

THE ANGLICAN CHURCH IN THE DIOCESE OF TRINIDAD & TOBAGO



STRATEGIC PLAN 2022 – 2025

DIOCESAN STRATEGIC PLANNING TEAM (2021)

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Statement by the Bishop

I very much welcome this second rendering of the Diocesan Strategic Plan. Many thanks to the Archdeacon Emeritus Dr Steve West and the team of persons who undertook the sacrifice of this crucially important work. We must at the same time appreciate and recognize the foundation laid by The Leadership Firm led by Mrs. Hazel Manning, through whose team we have the recently expired plan. Going back a little further, we have been building on the PriceWaterhouse Cooper's report, 'On Track to Change of 2010.' At that time, the former Diocesan, Bishop Bess, responding to the lament of synod for capacity building, invited Price-Waterhouse to conduct assessment and offer recommendations for going forward. They did that in the aforementioned report, "On track to Change".

I am happy that the vision of The New Wine Vineyard is maintained. This vision followed the Price-Waterhouse Review of which I was Chairman and was prompted by the request of the elective assembly to candidates, for a vision. I continue to support the vision of a 'New Wine Vineyard – Revealing Christ through the power of the Holy Spirit.' This latter version of the vision being the result of the work undertaken by The Leadership Firm and the various stakeholders.

The current plan for the new period utilized an in-house approach and rolled over many positives of the last framework. For one thing the strategic priorities were retained, and new ones added. Similarly, the Core Values were retained and both retentions were the consequence of learnings from the last effort. We did not do as well as we anticipated in our last effort, but I wish to urge everyone to embrace this new plan and change our approach to suit the conditions. In our West Indian understanding, the conditions are very important and may only be ignored to the teams' peril. We know this from agriculture and from cricket. In the Parable of the Sower, Jesus taught that the conditions on which the seed fall will determine the type of yield that would be received. We must pay attention to and respond to the context in which we serve!

We have utilized the calendar of events approach over many years. While we do not advocate that that tool be discarded, we strongly encourage an approach that would give our work greater intentionality and reach. The Anglican Consultative Council asked the Anglican Communion to engage in Intentional Discipleship and Disciple Making, thereby giving us a big hint about the manner of our mission and ministry work going forward. We believe the strategic plan is an adequate tool for turning things around and producing greater returns on our effort expended. Jesus in his teaching referenced thirtyfold, sixtyfold and a hundred-fold as measures of yield and productive returns.

With the passage of time and the passing of many of our experienced and mature members, the strategic priorities would take on new urgency and utility. We must prepare the current membership and the upcoming membership to do this important work to the highest standard possible. The society is trending more and more toward a secular and plural orientation and consequently, there would be a diminishment of the church's influence. If the church does not inform and strengthen its institution, it will hardly be able to guide and hold its own, much more to make a difference in the ethical and moral framework that accompanies decent and upstanding society. If we are going to be the salt of the earth, our discipleship has to be organized and supported and the Plan can help us to focus on the imperatives of the mission

before us.

I hereby encourage every Parish to embrace earnestly this version of the strategic plan. Our task is much more than conducting services, which is one factor in the cure of souls which is our mandate. In the last round, there was leniency and forbearance, but we have seen that such an approach has not enabled our movement. I am hopeful that at the very least, it has facilitated a dry run, which would embolden the collective response this time around. I am reminded of the sterling work done by the Monitoring and Evaluation Committee, convened by Mrs. Margaret Weston. I wish to thank them most sincerely for keeping the strategic plan agenda firmly on the table and calling us all to account for the work to be done. It is my hope that this time around a greater and more infectious enthusiasm would ensue and would occasion a quantum leap in our discipleship indices across the diocese.

In the year when we mark our sesquicentennial as a diocese, while being on the verge of marking the 200th anniversary of the Dedication of the Holy Trinity Church, the context is ripe for reflection and resolution. I pray that that spirit has made its way substantially into the fabric of the current strategic effort, as well as into the psyche of the members of our church for an engaging and productive process. The nation needs our input in respect of our utilization of scripture, tradition, and reason as a method for discourse, planning and implementation. We must redouble our efforts and we believe the strategic plan would allow for the appropriate positioning for continuing our work.

The strategic plan is an action and a process in motion. It marks a change, but it has to be made into a change. In the terms of one expert, it is not a project; it is a movement, it is a journey. Join the movement and leave your footprint in creating strong and renewed commitment and raised standards to the greater glory of God. We are striving 'to translate vision into reality.' (Warren Bennis) Moreover, there is a great benefit to 'unlocking people's potential to become better.' (Bill Bradley). What a difference we find in ministry when people are excited by being a part of creating the reality that was the vision; or, when people discover the tremendous talent that resides within them and the transformative effect of that talent.

