

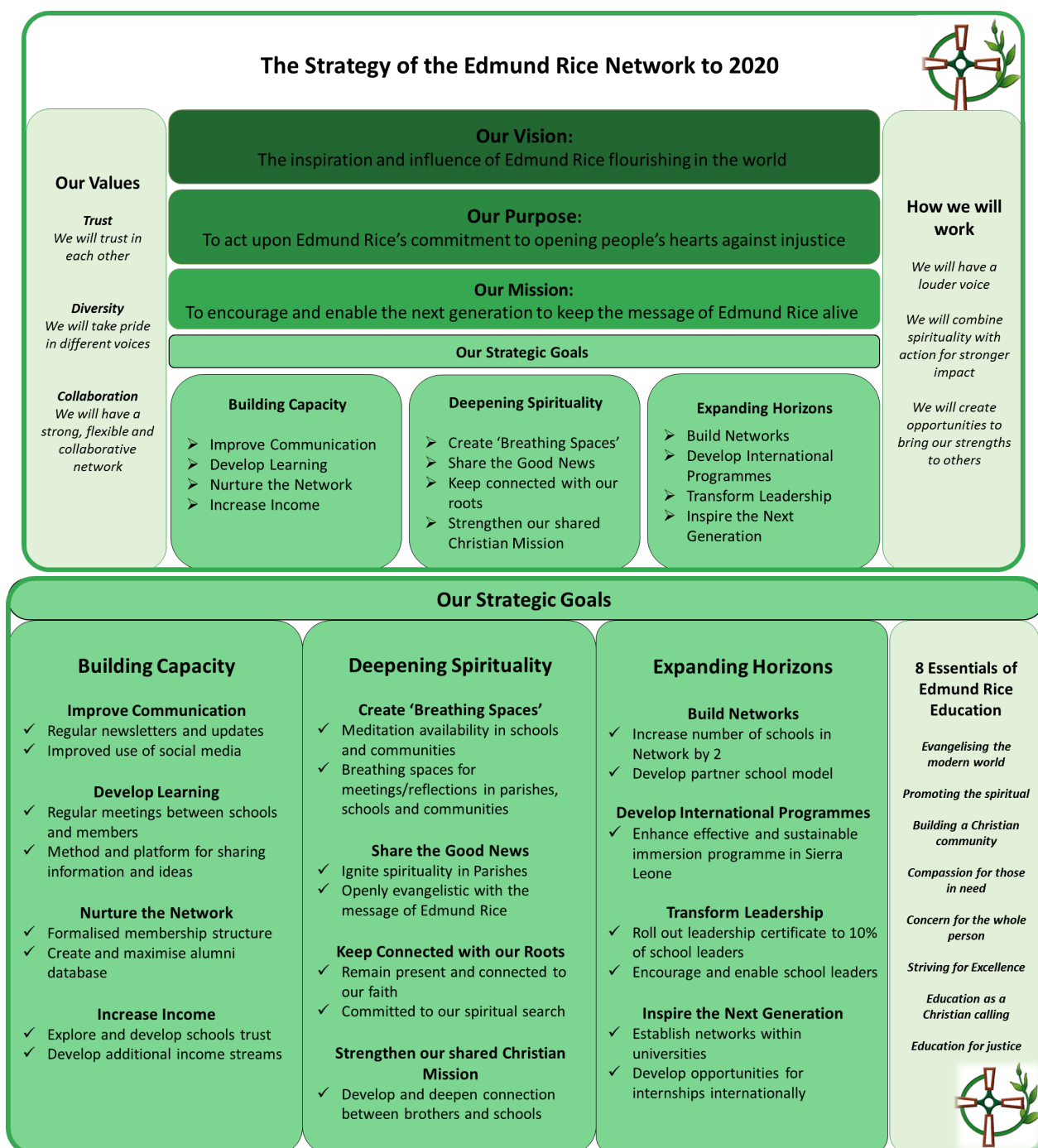


Edmund Rice Network Strategy Development March 2017



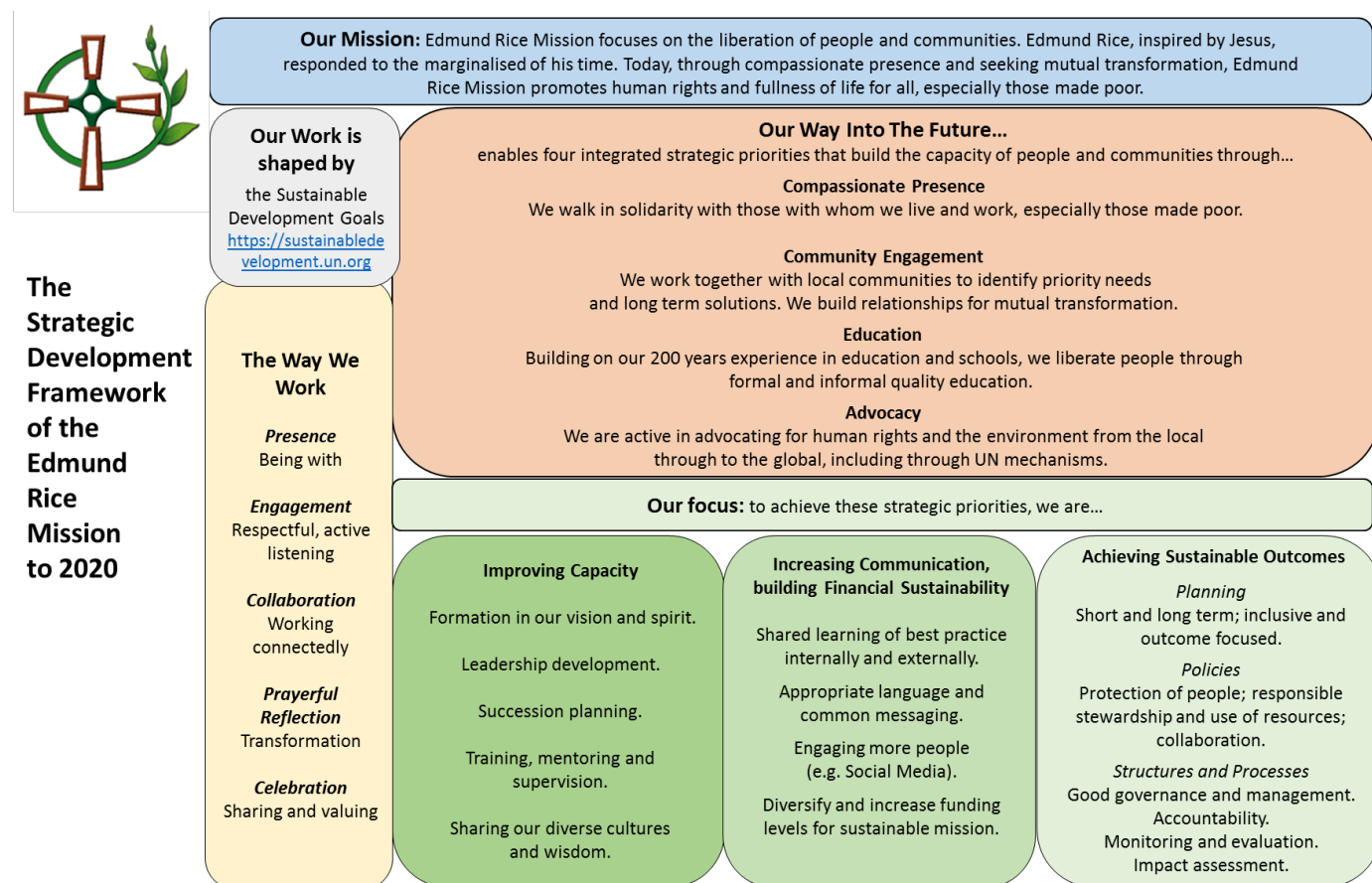
Summary

On the 6th March 2017, a group of members from the Edmund Rice Network (England) came together with Caplor Horizons to begin the process of developing the strategy for the Network to 2020. During this session, a number of activities and exercises were undertaken. This document is a summary of the key outcomes from the day. Overall, the day was a success. A large amount of progress was made towards articulating the purpose of the Network, its future vision and its strategic focus for the next three years. From the discussions and outputs of the day, we have endeavoured to produce a draft outline of a potential strategy. This is captured below:



Background

In 2015, Caplor Horizons worked with the wider Edmund Rice Congregation to develop a Strategic Development Framework of the Edmund Rice Mission to cover the whole movement. This is summarised below:



