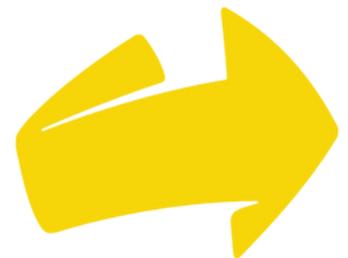
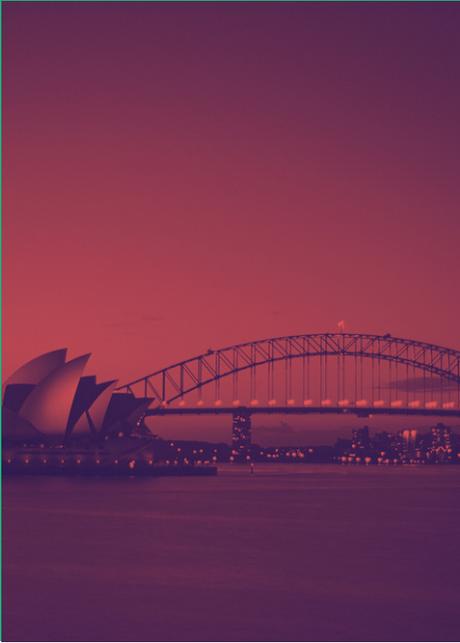


# STRATEGIC PLAN 2023



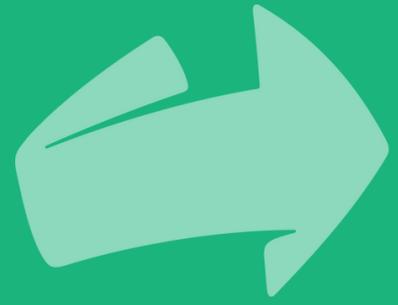
**Australian  
Republic  
Movement**

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## How this plan will be used

This plan is an evolving and living document. It will be under constant review with a view to ensuring it is meeting contemporary needs and as milestones are met. It is not a set and forget document, it serves as both strategic guide and cornerstone document for the National Committee and management.

The Co-Chairs and National Director/CEO will report on progress against actions and objectives at the Annual General Meeting to members.

This plan will be supported by an Operations Plan, Parliamentary Relations Strategy and Communications and Engagement Strategy together comprising the detailed work plan for the organisation:

- The [Operations Plan](#) will outline ARM's risk, financial and staff management, governance rules, investment strategy and internal policies on membership and other operational matters.
- The [Parliamentary Relations Strategy](#) will outline the organisation's regulatory and political environment, analysis, access and engagement strategies, public policy issues, political and other stakeholders, and a State-by-State overview.
- The [Communications and Engagement Strategy](#) will outline ARM's internal and external communications goals, audience, channels and messages, as well as its brand and public relations efforts, including communications stakeholders, and will form the evolving campaign strategy.

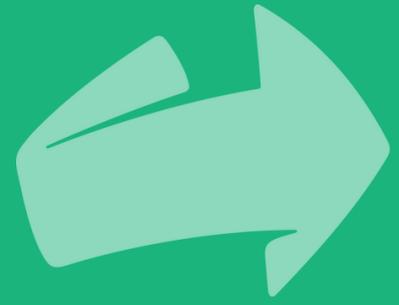
# FOREWORD

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Australia has reached an historic moment with high public support for an Australian Head of State. The Australian Republic Movement's National Committee is committed to mobilising ARM to capitalise on this public mindset and to bring about a change which strengthens our democracy through an Australian republic.

The National Committee and membership of the ARM has endorsed this strategic plan – setting the strategic direction. It is the overarching plan for how we can help deliver an Australian Head of State in the coming years. It formalises our vision and mission, and recognises our organisation's foundations and the importance of our members and supporters. It provides for the first time a set of five core values for ARM: Unity and Belonging; Equality and Aspiration; Democracy and Choice; Non-partisanship and Collaboration; and, Integrity and Leadership. These values are what we want to see in our republic and personified in our Head of State. The National Committee has endorsed these values so ARM not only promotes, but embodies them and lives by example. It is our hope these values go in some way to helping enforce ARM's purpose and goals, and assuring the public that it is their best interests we have at the heart of our shared vision for Australia.

The plan articulates our three key objectives: Operations: Manage a fit-for-purpose organisation capable of delivering our vision and mission; Parliamentary Relations: Advocate for an Australian Head of State; and, Engagement: Communicate to increase support for an Australian Head of State. These objectives are fundamental to achieving our vision and mission. The first ensures our organisation is fit-for-purpose, well managed, well resourced, efficient, effective, compliant and employs best practices. The first objective serves to enable the other two. The second objective is focused on our advocacy and parliamentary relations. It sets the direction for our engagement with the governments and parliaments, and how we will help shape public policy and deliver a referendum. It works hand-in-hand with the third objective which is our communications and campaign objective. This objective sets out the need to educate, build appreciation and influence our audiences.



The final page of this document is our plan on a page. A one-page summary of the efforts we will be making in the coming years to deliver our vision and mission. It sets out the actions we will take against our objectives as key performance indicators which will help steer the National Committee and management to keep our focus on the end goal – an Australian Head of State.

The next step will be to develop three tactical plans, one for each objective, which will provide significant detail on how each action will be delivered. These plans will become the comprehensive work plan for ARM.

Australia is the most successful multicultural nation in the world, built on 65,000 years of Indigenous culture, over 230 years of European settlement and British institutions, and a vibrant and welcoming immigration program. With these solid foundations, it's time for us to start the next chapter in Australia's story – a united community underpinned by equality, opportunity, fairness, aspiration, choice, unity, pride, democracy and self-respect. Together we can achieve it. It's not your Australia or my Australia, it's our Australia. It's possible and it's within our reach – it's time for an Australian Head of State.

Nova Peris  
Co-Chair

Craig Foster  
Co-Chair

Isaac Jeffrey  
National Director and CEO

# Our Vision

Our vision is for an Australian Head of State.



# Our Mission

Our mission is to secure a referendum and to deliver a campaign which achieves a double majority yes vote for an Australian republic.

# Our Values

Our values shape what we are as an organisation and what we seek to achieve for our nation:

## Unity and Belonging

We celebrate Australia as the most successful multicultural community in the world built on 65,000 years of Indigenous culture, over 230 years of European settlement and British institutions, and a vibrant immigration program which welcomes people from all backgrounds – where we are all proud to belong.

## Equality and Aspiration

We believe in merit, equal opportunity, the Australian notion of having a go, and the principle that every job should be able to be filled by an Australian with the right skills and experience.

## Democracy and Choice

We embrace the Westminster system of government, the separation of powers, the rule of law, responsible government, free and fair elections, and the primacy of the will of the Australian people to be the masters of our own destiny.

## Non-partisanship and Collaboration

We believe an Australian republic is beyond politics and goes to the very heart of who we are as a nation, and as such seek to collaborate and engage with Australians from all walks of life to achieve a shared vision for Australia's future.

## Integrity and Leadership

We champion truth, honesty and respect, and believe in accountability, integrity and leadership in the best interests of Australia and our people.

# OUR FOUNDATION

Our foundation was set in 1991 with the following declaration:

*We, as Australians, united in one indissoluble Commonwealth, affirm our allegiance to the nation and people of Australia.*

*We assert that the freedom and unity of Australia must derive its strength from the will of its people.*

*We believe that the harmonious development of the Australian community demands that the allegiance of Australians must be fixed wholly within and upon Australia and Australian institutions.*

*We therefore propose, as a great national goal for Australia - AUSTRALIA SHALL BECOME AN INDEPENDENT REPUBLIC.*



# OUR FUTURE

We believe:

An Australian Head of State is our chance to bring the different strands of our history together in a shared vision for an Australia which truly represents who we are today.

It's a chance to chart our own course.

We are a unique and successful multicultural country. We need someone who understands that to embody us, safeguard our Constitution, be a unifying symbol at home and represent us proudly abroad.

Our Head of State should work for us full-time and be fully committed. They should be elected on merit, have the skills to do the job, be one of us, accountable to us and unwaveringly loyal to us.