The strategic plan can facilitate this kind of experience, of self-discovery and achievement. It resembles the method of Jesus (Mk 6:7f) and you are invited once again to give it your best shot, not for your personal gain but for the fulfilment of the Commission Jesus laid on our hearts, "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I commanded you." (Matt. 28:19+20a). The strategic plan is a tool that will help us to do this work satisfactorily. I warmly commend its adoption and implementation.

+Claude Trinidad and Tobago.

The Strategic Plan 2016 – 2020: Lessons Learned

Sir Winston Churchill once said, “Those who fail to learn from history are condemned to repeat it.” There are many valuable lessons which emanate from the Church’s implementation of the first Strategic Plan which this second Plan must not ignore. These lessons include the following:

The training of those charged with the implementation of the Plan on a day-to-day basis was insufficient and, in some case, non-existent. Up to the mid-point in the Strategic Planning implementation period some key members of parishes had not heard of the Diocesan Strategic Plan.

In many instances there was a disconnect between the ongoing parish activities and the Strategic Plans. In many parishes, the Strategic Plan was treated like another activity unrelated to on-going activities and somewhat of an imposition by the Diocese.

The activities of the Strategic Plan were, in many instances, not reflected in the budgets of the parishes and thus Plan activities were inadequately funded or not at all.

In significant instances the Plan was not communicated to stakeholders including Vestries and parish groups and did not form part of the ongoing agenda of parishes

Documentation of the planning, implementation and evaluation of the initiatives, programmes and projects was weak or non-existent.

Statement by the Strategic Planning Team

Membership

The Strategic Planning Team comprised of Clergy: Archdeacon Edwin Primus, Archdeacon Philip Isaac, Archdeacon Emeritus Steve West (Chair), Dean Shelley Ann Tenia, Frs. Errol Inshanally, Anthony Mowlah-Baksh, Ashton Gomez, Wayne Maughan, Carlisle Pemberton, Jean Paul Henry.

Lay Members: Kyra Barker; Kyle Grant; Curlene James; Nkese McShine; Sonia Noel; Dengel Redhead; Mervyn Richardson; Margaret Weston.

Methodology

At its first meeting on March 1st, 2021, the Strategic Planning Team agreed that it would use the strategic pillars identified in the Strategic Plan 2016 – 2020 with the addition of two pillars, namely, Technology in Ministry and Clergy Development. It was envisaged that although technology would have an impact on all the pillars it should be a separate pillar due to its importance in the COVID-19 and Post COVID 19 periods.

Thereafter, members identified strategic pillars in which they had an interest and were invited to work together in groups to develop the pillars using the 2016-2021 strategic plan as their base. The Groups were:

Leadership Development: To include the role and functions of the Vestry - Margaret Weston, Jean Paul Henry

Christian Education – Fr. Aston Gomez, Archdeacon West

Utilization of Physical and Human Resources - Sonia Noel, Fr. Carlisle Pemberton

Youth Empowerment - Curlene James, Nkese McShine, and Bishop Claude Berkley

Management of Finance - Sonia Noel, Fr. Carlisle Pemberton

Process of Reconciliation – Fr. Wayne Maughan, Archdeacon Steve West, and Bishop Claude Berkley

Church Development - Margaret Weston.

Technology in Ministry - Kyle Grant; Dengel Redhead; Kyra Barker; Fr. Wayne Maughan; Fr. Jean Paul Henry.

Clergy Development - Archdeacon Edwin Primus, Fr Ashton Gomez, Fr. Jean Paul Henry and Archdeacon Steve West.

Members who were not present at the meeting were asked to select at least two areas in which they would wish to contribute. The Groups were invited to meet virtually or face to face and complete their submissions by April 7th for a meeting of the Committee on April 12th.

There is a prayer (see Appendix A) for use by the Strategic Planning Committee which groups were asked to use at all meetings.

Regional Coordinators were asked to solicit suggestions from the parishes and submit these suggestions either to the coordinators or directly to the Team.

We offer our special thanks to all those parishes and regional coordinators for their suggestions which were incorporated into the new plan.

