

# Strategic Plan 2025-2028



benevolent SOCIETY



## Our Acknowledgement of Country

The Benevolent Society acknowledges the Traditional Owners of Country throughout Australia and recognises continuing connection to land, waters and community. We pay our respects to them and their cultures, and to Elders past and present.

# What makes Benevolent tick?



We invest for impact

Since our inception, we have always invested for impact. We recognise the value of using our resources to invest in good ideas and innovative programs.



We are brave innovators

We have a long history of innovation. We have always been prepared to do the hard, risky work, never shying away from complexity.



We create a better world

We have always been at the forefront of imagining a better world into being. This has meant recognising the gaps, envisioning a better future and, most importantly, delivering it.



We commit to effective practice

We are a practice-led organisation with a deep commitment to evidence-based practice and effectiveness.



We are people-centred

We are unwavering in our commitment to being people-centred, rights-based, place-based, collaborative & innovative.



We influence change

To deliver on our purpose, we meet people at their points of need and work with others for positive social, cultural and economic change.



We know reconciliation is vital

We are on a journey to understand our history & build a reconciled/shared future with Aboriginal & Torres Strait Islander peoples.

# Our values



## Integrity

We are ethical, trustworthy and responsible. Those who come into contact with us will experience us as open, just and reliable.



## Respect

We show regard and appreciation for all people from all walks of life and honour human difference and diversity.



## Collaboration

We work jointly with others. We believe that together we can tackle the things that prevent communities and society from being caring and just.



## Effectiveness

We are focussed on, and accountable for, performance and outcomes. Our efforts are directed at reaching and fulfilling our vision.



## Optimism

We are hopeful that even the most complex issues can be solved and we work towards the best possible results for clients and their communities.

## Our Vision

**A just society where everyone is valued, safe and belongs.**

At Benevolent we believe that every person deserves to live life on their own terms — loved, valued, and treated with dignity. For more than two centuries, **The Benevolent Society** has stood for that belief.

We don't just help people. In partnership with the people we work with, we strive to **change the conditions** that hold people back.

- Where there is **isolation**, we build connection.
- Where there is **inequality**, we spark opportunity.
- Where there is **instability**, we restore strength.

We are guided by **agency, inclusion and impact**, grounded in trust and human connection.

We are **The Benevolent Society**. Independent. Brave. Hopeful.

Two centuries strong — and still designing the future one act of humanity at a time.

## Our Purpose

**We support and empower families and communities.**

Benevolent has always been about supporting people at their time of need. We know that people live in families and communities.

A **family** is a network of people connected by care, commitment, and responsibility. We recognise that families are diverse, can be chosen and includes rich cultural and kinship traditions.

**Community** is shaped by relationships, shared values, cultural identity, networks of mutual support and coming together as part of a shared story.

We know community is not confined to a suburb or town, and often extends across physical, digital, and cultural spaces.



## Our vision and purpose

### Our vision

A just society where everyone is valued, safe and belongs.

### Our purpose

We support and empower families and communities.

### Our ethos

Fuelled by a commitment to agency, inclusion and impact, Benevolent believes that people thrive when they are trusted, connected and empowered. We work to strengthen families, restore stability, and help communities grow stronger together.



## Our focus areas

**Improving safety and wellbeing for the people we support** by delivering effective services that respond to the root causes of poverty, inequality and harm.

**Building social inclusion and community capacity** by investing in connection and community.

**Increasing impact and social change** by drawing on our practice and experience to influence positive change.

- Our services are effective, inclusive, responsive, culturally safe and delivering measurable outcomes.
- Our safeguarding strategies are recognised as sector leading.
- We are known as an innovative and leading organisation in relation to effective service delivery for children, women and families.
- Clients tell us they have agency including a sense of control and choice to access the supports they need to thrive.
- Clients are active partners in our service design, governance and decision making, telling us they have a sense of control and choice.

- Clients say they feel confident to access supports, navigate systems and feel connected to their local communities.
- There is an emergence of innovative collaborative responses to local issues in locations where we are working.
- Partners, stakeholders and communities demonstrate their trust in us by also investing in long-term relationships and partnerships.

- We are courageous and active contributors towards improving equity, fairness and social justice in Australia.
- We are recognised as a valued contributor to the discussion about more effective practice and ways to deliver human services across Australia.
- We are growing our capacity when engaging on Aboriginal and Torres Strait Islander issues and sharing our learnings.
- We invest in social innovation and have delivered a new, successfully evaluated, social impact initiative.



## What success will look like

### Our people

Support skilled professionals who are able to learn and develop across their career.

### Our sustainability

Improve sustainability by increasing our scale in a measured and meaningful way and improving operational efficiency.

### Technology and systems

Invest in technology solutions to improve client outcomes and enhance the experience of our clients.

### Our governance

Strengthen organisational integrity and resilience through robust governance and legal, ethical and responsible business (ESG) practices.

### Risk and quality

Focus on risk and quality to ensure we meet our compliance requirements and can demonstrate effectiveness and high quality.

### Our own resources

Leverage our resources and attract partners to better meet our strategic objectives.



## How we enable this

# Three strategic pillars

## Pillar one

Improving safety and wellbeing for the people we support.

## Pillar two

Building social inclusion and community capacity.

## Pillar three

Increasing impact and social change.

