

**Strategic Plan for the Anglican Communion Office**  
**Serving the Anglican Communion and its Member Churches**  
**2019-25**

**March 2019**

The Anglican Communion Office wishes to thank the Compass Rose Society  
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# The Anglican Communion and this plan

## *What the Anglican Communion is*

The Anglican Communion is a family of churches that are found in 165 countries around the world. As the word “Anglican” suggests (from the Latin *anglicana* meaning “English”), the roots of this communion of churches were profoundly shaped by the history of the Church of England from the earliest centuries of Christianity, through the English Reformation of the sixteenth century, and beyond.

This particular experience of the life and faith of the Church was variously received first in other parts of the British Isles, represented today by the Church of Ireland, the Church in Wales, and the Scottish Episcopal Church. Through colonization and the missionary movements, Anglicanism spread around the world. As the new churches developed and matured, gained local leadership and became dioceses and national or regional churches in their own right, they remained joined to one another, and to the Church of England, through common faith, common patterns of ministry (bishops, priests, and deacons), and common liturgical, spiritual, theological and pastoral traditions. Practically, this meant mutual recognition of one another as belonging to the same family; Anglicans knew they were at home in one another’s churches.

Beyond these deep family bonds of resemblance and affection, the Churches of the Anglican Communion have developed distinctive structures or “instruments” to enable, reflect, and deepen their communion with one another. The first Instrument is the Archbishop of Canterbury. Every diocese across the Anglican Communion is in full communion with the See of Canterbury and its archbishop is the sacramental and pastoral focus of unity for Anglicans. Every active Anglican bishop is invited by the Archbishop of Canterbury to participate in the Lambeth Conference, the second Instrument of Communion, which meets about every ten years. The Primates of the provincial churches (currently 40) regularly meet as a body with the Archbishop of Canterbury; the Primates Meeting is the third Instrument of Communion. The programmatic work of the Anglican Communion is set by the fourth Instrument of Communion, the Anglican Consultative Council (ACC), which includes primates, bishops, priests and deacons, and significantly, lay people. It is by formal recognition by the ACC and Primates, and by being in communion with the Archbishop of Canterbury, that a provincial church is deemed to belong to the Anglican Communion.

## *What the Anglican Communion Office does*

The Anglican Communion Office (ACO), based in London, is the permanent secretariat for the Instruments of Communion. The ACO seeks to be first faithful and obedient before God who first calls us all to lives of worship, witness and service.

The ACO is responsible for organising all meetings of the conciliar Instruments of Communion, as well as organising and supporting the Commissions, working parties and Networks of the Communion. Staff at the ACO operate through three charities which are registered in England – the Anglican Consultative Council, The Anglican Alliance and the Lambeth Conference Company. The ACO has a key role in enacting decisions and delivering the workstreams arising from the conciliar Instruments of Communion. The ACO does not work in isolation, but seeks to equip, encourage and support the work undertaken in provinces.

## *How the ACO supports the Anglican Communion*

The ACO facilitates worldwide collaboration, sharing and dialogue for effective church mission to strengthen a Christ-centred Anglican Communion founded on friendship, respect and a common life. In serving the global Anglican Communion the ACO seeks to be:

- Responsive to all voices and opinions within the Communion, ensuring that these are heard, understood and valued.
- Effective and efficient in the delivery of its services, adding value to the body of work being undertaken by provinces and Dioceses in living out the Anglican Marks of Mission.
- Accountable to those it serves, specifically to the Instruments of Communion and to the Standing Committee (its formal trustee board).

- Responsible for initiating and developing possible projects and policies to help drive forward the objectives and priorities of the ACC.
- Filled with Christ-like values and bearing the fruit of the Spirit: love, joy, peace, patience, kindness, generosity, faithfulness, gentleness and self-control (Galatians 5:22-23).

### ***What this plan is about***

This document sets out the way in which the work of the ACO will develop over the next six-year period, but with the perspective of a longer term 20-year time horizon. This is based on direction from the ACC to be facilitated by the ACO. As the ACO seeks to serve the Communion, it is therefore a strategic plan for the ACO to serve the Anglican Communion.

