



FMV
FREEMASONS VICTORIA

*Good men, supporting
each other, their families
and their communities.*

2017 - 2025 Strategic Plan

At Freemasons Victoria we believe in a community built on true friendship, compassion and honesty. Our mission is to be a meaningful and relevant organisation in the twenty-first century that empowers Lodges, members and the community by providing leadership, guidance and administrative support systems to ensure the perpetuity of Freemasonry in this State.

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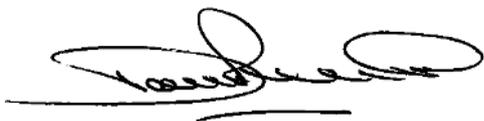
Message from the Grand Master

At Freemasons Victoria, we believe in a community built on friendship, compassion and truth.

Our mission is to be a meaningful and relevant organisation in the twenty-first century that empowers Lodges, members and the community by providing leadership, guidance and administrative support systems to ensure the perpetuity of Freemasonry in this State.

This document is the culmination of strategic planning undertaken since February 2016 including a Structural and Organisational Effectiveness Review. It reflects the input of our members through widespread engagement across various workshops, meetings, visits to Lodges and Districts and individual consultations.

I commend the contents to you and urge you to take action to build a sustainable future for Freemasonry in Victoria.

A handwritten signature in black ink, appearing to read 'Don Reynolds', with a horizontal line underneath.

Don Reynolds, Grand Master

Freemasonry

Freemasonry is one of the world's oldest and largest non-religious, non-political, fraternal and charitable organisations and holds a unique place in history. The most widely held belief is that modern Freemasonry evolved out of stonemasons' guilds in 17th Century England. One of the many professional guilds at the time, the stonemasons' guild began to admit members not directly involved in the masonry trade but whose moral and spiritual ideals were aligned with that of the guild.

With around 5 million members internationally, Freemasonry strives to change with the times and always seeking to offer men an opportunity to better themselves and the community in which they live. It is available to all men who satisfy the entry qualifications and is in no way limited to the rich or elite few.

Freemasons have been involved with the establishment of great buildings and structures across the world, and there are many eminent Freemasons including Winston Churchill, George Washington, Benjamin Franklin, Steve Wozniak, Don Bradman and Charles Brownlow.

A new member is taught the principles of Freemasonry (moral lessons and self-knowledge) through participation in ritualistic dramas, firstly a Ceremony of Initiation (Entered Apprentice), then a Ceremony to Pass (Fellowcraft) and following a Ceremony to Raise (Master Mason). Every member has taken the same journey to be admitted into the organisation.

The ritual used follows ancient forms and uses stonemasons' customs and tools as symbols and teaching guides.

An ethical approach to life is instilled by the practice of the teachings of Freemasonry. With the core values of kindness, fairness and honesty at the centre of all Freemason's lives, members are urged to regard the family as paramount.

Freemasonry also teaches concern for people and care for those in need.

By consciously undertaking self-development and contributing to their communities the lives of Freemasons are transformed in deep, meaningful and lasting ways.

Freemasons Victoria Our History

Freemasonry has been operating in Australia since the First Fleet and subsequently played a pivotal role in the establishment of our State. By the 1800s there were more than 100 Lodges all over Victoria, and in 1889 the United Grand Lodge of Victoria was formed, and the first Grand Installation was held at the Melbourne Town Hall with over 6,000 Freemasons in attendance.

Today the United Grand Lodge of Victoria known as Freemasons Victoria, through its Board of General Purposes, oversees the operation of 254 Masonic Craft Lodges.

To ensure Freemasons Victoria exists into the future, the Board of General Purposes recently undertook a review of the Structural and Organisational Effectiveness of Freemasons Victoria which has resulted in the development of a Strategic Plan charting a course to 2025.

Our Vision

Freemasons Victoria will be an organisation of good men who support each other, their families and their communities.