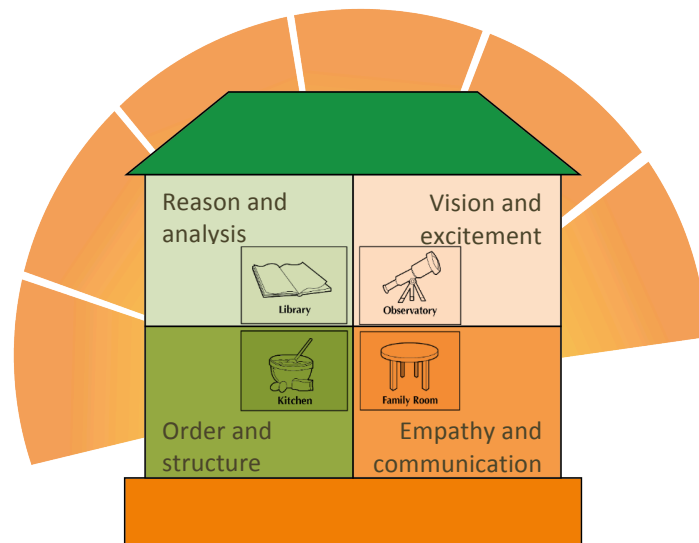
Building on our strengths

After taking part in an exercise that looked at individual strengths, the focus moved to look at the strengths of the Network. The many strengths that were articulated have been summarised below:

- Unity and purpose of Edmund Rice
- Counter-culturally charismatic
- Shared ownership and trust in each other
- Spirituality plus action
- Diversity and inclusivity
- Global connectivity and collectively
- People: everyone is important

Leading in the Caplor House

The next exercise that the group took part in was exploring their leadership preferences through the Caplor House Model. The Caplor House is a leadership and organisational effectiveness model that helps people to understand different leadership styles and preferences through the idea of four different 'rooms'.



After exploring their own preferences, and the balances and strengths of those in the room, the group articulated how this reflected the strengths and characteristics of the Network:

- We see ourselves as a family
- There is open dialogue throughout the Network
- We are not hierarchical

What animal are we: now and in the future?

In order to explore the various elements of the Network as well as its progression forward, the participants took part in a creative exercise that explored what animal the Network would be currently and what animal they would wish it to be in the future. In three groups, various different animals were created, however there was a great deal of overlap between the groups.

Currently, the Network was described as:

- Wise with a rich heritage
- Faithful, loyal and intelligent
- Diverse skills with a collective identity
- Counter-cultural
- Potential for increased pace and growth

The future description of the Network featured:

- Wide reaching
- Determination
- Flexible and dynamic to survive change
- All embracing
- Attractive to the outside world
- Unique
- Strategic

- A louder voice

With these characteristics in mind, it was proposed that the future animal of the Edmund Rice Network could be an eagle:

Edmund Rice Network – an Eagle!

Over the next three years, the Edmund Rice Network will transform into a soaring eagle. The eagle was seen as flying high and free, seeing the big picture. It uses its intelligence and previous experience to work strategically and to be responsive to its external environment. Its cry is heard far and wide. *It reaches out and travels far and wide with the gentleness and wisdom of Edmund Rice as well as his dogged determination to set the world on fire!*



Voyaging towards the future

To develop the future vision of the Network along with the strategic priorities to 2020, the participants took part in a voyage exercise:



The use of the ‘Voyage Board’ prompted various discussions, including:

1. What are our icebergs?
 - Splitting between the brothers and schools
 - The schools further away being less involved
 - A preoccupation with funding over ethos
2. What will be celebrated?
 - Inspired young people involved in network activities
 - Non-brothers involved in carrying the charism of Edmund Rice
3. Who do we need to collaborate with?
 - Greater unity and working purpose with schools
 - Wider network beyond schools
 - Recognition and celebration of world network
 - Develop leadership capacity within

To take this exercise further, the three groups were asked to consider three questions:

1. Why does the Network exist – what is its purpose?
2. What will success look like in 2020?
3. What are the most important areas of focus for the next three years?

When reporting back to the main group, it was evident that there was a great deal of overlap between the three smaller working groups.

