

Business Plan

2012 - 2016

STRATEGIC OBJECTIVE 1

ABM will inspire in Australian Anglicans a deeper engagement and understanding of mission, grounded in ABM's relationships with its partners.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 1.1 To build a scalable Pilgrimage program with an emphasis on healthy partnership, learning and sustainability. | To offer 5-6 scheduled pilgrimages each year that enables 100 people to engage directly with ABM's partners.  | Number of pilgrimagesNumber of participantsEvaluations of destination communities and pilgrimage participants. |
| 1.2 To grow strong relationships with Australian Anglican Schools  | To engage with the Anglican Schools Commissions and with Anglican Schools Australia. .To equip school chaplains and religious educators through pilgrimage opportunities and the production of specific resources for schools. | Number of Anglican Schools Commissions working in partnership with ABM.Number of Anglican Schools actively using ABM resources.Number of school chaplains and religious educators with direct experience of ABM's partners. |
| 1.3 To provide pathways for ordinands to grow their understanding of mission and engage with ABM and our partners. | Build upon current relationships with Australian theological institutions.Develop a missiology unit for teaching in theological institutions | Number of ordinands with direct experience of ABM's partners.Material available and adopted by a theology college |
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STRATEGIC OBJECTIVE 2

ABM will empower our partners to share their own experiences of mission to enthuse Australians.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 2.1 To support and encourage ABM's partners in their experiments with storytelling. | Implement a process to ensure that ABM is aware of media and stories being produced about the work of our partners.Where appropriate, make these stories accessible to ABM's audience. | Index of partner stories produced by third parties.Number of new stories available to ABM's audience. |
| 2.2 To equip ABM's partners with the resources, tools and skills necessary to effectively communicate their stories to an Australian audience. | Beginning with one partner, ABM will work to embed education into our partnerships so that communication about mission is not something that this done 'for' our partners but rather something that is done 'by' and 'with' our partners. | Number of stories created by ABM's partners.Number of partner visitors to Australia.Number of partnerships where ABM provides storytelling support. |
| 2.3 To continue to produce high quality stories about the work of ABM's partners that educate and stimulate the Church in the responsibility of mission. | To continue to produce videos which focus on ABM's partners and projects.To produce resources which specifically seek to increase understanding of concepts like Mission and Development. | Number of videos produced.Number of people viewing ABM education content. |

STRATEGIC OBJECTIVE 3

ABM will be the mission organisation of choice for

Australian Anglicans.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 3.1 To emotionally engage with supporters through all publicity material | Choose emotive words and images to convey our message | People feel connected to ABM with their heart as well as their mind |
| Use our committees as test groups to get their feedback. | At least 75% of the feedback is positive on emotional impact |
| 3.2 To deploy a visible Christmas and Easter campaign in Anglican parishes and schools | Devise a Christmas Tree gift that supporters can purchase in lieu of a material gift that could be hung on the organisations Christmas Tree | ABM Gifts are being used in Schools and Churches on their Christmas Tree |
| Devise an Easter Giving Campaign that supporters can purchase in lieu of traditional Easter Eggs that people can add to an Easter Basket in the Church or School | ABM Easter Baskets are full of people’s gifts to their family and friends. |
| 3.3 To create ABM Champions. | Engage appropriate tactics and work with the Education department to identify people that love ABM. | To have 20 people in each diocese and 80 people in the archdioceses that we can call upon to engage with the public. |
| 3.4 To devise a visible ABM product outside churches and in schools (such as Anglicare’s Clothes Collection bins) | Look into the logistics of collecting the public’s old mobile phones, old CD’s and recycle options | Feasibility of such a proposal established |
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STRATEGIC OBJECTIVE 4

ABM will double the annual funds raised from individual supporters and non government funding during the term of this strategic plan.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 4.1 Double the number of active individual donors in the Anglican community | Identify high-profile Anglicans, or high profile ABM supporters who are in the new demographic of 40’s and 50’s who we can call upon to lead an annual campaign.Organise diocesan and annual fundraising events that appeal to our targeted demographic (e.g.“Dunk the Vicar”, arrange school fetes, encourage safety at home and school events, etc) | 2011 to 2016 financial comparison and monitor annual income campaign by campaign Anglican School giving is being supported by parents and encouraged in the home |
| 4.2 Double the giving of Parishes | Work the existing database of supporters to its fullest capacity and increase the levels of effective contact Work closely with each ABM Committee to ensure that the ABM Brand is unified across the Dioceses Develop a network of ABM supporters in each parish | ABM receives more money from a smaller targeted market Income from Committee supported events more than doubles ABM is the Aid Agency of choice of Parish Councils |
| 4.3 Commence to build an awareness in secular society | An appropriate image for ABM in the secular world needs to be developed and promoted Organise more activities that appeal to a broad demographic such as a sponsored bicycle ride, Golf Days, etc Utilise electronic communications channels to best reach our target market | Non-Anglicans recognise the ABM image ABM sponsored events are being featured in the local secular press ABM has a strong online presence |

STRATEGIC OBJECTIVE 5

ABM will work closely with its Program Partners in building their capacity to deliver effective programs efficiently.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 5.1 Our partners are building strong churches that speak to their communities’ spiritual needs | Fund and manage programs that assist our partners in leadership, theological training and evangelismWhere necessary, and as asked for, provide wise counsel and mentoring to partner leadership | See Annual CtC Program of Work and BudgetCtC leadership to visit partners once per year |
| 5.2 Our partners are reaching out to their communities with projects that are appropriate to their developmental needs | Fund and manage programs that assist our partners to provide effective strengthening of local communities | See Annual ComDev Program of Work and Budget |
| 5.3 That ABM Country Strategies pursue a balanced holistic approach | That this aspect be part of a program’s or project’s regular review | Programs and Projects exhibit a spiritual and material dimension |
| 5.4 ABM’s partners will be accountable to and transparent with the communities they serve | Build partner capacity to be service-focussed with their local communities | Positive Community feedback |

STRATEGIC OBJECTIVE 6

ABM will enhance its commitment to Aboriginal and Torres Strait Islander ministry.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 9.1 The implementation of ABM’s Indigenous Reconciliation Action Plan | Create an effective steering group with authority to make progressProduce and have approved a final RAPRegister with Reconciliation AustraliaImplement the RAP | Group meeting effectivelyApproved RAPRegistrationSchedule of RAP targets being met and reported on annually |
| 9.2 Build and strengthen a partnership with NATSIAC as ABM’s partner in the development and implementation of the RAP and development of ABM’s Aboriginal and Torres Strait Islanders Program | Invite NATSIAC to ‘accompany’ us in this process with regular meetings and reports on progressEnsure ABM resources this partnership process | ABM’s Aboriginal and Torres Strait Islander partners meet at least annually |
| 9.3 In the interests of justice and autonomy, ABM is committed to working with our Aboriginal and Torres Strait Islander partners to ensure they have sustainable funding strategies for their activities | Discuss with partners ways in which this might take effectIn discussion with ABM’s Aboriginal and Torres Strait Islander partners, develop a sustainable funding strategy for each partner Commit ABM resources to this process | ABM, NATSIAC and Aboriginal and Torres Strait Islander Program partner conclude an agreement for the new relationship  |

STRATEGIC OBJECTIVE 7

ABM will have strong and open working relationships with all its Program Partners.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 6.1 The relationship between ABM and its partners is built on mutual personal trust and respect | Ensure sufficient visits of ABM staff to partners to ensure there is adequate time to listen to our partners concerns Ensure there are opportunities for partners to visit ABM in Sydney in order to expand the relationshipInstigate biennial round-tables between ABM and each partner  | At least 2 visits by ABM staff to each partner per yearAt least 2 ABM partners to visit Sydney each yearEnsure that the meetings are held |
| 6.2 Proactively manage the relationships | Conduct an internal ABM assessment of each partnership detailing strengths and weaknesses | List the partner relationships in need of care and how each issue will be addressed |
| 6.3 When stressors to partner relations arise ensure that our response is prompt, sensitive and transparently fair | Ensure an appropriate procedure for dealing with situations is in place | Relationships with partners survive problems that arise |

STRATEGIC OBJECTIVE 8

ABM will have high quality programs facilitated by systems which reflect best practice.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 7.1 That ABM employs best practice procedures in all that it does | Fully integrate the strengths-based approach into all aspects of partner program workSystematise Planning, Monitoring, Evaluation and Learning frameworks across all ABM’s programsSystematise capacity assessment and capacity development across all partnerships (incl. mngt) | All partners are using a strengths-based approach to their development programming and their church growthABM has a consistent PMEL framework and is using it with all our programs.Each of ABM’s partners will have grown their capacity and their programs significantly |
| 7.2 ABM projects are willing to “look outside the box” for improvement | Encourage partners in innovative activities | Partners will be confident to innovate and grow |
| 7.3 Mainstream four cross-cutting issues in all programs (gender, protection, disability, environment) | Encourage partners in this mainstreaming process | All partners have mainstreamed these issues into their development programming |

STRATEGIC OBJECTIVE 9

ABM will be part of a strong network of related organisations and be recognised as a leading exponent of holistic mission.

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| GOALS | ACTION PLANS | PERFORMANCE INDICATORS |
| 8.1 Forge strategic links on development and holistic mission practice as appropriate with other Anglican NGOs, other Australian NGOs, Anglican mission agencies, Anglicare organisations, Fresh Expressions and local churches | Proactively seek to engage other organisations in dialogue | ABM is an active member (leader) of Church Agencies Network, Anglican Alliance, selected Anglican Social Service organisations and other mission organisations as appropriate |
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| 8.2 Forge links with mission officers, social justice, environment and outreach departments in ACA dioceses, and with ordinands and missiology departments in theological colleges | Proactively seek to engage other organisations in dialogueContribute to missiology publications, organise and present at mission conferences | ABM is an active member (plays a leadership role?) in Anglican Women’s, Environment and Social Justice networks, and has links with ordinands and missiology departments in three theological colleges 3 articles published per year2 mission conference presentations |