By 2025 we will be recognised as an integral part of society, and we will be able to say:

It is a remarkable organisation with a strong and healthy culture of openness and transparency, real understanding of the values and principles which underpin all that it does and recognition as a real community asset. While Freemasons Victoria is still known for the excellent ritual and ceremonial work, it is the value added to men and their communities that allows Freemasonry in Victoria to stand out as a beacon of relevance amongst the community and fraternal organisations.

While the governing body of the organisation focuses on the themes of Strategy, Membership, Finance and Property, its Lodges have a historically high participation rate of predominantly younger members who are empowered to shape the future, according to the wishes of the membership. Members are committed philosophically to the principles and considerable effort expended to reinforce the fellowship, philanthropic, mentoring and harmony aspects of Freemasonry.

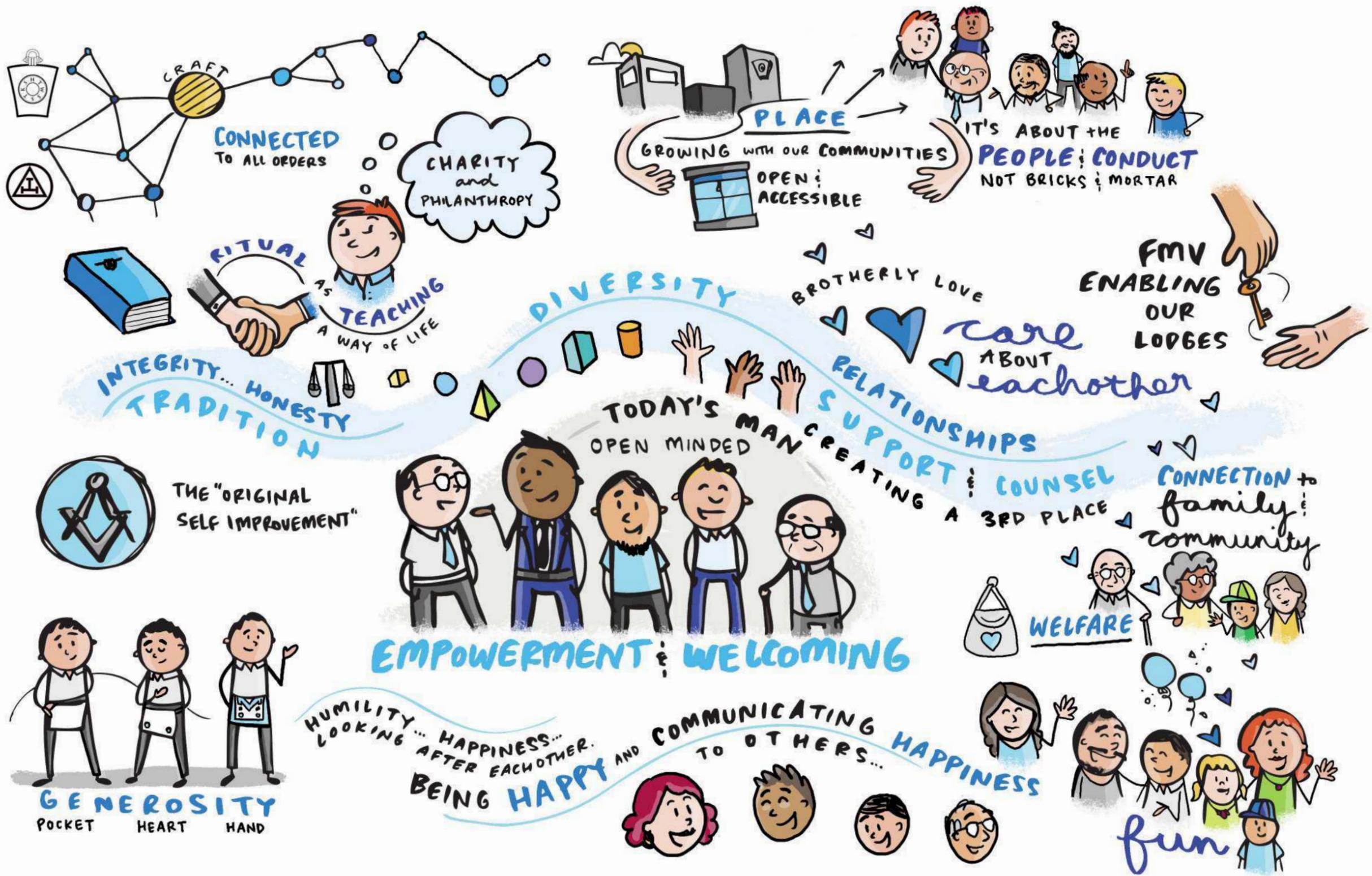
We are grateful that the organisation invested considerable energy some years ago in building strategic partnerships with a wide network of like-minded community organisations and multicultural groups, reflecting the broader demographic of Victoria. Meeting places have been developed in the regions, and key growth areas and some represent various specific interests, some Lodges have been able to maintain and repair themselves, particularly in regional Victoria, and are seen as part of the very fabric of their communities.

