

Strategic Plan 2016 to 2020

The Anglican Mission Board

This strategic plan was developed by the Board of Trustees of the Anglican Missions Board (AMB) to provide a disciplined and coordinated approach to the management of the work of the AMB for the period from 2016 to 2020. It was unanimously blessed by the Board with an emphatic 'Amen' on the afternoon of the 20th April 2016.

This plan is a living, working document and as such will need to be reviewed and updated annually to measure and track performance, and to ensure that the major goals and themes identified herein, are consistent with the vision, mission and values of the AMB.

This agreed plan will be supported and delivered through an annual operations plan which is the responsibility of the CEO of the AMB.

For any further details relating to this plan please contact:

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Background Statement

The Anglican Missions Board enables the Anglican Church in Aotearoa, New Zealand and Polynesia, in a spirit of partnership, to share in the global dimension to Christ's mission of proclaiming the Gospel, nurturing believers, responding to human need, transforming society, and caring for creation.

The Anglican Missions Board of the Church in Aotearoa, New Zealand and Polynesia (commonly known as Anglican Missions, AMB, or the Board) first established by the Church in 1919 and incorporated as an Incorporated Charitable Trust in 1922 coordinating the overseas mission of the Church. In 1998, the Board's Canon was reviewed and updated to reflect the 3 Tikanga composition of the Church with AMB's coordination of overseas mission being funded primarily through giving from parishes and rohe, with additional support coming from trusts, bequests and individuals.

In 2008, the Board was registered as a charitable entity with the Charities Commission in accordance with the Charities Act 2005. As an organisation we steadfastly seek to activate and mobilise the Anglican Church to focus on faith in action, mission. We do this by seeking prayer, support and resources from our New Zealand church community and working through our well established partners to deliver real positive impact and change for good, in areas of greatest need.

OUR MISSION

The Mission Statement of the Board declares that the Anglican Missions Board enables the Anglican Church in Aotearoa, New Zealand and Polynesia, in a spirit of partnership, to share in the global dimension of Christ's Mission. It does this by:

Mobilising the Church to pray, give, go and support the global missions of our Church, and to tell mission stories.

Partnering for effective mission with Partner Churches worldwide, Tikanga mission enterprises, and associated Anglican and ecumenical mission agencies.

Resourcing effective mission with financial and cultural integrity; resourcing partnerships, emergency response, especially in our region, poverty projects; and acting as an agency for our diverse church.

OUR VISION

A primary focus for Anglican Missions is the Anglican Consultative Council's Statement of Mission now incorporated into the Constitution of this Church. Anglican Missions promotes this focus and encourages the church to:

Evangelise: Proclaiming the good news of the Kingdom.

Nurture: Teaching, baptising and nurturing the Christian Faith.

Serve: Responding to human needs by loving service.

Transform: Transforming the unjust structures of society.

Preserve: Preserving the integrity of creation for future generations.

OUR VALUES

In our work we commit to:

Being professional, open and honest.

Manaakitanga -

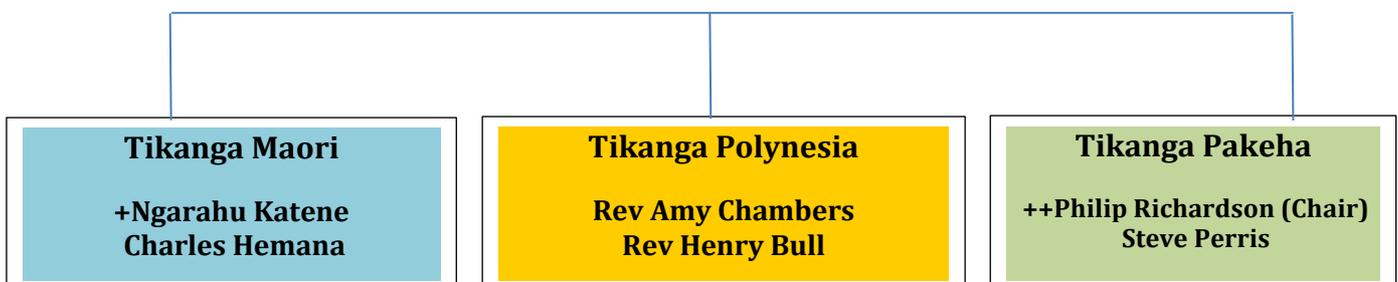
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These explicit values are part of who we are, and how we work with each other and all those we come into contact with. We name our values so that we can have mature and open conversations about behaviour and to provide all people with the opportunity to hold us to account, to ensure we do what we say we are going to do. We are committed to being effective in our mission and acting in accordance with our values helps us deliver better outcomes.

