

Reconciliation Action Plan



March 2019 - February 2021



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Our Vision For Reconciliation

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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 Aboriginal and Torres Strait Islander peoples to achieve parity in life outcomes.

Our vision for reconciliation is to walk alongside Aboriginal and Torres Strait Islander peoples in a respectful and meaningful way that highlights the wisdom, strength and resilience of one of the world's oldest cultures.

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

Our Innovate RAP

This Innovate Reconciliation Action Plan (RAP) is the culmination of 12-18 months' work that continues our story of reconciliation from our "Walking Together" Plan in 2012-2015. This journey is represented for us in the artwork of Jasmine Sarin.

About the Artist

Jasmine Sarin

Is a proud Kamilaroi and Jerrinja woman from NSW growing up predominantly on the South Coast in Nowra (Jerrinja and Yuin Country) and Wollongong (Dharawal Country). Jasmin has also been influenced through her connection to Coonabarabran in Central West NSW (Kamilaroi Country). A self-taught visual artist and graphic designer, Jasmine's artwork tells the story of her experiences, bringing contemporary methods and concepts to the oldest culture on earth.

"I pay my respects to my Elders both past and present and acknowledge that the Land on which I work and play on was, is and always will be Aboriginal Land."

Jasmine Sarin





The Art

Name of the piece **Peregrination**

In life's journey we are often encountered with challenges, obstacles and difficult decisions. Some of which are easy to overcome and get through, others feel like there is no solution. When we share our stories we share the ups and downs of our journeys and discover that we are never travelling alone in this world. There is always help, support and company, you just need to find it.



These lines are how we are all connected. Specially how The Benevolent Society engages and approaches working with community through services.



The circular clusters are the communities and places.



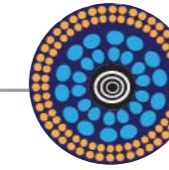
The blue and green lines symbolise water, rivers and oceans that cover this land.



This is the path we take in life, we encounter barriers and obstacles but also find solutions and resilience.



The centre of this artwork is a holistic representation of The Benevolent Society, its values and its vision.



The leaves are to show sustainability, growth and the nurturing that comes with successful community engagement.



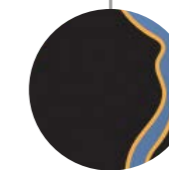
Symbolising a holistic core service of The Benevolent Society.



The border represents the earth and rock features of Country.



The darkness of these shapes have two meanings. One is the night sky, time of campfires and conversations. The second represents the past and what has come before us that gives us strength to move forward.



A Message from our Chair and CEO

On behalf of The Benevolent Society Board, our leadership team, our employees and volunteers, we are pleased to announce the commencement of the next part of our organisation's journey and commitment to achieving meaningful reconciliation with Aboriginal and Torres Strait Islander peoples.

Our First Australians hold an important and unique place as Custodians of our land and waters and also in Australian society. In honouring this, our organisation has again made a commitment to reconciliation. The Benevolent Society remains steadfast in our commitment to promoting the economic, political and social inclusion of Aboriginal and Torres Strait Islander peoples.

For the Benevolent Society to achieve genuine reconciliation with Aboriginal and Torres Strait Islander peoples, the importance of the Reconciliation Action Plan remains the cornerstone of our organisation's cultural barometer. Our vision of a fair and just society in which all Australians can live their best life is well aligned with the ambitions of Reconciliation Australia. This vision sees a future based on equity that we can help achieve through public advocacy for fairness across Australia. We are excited by our new approach that seeks to embed Aboriginal and Torres Strait Islander perspectives across and within our organisation. Central to this approach will be measuring our efforts to deliver positive and sustainable outcomes with Aboriginal and Torres Strait Islander children, families, Elders and their communities.

By engaging in reconciliation with our First Australians we continue to recognise the ongoing impact of the harsh injustices and exclusion inflicted on Aboriginal and Torres Strait Islander peoples since colonisation.

Through our journey of reconciliation and the work that we do, we witness the continued strength, wisdom and infinite resilience of Aboriginal and Torres Strait Islander peoples and cultures. It is a reminder to all Australians of the inherent importance of connection to family, country and cultures in confronting adversity.

