



***THE ORDER OF AUSTRALIA  
ASSOCIATION LTD***

***STRATEGIC  
PLAN***



## PRESIDENT'S MESSAGE



It is now over 25 years since the Order of Australia Association was formed to:

*foster love and pride in Australian citizenship, uphold the high principles and prestige of the Order of Australia, foster awareness in the Australian community of Australia's history, traditions and culture and promote good citizenship by example and encouragement.*

Over the last two years the National Committee has been reviewing whether the Association has delivered on these promises, and came to the view that it needed a document which presented our vision, aim, goals and strategies in a straightforward manner, one which would be enduring and lend itself to support by a range of more specific business plans at national, Branch and Regional levels. This Strategic Plan is the result - it is built on the simple proposition that by looking after our members we strengthen our Association. A strong Association is able to contribute in special ways to the community that has honoured its members as individuals. Its priorities are consequently:

- Supporting the Order of Australia
- Supporting our membership
- Building a well-known and respected organization
- Demonstrating excellence and innovation in our programs
- Building productive links with the Australian community

Accomplishing the above will leave our Association in great shape for the next 25 years.

**Dr Neil Conn AO**  
**President**

## NATIONAL CHAIRMAN'S MESSAGE



This Strategic Plan provides guidance for the future development of the Association, ensuring that the Association provides the best service to its members, attracts new members and builds a strong organization for the benefit of the members and for the nation. It provides a framework to help National and Branch Committees and Regional groups plan, resource and evaluate their own initiatives and activities. This plan has been created through extensive consultation, but can only be successfully implemented through the enthusiastic support and practical actions of Branches and Regional groups. I commend this plan to you as a blueprint for the future direction of The Association at National, Branch and Regional levels.

**Dina Browne AO**  
**National Chairman**

## **FOUNDATIONS OF THE PLAN**

### **OUR VISION**

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

### **OUR AIM**

To foster commitment to and pride in Australian citizenship and to promote national unity among Australians, and to improve public awareness of these issues.

### **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 ethnic, cultural, religious and racial 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 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 ASSOCIATION**

Our Association is an incorporated body of recipients of awards in the Order of Australia. A purpose of the Association is to encourage members to foster love of and pride in Australian citizenship and to uphold the high principles and prestige of the Order. Our Association needs to be robust, flexible and responsive to the members' needs and to serve as a model for community engagement.

### **OUR COMMUNITIES**

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

## **THE PLAN**

### **GOAL 1 - 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 of our programs encouraging members then to stay and actively participate.

#### **Strategy 1.1 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. Our sub-strategies are to:

- 1.1.1 Raise the public consciousness of the Association so that prospective members value membership
- 1.1.2 Regularly survey membership and act upon the results
- 1.1.3 Understand reasons for awardees not joining
- 1.1.4 Develop membership growth and sustainability through:
  - Continued contact with new recipients
  - Development and implementation of a membership plan
  - Securing sponsorships and support in kind

#### **Strategy 1.2 Develop attractive programs to develop and retain membership**

We will develop a range of supportive membership policies and a diversified range of programs and activities that meet members' expectations and encourages them to actively participate in Association activities. Our sub-strategies are to:

- 1.2.1 Develop a decision-making framework to ensure consistent development of attractive programs and activities
- 1.2.2 Provide effective guidance at National level for the development of new activities and programs for Branch and Regional level delivery
- 1.2.3 Develop a diversity of social programs at Branch and Regional levels
- 1.2.4 Ensure the National Chairman or delegated representative regularly visits Branches to seek and provide feedback to the National level

## **GOAL 2 - Looking after our Association**

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

The Association will 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. To address this goal, we will pursue two linked strategies: the first builds an effective structure that engenders respect from the membership and community it serves; the second improves the effectiveness of the organization by continuous improvement.

### **Strategy 2.1 Develop an organization that is respected by the community and engenders active engagement by its members**

We will develop and build an organization that meets the needs of members and efficiently delivers our programs and activities. Our sub-strategies are to:

- 2.1.1 Maintain prudent and effective management of resources at National Office, Branch and Regional levels
- 2.1.2 Develop the Regional groups concept by:
  - the development of formal linkages between Regional groups and Branch Committees

### **Strategy 2.2 Develop continuous improvement processes**

The Association recognises the importance of continuously improving our structure and processes. Our sub-strategies are to:

- 2.2.1 Develop processes to allow:
  - Members' issues to be addressed
  - Adverse or exceptional events to be addressed
- 2.2.2 Build better communications channels
- 2.2.3 Increase organisational efficiency through regular review of management processes

### **GOAL 3 - Looking after our communities**

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

The Association has 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; the second engages the Association with programs at Branch and Regional level.

#### **Strategy 3.1 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 organisation. Our sub-strategies are to:

- 3.1.1 Develop programs and activities at National, Branch and Regional levels that contribute to the enhancement of the Order
- 3.1.2 Support the aims of our Order of Australia Association Foundation

#### **Strategy 3.2 Support selected communities and community programs**

We will explore, establish and maintain community partnerships that fulfill Association Objects, developing community service engagement programs at Branch and Regional levels. Our sub-strategies are to:

- 3.2.1 Engage at National, Branch and Regional levels with local communities and organizations to identify activities that meet OAA objectives
- 3.2.2 Pursue sponsorship and associated support for our programs
- 3.2.3 Participate in commemorative and other community functions
- 3.2.4 Build social affiliations with like associations