

Better Together

Strategy 2021-2024





A just society where all Australians can live their best lives

Our new strategy recognises that our organisation is stronger and our impact long lasting when we:

- Work together as one Benevolent Society
- Partner with our people and others in our work
- Speak with a collective voice as a sector to influence policy and drive social change

We are better together

Who we work with:

Children, young people and families, people with disability and older Australians, Government and social policy makers

What we do:

We differentiate ourselves through an integrated operating model (service and advocacy) to meet our consumers needs and advocate for social change

Where we do it:

We work across Australia, nationally through virtual service delivery and in person in NSW, VIC, ACT, SA and QLD

How we do it:

We embrace and embed a human rights culture across the organisation

Strategy

Great client experience

- Deep understanding of peoples needs
- Our decisions are always informed by our clients
- Integrated services to better meet peoples needs
- Outcomes from consistently great practice

Community participation

- Partner to further Reconciliation
- Increase our clients community participation
- Make communities more inclusive for our people

Social change

- Use our practice wisdom to create change
- Mobilise social movements to promote change
- Use our influence and partnerships to advocate for policy change

Commercial rigour and growth

- Leverage our geographical footprint, expertise and partnerships to deliver sustainable growth that enhances our voice and impact
- Future workforce model enabling impact and growth
- Commercially competitive, always

Enabled by a thriving organisation

Our people make a difference beyond The Benevolent Society

Our brand engages our people, clients and communities

We support our people to flourish in a dynamic environment

We reduce our impact on the environment

Right technology and infrastructure to support our strategy



Great client experience

1. We make it easier for people to achieve their goals by seeking to genuinely understand their needs
 - We will expand our evidence informed practice framework across the organisation, using new and existing tools that support people to achieve the goals that matter most to them
 - We will listen for and act on the voice of our clients, ensuring that we respond to their needs and experiences, and exceed their expectations
2. Our decisions are always informed by our clients
 - We will embed the client voice in the governance of our organisation at all levels
 - We use our consumer engagement program to drive continuous improvement and inform all decisions
3. We deliver integrated services that use the full breadth of our knowledge and skills to meet peoples needs
 - We will introduce an integrated service entry process that is driven by client needs rather than funding streams or services
 - We will integrate our existing services and partner with others to better meet community needs
 - We will use our collective practice expertise and partnerships to develop new integrated service offerings
4. We demonstrate outcomes through our consistently great practice
 - We will measure our outcomes against others, where we can, to ensure we are delivering best practice
 - We will have a measurable impact on our clients wellbeing
 - We ensure our staff know and do 'what works' with the people who use our services



Community participation

1. We work in partnership with Aboriginal and Torres Strait Islander people and communities to further Reconciliation
 - We will work with our Aboriginal and Torres Strait Islander staff, volunteers and community members to continue to inform our approach on cultural capability in our practice
 - We will measure and report on the efficacy of our partnerships with Aboriginal and Torres Strait Islander organisations in achieving outcomes
 - We will stand with and advocate for the rights of First Nations Australians and their communities to self-determination.
2. We increase community participation to enhance wellbeing of our clients
 - We will implement an organisation wide community engagement approach aimed at reducing the negative health and wellbeing impacts of isolation and exclusion.
 - We will support our people to be active members of their communities
3. We seek to influence the attitudes and assumptions that limit the wellbeing of the people we work with
 - We will work with health and education providers to address attitudes and assumptions that limit our clients' rights to access and receive quality services.
 - We will identify and challenge the attitudinal barriers that limit the wellbeing of people through our advocacy campaigns.



Social change

1. We use our practice wisdom to create change
 - We will use our knowledge of what works to remove systemic barriers to service and human services system integration
 - We will use our practice to inform our advocacy
2. We mobilise social movements, including engaging our clients and staff in promoting change
 - We will enable individuals, organisations and communities to engage directly in creating change
 - We will increase participation in our national campaigns by our people
3. We will use our influence and partnerships to advocate for policy change
 - We will continue to build the reputation of the organisation as a thought leader, credible voice and partner in building a just society
 - We will continue to build relationships and networks with decision makers to promote evidence based policy change



Commercial rigour and growth

1. We will leverage our geographical footprint, expertise and partnerships to deliver sustainable growth that enhances our voice and impact
 - We will pursue and attract funding to support our innovative service models and advocacy
 - We will expand our service offering in existing communities
2. We are building our workforce of the future to enable impact and growth
 - We will address labour market shortages through new workforce models
 - We will ensure our organisational design remains fit for purpose and efficient
 - We will continue to embed our flexible work strategies for efficiency and productivity
3. We are commercially competitive, always
 - We will deliver an increasing surplus
 - We will continue to focus on efficiencies and manage our cost base



Thriving organisation

1. We expect our people to make a difference beyond the Benevolent Society
 - We enable staff to connect to the communities we work with and the social change we seek
 - We invest in our people to enable them to use their talent and experience within and beyond The Benevolent Society
2. We support our people to flourish in a dynamic environment
 - We continue to support people to be adventurous and innovative in solving problems for clients and communities
 - We will ensure that our workforce is inclusive and diverse with a focus on Aboriginal and Torres Strait Islanders, older Australians, carers and people with a disability
 - We support our people's wellbeing and connectedness
3. We will reduce our negative impact on the environment and contribute to mitigating the effects of global warming
 - We will work towards being carbon neutral by 2025
 - We will use our procurement and financial investments to influence others to reduce their impact on the environment
4. We have the right technology and infrastructure to support our strategy
 - We have the technology in place to support an integrated operating model
 - We will have the data available to make informed decisions and the strategic direction of the organisation
5. We have a brand that engages our people, clients and communities
 - We will increase our brand recognition to attract clients, partners and talent
 - We will align our internal and external brand to create an integrated experience for everyone



Our success measures and targets

Our People

1. **Pay competitiveness** - TBS will be in top 25% of non-profit employers for employees covered by our Enterprise Agreement by 2025.
2. **Employee engagement** - TBS will be in top 20% of comparable employers for employee engagement as measured through the Gallup Q12.
3. **Staff engagement in advocacy** - All staff at TBS will participate in our advocacy efforts each year.
4. **Diversity** - TBS will achieve representation targets for employees who are Indigenous, have a disability, are older than 55, and carers.

Our Social Impact

1. **Client wellbeing** - TBS will increase our clients' wellbeing measured through the Personal Wellbeing Index before and after our support.
2. **Client experience and participation** - Our clients will receive a seamless, integrated service from TBS and participate in inclusive communities, measured via bespoke questions in our annual client survey.
3. **Advocacy impact** - TBS will achieve targets for community and government engagement, policy change and financial sustainability and growth of our campaigns.
4. **Reconciliation** - TBS will increase the number and engagement of Aboriginal and Torres Strait Islander clients, partners and suppliers we work with each year.

Our Commercial Outcomes

1. **Surplus** - TBS will achieve an annual operating surplus of \$4 million by 2025.

Our Organisation

1. **Carbon footprint** - TBS will be carbon neutral by 2025
2. **Investment in operational excellence** - TBS will increase our investment in our practice and organisational development and innovation, and systems to ensure we can deliver on our strategic objectives.

Our Brand

1. **Brand awareness and perception** - TBS will increase our overall prompted brand awareness and trust amongst our target audiences
2. **Client satisfaction** - TBS will achieve a Net Promoter Score in the top 20% for our sector.

