

July 17



ST JOHN STRATEGIC PLAN & BUSINESS PLAN

This strategic plan is intended to last for 3 triennia, i.e. the 9 years from September 2016 through to Grand Council 2025, but it should be reviewed after each triennium and at the Grand Council after a new Lord Prior is appointed, if that does not coincide with one of the triennial reviews.

It is also hoped that the framework within which the Strategic Objectives are set may help all Establishments in setting their own Strategic Objectives and thereby promote global consistency and maximisation of the achievement of both local and global Strategic Objectives.

The Objectives should not be regarded as a prioritised list. Instead all the Objectives will be taken forward on a broad front.

An annual business plan is also envisaged setting out the actions to be taken that year to meet the Strategic Objectives. The Trustee Annual Report will report on the achievements towards or fulfilment of the Objectives each year.

**Secretary General
July 2017**

**Mission -Pro Fide: Pro Utilitate Hominum
For the Faith: In the service of Humanity**

Vision - Together to enhance the reach and effectiveness of St John globally through focus on the two aspects of its Mission.

Strategic Objectives

Objective 1- Charitable activities to benefit communities: To increase St John global activity and service delivery through the development of innovative programmes and knowledge sharing so as to meet community need in countries or regions where St John is established or able to be established.

Objective 2- Faith Principles: To clarify and develop the Christian principles of the Order and to explore and create effective partnerships with those of other faiths and of no faith through the establishment of a College of Deans to support the Prelate and Pro Fide Committee.

Objective 3 - Order of Chivalry: To maintain and enhance St John as an Order of Chivalry, and build and maintain relations with the other recognised Alliance Orders

Objective 4 - Profile: To raise the profile of St John across the world as a facilitation for other strategic objectives as well as the protection of the Order's intellectual property.

Objective 5 - Faith Network: To develop an effective network of chaplains (or their equivalence) under the Prelate's spiritual leadership.

Objective 6 - Diversity: To expect and actively work towards greater diversity and inclusion throughout St John, particularly at the highest levels of governance and management.

Objective 7 - Sustainability: To develop a stable funding, staffing and recruitment model for the Order and widen its support of charitable activities in cooperation with Establishments.

Objective 8 - St John Eye Hospital: To encourage support for the St John Eye Hospital and to work in close partnership with St John Eye Hospital Group.

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Objective 1- Charitable activities to benefit communities: To increase St John global activity and service delivery through the development of innovative programmes and knowledge sharing so as to meet community need in countries or regions where St John is established or able to be established.

Lead EC Member: Sub Prior

Tasks:

1. Support Associations to further develop their first aid training as a social enterprise project.
2. Maintain support of Mother and Baby programmes implemented by African Associations.
3. Produce a manual based on the mother and baby programme modules
4. Support underlying functions of Associations that enable them to deliver activities.
5. Revise as needed the Caribbean manual on disaster preparedness for households, and support Associations to pilot revised manual.
6. Maintain effective communication with pro Fide committee to ensure charitable output of Establishments is demonstrably focused on our ethic: "Our lords the sick and the poor."

Target	<ol style="list-style-type: none">a. By December 2018 support three Associations to conduct a social enterprise development project that strengthens their delivery of charitable and commercial first aidb. By December 2018 Mother and Baby programmes continue to reach more beneficiaries in Malawi, Uganda, Zambia and Zimbabwec. By December 2018 support two Associations with organisational strengthening in areas such as: financial management, staff / volunteer management, reporting, stakeholder relations, proposal developmentd. By December 2018 revise the Caribbean disaster preparedness manual and support two Associations to pilot the changes
Stretche d Target	<ol style="list-style-type: none">e. By Dec 2018 review mother and baby modules for volunteers and produce St John mother and baby programme manual.f. By December 2018 technical support in first aid training provided by Pories to nine Associations

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	g. By December 2018 support four Associations with organisational strengthening
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Related Objectives: 2,4,5,7

Cost: Budgeted:

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Objective 2- Faith Principles: To clarify and develop the Christian principles of the Order and to explore and create effective partnerships with those of other faiths and of no faith through the establishment of a College of Deans to support the Prelate and Pro Fide Committee.

Lead EC Member: Prelate

Tasks:

1. Work with Deans and other Orders to develop principles for working with those who profess Christian faith and those who do not.
2. Develop a revised and agreed induction package for all new members to understand the Order's principles
3. Seek agreement with other Orders on principles for working with those who do not profess the Christian faith

Target	<ol style="list-style-type: none">a. By February 2018 first draft set of principles presented to the Executive Committee for consideration.b. By May 2018 have a programme for Grand Council to consider 'The Nature of the Order'.c. Arrange at least one meeting (video or actual) of the Alliance Pro Fide Committee.d. Ensure all members of the Alliance Pro Fide Committee understand the Pro Utilitate Hominem aspects of the Venerable Order's work
Stretched Target	<ol style="list-style-type: none">e. By March 2018 first draft set of principles presented to the Co-operation Group for considerationf. Develop an agreed induction package for all new members of the Order by Dec 2018.g. Identify Alliance programmes that can be developed, delivered or supported by all Alliance members.