# OUR OBJECTIVES



Our objectives are:

## Operations:

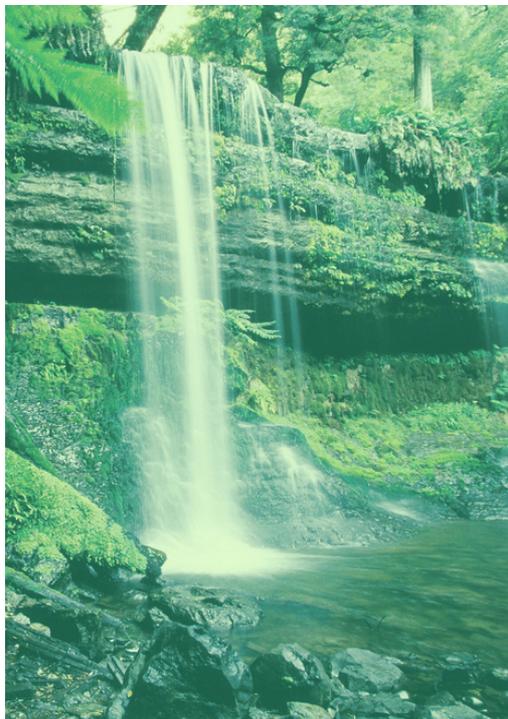
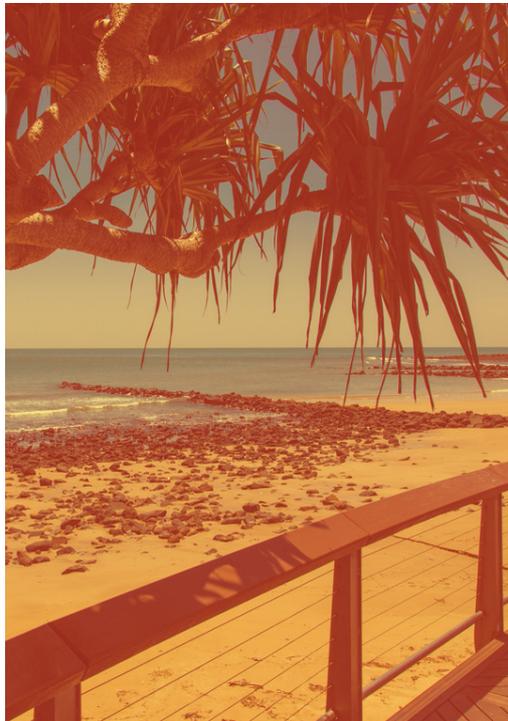
Manage a fit-for-purpose organisation capable of delivering our vision and mission.

## Parliamentary Relations:

Advocate for an Australian Head of State.

## Engagement:

Communicate to increase support for an Australian Head of State.



# OPERATIONS

Manage a fit-for-purpose organisation capable of delivering our vision and mission.

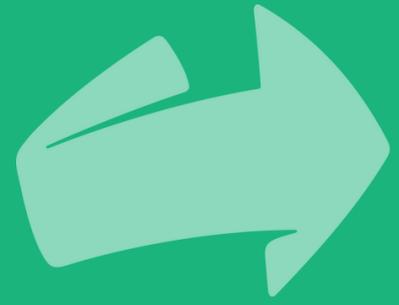
The Australian Republic Movement must be a fit-for-purpose, efficient and effective organisation to achieve its vision and mission. The ARM Constitution has recently been reviewed and amended setting a solid foundation. The next step is accurate and detailed planning. This strategic plan will be the overarching plan for the organisation bringing together long-term objectives for operations, advocacy and communications. It sets the strategic direction for the organisation against these three objectives and sets the guiderails for National Committee and management decision making. The operations, parliamentary relations and engagement plans will be detailed tactical plans on how to achieve this strategy.

The National Committee will be champions of the ARM and our vision to see an Australian Head of State. The Committee will play an active role in shaping and growing the organisation, and to ensuring management is supported to deliver this plan. It will employ best practices in board management and ensure compliance.

This plan establishes five core values of the ARM. We strongly believe in leading by example. These values will underpin how we manage the organisation, how we advocate and how we communicate, because they represent the values we are advocating and communicating for.

ARM will increase its resourcing to achieve its goals. We currently have three staff. To deliver an effective campaign we will need to grow our paid workforce, plus onboard volunteers and supporting public and government relations agencies.





ARM will grow its membership with a two-fold objective of securing our financial stability through membership fees and increasing our engaged supporter base. Our members are passionate supporters of an Australian Head of State and we need to ensure they are actively involved by providing opportunities to contribute to our advocacy and communications, including through provision of tools which help them deliver events, speak to stakeholders, grow their branches and promote our messaging.

We will empower our branches and enliven our membership. We will review and enhance our internal communications with members to encourage participation, build excitement, ensure retention and listen to feedback.

The National Committee and National Director will engage the membership and general public through events, visits and genuine consultation. We will discuss ideas, gather thoughts and drive engagement to build support for ARM and to shape our advocacy and communications. We will build strategic alliances and create a network of agencies and advisers who believe in ARM and want to see our vision and mission achieved.

Finally, ARM will continue to provide national leadership on an Australian Head of State and will remain as the peak body for an Australian Republic. We will ensure its governance is to the standards expected of modern organisations and to ensure our legal compliance.



# PARLIAMENTARY RELATIONS

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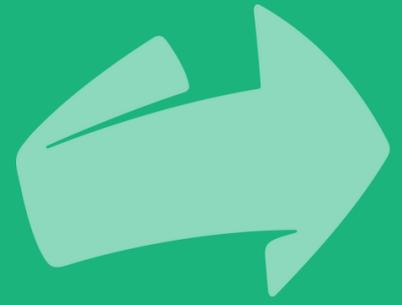
Advocate for an Australian Head of State.

The Australian Republic Movement will focus on government and parliamentary relations to enable a new referendum. We will remain an effective and trusted non-partisan adviser to governments and parliaments at the federal, state and local levels, to the media, stakeholders and the general public. We will provide researched, accurate and relevant information to decision makers to build relationships and trust to strengthen our advocacy.

ARM will engage with government to secure commitments to an Australian Head of State and to a referendum to deliver it. We will advocate for a national vote within the next term of parliament, but importantly will consult with the Australian people to determine the timing of the referendum.

ARM will build relationships, alliances and influencer networks to collaborate with likeminded stakeholders to secure the parliamentary vote. We will map stakeholders with an aim to increase support for an Australian Head of State and for a referendum across the parliaments. We will engage with the Parliamentary Friends groups and key stakeholders to build non-partisan support.





We will advocate for funding for a referendum and contribute to stakeholder management efforts on the matter. We will engage with political opponents of the republic to ensure they allow the vote and the voice of the Australian people to be considered and counted.

We will work collaboratively with all stakeholders to contribute to the design and function of the role of Head of State, and to deliver the People's Model for an Australian republic. We will contribute to polling, research, consultation and communications efforts to help deliver the final agreed model.



# ENGAGEMENT

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## Communicate to increase support for an Australian Head of State.

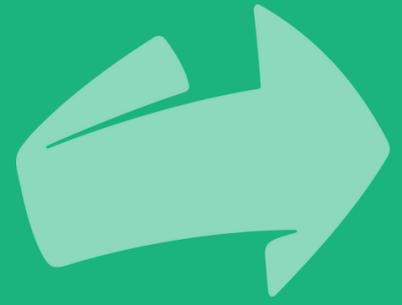
The Australian Republic Movement will remain adaptable and agile, and shape our messaging through research and polling, while employing modern best practices to reach our audiences.

We will actively lift our communications efforts to deliver a double majority at the republic referendum. We will increase our visibility to grow the organisation through expanding membership, boosting contributions, fostering supporters and building momentum.

ARM will review its brand and market positioning to ensure it is well placed to grow and reach audiences. ARM will be proactive in our communications to set the agenda. We will shape and engage in the narrative to lead the conversation. We will focus on the positives and aim to build community goodwill.

ARM will map our audiences to get a clear picture of our base, our opponents and the undecideds. We will tailor our messaging to sustain and grow our base, engage and persuade swing voters, and to neutralise our opponent's lines of attack. We will select the appropriate channels to reach each audience and will use a broad communications mix to deliver and receive messages. ARM will utilise a mix of bought, owned, earned and shared channels.

In the short-term, we will increase our engagement with traditional media. We will grow our social media followers and supporters lists, and enhance our social media performance and online presence. We will enable and support our members with tools and resources to increase our reach.



Over the longer-term, we will run a sustained campaign focused on educating, appreciating and influencing. During the initial stage, which starts now, we will educate people on what we are trying to achieve and why they should be interested and get involved. We will aim to grow our membership and contributions during this period.

During the next stage, in coming months, we will seek to build appreciation for a republic by engaging people in the development of the People's Model and how it could work. We will focus on increasing contributions and fundraising during this period.

Finally, the last stage is the campaign itself, around six months out from the national vote we will seek to encourage people to vote yes by explaining how to vote and why it is important for our shared future. We will continue to seek contributions throughout the campaign.

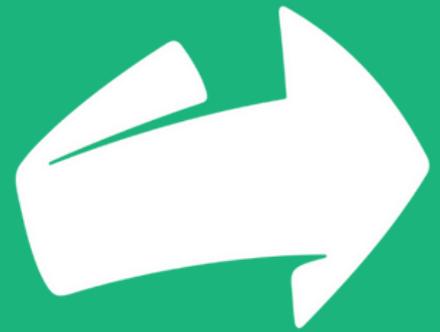


# STRATEGIC PLAN 2023

Unity and Belonging | Equality and Aspiration | Democracy and Choice | Non-partisanship and Collaboration | Integrity and Leadership



Vision	Mission	Objectives	Actions
<p>Our <b>vision</b> is for an Australian Head of State</p>	<p>Our <b>mission</b> is to secure a referendum and to deliver a campaign which achieves a double majority yes vote for an Australian republic</p>	<p><b>Operations:</b> Manage a fit-for-purpose organisation capable of delivering our vision and mission</p> <p><b>Parliamentary Relations:</b> Advocate for an Australian Head of State</p> <p><b>Engagement:</b> Communicate to increase support for an Australian Head of State</p>	<ul style="list-style-type: none"> <li>develop and implement effective <b>planning</b>, including operations, government relations and communications plans.</li> <li>remain <b>fit-for-purpose</b>, adaptable, agile, efficient and effective.</li> <li>work to promote and live by the <b>values</b> ascribed by this strategic plan.</li> <li>secure adequate <b>resourcing</b> and increase fundraising efforts.</li> <li>grow <b>membership</b>, supporters and volunteers for financial stability and to extend reach.</li> <li>grow and empower <b>branches</b>, and acknowledge importance of their role.</li> <li>enhance <b>internal communications</b> with members to encourage participation, build excitement, support member retention and provide opportunities for member feedback and consultation.</li> <li>engage in genuine <b>consultation</b> with members, stakeholders and the general public.</li> <li>build strategic <b>alliances</b> and partnerships to collaborate, share resources, gather knowledge and disseminate information, and consistently learn to implement best practices.</li> <li>provide national <b>leadership</b> and a voice for the republic.</li> <li>ensure <b>governance</b> systems are to the expected modern standard and legally compliant.</li> </ul> <ul style="list-style-type: none"> <li>continue as trusted adviser to governments, parliaments, media, stakeholders and the public, while maintaining <b>non-partisanship</b> and integrity.</li> <li>seek <b>commitments</b> to an Australian Head of State and to a referendum from parliaments.</li> <li>advocate for a <b>referendum</b> to be held in the next parliamentary term or inline with community feedback.</li> <li><b>collaborate</b> with likeminded stakeholders to encourage elected representatives to hold the vote.</li> <li>advocate for <b>funding</b> the referendum and assist parliaments in communications and stakeholder engagement.</li> <li>engage political and parliamentary republic <b>opponents</b> to allay concerns and encourage support for the Australian people to have a say.</li> <li>actively work with stakeholders to develop the <b>People's Model</b> for an Australian republic.</li> </ul> <ul style="list-style-type: none"> <li>undertake <b>research</b> to shape and adapt advocacy and communications.</li> <li>employ <b>best practices</b> in communications, marketing, stakeholder engagement and campaigning.</li> <li>increase <b>visibility</b> to grow membership, contributor and supporter lists, and to extend reach.</li> <li>review <b>brand</b> and market positioning.</li> <li>proactively <b>lead</b> the conversation, and at all times, strive to set the agenda and narrative.</li> <li>map <b>audiences</b> ensuring right messages, right people, right way, right time.</li> <li>utilise a mix of bought, owned, earned and shared communications <b>channels</b>.</li> <li>increase traditional <b>media</b>, including radio, television and print.</li> <li>enhance <b>social media</b> and online presence.</li> <li>provide <b>members</b> tools to extend reach and bolster advocacy and communications.</li> <li>educate, build appreciation and <b>campaign</b> for an Australian republic and Head of State.</li> </ul>



# Australian Republic Movement

## Australian Republic Movement

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