



Meals on WheelsTM
Bundaberg & District

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BUSINESS PLAN

2025 - 2027

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EXECUTIVE SUMMARY

Bundaberg & District Meals on Wheels Business Plan 2025–2027

Bundaberg & District Meals on Wheels (BMOW) is a trusted not-for-profit that has delivered nutritious meals and social connection to older and vulnerable people in our community for close to 60 years. This Business Plan outlines our strategic priorities from 2025 to 2027, focused on staying relevant, resilient, and responsive in a changing aged care landscape.

Our vision is a community where everyone can live independently with access to nutritious meals and connection. Our mission is to support healthy ageing by providing affordable, high-quality meals and meaningful contact to people at home.

The plan is built on four strategic pillars: People & Community, Sustainability & Innovation, Service Quality & Safety, and Partnerships & Advocacy. These guide how we deliver services, engage volunteers, improve systems, and collaborate across the region.

Two major initiatives will shape the next three years. First, a new purpose-built facility will replace our ageing Eastgate Street site, providing modern, accessible infrastructure to expand capacity, improve safety, and future-proof operations. Second, our digital transformation will streamline systems through GizMOW (client and kitchen coordination), Rosterfy (volunteer management), and a refreshed website and brand identity.

These actions will increase our capacity to meet aged care demand, improve client and volunteer experiences, strengthen governance and compliance, and grow our community impact. BMOW is ready to lead the way in regional aged care meal delivery—combining tradition, innovation, and compassion.

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ABOUT THIS PLAN

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This Business Plan for Bundaberg & District Meals on Wheels Inc. was developed during 2024-25 and outlines our organisational priorities from 2025 through to 2027. It builds upon our existing strategic framework and is informed by consultation with clients, volunteers, staff, and community stakeholders.

As a community-based, not-for-profit organisation and registered charity governed by an independent Management Committee, Bundaberg & District Meals on Wheels plays a vital role in supporting the health, wellbeing, and independence of vulnerable individuals in our region. The services we provide are aligned with federal and state government aged care strategies, and we work in collaboration with the broader Meals on Wheels network across Queensland and Australia.

This Business Plan has been endorsed by the Bundaberg & District Meals on Wheels Management Committee and reflects the organisation's ongoing commitment to community connection, service excellence, and operational sustainability.

FROM THE MANAGERS DESK

As the Business Manager of Bundaberg & District Meals on Wheels, it is with great pride that I present this Business Plan for 2025 – 2027.

We enter this period during a time of both immense opportunity and significant challenge. Across Australia, the landscape of meal delivery services is changing rapidly. Commercial meal providers and supermarket meal kits are now part of the everyday market and there is a growing demand for flexible, on-demand food services that support diverse dietary needs, lifestyles, and care plans.

These changes are occurring alongside broader sector trends — including a shift toward self-managed NDIS and Home Care Packages, and a continuing national conversation around ageing well at home. At the same time, community services like ours are navigating the realities of volunteer shortages, workforce competition, and escalating costs of food, fuel, and insurance.

Despite these challenges, Bundaberg & District Meals on Wheels stands strong. Our deep community roots, trusted reputation, and committed team of volunteers and staff ensure that we continue to provide not just meals, but connection, safety, and peace of mind for some of our most vulnerable residents.

This Business Plan sets out how we will maintain our relevance in a competitive and evolving market. From the pursuit of a purpose-built kitchen facility to the rollout of new digital systems, we are ready to adapt, innovate, and grow — while staying true to our mission of delivering nourishment with care and compassion.

I thank every volunteer, team member, community partner, and supporter who has helped shape this plan and who continues to be part of the Meals on Wheels journey in Bundaberg. Together, we can ensure that the timeless values of dignity, service, and connection remain at the heart of everything we do.

Jessica Greenaway

Business Manager

Bundaberg & District Meals on Wheels Inc.



PURPOSE OF THIS PLAN

This plan serves to guide the strategic development, sustainability, and impact of Bundaberg & District Meals on Wheels (BMOW) over the next three years (2025–2027). It outlines our priorities, aligns our operations with state and national directions, and ensures our community receives consistent, safe, and compassionate meal and wellbeing support.

VISION

A community where every person has access to nutritious meals, social connection, and the support they need to live independently with dignity.

MISSION

To deliver high-quality, affordable meals and compassionate social contact to older people, those with disabilities, and individuals recovering from illness, enabling them to remain safe, healthy, and connected in their own homes.

PURPOSE

To improve the health, wellbeing, and independence of our community's most vulnerable by providing essential nutrition and meaningful human connection, supported by volunteers and a spirit of service.



The first Australian service began in 1953 when Mrs E. Watts pedalled a tricycle around South Melbourne.

OUR VALUES

At Bundaberg & District Meals on Wheels, our values guide our decisions, our actions, and our relationships with clients, volunteers, partners, and the broader community:

Compassion

We treat every person with empathy, dignity, and respect.

Connection

We believe in the power of human contact and meaningful relationships.

Integrity

We act with honesty, accountability, and transparency in all that we do.

Inclusion

We are committed to diversity and ensuring everyone feels welcome and supported.

Excellence

We deliver high-quality meals and services, continuously seeking to improve.

Community

We foster a strong, resilient, and supportive local network.



OUR HISTORY

The first Australian Meals on Wheels service began in 1953 when Mrs E. Watts pedalled a tricycle around South Melbourne. Some 13 years later Bundaberg & District Meals on Wheels started a proud legacy spanning over six decades. Founded in 1966 by a small group of passionate community members, the service began with just a handful of volunteers preparing and delivering meals from a local church kitchen. The mission was simple but powerful: to support older residents, people with disabilities, and others in need by providing nutritious meals and a friendly face at the door.

In July 1966, Mr John Crossley was elected President of the Bundaberg Lions Club, and that night received a cheque for \$400 from the Ladies Auxiliary. That cheque came with a request to create a project called Meals on Wheels. Mrs Stopford and Mrs Johnston had visited Toowoomba and had seen Meals on Wheels in action.

The first meals were delivered on the 17th of October after being cooked in the kitchen at the Methodist Church. Meals were delivered on Monday, Wednesday and Friday each week at a cost of 40 cents each. 11 meals were delivered on the very first day, but that number quickly escalated. In the year from July 1967 till June 1968 a total of 6300 meals were delivered.

Over the years, the organisation has grown significantly in response to increasing demand and demographic change. In the 1990s, Bundaberg Meals on Wheels relocated to a more permanent premise at 10 Eastgate Street, Bundaberg East, which has served as the operational base for our services ever since. From this location, we now deliver more than 100,000 meals annually across the region.

The service has evolved to include fresh and frozen meals, wellness checks, and support for clients receiving services through My Aged Care, NDIS, and private arrangements.

Our reputation for care, compassion, and reliability is deeply embedded in the Bundaberg community. Today, with a team of over 100 volunteers and a small but dedicated team of staff, Bundaberg and District Meals on Wheels continues to play a vital role in keeping people healthy, independent, and connected to their community.

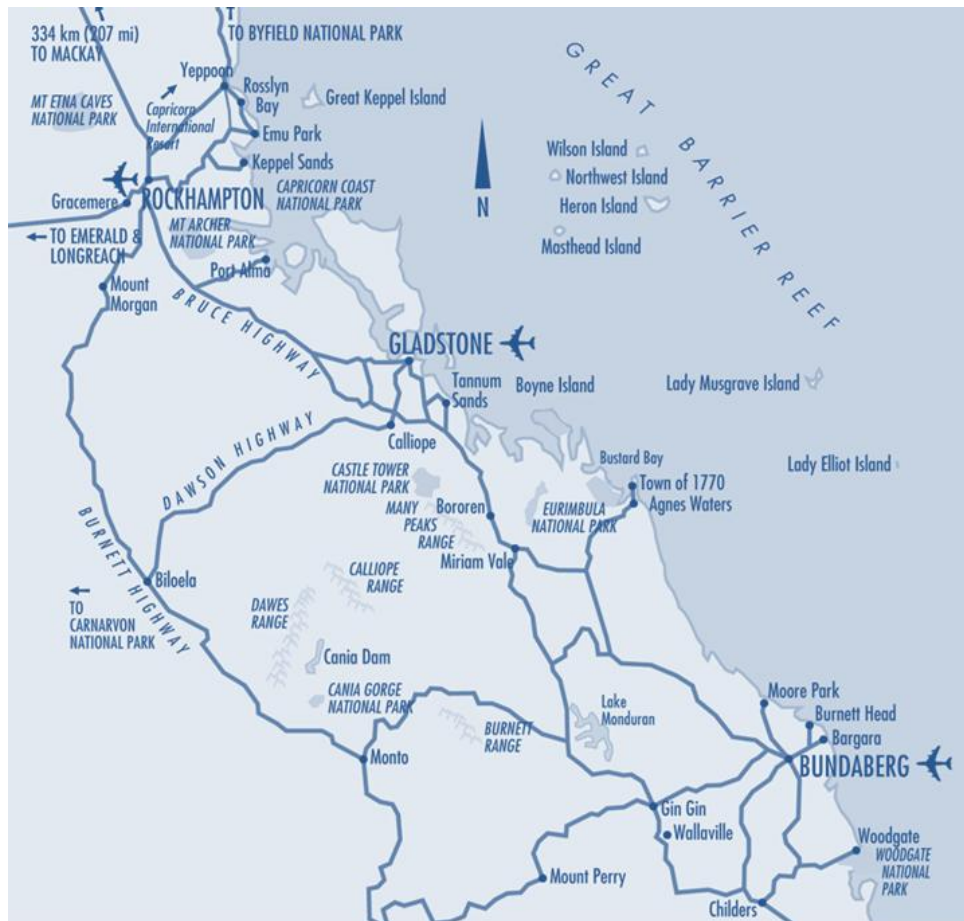


OPERATING CONTEXT

Bundaberg & District Meals on Wheels provides vital meal delivery and social support services across a broad geographical area within the Bundaberg Region. Our primary service area includes Bundaberg East, North, South, and West, as well as the surrounding suburbs of Avenell Heights, Kepnock, Norville, Millbank, Thabeban, and Walkervale.

We also service coastal, rural, and fringe communities including Bargara, Innes Park, Coral Cove, Elliott Heads, Burnett Heads, Moore Park Beach, Branyan, Gooburrum, and Welcome Creek. Additionally, through our sister operation—Discovery Coast Meals on Wheels—we extend service provision to the Agnes Water and Seventeen Seventy communities.

This expansive footprint ensures that vulnerable and elderly residents, whether living in urban centres or remote coastal and rural areas, have reliable access to nutritious meals, wellness checks, and meaningful social connection. Our local presence and collaborative delivery model enable us to respond flexibly to community needs, ensuring inclusive and equitable service across the region and beyond.



ENVIRONMENT

Bundaberg & District Meals on Wheels operates within a diverse regional environment, spanning urban, rural, and coastal communities across the Wide Bay area. While our core mission—delivering nutritious meals and social connection to older and vulnerable people—remains constant, the environment in which we operate presents a unique set of internal and external challenges.

Internally, managing rising demand, volunteer engagement, and navigating the complexities of aged care compliance are key challenges, particularly as service expectations evolve and funding models shift.

Externally, our service area includes a mix of densely populated suburbs and more remote or coastal communities such as Moore Park Beach, Elliott Heads, Seventeen Seventy and Agnes Water—requiring careful coordination and logistical flexibility. Road conditions, weather disruptions, and limited local infrastructure can affect delivery routes, especially in low-lying or flood-prone areas during severe weather events.

Many of the communities we serve have ageing populations, limited access to public transport, and high levels of social isolation. These factors reinforce the critical importance of our service in supporting both health and social wellbeing.



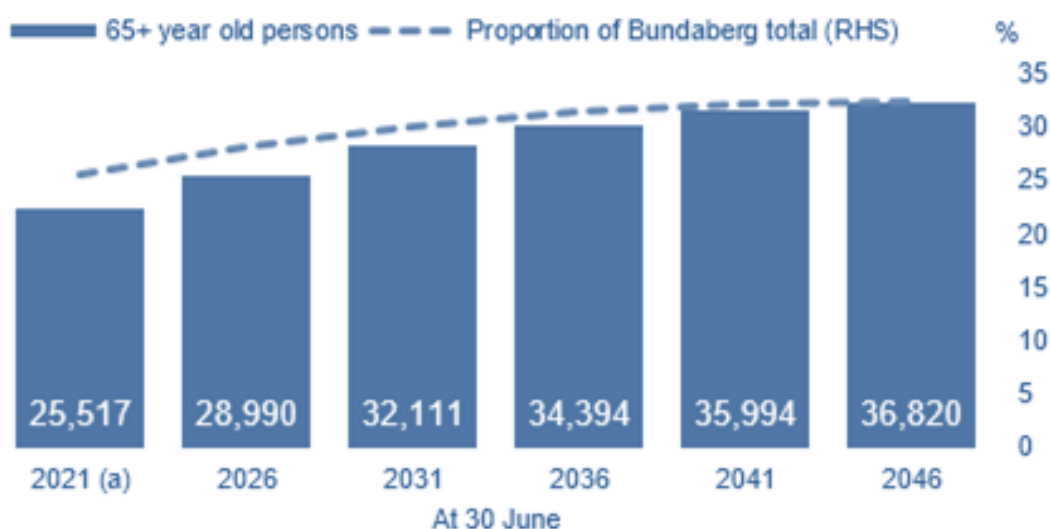
Operating in a community-focused, volunteer-driven environment requires deep local knowledge, strong stakeholder relationships, and a high degree of operational agility. We work closely with clients, families, support coordinators, and partner organisations to build trust, foster inclusion, and adapt to local needs.

Our model blends traditional volunteerism with modern, compliance-driven service standards to ensure quality, consistency, and personal connection in a region where ageing in place is increasingly the preference.

