

NADC

National
Australia Day
Council

National Australia Day Council Corporate Plan 2020 - 2024





Corporate Plan

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Introduction

This corporate plan has been prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* for the reporting periods 01 July 2020 – 30 June 2021 through to the reporting period 01 July 2023 – 30 June 2024

Our Work

Participation

To unite all Australians through celebration and reflection

Meaning

To promote the meaning of Australia Day and being Australian

Recognition

To acknowledge active citizenship and achievement



About the NADC

The National Australia Day Council (NADC) is a not-for-profit Commonwealth owned company limited by guarantee based in Canberra. The NADC is part of the Australia Day National Network (Network). The Network is an affiliate group of state and territory organisations working with the national body to facilitate the celebration of Australia Day and being Australian, and recognise inspirational Australians through the Australian of the Year Awards.

The NADC strives for continual improvement across its core programs:

- » The celebration of Australia Day
- » The Australian of the Year Awards
- » Australian citizenship and civic values programs

The NADC continually explores all appropriate opportunities to expand programs and play a more influential role in discussions relevant to its purpose and mission.

Our Values

Transparency	Integrity	Accountability
Excellence	Trust	Respect




We value our people

The NADC encourages employees to be high performing, innovative and to take personal responsibility for achieving results with a focus on:



Collaboration



Respect



Accountability

The core mission of the NADC is to actively promote our national day to all Australians to inspire national pride and unity through participation and engagement in its central message:
Reflect, Respect, Celebrate – we’re all part of the story.



The NADC provides an encouraging, supportive and equitable environment for all employees to ensure the fulfilment of individual roles and responsibilities which underpin the achievement of the overall NADC purpose and mission. The NADC seeks to foster a culture of inclusivity and workforce diversity.

The NADC prides itself on motivating and rewarding employees through recognising their value and contribution.

Corporate Planning Framework



Our Environment

The NADC operates under the legislative framework of the *Public Governance and Accountability Act 2013* and the *Corporations Act 2001*. The NADC is a not-for-profit company limited by guarantee, and the objectives and powers are defined through its Constitution.

The operations of the NADC are overseen by a Board. The Board has the power to do all things necessary or convenient to be done for, or in connection with, the performance of its functions. The Board is responsible under its charter to the Government for the overall strategy, governance and performance of the NADC. This includes determining strategy, defining risk appetite and monitoring of performance.

The Chief Executive Officer manages the day to day operation of the NADC.

The NADC operates in an environment where the expectation is that all its programs will be undertaken effectively and efficiently; where careful financial management and budgeting is critical to success; and where governance and risk are continually assessed.

For the 2020-21 year, the Assistant Minister to the Prime Minister and Cabinet, the Hon. Ben Morton MP, has formalised the Federal Government's expectations of the NADC. The Statement of Expectations and the NADC's response (see Appendix A and B) are reflected in the strategic priorities and focus areas on pages 14 to 15 of this plan.

The NADC annually receives just over \$7 million in operational funding from Government and sponsors (in cash and contra arrangements).

Continuous improvement is integral to the NADC's operations. The organisation continually reviews programs to ensure they are efficiently managed. Financial results and operations are regularly reported to the NADC's Finance Audit and Risk Management Committee and Board and made public through the Annual Report.

Risk Management

The NADC acknowledges that it operates in a sometimes complex environment and with a vast range of stakeholders. To ensure it effectively acquits its

programs and activities while appropriately managing risks to reputation and operations, the NADC applies a risk-management approach to all of its work.

The NADC considers that it must maintain appropriate systems of risk oversight,

management and internal controls to build a robust risk-management culture. The NADC maintains an overarching risk management framework that informs the development, implementation and acquittal of all programs and activities.