Executive Summary

The Strategic Plan 2016 – 2020 was developed to take the Anglican Church in the Diocese of Trinidad & Tobago to a new era of Anglicanism. The Church was to be guided by its vision of the future: “The new wine vineyard – revealing Christ through the power of the Holy Spirit.” The Plan was to stimulate the Church to engage in a future in new and innovative ways of doing things in the vineyard of the Diocese of Trinidad & Tobago.

The Church also articulated a biblically based mission statement: “To give honour and glory to God by making disciples of Jesus Christ, empowering them to live according to the principles of God’s kingdom through the ministry and mission of the Church.”

Recognizing the importance of the organizational culture which develops from its values, the Church also identified eight core values: Love, Faithfulness, Communication, Integrity, Reconciliation, Worship, Service and Accountability. A communication plan was to be developed to operationalize the core values in our daily life.

Having identified gaps in the Anglican Church’s ability to achieve its vision, the Strategic Plan 2016 – 2020 identified seven (7) strategic priority areas that would be the focus for the five-year period. These were: (1) Leadership Development (2) Church Development (3) Christian Education (4) Youth Empowerment (5) Management of Finances (6) Process of Reconciliation (7) Utilization of Physical and Human Resources.

Objectives and deliverables were developed for each strategic priority as well as goals with corresponding timeframes and persons or groups who would be responsible for taking the necessary action within the given deadlines.

Training sessions were held to assist parishes in implementing the plan and guidelines were provided for the Parish visitation that was to mark the implementation of the plan. A Diocesan Monitoring and Evaluation Committee was established and engaged in Parish visits, providing guidance on various ways Parishes were implementing the Plan and reported to the Annual Synod on overall Plan implementation.

After over four years of activity, it was decided that while the Plan filled the gaps in the implementation of the mission as a Diocese there was not sufficient participation by the Parishes. It was decided that the plan was excellent and that

the Diocese should continue to pursue its mission through the implementation of a Strategic Plan. However, there were gaps yet to be filled. Therefore, a committee was established to examine the 2016 – 2020 plan and make the necessary additions and/or modifications.

After careful examination of the 2016 – 2020, the Committee added an Implementation Plan and two new Strategic Priorities – Clergy Development and Technology in Ministry and recommendations for greater engagement and participation by parishes.

The Diocesan Monitoring and Evaluation Team played a critical role in assessment of the progress made on the 2016-2020 Strategic Plan. This second plan attempts to capture some of the critical lessons learned by the team, particularly with respect to the institutional capacity for communication, sustained implementation and reporting at the parish level.

This Strategic Plan sets out the vision, mission and initiatives, including programmes and projects which need to be undertaken to move our Diocese forward during the period under consideration. However, it must be clearly understood that the Church operates within a particular cultural context which directs “how” we do what we do. Organizational culture is not addressed as part of this Strategic Plan but will be a critical success factor in the implementation and therefore achievements of the intended outcomes of the Plan.

Vision, Mission, and Core Values

Our Vision, Mission and Core values remain immutable, grounded in the tenets of our faith and are retained to guide our journey over the next five (5) years.

OUR VISION

THE NEW WINE VINEYARD – REVEALING CHRIST THROUGH THE POWER OF THE HOLY SPIRIT.

OUR MISSION

TO GIVE HONOUR AND GLORY TO GOD BY MAKING DISCIPLES OF JESUS CHRIST, EMPOWERING THEM TO LIVE ACCORDING TO THE PRINCIPLES OF GOD'S KINGDOM THROUGH THE MINISTRY AND MISSION OF THE CHURCH.

OUR CORE VALUES

Love: We love because God first loved us. Jesus commanded us to follow His example by loving God with all our heart, mind, soul and strength and to love our neighbour as ourselves (Matthew 22:37- 39; John 3:16; John 15:12; 1 John 4:16).

Faithfulness: One of the fruit of the Spirit is faithfulness. The Holy Spirit is God's presence in the world. Faithfulness is an essential characteristic of the Christian life which must be developed as part of our spiritual growth and practiced in all aspects of life (Matthew 10:22).

Communication: Communication is the purposeful activity of information exchange between two or more participants to convey a message. For this reason, communication is important to the church. Proper communication is essential for the Church to carry out its mission and ministry. Communication among its members ought to be clear, concise and relevant. The Church must use all available media to communicate the message of the gospel (Numbers 12: 6 NRSV).

Integrity: Integrity an expression of the Christian way of life. That is, living by the principles and precepts of Christ (Matthew Chapters 5 - 7).

Reconciliation: The church through Christ has been given a ministry of reconciliation and must help people to have a right relation with God and with each other. (2 Corinthians 5:18-21, Philemon).