Management Board and Staff

The Board is appointed by the General Synod Standing Committee as specified within Canon IX, Title B. GSSC appoints members to fulfil a skills matrix developed by the Board.

Governance Structure - AMB Board of Trustees (9)

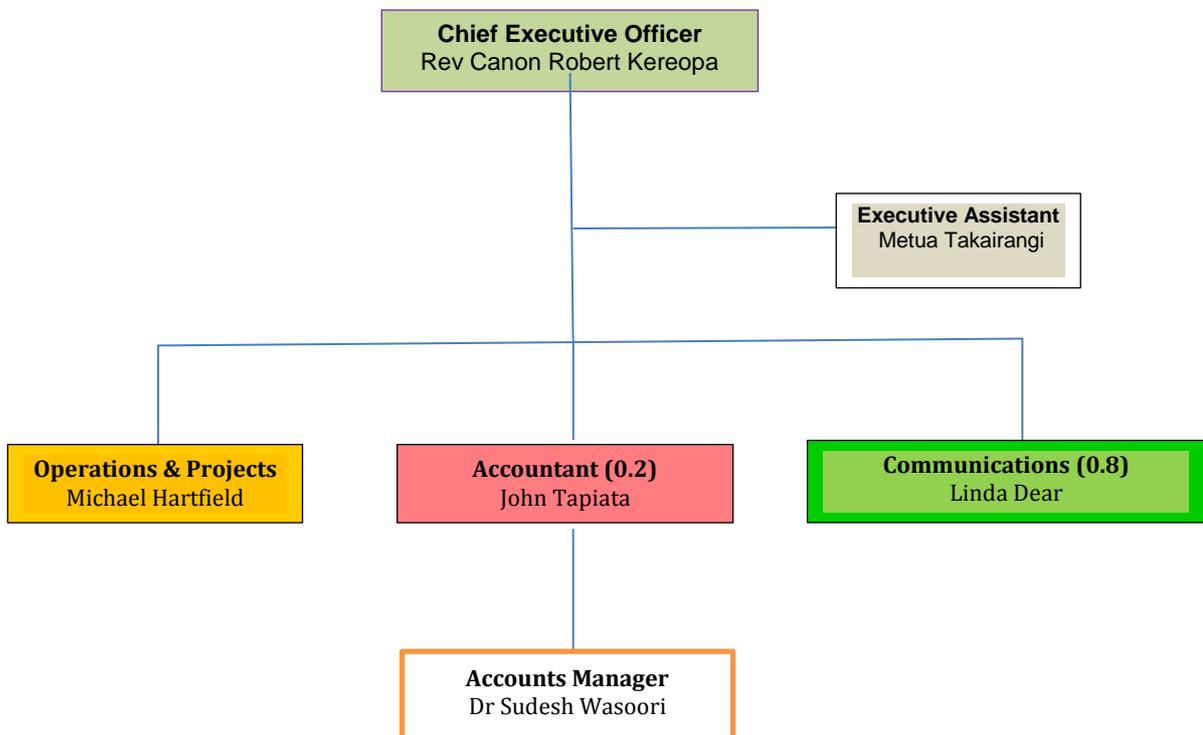


Archbishops' Appointment: ++Winston Halapua

NZCMS Appointment: Rev Steve Maina

General Secretary: Rev Michael Hughes

Management Structure



Mission Partnerships

We act and deliver services through a small group of trusted and proven delivery partners specified within the Board's Canon. Those partners are:

TIKANGA MISSIONS COUNCILS:

Tikanga Pakeha Missions Council
Tikanga Maori Missions Council
Tikanga Pasifika Missions Council

SCHEDULE I: ASSOCIATED BODIES

1. The New Zealand Church Missionary Society (incorporating The South American Missionary Society New Zealand)
2. The Diocese of Polynesia.
3. The Anglican Church of Papua New Guinea.
4. Sharing of Ministries Abroad New Zealand. (In recess)

SCHEDULE II: PARTNERS IN MISSION

1. The Council of the Church in East Asia. (inactive)
2. The Church of Pakistan.
3. The Anglican Church in Tanzania.
4. The Anglican Church in Melanesia.
5. The Episcopal Church in Jerusalem and the Middle East.

