

OCN Strategic Plan 2021-2026

Consumer advocacy and member services for residential strata owners and occupiers in Australia

The Owners Corporation Network of Australia Ltd (OCN) is the peak consumer body representing and advocating the rights and interests of residential strata title, community title, and company title owners and occupiers.

Our Vision

As a sustainable organisation, our vision is to create a better future in residential strata and community living and ownership.

Our Mission

To represent, educate and protect the interests and rights of owners and occupiers of residential strata, community title and company title schemes.

Strategic directions

The four strategic directions identified in the OCN's 2021-2026 Strategic Plan provide us with direction and a roadmap of how we aim to achieve our vision and mission over the next five years:

- Build a capable and sustainable organisation
- Engage, inform, and educate our members
- Grow our voice, presence, and membership
- Advocate for a *Better Future* through enhanced policy and legislative change

Operationalising our Strategic Plan

Each financial year the Board will endorse an Operational Plan, that defines the key actions and targets to be delivered in that year. Refer to the process diagram in the addendum for further context.

Strategic direction 1 – Build a capable and sustainable organisation

STRATEGIES	OUTCOMES	PERFORMANCE INDICATORS
By 2026 we will have reliable and sustainable funding to enable our operation		
1.1 Ensure appropriate governance and risk management systems are in place.	<p>1.1.1 Follow Australian Institute of Company Directors Not-for-Profit governance principles.</p> <p>1.1.2 Management information and structure exists to ensure adequate expansion and increased stability.</p> <p>1.1.3 Clear delineation between board and operational roles.</p> <p>1.1.4 Board members are selected based on alignment of OCN vision and mission, whilst strengthening Board capability.</p>	<ul style="list-style-type: none"> • Guided against best practice NFP standards. • Achieved legislative compliance across all areas. • Implemented sound financial protocols and delegations. • Projects and activities are supported by a quality evaluation process. • Board appraises Executive Director's performance annually against agreed KPIs aligned with the strategic plan.
1.2 Secure long-term diversified funding to increase the sustainability of our revenue base.	<p>1.2.1 OCN has secured long-term government funding.</p> <p>1.2.2 Maximised membership revenue.</p> <p>1.2.3 Increased sponsorship and supporter revenue.</p> <p>1.2.4 New revenue streams, including grants.</p>	<ul style="list-style-type: none"> • Annual Government revenue secured. • Year on year increase in membership revenue. • Annual sponsor and supporter revenue secured as befits the value that OCN delivers. • Number of new revenue streams, including grant funding.
1.3 Create a capable and resilient organisation able to deliver growing expectations. .	<p>1.3.1 Flexible and resilient organisation structure – supporting capability and service growth.</p> <p>1.3.2 Recruitment and retention with clear position descriptions and performance reviews/ sound HR practices.</p> <p>1.3.3 Sustainability of organisation increased by ensuring succession plans and knowledge retention systems in place.</p>	<ul style="list-style-type: none"> • Organisation structure is informed by available budget and determined by our plan. • Position descriptions are created to define the requirements of each position. • Succession and knowledge retention plans are in place.
1.4 Plan for growth and set targets.	<p>1.4.1 Conduct annual member survey and monitor forum throughout the year to determine member needs and expectations.</p> <p>1.4.2 OCN has a business plan that confirms growth possible under revenue scenarios (current/ base case; membership growth and project funding).</p> <p>1.4.3 OCN establishes an annual budget with longer term (5 year) targets.</p>	<ul style="list-style-type: none"> • Annual consultation informs the planning process. • Business plan is completed for the start of each financial year. • Business plan contains scenarios of growth, including risk identification.

Strategic direction 2 – Engage, inform, and educate our members

STRATEGIES	OUTCOMES	PERFORMANCE INDICATORS
By 2026 we will have highly engaged and informed members		
<p>2.1 Grow the value of the information services (including forum, guides, by-laws) we offer to our members.</p>	<p>2.1.1 OCN delivers quality information services that meet members' expectations, through the most appropriate channel (website, forum, webinar or seminar).</p> <p>2.1.2 OCN continually grows the scope and content of information services to meet members' expectations in-line with our strategic directions.</p> <p>2.1.3 OCN is actively engaged in solution focused discussions with members.</p>	<ul style="list-style-type: none"> • Annual survey of member needs • Number of strata guides added. • Number of downloads of strata guides. • Member surveys rate OCN content as 80% good/ excellent. • Number of webinars/ seminars held and their attendance. • Selected content offered in multi-lingual format. • Members have easy access to current, relevant information that provides open engagement and support. • Forum actively encourages supportive responses and continued positive discussions that are solution focused.
<p>2.2 Provide new opportunities (either directly or through partnerships) for member education in line with available funding.</p>	<p>2.2.1 Strata Committee education program developed and delivered.</p> <p>2.2.2 OCN has a suite of learning programs, developed to meet member needs and expectations.</p>	<ul style="list-style-type: none"> • Resources funded and available. • Strata committee education program delivered. • Number of education programs delivered. • 80% of participants rate education programs as good/excellent.
<p>2.3 Engage members and leverage expertise in the delivery of critical outcomes.</p>	<p>2.3.1 Member working groups / committees formed as appropriate to support the delivery of key outcomes (including fundraising and policy / advocacy).</p>	<ul style="list-style-type: none"> • Members engaged in key working groups. • Value of member input to working groups is high and quality of output consistent with OCN values.