### ***Scope***

This plan is expressed in relation to the ACO serving the Anglican Communion, including authorised Networks of the Anglican Communion. In practical terms the work described here may be undertaken by other parties. These include the Anglican Alliance, a (largely) independent charity based at the ACO owned by the ACC Standing Committee, and the Lambeth Conference Company, which has specific responsibility for financial and organisational aspects of Lambeth Conferences. Also in this category are other support organisations for Anglican churches including mission agencies and regional bodies such as the Council of African provinces in Africa. Such organisations have the potential to act as key strategic partners; they all have their own structure and strategic plans, but it will be important to maximise co-ordination and synergy wherever possible.

### ***Terminology***

This document uses the terms *Anglican* and *Anglicans*. This terminology has been used for convenience and is not intended to alienate or exclude.

It is recognised that in many parts of the world those who identify with and are members of the Anglican Communion use the terms *Episcopalian* and *Episcopalians*. The validity of this terminology is recognised, but to avoid the repetition of a long description has not been adopted in this document.

It is also recognised that the Churches of North and South India, of Bangladesh and of Pakistan are United Churches that combine Anglican and other traditions. These Churches are full members of the Anglican Communion. The term *Anglicans* in this document is meant as a shorthand descriptor that also covers all members of these Uniting Churches without claiming more of their tradition or allegiance.

### ***Monitoring, evaluation and learning***

The development of monitoring and evaluation mechanisms for assessing the performance of the ACO is a very important component of this plan:

- because of the need for the ACO to be accountable to the ACC, the other Instruments of Communion and the provinces.
- because of the need for the ACO to be accountable to internal and external funders.

It is critically important that monitoring and evaluation outputs are translated into learning that can be applied for the use of others in the Communion.

# Strategic Objectives

## ***Five Marks of Mission***

The Five Marks of Mission are an important Anglican Communion statement on mission; they express the Communion's common commitment to and understanding of, God's holistic and integral mission. The mission of the Church is the mission of Christ . . .

1. To proclaim the Good News of the Kingdom
2. To teach, baptise and nurture new believers
3. To respond to human need by loving service
4. To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
5. To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

The ACO is committed to assisting the Anglican Communion bring the Five Marks of Mission into effect. Strategic objectives in four areas has been developed to facilitate this and as a means of supporting provinces.

## ***Intentional Discipleship***

Jesus urged his disciples to "go and make disciples of all nations" and to be "witnesses in Jerusalem, in all Judea and Samaria, and to the ends of the earth". As with other Christians, Anglicans around the world continue to respond to that 'Great Commission' today by engaging in evangelistic outreach, training and equipping of all God's people, discipleship and church growth, and responding to human need with loving service globally. The Anglican Communion has launched a season of Intentional Discipleship that will run until at least 2025.

## ***Peace, Reconciliation and Justice***

Jesus said to his disciples "Peace I leave with you; my peace I give to you", and "I give you a new commandment, that you love one another. By this everyone will know that you are my disciples, if you have love for one another". Love is missional, it is about justice, healing and reconciliation. It extends to all people and demonstrates that all are our neighbours. Anglicans live out this imperative through prayer and practical compassion to support those who are treated unjustly, who are in conditions of great need or living in conflict; and through care for creation. Anglicans also know that only when Christians are reconciled to one another do we become effective ministers of reconciliation to the world, and effective agents of justice and peace.

## ***Anglican Identity***

Jesus formed the disciples to become a community of worship, learning and friendship. The Anglican Communion must champion its history, tradition and ecclesiology in ways that promote these virtues through the best education, training and ongoing formation of its people. Anglicans know that they are not the whole Church, but part of it. Anglican identity is enriched and clarified in seeking dialogue and reconciliation with other Churches.

## ***Fitness for Purpose***

To support the first three strategic objectives the Anglican Communion must have structure and organisation that is fit for purpose and operates effectively.

There is a very strong synergy and mutual reinforcement between the first three objectives: Anglican Identity frames *who we are*; Intentional Discipleship defines *what we are and do* so as to live a Jesus-shaped life; and peace, reconciliation and justice define *what we seek to achieve together* - the fruits of our outward missional response to God's calling. The fourth objective ensures that we are properly equipped and organised to deliver the first three objectives.