Our RAP is a culmination of 12-18 months of consultation with Aboriginal and Torres Strait Islander communities, organisations, Reconciliation Australia and our staff. We would like to thank everyone who has contributed to the development of this plan.



Tim Beresford
Chair



Joanne Toohey
Chief Executive Officer

09 Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see The Benevolent Society continue its reconciliation journey and to formally endorse its Innovate level Innovate RAP.

Through the development of an Innovate RAP, The Benevolent Society continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides The Benevolent Society with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, The Benevolent Society will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish The Benevolent Society well as it embeds and expands its own unique approach to reconciliation. We encourage The Benevolent Society to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend The Benevolent Society on its second RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

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Who is the Benevolent Society?

The Benevolent Society's vision is for a just society where all Australians can live their best life. We are Australia's oldest charity, providing a range of services across New South Wales, Queensland and South Australia from 72 office sites situated in urban and rural geographical locations. We are a not-for-profit and non-religious organisation that has assisted people, families and communities to achieve positive change since 1813. Creating a just society means advocating for fundamental changes that provide new solutions to social challenges for those Australians who experience entrenched disadvantage. As part of this vision, The Benevolent Society is strongly committed to reconciliation with our First Australians.

Our work is underpinned by the following organisational values:

- **Optimism** – We are hopeful that even the most complex social issues can be solved and we work towards the best possible results for clients
- **Integrity** – We are ethical, trustworthy and responsible. Those who come into contact with The Benevolent Society 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 organisation's vision of a just society where all Australians can live their best life.

These Core Values and our Best Practice Frameworks are designed for developing, maintaining and reviewing the relationships that guide the services we deliver. We believe that this approach aligns with our vision for reconciliation.

What we do?

The Benevolent Society provides community based services for people with a disability, older people, their carers, and children and families.



People with disabilities

With one of the country's largest teams of expert staff, we are practice leaders in specialist disability services.

The Benevolent Society specialises in partnering with people so they can live the life they choose. We do this through support coordination to ensure access to the right service at the right time. Support Coordinators are experienced in supporting people who live with:

- Mental Health
- Physical disability
- Intellectual disability.

Specialist therapy services including physiotherapy, speech therapy, nutrition support, occupational therapy, behaviour therapy, psychology and nursing. We offer specialist therapy support for children and access to multidisciplinary teams for those with complex needs.



Ageing Services

Our goal is to support older Australians to maintain their independence so that they can make the most of living at home.

At The Benevolent Society we are respectful of the contribution older Australians have made in building opportunities for the future. We support older Australians from retirement age through the next phase of life by helping them live an active and independent life.

We do this through:

- Helping maintain health
- Supporting living safely and securely
- Helping around the house
- Helping with personal care
- Supporting carers to keep on caring.

Carers

We support carers of people with a disability and older people living at home. We help carers to find high quality day and overnight care so they can receive tailored respite.



Child and Family Services

Our goal is to help children to reach their full potential and support parents to raise their children.

We do this through:

- Early Childhood Development
- Early Childhood, Early Intervention (ECEI)
- Family Support
- Out of Home Care
- Mental Health and Well-being Services.

Through our work we are continually reminded of the wisdom and insight that comes from working alongside Aboriginal and Torres Strait Islander peoples. We understand the importance of modelling respectful behaviour in developing and fostering relationships in all our services if we are to create a just society. We also understand the significance of advocating for fundamental changes that can have positive and enduring effects, particularly for those who are most vulnerable and experience entrenched disadvantage.

Through our business, our reconciliation efforts will be deliberate, measurable and inclusive of Aboriginal and Torres Strait Islander voices. All of our reconciliation efforts are intended to support our First Australians to live their best life.

Our People

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Our people are the most valuable asset in accomplishing the organisation's vision for reconciliation and representing the full expression of our values in the work we do.

Our work with Aboriginal and Torres Strait Islander children, their families, older people, people with a disability, our in-home care support and our work in the area of mental health has given us a well-earned reputation in social justice and commitment to excellence in service delivery. We have 1,501 employees, of which 60 staff members identify as Aboriginal and/or Torres Strait Islander peoples. We also have approximately 600 volunteers and more than 60,000 clients that we support through all stages of life.

