THE ORDER OF AUSTRALIA ASSOCIATION LTD



P3 Strategic Plan 2027-2029

Version 7 October 2026

Preface

The purpose of the Order of Australia Association (The Association) is '**To celebrate and promote outstanding Australian citizenship**'.

The Order of Australia (OA) was instituted by Her Majesty Queen Elizabeth II on 14 February 1975, was established as "an Australian society of honour for the purpose of according recognition to Australian citizens and other persons for achievement or for meritorious service". Those who receive such honours are entitled and encouraged to join the Order of Australia Association (OAA).

The 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 members' needs and to serve as a model for community engagement. It follows modern governance practice and reports to the Australian Charities and Not-for-Profits Commission.

It is important that membership to the OAA has value, and all members can actively contribute in diverse ways. OAA is a members' organisation where people can connect, celebrate fellowship, continue to serve communities and most importantly create wonderful new memories of fun and friendship. The strategic goals of the OAA seek to align with this.

Explanatory Notes

- **Strategic Action:** The strategies that may be employed for each specific goal.
- **How Achieved/Action Required:** These are the actions to achieve the relevant strategy. There may be more than one action to achieve the Strategy. All the relevant actions should be captured.
- **Priorit**y: Gives an indication of the importance of a particular Strategy or Action.
- **Enablers [Constraints]**: These are people or things which will enable the relevant action to be completed. They may simply make it easier for the action to be completed. Constraints indicate potential blocks and are contained within parentheses.
- **Persons Responsible:** This is the key office bearer who is responsible to ensure the completion of that particular action, and the people who will assist.
- **How to Recognise it has been achieved:** These are indicators of success and may include written reports (qualitative) and numeric (quantitative) Indicators

The Strategic Goals

The Strategic Plan is based on four pillars or Strategic Goals:

1 **Membership and Growth**: To build membership and to grow the value of membership for the future of the Association.

2 **Promotion:** To encourage and promote nominations from all sectors of the community for invaluable contributions.

3 **Community:** To connect widely with the general community through partnerships and projects.

4 **Organisational Sustainability and Development:** To be agile and effective in governance of the OAA to meet strategic goals.

This plan is the Strategic Plan which will govern The Association's National and Branch activities. The Strategic Plan will form the basis for the business of the Association. It will run from January 1 2027 to December 31 2029 and the Board of Directors will monitor the plan at least annually.

High Priority These Strategic Actions are prioritised for National and Branches to resource and implement.

1 Membership and Growth: To build membership and grow the value of membership for the future of the Association.

	Strategic Action	How achieved/ Action required	Priority	Enablers [Constraints]	Persons responsible	How to recognise this has been achieved
1.1	Increase emphasis on the value of being part of an association with opportunities to connect, and to promote outstanding citizenship.	Changing the focus of messaging. Encourage all members to talk to new awardees in their area about the aims and benefits of being part of the Association, focusing on citizenship.	High	Review the content of awardee and new member welcome letters. Include QR code to website information in all materials.	**NMD** assisted by Branch Membership Officers Marketing Committee	Testimonials from Members An increase in younger and more diverse Honours recipients joining the Association
1.2	Leverage technology more effectively to engage members and increase awareness of activities, especially among branches and regional groups.	Use social media and other opportunities to establish internal networks with appropriate safeguards. Education packages for members and Office Bearers about technology use.	High	Address concerns about social media and chat groups. IT paid support and training for Office Bearers/convenors where needed. Update National members database, and develop better distribution systems. [Post and telephone are still important for those without use of a computer.]	**NMD** assisted by Branches Regional Coordinators	Uptake in connectivity An increase in younger and more diverse Honours recipients joining the Association

1.3	Enhance the OAA's public reputation through developing *The Order* magazine to provide a more contemporary, personalised focus on citizenship and implementing a "share it out" campaign to encourage members to pass on or lend their ecopies or hard copies.	Develop guidelines and templates for member stories and distribute these to Board/Branch/Foundation Editors. Include a regular feature showcasing Active Citizenship. Include photos if available with appropriate permissions.	High	Members willing to contribute with permission from individuals involved. Members sharing their copies of *The Order.*	**Editor and NMD** assisted by Branch Editors	Templates available on website and elsewhere and used 60:40 ratio of member stories to organisational information in The Order. Wide distribution of *The Order*

2 **Promotion**: To encourage and promote nominations from all sectors of the community for invaluable contributions.

	Strategic Action	**How achieved/ Action required**	**Priority**	**Enablers [Constraints]**	**Persons Responsible**	**How to recognise it has been achieved**
2.1	Engage with a wide range of local community groups, including non- traditional groups and Indigenous organisations, to promote the Order of Australia Awards.	Contact and invite to appropriate functions participants from non-traditional groups such as migrant and refugee groups, Indigenous groups. Speaking at community events. Develop promotional materials for diverse communities Disseminate *The Order* through passing on the magazine. (ecopy or hard copy)	High	Speaking at community groups; networking with members of other organisations and at all OAA functions Speaking at functions, meetings, and groups. Use of medal board	**NatDepChair** assisted by Branch Chairs Branch and Regional Coordinators Branch Diversity Officers	Increase in diverse nominations Reports about community engagement in Board Minutes Reports about community engagement from Regional groups and Branches on a 6-monthly basis.