For example, in discussion why the Network exists, many similar themes were talked about, including:

- To give an expression of the charism of Edmund Rice and keep it alive
- To respond to the needs of the modern day
- To link brothers and schools
- To connect schools to overseas
- To be a living expression of our faith and remain rooted in the spirituality of Edmund Rice
- To pass the structures of the network on to enable the next generation to continue with the Edmund Rice mission
- To open people's hearts to those oppressed by poverty and injustice
- To enable and inspire each other and others

Additionally, there were many overlaps with the areas of strategic focus for the next three years, for example:

- Nurturing and growing the Edmund Rice Network with better communication and coordination as well as improved clarity of mission
- Sustainability of the Network, specifically around the schools trust
- Expanding the Network and its reach with improved and new programmes, both in schools and beyond as well as leadership development
- Deepening and igniting spirituality within parishes, communities and schools

More details of these discussions have been captured on flip charts, which can be found in the annex of this document.

Research undertaken by nfpsynery in 2016 revealed that organisations with a strong 'Essence' benefitted from a more cohesive team, greater effectiveness in decision making and improved buy-in from supporters.¹

¹ <http://forum.caplorhorizons.org/pydio/data/public/bb753c>

The report defined organisation as made up of six statements which showcase the dreams, character and direction that distinguish it from others:

These are:

- Vision
- Purpose
- Mission
- Values
- Beliefs
- Strapline

We have used the phrases and words from the conversations and presentations taken place during the workshop in March to draw together the similar themes to articulate the 'essence' of the Edmund Rice Network and its three strategic goals from 2017-2020. In order to make these as powerful as possible, we have endeavoured to keep each of these 'essence statements' to between 8 and 17 words. This according to social philosopher and management guru, Charles Handy, makes them more memorable and avoids any 'fog factor'. Likewise, where possible we have stuck to 'the power of three' as a method to ensure maximum impact and memorability.

Vision: The inspiration and influence of Edmund Rice flourishing in the world

Purpose: To act upon Edmund Rice's commitment to opening people's hearts against injustice

Mission: To encourage and enable the next generation to keep the message of Edmund Rice alive

Values: Trust, Diversity, Collaboration

Strategic Goals: Building Capacity, Deepening Spirituality, Expanding Horizons

These have been captured in the below diagrams.

The Strategy of the Edmund Rice Network to 2020



Our Values

Trust

We will trust in each other

Diversity

We will take pride in different voices

Collaboration

We will have a strong, flexible and collaborative network

Our Vision:

The inspiration and influence of Edmund Rice flourishing in the world

Our Purpose:

To act upon Edmund Rice's commitment to opening people's hearts against injustice

Our Mission:

To encourage and enable the next generation to keep the message of Edmund Rice alive

Our Strategic Goals

Building Capacity

- Improve Communication
- Develop Learning
- Nurture the Network
- Increase Income

Deepening Spirituality

- Create 'Breathing Spaces'
- Share the Good News
- Keep connected with our roots
- Strengthen our shared Christian Mission

Expanding Horizons

- Build Networks
- Develop International Programmes
- Transform Leadership
- Inspire the Next Generation

How we will work

We will have a louder voice

We will combine spirituality with action for stronger impact

We will create opportunities to bring our strengths to others

Our Strategic Goals

Building Capacity

Improve Communication

- ✓ Regular newsletters and updates
- ✓ Improved use of social media

Develop Learning

- ✓ Regular meetings between schools and members
- ✓ Method and platform for sharing information and ideas

Nurture the Network

- ✓ Formalised membership structure
- ✓ Create and maximise alumni database

Increase Income

- ✓ Explore and develop schools trust
- ✓ Develop additional income streams

Deepening Spirituality

Create 'Breathing Spaces'

- ✓ Meditation availability in schools and communities
- ✓ Breathing spaces for meetings/reflections in parishes, schools and communities

Share the Good News

- ✓ Ignite spirituality in Parishes
- ✓ Openly evangelistic with the message of Edmund Rice

Keep Connected with our Roots

- ✓ Remain present and connected to our faith
- ✓ Committed to our spiritual search

Strengthen our shared Christian Mission

- ✓ Develop and deepen connection between brothers and schools

Expanding Horizons

Build Networks

- ✓ Increase number of schools in Network by 2
- ✓ Develop partner school model

Develop International Programmes

- ✓ Enhance effective and sustainable immersion programme in Sierra Leone

Transform Leadership

- ✓ Roll out leadership certificate to 10% of school leaders
- ✓ Encourage and enable school leaders

Inspire the Next Generation

- ✓ Establish networks within universities
- ✓ Develop opportunities for internships internationally