Related Objectives: 1,3,5

Cost: Budgeted:

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Objective 3 - Order of Chivalry: To maintain and enhance St John as an Order of Chivalry, and build and maintain relations with the other recognised Alliance Orders

Lead EC Member: Chancellor

Tasks:

1. Whilst overseeing the expansion of the number of Pories with their own PHACs ensure that standards for nomination and promotion across the world are maintained.
2. Promote the Order as an Order of Chivalry through its works – recognising the best from around the world.
3. Conduct a review of the Order's system of Honours and Awards
4. Working with the Pro Fide Committee, the Chancellor and the Secretary General, work to ensure that the work of the Venerable Order improves its impact by harnessing cooperation and partnerships of the other Orders.

Target	By June 2018 have a system of review conducted by OHAC which has been agreed by all Pories
Stretched Target	By June 2018 have agreed by all Pories agreed ways of working by all PHACs including having a truly independent member on every PHAC.

Target	By Dec 2017, OHAC to agree timetable of activities to enable the Pories of Kenya, Singapore and Hong Kong to transition towards the establishment of PHACs
Stretched Target	By Dec 2018, OHAC to provide the necessary support to the Pories of Kenya, Singapore and Hong Kong for them to assume full responsibility for their own PHACs by that date.

Target	By June 2018 have conducted a semi independent review of the Orders' Honours and Awards.
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Related Objectives: 3

Cost: Budgeted:

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Objective 4 - Profile: To raise the profile of St John across the world as a facilitation for other strategic objectives as well as the protection of the Order's intellectual property.

Lead EC Member: TBC

Tasks:

1. Promote the work of the Order as 'One St John'.
2. Promote the good work of St John to all key stakeholders.
3. Promote the programmes of St John to support the Order's fundraising.
4. Provide communications support to smaller Associations to promote their activities locally.
5. Enhance and expand the Order's presence digitally via website and on social media.

Target	By Dec 2018, continue to produce the Link newsletter quarterly with inputs from Establishments in all regions.
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Target	By Sep 2017, website content to be updated with detailed programmes information tailored to institutional donors and other key stakeholders.
Stretched Target	By Dec 2018, conduct a cost benefit analysis of website functionality and review alternatives.

Target	By Dec 2017, online profiles strengthened for three Associations in line with their programmes, and local teams have the ability to update content; and for six Associations by Dec 2018.
Stretched Target	By Dec 2017, online profiles and teams strengthened for six Associations and by Dec 2018 for eight Associations.

Target	By Dec 2017 expand the number of Facebook and Twitter followers by 15% and Instagram followers by 30% .
Stretched Target	By Dec 2017 expand the number of Facebook followers by 20%, Twitter followers by 20% and Instagram followers by 40%.

Related Objectives: 1,2,3,5,7,8

Cost: Budgeted:

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Objective 5 - Faith Network: To develop an effective network of chaplains (or their equivalence) under the Prelate's spiritual leadership.

Lead EC Member: Prelate

Tasks:

1. With Deans/ Sub Prelates develop ways of working that encompass the range of Christian views within the Order in order to support the Pro Fide Agenda.

Target	Hold at least one meeting (video or actual) of the new Pro Fide Committee by Dec 2018
Target	Ensure the Pro Fide Committee is representative of the Order within budget constraints.
Target	Arrange at least one meeting of the College of Deans by 2020 with 80% of all Deans / Sub Prelates.

Related Objectives: 2,3

Cost: Budgeted:

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Objective 6 - Diversity: To expect and actively work towards greater diversity and inclusion throughout St John, particularly at the highest levels of governance and management.

Lead EC Member: Lord Prior

Tasks:

1. Establish an Executive Committee whose membership reflects the diversity of the World Wide Order's membership.
2. Through the Honours and Awards system ensure that promotions throughout the world reflect a balance of gender and a mix of all those who make up the membership.

Target	By June 2018 appoint two new Executive Committee members in order to better reflect the diversity of the Order's global membership with regards to gender, race and age.
Stretched Target	By June 2018 appoint three new Executive Committee members to better reflect Order's diverse membership

Target	By June 2018, working with Priors, conduct a review of membership to better understand the mix of those who make up the Order
Stretched Target	By June 2018, working with the Priors, agree a set of actions that will ensure the diversity of the Order at every level of membership

Related Objectives: 1,2,3,4

Cost: Budgeted:

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Objective 7 - Sustainability: To develop a stable funding, staffing and recruitment model for the Order and widen its support of charitable activities in cooperation with Establishments.

Lead EC Member: TBC

Tasks:

1. Maintain support for the work of St John International by the Pories
2. Develop new fundraising to increase financing for international programmes that support the efforts of Associations

Target	By Dec 2018 ensure Priory Funding matches or exceeds current levels
Target	By December 2018 have achieved more than 35% of the cost of fundraising through new donations and grants
Stretched Target	By December 2018 have achieved more than 50% of the cost of fundraising through new donations and grants

Related Objectives: 1,4,8

Cost: Budgeted:

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Objective 8 - St John Eye Hospital: To encourage support for the St John Eye Hospital and to work in close partnership with St John Eye Hospital Group.

Lead EC Member: Hospitaller

Tasks:

1. Encourage the full support of all the GC members to promote the work of the Eye Hospital.
2. Promote the work of the SJEHG through the Order's Communications Plan

Target	At each Grand Council, review the support of Priors for the Eye Hospital
Stretched Target	Collaborate with SJEHG in reviewing opportunities for promoting the work of the Eye Hospital through communications efforts

Related Objectives: 2,4,7

Cost: Budgeted: