

# STRATEGIC PLAN: 2022 TO 2024



**OUR MISSION IS TO PROVIDE**

**our MEMBERS  
with support in four key areas:**



**Representation**



**Wellbeing**



**Camaraderie**



**Commemoration**

## OUR STRATEGIC GOALS

**1**

### IMPROVE OUR SUPPORT TO MEMBERS

Identify and action opportunities that will provide better support to our members

**2**

### THE FUTURE OF THE ASSOCIATION

Obtain critical information that will allow us to develop the long term future of the Association

**3**

### PROPERTY & FINANCIAL STRATEGY

Develop the long term property and financial strategy for the Association

**4**

### BEST PRACTICE CORPORATE GOVERNANCE

Be recognised as an organisation that takes a best practice and transparent approach to corporate governance

# GOAL NO 1: IMPROVING SUPPORT TO MEMBERS



## THE GOAL

Identify and action opportunities that will provide better support to our members

## THE BACKGROUND

As part of the strategic planning process several key issues were identified in relation to member support:

- Member support has largely stayed the same for a long time
- Due to the age of our members, there is an ever-decreasing window of time where we will be able to support them directly
- We are in a fortunate position whereby we have a significant asset base that could be used more effectively to provide better support to all members during this window
- Historically, the Association has relied on a significant volunteer network to provide member support (Board, Welfare Officers, Social & Welfare Clubs) but participation has fallen significantly
- The TPI Federation which provides federal representation for all TPIs has limited resources (no paid staff and limited assets).

## THE OBJECTIVES

1

First regional road trip in Coffs Harbour trialled in August 2022. Additional regional road trips to be arranged in 2023

2

Review and identify opportunities to improve how we currently support members (representation, wellbeing, camaraderie and commemorative). To be completed by June 2023

3

Explore the opportunity of appointing additional Head Office staff to better support members and our volunteer network. To be completed by June 2023

4

Subject to the outcome of Objective 2, improvements to member support are to be considered and actioned from July 2023 onwards

5

Work with the TPI Federation to identify and action opportunities to better support it and improve its federal lobbying (ongoing)

# GOAL NO 2: THE FUTURE OF THE ASSOCIATION



## THE GOAL

Obtain critical information that will allow us to develop clarity on the long term future of the Association

## THE BACKGROUND

In 10-15 years there could be no members left of the Association based on current membership age and our eligibility criteria. This raises two key questions in terms of the future of the Association:

1. Should the Association consider additional membership categories and/or change the eligibility criteria?
2. What happens to the assets in the future, if/when we have no members?

At present we are not able to answer either of these questions categorically on the basis that:

1. As a not for profit, charity and member-based organisation we are subject to restrictions that may limit what we can do with our assets, which we need to gain further clarification on. Noting any loss of our charitable status could have major financial implications
2. We need to explore the option of additional membership categories and/or changing the eligibility criteria further before we can decide on this issue.

As such, there is a focus on obtaining critical information in relation to these two questions.

## THE OBJECTIVES

1

Speak with other state and territory TPI Associations who have introduced new memberships. To be completed by March 2023

2

Subject to the outcomes from Objective 1, obtain legal advice on any changes to membership categories/eligibility criteria. To be completed by June 2023

3

Obtain appropriate professional advice on what we can do with our assets and potential impacts. To be completed by February 2024

# GOAL NO 3: DEVELOP OUR PROPERTY & FINANCIAL STRATEGY



## THE GOAL

Develop the long term property and financial strategy for the Association

## THE BACKGROUND

The Association has a significant asset base (\$21.5m), made up primarily of properties (units and head office) and investments.

There is an opportunity for the Association to draw on these assets more effectively to provide better direct support to members. For example, appointing additional Head Office staff to better support members and our volunteer network.

However, at present we do not have a strategy in relation to:

- What we will do with our units, if/when we are unable to fill a vacant one
- What we will do with head office if/when it is no longer required
- How will we draw on our assets to fund improved member support (see Goal 1)
- What we will do with our assets in the long term, if/when we have no members (see Goal 2).

## THE OBJECTIVES

1

Develop the long term strategy for all the Association's property (ongoing)

2

Develop the long term financial strategy for the Association once Goal 1 (Improve Member Support) and Goal 2 (Future of the Association) have been completed. To be completed by February 2024

# GOAL NO 4: BEST PRACTICE CORPORATE GOVERNANCE



## THE GOAL

Be recognised as an organisation that takes a best practice and transparent approach to corporate governance

## THE BACKGROUND

Corporate governance is about the way an organisation behaves, how it interacts with its stakeholders and the community, its values and culture, balancing the interests of stakeholders and members, achieving its objectives, and efficiently using its resources for that purpose.

As a not for profit, charity and member-based organisation it is critical that we adopt a best practice and transparent approach to corporate governance (relevant to our organisation). Key areas identified for improvement during the strategic planning process included:

- Communicating with members and other key stakeholders
- Updating our constitution
- Retaining the history of the Association and key company records
- Key corporate governance practices.

## THE OBJECTIVES

1

Communication of the Member Survey results to all key stakeholders by December 2022

2

Communication of the Strategic Plan to all key stakeholders by December 2022

3

Review our current corporate governance framework using the Australian Institute of Company Directors' Not for Profit Guiding Principles and agree an action plan. To be completed by December 2022

4

Subject to the outcome of Objective 3, key elements of our corporate governance framework are to be considered and addressed. To be completed on a quarterly basis in 2023

5

Constitution to be updated. To be completed by March 2023

6

Document the history of the Association. To be completed by December 2023

7

Digitisation of our company records (ongoing)

# Strategic Planning Road Map – 2022/2024

Develop the long term future of the Association, additional regional road trips, improve support to the TPI Federation, digitisation of company records

## QUARTER 3 2022

- Member survey completed
- Strategic plan developed
- First regional road trip in Coffs Harbour

## QUARTER 1 2023

- Speak with other state and territory TPI Associations who have introduced new memberships
- Commence quarterly corporate governance framework improvements
- Constitution to be updated

## QUARTER 3 2023

- Improvements to member support are to be considered and actioned from July 2023 onwards

## QUARTER 1 2024

- Develop the long term financial strategy for the Association

- Communicate member survey results to members
- Communicate strategic plan to all key stakeholders
- Review our current corporate governance framework

## QUARTER 4 2022

- Review and identify opportunities to improve how we currently support members
- Explore the opportunity of appointing additional Head Office staff
- Obtain appropriate professional advice on what we can do with our assets and potential impacts
- Obtain legal advice on any changes to membership categories/eligibility criteria

## QUARTER 2 2023

- Strategic Plan Progress Review
- History of Association Completed

## QUARTER 4 2023