

**Anglican
Schools
Australia**



STRATEGIC PLAN 2020



Anglican Schools Australia Strategic Plan 2020

Foreword

Anglican Schools Australia (ASA) exists to support and serve Anglican schools in fulfilling their Christian Mission. Knowing how best to achieve this comes from ongoing dialogue with our member schools. Such dialogue has led to the development of our second strategic plan, Strategic Plan 2020. This plan, which has grown out of the achievements of our first plan, Strategic Plan 2013-2016, will guide the network's development over the next four years.

The following five key priorities, form the basis of our plan;

- Creating opportunities for ongoing collaboration and mutual support
- Enhancing support for School Chaplains
- Stimulating discussion and sharing of knowledge about key issues and opportunities impacting Anglican schools
- Building the capacity of Anglican schools as contemporary Christian communities
- Strengthening advocacy for Anglican schools

Once again ASA's Management Committee, working under the expert leadership of facilitator, Dr Liz Pattison, developed the network's strategic plan. Feedback was sought from key stakeholders across Australia to ensure we stayed true to our core values. We believe our new strategic plan provides an inspiring vision and a clear pathway for our future intentions.

We commend Strategic Plan 2020 to you.

Jim Laussen
PRESIDENT

Our Core Purpose

Inspired by Christ, our core purpose is to support and serve Anglican Schools in fulfilling their Christian Mission.

Our Vision

Anglican Schools Australia is a strong network of the Anglican Church, cohesive in connectedness, respectful of diversity and faithful to our Christian mission.

Our Core Values

We operate by Gospel Values, emphasising:

Service	Supporting the needs of our member schools in the spirit of servant leadership
Inclusivity	Respecting the diversity of Anglican schools and their communities
Integrity	Being ethical, honest and transparent
Courage	Standing up for our beliefs
Justice	Acting justly and fairly
Generosity of Spirit	Treating others with love and kindness



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Our Key Priorities

Building on the achievements arising from our last Strategic Plan, our key priorities for the next four years focus on:

- Creating opportunities for collaboration and mutual support, including connecting members between ASA conferences;
- Enhancing support for School Chaplains, recognising that ASA is one of their major collegiate networks;
- Stimulating discussion and sharing of knowledge on key issues and opportunities impacting Anglican schools;
- Undertaking collegial research and development projects which build the capacity of Anglican schools as contemporary Christian communities;
- Strengthening advocacy for Anglican schools with a particular focus on Government and the Church;
- Building alliances to extend our horizons including social justice partnerships with Anglican agencies and the benefits of extending our network to embrace New Zealand Anglican schools; and
- Being open to new ways to support the work of Anglican schools as faith-inspired communities of learning.

Our Core Activities

The Strategic Plan is delivered through three Core Activities, all contributing to the Christian life of Anglican schools:

- Collegiality and Collaboration
- Research and Development Initiatives
- Advocacy and Alliances

Enabled by:

- Marketing and Communication
- Leadership and Administration

Core Activity 1 Collegiality and Collaboration

Outcome

Strong collegiality and collaboration between people involved in Anglican schools, focusing on the spiritual, moral and values related aspects of an Anglican education.

Overall Performance Measures

- The extent to which people involved in Anglican schools value opportunities for collegiality and collaboration enabled by ASA.
- Attendance at ASA conferences, including number of first-time attendees.
- Level of involvement in ASA networking initiatives other than conferences, including engagement through social media, newsletters, website, etc.

Objective	Action Plans	Key Performance Indicators
1.1 To continue to develop ASA conferences as a valued source of inspiration, knowledge, collegiality and collaboration for Anglican schools.	1.1.1 Attract more Principals, Chaplains, Governors and a greater diversity of staff to ASA conferences, including researching: <ul style="list-style-type: none"> • Attendance statistics by state; • Reasons for not attending; and • Ways to position the ASA Conference as essential to all Anglican Schools. 	Research completed and actioned. Number of Principals, Chaplains, Governors and other staff attending ASA Conferences.
	1.1.2 Embrace those people attending the annual Conference for the first time, including introducing a welcome event for first-time attendees.	Feedback from first time participants.
	1.1.3 Explore ways to continue connection and collaboration between conferences, including for example: <ul style="list-style-type: none"> • Webinars. • One day events. • Short papers on key topics and principles of practice which stimulate engagement and discussion. • Regular, relevant Facebook posts. 	Number of initiatives and level of engagement.
	1.1.4 Ensure the standard of ASA conferences is maintained, including regularly updating the Conference Planning Template.	Feedback from conference participants.