The Benevolent Society workforce is guided by the values and principles of our organisation. Through the relationships we have with our Aboriginal and Torres Strait Islander staff, partners and clients, The Benevolent Society has learnt that the only way to improve the economic and political needs and aspirations of Aboriginal and Torres Strait Islander peoples is to acknowledge their wisdom and leadership and partner with them to share the vision of genuine reconciliation.

We will do this in the spirit of reconciliation and by supporting Aboriginal and Torres Strait Islander initiatives to Close the Gap.

We contribute to Closing the Gap by investing in children's early years, building on the strengths of culture and care. We work with parents and carers across New South Wales and Queensland in a shared approach to develop early years foundations for Aboriginal and Torres Strait Islander children. We work with children and parents to achieve better health and social outcomes across the life course. Our work achieves this by:

Our work achieves this by:

- Focusing on parents and families before, during, and after pregnancy
- Embedding respect for Aboriginal and Torres Strait Islander cultures and languages in early learning settings
- Working alongside Aboriginal and Torres Strait Islander peoples to advocate for their rights.



Our Reconciliation Journey

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Moving to an Innovate RAP

We have embraced the opportunity to develop our Innovate Reconciliation Action Plan. As we have recognised, our previous experience of reconciliation through our first RAP *Walking Together* has shown us the importance of knowing when to lead and when to support Aboriginal and Torres Strait Islander initiatives. Through a collaborative approach with our reconciliation partners we have been generously afforded critical insight into, and learnings about, the importance of genuine and mutually beneficial relationships. Being genuine and clear about our commitment to fostering reconciliation and how we can contribute to the lives of Aboriginal and Torres Strait Islander peoples is paramount in defeating tokenism and gaining trust.

Challenges

The organisation is undertaking the design of measures and results that are consistent with the Innovate RAP deliverables and domains as well as our strategic priorities. The development of performance measures has provided opportunity for exposure and input from our partners. This in turn provided valuable feedback on our attempts to embed our external reconciliation efforts across the whole organisation. Embedding our designed measures of success in our operational performance reporting regime will be critical for monitoring our progress and evaluating our success.





Areas for Improvement

Our previous experience of *Walking Together* 2012-2015 highlighted that knowing and planning for a deeper commitment to the vision of reconciliation does not guarantee the achievement of better outcomes for Aboriginal and Torres Strait Islander peoples. To build deeper, respectful and more genuine relationships with our clients, staff and external stakeholders we need deliberate shared priorities that relate to Aboriginal and Torres Strait Islander peoples. We aim to improve our ability to execute on our good intentions by extending our partnership reach to include Aboriginal and Torres Strait Islander external engagement and governance of our RAP. In our Innovate RAP we aim to go beyond our current commitment to reconciliation by aligning our organisational priorities and reporting processes with our RAP deliverables and regularly sharing this with our external advisory group stakeholders for guidance and advice.

Achievements and Successes

Our Innovate RAP 2019-2021 governance includes our Aboriginal and Torres Strait Islander External Advisory Group (EAG), comprising Aboriginal and Torres Strait Islander leaders and members of The Benevolent Society Board. The EAG will provide independent and objective feedback on our RAP development and implementation. While the establishment of an External Advisory Group is an achievement, maintaining the relationship will require a demonstrated deeper commitment to RAP activities and outcomes that are unprecedented in our 200 year history, including direct access to The Benevolent Society Board. The opportunities to innovate and lead a shared vision of reconciliation that can guide our performance must demonstrate that Aboriginal and Torres Strait Islander peoples will be the primary beneficiaries of our shared efforts. To achieve this, we will ensure that progress and deliverables are measured objectively against the three pillars of reconciliation: **Relationships**, **Respect** and **Opportunity**.

“Together we
can enrich our
understanding
of each other and
to create a culture
built on mutual
respect, productive
communication
and trust.”