Performance, Planning and Reporting

The NADC has an integrated planning, budgeting and reporting process aligned to the Corporate Plan. The NADC strives for excellence in everything it does. Its performance is regularly assessed through:

Board and Government Reporting

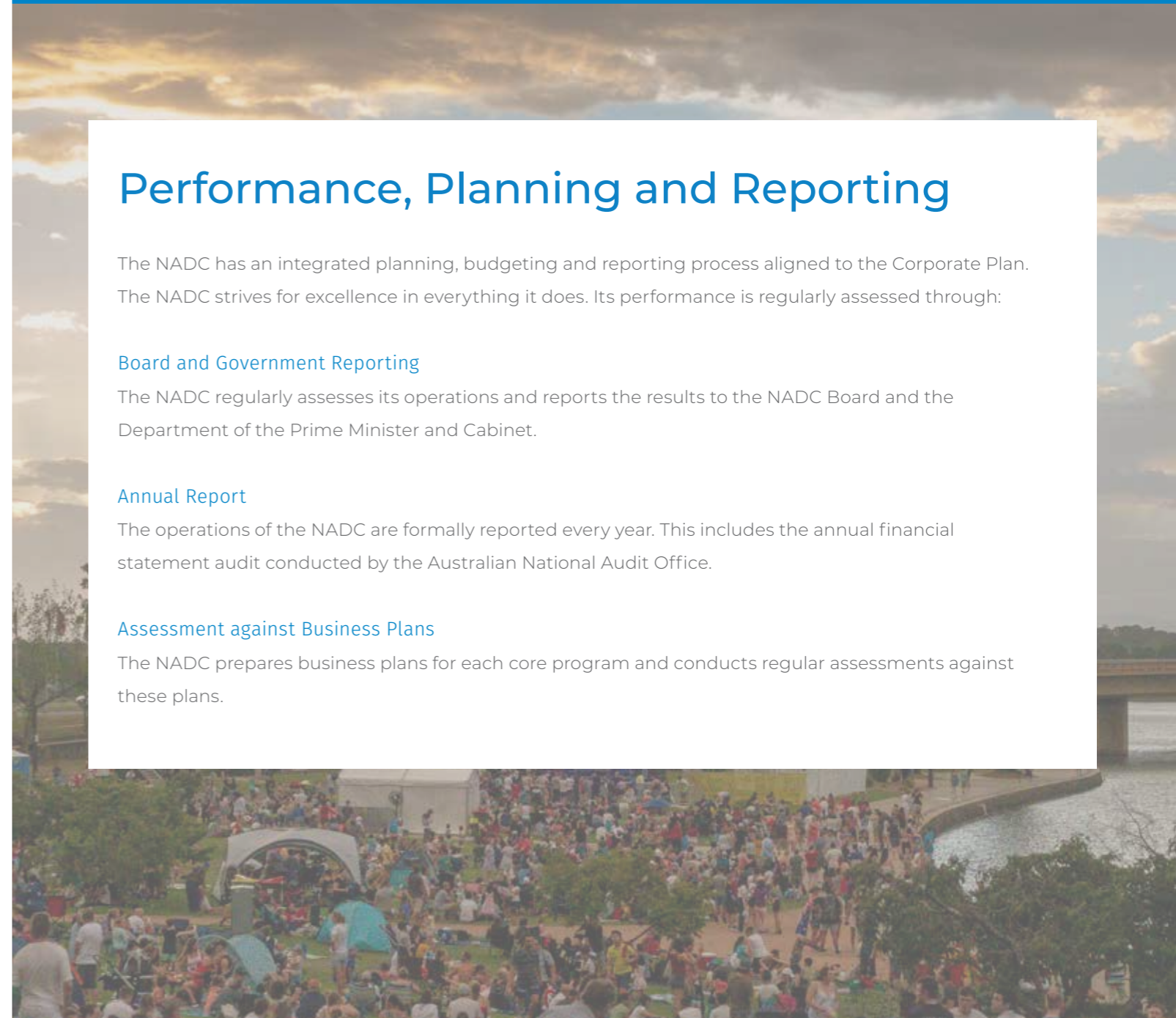
The NADC regularly assesses its operations and reports the results to the NADC Board and the Department of the Prime Minister and Cabinet.

Annual Report

The operations of the NADC are formally reported every year. This includes the annual financial statement audit conducted by the Australian National Audit Office.

Assessment against Business Plans

The NADC prepares business plans for each core program and conducts regular assessments against these plans.