3 Community: To connect widely with the general community through partnerships and projects

	Strategic Action	**How achieved/ Action required**	**Priority**	**Enablers [Constraints]**	**Persons Responsible**	**How to recognise it has been achieved**
3.1	Establish award programs that will promote the OAA e.g., OAA Foundation, School Students, Senior Citizen Awards.	Identify opportunities. Connections with schools/colleges/universities . Active promotion with a variety of education institutions. School groups invited to appropriate functions.	High	Medal boards available. [Require appropriate Working with Children card to enter schools.]	**NatChair** assisted by National President National Board. Any available member with the history and knowledge of the awards and Association as a whole.	Reports from branches of awards established, talks provided. Number of Foundation scholarships.
3.2	Continue work with Menzies Leadership Foundation (MLF) to deliver Leaders in Action (LiA) project.	Develop and agree MOUs as appropriate. Regular dialogue with MLF to identify opportunities. Involve Foundation alumni.	High	Budget and MOUs developed as needed for different components of the LiA project. Ongoing liaison with MLF. Contact with The Foundation.	**Chair Strategy Committee** assisted by Exec and Board. Strategy committee/ Marketing committee The Foundation Board	Podcasts available and appropriately launched. Number of people engaging with podcasts and other components of project

4 Organisational Sustainability and Development: To be agile and effective in governance of the OAA to meet strategic goals.

	Strategic Actions	How achieved/ Action Required	Priority	Enablers [Constraints]	Persons Responsible	How to recognise it has been achieved
4.1	Build financial strength for the future.	Streamline bank accounts within Branches. Use Xero as the record keeping tool. Sound financial planning and investment.	High	Willingness of Branch Treasurers to comply. Appropriate investment advisor.	**National Treasurer** assisted by Investment Committee. Branch Treasurers.	Investment Committee minutes Unqualified Audit Report
4.2	Succession planning.	Identification of talent. Gaining relevant experience.	High	Breadth of talent available, Nurturing teams. [Member election process]	**NatChair** assisted by Branch chairs Committee members	National AGM Minutes Branch AGM Minutes

Medium Priority These Strategic Actions are prioritised for National and Branches to implement when resources are available.

1 **Membership and Growth**: To build membership and grow the value of membership for the future of the Association.
All strategic actions under Goal 1 are considered a high priority.

2 **Promotion**: To encourage and promote nominations from all sectors of the community for invaluable contributions.

	Strategic Action	**How achieved/ Action required**	**Priority**	**Enablers [Constraints]**	**Persons Responsible**	**How to recognise it has been achieved**
2.2	Work with Governor General's office to ensure consistency of approach to nominations.	Ongoing contact and discussion. Distribute GG Office material and information. Space in *The Order* for GG Office.	Medium	Communication with GG office. Access GG Social Media.	**NatChair** assisted by National President	Executive Committee minutes National Board minutes

3 Community: To connect widely with the general community through partnerships and projects.

	Strategic Action	How achieved/ Action Required	Priority	Enablers [Constraints]	Persons Responsible	How to recognise it has been achieved
3.4	Develop a national youth/schools program. to embed awareness of outstanding citizenship in the next generation	Create a working group to build on current schools/youth programs.	Medium	BNDs and members with education experience (all levels).	**DepNatChair** assisted by Exec with BNDs and appropriate branch input.	Working group established. Draft plan for implementation created.
3.5	Leverage the OAA Foundation as a visible expression of the Association's commitment to nurturing future outstanding citizens.	Foundation scholars invited to Branch and National events as guests or speakers. Featured articles in *The Order.* Provision of Affiliate Membership for Foundation alumni.	Medium	Availability of contact details of those willing to be approached on request.	**NatChair** assisted by Foundation Board and Foundation alumni.	Number of Foundation alumni at Branch events. Number of articles in *The Order*

4 **Organisational Sustainability and Development**: To be agile and effective in governance of the OAA to meet strategic goals.

	Strategic Action	**How achieved/ Action Required**	**Priority**	**Enablers [Constraints]**	**Persons Responsible**	**How to recognise it has been achieved**
4.3	Build the leadership capability of the Association's volunteer base to ensure agile, effective, sustainable governance.	Implement clear, documented procedures. Effective induction for new Office Bearers. Ongoing coaching, assessment & feedback. Identification of governance gaps.	Medium	Appropriate governance and procedures. [Time constraints on volunteers]	**NatSec** assisted by all office-bearers	More younger members involved. Reported enjoyment of team environment. Reduction of governance gaps.
4.4	Communications excellence.	A plan that coordinates all media platforms (#) in 'initiative' messaging within and external to the OAA.	Medium	OAA-wide consistent branding [Inexperience with media platforms.] [Branch and Reg Groups reluctance to conform.] [Non-email members requirements.]	**NatSec and NMD** assisted by Executive Team and BNDs	Proactive messaging. Effective information flow. Enhanced reputation.

(#) **Media Platforms** - includes all forms of written/email correspondence, *The Order* magazine, social media, video, podcasts, website content and promotional material.

Useful Weblinks

OAA Website Links:

- Home Page: https://theorderofaustralia.asn.au/
- Governance: https://theorderofaustralia.asn.au/national/governance/
- Order of Australia Award Nominations: https://theorderofaustralia.asn.au/about-the-award/
- Branch dedicated pages: https://theorderofaustralia.asn.au/national/home/
- OAA Foundation: https://theorderofaustralia.asn.au/foundation/
- Magazine "*The Order*" https://theorderofaustralia.asn.au/national/the-order/
- OAA Membership: https://theorderofaustralia.asn.au/membership-application/
- Wearing Your Award: https://theorderofaustralia.asn.au/national/faq/

Governor General Website Links:

- Home Page: https://www.gg.gov.au/
- Australian Honours and Awards: https://www.gg.gov.au/australian-honours-and-awards
- Nominate someone for an award: https://www.gg.gov.au/Australian-honours-and-awards/nominate-someone-award