## Enablers

Our people

Our Sustainability

Investments in technology

Our Governance

Risk and quality

Our own resources

# Pillar one

## Improving safety and wellbeing for the people we support

### We commit to

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- Empowering and supporting children, women, and families as they navigate life transitions and challenges in a manner that supports strong, safe and positive family relationships.
- Working to respond to the impacts and causes of gender-based violence.
- Working with people in a way that ensures individual agency, including choice and control.
- Providing effective, innovative and evidenced-based services – ranging from universal to targeted and specialised - that meet individuals and families at their point of need.
- Working in partnership with Aboriginal Community Controlled Organisations to contribute to Closing the Gap and support self-determination for Aboriginal and Torres Strait Islander children and families.

### Our goals and priorities

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- Invest in service design, evaluation and practice to keep children safely in their families and keep families together.
- Invest in clinical capability, evaluation and practice to keep older Australians safely at home and living meaningful lives.
- Grow our family resilience work in South Australia, New South Wales, the ACT and Queensland.
- Ensure our age care services are sustainable and consolidate our direct supports for older people.

We deliver effective services to individuals and families that respond to the root causes of poverty, inequality and harm.

### What success will look like

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- Our services are recognised as effective, inclusive, responsive, culturally safe and delivering outcomes.
- Our safeguarding strategies are recognised as sector-leading.
- We are known as an innovative and leading organisation in relation to effective service delivery for children, women and families.
- Our clients tell us our staff support them to have agency including a sense of control and choice to access the supports they need to thrive.
- Our clients are active partners in our service design, governance and decision making, and tell us they have a sense of control and choice.

# Pillar two

## Building social inclusion and community capacity

We invest in connection and community.

### We commit to

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- Working with people across the lifecycle to provide them with greater choice, control and connection.
- Supporting people to navigate human service systems in a way that builds social connections for isolated people as well as access to individual support.
- Creating opportunities for people and communities to connect, engage, contribute and develop their own solutions.
- Prioritising our work in local communities and developing long-term partnerships.

### Our goals and priorities

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- Invest in service design, evaluation and practice to ensure older Australians are connected with their communities.
- Increase the impact and number of communities where we are delivering carer services.
- Expand our proven integrated and collaborative service approaches (including community hubs) in priority communities in Queensland, NSW and SA.
- Develop a digital hub model.
- Develop a partnership approach model for specific communities aimed at developing community capacity.

### What success will look like

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- Clients say they feel confident to access supports, navigate systems and feel connected to their local communities.
- Our clients report that our staff support them to reach their goals.
- There is an emergence of innovative collaborative responses to local issues in locations where we are working.
- Partners, stakeholders and communities demonstrate their trust in us by also investing in long-term relationships and partnerships.

# Pillar three

## Increasing impact & social change

### We commit to

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- Using our resources for social impact in areas where we identify need and can bring innovative solutions.
- Taking a stand on issues that reflect the experience of the people we work with who experience injustice, barriers and intersectional disadvantage.
- Sharing our learnings to improve practice, systems and community connection.
- Being a leading voice to improve safety and wellbeing and reduce loneliness, social and economic exclusion.
- Reconciliation and progress towards Aboriginal and Torres Strait Islander self-determination and empowerment.
- Actively contributing to the discussion around community sector regulation.
- Strong formal partnerships with community, corporate and philanthropic partners that deliver positive change.

### Our goals and priorities

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- Develop and implement an organisational Aboriginal and Torres Strait Islander Strategy.
- Work in partnership with other leading community organisations to affect social change and a more just society.
- Identify a social initiative for us to invest in for impact.
- Invest in research capacity to inform our practice, evaluation and advocacy work.

We draw on our practice and experience to influence positive change.

### What success will look like

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- We are courageous and active contributors towards improving equity, fairness and social justice in Australia.
- Benevolent is recognised as a valued contributor to the discussion about more effective practice and ways to deliver human services across Australia.
- We are growing our capacity when engaging on Aboriginal and Torres Strait Islander issues, and sharing our learnings.
- We invest in social innovation and have delivered a new, successfully evaluated, social impact initiative.
- We are contributing to the public discussion of how to ensure the Australian community sector is valued and appropriately regulated.

# Our enablers

## Our people

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Support skilled professionals who are able to learn and develop across their career.

## Our sustainability

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Improve our sustainability by increasing our scale in a measured and meaningful way and improving our operational efficiency.

## Investments in technology, infrastructure and systems to improve client outcomes and consumer experience

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Invest in technology solutions to improve client outcomes and enhance the experience of our clients.

## Our governance

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Strengthen organisational integrity and resilience through robust governance and legal, ethical and responsible business (ESG) practices.

## Risk and quality

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Focus on risk and quality to ensure we meet our compliance requirements and can demonstrate effectiveness and high quality.

## Our own resources

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Leverage our resources and attract partners to better meet our strategic objectives.

We grow and invest in our organisational capability.

## What success will look like

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- Our increased scale enables us to maintain strong enabling infrastructure and invest in improvements and innovation.
- We are recognised as a learning organisation and an employer of choice. This includes being a safe and rewarding place to work.
- Our compliance ratings exceed industry benchmarks.
- Our brand enables communities to understand and connect with what we stand for.
- We have implemented the ESG Charity Guide – the sector developed blueprint.
- We are investing our own resources for impact.
- Our service models, practice models and advocacy work are recognised as effective and best practice.

# Supporting and empowering families and communities

"My health has improved thanks to amazing online sessions that support and promote my wellbeing."



"I consider myself very fortunate that I can stay at home and everything I need is taken care of in a very caring and responsible manner."



"One of the most outstanding organisations I've dealt with."

"The Benevolent programs exceeded my expectations."



"I'm so grateful — the services have been life changing."

**benevolent** SOCIETY



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