

AUSTRALIA•NOVA•ROMANA

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Provincia Australia Strategy
30 ANRC / 2780 AUC / 2027 CE



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PROVINCIA AUSTRALIA STRATEGY

MMDCCCLXXX

The five-year strategic plan for Provincia Australia

Decimus Aurelius Ingeniarius
Praetor Australianus, Governor

CONTENTS

I.	STRATEGIC MISSION STATEMENT	I
II.	GOVERNOR’S MISSION STATEMENT	II
III.	INTRODUCTION	IV
IV.	PROVINCIAL HISTORY	V
V.	GOVERNANCE	VI
VI.	CONTEXTUAL DRIVERS	VIII
VII.	INTERESTED PARTIES AND STAKEHOLDERS	X
VIII.	STRATEGIC RISKS & OPPORTUNITIES	XII
IX.	OBJECTIVES AND END STATES	XIII
X.	STRATEGIC & OPERATIONAL ACTIVITIES	XIV
A.	Praetorium Strategic Activities	XIV
B.	Praetorium Operational Activities	XIV
XI.	DOCUMENT MANAGEMENT	XVI
A.	Amendment Log	XVI
B.	Glossary	XVI
C.	References	XVI

I. STRATEGIC MISSION STATEMENT

BY 2780, BUILD THE FOUNDATIONS OF A FINANCIALLY SUFFICIENT PROVINCE THAT WILL MEET ALL PROVINCIAL REQUIREMENTS, AND PROVIDE A SAFE AND NURTURING ENVIRONMENT FOR ROMAN STUDIES AND PERSEVERANCE OF ROMAN CULTURE.

II. GOVERNOR'S MISSION STATEMENT

I. When I was first appointed as the governor to Provincia Australia in 2773 AUC, I inherited a quiet and inactive province. According to available history, I am the seventh governor to take up the imperium of this province since 2752 AUC. Over the proceeding 20 years, various governors, not all from this region, have sought to manage the small number of citizens here and support Nova Roma in the province. The illegal dictatorship faced by Nova Roma, which peaked between 2768-2772 AUC, caused significant disruption to the province, as it did for all citizens. Regardless of the effort of previous governors, considerable rebuilding was always going to be needed in the post-dictatorship period.

II. In 2772 AUC, as a junior *legatus* and lieutenant governor, I would work closely with the then governor, M. Claudius Nero. He provided me with his early visions for provincial growth before macro activities would take him overseas away from the province. Left with the responsibility of provincial development, I commenced a campaign of advertisement, seeking to show the presence of Nova Roma in the greater region and attract new citizens. The need for reasonable funding and a body of resources to attract citizens was obvious early.

III. Nova Roma allows for various levels of decentralised governance. For a global society, this has both advantages and disadvantages. Local authorities can be best placed to make informed decisions and rally citizens. Decentralised governance is a trust-based system and ineffective communication can lead to disconnected strategies. A lack of available funding can often be an issue, only made worse by the problems of the illegal dictatorship. Whether lost to time or nefarious means, there is also very few local records, organisation, or governance structure for the province. Collectively, this means the current provincial efforts are a 'grassroots' or 'start from scratch' approach.

IV. My vision is not just to build an affiliate of Nova Roma in Oceania, or even to provide mere accessibility to Nova Roma resources. It is *to be* Nova Roma in all its forms and extend all that the society aims to be, here, in Provincia Australia. We identify collectively as Nova Roma and will extend the reach of the Senate and the people of Rome to connect with the region. We will face challenges, as we must generate much of our own resourcing and expertise indigenously where practicable. To drive a surge in new citizenship, we will need to build communities, activities and learning opportunities. However, to generate these attractors, we need knowledgeable and driven citizens. We are faced with a 'chicken-and-the-egg' scenario, a circular problem that must be faced thoughtfully.

V. Our mission is to inform, guide and support each citizen on their Roman journey. We seek to harness the local character to revive the Roman in all of us. We sit on the far reaches of the Republic, but technology keeps us connected. My strategic approach to growth can be summarised as follows:

A. Inform – Roman society and government is very different from much of modern society and the culture of many countries. Our first priority is to deliver the necessary information to new citizens without overwhelming them. Citizens also join Nova Roma for various reasons and we need to understand their aspirations and motivations for registering so that we may effectively support them.

B. Integrate – Developed programs at both the national and local level; we should provide a variety of means for citizens to participate and integrate with fellow citizens. We must have a strong online presence and a means to communicate effectively across the province while still providing enough resources to develop smaller local communities.

C. Inspire – A safe and informative national community, armed with information and resources, will produce citizens seeking out greater roles and volunteering their time. We should

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cultivate and foster a learning environment and present opportunities through a mature, managed, Roman framework.

VI. I am calling upon all participants in our society, all members of our association, all Romans, to volunteer their unique skill sets and offer even just a fraction of their time to build our province. It is our people, our citizens, that make our society a living and thriving community. Whether you are a student of the classics, a Latinist, a Roman military buff or simply someone who is passionate about all things Roman like I am, you have something to give and can be a part of our Nova Roma story here in Provincia Australia.

D.A.I.

Decimus Aurelius Ingeniarius

Praetor Australianus, Governor

In service to the Senate, Res Publica Nova Romana



III. INTRODUCTION

I. The purpose of this document is to articulate the gubernatorial provincial development strategy and business plan for Provincia Australia. With a common direction established by the governor, this strategy consults various stakeholders and Nova Roma legislation to define set business to be undertaken within the province. The strategy identifies core objectives of Nova Roma that influences the course of development and priority of business undertaken.

II. This strategy is intended for several audiences. It seeks to provide a transparent overview to all those that reside within the province or who will otherwise work with the province. It aims to assist stakeholders in planning and collaboration and provide a single coherent approach for the current provincial administration. Intended audience includes:

- A. newly appointed provincial staff joining the praetorium,
- B. the Nova Roma Senate,
- C. interested external stakeholders,
- D. collaborative partners and communities, and
- E. provincial citizens.

III. Developed as a five-year plan, this strategy drives key end states through the implementation of various types of activities. The plan can be reviewed yearly, particularly to assess the annex of various tasks and activities. The strategy should be updated to articulate ways to move forward in response to new information, additional resourcing and evolving policy.

IV. PROVINCIAL HISTORY

I. Nova Roma was established as an international organisation on Kal. Mar. † Fl. Vedio M. Cassio cos. † MMDCCLI A.U.C. (March 1, 1998) under the auspices of the first consuls, Fl. Vedius Germanicus cos. and M. Cassius Iulianus cos. With the official declaration of Nova Roma released on prid. Kal. Mar, of 2751 A.U.C, Nova Roma commenced as a symbolic nation, manifested ‘through those places that our state, citizens, and religious organizations may physically own, occupy, and maintain throughout the world.’

II. Citizens from Provincia Australia have played an active role in Nova Roma since 2752 through our first governor, Paulus Olympius Gallus, appointed to manage the newly created province from December of that year. The original province consisted only of the continent of Australia in the forming *senatus consultum*. It is unclear when New Zealand was incorporated into the province. A census articulates references to its inclusion in 2764 but it was possibly included earlier under a listed *senatus consultum* on the ‘definition and delineation of Oceania Asia and Latin America provinces’ (now lost) in 2763. This is also corroborated by the listed tax rate records of that year.

III. Australia showed signs of a growing but isolated community up until 2762 when the province would be without a governor for two years. The first foreign governor was appointed by the Senate in 2765 with C. Tullius Valerianus Germanicus cos. (2765). After his term, Provincia Australia would be without a governor again until 2770. These four absent years were during the height of the illegal dictatorship of Cn. Iulius Caesar and L. Cornelius Sulla Felix. Of the small population that existed at the time, many citizens of the province resigned their citizenship or otherwise disappeared. Any progress made on the growth of the province to date was all but lost to time.

IV. As part of the civil war effort of the free citizens of Nova Roma, M. Claudius Nero was appointed governor, *Legatus pro praetore*, in 2770 under the authority of the special supreme governor (*Cum Maiore Imperio*) of Cn. Cornelius Lentulus Alexander cos. (2769). Although he remained the appointed governor, M. Claudius would leave the province for overseas in late 2771. In October of 2772, D. Aurelius Ingeniarius, the current governor, became a prominent voice in the province and was appointed lieutenant governor and legatus to Cn. Cornelius.

V. D. Aurelius was handed the *fascis* as governor one year later on October 8, 2773. The special imperium was eventually lifted as the civil war came to a close and D. Aurelius went on to govern as sole Senate appointed authority for the province. The province has seen a notable upsurge in activity compared to the previous 20 years, as a result of which D. Aurelius was honoured as a Nova Roma public knight for ‘exemplary public service to Nova Roma and in the Australian province of Nova Roma with utmost loyalty, for outstanding re-organization of civic life and activity in the Nova Roman Provincia Australia, and for recruiting and establishing a new allied legion for Nova Roma.’

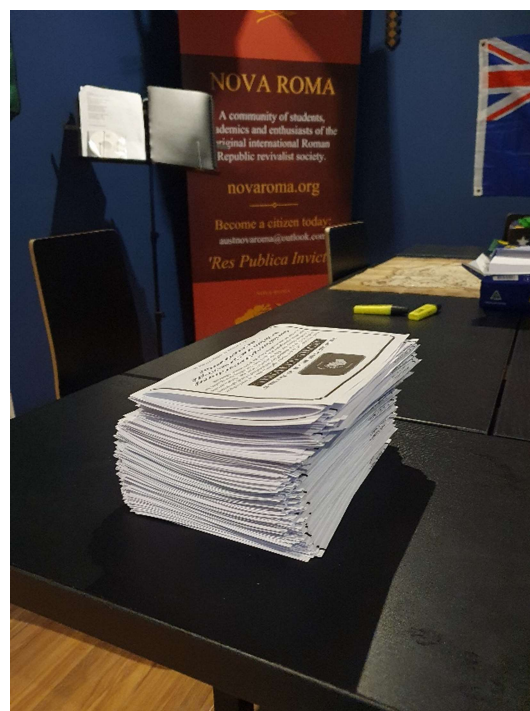


Figure 1 - Locally made presentation banner and the first batch of letters for an advertising campaign in the south of the province, led by D. Aurelius in 2773.

V. GOVERNANCE

I. Under the *lex Cornelia Domitia de re publica constituenda*, Nova Roma seeks to emulate the ancient Roman Republic. The religion, culture, law, and society of Nova Roma is to be patterned principally upon those of the ancient Roman Republic, or when needed or deemed more practical, on other periods of Roman history, preferably on the Principate. Broadly speaking, Nova Roma uses a ‘centralised command and decentralised execution’ approach. As a rule, centralised control of operations ensures effective employment of limited assets, while decentralised execution allows a tactical adaptation and accommodates the provinces’ different circumstances and local cultures across a mixed environment.

II. Provincia Australia is one of twenty-two provinces in Nova Roma. Individual provinces have been known to change in name and size over the course of Nova Roma’s history but otherwise conceptionally remain an ever-present construct, defined and delineated based on the concentration of the Nova Roma population globally. Authority over operations and administration in a province is normally granted to a single governor. The governor is the Senate’s representative in a province but they are permitted to define and enact their own purview within the confines of extant Nova Roma law.

III. The very concept of a province is enabled through article V.C of the *lex Cornelia Domitia*; ‘The Senate may, by *Senatus Consultum*, create *provinciae* for administrative purposes and appoint provincial governors.’ Article I.C.6 of the *lex* states that, ‘governors shall be regional presidents of the corporation.’

IV. Further explained in article V.C, governors are granted the following honours, powers, and obligations:

A. To hold *imperium et auspicia* and have the honour of being preceded by a number of lictors;

B. To proclaim those *edicta* (edicts) necessary to engage in those tasks which advance the mission and function of Nova Roma, solely within the jurisdiction of their *provinciae*;

C. To manage the day-to-day organisation and administration of their *provinciae*;

D. To appoint officers to whom authority may be delegated, subject to those restrictions and standards as the Senate shall deem appropriate; and

E. To remove officers whom they have appointed, or make changes to their titles and/or delegated authority, subject to those restrictions and standards as the Senate shall deem appropriate.

V. It is the *imperium* that offers the primary tool for a governor to effectively execute their office. Article III.A.1. of the *lex Cornelia Domitia* documents *imperium* as, ‘chief command and presidency, complete power over provinces and military, supreme executive, judicial and disciplinary power, which includes the *ius imperandi* (the power to command and to give orders to anyone), full *ius iurisdictionis* (the power to interpret and administer the law and to administer justice), full *ius coercionis* (the right to enforce the law and their own decisions, even by disciplinary or preventive actions), *ius intercessionis* (the right to forbid decisions or actions of the colleague or lesser magistrates), and *ius edicendi* (the right to issue *edicta*); all these within the boundaries or provincia of the office ...’.

VI. The governor, like most magistrates, implements their will and instigates formal actions through the use of *edicta*. The use of *edicta* are regulated and constrained by the *lex Vedia de ratione edictorum*

and the *lex Arria de edictis*. All provincial staff appointments and legislation that affects the province will be released via an edict. Despite only having an effect on the governor and the province citizens, these edicts must also be posted to the *Forum Romanum* to be considered valid (groups.io/g/TheForumRomanum). All edicts for the province, both past and current, are displayed on the ‘Praetorium’ page of the website ([novaroma.org/nr/Provincia_Australia_-_Praetorium_\(Nova_Roma\)](http://novaroma.org/nr/Provincia_Australia_-_Praetorium_(Nova_Roma))).

VII. An effective governor will often seek to delegate tasks and duties as there is often too much work for any one individual. The appointed personal staff of the governor are known as the *cohors praetoria*. The *cohors praetoria* consists of all the assistants (*legati, praefecti, scribae* and other *apparitores*) of provincial governors. The responsibilities of the various staff appointees are solely up to the governor, although generally consists of handling areas like the provincial treasury, the military, interprovincial relations, and public games and gatherings. The *cohors praetoria* for the province is displayed on the ‘Praetorium’ page of the website ([novaroma.org/nr/Provincia_Australia_-_Praetorium_\(Nova_Roma\)](http://novaroma.org/nr/Provincia_Australia_-_Praetorium_(Nova_Roma))) and defines both the officially filled staff roles and the unofficially defined available positions.

VIII. In some provinces there is a *consilium provinciae* (provincial council). This council can be a decision-making democratic body where all members vote on provincial edicts. In most of the provinces; however, it is just an advisory body to the governor. The *consilium provinciae* is usually the inner circle of the *cohors praetoria*, and consists of the highest-ranking officials of the province. The practice varies from province to province and there are Nova Roman provinces where all members of the *cohors praetoria* are members of the *consilium provinciae*, and there are provinces where there is no *consilium provinciae* at all. Provincia Australia has an unofficial *consilium provinciae* (not defined under local edict) which remains mostly a ceremonial concept, honouring key individuals within the province.

VI CONTEXTUAL DRIVERS

- I. The period from 2775 to 2780 is expected to be affected by the following contextual drivers:
 - A. **COVID19.** The ongoing difficulties with COVID19 are anticipated to continue having an effect on the organisation of activities and the willingness of citizens to meet. There is no consistent national macro approach across the province and constantly changing state-based restrictions make planning difficult. Amongst other factors, increased anxiety, reduced praetorium workforce, access to resources and social distancing practices all present a risk to declining participation provincially.
 - B. **Personal Data Access.** Local province authorities need to ensure they continue to follow Nova Roma legislation on the correct handling of citizens' personal data. This is implemented through the *lex Galeria de privatis rebus*. In the provincial context, personal data can only be held by the governor (as an appointed regional president) and any officially appointed assistants (i.e. first-rank officials). This effectively limits the ability of some provincial staff to directly contact provincial citizens, unless they are authorised to possess the data in the first place, or as otherwise granted by individual citizens. Local authorities will need to be cognisant to ensure ongoing responsible management of any local copies of this data outside of primary Nova Roma databases (used for the purposes of communication). Macro legislation may also impose principles and measures of best-practice either at the state-level or federally that should be known and adhered to.
 - C. **Provincial Status Evaluation.** *Senatus consultum de provinciis ordinandis*, implements an annual assessment framework designed to evaluate the ongoing efficacy of the provinces. Started in 2773, five key performance indicators assess the level of activity and provide a benchmark on whether a province should legally continue to exist under Nova Roma law. Currently, the province (like many others), is underperforming. Since 2773, provincia Australia has received two consecutive 'unsatisfactory' marks out of an allowed total of five. Provincial management will need to address the specific key performance indicators where the province is underperforming to obtain the desired evaluations.
 - D. **Removal or Change of Governor.** As is the right and will of the Senate, they could collectively decide on the change or complete removal of the current governor. This would have considerable impacts on planned strategic growth and ongoing programs as any new governor is not obliged to continue any previous provincial policy. Having no governor at all severely hampers the efforts of local citizens to work to common goals and implement regional change. Classically, Roman governorships were awarded after magistrates served their term as praetor or consul and their term would only be for a short time. Any future desire for the senate to return to this original Roman approach of rotating out governors in favour of new promagistrates may hamper provincial activities.
 - E. **Organisational complexity.** Nova Roma society, Roman society, vastly differs from modern culture and political practice. For those not already intimately familiar with Roman life, new citizens are faced with an overwhelming amount of information or struggle to find it in the first place. Additionally, some citizens' participation will only involve certain facets of Nova Roma (like some academics or students) and there is the potential for them to be burdened by unnecessary information or societal traditions.
 - F. **Use of technology.** The nature of our modern Roman society is its need for a predominant presence online. Although physical interaction and activities have always existed, Nova Roma

relies on internet infrastructure to keep our government and civic life connected. By virtue of its age, Nova Roma uses a lot of databases, communication methods and technology that are dated and have not been updated or have otherwise fallen into an unserviceable state. The challenges faced by these issues will need to be planned for and managed.

G. **Provincial Organisation Immaturity.** Although significant knowledge and organisational corporate maturity exists within Nova Roma, that is not necessarily the case within Provincia Australia. There are extremely limited assets, resources, or experienced personnel to influence and lead the province locally. There will be a large reliance on central Nova Roma administration and resources as well as external or personal funding locally.

VII. INTERESTED PARTIES AND STAKEHOLDERS

I. As per the Nova Roma constitution, the *lex Cornelia Domitia de re publica constituenda*, Nova Roma consists of ‘full’ citizens who possess the *civitas Nova Romana optimo iure* and are therefore members of the corporation. It also includes the families of the *cives optimo iure*, and all spiritual members of the Nova Roman nation, either individuals or entire Roman communities, which receive partial citizenship without voting or membership rights, the *civitas Nova Romana sine suffragio*, as defined and registered by law.

II. Entire Roman or non-Roman communities or individuals can receive the lesser partial ‘associate citizenship’ of the *civitas Latina* (Latin citizenship) with the *ius Latinum* also known as *ius Latii*, or established through allied or friend status (*socius* or *amicus*), as defined by law, which can grant associate status to close partners of Nova Roma. The three aforementioned citizenship types define the core stakeholders in the province of Australia. In the context of this strategy, internal and external entities can be defined as follows:

A. Internal stakeholders.

i. **Citizens.** The one true key interested party and stakeholder, for without local provincial citizens, there is no province.

ii. **The Nova Roma Senate.** The province only exists at the whim of the Senate. Although strategically, the province provides an administrative mechanism to be able to grow Nova Roma regionally for the collective benefit of the Republic.

iii. **Reenactment organisations.** Includes autonomous, allied, and friendly Roman or classical themed reenacting organisations as well as those local community groups defined under the *lex Fabia de oppidis et municipiis*. These various existing partnered (and future partnered) groups will have a vested interest in the development of Nova Roma locally.

B. External stakeholders.

i. **Australian federal & state macro governments.** Although they do not have direct vested interest or influence, legislation passed at both of these levels can have impacts on operations of the Nova Roma province.

ii. **Australasian Living History Federation (ALHF).** A public liability insurance provider for accurate living-history and reenactment organisations. The provincial praetorium has been engaging with this entity to seek recognition. Acceptance will levy several requirements on the province in exchange for insurance coverage for Nova Roma citizens locally.

iii. **Australian Securities and Investment Commission (ASIC).** ASIC is Australia's independent integrated corporate, markets, financial services and consumer credit regulator. In consideration for any future incorporation of a Nova Roma association locally, the established corporate entity in Australia will be subject to rules and regulations under this authority.

iv. **Office of the Australian Information Commissioner (OIA).** They are the independent national regulator for privacy and freedom of information. To maintain

integrity as a local association and branch of Nova Roma, provincial authorities should seek to meet best practices concerning handling and management of citizen's private data.

v. **Australian Charities & Not for Profit Commissions (ACNC).** The regulator of charities in Australia. Less likely to be an interested party; only relevant if any local association seeks charitable status, which will also enable citizens and guests to make tax deductible donations. At the present time, it is not assessed that Nova Roma and all its missions meet charity definitions in Australia.

VIII. STRATEGIC RISKS & OPPORTUNITIES

I. **Strategic Risks.** Associated with the Provincia Australia objectives are several strategic risks that may have a significant negative impact on our mission and vision. These risks are managed through the praetorium, and are summarised as follows:

A. **Compromised accounts and social media integrity.** Online accounts and social media are a prime communication method throughout the province. A security breach or compromise could lead to data leaks or malicious usage by bad actors. This could bring about negative publicity for the province and Nova Roma globally.

B. **Disparaging political division with the Senate.** As the Senate of Nova Roma directly controls the appointment of the governor, they are free to remove or replace the governor at any time. Ideological, political and personal differences with voting members of the Senate could present a risk of a change in governor. Any change in provincial leadership would be disruptive to continued growth and the advancement of activities.

C. **Unwanted attraction or the perceived sympathies of hate groups.** Unfortunately, some ancient Roman symbolism, traditions and customs have been repurposed by neo-nazi, fascist and white supremacy hate groups. These unwanted entities may be attracted to Nova Roma due to the symbolism and ties to Rome and it is hard to vet against these poor values and characteristics. New or interested citizens and guests could also incorrectly interpret Nova Roma or the provincial organisation to be an associated hate group thus discouraging them to join.

D. **Insufficient Resources.** A limited provincial funding pool and active volunteer workforce will significantly reduce the province's ability to enhance and promote Nova Roma. Increased funding is required to implement key strategic activities. From a workforce perspective, limited willing staff volunteers and an even further reduced group of experienced citizens and local magistrates makes it difficult to raise, train and sustain new staff or manage ongoing activities and events.

II. **Strategic Opportunities.** Associated with the Provincia Australia objectives are several strategic opportunities that could have a significant positive impact on our mission and vision. These opportunities are:

A. **Local partnerships.** Australia and New Zealand have several existing Roman reenactment legions and smaller ancient special interest groups. Partnering with these organisations can provide knowledge, experience and collaborative resources. Nova Roma complements these organisations offering a living-history experience in areas that are otherwise not the primary focus of these organisations.

B. **University outreach.** Many universities around Australia and New Zealand have staple classics and ancient civilisation study programs, including focuses on ancient Rome. An exchange of services and communication with these departments and respective students could lead to a higher interest in Nova Roma and educational benefit to provincial citizens.

IX. OBJECTIVES AND END STATES

I. The Provincia Australia objectives and end states are derived from the Constitution and Declaration of Nova Roma.

Serial	NR1	NR2	NR3	NR4	NR5	NR6	NR7
Nova Roma Objectives	Stand as a beacon for those who identify as Romans anywhere in the world. (Constitution)	Endeavor to recreate the best of ancient Rome and the most classical expression of a Roman tradition. (Constitution)	Breathe new life and honor into all Western Civilization through the restoration of ancient Piety, Virtue, and Civilitas. (Declaration)	Restore and maintain the <i>Pax Deorum</i> and serve as the homeland and worldly focus for the <i>Religio Romana</i> . (Constitution)	Promote international understanding and cooperation through the preservation of our common classical foundation. (Declaration)	Strive to exist as a lawful, peaceful and benign nation, in accord with the principles acknowledged and shared by the world community. (Declaration)	Embody a benign and beneficial cultural and spiritual influence throughout all societies, while remaining politically neutral and lawful in action. (Declaration)
Serial	P1		P2	P3	P4	P5	
Provincial Objectives	Recreate the best and the most classical expression of ancient Roman tradition and become the beacon for those who identify as Romans throughout Oceania.		Provide skills, knowledge and experiences to citizens, delivered through the restoration of ancient Piety, Virtue, and Civilitas.	Develop and build an integral understanding of the <i>Pax Deorum</i> in Oceania and become the focus in the region for the practice of the <i>Religio Romana</i> .	Promote a regional understanding and network that preserves the classical foundation.	Represent the Nova Roman nation as ambassadors and foster a harmonious relationship with the macro society in Oceania, staying true to the Roman culture, remaining non-combative and non-discriminative.	
Provincial End States	An organisation that is admired by living-historians and used as an example for academic institutions.		A role-model in Roman education and experiences with well trained and competent leaders and volunteers.	The primary sought-after expert community in the region that fosters and educates in the <i>Religio Romana</i> .	An active and linked community joined in partnership with other Roman themed enterprises and organisations.	A developed and fiscally viable society that maintains the Roman administrative institutions and mechanisms to manage the provincial community that does not impede on local macro law or custom.	

Table 1 - Objectives and end states for Provincia Australia.

X. STRATEGIC & OPERATIONAL ACTIVITIES

A. PRAETORIUM STRATEGIC ACTIVITIES

I. The Praetorium should function as the primary environment via which provincial citizens learn to understand, and develop, the administrative and political knowledge and skills to then apply for higher offices within Nova Roma. The Praetorium is a pool of talented and committed citizens capable and willing to apply for and perform administrative and civil duties for Provincia Australia and Nova Roma. These include:

- A. Record keeping,
- B. Monitoring and reporting on compliance performance and potential gaps,
- C. Developing training and compliance programs, and
- D. Motivating provincial citizens to participate in provincial and Nova Roma activities and programs.

B. PRAETORIUM OPERATIONAL ACTIVITIES

I. Through the responsibility of the appointed governor, there are eleven functions that are performed in the management of a province on behalf of the senate. These functions are derived from legislation and detail the responsibilities, powers, and requirements to be performed by a governor and any praetorium. Functions are subject to change as legislation changes and direct many ongoing activities provincially. The current functions of governors include:

- A. **Function 1.** Appoint and manage staff – *lex Cornelia Domitia de re publica constituenda*.
- B. **Function 2.** Manage day-to-day administration and organisation of the province – *lex Cornelia Domitia de re publica constituenda*.
- C. **Function 3.** Administer conflict and justice within the province – *lex Equitia de iurisdictione*.
- D. **Function 4.** Handle and manage citizen data – *lex Galeria de privatis rebus*
- E. **Function 5.** Manage partnerships with local legions – *lex Aurelia de legionibus*
- F. **Function 6.** Manage local law – *lex Arria de edictis*
- G. **Function 7.** Support probationary provincial citizens – *lex Equitia de tirocinio civium novorum*
- H. **Function 8.** Support censors and active census activities – *lex Arminia de levandis censorum oneribus*
- I. **Function 9.** Oversight Nova Roma local groups – *lex Fabia de oppidis et municipiis*
- J. **Function 10.** Support citizen development – *lex Arria de censu civium aestimando*

K. **Function 11.** Undertake provincial reporting to the senate – *Senatus consultum de provinciis ordinandis*

II. For the period 2775 to 2780, there are a combination of Business as Usual (BAU) activities and Development Activities and Initiatives (DAI) that are defined to meet all provincial functions and achieve province objectives and end states. The BAU activities are enduring in nature, whereas the DAI activities are discrete tasks or focus areas for a defined period. The province BI activities were identified by stakeholders, province staff and the governor considering current context, identified shortfalls, risks and opportunities. Province BAU and DAI activities are listed in Annex A, including details on priority and effort apportionment.

XI. DOCUMENT MANAGEMENT

A. AMENDMENT LOG

AMENDMENT RECORD			
#	Version	Date	Summary of Changes
1	1.0	22 Apr 2775	Initial Release

B. GLOSSARY

Acronym or Initialism	Definition
ANR	Australia Nova Romana
AUC	<i>Ab Urbe Condita</i> - Latin for 'since the founding of the City'
BAU	Business As Usual
cos.	Consul (year) - year(s) of elected consular magistracy
DAI	Development Activities & Initiatives
NR	Nova Roma

C. REFERENCES

- A. *lex Cornelia Domitia de re publica constituenda* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Cornelia_Domitia_de_re_publica_constituenda_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Cornelia_Domitia_de_re_publica_constituenda_(Nova_Roma))
)
- B. *lex Vedia de ratione edictorum* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Vedia_de_ratione_edictorum_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Vedia_de_ratione_edictorum_(Nova_Roma))
- C. *lex Arria de edictis* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Arria_de_edictis_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Arria_de_edictis_(Nova_Roma))
- D. *lex Galeria de privatis rebus* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Galeria_de_privatis_rebus_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Galeria_de_privatis_rebus_(Nova_Roma))

- E. *lex Fabia de oppidis et municipiis* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Fabia_de_oppidis_et_municipiis_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Fabia_de_oppidis_et_municipiis_(Nova_Roma))
- F. *lex Equitia de iurisdictione* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Equitia_de_iurisdictione_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Equitia_de_iurisdictione_(Nova_Roma))
- G. *lex Aurelia de legionibus* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Aurelia_de_legionibus_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Aurelia_de_legionibus_(Nova_Roma))
- H. *lex Equitia de tirocinio civium novorum* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Equitia_de_tirocinio_civium_novorum_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Equitia_de_tirocinio_civium_novorum_(Nova_Roma))
- I. *lex Arminia de levandis censorum oneribus* (Nova Roma):
[http://www.novaroma.org/nr/Lex_Arminia_de_levandis_censorum_oneribus_\(Nova_Roma\)](http://www.novaroma.org/nr/Lex_Arminia_de_levandis_censorum_oneribus_(Nova_Roma))
- J. *lex Arria de censu civium aestimando* (Nova Roma):
http://www.novaroma.org/nr/Rogatio_Arria_de_censu_civium_aestimando
- K. *Senatus consultum de provinciis ordinandis* (Nova Roma):
http://www.novaroma.org/nr/Senatus_consultum_de_provinciis_ordinandis
- L. *Senatus consultum de relationibus praesidum provinciarum* (Nova Roma):
[http://www.novaroma.org/nr/Senatus_consultum_de_relationibus_praesidum_provinciarum_\(Nova_Roma\)](http://www.novaroma.org/nr/Senatus_consultum_de_relationibus_praesidum_provinciarum_(Nova_Roma))

I. The following is a table of all tasks for the strategy period. It shows traceability back to functions and strategic objectives.

Serial	Strategic Objective(s)	Function	Activity	Activity Type	Priority	Tasks
1	P1, P2	1	Provide opportunities and distribute work through the appointment and performance management of staff.	BAU	***	I. Maintain a task register. II. Develop and maintain a performance management cycle and evaluation system.
2	P5	2	Manage day-to-day administration and organisation of the province.	BAU	*****	I. Maintain financial ledger and accounts. II. Establish and maintain a citizen recruitment and onboarding procedure. III. Maintain an event planning process. IV. Develop a social media presence and associated management process.
3	P1, P5	3	Arbitrate provincial conflict and oversight the judicial process.	BAU	***	I. Maintain local citizen acta. II. Provide a citizen complaint handling process.
4	P5	4	Collect, store, and manage the safety and security of local citizen data.	BAU	*****	I. Maintain a local register of citizen details.
5	P4, P5	5	Forge partnerships through the cultivation of local legions in the province.	BAU	**	I. Establish and maintain a liaison communication process. II. Establish and maintain a repository and review process for formal agreements.
6	P1, P4	6	Manage the local law and <i>tabularium</i> to provide structure and guidance to the province.	BAU	****	I. Update the Nova Roma website with local legislation. II. Develop and maintain a legislation review process and quality management system. III. Develop and maintain a recommended suppliers list.

7	P1, P2, P3	7	Introduce and support new probationary citizens through their first 90 days and examination.	BAU	**	I. Establish and maintain a provincial education program.
8	P5	8	Provide a link between provincial citizens and the censorial office, encouraging and aiding citizens to complete the census.	BAU	***	I. Provide and maintain a citizen support mechanism. II. Develop and maintain a message and communication procedure.
9	P1, P4	9	Develop and oversight small local communities.	BAU	**	I. Develop and maintain local communication and reporting process with municipalities. II. Maintain common repository for all local communities.
10	P2	10	Recognise the achievements of citizens and offer avenues for development and learning opportunities.	BAU	*	I. Establish and maintain an award framework and selection committee. II. Establish and maintain a provincial council. III. Develop and maintain a useful resource list.
11	P1, P5	11	Maintain provincial activity status and provide senate reporting as required.	BAU	**	I. Draft yearly report to the Senate. II. Collate record of events from citizen initiatives and municipalities.
12	P4, P5	Enabler	Obtain public liability insurance.	DAI	***	I. Develop and maintain organisation rules. II. Develop risk management plan. III. Prepare and submit organisational information.
13	P4, P5	Enabler	Incorporate as a not-for-profit.	DAI	*	I. Develop and have an approved charter letter. II. Prepare corporation documentation. III. Establish and maintain an independent bank account.