A GROWING NEED FOR SERVICES

Bundaberg's population is projected to grow steadily over the coming decades, with a marked shift in age structure that will significantly increase demand for aged care and community support services. As of June 2024, the Bundaberg region is home to approximately 106,146 residents, reflecting a 1.90% annual growth rate, which is slightly above the regional Queensland average of 1.83%.

By 2046, Bundaberg's population could reach as high as 129,449 people, depending on growth scenarios. Most significantly, the number of residents aged 65 years and over is projected to grow from 25,517 in 2021 to 36,820 in 2046, accounting for 32% of the total population. This means that 1 in 3 Bundaberg residents will be over 65 within the next two decades — up from around 1 in 4 today. Conversely, the proportion of children aged 0–14 is expected to decline, indicating a long-term demographic tilt toward an older population base.



This shift has profound implications for Bundaberg Meals on Wheels. An ageing population brings increased demand for accessible nutrition services, support for independent living, and enhanced social connection for isolated individuals. Additionally, as more older residents opt to remain in their homes through Home Care Packages (HCP) and the Commonwealth Home Support Programme (CHSP), the demand for in-home meal delivery will continue to grow.

To meet this rising demand, Bundaberg Meals on Wheels must scale service delivery, modernise infrastructure, and expand capacity while retaining its strong community roots and personal service. The strategic investments, digital innovation, and volunteer development initiatives outlined in this plan are directly aligned to ensuring we can respond to this demographic trend and continue supporting ageing in place for thousands of local residents.

STRATEGIC PILLARS

These four pillars underpin our strategic and operational decision-making and are directly aligned with the objectives outlined in the Meals on Wheels Bundaberg Business Plan. They guide how we deliver our services, engage with our community, manage our resources, and advocate for those we serve. Each pillar informs our key priorities across service delivery, workforce development, infrastructure planning, digital transformation, and partnerships—ensuring that every action we take contributes to a sustainable, inclusive, and client-centred future.



GOVERNANCE AND OPERATIONAL ROLES

Bundaberg & District Meals on Wheels is a locally governed, not-for-profit community organisation overseen by an independent volunteer management committee. The committee is responsible for ensuring the organisation operates with transparency, accountability, and in line with its constitution, charitable purpose, and obligations under the Australian Charities and Not-for-profits Commission (ACNC).

The management committee provides strategic leadership, oversees financial and operational performance, and ensures compliance with relevant regulatory, risk management, and aged care quality standards. Committee members bring a diverse range of expertise across areas including governance, finance, health, business management, community services, and volunteering.

Meetings are held regularly to review performance, monitor risk, and guide the organisation's strategic direction. Committee members are elected annually and serve to represent the interests of the local community, volunteers, and clients, ensuring that Meals on Wheels Bundaberg and District continues to deliver reliable, client-focused, and sustainable services.

Management Committee

The Management Committee is responsible for setting the organisation's mission, ensuring fiscal health, and shaping overarching policy. It provides strategic leadership, governs in line with legal and regulatory requirements, and ensures accountability to funders and the community. The Committee also safeguards the long-term sustainability of the organisation, working collaboratively with the Business Manager to set and monitor strategic direction and high-level goals.

Shared Responsibilities (Management Committee & Business Manager)

Together, the Management Committee and Business Manager shape the organisation's vision and strategic goals. They jointly oversee the development and monitoring of multi-year strategic plans, risk management frameworks, and key performance indicators. This shared responsibility ensures alignment between governance and daily operations, allowing the organisation to remain responsive, community-focused, and forward-looking.

Business Manager

The Business Manager oversees the effective day-to-day operations of Bundaberg & District Meals on Wheels. This includes service delivery, staff and volunteer coordination, client onboarding, and compliance with food safety, aged care, and privacy standards. The role also covers financial management functions such as budgeting, reporting, and audit preparation. As a key link between governance and frontline service, the Business Manager leads the execution of strategic priorities, ensures operational compliance, and maintains strong relationships with clients, volunteers, and stakeholders.

Shared Responsibilities (Business Manager & Staff)

The Business Manager and staff collaborate on the implementation of strategy, the development of organisational culture, and sound fiscal management. These shared responsibilities ensure that day-to-day operations are guided by long-term objectives, and that service delivery reflects the values and mission set at the governance level.

Staff Responsibilities

Staff and volunteers are at the heart of Meals on Wheels service delivery. Their responsibilities include meal preparation, delivery logistics, wellness checks, and client support. By upholding high standards of care, compassion, and consistency, they ensure that every client receives a safe, nutritious meal and meaningful social connection—reinforcing our mission to support healthy, independent ageing in the community.

PEOPLE

Bundaberg & District Meals on Wheels is supported by a passionate, community-driven team of staff and volunteers who are essential to delivering nutritious meals and vital social connection to older and vulnerable residents across the region.

- Over 100,000 meals prepared and delivered annually
- A committed volunteer base of over 100 active volunteers
- A small but dedicated team of 10 paid staff supporting operations, logistics, and client services
- Volunteers contribute more than 10,000 hours of service annually with an estimated value of \$400,000.
- Staff and volunteers are engaged across the kitchen, delivery, administration, operations and gardening.



To successfully deliver on our mission and strategic priorities, Bundaberg and District Meals on Wheels relies on a skilled, compassionate, and community-focused team that shares our commitment to supporting healthy, independent ageing in place.

To continue attracting and retaining dedicated people, Bundaberg & District Meals on Wheels seeks to:

- Provide meaningful volunteering and employment opportunities
- Invest in staff and volunteer training, development, and recognition
- Build a values-led team culture aligned with our purpose
- Foster clear pathways for ongoing engagement and leadership within the organisation

CONSULTATION SUMMARY

To ensure this plan reflects the real needs of the Bundaberg community, we conducted a consultation process in 2024–2025 that included SWOT analysis surveys, focus groups, interviews, informal conversations, and continuous improvement feedback mechanisms. Input was gathered from respondents across the organisation and community.

This is what we heard:



Universal Appreciation for Core Service

- Respondents consistently praised the quality, affordability, and reliability of meals.
- The daily visit from a volunteer was viewed as meaningful and essential — “More than just a meal.”



Volunteer Retention & Engagement Issues

- Many respondents expressed concern about volunteer burnout, an ageing volunteer base, and rostering challenges.
- Feedback included a lack of recognition and limited variety in volunteer roles.
- Some felt their prior skills and experience were underutilised.
- Centrelink-mandated placements were described as less engaged compared to community volunteers, though it is unclear if this is accurate.



Communication and Process Clarity Gaps

- Respondents indicated a need for clearer information on service eligibility, referral pathways, and payment processes.
- Many called for more open, two-way communication and for ideas and concerns to be acknowledged.
- Communication breakdowns between administrative and kitchen teams were noted.



Emerging External Threats

- Several respondents noted increased competition from supermarkets and commercial meal providers.
- Funding uncertainty and concern over regulatory changes were common themes.
- Smaller community organisations were seen as particularly vulnerable to evolving compliance demands.



