



Innovate Reconciliation Action Plan

February 2023 – February 2025

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Our Vision For Reconciliation



The Benevolent Society (TBS) proudly acknowledges the Aboriginal and Torres Strait Islander community and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal and Torres Strait Islander people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal and Torres Strait Islander people and communities and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

The Benevolent Society also pays its respects to individuals of the Stolen Generations and to their families and communities across Australia.

Our vision for reconciliation

The Benevolent Society's Vision for Reconciliation remains a vision 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 the world's oldest living culture.

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

Our Innovate RAP

This is The Benevolent Society's second Innovate Reconciliation Action Plan (RAP) and the result of our continued approach in advancing Reconciliation with Aboriginal and Torres Strait Islander peoples. Our Innovate RAP 2023 – 2025 will continue the Reconciliation journey of a shared vision of Reconciliation that can demonstrate that Aboriginal and Torres Strait Islander peoples are the primary beneficiaries of our shared efforts.

This journey is represented in the artwork of Jasmine Sarin, Jasmine's work, commissioned for our first Innovate, remains with us on our second Innovate Reconciliation Journey and continues to represent the continuity of **Peregrination** for The Benevolent society and the ongoing vision and values of a shared Reconciliation commitment. As we our Innovate journey Jasmine's work will remain a Reconciliation icon in our efforts to continue and discover our shared story.

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 is influenced through her connection to Coonabarabran in Central West NSW (Kamilaroi country). A self-taught visual artist and graphic designer, Jasmin'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"

Jasmin 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.

The Benevolent Society would like to thank the Boomalli Aboriginal Artists Co-operative for their assistance in the collaboration and creation of 'Peregrination' with Jasmin Sarin.

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES ARE WARNED PHOTOGRAPHS IN THIS DOCUMENT MAY CONTAIN IMAGES OF DECEASED PERSONS WHICH MAY CAUSE DISTRESS.


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

The border represents the earth and rock features of country

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 TBS, 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 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 Chairperson and CEO

On behalf of The Benevolent Society Board, our leadership team, our employees and volunteers, we are pleased to be continuing the next part of our organisation's Reconciliation Innovation journey. For The Benevolent Society, our First Nations Peoples hold an important and unique place as Custodians of our land and waters, that is fundamental to a thriving Australian society. Our commitment to Reconciliation recognises this and seeks to develop further our understanding and respect for Aboriginal and Torres Strait Islander cultures, history and peoples.

Our previous Innovate RAP 2019 - 2021 has seen a number of our innovate Reconciliation efforts result in direct outcomes for Aboriginal and Torres Strait Islander peoples and the communities in which we live and work.

The Benevolent Society is fortunate to have genuine two-way partnerships with First Nations community-controlled organisations and their Peak organisations that deliver vital services to address the vast differences in health, education, employment and service access. With our partners we respectfully advocate and support the need for fundamental reform that elevates the voice of First Nations peoples. Aboriginal and Torres Strait Islander peoples should not only have comparable equity in service access as the non-Aboriginal and Torres Strait Islander population but also the right to self-determine and lead the reform agenda as First Nations peoples.

At The Benevolent Society we will advocate persistently that a voice to parliament is a critical and essential constitutional reform to the dignity and equality of Aboriginal and Torres Strait Islander peoples to further realise self-determination and achieve parity and thrive in whole of life outcomes. In the spirit of the Uluru Statement from the Heart, we support a First Nations Voice to Parliament to be enshrined in the Constitution as a matter of National priority so that we can truly advance reconciliation.

Our Innovate experience, has been critical in establishing and developing the strategies and frameworks that will continue to advance and embed Reconciliation initiatives wherever and whenever we engage with First Nations peoples.

Our Innovate experience has provided us with the confidence and results to advance our Reconciliation focus over 2023 – 2025, implementing longer-term strategies, and working towards elevated measurable targets and goals. The importance of the Reconciliation Action Plan remains the cornerstone of our organisation's cultural barometer.

We remain eternally grateful for the opportunity to witness and work alongside the leadership, strength, wisdom and infinite resilience of Aboriginal and Torres Strait Islander peoples and cultures, a reminder to all Australians of the inherent importance of connection to family, country and cultures in confronting adversity and living those inherent values.



Tim Beresford
Chairperson



Lin Hatfield Dodds
Chief Executive Officer

Message from Reconciliation Australia

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Benevolent Society continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that The Benevolent Society will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to The Benevolent Society using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for The Benevolent Society to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Benevolent Society will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of The Benevolent Society's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to The Benevolent Society on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business



Who is The Benevolent Society?

Strategic Plans and Frameworks which inform and complement the RAP include:

The Benevolent Society's vision is for a just society where all Australians can live their best lives and in 2021, The Benevolent Society's Strategy 'Better Together' 2021 - 2024 was launched outlining our strategic vision, initiatives, measures, and targets over the next three years.

