to better respond to the needs of the community, BCDC will focus on the following initiatives:

b. Senior Gathering Programs

At **BCDC**, we recognize the importance of fostering connection, community engagement, and well-being for seniors, particularly within the **Myanmar Senior Community and other culturally diverse groups**. Our **Senior Gathering Programs** aim to provide essential support, promote social inclusion, and create opportunities for seniors to engage with their peers and the broader community. Through these programs, we are focused on improving the quality of life for seniors, promoting health, and addressing the unique needs of this demographic, including dementia prevention and social isolation.

Monthly Senior Gathering Programs

We organize **monthly senior gathering programs** within the community to encourage social interaction and provide a supportive environment for seniors. These events are designed to foster a sense of belonging and encourage seniors to stay active and engaged in their community. Each month, the gatherings include social activities, educational workshops, and opportunities for seniors to connect with one another. These programs not only provide enjoyment but also offer valuable support for addressing issues such as loneliness, mental health, and physical well-being.

Critical Support for Myanmar Seniors through Aged Care Provider Service (MCCS)

Through our **Aged Care Provider Service (MCCS)**, we provide **targeted support** to the **Myanmar Seniors Community**. This program addresses the specific challenges faced by seniors from the Myanmar community, particularly those who are new to Australia or facing language and cultural barriers. By offering **aged care services** and specialized support, we ensure that seniors have access to the care they need, including **health services, assistance with daily living, and culturally appropriate social support**.

Capacity Building Initiatives

A core component of our Senior Gathering Programs is capacity building—empowering seniors to increase their participation in community activities. We aim to enhance their ability to connect with others, both socially and emotionally, by offering a **free monthly meeting service** that focuses on **dementia prevention and health education**. These monthly meetings provide a safe and welcoming environment for seniors to learn about cognitive health, memory enhancement techniques, and strategies to prevent dementia.

Additionally, we offer a **weekly Seniors Day Care program** at the **Community Centre**. This program focuses on providing a structured, supportive setting for seniors to engage in various activities, build friendships, and maintain their independence. The program also includes a range of health and wellness activities, such as light exercise, cognitive games, and social outings, to ensure that seniors stay physically and mentally active.

By focusing on both **social engagement and preventative health measures**, these initiatives promote seniors' overall well-being and help them maintain a strong sense of purpose and belonging within their community.

c. Myanmar Refugee Settlement Assistance Programs & Cross-Cultural Collaborations

At BCDC, we are deeply committed to supporting Myanmar refugees as they resettle in Australia. We aim to offer the essential assistance and community integration services they need to build new lives in a safe, inclusive, and welcoming environment. In response to the ongoing humanitarian crisis in Myanmar, we have developed comprehensive refugee settlement assistance

programs and fostered cross-cultural collaborations to help refugees adjust to their new communities and access long-term support.

Humanitarian Aid Fundraising Campaigns

One of the primary ways we support Myanmar refugees is through humanitarian aid fundraising campaigns. These campaigns raise funds for urgent aid and long-term resettlement support, ensuring that Myanmar refugees receive critical resources as they transition to life in Australia. The funds raised help provide:

- Emergency relief for refugees who have fled conflict zones
- Basic necessities such as food, clothing, and medical care
- Support for housing and other essential resettlement needs

By engaging the community in these fundraising initiatives, we not only provide practical support for refugees but also raise awareness about the ongoing challenges facing displaced individuals from Myanmar.

Providing Offshore Refugee and Special Humanitarian Proposal Sponsorship (Form 681)

In addition to immediate settlement support, BCDC assists Myanmar refugees and their families with the immigration process through Offshore Refugee and Special Humanitarian Proposal Sponsorship (Form 681). This process supports individuals seeking resettlement under the Australian Government's Refugee and Humanitarian Program, specifically within humanitarian class XB visa categories, including subclasses 200, 201, 203, and 204 (Refugee Category Visas), and subclass 202 (Global Special Humanitarian Visa).

BCDC provides guidance and practical assistance to applicants, including:

- Navigating eligibility criteria and sponsorship requirements
- Completing and reviewing Form 681 and associated documentation
- Providing support letters and required evidence
- Assisting with communication with case officers and legal service providers
- Offering follow-up support for accepted applicants and their families

Through this program, BCDC helps ensure that refugees who are eligible for resettlement have the opportunity to apply for permanent residency in Australia, granting them access to a more secure and stable future.