Strategic Themes

Inclusive

- » Actively include all Australians in recognition of the cultural, geographic and social diversity of the nation
- » Foster positive Australian identity and social cohesion
- » Promote civic knowledge and citizenship to people of all ages
- » Recognise the qualities and people that inspire the nation

Quality

- » Demonstrate excellence and accountability
- » Pursue innovation
- » Appropriately manage risk
- » Demonstrate sensible financial management
- » Ensure appropriate governance
- » Demonstrate leadership

Networked

- » Facilitate community engagement, participation and connection
- » Play a coordination and leadership role for the Network
- » Build and maintain productive relationships with key stakeholders

Relevance

- » Leverage and position the brand
- » Strive to connect with all Australians
- » Understand the needs of all key stakeholders



Performance Drivers

The NADC will measure ourselves against the following performance measures. They will guide the organisation's actions and motivate it to achieve these results:

- 1 Maintain awareness of the Australian of the Year Awards at 51% of all Australians
- 2 Achieve an audience of 1 million for the broadcast of the Australian of the Year Awards
- 3 Secure \$5 million per annum in partnerships and expand our reach internationally
- 4 Increase to and maintain a 60% participation rate in Australia Day activities
- 5 Increase meaning in Australia Day and a sense of pride in being Australian
- 6 Achieve measurable success on each of the expectations set out in the Minister's 2020-2021 Statement of Expectations

Strategic Priorities

**Tell the stories of
inspiring Australians**

1

**Empower Australian
to Reflect, Respect,
Celebrate**

2

**Building
Collaborative
Partnerships**

3

Focus Areas

1 Tell the stories of
inspiring Australians

- 1.1. Use the Australian of the Year Awards to highlight the stories of exceptional people in our community that best embody our great Australian spirit
- 1.2. Connect with school-age children to generate and share inspiring stories
- 1.3. Generate, curate, communicate and distribute

- content about inspiring Australians
- 1.4. Share rich content to reflect Australia's past, present and future
 - 1.5. Encourage Australian of the Year nominations that reflect Australia's depth of community and individual contributions, enterprise, service and achievements across a range of fields

2 Empower Australians to Reflect, Respect and Celebrate

- 2.1. Maintain consistent elements of Australia Day
- 2.2. Integrate Reflect, Respect and Celebrate themes emphasising the resilience of the Australian people and their spirit, into business as usual activities and identify and implement opportunities to share these messages and themes with wider audiences
- 2.3. Encourage Australians to reflect, respect and celebrate

- 2.4. Unite all Australians through more events and celebrations of Australia Day which acknowledge Australia's Aboriginal and Torres Strait Islander history, Australia's multicultural history and the unique contribution that all Australians have to make to our nation and way of life
- 2.5. Promote civic knowledge and good citizenship, Australian values and achievement and how this contributes to Australia's story

3 Building Collaborative Partnerships

- 3.1. Strengthen partnerships with key stakeholders including sponsors, government agencies, the Network and other organisations to promote Australia Day by utilising and sharing resources and capabilities
- 3.2. Demonstrate leadership to lead the discussion on being Australian through an

- enhanced communications strategy and public relations campaign
- 3.3. Deliver value to partners by taking a proactive approach to partnership outcomes
 - 3.4. Maintain operational excellence through good corporate governance

Appendix A



THE HON BEN MORTON MP
ASSISTANT MINISTER TO THE PRIME MINISTER AND CABINET

Reference: MS20-000356

Ms Danielle Roche OAM
Chair
National Australia Day Council
Old Parliament House
King George Terrace
CANBERRA ACT 2600

Dear Ms Roche

It is common for Ministers to provide Statements of Expectations to agencies within their portfolio setting out objectives and priorities. In line with this standard practice, I write to outline my expectations for the National Australia Day Council for the remainder of 2019-20 and 2020-21.

I expect the National Australia Day Council (NADC) to pursue its core mission to “actively promote our national day to all Australians with a view to inspire national pride and unity through participation and engagement across all sectors of the community” on 26 January each year.

For Australia Day 2020 the NADC successfully refreshed and renewed its communications with the central theme of “reflect, respect and celebrate – we’re all part of the story”. This was supported by a new advertising campaign aiming to increase participation in Australia Day activities, build social cohesion and foster national pride.

Key to the refreshed communications is a more inclusive Australia Day because Australia Day is a time to acknowledge that we are all part of the story of Australia. Historically Australia Day has focussed solely on celebration and less as an opportunity to reflect on the impact European settlement had on indigenous Australians and their way of life. Australia Day is an opportunity to bind as a nation, where we can reflect on our past, respect the contribution of many and celebrate our future with optimism.