## Strategic Objective - Intentional Discipleship

Discipleship is about equipping Christians to live their everyday lives as followers of Jesus Christ, following his example and his teaching. It is about bringing people to Christian faith and putting faith into practice and equipping other believers to do the same by living Jesus-shaped lives. It is about mentoring and encouraging believers so that they live transformed lives, with a faith that impacts on their own life, the lives of those around them and on the created order in the world.

Intentional Discipleship links with all the Five Marks of Mission; it has direct links with Marks one and two, but the outworking of whole-life discipleship makes an impact on the other three Marks .

- The ACO will ensure that Intentional Discipleship is a consistent feature of the approach of its entire staff in all areas in which they are engaged.
- The ACO will ensure that every province and diocese is informed of the ACC16 resolution, and encourage them to develop appropriate contextual responses.
- The ACO will encourage every province and diocese to develop appropriate resources for equipping all God's people to be intentional disciples and disciple-makers.
- The ACO will produce and share a variety of tools to promote the season of Intentional Discipleship.
- The ACO will map intentional discipleship initiatives in the Anglican Communion and beyond, and share learning and good practice widely.
- The ACO will gather and share resources to encourage prayer at the heart of the season of Intentional Discipleship.
- The ACO will identify and make available to the Communion initiatives for holistic child and youth discipleship.
- The ACO will implement a communication strategy for the season of Intentional Discipleship, and the gathering and dissemination of experience and good practice.
- The ACO will ensure its communications, including its news service, feature appropriate coverage of intentional discipleship and disciple-making experience from across the Communion.

### ***Monitoring evaluation and learning***

- By 2022, the ACO will develop monitoring and evaluation indicators within the Intentional Discipleship area with as much measurability as possible, including but not limited to numbers engaged with, trained, etc at Intentional Discipleship events.

### ***Further Planning***

- Working with the Season of Intentional Discipleship and Disciple-Making Co-ordination Group, the ACO will bring to the Instruments of Communion evidence-based proposals for further investment in and development of the season of Intentional Discipleship, including renewed and refreshed vision and further practical impact measures, as we learn from what has and has not worked around the world.

## Strategic Objective – Peace, Reconciliation and Justice

It is God's design to gather humanity and all creation into communion under the Lordship of Christ. The Church is meant to serve this goal and is called to manifest God's mercy to human beings, helping them to achieve the purpose for and on which their joy ultimately is found: to praise and glorify God for which they were created. When Christians are not at peace with, or reconciled to one other, their capacity as authentic signs and servants of God's mission is compromised.

The call to Christian unity - within the Anglican Communion and within the wider Church of Christ - is integral to mission as peace, reconciliation and justice.

Peace, reconciliation and justice are cross-cutting links to each of the Marks of Mission. Peace, reconciliation and justice are the Good News of the Kingdom in action and a natural result of the promotion of teaching, baptism and nurturing of new believers. In addition, the third, fourth and fifth Marks of Mission specifically relate to peace, reconciliation and justice issues.

- The ACO will work to ensure that good practices in safeguarding, as developed in some provinces, are in place across all provinces to protect children, young people and vulnerable adults.
- The ACO will build partnerships internationally within the Anglican Communion and its ecumenical partners to work for justice, peace and sustainable development, and give a voice to the voiceless and the oppressed.
- The ACO will work with the Anglican Alliance, Networks and others to understand and find ways of responding to human need and addressing its root causes, in relation to social and economic justice and climate justice.
- The ACO will work with the Anglican Alliance and others to prioritise reconciliation: with other people, with creation and with God – and building justice in God's kingdom.
- The ACO will prioritise promotion of gender justice with specific regard to structures and circumstances that disadvantage women and girls.
- The ACO will work with the Anglican Communion Environmental Network and others to prioritise creation care, promoting sustainable development in harmony with the environment.
- The ACO will enable the Communion to have a distinctive voice in international and global forums, including, but not limited to United Nations bodies.
- The ACO will work to enable every Province to be a source of inspiration and a potential beneficiary in the areas of peace, reconciliation and justice, leveraging the expertise and resources (ideas, skills, expertise, models and theological reflection) of every Province.
- The ACO will add value to the work done in provinces and regionally, by connecting and equipping and by the sharing of good practice and the skills and knowledge available within the Communion.
- The ACO, through the Unity, Faith and Order project, will seek to build and maintain trust amongst the churches of the Anglican Communion to enable its witness in one communion and fellowship to ensure the most effective contribution in addressing situations of need, conflict and injustice.
- The ACO will, through the Unity, Faith and Order project, support, deepen and expand its dialogues and partnerships with other Christian World Communions to ensure the most effective collaboration and contribution to addressing situations of need, conflict and injustice.
- The ACO will, through its dialogues and partnerships with other Christian Churches and with other World Religions to collaborate to ensure the most effective contribution of faith groups to addressing situations of need, conflict and injustice.

