

Strategic Plan 2022-2024

Better together

benevolent

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.



Photography by Wayne Quilliam

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Our Vision

A just society where all Australians can live their best life

Right from the start, we’ve been there for anyone who needs us, at the heart of change. As one of Australia’s oldest charities, we have grown and matured, and continue to do so through opportunity and challenge.

We are guided to reach our vision and face the challenges of every new day by our principles and values. They provide a framework for how we work individually and together as a learning organisation, collaborate with others and make a positive difference to the community.

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 Principles

We work towards reconciliation with First Nations Peoples.

We believe change is possible when we work together with our clients.

We use our skills, voice and resources to reduce disadvantage and work for a just society.

We are creative, efficient, resourceful and effective in the pursuit of social impact.

We work in and through communities to improve the welfare of individuals and families.

We are brave innovators who will always pursue social change.



What we do

We meet people at their point of need by offering support services for children, young people, families, people with disability, older Australians and carers. We work for social change in and with the communities we are a part of. We work across Australia, nationally through virtual service delivery and in person in NSW, VIC, ACT, SA and QLD. We work with thousands of people every day, supporting them to live life, their way.

Driving social change

We use our practice wisdom and community connection to mobilise social movements to build a fairer society, advocate for people in need and create social change. Free legal aid, age pensions, specialist maternity care and an end to child labour are just some of the changes we helped to make in Australia.

We will continue to use our expertise and partnerships to grow, influence policy, expand practice wisdom, influence systems, create change and have a positive impact in the lives of our clients, their carers and people living in Australia.

We embrace and embed a human rights culture across the organisation and we prioritise the commitments made in our Reconciliation Action Plan.

We walk together

The Benevolent Society's vision for Reconciliation is of a strong and inclusive Australian society based on equality that advances the economic, political and social inclusion of First Nations Peoples to achieve parity in life outcomes.

We will walk alongside First Nations Peoples in a respectful and meaningful way that highlights the wisdom, strength and resilience of one of the world's oldest living culture.

As Australia's oldest charity, The Benevolent Society's vision for reconciliation recognises and acknowledges the injustices inflicted on Australia's First Nations Peoples as the original point of truth and foundation of all our reconciliation efforts.

Following from our Reconciliation Action Plan, we will develop our:

- RAP Partnership Strategy;
- First Nations Workforce Strategy, and
- Cultural Capability Framework.

Work on these initiatives advances our commitments to reconciliation.

Our Strategic Direction 2022-2024

This Strategic Plan sets out our strategic vision for 2022-24. Building on our long experience and established strengths in supporting people, families and communities, our vision is to grow and develop The Benevolent Society in a way that enables us to anticipate and overcome the challenges of the future.

The need to be an effective partner in building social change is as great as ever in Australian communities where the gap between the most and the least well off continues to widen. Those with the greatest needs are at the greatest risk of being left behind. Working constructively together with sector peers to advance social change and striving to be an influential voice in the for-purpose sector are vital.

At the same time, work in the human services for-purpose sector is changing. Federal and State government policy and program settings for social services continue to evolve. Our commitment is to be a trusted partner to governments at all levels, working to make positive, proactive change in the policies and programs that affect the lives of our clients and their communities.

We strive to harness the opportunity to work together with corporate, government and philanthropic partners to build shared vision and action to alleviate disadvantage and exclusion in the Australian community.

At The Benevolent Society, this context informs our decision to build our future strategy on four pillars.

- Pillar 1 Deliver person-centred services**
- Pillar 2 Influence social change**
- Pillar 3 Achieve growth for impact**
- Pillar 4 Build a thriving organisation**

The adoption of the four pillars as the foundation for The Benevolent Society’s activities puts a strategic frame around the work we have done for many years. The four pillars represent a continuation of our momentum, set in a clearly articulated frame. Future planning, including strategic, business and individual performance planning, will be shaped around our four pillars.

In addition, we have identified 12 strategic projects (listed at the end of this document) to spearhead our transformation and ready ourselves to meet the challenges of today and the future. Our transformation projects aim to position us to thrive in an operating environment that is increasingly volatile and uncertain.

Pillar 1 **Deliver person-centred services**

Deliver excellent services for clients, enabling them to live life their way.

Respect and act on client voice	The voices of clients and communities inform our actions.
Deeply understand our clients	We take responsibility to design our services around client goals and preferences and build a positive client journey.
Develop and deliver safe and innovative services	We offer evidence-based, innovative services that support client safeguarding, wellbeing and quality of life, and that meet and exceed expectations.
Quality drives everything we do	We take pride in the quality of our work and in our commitment to our clients and the communities we serve.
Track and improve our progress	We measure our impact for clients and strive to enhance positive change.