Australia Day is an opportunity reflect on our shared history and 60,000 year plus journey. It is a day to respect our different views and backgrounds, by sharing our stories and listening to others. And it is a day to celebrate our nation, its achievements and its people, our resilience in the face of adversity and to better understand the Westminster foundations of our free and fair democracy and the rule of law that underpins who we are as a people.

Recently Australia has faced harsh challenges – drought, floods, Black Summer bushfires and the unprecedented coronavirus pandemic. In maintaining NADC’s core mission to inspire national pride and unity, for Australia Day 2021 I expect the NADC, in communicating the existing themes

of reflect, respect and celebrate, to emphasise our nation’s resilience and the ability of Australians to rise above these and other challenges.

The NADC is responsible for how Australia Day is celebrated nationally. This includes ensuring that Australia Day messages and themes are communicated consistently across Australia, including at Australia Day events in capital cities, suburban, regional and remote Australia. Within the framework of the national message, Australia Day is an opportunity for local communities to reflect, respect and celebrate what’s unique to their community, in their own way.

In addition to this and building on Australia Day 2020’s communications and activities, during the period from now until to 30 June 2021, I expect the NADC to:

- integrate reflect, respect and celebrate themes from the refreshed communications, emphasising the resilience of the Australian people and their spirit, into business as usual activities and identify and implement opportunities to share these messages and themes with wider audiences, including through existing channels such as the Australian of the Year Awards, Australian of the Year alumni, sponsors and partners;
- build a suite of resource materials and engage with state and territory Australia Day organisations, local governments, local Australia Day committees and the Ambassador network to ensure the themes of refreshed communications reach a wider and more diverse audience in the lead up to Australia Day 2021, including regional Australians and ethnically diverse communities; and
- measure the effectiveness of the communications and the campaign and report back to the Government on the findings before the end of June 2021.

Australia Day means something different to everyone, but as highlighted in the refreshed communications campaign it is a day for unity rather than division. National discussions around Australia Day are an opportunity for the NADC to provide leadership with the aim of:

- encouraging Australians to reflect, respect and celebrate on Australia Day;
- uniting all Australians through more events and celebrations of Australia Day which acknowledge Australia’s Indigenous history and multiculturalism and using the day as an opportunity to reflect on the impact modern Australia had on Aboriginal and Torres Strait Islander peoples, cultures and traditions and the waves of migration that have brought people from all the world to make Australia their home, each making their own unique contribution to Australia and its way of life;
- supporting local governments and event organisers to deliver Australia Day programs that incorporate the themes outlined above;
- promoting civic knowledge and good citizenship, Australian values (as detailed in *Life in Australia: Australian Values and Principles*) and achievement and how this contributes to Australia’s story;
- utilising Australia’s national symbols that represent what is unique about our nation, reflecting different aspects of our cultural life and history in materials, communications and at events;
- using the Australian of the Year Awards to highlight the stories of exceptional people in our community that best embody our great Australian spirit; and
- encouraging Australian of the Year award nominations that reflect Australia’s depth of community and individual contributions, enterprise, service and achievements across a range of fields.

The NADC Board and staff can rely on support from and collaboration with the Department of the Prime Minister and Cabinet and my office.

I expect the NADC to manage its financial affairs properly and responsibly. In addition to the core funding the NADC receives from the Australian Government, I encourage you to continue to foster partnerships with public and private sector sponsors.

Consistent with current practice and good corporate governance principles, I expect this Statement of Expectations and NADC's corresponding Statement of Intent to be made available on your website.

I thank the NADC Board for their efforts in delivering the Australia Day 2020 program and I look forward to working with the NADC Board and its executive team to continue to strengthen and encourage public engagement with Australia's national day.

Copies of this letter have been provided to all Directors and to the Chief Executive Officer.

Yours sincerely



BEN MORTON

27/5/2020

Appendix B

The Hon. Ben Morton, MP
Assistant Minister to the Prime Minister and Cabinet
Parliament House
Canberra ACT 2600

27 July 2020

Dear Assistant Minister,

National Australia Day Council response to Statement of Expectations

Thank you for your letter dated 27 May 2020, providing your Statement of Expectations (the Statement) for the National Australia Day Council (NADC).

I want to acknowledge the Federal Government for both the support it has provided and the trust it has placed in in the NADC's pursuit of our core mission.

As noted in your letter, the NADC's core mission is to actively promote our national day to all Australians to inspire national pride and unity through participation and engagement across all sectors of the community on 26 January.