- The ACO will ensure its communications, including its news service, feature appropriate coverage of peace, justice and reconciliation issues from across the Communion.

#### ***Monitoring evaluation and learning***

- By 2022, the ACO will develop monitoring and evaluation indicators within the peace, reconciliation and justice area with as much measurability as possible, particularly in relation to engagement with and training of activists/facilitators, and numbers of lives impacted.

#### ***Further Planning***

- The ACO will bring to the Instruments of Communion evidence based proposals for further investment in and development of initiatives in peace, reconciliation and justice, including renewed and refreshed vision and further practical impact measures.

## Strategic Objective - Anglican Identity

Whilst there is a strong link to the first three Marks of Mission, and particularly the first one, the understanding and expression of Anglican identity links to all the Marks of Mission; indeed, the Marks of Mission could be said to underpin what Anglican identity is. However, it is recognised that the Marks of Mission are not exclusively Anglican, being shared in all or in part by many other Christian traditions.

What is understood by Anglican identity includes definition of the ecclesiology, structure and family nature of the Anglican Communion and how collaboration and cooperation happens around common mission.

- The ACO will support the Instruments and Commissions of the Communion in defining and explaining Anglican Identity in the context of its long history of living as a community in unity and diversity.
- The ACO will support the development of an understanding of Communion that recognises the place of diversity, and that finds ways to live with difference and acknowledge and respect different interpretations of Scripture and tradition.
- The ACO will support the development of expressions of Anglican identity which are faithful to tradition and confident about being the church of God.
- The ACO will facilitate ecumenical dialogues with other Christian denominations, seeking the development of full communion with others as part of the united church of Christ. Beyond existing dialogues, the ACO will support the development of new dialogues with Pentecostal churches and other churches.
- The ACO, through the Unity, Faith and Order work, will seek to promote the reception of the work and reflections of the Inter-Anglican Standing Community on Unity, Faith and Order, as it seeks to articulate and clarify questions of Anglican identity and Anglican reflection on the nature and mission of the Church.
- The ACO, through the Unity, Faith and Order work, will seek to promote the reception of the fruits of the bilateral and multilateral ecumenical dialogues of the Anglican Communion by the Instruments of Communion, the theological colleges, and by provincial synods.
- The ACO, through the Anglican Inter Faith Commission, will support engagement by the Communion in dialogue with and understanding of other faiths, evangelism and collaborative work for the common good.
- The ACO, through the Theological Education in the Anglican Communion project, will build educational and training networks of mutual learning and friendship across the Anglican Communion, will facilitate and develop learning resources especially in Anglican history, tradition and ecclesiology for the strengthening of Anglican identity, and will co-ordinate and advocate theological education across the churches of the Communion for the resourcing of their leadership.

### ***Monitoring evaluation and learning***

- By 2022, the ACO will develop monitoring and evaluation indicators within the Anglican Identity area with as much measurability as possible, including frequency of IASCUFO and ecumenical dialogue meetings, production of ecumenical texts etc.

### ***Further Planning***

- The ACO will bring to the Instruments of Communion evidence based proposals for further investment in and development of initiatives in understanding and expression of Anglican Identity, including renewed and refreshed vision and practical impact measures.

## Strategic Objective - Fitness for Purpose

In order to support the Communion across all Five Marks of Mission the ACO must be fit for purpose in terms of organisation, resourcing and accountability.