Aunty Becky (Rebecca Thomson)

Significant Achievements

- Mr Charles Prouse is the first elected Aboriginal member of The Benevolent Society Board, this is an outcome of our first RAP *Walking Together*.
- The Benevolent Society is in genuine partnership with Mura Kosker Sorority in the delivery of Aboriginal and Torres Strait Islander Wellbeing Services. Mura Kosker is the lead service provider of culturally responsive community-led services in the Torres Strait Islands assisting Aboriginal and Torres Strait Islander families safely care for their children at home.
- In collaboration with the Elders in Wellington NSW, The Benevolent Society is working in partnership to deliver 'Buwubarra – Talking about parenting'. The project aims to reduce barriers and build on existing local leadership when talking about parenting. Buwubarra has trained 6 community leaders in the 'Through Young Black Eyes' program delivered by The Secretariat of National Aboriginal and Islander Child Care (SNAICC). Further mentoring and training will be provided in 2019. This is an innovation project funded by The Benevolent Society.
- In 2017 and 2018, The Benevolent Society has worked collaboratively with the Winnam Aboriginal and Torres Strait Islander Corporation and Gundala Kindergarten Association Inc. to deliver interactive children and family activities for the Kunjeil National Aboriginal and Islanders Day Observance Committee (NAIDOC) festival in Wynnum, QLD.
- In 2018, we have partnered with Bila Muuji Aboriginal Corporation Health Services for the delivery of our new Rural Youth Mental Health Service in Western New South Wales. Bila Muuji will provide The Benevolent Society with cultural consultancy, recruitment options and brokered services with strong referral and support pathways.



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“For our journey of healing
to continue everyone must
acknowledge our history.”

Shirralee Ransley



Our Reconciliation Action Plan

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Our Reconciliation Priorities/Current Initiatives and Achievements

Our first Reconciliation Action Plan, *Walking Together*, had a strong focus on building our organisational culture to understand and socialise a concept of reconciliation that has meaning for our staff. Our *Walking Together* experience has emphasised that, while it is important to reflect on our organisational behaviour, striving to be culturally confident and capable, the true barometer of our success in reconciliation is how we build and maintain meaningful relationships with Aboriginal and Torres Strait Islander peoples.

Through the learnings of our first RAP, we understand that demonstrating accountability with respect and working collaboratively with Aboriginal and Torres Strait Islander peoples to identify mutual opportunities provides the strongest of foundations when undertaking reconciliation initiatives and setting priorities. For these reasons our Innovate RAP 2019-2021 will include measurement of our reconciliation efforts that goes above and beyond the minimum requirements set out by Reconciliation Australia. We will include performance measures across our business that are aimed at improving outcomes for Aboriginal and Torres Strait Islander peoples.

Our reconciliation priorities for 2019-2021 will be measurable and will build on the previous successes of our first RAP *Walking Together*. Our Innovate RAP 2019-2021 is a call to action for all of our staff to build on the experience and continue to work with Aboriginal and Torres Strait Islander peoples to:

- Find our place in sharing and supporting meaningful **relationships** that are instigated and led by Aboriginal and Torres Strait Islander peoples.
- With **respect**, demonstrate our commitment to reconciliation by partnering at a local and community level that supports the economic, political, and social inclusion of Aboriginal and Torres Strait Islander peoples, their rights, needs and aspirations.
- Seek partnership **opportunities** and commit resources to Aboriginal and Torres Strait Islander led innovation in the areas of research, high quality effective culturally safe services, and service design that tackles entrenched disadvantage and improves approaches to care.



Relationships

The Benevolent Society recognises that strong and enduring relationships with Aboriginal and Torres Strait Islander peoples require a deeper engagement and commitment to action that empowers Aboriginal and Torres Strait Islander peoples, their families and communities as the primary beneficiary of our efforts.



Respect

The Benevolent Society will work toward realising our place in achieving reconciliation through respectfully learning and advocating with Aboriginal and Torres Strait Islander peoples in realising self-determination. We also recognise the importance of establishing and maintaining trust and recognise that relationships are intergenerational when working with one of the oldest living cultures in the world.



Opportunities

We would like to be known as an organisation that Aboriginal and Torres Strait Islander agencies want to partner with because of the work we do to promote the economic, political and social inclusion of Aboriginal and Torres Strait Islander peoples. We will seek partnership opportunities and commit resources to Aboriginal and Torres Strait Islander led innovation in the areas of research, high quality effective culturally safe services, and service design that tackles entrenched disadvantage and improves approaches to care.



Acknowledgements

The Benevolent Society would like to acknowledge our Executive RAP Champion Josh Keech, Executive Director, People, Learning & Engagement, for driving internal engagement and awareness of The Benevolent Society RAP. We would also like to acknowledge the hard work and efforts of our internal RAP Working Group along with our external Aboriginal and Torres Strait Islander partners, particularly for their guidance and support in the development of our RAP Working Group's Terms of Reference.