The NADC is proud of its renewed communications and engagement around our national day. Launched in January 2020, *The Story of Australia* and its central theme – Reflect, Respect, Celebrate: We're all part of the story – represented a significant shift towards an Australia Day that unifies people of different backgrounds and with different views and beliefs.

The Story of Australia and its central message encourage Australians to unite on our national day. It asks that Australians reflect on our nation's history, including the impacts of European settlement on the First Nations, respect the contributions that all Australians have to make and celebrate our country and all that we have achieved.

The NADC intends to build on the success of *The Story of Australia* for 2021. Just as Australia Day 2020 sat against the backdrop of unprecedented bushfires, Australia Day 2021 will provide an opportunity for communities to come together and reflect on the challenges of the preceding year, including the COVID-19 pandemic.

The NADC will refresh *The Story of Australia* to reflect the extraordinary individual and collective effort made for our nation in 2020. In doing so, Australia Day 2021 will be a day for peoples across the nation to gather and reflect on the challenges, respect the sacrifices and contributions that all Australians have made and celebrate the strength of our communities, united by our shared values and a common purpose.

If *The Story of Australia* is the hub of the NADC's strategic vision for Australia Day, the spokes are our communications and engagement program, and the wheel is communities around the nation.

In 2020-21, the NADC will work to expand the reach of our Respect, Reflect, Celebrate: We're all part of the story message into Australia Day events in every State and Territory, every town and city,

every street and suburb. In respect of the expectations articulated in your letter of 27 May 2020, I highlight the following by way of response to your stated expectations (in bold):

1. Integrate Reflect, Respect and Celebrate themes, emphasising the resilience of the Australian people and their spirit, into business as usual activities and identify and implement opportunities to share these messages and themes with wider audiences.

The NADC has commenced a refresh of the Australian of the Year and Australia Day branding to incorporate the core Australia Day message of Reflect, Respect Celebrate: We're all part of the story. This message will feature prominently in all elements of the Australian of the Year program, Australia Day program, local government-and partner activities.

Grant agreements with State and Territory partners will outline the requirements for the use of campaign branding featuring the core message.

2. Build a suite of resource materials and engage with state and territory Australia Day organisations, local governments, local Australia Day committees and the Ambassador network to ensure the themes of refreshed communications reach a wider and more diverse audience in the lead up to Australia Day 2021, including regional Australians and ethnically diverse communities.

The NADC has commenced preparation of a strategic communications plan to engage a broader audience in the core campaign message. A suite of materials, including websites, campaigns, event manuals, event branding, public relations material, letter templates, speaking notes, social media content and annual reports will all be revised to incorporate the Reflect, Respect, Celebrate: We're all part of the story message.

The State and Territory network, as well as local government, will be engaged to ensure consistent use of the core message and associated branding in program deliverables. These requirements will be tied to the grant agreements referred to above.

3. Measure the effectiveness of the communications and the campaign and report back to the Government on the findings before the end of June 2021.

The NADC is committed to pre- and post-campaign research and will provide a report to the Federal Government through the Department of Prime Minister and Cabinet no later than 30 June 2021.

4. Encourage Australians to reflect, respect and celebrate on Australia Day.

As noted above, in 2020-21 the NADC intends to expand the reach of *The Story of Australia* and its core message of Reflect, Respect, Celebrate: We're all part of the story through a national campaign that will be supported by a broader strategic communications (below-the-line) campaign.

The objective of this the broader campaign is to ensure that all Australia Day events and activities run by local government and local organising committees are supported to deliver the Reflect, Respect Celebrate: We're all part of the story message. This will be achieved through the development of communications tools and materials, NADC supplied branded collateral and consistent messaging provided to stakeholders before pre-event promotion commences.

The NADC is undertaking scenario and contingency planning in the event COVID-19 restrictions inhibit the ability to hold physical events. It is exploring opportunities to leverage new and existing partnerships to broaden campaign reach.

5. Unite all Australians through more events and celebrations of Australia Day which acknowledge Australia's Indigenous history, multiculturalism and using the day as an opportunity to reflect on the impact modern Australia had on Aboriginal and Torres Strait Islander peoples, culture and traditions and the waves of migration that have brought people from all the world to make Australia their home, each making their own unique contribution to Australia and its way of life

The Story of Australia emphasises the histories and stories of all Australians, from Aboriginal and Torres Strait Islander people to the waves of migration that have built our nation.