Providing Settlement Community Support Services for Burmese Refugees in Australia

Once refugees arrive in Australia, BCDC is committed to providing ongoing settlement community support services tailored to the unique challenges they face. These services are designed to support the successful integration of Burmese refugees into Australian society by offering practical assistance, including:

- Orientation services to help refugees understand Australian laws, culture, and available resources
- Language and cultural support, including English language classes and translation services
- Employment support to help refugees find job opportunities and build relevant skills
- Social integration programs, including cultural exchanges and opportunities to connect with local communities
- Health and mental health services, offering culturally sensitive counselling and healthcare support

In addition to these services, we actively foster cross-cultural collaborations by partnering with other community organizations, faith-based groups, and local councils. These partnerships help create a more inclusive environment, enabling refugees to feel welcomed and supported by both the Myanmar community and broader Australian society.

By promoting cross-cultural understanding and cooperation, BCDC ensures that Burmese refugees not only rebuild their lives but also contribute positively to the richness and diversity of Australian society.

Through these Myanmar Refugee Settlement Assistance Programs and our commitment to cross-cultural collaboration, BCDC plays a vital role in supporting refugees as they navigate the complexities of resettlement. By providing compassionate, comprehensive support at every stage, we help ensure that Burmese refugees have the resources they need to thrive in their new home.

d. International Charity for Myanmar

At BCDC, we are committed to supporting displaced people and vulnerable communities in Myanmar and neighboring regions. As part of our international charity efforts, we provide vital humanitarian assistance to those facing displacement, conflict, and crisis. Our focus is on offering life-saving support, building resilience, and creating opportunities for displaced and disadvantaged individuals, particularly along the Myanmar-Thailand and Myanmar-India borders.

Providing Food, Water, and Essential Needs for IDPs (Internally Displaced People)

One of our key initiatives is to provide essential humanitarian aid to Internally Displaced People (IDPs) in Myanmar. Due to ongoing conflict and violence, many families have been forced to flee their homes and live in temporary shelters in remote and unstable regions.

We deliver food, clean water, and essential supplies, including:

- Non-perishable food items (rice, beans, and other staples)
- Clean drinking water and sanitation kits
- Medical supplies, including first aid materials and health care resources
- Hygiene kits to prevent the spread of illness and disease

Our aid provides immediate relief to families in crisis, ensuring they have access to basic necessities and a sense of dignity.

Educational and Vocational Training for Displaced and Disadvantaged Communities

Education and vocational training are crucial for enabling individuals to rebuild their lives and achieve self-sufficiency, particularly in conflict zones. BCDC offers educational and vocational training programs to empower displaced and disadvantaged communities in Myanmar. These programs aim to:

- Provide basic education for children and youth who have been deprived of schooling due to conflict
- Offer vocational training in areas such as carpentry, tailoring, agriculture, and language skills, which enable individuals to find employment or start small businesses

- Deliver disaster relief education to teach communities how to prepare for and respond to future crises and natural disasters

By focusing on skills development and education, we equip vulnerable communities with the tools they need to rebuild, gain economic independence, and improve their long-term well-being.

Disaster Relief to Displaced and Vulnerable Communities

In addition to ongoing support, BCDC provides timely disaster relief to address the urgent needs of those affected by natural disasters and armed conflict. Our disaster response includes:

- Emergency shelters for displaced individuals and families
- Psychosocial support to help people cope with trauma and stress
- Distribution of survival kits containing essential survival items such as clothing, blankets, and cooking tools

Our goal is to provide swift, compassionate assistance during times of crisis, supporting community recovery and resilience.

Collaboration with Local and International Partners

To maximize the impact of our international charity efforts, BCDC collaborates with local organizations, ethnic groups, and international NGOs operating in Myanmar and neighboring countries. These partnerships help ensure that our aid reaches those most in need and that our programs are culturally sensitive and community-driven. By collaborating across borders and sectors, BCDC strengthens its capacity to deliver long-term support and build sustainable solutions for displaced communities.

Through our International Charity for Myanmar initiatives, BCDC remains dedicated to delivering life-saving aid, education, and support to those impacted by conflict and displacement. Our work is guided by the principles of dignity, resilience, and human rights. Together, we aim to bring hope and opportunity to those who need it most.

New BCDC Aged Care Centre Location

LOCALITY

The property is located at 124 Paton Street, Merrylands West within Western Sydney. Situated near the junction of Paton Street and Cumberland Road, a significant arterial road connecting residents north to the M4 Motorway. The RACF is approximately 5.5 km to Parramatta Commercial Precinct and 28 kilometres* West of the Sydney CBD. The surrounding development is predominately low density residential in nature, and the facility is bound to the north by Central Gardens Nature Reserve. The facility is located approximately 3km west of the Stocklands Merrylands shopping centre, a significant shopping centre with anchor tenants including Big W, Coles, Aldi and Woolworths.