We would also like to acknowledge the contribution of our Aboriginal and Torres Strait Islander staff and Non Aboriginal and Torres Strait Islander staff who have participated, and continue to participate, in our RWG over the last 12-18 months. We also extend our thanks to all staff involved in the development of our Reconciliation Action Plan for 2019-2021 and acknowledge their contribution and support of the RAP Working Groups. The organisation gives a special thank you to you all for your efforts, knowledge and wisdom.

Our RAP Working Group



Michael Currie
Principal Advisor, Indigenous Development
(Chair RAP Working Group).



Madonna Hamilton
Indigenous Child and Family Practitioner,
Child and Family Services – Cairns.



Leith Sterling
Director Operations,
Child and Family Services - Queensland
(Co-Chair RAP Working Group).



Lillian Fisher
Indigenous Child & Family Practitioner,
Child and Family Services
South East – Beenleigh.



Bettina Williams
Child Development Specialist,
Browns Plains Early Years Centre
& Satellites.



Dr Peter Walsh
Head of Research,
Child & Family Services.



Juanita Ford
Manager, Performance Reporting
and Analytics.



Shirralee Ransley
Principal Practitioner.



Paul Harkin
Director, Community Development.



Scott Turnbull
Team Leader, Brighter Futures.

“When the lived experience of reconciliation is shared, understanding truth and healing is the nature of things and the heart of resolution.”

Michael Currie



Our RAP External Advisory Group



Tim Beresford
Chair, The benevolent Society Board
(Chair – RAP External Advisory Group.)



Latoya Nakata
Manager, Mura Kosker Sorority Inc.
– Thursday Island.



Nadia Currie
Manager Operations, Queensland
Aboriginal and Torres Strait Islander
Child Protection Peak.



Melanie Marne
Aboriginal Community Engagement
Connector NSW, First Peoples Disability
Network Australia.



Kevin Maund
Program Manager for Community Programs,
Kurbingui Youth and Family Development
Association Inc.



Charles Prouse
Board Member, The Benevolent Society.
Initiative Lead – Indigenous Supplier
Diversity, Lendlease.



Rachel Atkinson
Chief Executive Officer, Palm Island
Community Company.



Jamie Newman
Chief Executive Officer,
Orange Aboriginal Medical Service.



Rebecca Thomson
Board Chairperson, Winnam Aboriginal
& Torres Strait Islanders Corporation.



“Reconciliation isn’t
a plan! It’s a way
of life”

Jamie Newman

Relationships

The Benevolent Society recognises that strong and enduring relationships with Aboriginal and Torres Strait Islander peoples require a deeper understanding and engagement that empowers Aboriginal and Torres Strait Islander peoples, their families and communities as the primary beneficiary of our efforts.

Focus area: Relationships			
Action	Deliverables	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	1.1. RWG oversees the development, endorsement and launch of the RAP.	March 2019.	Internal RWG – Chair/Co-Chair.
	1.2. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	March 2019, 2020, 2021.	Internal RWG – Chair/Co-Chair.
	1.3. Meet at least quarterly to monitor and report on RAP implementation.	March 2019, August 2019, November 2019, March 2020, August 2020, November 2020.	Internal RWG – Chair/Co-Chair.
	1.4. Review and update RWG terms of reference.	March 2019.	Internal RWG – Chair/Co-Chair.
	1.5. Develop performance measures and set clear targets with results to be embedded in the organisation's performance reporting systems and processes.	August 2019.	RWG / Manager, Performance Reporting and Analytics.
2. Celebrate and actively participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	2.1. Register all NRW events held via Reconciliation Australia's NRW website.	27 May – 3 June, 2019, 2020.	Manager, Strategic Communications.
	2.2. Establish and communicate The Benevolent Society internal NRW events calendar for staff.	27 May – 3 June, 2019, 2020.	Manager, Strategic Communications.
	2.3. Support an external NRW event.	27 May – 3 June, 2019, 2020.	Manager, Strategic Communications.
	2.4. Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	27 May – 3 June, 2019, 2020.	Principal Advisor, Indigenous Development
	2.5. Organise and Celebrate/Promote at least one internal organisation-wide event for NRW each year.	27 May – 3 June, 2019, 2020.	Principal Advisor, Indigenous Development

