



# The Order of Australia Association Ltd

**To celebrate and promote outstanding Australian citizenship**

## **Strategic Plan 2018 -2023**

Original Strategic Plan approved by Board - September 21, 2018

Updated Responsible Persons page 2 – November 2019

Updated Purpose cover page and page 2 Responsible Persons - December 31, 2020

Strategic Statements – as at December 31, 2020

Updated Responsible Persons – April 16, 2021

Updated Responsible Persons – January 30, 2022

### **ABOUT THE PLAN**

This Strategic Plan for The Order of Australia Association (OAA) is for a five (5) year period from 2018-2023.

Using the 2012 Strategic Plans as a starting document, this plan was developed over the period August 2017 to April 2018 by the OAA Strategy Committee in consultation with the National Board, Branch Chairs and Branch Office Bearers.

The plan's purpose is to provide all stakeholders with a clear view of the OAA long-term development path. Annual business plans will set out the detailed steps we need to take in order to achieve our objectives.

This Strategic Plan is a living document. The Board will review and update it annually prior to the Annual General Meeting (AGM) effective from 2020, and a new plan will be issued every five years.

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## Order of Australia

<b>Registered Entity</b>	The Order of Australia Association Limited
<b>ABN</b>	40 008 612 664
<b>Registered Entity Name:</b>	The Order of Australia Association Limited
<b>Trading Names:</b>	ACT Branch of the Order of Australia Ltd New South Wales Branch of the Order of Australia Association Ltd Northern Territory Branch of the Order of Australia Association Ltd Queensland Branch of the Order of Australia Association Ltd South Australia Branch of the Order of Australia Association Ltd Tasmania Branch of the Order of Australia Association Ltd Victorian Branch of the Order of Australia Association Ltd Western Australia Branch of the Order of Australia Association Ltd
<b>Company Address:</b>	Old Parliament House 18 King George Terrace PARKES ACT 2600
<b>Entity Structure:</b>	Australian Charities and Not For Profits Commission (ACNC)
<b>ACNC Subtype:</b>	Advancing Subcultures – Promoting Reconciliation, Mutual Respect and Tolerance between groups of individuals that are in Australia
<b>Responsible Persons:</b> As at April 16, 2021	<b>National President</b> Heather Ridout AO <b>National Chairman</b> Barry Nunn AO RFD ED <b>Deputy National Chairman</b> John Archer OAM <b>National Secretary</b> Graham Hyde OAM <b>National Treasurer</b> Muriel Barasso OAM <b>National Membership Director</b> Helene Bender AM <b>Directors</b> Wilfred (Alan) Morrison AM (ACT), James (Jim) Mein AM (NSW), Alan James OAM (NT), Peter McMurtrie AO (QLD), Prof. John McKellar AM ED (SA), Prof. Rosemary Callingham AM (TAS), William Lye OAM QC (VIC), Prof. Robin Watts AM (WA).
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## Order of Australia

The Order of Australia is an order of chivalry established on 14 February 1975 by Elizabeth II, Queen of Australia. The Order recognises Australian citizens and other persons for achievement or meritorious service. Before the establishment of the Order, Australian citizen received British honours.

**Awarded for:** Achievement and merit in service to Australia or humanity

**First induction:** 14 April 1975

**Eligibility:** All living (at time of nomination) Australian citizens

**Status:** Currently constituted

**Sovereign:** Queen Elizabeth II

**The Order:** Each Branch or Regional Group focuses on promoting the Australian Honours System as a means of celebrating the achievements and contribution of outstanding Australians. The Branch committees are willing to provide speakers to address community and other groups on the significance of the Order.

**The Association:** The Association provides fellowship for members of the Order. Members of the Association participate in events recognising the Order and new recipients of awards. Association membership also provides opportunities for ongoing support to the community through initiatives like the Branch's projects.

**Projects:** Our community activity initiatives allow Association members to involve themselves in working with the community in a number of areas. The Branch Newsletter pages in The Order magazine or the Association website provide more details about these and other Branch initiatives.