In 2020-21, the NADC will work to ensure this emphasis materialises in Australia day events, activities and promotion. The NADC will provide five grants to local governments to explore events that appropriately acknowledge the local Aboriginal and Torres Strait Islander peoples history and culture, building on the success of the We-Akon Dilynja (Mourning-Reflection) run by Port Phillip City Council and the Boonwurrung Land and Sea Council in Melbourne with the support of the NADC.

These events will provide an opportunity to reflect on Australia's pre-European history on the morning of Australia Day, before traditional events of gathering and celebration.

The NADC will provide tools to help local government engage with local Aboriginal and Torres Strait peoples and leaders of multicultural faiths and to incorporate them into the local events.

I am pleased to advise that the NADC will also develop a Cultural Capability Statement, empowering leadership and knowledge to flow through all interactions delivered by the organisation.

6. Support local governments and event organisers to deliver Australia Day programs that incorporate the noted themes.

As noted earlier, this is a primary focus of preparations for *The Story of Australia* for 2021 and is likely to include – but not be limited to – the following:

- The NADC will deliver a refreshed Ambassador program in partnership with the network of Australia Day Councils to approximately 300 councils nationally.
- All communications, briefings and engagement with local government will emphasise the core message of Respect, Reflect, Celebrate: We're all part of the story.
- All Ambassador program events will receive updated branding and messaging featuring the Reflect, Respect and Celebrate: We're all part of the story message.
- The branding will consist of physical assets that can be used on the day at public events (e.g. banners, lectern sign, bunting, etc.) and provided to local governments at no cost to them.
- Local government will be provided with messaging toolkits to ensure consistent messaging.
- An event pack will also be distributed to local governments and made available to other event organisers to provide leadership and guidance on how to run a celebratory event on Australia Day while incorporating the core message into events, including promotion and social media.

- A feedback survey will be conducted with local government participants to garner information that may be helpful for future planning.
- A public relations and activation plan will be delivered to broaden the reach of the campaign. The plan will include resources and support for Ambassadors attending local events on Australia Day.

7. Promote civic knowledge and good citizenship, Australian values and achievement and how this contributes to Australia's story.

The National Flag Raising and Citizenship Ceremony will be delivered on 26 January in Canberra in conjunction with the Department of Defence and Department of Home Affairs. This ceremony will be broadcast live on ABC.

The Aussie of the Month school program will continue nationally, encouraging good citizenship and Australian values at primary schools across the country. The program will be operational in all States and Territories.

The NADC will continue to support the Department of Home Affairs to identify suitable Australian of the Year alumni to present at local citizenship ceremonies throughout the year.

8. Utilise Australia's national symbols that represent what is unique about our nation, reflecting different aspects of our cultural life and history in materials, communications and at events.

Australia's national symbols are an intrinsic part of Australia Day events.

The NADC's will develop content showcasing the national symbols for the Australia Day website.

The Ambassador program and Australian of the Year program will continue to utilise these symbols through the collateral that is distributed to the participating Australians, celebrating Australia.

9. Use the Australian of the Year Awards to highlight the stories of exceptional people in our community that best embody our great Australian spirit.

The NADC is proud to be the custodian of the Australian of the Year Awards, Australia's most prestigious individual awards program.

The NADC will continue to support national Award recipients to tell their stories to more Australians. It will continue working with corporate partners to help share the stories of achievement and the values that underpin the Australian of the Year Awards.

The NADC will partner with the National Museum of Australia to expand the Australian of the Year exhibition with an international initiative that will see a graphic display made available via Australian diplomatic missions in partnership with the Department of Foreign Affairs and Trade.

10. Encourage Australian of the Year nominations that reflect Australia's depth of community and individual contributions, enterprise, service and achievements across a range of fields

A national campaign encouraging nominations for inspiring Australians, from all corners of the country, commenced on 15 June 2020.

The campaign is tailored to the specific requirements of each of Australia's States and Territories and translated into six different languages to encourage nominations from diverse communities.

The campaign will be aired on ABC, throughout regional and metropolitan print mastheads, as well as through targeted outdoor and social media channels.

Conclusion

The NADC is committed to ensuring that Australia Day provides all Australians, regardless of where they are from, where they live, the language they speak and the faith they follow, the opportunity to Reflect, Respect and Celebrate.