Focus area: Relationships			
Action	Deliverables	Timeline	Responsibility
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	3.1. Establish performance measures for our partnerships framework with Aboriginal and Torres Strait Islander organisations in achieving outcomes.	April 2019.	Director, Community Development.
	3.2. Co-design with Aboriginal and Torres Strait Islander external stakeholders a set of guiding principles for all existing and future partnerships.	July 2020.	Director, Community Development.
	3.3. Measure our relationships with Aboriginal and Torres Strait Islander peoples, clients, communities and their organisations that support positive outcomes.	August 2019.	Director, Community Development.
	3.4. Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	August 2019.	Director, Community Development.
	4. Raise internal and external awareness of our RAP to promote reconciliation across our business.	4.1. Develop and implement The Benevolent Society's communication and engagement strategy to communicate our RAP to all internal and external stakeholders.	March 2019.
4.2. Promote reconciliation through ongoing active engagement with all stakeholders.		March 2019.	Manager, Strategic Communications.
4.3. Include an overview of The Benevolent Society's commitment to reconciliation during orientation and induction.		March 2019.	Director, Learning and Development.
4.4. State our commitment to reconciliation in The Benevolent Society's staff orientation and on the job Induction Programs.		April 2019.	Director, Learning and Development.

Respect

Our practice is respectful of cultural values and we show our respect for Aboriginal and Torres Strait Islander peoples and cultures by ensuring the whole organisation is working with our First Australians to progress reconciliation that holds culture and connection in high esteem.

Focus area: Respect			
Action	Deliverables	Timeline	Responsibility
5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	5.1. Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff and volunteers which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	June 2019.	Executive Director, People, Learning and Engagement.
	5.2. Ensure The Benevolent Society's Position Descriptions include core cultural competency requirement.	March 2019.	Executive Director, People Learning and Engagement.
	5.3. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	August 2019.	Executive Director, People Learning and Engagement.
	5.4. We will work with local Traditional Owners and/ or Aboriginal and Torres Strait Islander consultants to develop more intensive cultural competency training for staff who work regularly or closely with Aboriginal and Torres Strait Islander peoples, communities and organisations.	May 2019.	Principal Advisor, Indigenous Development.

Focus area: Respect			
Action	Deliverables	Timeline	Responsibility
6. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	6.1. Engage and resource local Aboriginal and Torres Strait Islander communities we work in to support NAIDOC Week events.	June 2019, 2020.	Director, Operations.
	6.2. Promote stories highlighting staff involvement with community during NAIDOC Week events.	July 2019, 2020.	Manager, Strategic Communications.
	6.3. Ensure The Benevolent Society's policies reflect no impediment to staff participating in NAIDOC Week and other significant community cultural events.	March 2019, March 2020.	Executive Director, People Learning and Engagement.
	6.4. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2019, 2020.	Director, Operations.

Focus area: Respect			
Action	Deliverables	Timeline	Responsibility
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	7.1. Review, update and communicate The Benevolent Society's Cultural Protocol Guide for Welcome to Country and Acknowledgement of Country.	March 2019.	Principal Advisor, Indigenous Development.
	7.2. Encourage and assist all staff to include Acknowledgement of Country at the commencement of all internal and external meetings.	March 2019, 2020, 2021.	Chief Executive Officer.
	7.3. Provide staff with introductory training about the use of Acknowledgement of Country and protocols during the orientation process.	March 2019.	Director, Learning and Development.
	7.4. Include an Acknowledgement of Country in all block signatures.	March 2019.	Manager, Strategic Communications.
	7.5. Undertake the public posting of The Benevolent Society Acknowledgement of Traditional Owners and Country at all The Benevolent Society offices.	March 2019.	Director, Marketing.
	7.6. Develop a list of key contacts for organising a Welcome to Country and maintaining respectful relationships.	September 2019.	Manager Administration Support Services.
	7.7. Each The Benevolent Society office to invite a Traditional Owner to provide at least one Welcome to Country at a significant organisational event (community open days, office openings, service launches).	May 2019, 2020.	Director, Operations.
	7.8. Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	March 2019.	Director, Operations.

