

Vision Statement:

A passionate & committed community that is a beacon of Christian discipleship, serving its members and reaching out to others by the promotion of justice and the transformation of human lives, through the love of Christ among all people.

Mission Statement:

The Mission of the Anglican Diocese of Jamaica and the Cayman Islands is:

To continuously proclaim the good news of the Kingdom of God, by engaging the wider society through the collective and individual mission and ministry of all members.

Through the joyful active discipleship of all members to teach, baptize, welcome, enrol and nurture new members into the growing and dynamic Diocese.

To continuously respond to human need, through loving and empowering service, offered in faith, hope and charity.

To be an influence for good in the wider society, working for peace and reconciliation, challenging violence, injustice, and oppression.

To safeguard, sustain and renew the life of the earth, and be faithful stewards of God's resources.

Core Values:

The core values or guiding principles within which the Church will operate, are:

Faithfulness, Compassion, Hospitality, Fellowship, Inclusiveness, Accountability, Honesty, Integrity and Trust.

Background

In order to formulate a realistic and relevant strategic plan for the Diocese it is necessary to analyse the critical factors of the prevailing operating environment **within the Diocese** in the form of Strengths and Weaknesses. In addition, it is equally necessary to analyse the critical factors of the prevailing operating environment **external to the Diocese**. These are the opportunities of which it can take advantage of and seek to mitigate the threats that may prevent it from realising the intended goals.

In regard to the strengths, the strong Anglican tradition and rich heritage and structure were considered a source of stability and strength, as well as liturgical worship informed by the Book of Common Prayer. In addition, the extensive range of available skills and talents residing in a committed Clergy and Laity, coupled with extensive real assets, offers the potential to support sustained growth and development.

In regard to weaknesses, the failure to effectively manage, engage and leverage the human and physical assets of the Diocese and the weakness of the existing responsibility and accountability structures were cited. Also, limited creativity in application of the liturgy and the lack of variety in our music ministry, all feeding the perception of Anglican worship as emotionally restrained, constrained, overly ritualistic and unappealing. Such weaknesses hamper efforts to attract, engage, spiritually form and retain the active membership of young people.

The Opportunities identified include:

- Create a community of disciples with deeper spiritual awareness.
- Creatively engage current members, lapsed members, as well as the large spiritually and emotionally vulnerable population of un-churched persons of all ages.
- Have a strong focus on youth programmes and development, with emphasis on parenting and family life education.
- Engage in advocacy for social justice, non-violence and peace in the wider community.
- Use social and other media for spiritual and personal development and promoting values-based education in Church affiliated schools.
- Strengthen the pastoral caring ministry to the vulnerable
- Effectively leverage our physical assets to improve the financial viability and sustainability of the Diocese.

The threat factors considered include:

- rampant materialism and individualism in society,
- high denominational competition and declining denominational loyalty,
- distrust for authority within the society,
- crime and violence, and
- radically shifting demographics.

Strategic Goals

1. The creation of the church as a community of disciples, committed to spiritual learning and growth.
2. To build spiritual awareness of and cater to the spiritual needs of all.
3. To become transformed congregations of care, nurture and hospitality with special emphasis on Youth, the depressed and lonely.
4. To nurture and support Youth in their spiritual, personal and social growth through involvement in camps, youth groups etc.
5. To improve the financial viability of the Diocese through the pro-active and strategic stewardship of resources led by the Administration; ensuring that all Diocesan assets are activated and developed..
6. To create viable congregational units through strategically locating and merging congregations within a specific radius.
7. To have an effective, reliable communication infrastructure, connecting all entities with Church House and the wider community through networking and appropriate and sustainable technology.
8. To create an effectively structured Diocese, supported by the Canons, policies and procedures that ensure competent, qualified and accountable staff, Clergy and Church Workers, holding the Bishop's licence.
9. That Anglican congregations be encouraged to focus on and maintain Ministry to the elderly, shut- ins and the vulnerable, by providing pastoral care and support, and needed social services through participation in partnership relationships with NGO's and State Agencies where appropriate.