Access and Awareness Barriers

- Respondents highlighted low public awareness of how to access the service.
- Barriers to engagement included stigma, affordability, cost-of-living pressures, and limited access to transport.
- Transport limitations also impacted the ability of some people to volunteer.
- Marketing and awareness campaigns, including local media and TV advertising, were strongly recommended.



Menu Improvement Opportunities

- Respondents noted the lack of fresh fruit and limited sandwich options.
- A desire for increased variety and flexibility in meal choices was frequently expressed.



Openness to Change and Growth

- Many respondents welcomed new systems and expressed a willingness to engage in training and role development.
- A shared sense of pride in the organisation's legacy and a strong desire to support its continued growth were evident throughout the consultation.
- Respondents expressed a willingness to develop and implement online ordering systems.

SWOT ANALYSIS

To inform strategic planning and investment priorities, Bundaberg & District Meals on Wheels conducted a SWOT analysis in consultation with staff, volunteers, and stakeholders. This analysis helps identify our strengths, address our weaknesses, and position the organisation to seize emerging opportunities while mitigating potential threats.

Strengths

- Long-standing community trust and reputation for care
- High-quality, affordable, and locally prepared meals
- Strong client feedback and satisfaction levels
- Committed and passionate volunteer base
- Consistent weekday delivery and wellness checks
- Healthy financial reserves and asset provisions
- Trusted relationships with aged care and health professionals
- Structured and organised volunteer processes

Weaknesses

- Ageing and limited volunteer pool
- Centrelink-linked volunteer inconsistency and perception
- Communication gaps between kitchen and admin
- Inconsistent internal documentation and client record updates
- Manual systems
- No access to online ordering
- Over-reliance on Centrelink-linked placements
- Building accessibility
- Isolated work areas
- Limited storage

Opportunities

- Long-standing community trust and reputation for care
- Marketing campaigns
- Volunteer recruitment from youth and schools
- Collaborations with state and federal governments, local GPs, hospitals, and councils
- Stronger branding and visibility within Bundaberg
- Expansion of frozen meal delivery options
- Philanthropic and business sponsorships
- Leverage 60 years of industry experience

Threats

- Volunteer burnout and cost-of-living pressures
- Increasing competition from national and supermarket providers
- Climate change and disaster-related service disruption
- Compliance complexity under evolving aged care reforms
- Reduced visibility among younger case managers and support workers

RISK MANAGEMENT PLAN

Bundaberg and District Meals on Wheels recognises the importance of effective risk management to ensure continuity of service, safety of staff and volunteers, and compliance with funding and regulatory frameworks. The following key risks have been identified, alongside corresponding mitigation strategies:

Risk	Likelihood	Impact	Mitigation Strategy
Volunteer shortages or burnout	High	High	Implement structured engagement, flexible rosters, recognition programs
Natural disasters (e.g., flooding)	Medium	High	Maintain flood plan, stock frozen meals, offsite storage option, cloud-based system and backups.
Ageing infrastructure	High	Medium	Progress business case to attract external Capital investment in new facility
Food safety incident	Low	High	Regular audits, food safety training, hygiene monitoring.
Staff or volunteer injury	Medium	High	WHS Policies, incident reporting, PPE access.
Data loss or breach	Medium	High	Use secure platforms (e.g., GizMOW), regular backups, restrict data access, Confidentiality and Privacy Policies.
Supply chain disruption	Medium	Medium	Maintain multiple suppliers, emergency inventory buffers, flexible seasonal menu options
Reputational damage	Low	High	Incident protocols, continuous quality assurance

STRATEGIC ASSESSMENT

To guide strategic planning and future investment, Bundaberg & District Meals on Wheels (BMOW) conducted a SWOT analysis. The findings highlight the organisation's strong foundation while identifying areas for improvement, growth opportunities, and external risks that must be addressed to ensure long-term sustainability.

Strengths

BMOW's longstanding reputation for trust and care, combined with a high-quality, affordable meal service, continues to drive strong client satisfaction and community support. The organisation benefits from a passionate volunteer base, consistent weekday delivery and wellness checks, and strong financial stewardship. Established partnerships with aged care and health professionals further reinforce its role as a trusted local service provider.

Weaknesses

Challenges identified include an ageing and limited volunteer pool, over-reliance on Centrelink-linked placements, communication gaps between kitchen and administration, and inconsistent documentation and record updates. Many systems are still paper based, although a digital transformation project is currently underway to address this.

Opportunities

There is significant potential to strengthen volunteer recruitment through school and youth engagement, enhance visibility through targeted marketing. Strategic partnerships with GPs, hospitals, and local councils can expand referral pathways. There is also strong community appetite for frozen meal delivery expansion, and philanthropic and corporate sponsorships.

Threats

Rising cost-of-living pressures, volunteer fatigue, and growing competition from commercial meal providers pose key risks. Climate-related disruptions and evolving compliance obligations under aged care reforms present additional challenges. Without stronger visibility among younger support workers and case managers, referral pathways could narrow.

Conclusion

The SWOT analysis confirms that Bundaberg and District Meals on Wheels is well-positioned for continued impact, but proactive investment and innovation are needed to address internal weaknesses and respond to external pressures. These insights directly inform our strategic priorities in infrastructure, digital transformation, volunteer development, and service diversification. By building on our strengths and aligning with government and sector priorities, we are poised to deliver stronger outcomes for the Bundaberg community now and into the future.

The insights gathered through the SWOT analysis have directly informed the development of Bundaberg & District Meals on Wheels' three-year action plan (2025–2027). Each element—strengths, weaknesses, opportunities, and threats—has been mapped against our four strategic pillars:

1. People & Community,
2. Sustainability & Innovation,
3. Service Quality & Safety, and
4. Partnerships & Advocacy.

For example, identified strengths such as a trusted reputation and committed volunteer base have shaped initiatives to expand engagement through recognition programs and intergenerational recruitment. Weaknesses like manual systems and communication gaps are being addressed through the rollout of digital tools such as GizMOW and planned rostering software. Opportunities including new partnerships and marketing channels are reflected in targeted outreach campaigns and community collaborations. Potential threats, such as climate risks and compliance burdens, have been incorporated into operational planning, risk management strategies, and infrastructure proposals. This structured approach ensures that the action plan is grounded in real feedback, responsive to current challenges, and aligned with both local needs and national sector priorities.

MAJOR PROJECTS

Bundaberg & District Meals on Wheels is proud to present two transformational projects designed to future-proof our operations and strengthen our impact across the region: the development of a new purpose-built facility and a comprehensive digital transformation program. These major initiatives are grounded in our 60-year legacy of community service and respond directly to the evolving needs of our clients, volunteers, and the broader aged care sector.