The four key pillars of the Better Together Strategy are:

- Deliver person-centred services
- Influence social change
- Achieve growth for impact
- Build a thriving organisation

An integral part of our Better Together Strategy is our TBS values. We need to bring our values to life in everything we do – how we do it is as important as what we do. Our service experience is supported by our reputation for service excellence that is aligned to our values and purpose. Embedding our values is a priority for TBS and supports us in achieving our strategic priorities now and into the future. They shape how we work together as an organisation, our client centred focus and how we approach the relationships, opportunities and challenges in the communities that we serve.

Our values position us as:

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 differences 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 focused 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.

We are 'in the service of our people' and, as such, we need to embed service orientation into everything we do. We also need to inspire and empower our people by breaking down organisational silos, driving accountability, adaptability, and embracing transformation.

Creating a just society means advocating for fundamental changes that provide new solutions to social challenges for those Australians who experience entrenched disadvantage. At The Benevolent Society we recognise our organisation is stronger and will have a lasting impact when we work together to influence policy and drive social change.

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 disability, older people, carers and children and families. At The Benevolent Society we are committed to working with our clients, to investing in our people, to excellence in practice, and to putting our intelligence and energy to work in two key domains: integrated client-led services and supports, and social change. We think of it as walking on two feet to play our part in building a just society. Our services speak to and inform our social change work, as our social change activities shape and respond to the wider world we operate in.

We bring a sector and system leadership mindset to all that we do, understanding that no one sector or organisation controls all of the levers necessary to deliver choice, understanding that complexity demands collaboration. We are better together.

We have committed to a comprehensive transformation agenda that will shift every part of The Benevolent Society. We are working to become a lighthouse organisation, leveraging our learnings and leadership to lift our whole sector; sharing our insights, our IP and our energy with other for-purpose organisations to improve our collective ability to shape our future and the future of the people and communities we exist for.

We are committed to being a learning organisation: being bold, taking risks and failing fast, stretching ourselves, and engaging in reflective praxis. We are data driven and evidence based continuous improvers, committed to human rights and environmental sustainability beyond inspiring words and strategic statements embedding outcome indicators across our operations.

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 work across the lifespan from early childhood to older age, working closely with families, carers and guardians to support our clients with all types of disabilities. We do this through in-person services in SA, NSW and parts of Victoria, Queensland & ACT. Our In-person services are offered in TBS offices, clinic spaces, home, community Telehealth services available nationally through our Specialist Telehealth & Travelling team.

To ensure access the right service at the right time we offer specialist multi- disciplinary services that are client centred to tailor services to client goals and preferences. Our co-ordination support for families, carers and other service providers includes Specialist therapy services include.

- Physiotherapy
- Speech therapy
- Dietetics
- 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. At The Benevolent Society we're committed to helping Elders to live independent in their homes for longer. We understand that age is no longer a barrier to living an active and independent life and we provide the supports needed to make the most of every opportunity. Our people support our older clients to navigate all of the services and government funding available, so that they can make informed choices about what is best for them and their family, including free assistance with **My Aged Care (MAC)** assessment.

My Aged Care (MAC), the entry point to the aged care system for older people, their families and carers, providing professional and integrated aged care assessment for client centred Home Care Packages (HCP) and Commonwealth Home Support Programs (CHSP).

The Commonwealth Home Support Program (CHSP), (CHSP) provides small amounts of entry-level support to assist older people aged 65 years and over 50 years and over for Aboriginal and Torres Strait Islander peoples to remain living at home and in their community.

Home Care Packages, The Benevolent Society is an approved Home Care Package Provider.

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. The Benevolent Society commenced services as the Carer Gateway Service Provider for Sydney, continuing our long history of supporting carers as they play an invaluable role in our community. The Carer Gateway is a transformative new program, co-designed with carers to deliver a full range of supports including:

- Counselling
- Coaching
- Peer support
- Emergency respite
- Carer-directed packages

This support is available for people providing unpaid care for older people, people with chronic illness, people with disability and people living with mental illness.

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:

- **Family & Parenting Support:** Supporting parents and families to raise children in safe and loving environments.
- **Early Childhood Years:** Providing learning and development support through play and specialist programs to help children and parents thrive.
- **Mental Health and wellbeing:** Counselling, referrals and advice to take care of your mental health and build resilience (only available in some locations).

● **Post-Adoption Services:** Our programs offer practical support for life after adoption through counselling, groups and retreats, intermediary services and a library of resources.

● **Foster Care:** Recruiting and supporting foster carers across diverse communities to provide safe, loving and welcoming homes for children and young people at risk.

● **Early Childhood Approach:** National Disability Insurance Agency Partner in the Community supporting children with developmental delay or disability aged 0-9 (only available in some locations).

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 Nations peoples to live their best life.