SCHEDULE III: RELATED ORGANISATIONS

1. The United Society for the Propagation of the Gospel (for the purpose of supporting Missionaries from New Zealand).
2. The Society for Promoting Christian Knowledge New Zealand.

3. The Bible Society in New Zealand.
4. The New Zealand Anglican Chinese Mission.
5. The Mission to Seafarers in Oceania.
6. Christian World Service.

And other important partners including but not limited to:

- The Australia Board of Missions
- The Anglican Alliance
- Anglican Overseas Aid
- Episcopal Relief and Development
- Anglican Indigenous Network
- Companion Dioceses

SWOT Analysis

This is an overview of the AMB strengths, weaknesses, opportunities, and threats as perceived by members of the team. This honest self-assessment is a useful tool to help us plan our work based on what we know works well, and what we need to focus on in order to improve our chances of success.

Internal Strengths	External Strengths
High levels of trust and credibility with our mission delivery partners	We are well trusted to deliver and we are known to do what we say we will do
We have a small effective team both at AMB and within our key trusted partner network	We are experts in cross cultural needs based service delivery and the 'way' we do what we do is deeply appreciated by recipient communities.
We have loyal and willing supporters from parishes who deliver funding and other forms of resources support to enable us to do our work	

Internal Weaknesses	External Weaknesses
Our Board has not been working as well as we need it to and we all agree that change is needed	Church and parish engagement in Mission. This is lay, clerical and parishioner engagement. Talking about it in practical terms, doing it, getting involved

Internal Opportunities	External Opportunities
Full implementation of the Governance review work we have done.	Ongoing intentional strengthening of key mission delivery partnership relationships i.e. NZCMS. This is about being present face to face, it is about relationships, dialogue and understanding, not just money.
Strategic Planning, the development and monitoring, evaluation and reporting on this plan and the subsequent operations plan that comes from it	The opportunity to significantly improve our reporting and storytelling especially to our key stakeholders and donors (Parishes and Rohe) thereby inspiring greater engagement and understanding of our mission and the outcomes and impacts that it delivers.
The openness and willingness of the Board to review its own structure and performance and	

to work together to make things work better.	
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Internal Threats	External Threats
We can become spread too thin and need to remain steadfastly focussed on the big things that really make a difference	We operate in a highly fragmented and competitive market with hundreds of other charities and providers. Coordination within the church is hard and we want to be very sure that what we do is not duplicating other agencies work.
	If we are committed to giving people a 'hand up' and not a 'hand out' we need to be careful we are not always in reactive mode, firefighting the next crisis, but instead, that we are implementing long term programmatic work that will deliver enduring solutions
	Legal compliance risks and making sure we have ourselves, our plans and processes in order i.e. the new Health and Safety Legislation

Major Goals

This is a statement of our overarching aspirations as an organisation. Put simply, these are a broad statement of intent. We choose these goals because we believe they will deliver the greatest impact we can, in the fulfilment of our mission, and consistent with our values.

1. To actively enable, explain, support and promote mission in all its forms to our 3 Tikanga Church. This is about sharing the detail of our missions and what it looks like when we do them. What are the outcomes that are delivered, how it is done, why it is done, how people can get involved?

Strategy	Action Step	Person/s	Year	Completion	Evaluation
1.1 Actively enable parishes and rohe to Pray for Missions	1. Provide prayer resources to help focus the church on mission priorities.	CEO	1Q each year.		Partners in Prayer published
1.2 Actively enable parishes and rohe to Give \$ for Missions	Assist Tikanga Missions Councils to actively report on the outcomes that have been delivered and to set challenging mission targets for parishes and rohe. Encourage dioceses to establish diocesan policies to see Mission tithes to AMB set at a level commensurate with their size and ability to contribute to missions.	CEO Board members on TMCs Board member bishops to encourage fellow bishops to set parish tithes to AMB. Board Member portfolio	Ongoing		Diocesan Mission targets set and AMB budgets met Mission tithing formulae set.
1.3 Actively enable parishes and rohe to partner with Mission	Design and deliver, with mission partners, a programme of project support, deputations and short	CEO Board members on TMCs	2017 for Wellington as trial, review Nov17.		New Projects publication produced. NZCMS