On behalf of the Board of the National Australia Day Council, I would like to assure you that for us it is both a tremendous honour and responsibility to be the custodians of the celebrations of our national day.

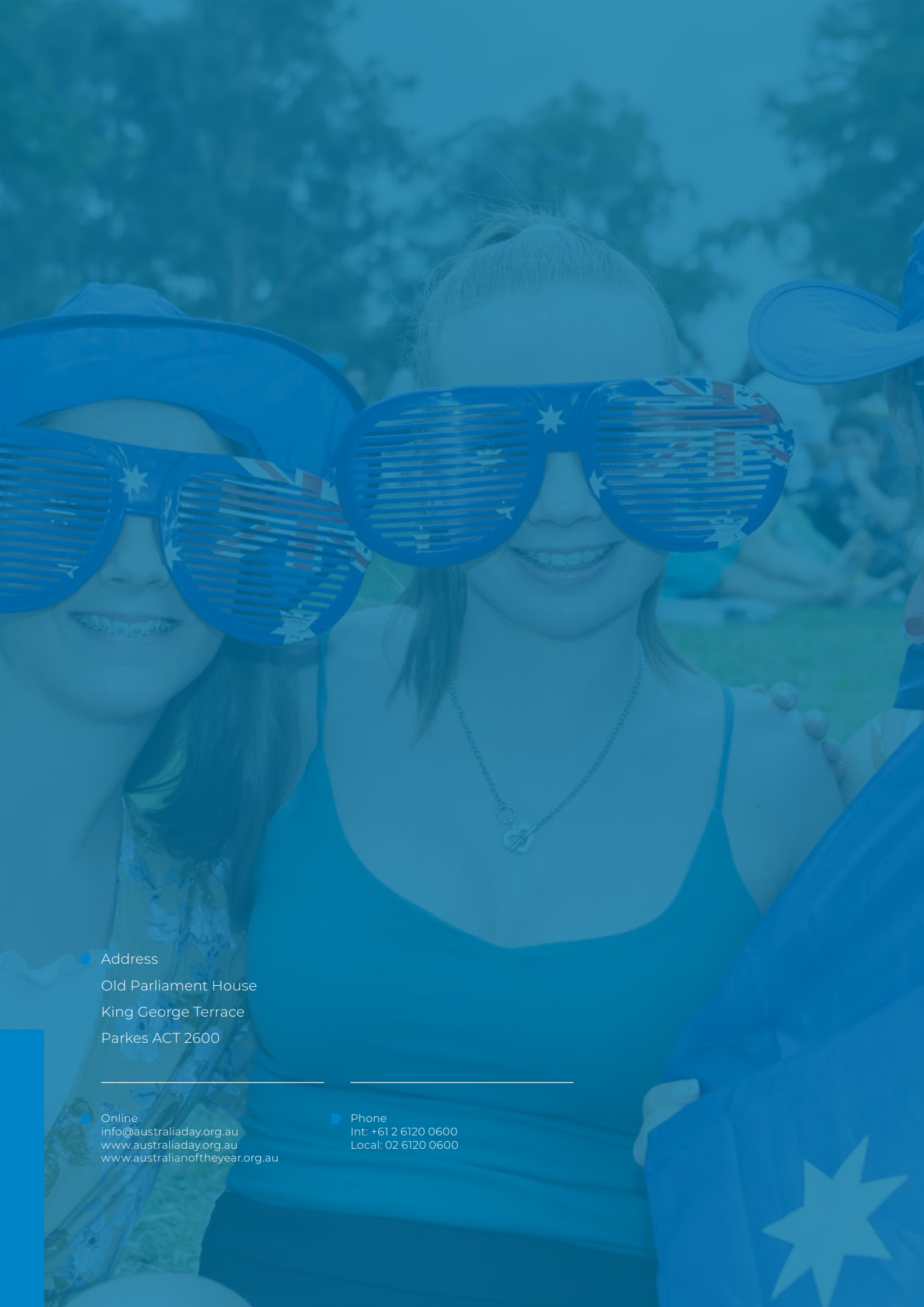
I would again like to acknowledge the support of the Federal Government for our vital work.

I look forward to again joining you on Australia Day 2021 and taking a moment to Reflect, Respect and Celebrate our wonderful nation.

Yours sincerely



Danni Roche OAM
Chair
National Australia Day Council



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