Worship: Responding to God's love and goodness in keeping with our culture and tradition (John 4:24).

Service: Service is using God's given gifts to help people to experience God's love (Matthew 25:31-46; Mark 10:46).

Accountability: Ultimately, we are all accountable to God for the use of all God's resources (Matthew 25:31- 46).

Strategic Priorities

The Anglican Church in the Diocese of Trinidad and Tobago will focus on nine strategic priorities over the period 2022 to 2025 to bridge the gap between its current reality in response to the COVID 19 pandemic and the future. A description of each priority articulates the goal for each and further identifies the objectives essential to achieving the vision. The strategic priorities are:

- ✓ Leadership Development
- ✓ Church Development
- ✓ Christian Education
- ✓ Youth and Young Adult Empowerment
- ✓ Management of Finance
- ✓ Process of Reconciliation
- ✓ Utilization of Physical and Human Resources
- ✓ Information Communication and Technology in Ministry
- ✓ Clergy Development

STRATEGIC PRIORITIES

Leadership Development:

The Anglican Church in the Diocese of Trinidad and Tobago is committed to identifying potential leaders and nurturing and equipping them with the requisite knowledge, skills and attitudes to become servant leaders, both lay and ordained in God's Church.

Church Development:

The Anglican Church in the Diocese of Trinidad and Tobago will form and transform communities through which God can pour the good news of salvation into the world by fostering vital practices that promote growth, strengthen church systems, help the Church remain relevant and further the mission of God.

Christian Education:

The Anglican Church in the Diocese of Trinidad and Tobago will nurture disciples in every generation by teaching the faith of Christ while promoting the spiritual practices that support and encourage continuing growth in faith.

Youth and Young Adult Empowerment:

The Anglican Church in the Diocese of Trinidad and Tobago accepts that the youth and young adults are the source of new ideas and much energy, and that the future of the Church lies in their hands. In this regard the church will develop strategies to guide our youth and young adults to become faithful Disciples of Christ.

Management of Finances:

The Anglican Church in the Diocese of Trinidad and Tobago stands committed to prudent management of its financial resources, in ways that will always promote the Kingdom of God and glorify God's name. The Church will encourage proportional sacrificial giving in response to the abundant grace that is so freely distributed among us.

Process of Reconciliation:

The Anglican Church in the Diocese of Trinidad and Tobago embraces reconciliation as essential to salvation. The Church will promote reconciliation, unity and harmonious relationships among all the people of God regardless of age, social standing, colour, creed, gender and race.

Utilization of Physical and Human Resources:

The Anglican Church in the Diocese of Trinidad and Tobago recognizes its responsibility to mobilize all the available physical and human resources and to deploy them wisely in the execution of its God given mandate.

**Information Communication and Technology (ICT)
in Ministry:**

The Anglican Church recognizes that the use of Information and Communication Technology (ICT) has become a norm in every sphere of human life over the past few decades. The advent of the Covid-19 pandemic has increased the urgency with which ICT needs to be adopted by the Church. ICT is no longer a "nice to have". Moreover, digitization is the obvious way to go and has the potential to pay rich dividends in the capture and retention of the Church's legacy in the form of records of its history.

Clergy Development:

The Anglican Church in the Diocese of Trinidad & Tobago acknowledges the importance of the Clergy as a human resource vital for the fulfilment of the mission and ministry of the Church. Clergy Development will ensure that the clergy are able to make a sustainable, high-level contribution, continuously to the Church, the community and the nation.

Deliverables

The success of this strategic intervention relies on the identification and execution of deliverables relative to each objective under the relevant priority area or pillar. The matrix of priorities, goals, objectives and deliverables detailed hereunder (See page x) paints a clear picture of the direction that the Anglican Church in the Diocese of Trinidad and Tobago will take in operationalizing the Strategic Plan.

The deliverables have been identified and each Parish will in turn develop Action Plans stemming from these deliverables. Each Parish may have unique circumstances and require action specific to that Parish in relation to a deliverable. On the other hand, a Parish may not require any action under a deliverable, since the circumstance may not be relevant to that Parish's situation. In such case, the Parish may undertake actions unique to them or not at all, but all must lead towards the attainment of first the objectives and subsequently the goals.

The Appendix details the matrix of (a) the strategic priority defined with the goal, (b) the objectives, and (c) the deliverables. In addition, the deliverables are time bound, identifying the responsible persons for the tasks.

Implementation Plan

A Twelve (12) Stage Implementation Plan is proposed.