The leadership body also values the close relationship with Grand Mark and Supreme Grand Chapter and participates on some levels with those bodies as well as endeavouring to nurture all Masonic related Orders and Degrees. Not only are members strongly aligned with the vision of Freemasons Victoria but they are well informed about the governance and management of the organisation, particularly with the adoption of leading business and reporting practices and have significant opportunity to play a role in leadership.

The customer service provided by the management and administrative support staff is first class and is designed to support members and Lodges to perform their important roles at the front-line, rather than to direct and oversee Lodge operation. At the Lodge level, the flexibility of meeting arrangements to meet member needs, the excellence of our meeting facilities, the pastoral care which members exhibit towards each other, their families, their community presence and support, have created vibrant Lodges which is a key attractor to a highly relevant fraternity.

Our brand is highly regarded as synonymous with that of both the development of good men in society and the support of valuable charitable pursuits. Our symbols seem to be everywhere. The branding of the fraternity is supported by effective marketing instruments which makes recognition of the merits of Freemasonry and the task of recruitment that much easier.

FREEMASONS VICTORIA VISION



GOOD MEN SUPPORTING EACH OTHER,
THEIR FAMILIES & COMMUNITY

Strategic Plan at a Glance

We will achieve our Vision through Focusing on our Five Strategic Objectives

To build the brand for Today's Man

Key Measures:

Build the Brand	2018	2020	2025
Positive Media Exposure (Independent Value of how much we would need to pay for editorial media)	\$850,000	\$1m	\$2m
Social Media Engagement followers/connections/fans	20,000	30,000	40,000
Unique website visits (Current estimate 56,000)	70,000	85,000	100,000

To attract Membership by engaging Today's Man

Key Measures:

Attract Members	2018	2020	2025
Member Numbers (current 9,300)	8,800	9,000	10,000
Average Age (current 67)	67	65	63
Retention Rate (current 90% - 3% deaths, 6% resign, 1% excluded)	93%	94%	95%
Average Lodge Meeting Member Attendance (current 49%)	55%	60%	65%

To refine the member experience

Key Measures:

Membership Experience	2018	2020	2025
Net Promoter Score (Willingness to recommend membership)	30	30	30

To further enhance capacity for compassion

Key Measures:

Compassion and Philanthropy	2018	2020	2025
Lodge of Transition (110)	80	60	30
Exclusions for non-payment of fees (132)	100	70	50

To Strengthen the Organisation to Enable the Change process

Key Measures:

Organisation for Change	2018	2020	2025
Staff Satisfaction	36%	45%	54%
Financial	Delivery to budget	Delivery to budget	Delivery to budget
Property Portfolio	Delivery to Property Plan	Delivery to Property Plan	Delivery to Property Plan
Investment Portfolio	Delivery to Investment Plan	Delivery to Investment Plan	Delivery to Investment Plan
Eastbourne Project	Delivery to Project Plan	Delivery to Project Plan	Delivery to Project Plan

Our Approach

We will monitor our achievements and success, using contemporary media to communicate with and assist members to make the most of the opportunities to build a sustainable future for Freemasons Victoria.