Collegiality and Collaboration (continued)

Objective	Action Plans	Key Performance Indicators
1.2 To strengthen sharing, networking, learning, inspiration and service.	1.2.1 Assist collegiate networks to develop and grow, including: <ul style="list-style-type: none"> Fostering national-level participation in State and Diocesan Anglican schools' networks and events. Supporting the Chaplains' Facebook community. Creating appropriate ASA networks, eg Religious Studies Teachers, Chairs of School Boards. 	Number of opportunities for ASA schools to collaborate nationally. Number of new collegial initiatives. Member feedback.
	1.2.2 Welcome new Anglican school Principals, including: <ul style="list-style-type: none"> Developing an ASA welcome pack. ASA State representatives meeting new Principals, offering support, creating linkages and promoting the benefits of the network, including the conference. 	ASA welcome for new Principals introduced. Feedback from new Principals.
	1.2.3 Continue to foster sharing of policies, programs, initiatives and best practice between schools, eg: <ul style="list-style-type: none"> Service learning programs. Mission and social justice initiatives. Religious Studies curriculum and professional development. Development of relationships between schools and parishes. 	Number of programs and initiatives promoted through the ASA website, social media, conferences, events and member communication. Member feedback.
	1.2.4 Explore an ASA conference or gathering for student leaders.	Outcomes of investigation actioned as appropriate.
1.3 To strengthen collaboration and support for School Chaplains.	1.3.1 Continue to enhance communication networks for School Chaplains, including: <ul style="list-style-type: none"> Development of ASA State Chaplain Representatives as a collaborative group. Financially supporting the Chaplains' Network State Representatives to meet once a year outside the conference. Networking through social media. Exploring collaborative networks involving School Chaplains, School Psychologists and Counsellors. 	Level of participation in chaplaincy networks.
	1.3.2 Continue to support the Chaplaincy Shadowing Programme.	Level of participation. Participant feedback.
	1.3.3 Support the development of an induction pack for new Chaplains.	Induction pack introduced.



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Collegiality and Collaboration (continued)

Objective	Action Plans	Key Performance Indicators
	1.3.4 Continue to support chaplaincy training through the Centre for Chaplaincy Studies and explore local training initiatives, including support for teachers training for ordained ministry.	Level of participation. Participant feedback.
	1.3.5 Continue to assist member schools with chaplaincy recruitment internationally and explore local recruitment opportunities.	Level of recruitment achieved.

Core Activity 2 Research & Development Initiatives

Outcome

Collaborative projects and research that build the capacity of Anglican schools as Christian communities.

Overall Performance Measure

- The extent to which people involved in Anglican schools value projects and research enabled by ASA.

Objective	Action Plans	Key Performance Indicators
2.1 To develop and support collaborative projects and research that build the capacity of Anglican schools.	2.1.1 Initiate one R&D project per year, engage members, present at the ASA Conference and publish outcomes.	Research projects presented and published. Member feedback.
	2.1.2 Introduce a series of short discussion papers to provide information, build knowledge and share principles of practice on key topics relevant to ASA schools.	First discussion papers completed; then regular publications. Member feedback.
	2.1.3 Carry out a collaborative project to define what it means to be an Anglican school.	Project completed and published.
	2.1.4 Continue to explore how Anglican schools can "Close the Gap" in education for Indigenous students as a social justice imperative, including sharing current initiatives in our schools.	Progress achieved in education for Indigenous students across ASA schools.
	2.1.5 Explore and promote the various models of chaplaincy, valuing diversity.	Chaplaincy models researched and promoted.
	2.1.6 Continue to build leadership capacity in Anglican schools, including support for new and emerging school leaders.	Leadership development initiatives introduced or supported. Participant feedback.
	2.1.7 Research and publish stories of former students of Anglican schools who became School Chaplains or took up particular ministries.	Stories published. Member feedback.