Stage 1: Parishes will be advised to distribute the relevant parts of the plan – Strategic Pillars with Objectives, Deliverables, Time Frame and Responsibilities to Parish groups and Parishioners.

Stage 2: A Parish gathering(s) is/are organized – a Convention or Meetings with parish groups to determine the needs of the Parish and the selection of the Strategic Pillars that would be priorities of the parish.

Stage 3: Having selected their priority Strategic Pillars, the Parish should identify the

objectives in each pillar they would strive to implement in a given period – e.g., a year.

Stage 4: The Parish forms a Parish Strategic Plan Implementation Committee (PSPIC) tasked with developing an Action Plan for the Parish with the Objectives and the time frame identified. This PSPIC reports to the Vestry. Implementation of the Action Plan is to a substantive item on the Vestry's agenda. It is the Vestry's responsibility that all groups have the resources and approvals to proceed with the Action Plan and to reprioritize the implementation of programmes and projects as may become necessary from time to time.

Stage 5: The completed Parish Action Plan should be discussed by the Parish/Parish groups and a priority list developed and approved.

Stage 6: Implementation of the Parish Action Plan Priority list.

Stage 7: The PSPIC is tasked with ensuring that the activities of the Parish Action Plan priority list become a reality in the time frame agreed upon.

Stage 8: The PSPIC is tasked with producing a quarterly progress report for the Parish Vestry. After Vestry adoption of the report, it is submitted to the Regional Council Strategic Plan Implementation Committee (RCSPIC)

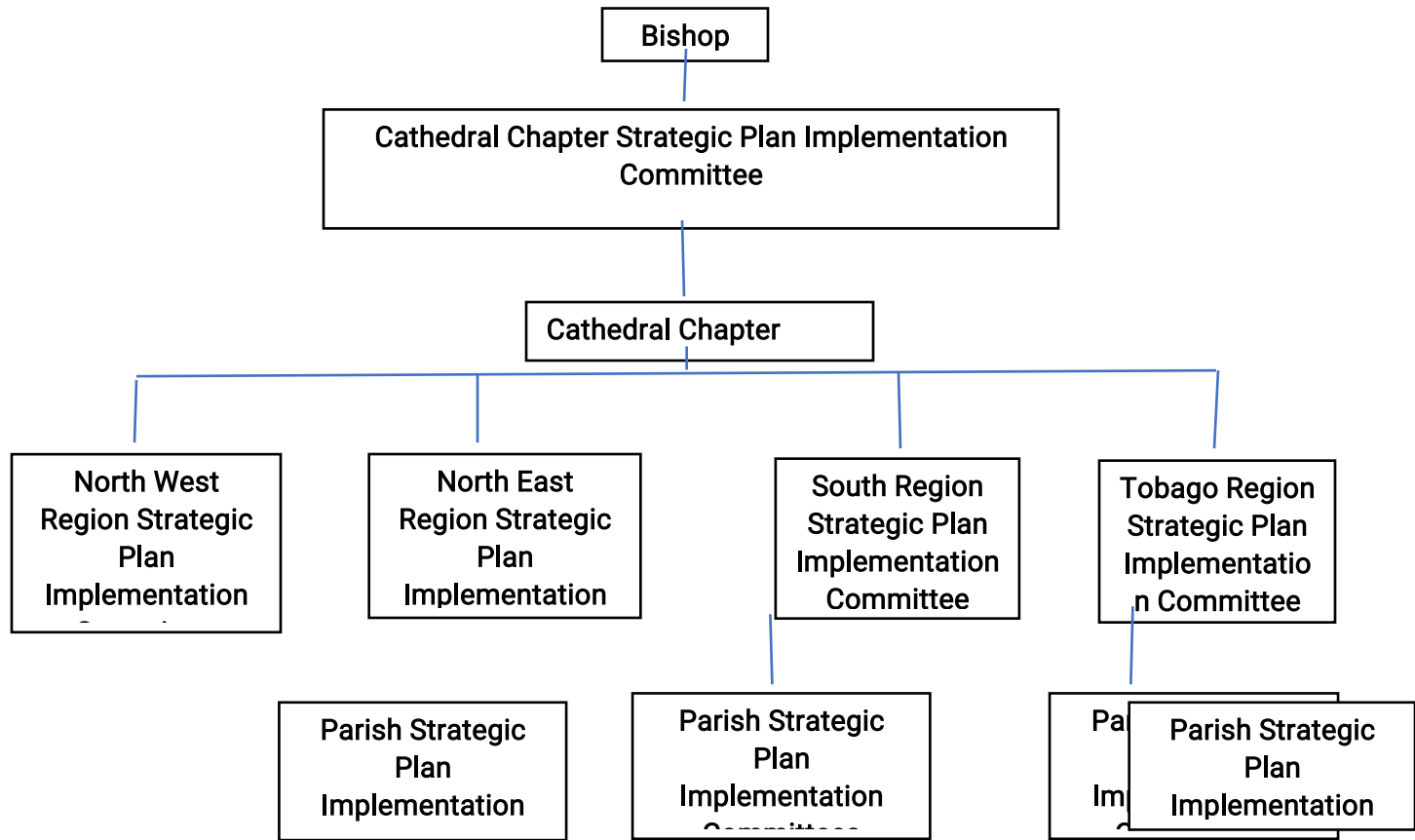
Stage 9: The RCSPIC collates reports on each Strategic Pillar to be presented to the assigned member of the Cathedral Chapter.