Focus area: Respect			
Action	Deliverables	Timeline	Responsibility
8. Actively promote and celebrate Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements internally across our workplaces.	8.1. Showcase Aboriginal and Torres Strait Islander arts, crafts, campaign promotional material, posters and local Aboriginal and Torres Strait Islander services in The Benevolent Society offices.	March 2019.	Director, Marketing.
	8.2. Create an interactive internal communication forum for discussing and sharing information, ideas and messages relating to Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements.	November 2019.	Manager, Strategic Communications.
	8.3. Provide live educational broadcast on The Benevolent Society's internal Facebook with our Aboriginal and Torres Strait Islander partners that promote reconciliation.	March 2019.	Manager, Strategic Communications.
	8.4. Acknowledge NRW through our social media channels.	May 2019.	Manager, Strategic Communications.
	8.5. Create staff award for best practice in working with Aboriginal and Torres Strait Islander peoples and cultures that promote innovating across our workplaces.	March 2020.	Chief Executive Officer.

Opportunities

We will seek to partner in innovation to improve and provide high quality, effective and culturally safe services for Aboriginal and Torres Strait Islander peoples.

Focus area: Opportunities			
Action	Deliverables	Timeline	Responsibility
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	9.1. Engage with existing Aboriginal and Torres Strait Islander staff to co-design a best practice Aboriginal and Torres Strait Islander employment and retention strategy.	March 2019.	Executive Director, People Learning and Engagement.
	9.2. Establish and maintain partnerships with local Aboriginal and Torres Strait Islander communities we work in to raise awareness of employment opportunities with The Benevolent Society.	March 2020.	Director, Operations.
	9.3. Review and update HR recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	November 2019.	Executive Director, People Learning and Engagement.
	9.4. Review and update HR on boarding practices to ensure Aboriginal and Torres Strait Islander employees are supported to be successful at The Benevolent Society.	November 2019.	Executive Director, People Learning and Engagement.
	9.5. Collect information on our current Aboriginal and Torres Strait Islander staff to inform future workforce initiatives.	November 2019.	Executive Director, People Learning and Engagement.
	9.6. Advertise all vacancies in Aboriginal and Torres Strait Islander media.	March 2019.	Executive Director, People Learning and Engagement.
10. Investigate opportunities to support Aboriginal and Torres Strait Islander career pathways and professional development opportunities in The Benevolent Society.	10.1. Continue to identify Aboriginal and Torres Strait Islander staff for promotion and professional development opportunities.	March 2019.	Executive Director, People Learning and Engagement.
	10.2. Collaborate with our Aboriginal and Torres Strait Islander employees to progress their careers with our organisation.	November 2019.	Executive Director, People Learning and Engagement.

Focus area: Opportunities			
Action	Deliverables	Timeline	Responsibility
11. Develop evidence-based resources that support best practice in working with, and providing services to, Aboriginal and Torres Strait Islander peoples.	11.1. Incorporate Aboriginal and Torres Strait Islander Child Placement Principles of Practice into The Benevolent Society's Resilience Practice Framework.	March 2020.	Principal Practitioner.
	11.2. Incorporate Aboriginal and Torres Strait Islander Family Lead Decision Making into our case planning with Aboriginal and Torres Strait Islander peoples.	May 2019.	Principal Practitioner.
12. Respectfully work with Aboriginal and Torres Strait Islander community controlled organisations to reduce the number of children in Out of Home Care (OoHC).	12.1. Ensure Aboriginal and Torres Strait Islander children in The Benevolent Society's Out of Home Care service have increased support to access their families and connect to culture through Aboriginal and Torres Strait Islander community controlled child protection services.	June 2020.	Director Operations, Out of Home Care.
	12.2. Establish and maintain existing partnerships with Aboriginal and Torres Strait Islander organisations and their respective Peak bodies, to implement strategies that stop Aboriginal and Torres Strait Islander children entering The Benevolent Society's Out of Home Care services.	March 2019.	Executive Director, Child and Family Services.
13. Ensure Aboriginal and Torres Strait Islander representation on The Benevolent Society's Leadership Group.	13.1. Increase the number of Aboriginal and Torres Strait Islander staff in the Senior Leadership Team.	May 2020.	Chief Executive Officer.
	13.2. Develop and implement Aboriginal and Torres Strait Islander leadership employment pathways.	May 2019.	Chief Executive Officer.

