



Orchids Western Australia Inc.

Strategic and Business Plan 2026-2035

(Approved 18 April 2026)

Orchids Western Australia Inc. (Orchids WA) is recognised by the Australian Orchid Council (AOC) as the umbrella body for Western Australian orchid societies, clubs and bodies.

This draft Strategic & Business Plan is an update on previous documents and now incorporates some of our history (see Attachment 1) to ensure this information is not lost, given the generational change within Orchids WA and our member clubs.

First produced in 2008, revised (and endorsed by clubs) in 2010, the plan has been our compass during that time, helping us to deliver a hugely successful AOC Conference & Show in 2012 and successfully win a World Orchid Conference & Show bid, Lotterywest Grants and support from the WA State Government through Business Events Perth.

VISION STATEMENT

To be recognised as the overarching orchid body in Western Australia, with professional management practices and delivering a quality service that provides ongoing benefit and enjoyment for its members and quality and informative advice to the community on orchid culture.

STRATEGY

In order to achieve the Vision described above, the Organisation needs to plan for the staging of regular events, showcasing and promoting orchids, providing and or encouraging quality commentators on orchid growing; breeding; showing; and judging, that ensure members and the public in general have an opportunity to gain greater insight, through club membership and or special events, to orchid culture for both species and hybrids which can be successfully grown in WA.

To achieve this outcome three categories of events have been identified that will contribute significantly to successfully achieving the vision:

Primary, Major and Special Events

Primary events can be successfully staged by clubs and are generally run for the benefit of the club.

Major events require a coordinated approach by all clubs to achieve success and are run for the benefit of all clubs and to achieve significant public awareness and attendance.

Special events are those which can potentially gain support from clubs and State bodies from across Australia. They appeal to an international audience and attract numerous state and international visitors to the host city.

<u>Primary Events</u>	<u>Major Events</u>	<u>Special Events</u>
Club meetings Public shows or displays at shopping centers Public halls and Other venues	WA Orchid Spectacular events AOC National Conference & Show	World Orchid Conference & Show

Context

Orchids Western Australia Inc. is the official body, constituted and registered under WA's *Associations Incorporation Act 2015* to represent the numerous orchid societies/clubs within Western Australia. It operates under the Australian Orchid Council (AOC), whose constitution objectives are listed in *Attachment 2*.

Orchids WA's objectives as stated in its registered Rules (constitution) are:

The purpose of Orchids WA is the promotion, support and encouragement of orchid events and orchid culture throughout Western Australia. As the umbrella body for Western Australian orchid societies, clubs and bodies, it:

- 1.2.1 identifies and promotes ways of increasing personal membership of orchid societies, clubs and bodies through equitable and inclusive practices that provide opportunities for participation at all levels in orchid culture, and formulates, carries out and encourages initiatives for the enhancement of orchid culture.*
- 1.2.2 devises, plans and hosts major local, national and international orchid events for the benefit of Members and the general public to improve the understanding and application of progressive orchid culture;*

- 1.2.3 *provides financial and other in-kind support to assist and encourage Member participation in major orchid events, including as appropriate:*
 - (a) *payment of prize money; and,*
 - (b) *reimbursement of approved expenditure incurred by Members in pursuit of these objects; and*
 - (c) *other financial incentives as approved from time-to-time;*
- 1.2.4 *receives and disseminates information relating to orchid culture, and promotes and encourages co-operation and the free exchange of information and ideas between Members;*
- 1.2.5 *promotes the interests of orchid growers, Western Australian Members, and the Australian Orchid Council Inc.;*
- 1.2.6 *promotes and supports the objects of the Australian Orchid Foundation;*
- 1.2.7 *provides area representation to the AOC and AOC Board of Management;*
- 1.2.8 *encourages, supports and promotes conservation of the natural environment, flora and fauna, particularly native orchids and their habitat;*
- 1.2.9 *applies the income and property of Orchids WA solely towards the promotion of these objects. No part of this income or property may be paid or otherwise distributed directly or indirectly to any Member of the Association, other than to further the achievement of these objects; and*
- 1.2.10 *provides a forum for Members to discuss proposed dates for individual society and joint shows and events, and any other event in which Orchids WA and its Members may be involved, and to develop a calendar for publication on the Orchids WA website.*

Why develop a business plan 2026-2035

Orchids WA does not have a current business plan, The last document was dated 2010 and followed the successful granting to stage the 19th AOC Conference & Show at Crown in 2012 -- and the realization that hosting a World Orchid Conference & Show in Perth was possible, especially given the strong support and commitment from the WA Government to assist Orchids WA in archiving such an outcome.

Additionally, a business plan would provide clarity for member clubs and their members on the approach being taken by the organisation that represents them and is responsible for the promotion of orchid culture within WA. It encourages the development of a shared vision of the future and communicates core values and strategies. It aligns member groups, reduces conflict and makes decision making easier, ensuring a more effective executive body.

The Orchids WA Rules (like the AOC Constitution) clearly define the framework under which the organisation is to operate. Orchids WA is registered for GST, which is an important criterion in obtaining sizeable grants from bodies such as Lotterywest, and which would also be required by corporate sponsors.

The purpose of Orchids WA as an entity is to provide information and the promotion of orchid culture for the enjoyment of its members. Members vest the authority to manage the organisation in a member-elected Management Committee, whose functions and authority are prescribed in the organisation's Rules.

As an incorporated entity, the organisation is intended to exist in perpetuity. Therefore, in addition to having a clearly enunciated purpose and sound management practice, it also requires the development (and periodic update by successive Management Committees) of a strategic plan underpinned by a clear and broadly supported vision to guide the future development of the Organisation.

Vision

The Vision statement on page one is an important guidepost for future decisions to be taken by the Management Committee. On the one hand, it sets boundaries in describing the type of activities that the organisation can legitimately pursue. On the other, it describes the inspirational or strategic goal for what members want to achieve in a 5-10 year time frame.

Although the Strategic and Business Plan sets out goals over a five to ten year period, it should be considered a live document requiring regular review (annually) taking into account the progress in meeting the goals laid out in this document or as otherwise determined by the Organisation.

Regular review and amendment will ensure current and incoming Management Committee members are as up-to-date as possible, to ensure the effective management of the organisation and meeting member expectations.

Strategy

The Strategy to achieve this level of promotion and increased membership and access to quality events is to invest (possibly using accrued funds) in a series of affordable projects to progressively improve our knowledge and to undertake larger, promotional showcase events while ensuring member clubs prosper and have the capability to promote themselves and orchid culture to the broader community.

Goals

Goals in support of the Strategy could include:

- Support and actively be involved in the **Orchid Hub Project** (see separate document for Members' consideration).
- Organise and stage another **WA Orchid Spectacular**.
- Seek endorsement to stage the next **AOC Conference & Show** in 2028.

Resources

Accrued funds shall only be available to organisation events (not individuals, clubs/societies) which provide a benefit or opportunity for all WA-based clubs/societies to participate in. It is recognised, however, that in some instances a club or society will need to act as the host to secure a particular event (such as the AOC Conference & Show).

The term affordable in the context of this document is defined as being funds which are available to the club from its own funds and/or which can be generated from special event registrations and other associated event activities or obtained through sponsorship from either the business community or Government agencies.

The term regular events in the context of this document apply to two propositions;

- **Club activities**, which are generally held monthly at a local hall or similar, and club shows and displays which are held between one and up to 10 times during the course of each annual flowering season at local shopping centres and or halls at which the local community is invited to attend and learn about orchid culture.
- **Organisation activities**, which may occur every 2-3 years involving a host club supported by the other member societies in staging larger-scale special events which include lectures, orchid show and displays run over a number of days, generally 3-5 days. These attract commercial operators and business sponsorship and are held in a major public facility so that orchid culture can be promoted to the broader community.

Revised and updated by Bruce Larson on behalf of Orchids WA, December 2025

Approved at Orchids WA General Meeting on 18April 2026.

HISTORY of the ORCHIDS WA Strategic & Business Plan

In 1991 WA clubs came together for the first time to stage the AOC Conference & Show at the Ascot Racecourse. This involved significant fund raising by clubs/members, resulting in a highly successful national event which generated a profit and kick-started Orchids WA accumulating its current resources. These have been added to by other Orchids WA events since.

The 1991 event was also the catalyst for the formation of the Inter-Society Orchid Challenge, changed to the Inter-Society Orchid Display and Workshop (ISODW) in 2015 to enable grants from Lotterywest (as grants would not be given for events in which competitions were held).

In 2005 Orchids WA (then known as WAROO) successfully organised and ran the Western Australia Orchid Spectacular (WAOS) at Fremantle, followed by another WAOS at the Belmont Oasis Leisure Centre in September 2008. This was followed in 2017 by yet another WAOS at the Rendezvous Hotel, Scarborough.

A major benefit achieved in staging WAOS 2008 was the sizeable financial support/grant obtained from Lotterywest. This provided the security of underwriting significant costs of staging the event and ensuring extensive advertising and promotion of the event were undertaken to encourage greater public attendance and therefore wide promotion of orchid culture.

Another Lotterywest grant was successfully obtained in 2010, helping to stage our third WAOS at the Rendezvous Hotel, Scarborough.

Western Australia, through the Northern Districts Orchid Society (NDOS), was granted the 2012 AOC Conference and Show. This required significant sponsorship if it was to be successfully staged at the Burswood Casino (now Crown).

Discussions with Lotterywest and the Western Australian Tourism Commission, who were keen to see such an event held in Perth, suggested that significant funding could be available. However, Orchids WA (then WAROO, its predecessor) would need to demonstrate that it had good governance and management procedures, was capable of undertaking such an event and had the requisite resources, both human and financial.

Records of meetings, audit reports, financial statements and a business strategy/plan were also required in seeking and potentially gaining a grant of the size required to stage the 2012 AOC Conference and Show. This was based on holding the event at a venue such as the Burswood complex (now Crown).

Following numerous discussions/negotiations and a comprehensive submission, a \$200,000 grant was made to Orchids WA to stage the 2012 AOC Conference & Show at the Burswood Hotel Complex. This event was a significant achievement and

success by Orchids WA members, resulting in increased capacity and experience along with a sizeable profit, further enhancing Orchids WA's capacity and resources to seriously consider bidding for and staging a World Orchid Conference & Show.

With assistance from a WA tourism-related Government agency, the Perth Convention Bureau (PCB), with whom a strong and respectful relationship had been established, Orchids WA was able to attend the 20th (2011) WOC held in Singapore to promote Perth and WA while bidding for the next available WOC (2017).

Orchids WA narrowly missed being selected and with PCB support we attended the 21st (2014) WOC in Johannesburg South Africa and bid for the 2020 WOC -- missing out again, this time due to misguided interference from the NSW Orchid Society. In 2017 we successfully bid to stage the 24th (2023) WOC in Perth while attending the 22nd WOC in Guayaquil, Ecuador.

Orchids WA received significant financial assistance to prepare and create the necessary bid documents and presentations, along with being given promotional products to advertise and promote Western Australia to the orchid world. In all WOC bids made by Orchids WA, the PCB support extended to providing financial funding for a WOC and in particular to cover promotional and advertising costs associated with staging such a large international event in Perth.

Disappointingly this event became the victim of the COVID Pandemic and our national Biosecurity regime and was not staged.

It seems unlikely, given Australia's biosecurity regime and the reluctance of the World Orchid Council to endorse another WOC in Australia, such an opportunity to stage a WOC will come along anytime soon.

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Objectives of the AUSTRALIAN ORCHID COUNCIL (AOC)

1. To advance and promote the culture of orchids for the promotion and development of the horticultural resources of Australia.
2. To formulate, carry out and encourage schemes for the betterment of orchid culture.
3. To receive and disseminate information relating to orchid culture.
4. To advise, receive and disseminate information relating to the judging of orchids and the standards to be adopted for such judging.
5. To provide and maintain a uniform standard of judging and judges throughout Australia.
6. To encourage the cordial exchange of information and ideas among the members of the Council and the wider orchid community in general.
7. To act as the medium for communicating with national orchid organisations outside Australia on behalf of the members of the Council in matters common to such bodies.
8. To disseminate information, in any way that the Council shall think desirable for the promotion and furtherance of its objects.
9. To promote at such times in such places and by such means as it shall decide Orchid Conferences in Australia.
10. To acknowledge outstanding personal service to the Council or to the culture of orchids and for this purpose grant an Honorary Fellowship. For the like scientific service grant an Award of Honour provided always that the membership of those holding such Fellowship and Award shall not exceed 40 living in number at any time.
11. Generally, to do all things possible to promote the interests of orchid growers, Australian orchid clubs and societies and the Council.

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