Our Behaviour will be underpinned by our Values and Principles

Masonic teaching is at the essence of Freemasons Victoria. Teaching is based on Brotherly Love, Relief and Truth and is enabled through ceremonial structure and a network of Lodges that reinforce these values and stimulate care, trust, empathy, respect, fellowship, networking, support and a generous community compassion in which diversity is embraced.

The values driving the organisation are:

Responsiveness – representatives of Freemasons Victoria should demonstrate responsiveness by:

- (i) providing frank, impartial and timely action
- (ii) providing high-quality services to our membership and the Victorian community
- (iii) identifying and promoting best practice
- (iv) identify, monitor and promote active support in the community which reflects the values and principles of Freemasonry.

Integrity – representatives of Freemasons Victoria should demonstrate integrity by:

- (i) being honest, open and transparent in their dealings
- (ii) using powers responsibly
- (iii) reporting improper conduct
- (iv) avoiding any real or apparent conflicts of interest
- (v) striving to earn and sustain member and public trust of a high level.

Impartiality – representatives of Freemasons Victoria should demonstrate impartiality by:

- (i) making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest
- (ii) acting fairly by objectively considering all relevant facts and fair criteria
- (iii) implementing Freemasons Victoria policies and programs equitably.

Accountability – representatives of Freemasons Victoria should demonstrate accountability by:

- (i) working to clear objectives in a transparent manner
- (ii) accepting responsibility for their decisions and actions
- (iii) seeking to achieve best use of resources
- (iv) submitting themselves to appropriate scrutiny.

Respect – representatives of Freemasons Victoria should demonstrate respect for colleagues, members, stakeholders and members of the Victorian community by:

- (i) treating them fairly and objectively
- (ii) ensuring freedom from discrimination, harassment and bullying
- (iii) using their views to improve outcomes on an ongoing basis.

Leadership – representatives of Freemasons Victoria should demonstrate leadership by actively implementing, promoting and supporting these values.

Human Rights – representatives of Freemasons Victoria should respect and promote human rights by:

- (i) making decisions and providing advice consistent with human rights
- (ii) actively implementing, promoting and supporting human rights
- (iii) actively enabling care, compassion, dignity and pride.

Getting Involved

Our members are pivotal in this strategy as it can only be achieved for members with member engagement. Member commitment in supporting the strategies and objectives is fundamental.

MEMBERS

- Embody the principles of Freemasonry as a role model to the community
- Actively contribute to a great member experience
- **Do not** tolerate The Cringe Factor
- Talk to your family, friends and acquaintances about Freemasonry
- Aim to attract a new member for your Lodge twice a year

LODGES

- Appoint a Lodge Engagement Officer
- Ensure all initiates have a personal Mentor and are invited to every social/south
- Ensure that the Lodge Almoner contacts those that cannot attend
- Meet and talk to all new initiates at every meeting
- Ensure all new members' expectations are understood and are being met
- Increase local and social media year on year

DISTRICT

- Facilitate Lodge development in line with the plan
- Ensure that there are realistic succession plans at all levels
- Encourage Lodges to focus on one community impact project per year

STATEWIDE

- Create the structure, systems and resources to enable the plan
- Ensure facilities and standards meet the needs of Today's Man'
- Ensure leadership capacity to make necessary changes
- Ensure necessary administrative support systems
- Identify ways of growing income streams
- Ensure value for money

A More Detailed Look

The following information expands upon the Strategic Plan at a Glance and provides further information on both the strategies and measures.