Opportunities

Focus area: Opportunities			
Action	Deliverables	Timeline	Responsibility
14. Pursue research partnerships /scholarships with Aboriginal and Torres Strait Islander peoples that improve approaches to care in child and families, ageing and disabilities.	14.1. Implement a research to practice program that uses evaluation results and external research to continually improve service quality for Aboriginal and Torres Strait Islander peoples.	March 2019.	Executive Director, Strategic Engagement Research & Advocacy.
	14.2. Investigate research scholarship opportunities for Aboriginal and Torres Strait Islander peoples with universities and our philanthropic partners.	June 2019.	Senior Researcher.
15. Investigate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	15.1. Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2019.	Executive Director, Finance and Corporate Services.
	15.2. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	September 2019.	Director, Corporate Services.
	15.3. Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	March 2019.	Director, Corporate Services.
	15.4. Investigate Supply Nation membership.	March 2019.	Director, Corporate Services.

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Governance, Tracking Progress and Reporting

Focus area: Governance, Tracking Progress and Reporting			
Action	Deliverables	Timeline	Responsibility
16. Monitor the Implementation of RAP actions through The Benevolent Society organisational performance reporting.	16.1. Ensure Performance Measures, targets and results are developed for RAP actions to be embedded in internal monitoring and reporting processes and systems.	March 2019.	Executive Director, Growth and Business Excellence.
	16.2. Ensure RAP initiatives and actions are incorporated into portfolio performance measures.	March 2019.	Executive Director, Growth and Business Excellence.
	16.3. Ensure RAP actions and targets are included in operational plans and available on intranet and website.	April 2019.	Executive Director, Growth and Business Excellence.
	16.4. Ensure RAP Implementation responsibilities are embedded in all staff performance agreements.	June 2019.	Executive Director, Growth and Business Excellence.
17. Maintain support and resourcing of an External Advisory Group.	17.1. External Advisory Group to work with the Board to monitor the overall progress against RAP actions.	April 2019.	Principal Advisor, Indigenous Development.
18. Report RAP achievements, challenges and learnings internally and externally.	18.1. Publish regular RAP updates on The Benevolent Society's intranet.	March 2019.	Principal Advisor, Indigenous Development.
	18.2. Include a full update on progress against our RAP on a quarterly basis to the Board and the Executive Leadership.	March, July, October, December 2019, 2020.	Principal Advisor, Indigenous Development.
	18.3. Publicly report our RAP achievements, challenges and learnings.	November 2019, 2020.	Principal Advisor, Indigenous Development.
	18.4. Provide Progress reports to The Benevolent Society Board, The Executive Leadership Team and other relevant staff.	November 2019, 2020.	Principal Advisor, Indigenous Development.

Governance, Tracking Progress and Reporting

Focus area: Governance, Tracking Progress and Reporting			
Action	Deliverables	Timeline	Responsibility
19. Ensure The Benevolent Society RAP 2019-2021 is tabled annually at The Benevolent Society's Annual General Meeting and that the Board reviews progress.	19.1. Ensure Board reviews progress against RAP 2019-2021 actions.	June 2019, November 2019, June 2020, November 2020.	Chief Executive Officer
20. Publicly report our RAP achievements, challenges and learnings annually to Reconciliation Australia.	20.1. RWG to collect data for the RAP Impact Measurement Questionnaire.	July 2019, 2020.	Principal Advisor, Indigenous Development.
	20.2. RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire.	August 2019, 2020.	Principal Advisor, Indigenous Development.
	20.3. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	November 2019, 2020.	Principal Advisor, Indigenous Development.
	20.4. Investigate participation in Reconciliation Australia's RAP Barometer.	May 2020.	Principal Advisor, Indigenous Development.
21. Review, refresh and update RAP.	21.1. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	August 2020.	Principal Advisor, Indigenous Development.
	21.2. Send draft RAP to Reconciliation Australia for review and feedback.	September 2020.	Principal Advisor, Indigenous Development.
	21.3. Submit draft RAP to Reconciliation Australia for formal endorsement.	February 2020.	Principal Advisor, Indigenous Development.

The Benevolent Society RAP Primary Contact

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