The first project proposes a modern, fit-for-purpose centre to replace our ageing and operationally constrained Eastgate Street premises. This new facility will increase capacity, improve accessibility, and support safer, more efficient service delivery for years to come. The second project focuses on modernising our systems and digital capabilities—introducing a purpose-built software platform, digital volunteer management tools, and an enhanced online presence. Together, these two projects represent a bold and strategic investment in the future of Bundaberg Meals on Wheels: one that strengthens our infrastructure, streamlines our operations, and positions us to deliver high-quality, person-centred care with greater efficiency, innovation, and resilience.

Major Project 1 - Capital Infrastructure Proposal

Bundaberg Meals on Wheels has long been defined not only by the service it provides, but by the resilience and dedication of the people behind it. From its humble beginnings in 1966—when the Lions Club first rallied the community with a \$400 cheque and a vision of compassionate meal delivery—to the hundreds of volunteers who rebuilt after the 2013 floods, our story is one of overcoming challenges together.

Over the years, Bundaberg and District Meals on Wheels has operated out of church kitchens, repurposed wharf buildings, and eventually transitioned to our current premises at 10 Eastgate Street, Bundaberg East. Opened in 1997, the Barbara Hickman Building has served us well. However, this site—once considered “out in the scrub”—has long outgrown its original scope. Now over 25 years old, the facility is showing its age, with infrastructure limitations, outdated kitchen workflows, and inadequate space for storage, volunteer briefings, and service expansion.

The 2013 flood devastation—when water reached 1.3 metres and destroyed all internal infrastructure—exposed the building's vulnerability. Despite an extraordinary community and volunteer effort to restore operations, many core issues remain unresolved. Today, the pressures of increased demand, a changing aged care landscape, and logistical inefficiencies make it clear: Bundaberg and District Meals on Wheels urgently needs a purpose-built facility.

A new centre will allow us to:

- Expand production capacity to meet rising demand from an ageing population
- Modernise our kitchen and food storage to current industry and safety standards
- Provide accessible, safe, and comfortable amenities for volunteers and staff
- Improve client service, logistics, and delivery efficiency
- Future-proof our operations against extreme weather and demographic change

Importantly, this proposal continues a longstanding community conversation and represents the next step in a shared legacy of care. From the early days of cooking in borrowed kitchens to preparing over 90,000 meals a year, our growth has always been powered by vision, generosity, and grassroots support.

The time has come to honour that legacy with a facility that meets the needs of today and prepares us for tomorrow. Bundaberg Meals on Wheels is seeking support for a significant capital investment to meet growing community demand and ensure the long-term sustainability of our service.

Located at 10 Eastgate Street, Bundaberg East, the organisation has for six decades provided nutritious meals and vital social support to elderly and vulnerable residents. However, as the population of Bundaberg ages and community needs expand, our current facility is no longer fit-for-purpose. Space limitations, ageing infrastructure, and constrained logistics are placing real pressure on our volunteers and operational efficiency.

The current centre does not meet contemporary accessibility standards, particularly for clients who use wheelchairs or mobility aids. Access to the building and key service areas can be challenging, limiting the independence and dignity of some clients. Additionally, the facility lacks designated private spaces where confidential discussions with clients and their families can take place. This compromises the organisation's ability to provide respectful, person-centred support in line with aged care quality standards.

A modern, well-equipped workplace plays a crucial role in attracting and retaining high-quality staff and volunteers. Contemporary facilities that are clean, safe, accessible, and purpose-built signal an organisation's professionalism and commitment to excellence. These environments support staff efficiency, boost morale, and enhance overall job satisfaction. For volunteers, a welcoming and organised space creates a sense of pride and belonging, making it more likely they will stay engaged and recommend the organisation to others. In a competitive environment where not-for-profits are vying for skilled personnel and committed volunteers, the quality of the workplace can be a significant differentiator.

To address these challenges, it is proposed to develop a purpose-built facility in Bundaberg. This new centre would modernise our kitchen, expand storage capacity, streamline operations, and significantly improve the safety and working conditions for our dedicated staff, volunteers and of course an improved experience for clients.

While formal costings are yet to be finalised, the need for this upgrade is urgent and clear. The proposed facility would deliver:

- Increased production capacity to support growing meal volumes.
- Improved operational safety and efficiency through modernised infrastructure.
- A scalable, future-proof service to meet the long-term needs of our region.
- A disability-friendly, accessible site designed for community inclusion.
- Dedicated private spaces for family consultations and client care planning; and
- Modern offices and staff and volunteer amenities.

Meals on Wheels is a cost-effective, community-driven model that supports healthy ageing, reduces hospitalisation, and promotes social connection. Investment in our infrastructure is not only practical — it provides measurable social and economic benefits for Bundaberg and beyond.

To progress this vision, we propose the following high-level timeline for infrastructure development To reflect the full scope of the vision, Bundaberg and District Meals on Wheels proposes the following **five-year program (2025–2029)** to deliver a purpose-built facility that addresses current limitations and positions the organisation for long-term growth.

2025

- Conduct site feasibility and develop business case
- Develop concept plans and preliminary costings
- Identify and approach key funding partners and stakeholders

2026

- Secure capital funding commitments
- Finalise detailed designs
- Obtain building and planning approvals
- Begin procurement

2027

- Begin construction
- Begin staff and volunteer transition support planning

2028

- Finalise construction and fit-out

- Conduct systems testing and compliance review
- Transition operations to new site

2029

- Launch expanded service capability
- Conduct official opening and community engagement campaign

Conceptual Design:

- Expand meal production capacity to accommodate increasing demand from an ageing population and a growing service footprint.
- Upgrade kitchen infrastructure and storage facilities, incorporating designated frozen, cool, and dry preparation and storage zones to meet contemporary food safety standards.
- Modernise amenities with dedicated volunteer and staff briefing areas, break rooms, and meeting spaces to support a safe, comfortable, and collaborative working environment.
- Improve client service, delivery logistics, and dispatch operations through a fully accessible delivery bay, a dedicated loading zone.
- Enhance site functionality and experience by providing a welcoming reception area, professional office spaces, and meeting rooms to support administration and stakeholder engagement.
- Future-proof operations by incorporating energy-efficient design features, including potential solar integration, and resilient infrastructure suitable for extreme weather conditions.
- Develop an onsite kitchen garden to support fresh, seasonal produce use and sustainability education opportunities.
- Ensure adequate parking for clients, staff, and volunteer drivers to support daily operations and accessibility.

This phased approach ensures that growth is supported sustainably, and that the community continues to benefit from enhanced service delivery without disruption.

Major Project 2 - Digital Transformation

A comprehensive digital transformation project is currently underway at Bundaberg & District Meals on Wheels, comprising three key stages.

Stage 1- GizMOW Implementation

First, the implementation of GizMOW. GizMOW is a custom-built software platform designed to modernise the core meal service operations at Bundaberg & District Meals on Wheels. Specifically designed for the needs of community meal providers, GizMOW will centralise key functions such as client records, dietary requirements, meal selections, kitchen production lists, and volunteer delivery runs. One of its key features will be the ability to review client dietary profiles alongside meal ingredients, allowing for more informed menu planning and reducing the need for individually prepared special meals. The cloud-based system will improve operational efficiency by reducing manual paperwork, streamlining communication between teams, and ensuring accurate, timely meal preparation. While initial development is focused on core service coordination, future enhancements may explore the integration of route optimisation and delivery tracking features to further strengthen delivery logistics and client service. GizMOW reflects the organisation's commitment to innovation and high-quality, client-centred care.