- The ACO will be accountable to the Standing Committee (and through the Standing Committee to the Anglican Consultative Council and the Primates' Meeting).
- The ACO will be organised to ensure effective and efficient delivery of its objectives in the areas of intentional discipleship, peace, reconciliation and justice and Anglican identity.
- The ACO will organise its structures and reporting in line with the strategic objectives of intentional discipleship, peace, reconciliation and justice and Anglican identity.
- The ACO will facilitate effort within the Communion to ensure member Churches have the highest standards and characteristics of Safe Church.
- The ACO will recruit and retain a high-quality professional staff with appropriate expertise and specialist skills; seeking to ensure that the staff team is as representative as possible of the Communion, and will be open to new ways and locations of working to achieve this.
- The ACO will evaluate and make recommendations about the location and nature of its future office base, including the financial and operational costs and benefits of maintaining a guest house facility at its office location.
- The ACO will support, encourage and nurture authorised Networks of the Communion as bodies of grass roots energy and activity in the areas of their special interest.
- The ACO will review regional organisation within the Communion through discussions with provinces, existing co-ordinating bodies, mission agencies etc and make recommendations about initiatives within and beyond the ACO to strengthen regional activities.
- The ACO will evaluate the potential for and, if appropriate, develop a global web-based communications platform to serve the needs of the Communion.
- The ACO will maintain and further develop its communications department to ensure that the Communion is promoted and understood globally and that activities and initiatives are known and valued within and beyond the global Communion. The ACO will work to ensure that its activities and communications are translated into French, Portuguese, Spanish and other appropriate languages where possible.
- The ACO will actively and professionally maximise income from traditional and new sources to fund its operations, including core (and potentially restricted) Provincial Contributions, support from the Compass Rose Society, Anglican Communion Fund and other grant making trusts and foundations and from major donors. The ACO will service a global fundraising subcommittee to be recommended to Standing Committee.

### *Monitoring evaluation and learning*

- By 2022, the ACO will develop monitoring and evaluation indicators of its fitness for purpose with as much measurability as possible.

### *Further Planning*

- The ACO will develop a rolling strategic planning process for presentation to and adoption by the Instruments of Communion.

### **Structure and management implications**

The Communion is a collection of legally autonomous member churches and there coming together is in a spirit of collaboration and co-operation based on common mission and history. This strategic plan does not propose any changes to the structural arrangements for the Anglican Communion. However, having leadership and decision making shared between the Instruments of Communion has the potential to lead to confusion and ambiguity.

This plan therefore invites consideration of whether the structural arrangements of the Anglican Communion should be reviewed. It is suggested that, if desired, this could be undertaken following the Lambeth Conference 2020 by a Joint Meeting of Primates and the Anglican Consultative Council (which has not had a Joint Meeting since 1993).

Within a review of structure arrangements it would be appropriate to consider any implications from the Anglican Communion moving into full communion or towards formal unity with other Christian traditions.

# Resources

It is important that all the resource implications of this plan are addressed, once the plan is agreed and adopted by the ACC, otherwise it simply will not be possible to deliver the plan. The resource issues arising are qualitative and quantitative, and will require discussions around budget, level and structure of staffing, and potentially the location of staff (central or dispersed; if the former, London and New York or elsewhere).

## *Expenditure background*

ACO activity has traditionally been budget constrained. Its activity has fallen into two main streams: staffing and operational costs to maintain activity in the areas prioritised by the work streams developed from decisions of the Instruments of Communion, and costs associated with the functioning of the Instruments.

## *Expenditure plans*

ACC Resolutions demonstrate clear ambition for growth in the activities of the Anglican Communion, and by implication in the support required from the ACO. Proposals for additional staffing and operational expenditure are not to grow a church bureaucracy or develop substantial staff support structures; rather they are to facilitate additional activity, which has been requested directly or indirectly through ACC Resolutions, and effectiveness in delivering the required outcomes and impact for provinces.

The plans outlined in this document potentially require at least double current expenditure of £2.0-2.5 million per annum. A target of £5 million per annum available for expenditure by 2025 is a reasonable ambition.