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Research & Development Initiatives (continued)

Objective	Action Plans	Key Performance Indicators
2.2 Carry out research of member needs and gain feedback on ASA initiatives.	2.2.1 Survey members from time-to-time on matters of relevance. Analyse and publish results and action as appropriate.	ASA survey results published and actioned.

Core Activity 3 Advocacy and Alliances

Outcome

Increased profile, recognition and influence to enable Anglican schools to deliver a high quality, faith-inspired education which contributes to the achievement of an equitable and just community.

Overall Performance Measures

- Incremental increase in opportunities for advocacy.
- Benefits from alliances.

Objective	Action Plans	Key Performance Indicators
3.1 To achieve a stronger influence with government in matters affecting Anglican schools.	3.1.1 Further develop relationships with government to promote Anglican schools and ensure: <ul style="list-style-type: none"> • Government engages with the ASA on key issues; and • Government does not make decisions that are detrimental to Anglican schools. 	Outcomes of advocacy with government.
3.2 To achieve recognition of schools as essential ministries in the life of the Anglican Church.	3.2.1 Work to achieve a voice at General Synod and encourage school representation on all Diocesan Synods and key Anglican Working Groups.	Level of representation achieved.
	3.2.2 Maintain and develop ASA relationships with Senior Bishops.	Level of involvement.
3.3 To increase capacity and collaboration in relation to social justice advocacy.	3.3.1 Collaborate with the Church and Anglican agencies to develop a position and work together on key social justice issues.	Social justice collaborative opportunities provided.
	3.3.2 Assist social justice initiatives in schools by regularly providing an updated list of Anglican social welfare agencies and projects to support locally, nationally and internationally.	List provided and accessed.
3.4 To develop alliances and relationships to increase the capacity of ASA to support and serve members.	3.4.1 Develop opportunities through engagement with Anglicare Australia and the Anglican Board of Mission-Australia including joint initiatives and research at the national level.	Joint initiatives and research carried out.

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Advocacy and Alliances (continued)

Objective	Action Plans	Key Performance Indicators
	3.4.2 Further develop the relationship with New Zealand Anglican Schools, including: <ul style="list-style-type: none"> • Inviting participation in ASA conferences. • Collaboration on joint initiatives and exchange of ideas. • Inviting New Zealand schools into membership of ASA. 	Outcomes of the relationship with New Zealand Anglican Schools.
	3.4.3 Continue to work with the Independent Schools Council of Australia (ISCA), including gaining recognition within ISCA for the size and scope of the Anglican schools network.	Outcomes of relationship with ISCA.
	3.4.4 Continue to develop beneficial corporate alliances to support member schools, eg joint purchasing agreements	Financial benefit achieved.

Enablers

Outcome

ASA is a sustainable organisation with the capacity to deliver the Strategic Plan.

Enabler	Action Plans	Key Performance Indicators
4.1 Marketing and Communication	4.1.1 Investigate introducing an Anglican Schools' Celebration Week.	Investigation completed and action as appropriate.
	4.1.2 Use ASA's work on "what is an Anglican school" to explore ways to promote the national brand.	Level of promotion of the national brand.
	4.1.3 Further develop ASA's Communication Strategy including: <ul style="list-style-type: none"> Building awareness of current communication channels, especially the ASA website, "ASA News" and social media (eg Facebook). Encouraging contributions to "ASA News" and indexing articles to be searchable from the ASA website. Developing social media for internal networking and collaboration. Exploring how to gain greater profile with the Federal Government as a major network of schools. 	Number of initiatives and level of participation. Feedback from members.
4.2 Leadership and Administration	4.2.1 Develop the financial sustainability of ASA including: <ul style="list-style-type: none"> Implementing the Business Plan. Exploring alternative sources of income. Reviewing the budget annually and ensuring it is aligned to the Strategic Plan. 	Financial capacity to operate the organisation and deliver the Strategic Plan.
	4.2.2 Ensure succession planning for key positions on the ASA National Management Committee.	Capacity to fill positions on the National Management Committee.
	4.2.3 Explore ways of further connecting the National Management Committee between the four meetings per year.	Appropriate level of connection achieved.