Last edited 24/10/2018

STRATEGIC PLAN

Goals	Goal Objectives	Action	Responsibilities
<p>Goal #1.</p> <p>The Creation of the Church as a community of Disciples, committed to spiritual learning and growth.</p> <p>Indicators</p> <p>Increase number of communicants annually by 10%</p> <p>Strive to increase church attendance by 10%</p>	<p>1. Encourage the engagement of all congregations in an Intentional Discipleship program.</p> <p>2. Challenge members of congregations to engage in evangelism and outreach as an expression of intentional discipleship. Promote models and opportunities for ministry beyond the walls of the church.</p> <p>3. Increase the UTCWI student population</p>	<p>a) Promote/encourage greater participation in Bible study groups with Intentional discipleship as a common theme.</p> <p>b) Form a book club to discuss issues- linking scripture with everyday issues and have interactive feedback.</p> <p>a) Involvement in Outreach Ministries of the Church e.g. bar ministry, ministry in offices, backyard bible club and taxi stands.</p> <p>b) Conduct open air worship.</p> <p>c) Good news clubs in schools</p> <p>(a) Formulate a program for recruitment</p>	<p>Priests, church workers/ Wardens & Ch. Comm. with info provided by the Diocese (Ed. & Youth Dept.)and</p> <p>Int. Discipleship oversight committee with guidance from the Director of Christian Educ.</p> <p>Priests, Church Workers/ wardens & Church Committees</p> <p>Counsellors & Chaplains</p> <p>Mentors, Priests & Bishops</p>

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<p>Goal # 3 To become transformed congregations of care, nurture and hospitality with special emphasis on youths, the housebound and the lonely.</p> <p>Indicators</p> <ul style="list-style-type: none"> ➤ <i>Seeing a return of absentee members and visitors.</i> ➤ <i>Structured Outreach Activities touching three or four communities of need e.g. educational assistance, skills training.</i> ➤ <i>Use baseline of previous year to set target to increase membership by at least 10%</i> 	<ol style="list-style-type: none"> 1. Create in congregations a greater understanding of themselves as communities of love and hospitality with special emphasis on youths. 2. Encourage formation of support groups for addressing special needs among members. 3. Retention of the newly confirmed to become immediately involved in groups, organization/activity which takes cognizance of their stage of development. 	<ol style="list-style-type: none"> a) Create and implement a structured welcome & hospitality programme with the necessary attitudes and skills to welcome visitors and returning members b) Implement one-on-one structured follow-up interaction with these members. c) Pew Ministry a) Establish support groups - e.g. grief support, single parenting, ageing and retirement b) Implement " Adopt an Elder" program a) Involve the newly confirmed in visitation to the housebound to pray with them and read lessons to them. b) Involve them in the Sunday service. 	<p>Priests, Church workers/ Warden & Ch. Committee.</p> <p>Priests, Church Workers/ Wardens & Ch. Comm.</p> <p>WA, MU and other church organizations</p> <p>Priests, Church Workers/Wardens & Ch. Comm.</p>

	<p>4. Develop and utilize models of ministry and monitoring which engage members at the different levels of life, transitioning from the cradle to the grave.</p> <p>5. Focus on a more inclusive Ministry (broader cross section of society e.g. Recognizing the high level of illiteracy and that many of our people are not readers. Find more creative ways of engaging and involving persons.</p>	<p>a) Promote Family Sundays Homecoming Sundays. Vacation Bible School to cater to the needs of the different age groups in attendance.</p> <p>b) Develop Music camp/ ministry</p> <p>c) Train and develop organists</p> <p>a) Video specific vocation in Ministry</p> <p>b) Use Tech/Virtual Church as a tool for teaching new believers.</p> <p>c) Learning Centres- hosting from a remote place- ZOOM</p>	<p>Priests, Church workers/Wardens & Ch. Comm.</p> <p>Youth division.</p> <p>Social media & Communication dept.& Youth division.</p>
Goal	Goal Objectives	Action	Responsibilities
<p>Goal # 4</p> <p>1. Spiritual and other development of Youth.</p> <p>Indicator</p> <p>1. To establish a new and</p>	<p>1. To attract and retain the young people through AYF, AYAM and youth friendly activities throughout the Diocese including Anglican schools</p>	<p>a) Design and develop new programmes and activities with an aim of creating an environment in which youth and young adult can have a sense of belonging e.g. AYF & AYAM, Music</p>	<p>Diocese- Youth Division</p>