Stage 10: Members of the Cathedral Chapter will be given responsibility for one or more of the Strategic Pillars.

Stage 11: Every five (5) months the assigned member of the Cathedral Chapter will present a report on the assigned Strategic Pillars to a three-member Cathedral Chapter Strategic Plan Implementation Committee (CCSPIC).

Stage 12: The CCSPIC will present a comprehensive Report to the Bishop.

In the rollout of this second Strategic Plan, emphasis must be placed on assisting parishes to understand and benefit from what is in the implementation of the Strategic Plan for the parish and its constituent parts. At several forums, assessments of the first Strategic Plan indicated that some groups felt that it was a Diocesan imposition. In many parishes the implementation of the Strategic Plan was seen as something separate and apart and in competition for resources, with the parish's existing and ongoing programme of activities. In this second Plan, it is envisioned that all participants will see the achievement of the Strategic Priorities and deliverables as the Church's activity at every level.



A Strategic Plan Implementation Team will be established to assist Parishes in the first stages (Stages 2 to 5) of the Implementation process.

Monitoring and Evaluation

Monitoring and Evaluation of the implementation of the Strategic Plan resides within the Office of the Bishop and will be a formative and summative process. A Monitoring and Evaluation Team (members to be determined) will assist the Bishop in the monitoring and evaluation process.

The Team will use the reports submitted to the Bishop by the Cathedral Chapter Strategic Plan Implementation Committee which is charged to monitor and evaluate the activities of the Parishes.

A Mid-term Strategic Review will be undertaken to inform any adjustments needed to ensure achievement of the vision.

Appendix A: Prayer for the Implementation of this Strategic Plan

Gracious God, we thank You for your love so freely given, and that you continue to call us into a relationship with you, inviting us to enjoy the fullness of your presence in our lives. We thank You for the sacrifice of your only begotten Son, Our Lord and Saviour Jesus Christ, giving us the hope of salvation. We thank you for the gift of your Holy Spirit to guide our path on this earthly pilgrimage. We thank you for the gift of your Church in which we can experience fellowship and exercise our gifts for the advancement of your kingdom. We thank you for the challenges which demand our best efforts as we seek to be the body of Christ in today's world. We thank you, Father, for calling us to the task of implementing this strategic plan for your Church in this Diocese.

Give us your vision for your Church and instill your divine wisdom in our hearts enabling us to translate that vision into a plan and the plan in actions that reflects your will for your people. We ask for your guidance in our implementation, unite us in purpose and execution, that we may truly hear each other and be able to respond with love and respect for the aspirations and concerns expressed and grow in our relationship with each other and with you.

Go before us and let your spirit of revival spread throughout the Diocese and prepare the hearts and wills of your people for the journey ahead. Father, we commit the implementation process of this strategic plan into your loving hands and ask for your guidance and blessings in the name of Jesus Christ, your Son our Lord in the presence and power of the Holy Spirit. **Amen.**