To Build the Brand for Today's Man *"We need to be relevant in today's world."*

Key Measures:

To ensure our brand is recognised and understood by the community and our membership we will work towards enabling:

Build the Brand	2018	2020	2025
Positive Media Exposure (Independent Value of how much we would need to pay for editorial media)	\$850,000	\$1m	\$2m
Social Media Engagement followers/connections/fans	20,000	30,000	40,000
Unique website visits (Current estimate 56,000)	70,000	85,000	100,000

Strategies and Actions will include:

Market Research and Evaluation to ensure Thought Leadership, an Evidence Base and Continuous Improvement
Develop an evidence-based marketing strategy for membership attraction/retention purposes
Create and Conduct annual Membership Surveys
Brand Development to Create a Fresh Contemporary Look and Feel Reflecting the Principles of Freemasonry
Develop and deliver rebranding of FMV including stationary, logo, typography, styles
Develop and deliver FMV website and EDM
Develop and deliver Social Media Assets and content strategy
Develop and deliver Community Gallery
Create a week to celebrate Freemasonry
Explore community sponsorship of local groups eg. Sporting clubs
Investigate viability and need for multi-lingual marketing materials
Better articulate what is Freemasonry including relevance in today's world, our heritage and fellowship
Investment in promoting Freemasonry including traditional and digital media exposure and engagement
Innovative communications tactics to attract new and engage existing members
Showcase the Library and Heritage Collection to accelerate brand development
Improve presentation of buildings and enable better community access
Uplift presentation standards across the State
Building signage to include key messages about Freemasonry

A More Detailed Look

To Attract Membership by Engaging Today's Man *"We have value to offer new members."*

Key Measures:

To strengthen our membership numbers, attract members with aligned attitudes and aspirations, ensure best distribution of facilities and enable optimum Lodge operations and membership mix we will work towards:

Attract Members	2018	2020	2025
Member Numbers (current 9,300)	8,800	9,000	10,000
Average Age (current 67)	67	65	63
Retention Rate (current 90% - 3% deaths, 6% resign, 1% excluded)	93%	94%	95%
Average Lodge Meeting Member Attendance (current 49%)	55%	60%	65%

Strategies and Actions will include:

Traditional and Digital Media Exposure
Enable consistent digital exposure and engagement including weekly electronic direct mail (EDM)
Publish material using traditional forms and digital forms such as Facebook, LinkedIn, and the FMV website
Explore opportunities for editorial and advertising state wide and locally to attract members
Innovative Communications Tactics to Attract and Engage Members
Target priorities 30-49s, then 50+, then 20s
Develop a video series educating prospects about Freemasonry (Good Man Focus)
Create livestreamed content from social events
Develop Android/IOS-Compatible Software Application for Lodge Location Services and Lodge feedback
Develop FAQ/Wiki System
Develop podcast content to educate existing membership
Lodge Secretaries leverage local assets eg community notice board
Create State of the Craft Presentation (New Strategic Directions Roadshow)
Develop a video/podcast series educating members about how to be the "Good Man" and showcase FMV exemplars
Develop 360-Degree Walkthroughs of Lodges and Events
Create a Member-Focused Culture that Drives Strategy, Services and Experiences
Foster a strong base of young energised members who are the leaders of tomorrow and custodians of our legacy
Helpdesk Enquiries System (For Lodges) which enable tracking of enquires for timely response
Develop website capability to enable Lodges their own FMV-hosted website
Develop Lodge-based events to encourage membership growth (breakfasts/luncheons)
Improve FMV head office to Lodge communications and relationships, visits, engagement officers, secretary and district coordinators forums

A More Detailed Look

To Attract Membership by Engaging Today's Man (continued)

Review current Lodge of Transition experience and processes, create and deploy reintegration program
Implement individual and Lodge feedback system through FMV to continuously improve
Ensure Appropriate Distribution of Lodges State-Wide and Specifically Within Growth Corridors
Identify growth corridors for the development of suitable Lodges (Ethnicity, Demographic etc)
Develop recruiting strategy with suitable Lodges
Improve the Induction Experience from Prospect to Member
Review current induction experience processes
Conduct Lodge and inductee survey
Create, deploy and monitor a Lodge induction system (mentoring panel)
Explore different tactics eg Lodges open earlier and encourage bringing a mate for a drink and chat after work
Promote Diversity Throughout Freemasonry and Community Involvement
Feature culturally diverse members of FMV within marketing content
Actively engage with diverse cultural communities for member recruitment
Optimise Capacity to Engage with Members (CRM, multiplatform, Lodges, Districts)
Re-engage unaffiliated and excluded members
Encourage Lodges to grow their membership – members bring members
Develop ability to track membership visitation activities within Salesforce
Enable FMV's view on Relevant Issues
Identify most relevant contemporary issues for today's man
Survey membership about contemporary issues needing attention
Identify Strategic Partnership Opportunities
Create University and other education based Lodges as key pathways
Create youth engagement pipelines eg Masonic families, schools, Rovers and investigate Demolay