<p><i>different AYF and other youth groups.</i></p> <p>Increase in regular church attendance of young persons by 10% with particular target group - 18-39 year olds.</p> <p>2. <i>Effective succession planning with a core of young adults ready to take over leadership and other positions, e.g. choir, church organisations.</i></p>	<p>2. Sensitivity to youth as mainstream of congregations. Identify and involve youth in all activities of the Church</p> <p>3. Nurturing and formation of youth into mature and spiritually developed Christians and citizens</p>	<p>workshop; servers training; music camp; Sunday school; Bible reading competition; Youth Awards prog.</p> <p>a) Engagement of young persons in Church organisations. Such as inclusion on Church rosters on a regular basis; lesson reading; counting collection, etc.</p> <p>b) Encourage participation in Bible study and prayer groups.</p> <p>(a) Utilization of Camp Auchtembeddie and the Hillcrest Retreat Centre for residential weekend opportunities for nurturing.</p>	<p>Priests, Church workers /Wardens & Ch. Comm.</p> <p>Priests, Church Workers/Wardens & Ch. Comm.</p> <p>Educ. & Youth Dept.</p>
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		(b) Establish mentoring programs.	Priests, Church workers/Wardens, BSA, MU and Ch. Comm. with guidance from Ed. and Youth Dept.
	4. For youth to become spiritually developed, responsible citizens.	(a) Working with school Chaplains, design and develop activity based curriculum program which will inculcate morals, social skills and other Christian values and behaviours.	Educ. & Youth Dept. (Diocesan Schools.
	5. Create more Scout/ Cadet/ Girl guides troops; strengthen those that already exist.	a) Working with Chair persons of school boards and National Bodies, establish and strengthen groups in all Anglican schools.	Schools division and School boards.
	6. Promote sports evangelism among the youth. Promote wider participation in Bible study and the provision of opportunities for further formation of growth in the spiritual life of members.	a) Through sponsorship, supervision and making the physical facilities of congregations available to the church and the community.	Priests, Church workers/ wardens & Ch. Comm.

Goal	Goal Objectives	Action	Responsibilities
<p data-bbox="121 142 397 216">Goal # 5 Financial Viability</p> <p data-bbox="121 457 264 489">Indicator</p> <p data-bbox="121 533 412 842">To achieve this objective in one year with a dedicated Task Force (Property Advisory Board) as the responsible agent.</p>	<ol style="list-style-type: none"> <li data-bbox="451 142 808 716">1. Facilitate more training/ discussions of financial matters to nurture a culture in which members see the financial viability of the congregations and by extension as their primary responsibility and an expression of their stewardship. <li data-bbox="451 726 808 1251">2. Promote a culture of annual pledging by members toward the financial sustainability of the church and for which fundraising becomes the vehicle for funding projects for mission outreach. <li data-bbox="451 1310 808 1703">3. Centralise the administration of all church property under one responsible entity which would also manage and develop all diocesan assets. 	<p data-bbox="889 1310 1208 1619">(a) Create an entity called the Property Management Group (PMG) with three Departments—</p> <p data-bbox="841 1650 1195 1843">Data management- surveying, obtaining titles, reconnecting National Land Agency (NLA) records.</p> <p data-bbox="841 1850 1162 1925">Maintenance: Management of idle</p>	<p data-bbox="1230 1310 1490 1383">PMG, Diocesan Council & Board</p> <p data-bbox="1279 1625 1533 1925">A FULL REPORT OF THE MANGMT & DEV. OF DIOCESAN PROPERTIES WILL BE PRESENTED AT SYNOD</p>

	<p>4. Generate returns to cover:</p> <ul style="list-style-type: none"> a) cost of PMG b) surpluses for Diocese to meet mission objectives <p>5. Encourage members to consider leaving a bequest for the church and its institutions in their Wills as final expression of their stewardship and contribution to the next generation.</p> <p>6. Change Canons, policies and procedures to make them appropriate for the facilitation of sale/use/development of property, where necessary.</p>	<p>lands, residential, and commercial real assets. Property development- identify, recommend and implement the best investment/development strategy.</p> <p>Derived from operations of PMG.</p> <p>The PMG would develop property bequeathed to congregation with the returns to be used for the benefit of the congregations</p>	<p>PMG, Diocesan Council & Board</p>
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	<p>7. Engage Rectors/ Priests and congregations to develop their assets with assistance from Church House.</p> <p>8. Pursue outsourcing of non-core activities.</p>		
Goal	Goal Objectives	Action	Responsibilities
<p>Goal # 6 To create Viable congregations</p>	<ol style="list-style-type: none"> 1. Develop an audit of the state of the congregations across the Diocese. 2. Developing criteria for increasing congregational health 3. Identify those communities which are earmarked for future development or already have potential for the development of new congregations and make these a matter of priority focus. 4. Merging/ relocation of congregations which are not individually viable. 5. Identify the appropriate use of property left vacant by closure. 		<p>Presentation at Synod</p>