Strategic direction 3 – Grow our voice, presence, and membership

STRATEGIES	OUTCOMES	PERFORMANCE INDICATORS
<p>By 2026 OCN will build greater awareness of its brand, work, and impact, facilitated through coordinated and effective communication and marketing</p>		
<p>3.1 Ensure OCN's work, and services is communicated to relevant audiences.</p>	<p>3.1.1 OCN is actively engaged with relevant media to promote its purpose and services.</p> <p>3.1.2 OCN is proactively engaged in communication with its key audiences on all matters pertaining to Strata living.</p> <p>3.1.3 OCN has leveraged all opportunities as they present for media exposure.</p> <p>3.1.4 OCN is viewed as a critical contributor to discussions on strata issues.</p>	<ul style="list-style-type: none"> • Uptake on communication opportunities – develop media releases, editorials, articles, talk back radio pieces. • Pursue opportunities for speaking engagements. • Timely response to invitations for submissions. • Actively engaged media ahead of trending issues. • OCN's brand is recognised nation-wide.
<p>3.2 Grow a diverse and inclusive membership that is representative of the residential strata community.</p>	<p>3.2.1 Expand into regional areas.</p> <p>3.2.2 Embrace diversity and seek membership that is representative across small, medium, and large residential strata.</p> <p>3.2.3 OCN has leveraged all opportunities to 'market' membership value to existing and potential new members.</p> <p>3.2.4 Increased member base across all States and Territories.</p>	<ul style="list-style-type: none"> • OCN has a presence in regional areas across NSW. • Membership is diverse and representative across size and location of strata. • OCN Australia has a presence in each State and Territory.
<p>3.3 Establish and maintain strategic partnerships to build capacity and a shared voice.</p>	<p>3.3.1 OCN has developed a valuable network of agencies, sponsors, partners, and other key players in the strata community.</p> <p>3.3.2 OCN is actively engaged with its partner network through a range of collaborative projects and events.</p>	<ul style="list-style-type: none"> • Positive contribution to a network of agencies through meetings, forums, and partnership workshops. • Actively engaged in partnership/sponsorship development with all stakeholders and key partners. • Partners, sponsors, supporters actively promoted on collateral and in forums.

Strategic direction 4 – Advocate for a *Better Future* through enhanced policy and legislation

STRATEGIES	OUTCOMES	PERFORMANCE INDICATORS
<p>By 2026 policy will support the transition to resilient, empowered communities living in climate ready, defect-free buildings</p>		
<p>4.1 Advocate and influence policy development and legislation, ensuring high level representation of the interests and needs of residential strata owners and occupants.</p>	<p>4.1.1 OCN is a member of all relevant committees, forums, and processes to ensure the unique needs and interests of strata communities are considered in policy development.</p> <p>4.1.2 OCN is an expert on the background, trends and statistics that affect priority policy related issues.</p> <p>4.1.3 OCN has public policy positions, for priority issues, that address the unique needs, rights and responsibilities of strata living.</p> <p>4.1.4 OCN is an effective advocate, securing better public policy and legislation on priority issues.</p>	<ul style="list-style-type: none"> • OCN seen as the lead agency in all discussions and forums pertaining to residential strata. • OCN viewed as the 'go to' on the owners' perspective to strata issues for media, all levels of government, and associated organisations. • Stakeholders eager to understand and embrace unique aspects of strata living and strata communities. • OCN responds to opportunities for public policy development, including by providing authoritative and timely submissions to government inquiries and reviews as appropriate. • Development of priority public documents that drive change consistent with our vision. • OCN has influence on all relevant public and private partnerships and developments that are driving strata sector change. • OCN is represented on all committees, working groups, advisory boards, and other forums identified as being important for our systemic advocacy work.
<p>4.2 Represent the interests of owners and occupiers and provide opportunities for member's unique experience to be included in advocacy.</p>	<p>4.2.1 The views, interests, and diversity of experience (including city/ regional and culturally diverse populations) of owners and occupiers are represented by OCN in policy development and advocacy.</p> <p>4.2.2 Members are engaged to ensure that OCN remains in touch with member needs.</p> <p>4.2.3 Members are provided with opportunities to include their lived experience and expertise to OCN advocacy campaigns.</p>	<ul style="list-style-type: none"> • Number and range of representative forums attended. • Demonstrated outcomes of representation and advocacy are documented and communicated to members and stakeholders. • Strategic partnerships with people and organisations across NSW are representing a diverse range of social experience.

Strategic Plan delivery process