Appendix B: Strategic Plan Matrix 2022 – 2025: Operational Matrix

Strategic Priority: **LEADERSHIP DEVELOPMENT** – The Anglican Church in the Diocese of Trinidad and Tobago is committed to identifying potential leaders and nurturing and equipping them with the requisite knowledge, skills and attitudes to become servant leaders, both lay and ordained, in God's Church.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
To intentionally expose and train the members of the Church in the core aspects of leadership to improve administrative, pastoral, liturgical, personal, and spiritual functioning in the Diocese.	1. A needs assessment tool to prioritize the core areas for training.	Immediate	Vestries and Clergy
	2. A Leadership Month in each Parish during which the theme discussed at services, Sunday School etc. is "Leadership from a biblical perspective.	Short term and ongoing	Vestries and Clergy
	3. All leaders (vestries, church and institution) should participate in a prescribed Leadership Programme.	Short term	Regional Council and Vestries
	4. A culture of leadership in each Parish modelled through discipleship and communicated in diverse ways (speaking, singing, writing, action).	Short term and ongoing	Clergy
	5. At least two future leaders in each parish participate in the Leadership Mastermind Programme annually.	Short term and ongoing	Clergy
	6. A mentoring programme for children and youth, teaching and modelling leadership principles and providing opportunities for practice within the life and ministry of the church.	Short term and ongoing	Vestries and Clergy

Strategic Priority: **CHURCH DEVELOPMENT** – The Anglican Church in the Diocese of Trinidad and Tobago will form and transform communities through which God can pour the good news of salvation into the world by fostering vital practices that promote growth, strengthen church systems, help the Church remain relevant and further the mission of God.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
1. To reconfigure the physical Boundaries of the Parishes to better serve the needs of the population.	1. Study on population shifts and changing demographics in Trinidad and Tobago and the implications for church planning and Parish boundaries in the Diocese 2. Strategically developed for reconfiguration of boundaries and church planning.	Immediate to Short term Short Medium term to	Diocesan Council Diocesan Council, Regional Council and Vestries
2. To utilize “Team Ministry” as a means of optimizing resources and building relationships intra- and inter-parish.	Annual church education and training programmes/ activities utilizing the pool of lay and clergy resources across parishes and regions.	Immediate and ongoing	Regional Councils and Clergy.
3. To upgrade and maintain the infrastructure of church properties.	1. Development of a scheduled programme for (a) maintenance of churches and other buildings and (b) enhancement of environment and programmes for at least 5 churches and/or buildings completed annually. 2. Feasibility study on establishing a Diocesan or Regional Maintenance and Construction Company.	Immediate to Short term Immediate to Short term	Vestries and Wardens Diocesan Council or Regional Council

4. To cater to the needs of the differently abled.	Established ministries for the differently abled to enable meaningful participation in Worship and access to other services	Immediate to Short term	Clergy, Vestry and specific Parish Groups
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OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
6. To strengthen the Church's influence in the community through Christian formation, spiritual nurturing and support	1. Achieve outreach programme including activities such as: a. house to house visitation b. participation in community activities c. Pastoral care to members of the community during bereavement and other crises d. Cottage meetings e. Sunday Schools in communities	Immediate to Long term	Clergy, Vestry, Lay Minister and relevant church groups
	2. Intentional use of social and mass media to promote the church's agenda on current issues.	Immediate to Long term	Bishop, Cathedral Chapter and Diocesan Board
	3. Increase in membership by 25% over the next five years	Immediate to Long term	Bishop, Cathedral Chapter and Diocesan Board
7. To strengthen the relationship between the Church and its Schools	1. An updated Manager's Guide available online and accessible to Principals, teachers and parents.	Short term	The Anglican Education Board of Management

Strategic Priority:

CHRISTIAN EDUCATION – The Anglican Church in the Diocese of Trinidad and Tobago will nurture disciples in every generation by teaching the faith of Christ while promoting the spiritual practices that support and encourage continuing growth in faith.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
1. To establish a Diocesan Christian Education Department	1. A Diocesan Christian Education Committee appointed comprising 7 to 10 persons from the Regions with terms of reference and a mandate to develop the job description for a Director/ Coordinator of Christian Education.	Immediate	Commission on Ministry
	2. An inventory tool for documenting Christian Education activities circulated to all Parishes and feedback documented	Short term	Christian Education Committee and Christian Education Director
	3. Consultations held in all Regions to get the input of persons involved in Christian Education in formulating a Diocesan Christian Education Plan.	Short term	Christian Education Committee and Christian Education Director
	4. Diocesan Christian Education Plan completed and circulated for comments.	Short term	Christian Education Committee and Christian Education Director
	5. Final plan distributed and also made available on the Diocesan website	Short term	Same as above
	6. A programme of sensitization and training is developed for Christian Education	Medium to Long term	Same as above and Parish Education Committees

	teachers by members of the Christian Education Committee.		
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Strategic Priority: **YOUTH AND YOUNG ADULT EMPOWERMENT**