Current areas of ambition that cannot be adequately addressed because of the limited resources available include those listed below. To give an order of magnitude, potential sums of additional expenditure per annum are shown:

- Full investment in priority strategic objectives, particularly intentional discipleship (£400k).
- A programme of visits and exchanges between provinces (£200k).
- Effective ecumenical dialogues with additional traditions beyond the current engagement (£100k).
- Effective and fully funded United Nations representation including full implementation of the provincial engagement strategy (£100k).
- Effective and fully funded faith and order work that is distinct to ecumenical dialogues (£100k)
- Effective and fully funded operation of the Anglican Inter-Faith Commission (£50k).
- Effective education and continuing training of leaders, including induction and continuing training of primates and bishops (£200k).
- Support for regional activity and groupings that could have substantial impact in areas of intentional discipleship and peace, reconciliation and justice (£500k).
- Continuing the work of the Theological Education in the Anglican Communion project in linking and supporting theological education across the Communion between 2022 and 2025 (£300k).
- Full programme of translation into languages beyond English (£50k).
- Consideration of an Anglican Gathering for all orders, including laity, to happen between Lambeth Conferences (£500k).
- Appropriate support for Directors allowing them to concentrate on deploying their specialist skills rather than being burdened with administration tasks (£200k).

## **Income Background**

ACO unrestricted income has been in the range £2.0-2.3 million in the last five years. Unrestricted income has been broadly 75% from provincial contributions, 20% from the Compass Rose Society and 5% from other sources. Additional restricted income has been received for specific projects: this exceeded £1 million per annum following the 2008 Lambeth Conference, but subsequently reduced to less than £500k per annum.

Provincial Contributions have been dominated by two provinces providing 67% of the total and 10 provinces providing 94% of the total. Many provinces can contribute only minimally and others have not contributed for many years, often on the grounds of disagreement over church polity.

Whilst the ACO will consistently encourage all provinces to contribute as fully as possible to the Inter-Anglican Budget, it would be unrealistic to assume that there will be a step change in this funding source. A realistic assumption is that current income from provinces is broadly maintained in real terms with annual increases limited to inflation in the country where most costs are incurred (currently overwhelmingly the UK).

The ACO will develop a properly resourced fundraising operation to maximise additional income from traditional and new sources to fund its operations. Given the inelasticity of potential provincial contribution income, the major sources of additional income will be grant making trusts and foundations and major donors. This development will require investment in fundraising resources and the development and servicing of a global fundraising task force. It is anticipated that much of the additional income achieved will be restricted for specific projects, though some could be in the form of unrestricted gifts or a general endowment fund.

Given the initial successes of fundraising for the Lambeth Conference 2020, we are encouraged that we can have confidence in our ability to raise substantial contributions from institutions and individuals.

Opportunities will be taken around and after the Lambeth Conference 2020 to launch additional fundraising activity, including but not limited to initiatives that emerge from that Conference.

## **Budget Headlines**

The table below gives an indicative growth in resources available and expended to deliver the strategic plan (£m).

| <b>Activity</b>   | <b>2018</b> | <b>by 2022</b> | <b>by 2025</b> |
|---|-------------|----------------|----------------|
| <b>Expenditure</b>  |             |                |                |
| Core ACO activity   | 1.9         | 2.2            | 2.5            |
| Additional activity ( <i>delivered by ACO or others</i> ) | 0.4         | 1.0            | 2.5            |
| <b>Total Expenditure</b>                                  | <b>2.3</b>  | <b>3.2</b>     | <b>5.0</b>     |
| <b>Income</b>   |             |                |                |
| Provincial Contributions                                  | 1.4         | 1.6            | 1.8            |
| Compass Rose Society                                      | 0.4         | 0.5            | 0.6            |
| St Augustine's Foundation                                 | 0.1         | 0.1            | -              |
| Grants and Major Donations                                | 0.3         | 1.0            | 2.6            |
| <b>Total Income</b>                                       | <b>2.2</b>  | <b>3.2</b>     | <b>5.0</b>     |

This represents an ambitious but achievable vision for the Anglican Communion, with increased impact and effectiveness in the areas of the strategic priorities, created by the creative and effective application of increased resources.