**Nominations:** We understand that it is not always easy to recognise those who have made a significant difference in their community, to Australian life or to humanity at large. Additionally, not all individuals or organisations may have the experience to prepare a nomination of a citizen for an award. Where appropriate the Association should evaluate other award achievers for nomination for example Australian of the Year and State/Territory winners.

### **The Order of Australia Association Foundation:**

As set out in the Constitution of the Foundation: The Foundation was formed on 29 April 1999 pursuant to a Deed of Trust settled by five Founders, being former Presidents of the Association, namely Rt Hon Sir Zelman Cowen PC, AK, GCMG, GCVO, KStJ; Hon Sir Charles Court AK, KCMG, OBE; Sir Eric Neal AC, CVO; Sir James Gobbo AC, CVO and General Sir Phillip Bennett AC, KBE, DSO, KStJ; who were desirous to establish a Foundation via a Public Trust Fund for certain public charitable purposes. It is intended that the Trust Fund will solicit and receive gifts not only from members of The Order of Australia Association, but also the public at large.

The Order of Australia Association Foundation Limited provides a national focus for the aim of The Order of Australia Association – "Love of and pride in Australian Citizenship". It does this by supporting promising young Australians from all walks of life to achieve their potential, by awarding Scholarships to students in their early years of tertiary study, for which scholarships would make a significant contribution to achieving their educational goals.

Hugh Morgan AC, Chairman of Directors, says "Our initial aim is to award five scholarships a year, however to maintain this number we need a permanent fund of \$5 million to provide the necessary annual income. I encourage all members of The Order of Australia Association to consider how they can help us reach this target."

## The Order of Australia Association

The Association of approximately 8,100 members aims to foster love of and pride in Australian citizenship; to encourage awareness in the Australian community of Australia's history, traditions and culture; and to promote the development and maintenance of a constructive and positive sense of national unity among Australians.

## Membership

Membership is part of the National Association, but for administrative and participation purposes, members are aligned to a state, territory or overseas branch. Members may also be aligned to a regional group in those states or territories that have them. Members who live in one state may choose to 'align' with another, particularly where a neighbouring regional group exists. However, only one state alignment is possible

## Award List:

- Companion of the Order (**AC**). The Companion in the General Division is awarded for 'eminent achievement and merit to the highest degree to Australia and humanity at large'.
- Officer of the Order (**AO**). The Officer in the General Division is awarded for 'distinguished service of a high degree to Australia or humanity at large'.
- Member of the Order (**AM**). The Member of the Order of Australia in the General Division is awarded for 'service in a particular locality or field of activity or to a particular group'.
- Medal of the Order (**OAM**). The Medal in the General Division is awarded for 'service worthy of particular recognition'.

<http://www.abc.net.au/news/2018-01-26/meet-the-recipients-of-this-years-australia-day-honours-list/9362414>



## Executive Summary

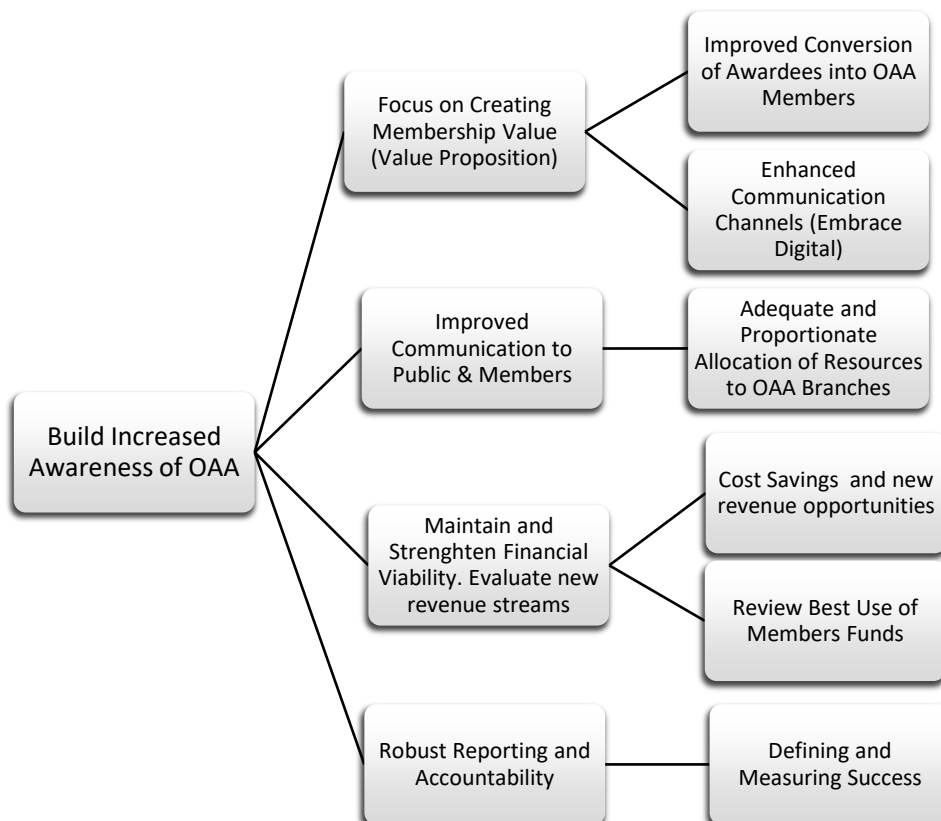
The 2017 Strategic Plan has been developed in response to the need to identify and respond to the changing environment that The Order of Australia (OAA) operates within.