Our People



We understand that 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 1,147 staff of which 53 identify as Aboriginal and/or Torres Strait Islander. In 2020-2021 we supported:

- 2,630 carers of which 68 carers identify as Aboriginal and/or Torres Strait Islander and 886 carers identify as culturally and linguistically diverse;
- 2,000 ageing clients of which 43 identify as Aboriginal and/or Torres Strait Islander and 474 identify as culturally and linguistically diverse;
- 5,432 disability clients of which 416 identify as First Nations and 393 identify as culturally and linguistically diverse;
- 140,127 child and family clients of which 3,098 identify as Aboriginal and/or Torres Strait Islander and 4,074 identify as culturally and linguistically diverse.

The Benevolent Society workforce is guided by the values and principles of our organisation. Through the relationships we have with 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 First Nations peoples 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:

- 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



Continuing our Innovate RAP Journey

We have embraced the opportunity to continue our Innovation Reconciliation Action Planning in our second Innovate RAP. As we have recognised in our two previous RAPs, Reflect and Innovate respectively, the experience has revealed to us of 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 is central in defeating tokenism and gaining trust across the spectrum of communities and leadership we work with.

Challenges

The organisation has included measures and results that are consistent with the Innovate RAP deliverables that measures client engagement. 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. Our greatest challenge is the ongoing development of our culturally capable strategies supported by clear and measurable approach towards advancing reconciliation. Our approach to the challenges remains focused on implementing longer-term strategies and working towards defined measurable targets and goals to develop reconciliation initiatives to become 'business as usual'.

Areas for Improvement

Our previous experience of Reconciliation does not guarantee the achievement of better outcomes for Aboriginal and Torres Strait Islander peoples, as an organisation we continue to review our progress with our partners and clients. 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 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

Maintaining the relationship requires a demonstrated deeper commitment to RAP activities and outcomes including direct involvement from The Benevolent Society Board. The opportunities to innovate, lead and stretch our vision of Reconciliation into the future will be guided by our performance that can demonstrate that Aboriginal and Torres Strait Islander peoples are the primary beneficiaries of our shared efforts. To achieve this, we will ensure that progress against our RAP deliverables will be measured objectively against the three pillars of reconciliation: Our previous Innovate success includes:

- The development of the organisations first Aboriginal and Torres Strait Islander Employment Strategy, engaging with Indigenous Employment Partners in the development of our guiding principles for engagement and implementation.
- The development and establishment of the first TBS Aboriginal and Torres Strait Islander Cultural Capability Framework in consultation with our First Nations Workforce.
- The development and establishment of TBS RAP Partnership Strategy embedding the principles of SNAICC's "Genuine Partnerships" with Aboriginal and Torres Strait Islander Community Controlled approaches.
- Engagement of external First Nations consultants "Black Card" to provide key leadership staff to participate in formal and structured cultural learning.
- Increased Aboriginal and Torres Strait Islander Leadership in strategic positions of influence and authority, the establishment of senior identified positions in Practice and Business Development.



Our Reconciliation Action Plan



Our Reconciliation Priorities/ Current Initiatives and Achievements

Our Innovate Reconciliation Action Plan 2023 – 2025 continues the strong focus on building our organisational culture to understand and socialise a concept of Reconciliation that has meaning for our staff. Our reflect and innovate experiences over the last 7 years 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 that achieves outcomes.

Through the learnings of Reconciliation in action, 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 2023 – 2025 will expand the 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 2023-2025 will be a progression of our RAP measurable's of previous successes. Our Innovate RAP 2023- 2025, like our previous commitment 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.



We will do this through the 3 RAP Pillars:

Relationships

The Benevolent Society builds long term respectful relationships based on trust, we listen, understand and respond to First Nations peoples voice in the call for self-determination, and have a responsibility and accountability to redress structural inequality and discrimination.

Respect

TBS Respect for Aboriginal and Torres Strait Islander cultures and history is supported by the work we do to build cultural understanding, to consult and listen to the local community, and to value Aboriginal and Torres Strait Islander knowledge, culture and professionalism.