Goal	Goal Objectives	Action	Responsibilities
Goal # 7 EFFECTIVE COMMUNICATION - ALL ASPECTS	1. Review existing communication structure- financial, administrative and personnel.	a) Video specific vocation in Ministry b) Additional part-time staff i) One other Social Media Officer ii) One skilled writer to facilitate timely delivery of information/feature articles to internal and external audiences c) Establish media skills bank to identify expertise across the Diocese. d) Identify PROs in each church to gather information and submit to Deanery correspondents who, in turn, feed into the Communication Unit. e) Conduct regional Communication Training Workshops Videotape workshop content for subsequent dissemination/ reference purposes	Communication Board/Officer and Social Media Officer & Diocesan HR Officer Communication Team Clergy Communication Team/CARIMAC Communication Team/Director of Christian Education/Training Dept./Anglican Warden UTCWI

	<p>2. Design, develop and implement a modern enterprise wide system platform.</p>	<p>a) Increase awareness of Anglican beliefs/practices and Diocesan programmes with:</p> <ul style="list-style-type: none"> i) Production of print materials (brochures), and videos for general distribution and posting on the website and other social media channels. To begin with video production on Vocations in Ministry with the aim of boosting interest and participation. ii) develop a team of young technicians to support in-house audio-visual productions and facilitate expansion of the Diocese's electronic media presence (to include material for regional radio/cable stations) <p>b) Establish radio studio to:</p>	<p>Skilled Diocesan Volunteers/CPTC</p> <p>Diocesan Administration/Communication Board/Team/Education & Youth Dept/Training Dept.</p>
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		<p>i) Support development of sundry programmes for the Education & Youth Department (e.g. Sunday School Lessons, Teacher Training Workshops, Youth Leadership Training, dramatic productions, etc.);</p> <p>ii) Programmes for the Training Division;</p> <p>iii) Recordings by Diocesan choirs and musical groups to facilitate access to quality music by Anglicans for the weekly radio programme and other productions.</p> <p>iv) Provide an income generating opportunity by offering affordable services to Diocesan institutions, other denominations, community-related clients and NGO's.</p>	<p>Communication Team</p> <p>Communication Team/Rural Deans/volunteers</p> <p>Communication Team/skilled Diocesan volunteers</p>
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	<p>3. Focus on and emphasize accountability on the part of all within the life of the Church who have responsibility for</p>	<p>c) Produce e-copy of The Anglican</p> <p>d) Improve and decentralise distribution of The Anglican. Explore distribution by The Gleaner to Regional Centres with Deans assigning volunteers to package copies</p> <p>e) Effective marketing of The Anglican and Think on These Things to generate advertising support from Churches, Diocesan institutions and community businesses and offset production costs.</p> <p>f) Surveys online and in major Diocesan forums (e.g. Synod, Clergy Conference) to generate feedback on communication initiatives and guide future development.</p> <p>a) Establish service standards by which individual performance may be objectively assessed and strategies revised.</p>	<p>Communication/S M Officers/Bishops</p> <p>Diocesan HR Officer/Communication Board</p>
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	<p>2. Partner with NGOs and state Agencies in the ministry for the elderly with a focus on Outreach.</p> <p>3. Establish day care facilities for the elderly by partnering with NGOs and other interested groups within congregations/ centres to provide social services.</p> <p>4. Utilize facilities , e.g. Church halls as community centres for skills training and social activities</p> <p>5. Be that catalyst for information and a guide to financial, medical and</p>	<p>Identify their priority needs of wider community. Prioritise list of action.</p> <p>(a) Invite NGOs to meet with our elderly e.g. Min. of Labour and Social Security; National council for the Aged.</p> <p>(a) Plan caregivers training programmes.</p> <p>(a) Invite organizations to do skills training/ games and social activities for the aged.</p> <p>(b) Form book clubs; movies and games.</p> <p>(a) Provide information on resources available.</p>	<p>Priests, Church workers/wardens & Ch. Comm.</p> <p>Priests, Church workers/ wardens & Ch. Comm.</p> <p>Priests, Ch. Workers/ Wardens & Ch. Comm.</p> <p>Priests, CW/ Wardens & Ch. Comm.</p>
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