The Australian population is expected to continue to grow and is tipped to reach 40 million by 2060. The ever increasing diversity within Australia by age, gender and culture makes the short to medium term future of OAA critical to developing and executing a strategy to maintain the prestige, awareness and value proposition of the award and associated membership.

The Strategic Plan has relied upon key driving documents and reports prepared by the OAA, these include:

- The Order of Australia Association – Membership and Viability Report (Agenda item February 2018)
- The Order of Australia Association Ltd – Strategic Plan (November 2017)
- Draft National Risk Register (Agenda item February 2018)
- OAA National Strategic Plan Implementation by Branches Questionnaire (December 2017))
- The Order of Australia Association Budget January – December 2018 (Draft not yet approved by the Board)

As highlighted through the Strategic Review, the key challenges and plans for the coming 12 – 36 month period include:



## **Strategic Statements as at December 31, 2020**

### **Our Association**

Our Association is an incorporated body of recipients of awards or appointments in the Order of Australia. The Association needs to be robust, flexible and responsive to the members' needs and to serve as a model for community engagement.

### **Our Purpose**

The object of the Association is to pursue the following charitable purpose: To celebrate and promote outstanding Australian citizenship.

### **Our Vision**

To be recognised as an Australian leader in fostering community awareness of our history, traditions and culture, and in promoting good citizenship.

### **Our Principles**

We support the Order of Australia and recognise the contribution of its members to the Australian and international communities.

Everything we do is for the good of the Association, the Order of Australia and the communities we support.

We embrace the cultural and religious diversity of the Australian people including indigenous Australians, the traditional custodians of the land.

We promote activities and attitudes which foster harmony, unity and shared futures in which all people are treated with respect and dignity.

### **Our Activities**

Raising public awareness about the Order of Australia and promote high quality nominations for appointments and awards that reflect the diversity of the Australian community,

Supporting young Australians as they prepare for their careers and encourage them in service to the nation,

Providing opportunities for recipients of appointments and awards in the Order of Australia to build networks with other recipients, and

Other activities consistent with the purpose of the Association

### **Our Membership**

Our Association is committed to providing members with appropriate activities and programs at National, Branch and Regional levels to ensure that it meets their needs and expectations.

### **Our Communities**

The Association draws its strength from its members, and from the communities they live in. It achieves its purpose through targeted programs of support, particularly at Branch and Regional levels. The Association needs to build strong engagement strategies with the wider Australian community.



## Strategic Review 2017

The 2017 Strategic Review documented specific goals that the board approved would be critical to executing the desired strategic direction of OAA. The goals effectively formed the building block underpinning “The Plan” going forward. In December 2017, a review was undertaken through a questionnaire sent to the Branches.

### Goals and Strategies set and documented in 2017

#### **GOAL 1 – ENCOURAGE PROMOTE AND SUPPORT DIVERSITY IN NOMINATIONS**

The Association encourages diversity in age, gender and culture with nominations.

The Association will:

- Provide advice, strategies, connections and easy-to-use tech tools for members through Branches, Regional Groups (if appropriate) and the community working to increase the diversity of nominations;
- Have appropriate marketing material and a website that ensures the nomination process is streamlined for everyone to access and use, not just members: and
- Identify new opportunities for the Association to increase the diversity of nominations over the period of this plan and assess the risks associated with identified opportunities.

To address this goal, we will pursue two linked strategies:

- The first is to ensure appropriate marketing material for members to use when liaising with their communities; and
- The second is to establish and maintain links with numerous organisations outside the Order that also acknowledge community achievers.

#### **Strategy 1.1 Develop marketing materials that are appropriate to educate our diverse communities**

#### **Strategic 1.2 Understand the work and nomination process of other organisations that acknowledge achievers**

We will search, identify, and embrace collaboration with, all appropriate organisations that help us to achieve our goals to foster commitment to and pride in Australian citizenship.

#### **GOAL 2 – LOOKING AFTER OUR MEMBERS**

The Association attracts members to join, and encourages their participation in Association activities.

The Association must:-

Reflect the needs, expectations and diversity of its membership.

- The Association can only be attractive to its members if they see on-going value and benefits in being a member.

To address this goal, we will pursue two linked strategies:

- The first aims to attract Order awardees to join
- The second improves the quality and value of our programs encouraging members then to stay and actively participate.

#### **Strategy 2.1 Attract awardees in the Order of Australia to join the Association**

We will take measures to increase the perceived value of membership in the Association and develop processes to ensure that all awardees in the Order are attracted to join the Association.



### **Strategy 2.2 Develop attractive programs that ensure membership retention**

The Association will develop a range of supportive membership policies and a diversified range of programs and activities that meet members' expectations and encourage them to actively participate in Association activities.

### **GOAL 3 – LOOKING AFTER OUR ASSOCIATION**

The Association will be a respected organization capable of meeting the needs of its members and the communities it serves.

- Develop an appropriate structure to provide prudent and efficient management of members' funds while advancing Association Objects, Policies and guidance will be developed and disseminated for implementation at Branch and Regional levels.
- Clearly defined position descriptions with required skills and succession planning at National, Branch and Regional Group levels.

To address this goal, we will pursue two linked strategies:

- The first builds an effective structure that engenders respect, integrity and impartiality from the membership and community it serves; and
- The second improves the effectiveness and accountability of the organization by continuous improvement.

### **Strategy 3.1 Develop an organization that is respected by the community and engenders active engagement by its members**

We will develop and build an organisation that meets the needs of current and future members and efficiently delivers our programs and activities.

3.1.1 Maintain prudent and effective management of resources at National Office, Branch and Regional levels.

3.1.2 Further develop, where necessary, the Regional Groups by strengthening the links between Branches and Regional Groups.

3.1.3 Ensure ongoing open and positive communications between National, Branches and Regional Groups including in areas of change and provide required training and support.

### **Strategy 3.2 Develop continuous improvement processes**

The Association recognises the importance of continuously improving our structure and processes.

### **GOAL 4 – LOOKING AFTER OUR COMMUNITIES**

The Association achieves its Objects by supporting and conducting selected programs and activities in Australian society.

- A prime focus on the support of the Order and the pursuit of those Association Objects which entail support for community.
- The Association's Foundation is an important part of our activities as are those activities developed and implemented at National, Branch and Regional levels.

To address this goal, we will pursue two linked strategies:

- The first supports the Order and the Foundation; and
- The second engages the Association with programs at Branch and Regional level.

### **Strategy 4.1 Support the Order of Australia and our Foundation**

We will uphold the high principles and prestige of the Order of Australia in all activities undertaken or participated in by the Association. We will promote good citizenship by example, and by encouragement to individuals, institutions and organisations.

## **Strategy 4.2 Support selected communities and community programs**

We will explore, establish and maintain community partnerships helping us achieve goals that fulfil the Association Objectives, developing community service engagement programs at Branch and Regional levels.

### Sub-strategies

## **GOAL 2 – LOOKING AFTER OUR MEMBERS**

### **Strategy 2.1 Attract awardees in the Order to join the Association**

#### Our sub-strategies are to:

We will determine the value proposition for membership of the Association and this will underpin all marketing materials.

We will clearly categorise marketing materials: recruitment, retention, public awareness.

Raise the public awareness of the Association so that prospective members value membership.

- 2.1.1 Encourage and evaluate appropriate feedback from members and act upon the results.
- 2.1.2 Where appropriate understand reason/s for awardees not joining.
- 2.1.3 Review the membership fee structure for Life members joining in 2018 and beyond.
- 2.1.4 Review membership fee options. Consider categories such as suburban, regional, rural and remote when setting fees.

Also consider multiple members per household in the review

- 2.1.5 Develop membership growth and sustainability through:
  - Continued contact with new recipients for at least 12 months from date of their award ensuring they receive National, Branch and Regional newsletters and opportunities to attend events.
  - Development and implementation of a membership plan that includes regular communication with members and follows up on outstanding membership renewals.
  - Marketing affiliate membership to the immediate family of a deceased member in line with the Branch Policy noting National currently doesn't have an Affiliate Membership Policy.
  - Securing appropriate new revenue including donations, advertising and support in kind in line with National guidelines.
  - Develop measures to monitor success.

### **Strategy 2.2 Develop attractive programs that ensure membership retention**

#### Our sub strategies are to:

- 2.2.1 Develop a decision-making framework to ensure consistent development of attractive programs and activities.
- 2.2.2 Provide effective guidance at National level in conjunction with Branches and Regional Groups for the development of new activities and programs for Branch and Regional level delivery.
- 2.2.3 Develop a diversity of social programs at Branch and Regional levels.
- 2.2.4 Ensure the National Chairman or delegated representative regularly visits Branches to seek and provide feedback to the National level.

## **GOAL 3 – LOOKING AFTER OUR ASSOCIATION**

### **Strategy 3.2 Develop continuous improvement processes**

#### Our sub-strategies are to:

Develop processes including online surveys to allow:

- Members' issues to be addressed.
- Adverse or exceptional issues to be addressed.

3.2.1 Build better channels of communication.

3.2.2 Increase organisational efficiency through regular review of management processes at National level.

## **GOAL 4 – LOOKING AFTER OUR COMMUNITIES sub-strategies**

### **Strategy 4.1 Support the order of Australia and our Foundation**

#### **Our sub-strategies are to:**

- 4.1.1 Develop programs and activities at National, Branch and Regional Group levels that contribute to the enhancement of the Order.
- 4.1.2 Support and market the aims and the achievements of scholarship recipients of our Order of Australia Association Foundation and annually profile two recipients in The Order 10 to 15 years on since they received their scholarship. Also encourage Branches to profile scholarship recipients during their years of study.

### **Strategy 4.2 Support selected communities and community programs**

#### **Our sub-strategies are to:**

- 4.2.1 Engage at National, Branch and Regional levels with local communities and organisations to identify activities that meet OAA objectives.
- 4.2.2 Pursue appropriate sponsorship and associated support for our programs.
- 4.2.3 Participate in relevant commemorative and other community functions.
- 4.2.4 Build social affiliations with like-minded associations.

## SWOT Analysis

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Prestige of the Association, Award and Recognition in the community</li> <li>• Financial position</li> <li>• Board of directors</li> <li>• Large membership base</li> </ul>	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Change of thinking and adopting new and innovative programs</li> <li>• Increasing population</li> <li>• Opportunity to better market the award and the nomination process</li> <li>• New markets to market The Order of Australia (Diversity)</li> <li>• Clear articulation of the value of membership (Including the intrinsic value of contributing to the opportunity to extend the award to future generations)</li> <li>• Become a more transparent organisation</li> </ul>
<p style="text-align: center;"><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• Lack of innovation and slow adoption of technology and move to digital communication</li> <li>• Minimal tangible benefits of membership</li> <li>• Lack of marketing (brand) consistency (email addresses etc)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Ageing population (Baby boomers)</li> </ul>