Project benefits:

- Reduced paperwork and manual errors
- Enhanced transparency for funders and auditors
- Improved coordination between kitchen and admin
- Improved data security and privacy compliance measures
- Live dashboard and reporting functions for real-time insights
- Improved data security and privacy compliance measures

Stage 2- Rostefy Implementation

Secondly, as part of a broader strategy to enhance volunteer engagement and operational efficiency, Bundaberg & District Meals on Wheels plans to implement a dedicated digital volunteer management and rostering system—subject to funding. This includes the adoption of Rosterfy, a cloud-based platform designed to simplify scheduling, streamline communication, and empower volunteers to manage their shifts online or via mobile devices. By reducing administrative burden and providing real-time updates, the system will support increased volunteer autonomy, clearer role expectations, and improved onboarding processes through digital forms and compliance tracking.

Beyond rostering, this initiative will strengthen volunteer engagement through structured onboarding, succession planning, and clearer pathways for progression. It also provides improved access supporting cross-generational involvement, with the opportunity for targeted youth and school engagement opportunities. A comprehensive training framework, aligned with

aged care standards, will underpin volunteer development, while annual recognition events and a structured rewards program will help improve satisfaction and retention. The project will also provide improved oversight of Centrelink volunteer participation requirement, with the overall goal of improving the experience of the existing volunteer base and to build a more resilient volunteer network.

Stage 3- Digital Identity Audit

Third, Bundaberg & District Meals on Wheels will undertake a digital identity audit to assess how the organisation is represented and perceived across all digital channels. This includes evaluating the consistency and effectiveness of branding, messaging, visual elements, and tone of voice across the website, social media, email communications, and third-party platforms. The audit will identify areas where the organisation's digital presence can be strengthened to better reflect its values, professionalism, and community impact. Findings will guide the development of a refreshed digital identity that supports stronger engagement, clearer communication, and a more cohesive public image across all touchpoints. In support of this a full upgrade of the organisation's website is in progress to enhance accessibility, enable online enquiries and registrations, and create a more user-friendly experience for clients, volunteers, and the broader community. Together, these initiatives will significantly modernise operations and strengthen the organisation's capacity to deliver high-quality, efficient services.

3-YEAR ACTION PLAN (2025–2027)

This action plan aligns with our four key strategic pillars and outlines the specific deliverables under each area of focus, along with the expected timeframe for implementation.

Strategic Pillar	Focus Area	Key Action	Timeline	CORPORATE PERFORMANCE INDICATORS	Measures
People & Community	Volunteer Engagement	Develop and implement a structured volunteer onboarding and training program to ensure role clarity, enhance engagement, and support service quality from the outset.	2025 - 2026	Volunteer retention rate	10% increase in volunteer retention
		Implement intergenerational recruitment strategy to actively attract and engage volunteers or staff from a range of age groups — such as youth, young adults, mid-career professionals, and retirees, including school-based and micro-volunteering opportunities.	2026 - 2027	Diversity of volunteer base by age	Volunteer cohort includes new age group segments
		Hold annual volunteer recognition event to celebrate and thank our volunteers for their time, effort, and contribution to the organisation	Annually - July	Volunteer recognition event delivered; volunteer satisfaction	100% delivery of event annually; 90%+ event satisfaction

	Client & Community Feedback	Conduct annual sentiment surveys with clients, volunteers, and staff, and analyse trends to inform continuous improvement initiatives and enhance service delivery. Annually review and update and implement client feedback mechanisms, utilising tools such as surveys and mystery shopper programs.	2026 - 2027	Survey completion rate; service quality improvement score	Minimum 60% response rate; actioned improvements from feedback
	Workforce Development	Conduct annual staff performance appraisals and align individual development plans with operational priorities to strengthen workforce capability and service delivery.	Annually	Staff appraisal completion; individual development plans	100% appraisals completed; 90% of staff with development plans
		Document core operational processes to support business continuity, improve staff and volunteer training, enhance consistency, and preserve organisational knowledge.	2026 - 2027	Operational Process Documentation Rate	100% of core operational processes documented, approved, and stored in a centralised system
	Community Collaboration	Strengthen referral pathways and improve brand awareness through strategic collaboration with health providers, local council, pharmacies, retirement villages, plan managers, support coordinators, and other key stakeholders	Ongoing	Number of active partnerships; referral volume	5% annual increase in referrals
Sustainability & Innovation	Digital Transformation	Implement GizMOW	2025 - 2026	System integration; delivery capacity	100% rollout of GizMOW;

		Explore the possibility to expand frozen meal delivery area and capacity	2026 - 2027	Options researched	Findings presented to the Management Committee.
		Refresh the Bundaberg Meals on Wheels website to improve usability, accessibility, and engagement for clients, volunteers, and community stakeholders.	2025 - 2026	Website analytics	20% increase in website engagement
		Enhance digital rostering systems and engagement tools to streamline volunteer coordination, improve communication, and support operational efficiency.	2025 - 2026	Implementation of upgraded digital rostering system	100% implementation subject to funding
		Develop standardised templates and a brand style guide to ensure consistent branding, professional presentation, and alignment across all organisational forms, communications, and promotional materials.	2026 - 2027	Brand Consistency and Communication Alignment	Cohesive representation across all channels
	Marketing & Brand Development	Develop and implement a multi-channel marketing strategy, including a targeted regional awareness campaign, to strengthen brand recognition and increase visibility of services across the community.	2026 - 2027	Campaign reach; brand awareness	Social/media reach increase by 25%; increased client/volunteer enquiries
	Product & Service Innovation	Renew kitchen equipment as required to maximise kitchen safety and productivity	Ongoing	Safety audits	WHS compliance
		Review and refresh product packaging with a focus on enhancing the client experience, aligning with market trends, and ensuring	2026 - 2027	Product Packaging Compliance and Alignment	100% of meal packaging reviewed and updated

		compliance with nutritional labelling and legal requirements.			
		Regularly review and update the menu and product range based on customer feedback and expert nutritional advice by an Accredited Practising Dietitian, with a focus on fresh, seasonal, and high-quality ingredients. Consider popular menu items from other services or competitors such as fruit salad or smoothies.	2026 - 2027	Menu and Product Range Relevance	Menu reviewed and updated annually, ≥80% client satisfaction on menu variety and quality.
		Actively promote existing flexible meal package options (e.g., 3-day, 5-day, or custom combinations) to highlight alignment with Home Care Package and NDIS budgeting and strengthen client engagement and service uptake.	2026 - 2027	Promotion and Uptake of Flexible Meal Packages	100% of new clients informed of flexible meal options
	Financial Sustainability	Develop and launch a community donor and sponsorship program, to build a sustainable, local funding stream that helps cover operational costs, fund special projects, or provide subsidised meals for clients in need.	2025 - 2026	Community Donor and Sponsorship Program Activation	Donor and sponsorship program launched
		Undertake an annual review of pricing structures to ensure financial sustainability, competitiveness, and continued affordability for clients.	Annually	Annual Pricing Structure Review	Pricing reviewed annually and formally endorsed by the Management Committee, with documented evidence of alignment to cost recovery, and industry benchmarks.

		Maximise procurement value through strategic local sourcing and bulk purchasing collaborations to enhance cost-efficiency and support regional suppliers.	Ongoing	Local and Strategic Procurement Value	50% or more of procurement spend directed to local suppliers, with at least two new bulk purchasing collaborations established annually to achieve measurable cost savings.
		Implement proactive processes for the timely collection and follow-up of outstanding client and service provider accounts, in line with established financial policies and procedures.	Ongoing	Timely Debt Recovery and Account Management	≥90% of client and service provider accounts paid within 30 days, with monthly follow-up actions documented for all overdue accounts in accordance with Client Fee Policy.
		Develop annual budget estimates aligned with strategic priorities and regularly monitor income and expenditure to meet or exceed the approved budget.		Strategic Budget Alignment and Financial Performance	Annual budget approved and aligned with strategic priorities with income and expenditure monitored monthly
Service Quality & Safety	Workplace Health & Safety	Deliver ongoing WHS training including manual handling, infection control, incident response, fire warden responsibilities, fire extinguisher use, and first aid certification, to ensure a safe and compliant workplace environment.	2025- 2027	Training completion rate; incident reporting	100% training compliance; incident resolution within 2 days

		Conduct regular workplace inspections and risk assessments across all operational areas, maintain an up-to-date hazard and incident register, and implement corrective actions to address identified risks.	2025 - 2027	Workplace Safety Compliance and Risk Mitigation	100% of operational areas inspected quarterly, with all identified hazards recorded in the incident register and 90% of corrective actions implemented within 30 days.
	Emergency Preparedness	Review and update the Emergency Response and Business Continuity Plan to ensure preparedness for operational disruptions, incorporating current risk assessments and emergency planning protocols.	2025 - 2026	Plan updates; drill execution	Annual updates completed; 100% drill participation
		Conduct a desktop flood drill involving Board members and staff to test emergency preparedness, clarify roles, and identify improvements in the organisation's response protocols.	2026 - 2027	Emergency Preparedness and Response Readiness	Annual desktop flood drill conducted with Board and staff participation, with 100% attendance from key personnel
	Policy & Compliance	Establish and implement an internal audit program that includes regular assessments of compliance, service quality, food safety practices, and hygiene standards to ensure alignment with regulatory requirements and best-practice operations.	Annually	Internal Audit Compliance and Service Quality Assurance	Internal audit program implemented with 100% of key areas (compliance, service quality, food safety, and hygiene) assessed at least annually, and ≥90% of non-compliance issues resolved within 30 days.

		Develop and maintain an organisational risk register, reviewed annually, to identify, assess, and mitigate potential risks across all areas of operations in alignment with governance and compliance frameworks.		Organisational Risk Management and Mitigation	Comprehensive risk register developed and reviewed annually.
		Coordinate annual compliance activities, including ACNC renewal, Office of Fair Trading reporting, and the external audit process, to ensure ongoing regulatory and governance obligations are met.		Regulatory Compliance and Governance Fulfilment	100% of annual compliance activities (ACNC, Office of Fair Trading, external audit) completed by statutory deadlines with no late lodgements or qualified audit findings.
		Review and update organisational policies regularly to ensure alignment with current legislation, industry best practices, and evolving service needs	Ongoing	Policy Currency and Legislative Alignment	100% of organisational policies reviewed on a rolling 2-year cycle, with annual priority updates completed in response to legislative changes or service delivery requirements.
	Procurement & Asset Management	Establish and maintain a procurement register for goods and services - such as food, packaging, kitchen equipment, IT systems, uniforms, cleaning supplies, and contracted services—to support cost control, supplier oversight, WHS compliance, asset maintenance, and transparent financial reporting	Establish in 2025; maintain and review annually	Procurement Oversight and Transparency	Procurement register established and maintained with 100% of active suppliers recorded
	Sustainability & Efficiency	Integrate energy-efficient systems, including solar power, LED lighting, and energy efficient kitchen equipment upgrades, to reduce	2025 - 2027	Energy Efficiency	Energy-efficient initiatives implemented resulting

		operational costs and support environmental sustainability.			in annual reduction in electricity usage
Partnerships & Advocacy	Stakeholder Engagement	Develop stakeholder engagement calendar	2025 - 2027	Engagement activities; stakeholder feedback	Minimum 12 outreach events annually
	Community Leadership	Position Bundaberg & District Meals on Wheels as an essential component of the region's wellbeing infrastructure by actively promoting its role in community health, ageing in place, and social connection.	2025 - 2027	Recognition in regional plans and health networks	Be included in 2 regional initiatives, partnerships, or promotions by 2028
		Expand organisational presence at local expos and community events to strengthen brand visibility, promote services, and engage with potential clients, volunteers, and partners.	2025- 2027	Number of community events attended	Attend a minimum of 4 local expos or community events annually
		Implement a hub-and-spoke model, positioning Bundaberg as the central hub to provide operational, compliance, and production support to smaller neighbouring Meals on Wheels services. This approach will strengthen regional service delivery, improve efficiency, reduce duplication, and ensure consistent quality across the Wide Bay district.	2027	Regional leadership and collaboration	Number of formal support arrangements or MOUs with neighbouring services
	Funding & Policy Influence	Establish and nurture new funding relationships while actively pursuing diverse external funding opportunities to support service sustainability and strategic growth	2025- 2026	Grants secured; policy contributions	Secure 3+ new funding sources annually; participate in 4 sector forums

		Undertake project planning, and grant writing to secure capital funding for the development of a new purpose-built Meals on Wheels facility in Bundaberg to address current infrastructure limitations and support long-term service growth.	2025- 2027	Capital funding secured for new facility development	Secure a minimum of one major capital grant or confirmed funding agreement by 2027
		Advocate for sector alignment and policy influence through active collaboration with Meals on Wheels Queensland, Meals on Wheels Australia, and other industry bodies	2025 - 2027	Number of sector meetings attended, policy submissions contributed to, and advocacy panels participated in	Participate in at least 4 sector activities annually

ALIGNMENT WITH SECTOR AND GOVERNMENT STRATEGIES

This strategic plan is directly aligned with key state, national, and sectoral priorities in aged care, community health, and volunteer engagement. As a critical part of the Queensland and national Meals on Wheels network, our initiatives support broader government and sector goals:

Australian Government's Aged Care Reforms:

BMOW's compliance with Aged Care Quality Standards (e.g., care planning, safety, client rights) reinforces government reforms focused on dignity, choice, and improved home care pathways.

Our participation in CHSP and our strategy to grow our NDIS service footprint reflect the federal government's direction toward integrated, person-centred community care.

By embedding these priorities into our goals and projects, Bundaberg and District Meals on Wheels is not only responding to local needs but actively contributing to the strategic vision of sector and government leaders at all levels.



Australian Government Strategies

Aged Care Quality Standards and Aged Care Act 1997

Our commitment to person-centred care, safe food practices, and continuous improvement ensures compliance with national aged care obligations and supports older people to live with dignity and independence.



Commonwealth Home Support Programme (CHSP) Manual

As a CHSP-funded service, our delivery of nutritious meals and support for independent living directly aligns with the Australian Government's aged care framework and funding objectives.



National Preventive Health Strategy 2021–2030

Our role in reducing malnutrition risk and promoting healthy eating habits contributes to the national goal of improving population health outcomes through prevention and early intervention.



Australia's Disability Strategy 2021–2031

By providing accessible services and NDIS-compliant meal support, we help people with disability achieve greater independence, choice, and community participation.



Queensland Government Strategies

Queensland Government's Age-Friendly Queensland Strategy:

Our mission of helping people age well at home through meal delivery, social contact, and wellness checks directly contributes to the vision of inclusive, supportive communities. Planned infrastructure upgrades (e.g. energy-efficient kitchen) also support age-friendly infrastructure targets.



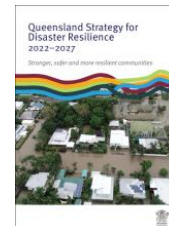
Queensland Government – Age-Friendly Communities Action Plan

Our work in supporting older people to stay in their homes longer with dignity and connection reflects the state's goals for inclusive, age-friendly communities.



Queensland Strategy for Disaster Resilience

Our emergency response planning, including insulated packaging, alternative delivery options, and future investment in backup power, strengthens local resilience during floods, storms, and extreme heat events.



Health and Wellbeing Queensland Strategic Plan 2023-2027

Our seasonal, dietitian-informed menu planning and education around nutrition for older people contributes to statewide efforts to improve health and reduce preventable disease.



Queensland Volunteering Strategy Action Plan 2024-2026

Our action plan aligns strongly with the Queensland Volunteering Strategy Action Plan 2024–2026 by fostering supported, inclusive, and celebrated volunteering. BMOW strengthens volunteer sustainability through structured onboarding, emergency planning, and retention initiatives; promotes inclusivity by engaging



diverse age groups and backgrounds; and recognises volunteer contributions through regular appreciation events. These actions directly reflect the strategy's priorities of building resilient volunteer-involving organisations, expanding participation, and celebrating the vital role of volunteers across Queensland.

Queensland's Communities 2032 Strategy

Our business plan aligns closely with Queensland's Communities 2032 Strategy, which envisions communities that are vibrant, inclusive, healthy, safe, and supported. BMOW contributes to this vision by delivering essential nutrition and welfare checks to vulnerable residents, thereby enhancing community wellbeing and resilience. Their commitment to service continuity during emergencies supports the strategy's goal of building safe and resilient communities.

Additionally, BMOW's volunteer-driven model fosters social connections and inclusivity, reflecting the strategy's emphasis on supported and responsive communities. Through these efforts, BMOW plays a vital role in strengthening the social fabric of the Bundaberg region in line with the Communities 2032 objectives.



Bundaberg Regional Council Strategies

Bundaberg Regional Council – Community Development Strategy 2020–2025

Our services promote social inclusion, volunteerism, and support for vulnerable populations, aligning with local priorities to build a safe, supportive, and resilient community.



Bundaberg Regional Disaster Management Plan

Our service continuity planning directly supports the objectives of the Bundaberg Local Disaster Management Plan by ensuring that vulnerable residents continue receiving essential nutrition and welfare checks during emergencies. This contributes to community resilience, aligns with local coordination arrangements, and supports preparedness, response, and recovery outcomes for the Bundaberg region.



Bundaberg Regional Council's Corporate Plan 2025–2030

The BMOW business plan aligns strongly with the Bundaberg Regional Council's Corporate Plan 2025–2030 and Operational Plan 2024–25 by contributing to a liveable, connected, and resilient community. BMOW supports Council priorities by delivering essential nutrition and welfare



checks to vulnerable residents, ensuring service continuity during emergencies, and actively engaging volunteers to foster community connection. Its operations reflect the Council's core values of service, purpose, and integrity, and play a vital role in advancing community wellbeing, disaster preparedness, and social inclusion across the region.

Meals on Wheels Queensland Plan:

Our volunteer development and retention strategies mirror the QLD Plan's commitment to strengthening the volunteer base and reducing burnout. Expansion of inclusive services and frozen meal options aligns with the sector's push for flexible, equitable, and regionally responsive delivery models.



Meals on Wheels Australia Strategic Plan:

BMOW's investment in digital systems (GizMOW), risk management, and service quality aligns with national goals of modernising operations, improving efficiency, and strengthening governance. Our emphasis on food security and healthy ageing supports national MOWA advocacy around nutrition as a pillar of preventive health.



MONITORING AND REPORTING FRAMEWORK

The organisation implements a structured and cyclical approach to monitoring and reporting to ensure accountability, continuous improvement, and alignment with strategic goals:

- **Monthly:** Internal service performance reports and risk register reviews are conducted to monitor operational effectiveness and manage emerging risks.
- **Quarterly:** Key Performance Indicators (KPIs) are reviewed by the Business Manager to evaluate progress and inform decision-making.
- **Annually:** Independent financial audits, and comprehensive surveys of staff, volunteers, and clients are undertaken to assess service quality, stakeholder satisfaction, and organisational performance.
- **Every Three Years:** A formal review and update of the Strategic Plan is conducted to ensure continued relevance and responsiveness to sector developments.

This plan is a dynamic, living document, reviewed annually by the Management Committee and updated as necessary to reflect emerging trends, changes in funding and policy, and the evolving needs of our clients and community.



GLOSSARY OF TERMS AND ACRONYMS

Term / Acronym	Definition
ACNC	Australian Charities and Not-for-profits Commission – federal regulator of charities.
Aged Care Quality Standards (ACQS)	The standards organisations must meet to ensure safe, quality care for older Australians.
CHSP	Commonwealth Home Support Programme – an entry-level aged care program funded by the Australian Government.
HCP	Home Care Package – coordinated aged care support for people who want to stay at home.
NDIS	National Disability Insurance Scheme – funding support for people with a permanent and significant disability.
WHS	Work Health and Safety – laws and procedures to ensure workplace health and safety.
GizMOW	A purpose-built digital platform used by Meals on Wheels services for service coordination.
Rosterfy	A cloud-based volunteer rostering and engagement system.
Strategic Pillars	Core themes guiding BMOW’s decision-making and future planning.
Hub-and-Spoke Model	A structure where a central hub (BMOW) supports smaller or rural satellite services.