## Key Performance Indicators

The performance indicators identified below are intended to enable assessment of delivery against the strategic objectives set out in this plan.

### Intentional Discipleship

- Demonstrable commitment to intentional discipleship initiatives and programmes by at least 75% of provinces.
- Recognition that qualitative discipleship values and practice has been positively impacted by intentional discipleship initiatives.

### Peace, Reconciliation and Justice

- Evidence that Anglican Communion peace, reconciliation and justice initiatives have transformed lives and prospects around the world.
- Widespread recognition amongst faith-based and other NGOs of the positive role of Anglican Communion organisations in addressing issues in peace, reconciliation and justice.

### Anglican Identity

- Evidence of consistency of definitions of Anglican institutions, traditions and common life across the board so as to strengthen core identity at as many levels as possible.
- Evidence of expression of Anglican identity for internal and external audiences, including use in ecumenical and inter-faith dialogues.
- Evidence of co-ordination and promotion of education and training to ensure understanding and promotion of Anglican Identity.

### Fitness for purpose

- Generation and organisation of funds and other resources to enable strategic objectives to be delivered.
- Evidence that structures and resources have long term sustainability.

### Monitoring evaluation and learning

- Evidence of a culture that seeks disciplined monitoring and evaluation, and values learning from experience for future application.

### Further planning

- Evidence of a culture of regular and thorough planning processes that includes evaluation from experience and the seeking of new direction when appropriate.

## Risk

The risk register adopted by Standing Committee in May 2018 identifies the most significant risks to the Communion, despite available mitigation, as being:

- Lack of clear direction, strategy and forward planning (Risk 101).
- Continuing disagreements over key issues (eg human sexuality) cause damage to positioning and reputation of Anglican Communion (104).
- Ambition for ACC action exceeds resources available to deliver (108).
- Concentration of income from small number of provinces with vulnerability to loss of support from a significant province (403).
- Failure to maintain relationships and satisfy funders/partners leads to loss of income (404).
- Adverse publicity regarding health and cohesiveness of Anglican Communion, particularly over theological or polity issues (702).

These risks will remain relevant during the period covered by this plan. However, risk 101 will be further mitigated by the adoption and implementation of this plan. However, possible ensuing risks are, firstly, that the plan is inappropriate to the developing needs of the Communion and, secondly, that implementation of the plan is inadequate or ineffective.

Because the plan envisages a substantial increase in income to fund activity, there is a further strategic risk that the planned income expansion will not be delivered, with reduced activity and impact as a result.

Risk register revisions will be proposed to and adopted by Standing Committee on an annual basis or more regularly if necessary.

## Action Plans

The strategic plan needs to be widely owned within the Communion including formal adoption by the ACC. Towards this end the following timetable will be followed:

- September 2018 presentation to Standing Committee
- October-December 2018 external consultation (possibly sharing draft with Primates, Networks etc for information/comment)
- April 2019 presentation at ACC

Following consultation and potential amendment the adoption of the plan at ACC17 will enable the ACO to implement its work in line with the strategic objectives.

Tightly following a strategic plan risks the potential for inflexibility in the event of external changes: this should be avoided. Although the plan is intended to cover a six year period 2019-25 there will be a thorough review at ACC-18 in 2022 in order to adapt the plan in the light of any significant developments at, around or as a consequence of the Primates' Meeting and Lambeth Conference 2020.

A formal review in 2022 could lead to the continuation of a potentially adapted plan to 2025, or refreshing to 2028. Considering the longer term 20-year horizon will be a component of the review processes to be undertaken.

A key component of the plan is the development of additional income to resource growth in ACC's programmes, and ACO's capacity to support them. The effectiveness and sustainability of income generation will be a factor in annual budgeting exercises, with action plans for annual periods to support budget proposals.

Standing Committee may wish to consider creation of a permanent committee with responsibility for monitoring performance against strategic plans, reviewing such plans and bringing proposals for amendment and extension to the Instruments of Communion. Such a committee could be formed from September 2018 and tasked with responsibility for consulting widely over the strategic plan and bringing it to ACC17 for adoption.