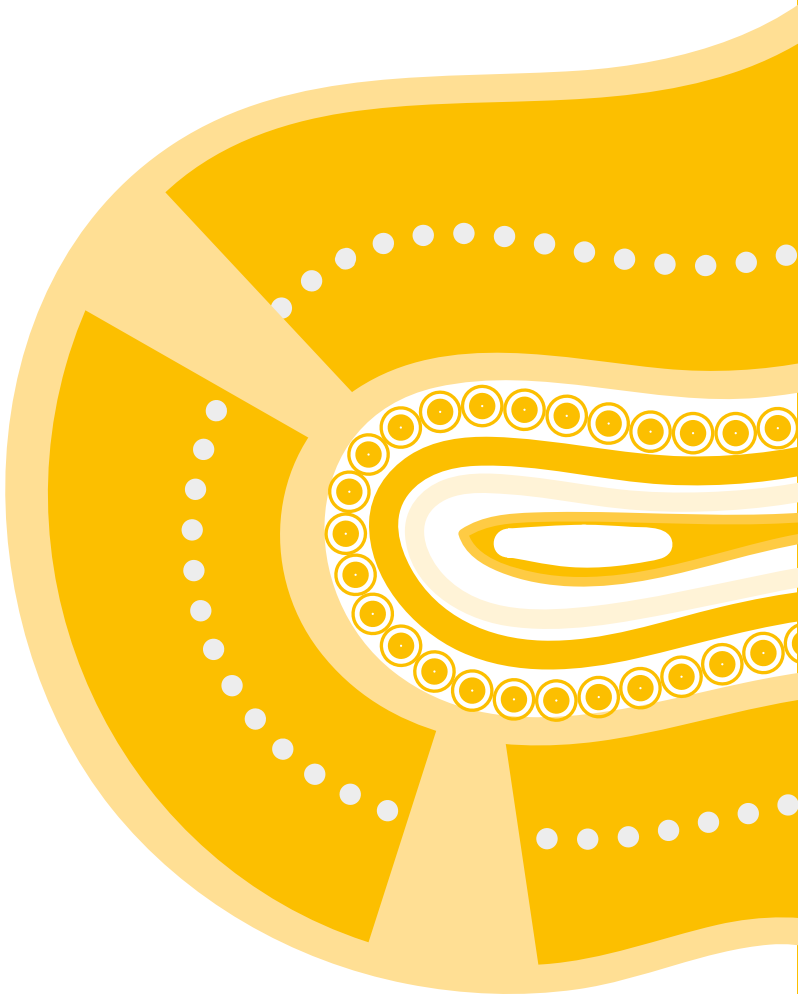
Opportunities

TBS will mobilise all available resources to pursue opportunities with First Nations peoples that can demonstrate our commit to the systemic and structural transformation that will improve accountability and respond to the needs of Aboriginal and Torres Strait Islander peoples.

Acknowledgements

The Benevolent Society would like to acknowledge our Executive RAP Champion, Executive Director, People and Culture, 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 their guidance and support in the development of our RAP Working Group's Terms of Reference. We would also like acknowledge the contribution of 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 extend our thanks to all staff involved in the development of our Reconciliation Action Plan for 2023 – 2025 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)



Emily Wailes
Principal Practitioner, Clinical Services



Felicia Dingle
Director Operations, Child Youth
and Family Services Qld



Josie Kitch
Director Disability Services
South Australia



Karen Hind
Manager Administration Support Services Qld



Shirralee Ransley
Principal Practitioner Client Safeguarding



Melissa Ford
Senior Practitioner Central Coast, Hunter,
Mid North Coast



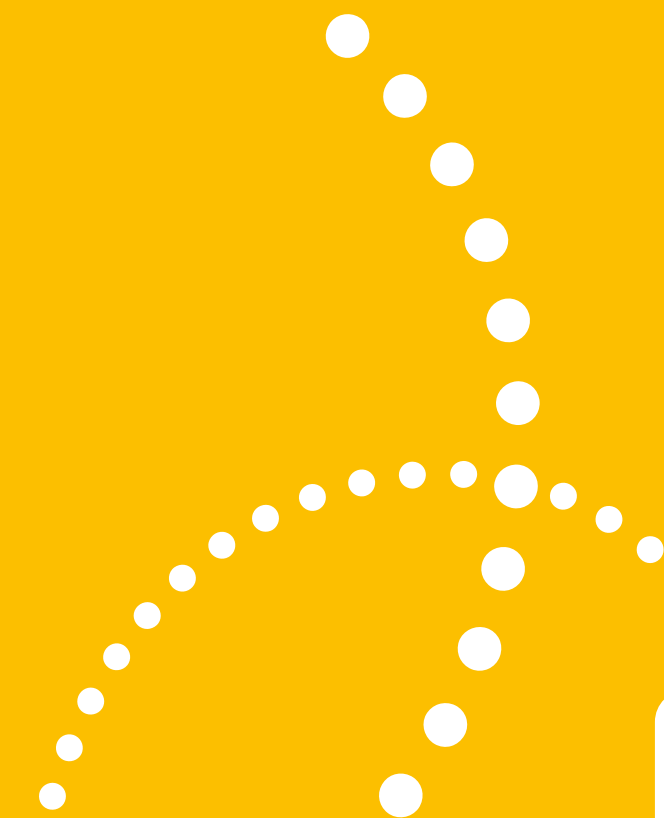
Kelly Bruce
Executive Director, Future Directions



Scott Turnbull
Manager Western New South Wales



Tarsha Jones
Identified Senior Practitioner Community
Development





Relationships

The Benevolent Society builds long term respectful relationships based on trust, we listen, understand and respond to First Nations peoples voice in the call for self-determination, and have a responsibility and accountability to redress structural inequality and discrimination.

Action	Deliverable	Timeline	Responsibility
1. Continue to 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.	1.1. Ensure to register all NRW events held via Reconciliation Australia's NRW website each year.	27 May -3 June 2023, 2024	Directors of Operations
	1.2. Staff and senior leaders participate in external events to recognise and celebrate NRW in all the jurisdictions TBS operate in.	27 May – 3 June 2023, 2024	Directors of Operations
	1.3. Encourage Staff and senior leaders to continue supporting external NRW events in communities in which we live and work.	27 May – 3 June 2023, 2024	Directors of Operations
	1.4. Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	27 May – 3 June 2023, 2024	Principal Advisor Indigenous Development
	1.5. Organise, promote and celebrate internal organisation-wide events for NRW each year in S.A, N.S.W and Qld.	27 May – 3 June 2023, 2024	Director, Communications & Engagement
	1.6. Encourage internal and invite external Aboriginal and Torres Strait Islander community members to connect and share their reconciliation success experiences with TBS during NRW and associated events.	27 May – 3 June 2023, 2024	Directors of Operations
	1.7. Support an external NRW event that could include in kind support and/or partnering with community organisations.	27 May – 3 June, 2023,2024.	Directors of Operations
	1.8. Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2023, 2024	Director, Communications & Engagement

Action	Deliverable	Timeline	Responsibility
2. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations to support positive outcomes.	2.1. Execute our partnership framework with Aboriginal and Torres Strait Islander organisations in achieving outcomes and continue to develop and implement TBS RAP Partnerships Strategy ensuring genuine engagement is occurring at appropriate level of seniority/subject-matter expertise.	August 2023	Executive Director, Future Directions
	2.2. Explore broader engagement beyond the existing relationships with at least a further three local Aboriginal and Torres Strait Islander organisations, with at least one per jurisdiction in which we operate (S.A, NSW, Qld).	August 2023	Directors of Operations
	2.3. Establish three formal two-way partnerships with Aboriginal and Torres Strait Islander organisations to build local capacity through systems leadership with at least one in each of the following categories: funding partners, corporate partners and philanthropic partners.	December 2023	Directors of Operations
	2.4. Review and consult with other NGO/ Corporate RAP organisations and assess what we can learn/ adopt in terms of best practice in relationship building.	November 2023, 2024	Principal Advisor Indigenous Development
	2.5. Review and report opportunities to invite local Aboriginal and Torres Strait Islander peoples to attend TBS local Hub's to at least one event each year to further develop active relationships and promote the work of The Benevolent Society locally.	July 2023, 2024	Directors of Operations
	2.6. Continue to support culturally safe, appropriate and accessible services through partnerships with Aboriginal and Torres Strait Islander Communities.	January 2023	Directors of Operations
	2.7. Actively encourage others to support Aboriginal and Torres strait Islander peoples to lead the design and delivery of services for their communities.	January 2023	Directors of Operations
3. Continue to raise internal and external awareness of our RAP to promote Reconciliation across our business.	3.1. Develop and implement The Benevolent Society's communication and engagement strategy to communicate our RAP 2023 -2025 to all internal and external stakeholders.	January 2023	Director, Communications & Engagement

Action	Deliverable	Timeline	Responsibility
(Cont.) 3. Continue to raise internal and external awareness of our RAP to promote Reconciliation across our business.	3.2. Promote and continue communicating our commitment to reconciliation through ongoing active engagement with internal stakeholders articulating updates and progress via The Benevolent Society's Workplace intranet, All Staff Newsletters and quarterly TBS Talks sessions.	March 2023 June 2023 September 2023 December 2023 March 2024 June 2024 September 2024 December 2025	Director, Communications & Engagement
	3.3. Engage external stakeholders by providing annual updates of our reconciliation activities via The Benevolent Society's public website and Annual Report.	November 2023, 2024	Director, Communications & Engagement
	3.4. Conduct at least one annual presentation to all staff on RAP progress, opportunities for engagement and key issues.	November 2023, 2024	RWG and Principal Advisor Indigenous Development
	3.5. Support greater engagement with Reconciliation Australia and provide support with their networks and other organisations developing RAPs.	January 2023	Principal Advisor Indigenous Development

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.1. Continuously improve HR policies and procedures concerned with anti-discrimination, including Conduct Policy; Appropriate Workplace Behaviour Guidelines; and Human Rights, Gender Equity & Disability Inclusion Policy.	January 2023	Director, Human Resources
	4.2. Engage with Aboriginal and Torres Strait Islander staff and/ or Aboriginal and Torres Strait Islander advisors to continuously improve our policies and procedures concerned with anti-discrimination, including Conduct Policy; Appropriate Workplace Behaviour Guidelines; and Human Rights, Gender Equity & Disability Inclusion Policy, and our Aboriginal and Torres Strait Islander Employment Strategy.	January 2023	Director Risk and Quality RWG
	4.3. Implement and communicate policies concerned with anti-discrimination, including Conduct Policy; Appropriate Workplace Behaviour Guidelines; and Human Rights, Gender Equity & Disability Inclusion Policy.	August 2023	Director Risk and Quality
	4.4. Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	August 2023	Director, Human Resources
	4.5. Senior leaders to proactively support anti-discrimination campaigns, initiatives or stances against racism, including ongoing active and public support for 'Racism. It Stops with Me' campaign.	August 2023	TBS Senior Leadership Team

Respect

TBS Respect for Aboriginal and Torres Strait Islander cultures and history is supported by the work we do to build cultural understanding, to consult and listen to the local community, and to value Aboriginal and Torres Strait Islander knowledge, culture and professionalism.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1. Implement and annually review an Aboriginal and Torres Strait Islander cultural awareness training strategy for all TBS staff, which defines continuous 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).	August 2023, 2024	Director, Human Resources
	5.2. Commit to 100% of staff to undertake online cultural learning activities in first year of Innovate RAP; and thereafter 100% of new starters undertake online cultural learning activities within first three months of joining the organisation.	June 2023	Director, Human Resources
	5.3. All frontline staff who directly engage with Aboriginal and Torres Strait Islander peoples to undertake a cultural workshop and engage in cultural immersion learning activities locally.	June 2023, 2024	All TBS Leaders
	5.4. All RAP Working Group members to undertake cultural learning activities and complete the TBS Cultural Bias online learning tool within one month of joining RAP Working Group.	June 2023, 2024	RWG and Principal Advisor Indigenous Development
	5.5. All Senior leaders to proactively support anti-discrimination campaigns, initiatives, or stances against racism, including ongoing active and public support for 'Racism. It Stops with Me' campaign.	June 2023, 2024	Director, Human Resources

Action	Deliverable	Timeline	Responsibility
(Cont.) 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.6. Embed a cultural awareness Key Performance Indicator in performance plans of the Senior Leadership Team and Executives and establish mechanism to record performance in this area.	June 2023, 2024	Director, Human Resources
	5.7. Promote Reconciliation Australia's Share Our Pride online tool to staff.	March 2023, 2024	TBS Senior Leadership Team
6. Ensure to demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1. Review and update The Benevolent Society's Cultural Protocol Guide for Welcome to Country and Acknowledgement of Country to all new staff.	August 2023	Director, Communications & Engagement
	6.2. Continue to Invite a local Traditional Owner to provide a Welcome to Country, for at least three significant events each year, including the Annual General Meeting,	June 2023, July 2023, November 2023, June 2024, July 2024, November 2024	Director, Communications & Engagement
	6.3. Arrange for Senior Leadership to provide an Acknowledgement of Country at all other significant events.	August 2023	TBS Senior Leadership Team
	6.4. Maintain and review a list of key contacts for organising a Welcome to Country and maintaining respectful relationships.	August 2023	Manager Administration Support Services.
	6.5. Maintain the public posting of The Benevolent Society Acknowledgement of Traditional Owners and Country at all TBS offices and on the homepage of The Benevolent Society's external website.	August 2023	Director, Communications & Engagement
	6.6. Include an Acknowledgement of Country at the commencement of all-important internal and external meetings.	January 2023	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
(Cont.) 6. Ensure to demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.7. Each 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).	August 2023	All Directors of Operations
	6.8. Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to all State's and specific local communities TBS operates in.	August 2023	Principal Advisor Indigenous Development
	6.9. Display Aboriginal and Torres Strait Islander flags in our head offices in located in Sydney, Brisbane and Adelaide at all times.	January 2023	Chief Executive Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1. Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	August 2023	Director, Human Resources
	7.2. All staff to celebrate and recognise National Reconciliation Week, NAIDOC Week and Close the Gap Day by attending internal and external events and promoting awareness via social media channels.	July 2023, 2024	Director, Communications & Engagement
	7.3. Executive Leadership to attend at least one external event celebrating Aboriginal and Torres Strait Islander dates of significance and communicate learnings internally.	November 2023, 2024	Chief Executive Officer
	7.4. Continue to promote Aboriginal and Torres Strait Islander dates of significance to internal calendars and promote dates of significance on the organisation's social media platforms.	August 2023	Director, Communications & Engagement
	7.5. Continue to maintain the staff award for best practice in working with Aboriginal and Torres Strait Islander peoples and cultures that promote reconciliation innovation across our workplaces.	November 2023, 2024	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
(Cont.) 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.6. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in culturally significant events, including NAIDOC Week, by continuing to offer 2 days per annum additional paid cultural leave, as well as ceremonial leave per annum (providing flexibility for staff to access 10 days unpaid leave).	July 2023	Director, Human Resources
	7.7. Continue to encourage and support all staff to promote and participate in NAIDOC Week events in the local community.	July 2023	Principal Advisor Indigenous Development

Opportunities

TBS will mobilise all available resources to pursue opportunities with First Nations peoples that can demonstrate our commit to the systemic and structural transformation that will improve accountability and respond to the needs of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
8. Advance opportunities with Aboriginal and Torres Strait Islander communities and their organisations that proactively advocate for self-determined positive social change.	8.1. Develop clear policy positions on key issues related to reconciliation with our Aboriginal and Torres Strait Islander Reconciliation partners.	July 2023	Principal Advisor Indigenous Development
	8.2. Convey key policy issues seeking systemic and structural transformation that empowers First Nations peoples through social media and the media that proactively advocate for First Nations led positive social change.	March 2023	Director, Communications & Engagement
	8.3. Consult with Aboriginal and Torres Strait Islander stakeholders in discussions about the Uluru Statement and identify appropriate ways to support their aims (externally and internally).	March 2023	Director, Human Resources
	8.4. Hold internal education sessions with staff around the Uluru Statement and its aims that provides knowledge and information on the First Nations call for Voice Treaty Truth.	May 2023	Principal Advisor Indigenous Development
	8.5. Investigate opportunity to work with RAP organisations to partner and support Reconciliation Australia to raise awareness of Constitutional Recognition of Aboriginal and Torres Strait Islander peoples within our workplace.	May 2023	Principal Advisor Indigenous Development
	8.6. Review and report pro bono support and partnership opportunities that commit resources to Aboriginal & Torres Strait Islander led innovation and community capacity resource sharing opportunities.	September 2023, 2024	Executive Director, Future Directions

Action	Deliverable	Timeline	Responsibility
9. Ensure opportunities provided demonstrate successful Aboriginal and Torres Strait Islander career pathways and professional development.	9.1. Support Aboriginal and Torres Strait Islander leadership by offering an Employee Assistance Program that is tailored to Aboriginal and Torres Strait Islander TBS staff.	February 2023	Director, Human Resources
	9.2. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development and the review of HR recruitment procedures and policies.	August 2023	Director, Human Resources
	9.3. Increase the employment rate of self-identified Aboriginal and Torres Strait Islander staff by at least 1% by 31 March 2023. By 31 March 2025, we will strive to achieve workforce leadership that represents the Australian Aboriginal and Torres Strait Islander population, currently 3.3%. (TBS will achieve representation targets for employees who are Indigenous)	March 2023, 2024	Director, Human Resources
	9.4. Continue to identify Aboriginal and Torres Strait Islander staff for promotion and professional development opportunities.	August 2023	Director, Human Resources
	9.5. In undertaking periodic reviews of policies and procedures, ensure there are no barriers to Aboriginal and Torres Strait Islander recruitment, retention and promotion with our Aboriginal and Torres Strait Islander employees	August 2023, 2024	Director, Human Resources
	9.6. Continue to advertise job vacancies in Aboriginal and Torres Strait Islander national media, with a clear statement that TBS encourages Aboriginal and/or Torres Strait Islander candidates to apply. Ensure the ad includes an Aboriginal and Torres Strait Islander-specific banner image.	August 2023	Director, Human Resources

Action	Deliverable	Timeline	Responsibility
(Cont.) 9. Ensure opportunities provided demonstrate successful Aboriginal and Torres Strait Islander career pathways and professional development.	9.7. Work with national and regional Aboriginal and Torres Strait Islander staff recruitment agencies for roles that fit their talent pool.	July 2023	Director, Human Resources
	9.8. Offer an Aboriginal and Torres Strait Islander Business /Operations traineeship based in either Sydney, Brisbane or Adelaide and look for opportunities post traineeship to support our Aboriginal and Torres Strait Islander trainees into roles within TBS fulltime.	May 2023	Director, Human Resources
	9.9. Increase the number of Aboriginal and Torres Strait Islander staff in the Senior Leadership Team through the implementation of Aboriginal and Torres Strait Islander leadership employment pathways.	February 2023	Chief Executive Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1. Implement, monitor and evaluate the TBS Aboriginal and Torres Strait Islander procurement strategy.	July 2023	Director Corporate Services
	10.2. Define minimum % targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses in 2023, with year-on-year growth from the 2023 baseline, reporting outcomes quarterly.	December 2023, 2024	Director Corporate Services
	10.3. Utilise existing relationships to develop at least two commercial relationships with Aboriginal and Torres Strait Islander businesses.	March 2023	Director Corporate Services
	10.4. Continue to partner and promote our Supply Nation membership across the jurisdictions in which we work.	November 2023	Director Corporate Services
	10.5. Provide at least one session annually to the Senior Leadership Team on how to procure from Supply Nation businesses.	September 2023, 2024	Director Corporate Services
	10.6. Support Aboriginal and Torres Strait Islander Chambers of Commerce.	September 2023.	Director Corporate Services
	10.7. Partner with principal suppliers supporting a First Nations workplace and supply chain.	July 2023.	Director Corporate Services

Action	Deliverable	Timeline	Responsibility
11. Continue to pursue research partnerships /scholarships with Aboriginal and Torres Strait Islander peoples that improve approaches to care in child and families, aging and disabilities.	11.1. Implement research to practice program that uses evaluation results and external research to continually improve service quality for Aboriginal and Torres Strait Islander peoples.	July 2023	Director, Practice and Impact Management
	11.2. Investigate research scholarship opportunities for Aboriginal and Torres Strait Islander peoples with universities and our philanthropic partners.	November 2023	Director, Practice and Impact Management

Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
12. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	12.1. RWG to continue overseeing the development, endorsement and launch of the RAP.	January 2023	RWG – Chair/Co Chair
	12.2. Continue to ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	March 2023,2024.	RWG – Chair/Co Chair
	12.3. Ensure to meet at least quarterly to monitor and report on RAP implementation.	March 2023, May 2023, August 2023, November 2023, March 2024, May 2024, August 2024, November 2024	RWG – Chair/Co Chair
	12.4. Continue to review and update our Terms of Reference for the RWG.	December 2023, 2024	Internal RWG – Chair/Co Chair
	12.5. Provide open membership of the RWG to people from all levels of the organisation.	January 2023	Internal RWG – Chair/Co Chair
	12.6. Explore opportunity for an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance.	February 2023	RWG and Principal Advisor Indigenous Development
	12.7. Hold annual planning and consultation meeting with all Aboriginal and Torres Strait Islander Staff to ensure RAP activities are aligned with our organisations Cultural Capability Framework.	August 2023, 2024	RWG and Principal Advisor Indigenous Development
13. Provide appropriate support for effective implementation of RAP commitments.	13.1. Ensure Performance Measures, targets and results of RAP actions continue to be reported publicly .	November 2023, 2024	Chief Executive Officer
	13.2. Ensure RAP initiatives and actions are incorporated into portfolio performance measures.	February 2024	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
(Cont.) 13. Provide appropriate support for effective implementation of RAP commitments.	13.3. Ensure RAP actions and targets included in operational plans and available on intranet and website.	February 2024	Combined Leadership Team
	13.5. Maintain Internal RAP Champion(s) from Executive Management.	March 2023	Chief Executive Officer
	13.6. Define resource needs for RAP Implementation .	April 2023	Executive Director, Future Directions
	13.7. Maintain and update systems and capability need, to track, measure and report on RAP activities.	December 2023	Principal Advisor Indigenous Development
	13.8. Engage our senior leaders and other staff in the delivery of TBS RAP Commitments.	March 2023, June 2023, September 2023, December 2023, March 2024, June 2024, September 2024, December 2024	Principal Advisor Indigenous Development
14. Establish and maintain an effective Aboriginal and Torres Strait Islander External Advisory Group.	14.1. Maintain support and resourcing of an External Advisory Group.	March 2023	Principal Advisor Indigenous Development
	14.2. Distribute EOIs to Aboriginal and Torres Strait Islander key stakeholders to join our External Advisory Group.	March 2023	Principal Advisor Indigenous Development
	14.3. Identify Aboriginal and Torres Strait Islander stakeholders to advisor on our RAP commitments and deliverables.	March 2023	Principal Advisor Indigenous Development

Action	Deliverable	Timeline	Responsibility
15. Report RAP achievements, challenges and learnings internally and externally.	15.1. Publish regular RAP updates on The Benevolent Society's intranet.	March 2023, May 2023, August 2023, November 2023, March 2024, May 2024, August 2024, November 2024.	Director, Communications & Engagement
	15.2. Include a full update on progress against our RAP, on a quarterly basis to the Board and the Executive Leadership.	March 2023, May 2023, August 2023, November 2023, March 2024, May 2024, August 2024, November 2024.	Principal Advisor Indigenous Development
	15.3. Publicly report our RAP achievements, challenges and learnings in our annual report.	November 2023, 2024.	Director, Communications & Engagement
	15.4. Ensure Board reviews progress against RAP 2023-2025 actions.	March 2023, May 2023, August 2023, November 2023, March 2024, May 2024, August 2024, November 2024.	Principal Advisor Indigenous Development
	15.5. RWG to collect data for the RAP Impact Measurement questionnaire.	May 2023,2024	RWG

Action	Deliverable	Timeline	Responsibility
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	16.1. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence and Measurement Questionnaire information.	June 2023, 2024, 2025	RWG Chair/Co-Chair
	16.2. Report RAP progress to all staff and senior leaders quarterly.	March 2023, June 2023, September 2023, December 2023, March 2024, June 2024, September 2024, December 2024	Principal Advisor Indigenous Development
	16.3. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2024	Principal Advisor Indigenous Development
	16.4. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact.	August 2023, 2024	Principal Advisor Indigenous Development
	16.5. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2024	Principal Advisor Indigenous Development
17. Continue our reconciliation journey by developing our next RAP.	17.1. Register via Reconciliation Australia's website to begin developing our next RAP.	August 2024	Principal Advisor Indigenous Development

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