A More Detailed Look

To Refine the Member Experience *“Lodges must send members home smiling. Have fun!”*

Key Measures:

To enable lifelong loyalty as a consequence of high member satisfaction we will work towards:

Membership Experience	2018	2020	2025
Net Promoter Score (Willingness to recommend membership)	30	30	30

Strategies and Actions will include:

Create Effective Mechanisms to Optimise and Monitor Member Activity, Engagement, Satisfaction
Restructure membership options eg full, affiliated, supporter
Enable higher participation rates and improve method of tracking participation eg barcode
Enhance member CRM capacity and usability
Improve Lodge meetings – earlier, shorter, efficient, interesting, fun, humour, stimulating, learning, discussion
Develop skills/knowledge to effectively run Lodges like small business units eg emotional intelligence, listening, presentation, leadership, time management, sales, marketing, IT, cultural awareness
Remove barriers to access eg vision, hearing, language, facilities
Leverage the Library and Heritage Collection to enhance the member experience
Establish an electronic accounting system to streamline payments and reporting
Optimise Masonic experience through excellent Lodge Engagement, Education, Ritual and Ceremony
Improved Masonic education experience in degrees and thereafter eg. Uplift in content, delivery and educators and greater focus, development and support for Lodge education officers
Improved access to the Masonic material resources to encourage lifelong education
Continued focus on excellence in ritual and ceremony
Create a Recognition System to Incentivise Excellence and Accelerate the Plan
Create a mechanism to celebrate excellence and model success not based on rank
Build Capacity for Lodges to Diversify their Experiences in Accordance with Member Needs
Revise existing Lodge proceedings for improvement and flexibility
Avoid excessive pressure, no chastising and avoid putting ritual before fellowship
Enable Lodge self-determination – dress, time, location
Promote unique individualised Lodges that enhance member engagement
Promote Diversity in the Lodge Room to Reflect the Community in which the Lodge is Situated
Acknowledge the traditional owners of the land on which we are meeting eg at Quarterlies
Develop mechanisms to encourage involvement from diverse cultural groups
Develop Leadership and Mentoring Capacity to Enable the Skills for necessary change
Create a value proposition to attract and retain membership
Position FMV as an organisation of Community Leaders and develop state-wide leadership program
Local area events for leaders to brainstorm ideas

A More Detailed Look

To Refine the Member Experience (continued)

Distribution and Profile of Lodges State-Wide
Identify growth-areas for future Lodge development sites
Develop greater variety of style in Lodges including in the South
Ensure members feel connected with both their own Lodge and in their engagement with communities
Develop consistent external branding including for Freemasons' Centres
Change communications to be forward focused as a "growing organisation"
Ensure communications about Lodge events and activities state-wide
Undertake and recording podcasting routinely to extend events reach
Conduct a regular member survey - what have you done to improve your Lodge this term?

A More Detailed Look

To Further Enhance Capacity for Compassion and Philanthropy

“Our essence is brotherly love, relief and truth.”

Key Measures:

Compassion and Philanthropy	2018	2020	2025
Lodge of Transition (110)	80	60	30
Exclusions for non-payment of fees (132)	100	70	50

Strategies and Actions will include:

