

CORPORATE PLAN

2022–2023

NADC

National
Australia Day
Council

Australian
of the Year
▶ Awards



Australia Day

Reflect. Respect. Celebrate.

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INTRODUCTION

We, the directors of the National Australia Day Council (NADC), present the NADC Corporate Plan 2022–2023, which covers the reporting periods 1 July 2022 – 30 June 2023 through to the reporting period 1 July 2025 – 30 June 2026, as required under section 95(1) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

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.

PURPOSE

About the NADC

The NADC is a not-for-profit Commonwealth owned company limited by guarantee based in Canberra.

The core purpose of the NADC is to:

- actively promote our national day to all Australians;
- inspire national pride and unity through participation; and
- promote engagement in its central message: Reflect. Respect. Celebrate – We're all part of the story.

The NADC strives for continual improvement across its core programs:

- the celebration of Australia Day;
- the Australian of the Year Awards; and
- 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 purposes.

Our Values

The NADC values transparency, integrity, accountability, collaboration, excellence, trust and respect in everything it does.

Our People

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. The NADC seeks to foster a culture of inclusivity and workforce diversity.

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

- collaboration;
- respect; and
- accountability.

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

CORPORATE PLANNING FRAMEWORK



KEY ACTIVITIES

Our Strategic Themes

The NADC's key activities are captured under four strategic themes:

Inclusivity

- 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 who inspire the nation.
- Inspire national pride and unity.

Quality

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

Networks

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

Relevance

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

Our Strategic Priorities

In the context of the NADC's strategic themes, the NADC's key activities focus on three priority areas:

1. Tell the stories of inspiring Australians;
2. Empower Australians to Reflect, Respect and Celebrate; and
3. Build collaborative partnerships.

Tell the Stories of Inspiring Australians

- Use the Australian of the Year Awards to highlight the stories of exceptional people in our community who best embody our great Australian spirit.
- Connect with school-age children to generate and share inspiring stories.
- Generate, curate, communicate and distribute content about inspiring Australians.
- Share rich content to reflect Australia's past, present and future.
- 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.

Empower Australians to Reflect, Respect and Celebrate

- Maintain consistent elements of Australia Day.
- 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.
- Encourage Australians to Reflect, Respect and Celebrate on Australia Day, creating a unity of purpose.
- Unite all Australians through events, celebrations, communications and education of Australia Day which acknowledge Australia's Aboriginal and Torres Strait Islander history, Australia's multicultural history and the unique contribution that all Australians make to our nation and way of life.
- Promote civic knowledge and good citizenship, Australian values and achievement and how this contributes to Australia's story.

Build Collaborative Partnerships

- Strengthen partnerships with key stakeholders including sponsors, the Federal Government and agencies, the Australia Day National Network and other organisations to promote Australia Day by utilising and sharing resources and capabilities.
- Demonstrate leadership in the discussion on being Australian through an enhanced communications strategy and public relations campaign.
- Deliver value to partners by taking a proactive approach to partnership outcomes.
- Maintain operational excellence through good corporate governance.

Reconciliation Action Plan

- The Reconciliation Action Plan (RAP) demonstrates the NADC's continuing commitment to work towards reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community.
- The NADC is committed to the development and implementation of reconciliation initiatives in the areas of Relationships, Respect and Opportunities.

OPERATING CONTEXT

Environment and Capability

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

The NADC continues to work towards the broad principles detailed in the Statement of Expectations 2020–2021 which can be found on the NADC's website – www.australiaday.org.au/about/nadc

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, assisted by its Sponsorship Committee. Financial results and operations are regularly reported to its Finance Audit and Risk Management Committee (FARMC) and Board and made public through the NADC Annual Report.

Risk Oversight and 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 its work.

A summary of the key risks faced by the NADC and the management / mitigation approaches for addressing those risks are as follows:

Risk	Description	Management / Mitigation
Governance and Leadership Related Risks	Risks affecting strategy delivery and business success, corporate governance and regulatory compliance.	The Board and management maintain a clear governance and leadership framework along with detailed policies and procedures.
Financial and Legal Risks	Risks affecting or associated with: <ul style="list-style-type: none"> the management, investment, reporting and use of funds; an impact on revenue or value of the business; and fraudulent or corrupt behaviours. 	The Board, FARMC, People and Culture Committee and Sponsorship Committee regularly review the financial performance, transparency of reporting and compliance with delegations and contractual obligations.
Workforce Risks	Risks associated with employee-related governance, work health and safety, recruitment and how employees do their job.	Ongoing investment in the workplace environment and culture. Employment contracts, relevant policies and procedures overseen by the Board, relevant committees and reviews by external specialists.
Operational Risks	Risks associated with the effectiveness and viability of the organisation and ability to deliver core programs.	The Board, committees and management regularly review operational policies and procedures including disaster recovery and business continuity plans, outsourced providers and communications processes. This is in conjunction with active stakeholder management and formal agreements with sponsors, suppliers and major contractors.

The NADC appreciates 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. This is overseen by the work of the FARMC through reporting to the Board.

Cooperation

The NADC is part of the Australia Day National Network (**the 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 to recognise inspirational Australians through the Australian of the Year Awards.

Subsidiaries

The NADC does not have any subsidiaries.

PERFORMANCE

Performance Targets

The NADC will measure itself against the following performance targets. These will guide the organisation's actions and motivate it to achieve the following 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 its 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 Statement of Expectations 2020–2021.
7. The implementation of the RAP process consistent with the first step – the Reflect RAP.

Planning, Reporting and Performance Measurement

The NADC has an integrated planning, budgeting and reporting process aligned to the Corporate Plan. The NADC strives for excellence in everything it does.

The NADC's 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.

Assessment Against Business Plans

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

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.

LIST OF REQUIREMENTS

This Corporate Plan has been prepared in accordance with the requirements of:

- section 95(1) of the PGPA Act; and
- the *Public Governance, Performance and Accountability Rule 2014* (Cth).

The table below details the requirements met by this Corporate Plan and the page reference(s) for each requirement.

Requirement	Page(s)
Introduction <ul style="list-style-type: none"> • Statement of preparation • The reporting period for which the plan is prepared • The reporting periods covered by the plan 	4
Purpose	5
Key Activities	7
Operating Context <ul style="list-style-type: none"> • Environment • Capability • Risk Oversight and Management • Cooperation • Subsidiaries (where applicable) 	9–11
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