FACILITY	NAME	DISTANCE (APPROX)
Major Road	Cumberland Highway	100m
Transport	Bus Stop	50m
Medical Centre	Greystanes Family Medical Centre	950m
Hospital	Westmead Private/Public	4.2km
Supermarket	Stockland Aldi, Wolworths, Coles	2.6km
Commercial Precinct	Parramatta CBD	5.7km

*Approximately



BCDC's First Nursing Home in New South Wales

BCDC is proud to announce the development of its first nursing home in New South Wales, a significant milestone in our commitment to serving the Burmese community. This culturally responsive facility is designed to provide high-quality aged care to elderly Burmese individuals, many of whom face unique challenges in accessing mainstream aged care services.

A Much-Needed Service for the Burmese Community

The new nursing home will fill a critical gap in aged care by offering services that reflect the cultural, linguistic, and social needs of elderly Burmese Australians. Language barriers, cultural misunderstandings, and a lack of tailored care options often prevent seniors in our community from receiving the quality support they need. Our nursing home will provide a safe, welcoming environment where residents feel understood and valued.

By creating a culturally inclusive space, BCDC aims to enhance quality of life, preserve cultural identity, and ensure residents receive care that honors their heritage. The facility will be staffed by trained professionals, including bilingual and bicultural workers who are sensitive to the community's values and traditions.

Commitment to Quality and Standards

At BCDC, growth is guided by a commitment to quality and continuous improvement. We are dedicated to providing the highest standards of care in every aspect of our nursing home, from medical support to daily activities, ensuring that each resident's physical, emotional, and social needs are met.

Our nursing home will be founded on best-practice aged care standards, aligned with national reforms and expectations set by the Commonwealth Government. We will implement evidence-based models of care, ensure regular service evaluations, and prioritize staff training to maintain the highest levels of safety and service excellence.

Meeting the Needs of Our Residents

BCDC commits the nursing home will be more than a place to live—it will be a community. Our approach will be person-centered and grounded in respect, dignity, and cultural pride. Key features include:

- Personalized care plans tailored to each resident’s medical and personal needs.
- Culturally responsive services such as familiar foods like Burmese cuisine, in-language communication, and culturally relevant activities.
- Social and recreational programs designed to encourage connection, mental stimulation, and joy.
- On-site access to health professionals, including medical practitioners, allied health, and mental health support.

Through this initiative, BCDC is expanding its capacity to support vulnerable seniors and create a model for culturally inclusive aged care. We envision this as the first of several facilities that will serve not only the Burmese community, but also Aboriginal and Torres Strait Islander people and other culturally diverse groups in the future.

The establishment of this nursing home reflects our long-term strategy to provide specialist care that respects identity, promotes equity, and delivers excellence in every aspect of aged care.

4. Roadmap 2024 to 2027

At **BCDC**, we are immensely proud of the services we provide to the communities we serve. However, as with all service providers, we recognize the importance of continuously evolving and seeking opportunities for improvement. To ensure we meet the future needs of our diverse community—including the Burmese community, Aboriginal and Torres Strait Islander people, and other vulnerable groups—we have developed this **Strategic Plan for 2024 to 2027**.

This roadmap outlines our strategic **focus areas and priorities** for the consecutive period of five years, offering a clear direction for how we will channel our efforts and resources. The plan will be **reviewed regularly** by our staff and governing board to ensure we remain responsive to emerging needs and aligned with evolving policies and standards. We are committed to making the necessary adjustments to meet the needs of our residents, clients, and the broader community.

In preparing this Strategic Plan, we have taken into account key external influences such as the **Australian Department of Health’s initiatives, current and future aged care reforms, and the Australian Government’s Generational Strategy for Aged Care (2021–2027)**. Guided by these priorities and an understanding of our internal capacity, our roadmap is centered around the following pillars:

1. Enhancing Aged Care Services and Infrastructure

- **Expansion of Aged Care Facilities:** We will continue to grow and strengthen our aged care infrastructure—including our **newly announced nursing home in New South Wales and the Garden View initiative**—to meet increasing demand from **the elderly population**, with a focus on culturally appropriate care.
- **Adapting to Aged Care Reforms:** We will ensure our services are aligned with the latest aged care reforms, including those related to safety, care quality, cultural safety, and resident engagement, in accordance with the Australian government’s Aged Care Quality Standards.
- **Workforce Development:** Recruiting, training, and retaining a capable and culturally competent workforce will be central to our strategy. To build a stable, qualified workforce that can deliver high quality person-centered care, we will pursue partnerships with training institutions and implement career development pathways.

2. Expanding Community Support for Vulnerable Populations

- **Refugee Support:** We will continue to deliver and expand our refugee settlement programs for newly arrived Myanmar refugees in Australia, ensuring they have the resources needed to thrive in their new communities. These services will include enhanced cultural orientation, English language support, employment pathways, mental health services, and community integration.
- **Support for Displaced People:** Our International Charity for Myanmar will remain a priority. We will continue to provide food, water, shelter, healthcare, and disaster relief to IDPs, especially at the Myanmar-Thailand and Myanmar-India borders. Vocational training and education programs will help empower these communities to rebuild their futures.

3. Strengthening Community Engagement and Cultural Integration

- **Cross-Cultural Programs:** In alignment with our commitment to inclusion and social cohesion, we will promote initiatives that build bridges between the Burmese community and wider Australian society, including Aboriginal and Torres Strait Islander peoples. These efforts will foster mutual respect and cultural understanding.
- **Senior Gathering Programs:** We will expand our Senior Gathering and Day Care Programs, increasing access for elderly individuals. Activities will include dementia prevention, health promotion, and capacity-building initiatives tailored to support seniors' well-being, targeting to build stronger, more resilient communities by encouraging active participation and reducing social isolation among seniors.

4. Innovation and Sustainability

- **Innovative Care Models:** We will explore and implement innovative and person-centered models of care. This includes integrating digital tools such as telehealth, remote monitoring, and care coordination platforms to improve service delivery and accessibility for both staff and residents.
- **Sustainability Initiatives:** BCDC is committed to environmental responsibility. We will work to minimize our ecological footprint through energy-efficient infrastructure, waste reduction practices, and the adoption of eco-friendly technologies in all facilities, within the nursing homes and other facilities.

5. Monitoring, Evaluation, and Continuous Improvement

- **Regular Review of the Strategic Plan:** This roadmap will be subject to regular assessment by our leadership and board. Strategic reviews will ensure that the plan remains aligned with the community's evolving needs and the broader landscape of aged care.
- **Feedback and Stakeholder Engagement:** We will prioritize transparency and accountability by actively engaging with residents, clients, staff, families, and community partners, to ensure that we are delivering services that meet their needs. Their feedback will shape our services and inform program improvements.

The BCDC Strategic Plan (2024-2027) serves as a roadmap for growth, transformation, and continued excellence in delivering services to our community. By focusing on excellence in aged care, extending community support, championing cross-cultural collaborations and sustainability, and embracing innovation, we reaffirm our role as a trusted and responsive organization serving both the Burmese diaspora in Australia and displaced communities in Myanmar. This strategic plan will guide us in delivering impact-driven, culturally safe, and person-centered services over the years ahead.

1. Strategic Goals (Updated 2025)

Goal	Strategic Statement	Priority Activities
1: Safety and Quality 	To provide safe, high-quality aged care to all residents and clients and ensure safety for everyone in our facility. To deliver excellence in all our services.	• Meet and exceed Quality Care Standards; • Undertake reviews of all incidents in a timely manner; • Provide monthly updates to all staff and share lessons learned; • Develop high-quality safe care guidelines and policies; • Build a sustainable workforce culture, continuing to invest in the workforce development, management, staff, the board and volunteers in an environment of support and accountability, ensuring the right structures with the right people; • Provide training and upskilling for all staff and volunteers; • Support inclusive care models for Aboriginal and Torres Strait Islander people, LGBTI seniors, and the homeless elderly.
2: People and Culture 	Have the right staff and volunteers recruited, trained, supported, and retained in the right numbers and with the right skills. Continue high staff retention.	• Recruit qualified staff in aged care, nursing, and community support; • Prioritize diverse hiring including those with experience serving Aboriginal and Torres Strait Islander communities, and marginalized groups; • Strengthen HR systems and leadership pathways; • Expand volunteer opportunities, including pathways for migrants and refugees; • Integrate assistive technologies to reduce labor; • Promote diversity, equity, cultural safety, and inclusion.
3: Customers and Services	Develop strategies to meet current and future needs of clients and families.	• Develop and implement Workforce Development Plan that reflect community diversity and address the skills, capacity, and availability of both current and emerging workforce groups. This includes staff and

	Ensure smooth management transition and high-quality care post-acquisition.	volunteer recruitment, retention, training, and professional development; • Embed organizational values into all staff training, communication, and development initiatives to foster a values-driven workplace culture. • Enhance client communication and decision-making; • Enhance the quality and consistency of information to support clients in making informed decisions about their care and to ensure services are appropriately matched to their needs; • Tailor services for diverse and vulnerable groups including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, and people with disability; • Strengthen partnerships with stakeholders—including allied health, transport, and other community care providers—to offer holistic and coordinated support that meets clients' needs; • Customize services to effectively meet the needs of diverse and vulnerable population groups.
4: Growth and Financial Sustainability 	Expand services and secure financial resources for sustained growth. Ensure robust financial planning.	• Expand aged care services including Residential and Community Care; • Diversify funding and donor partnerships; • Implement new service models responsive to reform; • Launch a targeted marketing and brand strategy; • Strengthen financial performance reporting.
5: Governance and Risk 	Strengthen governance to support future growth and clinical oversight. Foster stakeholder collaboration.	• Develop a comprehensive board skills matrix that aligns with best practice governance and future strategic direction; • Ensure executive board members clearly understand clinical governance responsibilities, with established oversight processes for management and compliance; • Review and update the constitution to reflect evolving branding, future growth needs, and current legislation;

		• Establish a robust board evaluation framework and a continuous professional development program for board members; • Maintain and regularly review a strategic risk register identifying major risks to organizational continuity and resilience; • Incorporate human rights due diligence into governance structures and decision-making.
6: Sector Reform Readiness 	Prepare for ongoing legislative, regulatory, and funding model changes in aged care.	• Continue delivering inclusive, sustainable aged care for a growing and diverse community of seniors; • Capitalize on emerging opportunities driven by reforms and evolving consumer expectations; • Strengthen visibility through maximized referrals via the "My Aged Care" platform and trusted referral networks; • Monitor policy developments and proactively implement changes to align with legislative, regulatory, and funding requirements under Aged Care Reform and Royal Commission directives.
7: Capital and Asset Management 	Safeguard and maintain assets with sound financial and operational planning.	• Maintain an active asset management and maintenance strategy; • Upgrade facilities in accordance with the Seniors Housing Guidelines and NSW Health Facility Planning Guidelines; • Evaluate operational capacity and maintenance practices to ensure resource efficiency and value for investment; • Clearly define asset management responsibilities in staff position descriptions; • Report asset valuations and financial sustainability in line with Australian Accounting Standards and include this in the company's annual reporting framework.
8: International Aids for Myanmar	Continue support for ongoing conflict-affected communities in Myanmar.	• Organize joint fundraising campaigns in NSW in collaboration with other charity organizations and fundraising groups; • Facilitate the collection and equitable distribution of donations to communities in Myanmar, prioritizing essential needs for Internally Displaced People (IDPs);

		• Deliver online vocational education programs for NFE students from Hope for Shining Stars; • Explore the establishment of a BCDC branch office in Thailand to strengthen capacity in delivering healthcare and educational support to Myanmar IDPs.
9: Humanitarian Crisis (Refugee Support) 	Provide effective settlement assistance for new Burmese refugees in Australia.	• Conduct orientation workshops to support adjustment to Australian life, covering topics such as daily living, community participation, and enrollment in English programs; • Facilitate access to available free settlement services offered by local and federal governments and partner agencies; • Assist asylum seekers in designing long- and short-term career pathways, supporting employment readiness and upskilling; • Deliver social and workplace culture education, equipping participants to manage expectations and navigate differences in a multicultural context; • Strengthen linkages with established Burmese communities to promote peer support, access to local services, and community-based guidance.
10: Reconciliation and Aboriginal & Torres Strait Islander Inclusion 	Deepen partnerships with Aboriginal and Torres Strait Islander communities through culturally respectful programs and systemic inclusion across all BCDC initiatives.	• Embed Acknowledgement of Country and cultural protocols across all BCDC programs and events; • Establish ongoing partnerships with local Aboriginal organizations and service providers; • Support economic participation by prioritizing procurement from Aboriginal and Torres Strait Islander businesses; • Co-design and deliver programs in collaboration with Aboriginal Elders and community members; • Promote cultural safety training for staff and volunteers; • Monitor and report progress using the Innovate RAP themes: Relationships, Respect, Opportunities, and Governance.