Develop shared strategic directions with Freemasons Victoria and Lodges and Freemasons Foundation
Develop a Cross-Organisational Group to Streamline and Align Communications and Strategic Direction with FMV, Lodges and Foundation
Ensure FMV and the Foundation have a shared strategic view and plan for compassion that is shared and understood
Raise the Profile of Compassion and Philanthropy in Communications
Ensure all publications include items reflecting compassion and philanthropy
Engage with other community groups eg. Rotary, Lions Men’s Shed and Country Women’s Association for community good
Stimulate Lodges’ Engagement around Compassion and Philanthropy
Recognise Lodges and members who are engaged in philanthropic activities and celebrate their success
More focus on supporting elderly members (charity begins at home)
Encourage Lodges to commit to members for life and reallocate members whose Lodge hands in its warrant to new Lodges to reduce the need for the Lodge of Transition as an alternative Lodge
Develop a culture whereby exclusion of members for non-payment of fees is unacceptable
Publicise the role of Freemasons in compassionate and Philanthropic activities to promote this aspect of FMV
Remove Red Tape and other barriers to responsiveness as it relates to compassion
Create a prescribed framework for responding to requests that enhances a compassionate response
Support and develop Almoners and enable assistants (we have many elderly frail and widows that we should continue to support)
Decrease complaints

A More Detailed Look

To Strengthen the Organisation to Enable the Change process

Key Measures:

To enable Alignment, Accountability and Agility, we will deliver the Strategic Plan, Business Plan and (its appendices) Local Area Plans including delivery of outcomes:

Organisation for Change	2018	2020	2025
Staff Satisfaction	36%	Baseline 45%	Baseline 54%
Financial	Delivery to budget	Delivery to budget	Delivery to budget
Property Portfolio	Delivery to Property Plan	Delivery to Property Plan	Delivery to Property Plan
Investment Portfolio	Delivery to Investment Plan	Delivery to Investment Plan	Delivery to Investment Plan
Eastbourne Project	Delivery to Project Plan	Delivery to Project Plan	Delivery to Project Plan

Strategies and Actions will include:

Ensure Contemporary Governance and Management Structure to Deliver the Plan
Create a contemporary organisational and management structure to support both business and Masonic functions and enable financial sustainability
Review/develop modern policies and procedures to support efficient and effective operations
Enable policies/procedures and best practice eg. risk, finance, records, OHS, ICT, media
Review and improve all interfaces between FMV and the Lodges to improve interactions support engagement and communications between FMV, District Coordinators Secretaries and members of the Lodges
Devolve authority to the Lodges wherever possible
Ensure compliance eg budget, property essential services, OHS, project management
Ensure we manage accountability on all related companies for which we are accountable
Conduct regular internal audit of all areas of risk
Maintain responsive service standards for complaints and enquiries
Improve stakeholder satisfaction eg member, staff, partners, community
Ensure responsive service standards for complaints and enquiries
Optimise Staff Management Systems e.g. culture, position descriptions, performance management
Review and redesign the organisational structure ensuring clarity in relation to corporate and Masonic roles
Ensure professional development staff management system
Build Capacity for Lodges to Diversify their Experiences in Accordance with Member Needs
Make the necessary changes to facilitate autonomy of action/decision devolved to Lodges
Clearly establish a more appropriate role for head office and Grand Lodge
Advocacy/partnerships to meet membership growth and support

A More Detailed Look

To Strengthen the Organisation to Enable the Change process (continued)

Integration/cooperation Craft/Mark/Chapter Five Degree Lodges
Develop champions in Lodges throughout organisation
Enable FMV support to building operations
Enable Policies/Procedures and Best Practice eg., Risk, finance, records, OHS, ICT, media
Establish a best practice framework that includes evaluation and measurement eg. Risk, ICT, OHS and Social Media
All actions and behaviour are driven by transparency including Annual Report, Directors' details and corporate compliance
Review all rules and guidelines and retain those that are meaningful
Resolve Masonic/Business Integration
Ensure Constitution and regulations related to the Corporate and Masonic functions are relevant to 21st Century
Enable the required Constitutional and Regulations reform
Ensure all Elements of the Organisation are and are seen as Performing and Developing Professionally
Conduct internal audit
Enable the Board to be viewed as professional, and business focused for the good of the Craft
Ensure professional development for the Board to enable it to cope with the changing demands on Boards
Ensure succession planning for both Masonic and administrative positions
Develop Board members to ensure best practice in terms of the quality of Board papers and information