8 Essentials of Edmund Rice Education

Evangelising the modern world

Promoting the spiritual

Building a Christian community

Compassion for those in need

Concern for the whole person

Striving for Excellence

Education as a Christian calling

Education for justice

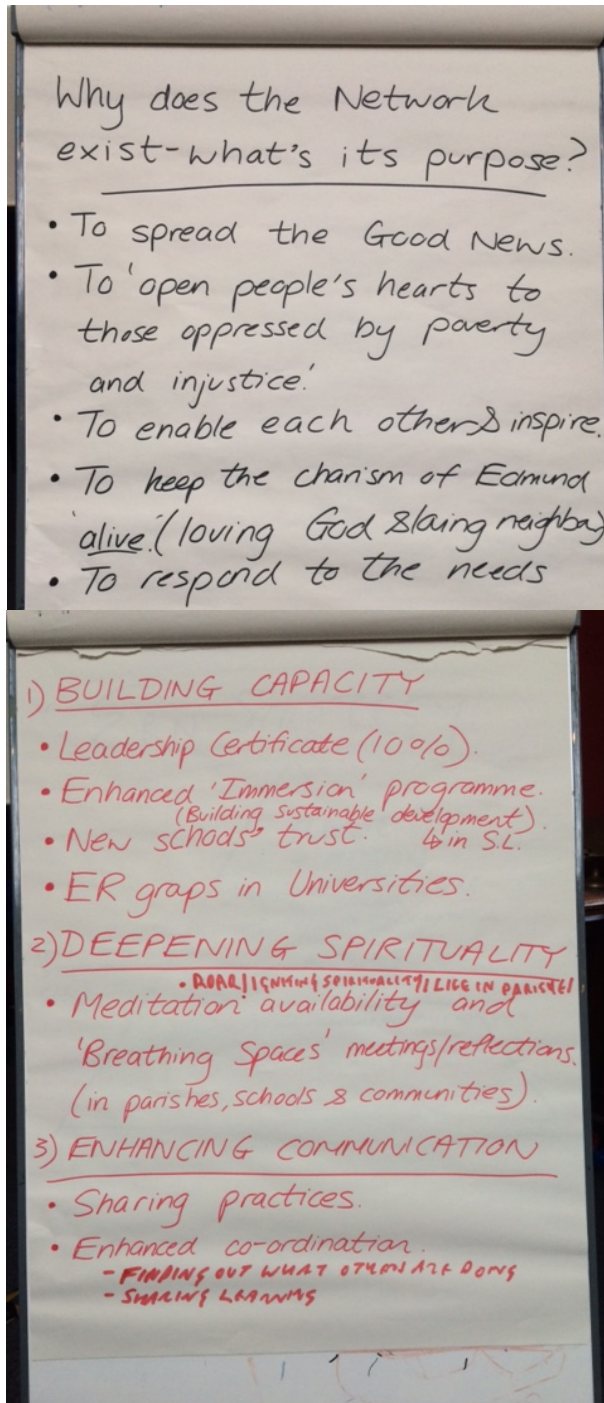


Insights

The strategy workshop concluded with those present sharing their top insights from the day. A synthesis of these are:

- There are lots of exciting ideas to run with and which represent great potential
- The openness and generosity from the group in the workshop
- The similarities and shared views across the Network

Annex



Why does the Network exist?

Where do we want it to be in 2020?

1) Mutually support and strengthen our shared Christian mission.

2) ~~Assure~~ Passing on the structures for the network to continue. Ensuring that the

- Post 18 Youth Community
(Identify an engaged person + ^{with gap year students})
- Uni Links - Identify chaplains who would run an "Action" for our leavers.
- More "Teenage" Leaders going down into Primary
- Internship for young "foreign" brothers
- Alumni? Database?
Old Boys Network.

Why does the network exist?
what is its purpose?

- ① Give an expression to the charism of Edmund Rice.
- ② Responding to need of the modern world.
- ③ Flexible to the ebb + flow.
- ④ Link between schools + Brothers
- ⑤ Connection between schools overseas
- ⑥ Living expression of faith - the call of Jesus.
- ⑦ The glue that brings us all together.

STRATEGIC GOALS

- ① Protect, sustain and nurture existing organisations.
 - better communication
 - exploration of school trusts
- ② Identify, formalise + promote the Edmund Rice network.
 - clearly defined values
 - formal membership structure
 - mission statement
- ③ Create the ability to expand the network
 - INVESTIGATE FUNDING OPPS.
 - PRODUCE TRANSFERABLE PROGS.

REACHING OUT WITH AN OPEN MIND.