partnerships and projects.	term mission partnership visits.	NZCMS Board members (for Deputations and Mission Partner placements).			Deputation program Short Term Visits growing partnerships Strategic placement of Mission Partners
1.4 Engage and reach out to Parishes and Rohe	Encourage the development of Annual Plans for TMCs and DMCs to engage with Parishes and Rohe Board members to actively engage with Parishes and Rohe within their own Networks.	CEO Board members on TMCs and NZCMS All Board members with Parish/Rohe Networks	1Q 2018		TMCs' and DMCs' plans implemented. Growth in Parish/Rohe engagement producing giving commitment, new partnerships and projects.
1.5 Play a leadership role to promote and enable all mission during a 'Decade of Mission'	Play an active role within the 'Decade of Mission' Commission. Champion Church Growth during a DOM (transferred from Risk Map)	CEO All Board members	4Q2017 review.		Highlight Overseas Mission oppys during a DOM Board members promoting Church Growth during a DOM Encourage a Compelling DOM Report to GS/THW2018

What resources will be required to achieve this goal?

Building capability and capacity for collecting and disseminating stories that clearly tell of the impact our mission is having.

2. To promote and intentionally develop and mature our mission delivery partnerships with Partner churches; Tikanga Missions enterprises(plus Dioceses and Parishes); Anglican mission organisations (and Mission Partners); and St Johns Theological College

Strategy	Action Step	Person/s	Year	Completion	Evaluation
2.1 Engage with and reach out to: 1. Partner Churches 2. Tikanga	Share our new plan and discuss specific measurable and achievable ways that we can work together	CEO Board members on TMCs	Ongoing		AMB reps meet with Regional Partners at least every 2 years; other

<p>Missions Enterprises</p> <p>3. Anglican mission organisations esp. including NZCMS</p>	<p>to make things better</p> <p>Encourage Regional Mission Cooperation (see 2.4)</p>	<p>and DMCs</p> <p>NZCMS Board members</p>			<p>global partners at least every 3 years.</p> <p>Board to meet with TMCs every 2 years</p> <p>Board to meet with NZCMS Board every year.</p>
<p>2.2 Focus on working effectively with and through our mission partnerships to identify and discern need and support work that meets that need</p>	<p>Starting with the community in need collaborate and work with mission partners to clearly define the need, the possible solutions and the agreed solution that will be implemented.</p>	<p>CEO</p>	<p>4Q each year budget approved</p> <p>1Q each year annual review</p>		<p>Regular project/event coordination and communication with Partners</p>
<p>2.3 Work with and fund key mission partnerships to deliver on the ground services as required.</p>	<p>This is our core business in terms of enabling the delivery of outcomes. Timely funding and management of processes is critical</p>	<p>CEO</p>	<p>4Q each year budget approved</p> <p>1Q each year annual review</p>		<p>Grant timetable</p> <p>Agreed and Approved Grant projects and programs</p> <p>Emergency protocols</p>
<p>2.4 Engage with and encourage Regional cooperation and new partnerships</p>	<p>Encourage the establishment of regional leadership and mission forums.</p> <p>Meet with key leadership forums to discuss regional cooperation.</p> <p>Develop a new partnership with the Church in Myanma</p>	<p>CEO</p> <p>Chair</p>	<p>4Q each year budget approved</p> <p>1Q each year annual review</p> <p>Myanma visit 2018</p>		<p>Feedback from Archbishops.</p> <p>Feedback from the Anglican Alliance</p>
<p>2.5 Work with the Anglican Alliance to address key priorities in our region including Climate change and Emergency response.</p>	<p>Give priority to Pacific regional meetings of AA.</p> <p>Cooperate with the AA on regional priorities.</p> <p>Cooperate with the AA for global and regional emergencies</p> <p>Develop a Climate Change project plan and implement in</p>	<p>CEO</p> <p>Chair</p>	<p>4Q each year budget approved</p> <p>1Q each year annual review</p> <p>Provide for new project in</p>		<p>Attend and report on meetings and strategies.</p> <p>Start Climate Change project.</p>

	response to GS/THW2016 resolution.		2017 Budget		
2.6 Engage and reach out to St Johns College and other training orgs to encourage missiological training and continuous mission professional development programmes.	Discuss possible reverse mission visits to St Johns to share with staff and students what mission means on the ground. Encourage SJTC to develop an ongoing mission professional development program for the Church during a 'decade of mission'	CEO Any Board members associated with SJTC or TB?	1Q2019		St John's TC Missions Engagement and Training Plan

What resources will be required to achieve this goal?