We are succeeding when

- Clients can live life their way
- Client voice tells us that we are getting it right
- We offer innovative services that meet people at their point of need

Pillar 2 Influence social change

Work internally, and externally with for-purpose sector peers, corporate and philanthropic partners, policy makers and communities themselves to develop and implement initiatives that build social change.

Elevate our social change impact	We elevate our capability and reputation as a thought leader, a credible voice and a partner in building a just society.
Deliver on our commitment to reconciliation	Build meaningful, enduring understanding and reconciliation with First Nations staff, clients and partners.
Share our knowledge	We gather and analyse data about the impact of our programs to inform ourselves and influence social policy and systems change.
Work as a trusted partner	Informed by our practice knowledge, we work as a partner and trusted adviser to communities, governments, corporate and philanthropic partners and across the human services for-purpose sector.
Deliver innovation with positive impact	We have the skills, capability and networks to pilot, partner and deliver innovative, evidence-based social impact initiatives.
Be a systems leader	We have the capability, commitment and drive to work across the human services sector and beyond to build collaborations for structural and systemic change.

We are succeeding when

- First Nations staff, client and partner engagement with The Benevolent Society deepens and expands.
- Using our practice wisdom, we innovate and share our expertise
- We partner with others to build positive social change
- Policy makers and partners see us as a trusted voice

Pillar 3 **Achieve growth for impact**

Grow our business to deliver our vision.

Expand our impact	Growth enables us to offer expanded services to clients, that meet their needs in an integrated way.
Build valued relationships	Develop relationships with government, corporate, philanthropic and First Nations partners, and sector peers to support our ability to innovate.
Make room for innovation	We can support a balanced range of activities across The Benevolent Society and take calculated risks on innovation.
Develop compelling evidence through data	We use our experience and data to build the evidence to support our vision.
Support systems change	Growth enables us to commit to leading, sharing and collaborating with diverse stakeholders across human services and other systems to achieve change.

We are succeeding when

- We demonstrate positive impact persuasively
- Our revenue base is growing, enabling service expansion and innovation
- Government, corporate, philanthropic and First Nations partners, and sector peers support our impact initiatives
- We contribute to initiatives that address the causes of disadvantage and exclusion, rather than the symptoms

Pillar 4 Build a thriving organisation

Build a great organisation that is an employer of choice, is easy to do business with, is innovative and digitally enabled, cares about sustainability and is a sector leader.

Invest in our people	We take pride in our people and continue to invest in development and leadership capability to meet the growing and changing demands for human services in Australia.
Build a diverse and inclusive organisation	Embed diversity and inclusion in the way we work, including by delivering on our reconciliation commitments to our people.
Innovate our systems and processes	Automate, integrate, modernise and digitise our business processes to improve employee experience and deliver person-centred services.
Be digitally and data enabled	Develop and implement data-driven decision making and support systems that are safe and secure and will future proof the organisation.
Reduce our impact on the environment	Implement strategies to reduce our carbon footprint.

We are succeeding when

- We grow our reputation as a great place to work
- Technology enables us to work in ways that are smart and secure, and supports all of our activities
- Diversity and inclusion are embedded in the way we work.
- We are on the path to carbon neutrality

Our Strategic Transformation Projects 2022-2024

Pillar 1 Deliver person-centred services

1.1 A new person-centred, person-led service framework

Design and implement an integrated service framework with service models relevant for all The Benevolent Society clients. This means maturing our service delivery to build a holistic approach to coordination of services, processes and systems, methods of service delivery, and resources to improve client services and experience.

1.2 Systems leadership placed-based approaches to wellbeing

Explore and implement innovative place-based approaches to child and family wellbeing, leading and coordinating with for-purpose sector peers.





Pillar 2 Influence social change

2.1 Sustainable NDIS

Work alongside sector peers and the Federal government to improve on the promise of the NDIS.

2.2 Bridging the digital divide

Bridge the digital divide by delivering digital services and the capability to engage with them.



Pillar 3 Achieve growth for impact

3.1 Growth

Increase our non-government revenue to enable The Benevolent Society to deliver innovative social purpose initiatives.

3.2 Create a growth hub

Mobilise internal experts and trusted external partners to source new streams of income and capitalise on opportunities for innovation and growth.

3.2 Develop an impact hub

Build organisational excellence in evidence driven approaches to service delivery and social change activity.



Pillar 4 Build a thriving organisation

4.1 Structural alignment

Align our governance, leadership and culture with a thriving future.

4.2 Workforce capability

Build our capability to support and drive our organisational strategy.

4.3 Data governance and performance measurement framework

Harness the power of our data to become leaders in data driven service delivery, social impact and growth.

4.4 Business systems and process improvements

Re-engineer business systems and processes to enhance our reputation as a great place to work and enable innovation and growth.

4.5 Environmental impact reduction

Reduce our impact on the environment and become carbon neutral.



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