3. To tell the widest possible group of stakeholders within and outside of the Church what we do, why we do it and how they can get involved.

Strategy	Action Step	Person/s	Year	Completion	Evaluation
3.1 Stakeholder engagement plan	Identify stakeholders and what they need in order to be engaged, informed, educated or sent on missions	CEO	1Q2018		Research and Engagement Plan
3.2 Communications	Deliver annual report Deliver Mission Action twice each year. Deliver Annual Partners in Prayer Deliver Communications for Appeals & emergencies Provide an Up to date comprehensive website and social media platform. Deliver regular email newsletters	CEO	1Q each year review		Implement Communications plan.
3.3 Outreach and activation of Mission in the Church	Deliver 4 yearly Common Life Missions Conference AMB reps to visit Synods, dioceses, parishes and rohe to encourage mission Encourage TMCs and DMCs to deliver workshops and	CEO Board members on TMCs, DMCs and NZCMS.	2019		CLMC2019

	seminars promoting AMB and overseas mission.				
3.4 Public face and voice of mission	Work with the Provincial and diocesan communications journalists to deliver press releases and access to stories that can be told	CEO Chair Board members linked to dioceses and amorangi.	1Q each year review		Enlarge media profile.
3.5 Visibility of our missions – being seen doing what we do. Telling people who we are, being noticed by causal bystanders	Consider mechanisms such as branded high visibility safety jackets for all staff in disaster areas “Anglicans in Action”	CEO	2018		Visibility of AMB and Missions in general increased

What resources will be required to achieve this goal?

4. To ensure the sustainability of the AMB

Strategy	Action Step	Person/s	Year	Completion	Evaluation
4.1 Seek to develop and maintain long term sustainable funding relationships	Board member Bishops be encouraged to formally update and promote to the House of Bishops each year. Establish MOU with key funders such as H&WWMT and AAW		1Q2018 review		Report from Board member bishops as to feedback from the House of Bishops MOU with key funders
4.2 Look for and address new potential sources of funding	Develop and implement a Plan based on: A Survey of provincial diocesan and other church trusts and organisations. Investigating the potential with Anglican schools. Investigating the potential of individuals giving monthly and for bequests. Investigating the potential of proactively engaging with Climate Change		3Q2018		New Sources of Funding Plan

	advocacy and other advocacy possibilities.				
4.3 Seek to reverse the trend in a Declining Church	As per 1.5				

What resources will be required to achieve these goals?

Evaluation

How will we know if we are on track and delivering on our mission vision and values? This part of our plan is our best attempt to measure what we are doing and to honestly ask ourselves if we are on track. If we are not on track with some of the things we have been doing we will look at ways to stop doing those things and to refocus on doing the things that are working well.

Strategic Goal that this relates to	Relevant measures
3.2	Annual report Published
3.3	Conference held 2019
3.3	Annual diocesan Mission plans
1.1	Partners in prayer Published
1.4	Increase in Parishes with people involved in overseas mission – short term trips, projects adopted.
1.4	Increase in Parishes supporting specific missionaries – prayer and giving
1.2, 4.1, 4.2	Increase in financial giving – Number of Parishes and Dioceses meeting Targets, New sources of funding
3.2, 3.3, 3.4, 3.5	Story telling - hearing regular success stories
2.2, 2.3	Everyone who NZCMS wants to send, can be sent
2.2	Partners openly, demonstrably share back to us at AMB what's going on
2.2	Setting clear long-term partnerships – open, honest, transparent, mature relationships built on trust (not paternalistic). Inclusive long-term equity intentions. Not just receiver, also contributor.
1.3	Projects publication produced and Projects adopted by Parishes
1.3	NZCMS Deputation program
1.3	Short Term Visits growing partnerships
1.3	Strategic placement of Mission Partners
2.1, 2.4, 2.5	Prioritise and report on Partnership Consultation and engagement meetings and forums.
2.6	St John's TC Missions Engagement and Training Plan
1.5, 3.1, 4.3	Provide leadership and Champion Church Growth during a Decade of Mission.
2.3, 2.4, 3.2, 3.4	Annual meeting of the Board with NZCMS
4.1	Annual report from AMB member bishops on engagement with House of Bishops.
4.1, 4.2	Sustainable Funding Plan

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