The Anglican Church in the Diocese of Trinidad and Tobago accepts that the youth and young adults are the source of new ideas and much energy, and that the future of the Church lies in their hands. In this regard the church will develop strategies to guide our youth and young adults to become faithful Disciples of Christ.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
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1. To encourage young persons (<i>youth & young adults</i>) to ground themselves in God and to have a genuine relationship with Jesus Christ through the power of the Holy Spirit	1. Small discipleship groups established for youths and young adults within each Parish, with the aim of helping young persons to become faithful Disciples of Christ. 2. Three (3) to Five (5) Diocesan or Regional Youth ministry programs (<i>Alpha, Liturgy Alive, Faith Formation, Life in the Spirit, Risen & Real Camp, etc.</i>) implemented on an annual basis to foster Christian formation and a deepening relationship with Jesus Christ. 3. Ministry to Young Adults (<i>ages 18 – 35</i>) implemented in each Parish with targeted focus on <i>Evangelization, Community Life, Leadership Development, Catechesis, Prayer & Worship, Justice, Pastoral Care, Advocacy & Service</i>	Short Term and ongoing Short Term and ongoing Medium to Long Term	Vestries, Parish Youth Council, Clergy Youth and Young Adult Department, Regional Councils Youth and Young Adult Department, Vestries, Parish Youth Council, Clergy
2. To engender amongst young persons a sense of belonging and ownership within the youth and young adult community, as well as the broader parish community	1. Parish Youth Council implemented in every Parish. Parish Youth Council members trained annually. 2. Consultation session held in each Region with youths and young adults to ascertain the specific	Immediate to Long-Term Immediate	Youth and Young Adult Department, Vestries, Clergy Youth and Young Adult Department and Regional Councils

	needs of young persons in the respective regions, the associated development priorities and the required support structures and needed resources to guide implementation of effective programmes. 3. Diocesan Youth and Young Adults Annual Events Calendar (<i>retreats, camps, mission services, faith building programs, etc.</i>) developed and implemented. 4. Annual programmes geared at mobilizing young persons to participate in the decision-making processes of the church and to develop solutions to the challenges they encounter as young people- in particular those related to spiritual renewal and expression, developed and implemented.	Short Term and ongoing Medium – Long Term	Youth and Young Adult Department and Regional Councils Vestries, Parish Youth Council, Clergy
3. To develop young persons with a strong Anglican identity	1. Develop capacity of youth leaders in spiritual matters 2. Diocesan Youth Creative Expressions project implemented to utilize creative spectrums (<i>art, poetry, drama, photography, video,</i>	Immediate and ongoing Medium – Long Term	Parish Youth Councils Youth and Young Adult Department and Regional Councils

	<i>etc.)</i> to facilitate and develop learning resources in Anglican history and tradition for the strengthening of Anglican identity. 3. To call forth, affirm, empower and train youths and young adults to use their diverse gifts, talents and abilities.		
4. To incorporate co-curricular activities in Regions to offer young persons a sense of belonging, believing, and achieving competence	1. Organized sports and cultural activities in Parishes 2. An operational regional sports and cultural league promoting a schedule of tournaments, competitions and shows	Medium to Long-Term Medium to Long-Term	Parish Youth & Young Adult Councils Parish Youth & Young Adult Councils

Strategic Priority: **MANAGEMENT OF FINANCES** - The Anglican Church in the Diocese of Trinidad and Tobago stands committed to prudent management of its financial resources, in ways that will always promote the Kingdom of God and glorify God's name. The Church will encourage proportional sacrificial giving in response to the abundant grace that is so freely distributed among us.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
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1. To encourage sacrificial and thankful giving to God	1. Teaching material developed by residential experts using biblical references, articles, regulations and Canons of the Province of the West Indies and Book of Common Prayer which will be preached and taught during a month dedicated to Stewardship 2. A documented increase of 10% per year in the number of pledging units and the quantity of money collected through tithes and offering in each Parish	Immediate to Long term Immediate to Long term	Clergy and Vestries
2. To provide training in financial management in the Parishes	1. Training in budgeting carried out for Vestries, Parish Treasurers and Regional Coordinators by Financial Advisors and Accountants from the Diocesan Board of Finance and Trustees 2. Training in preparing for retirement provided for Clergy and other church workers	Immediate to Long term Immediate to Long term	Trustees and Financial Advisors Trustees and Diocesan Board of Finance
3. To improve revenue generation in Parishes	Parish Vestries trained in revenue generation and entrepreneurship A documented increase of 10% per year in net revenue in each Parish	Immediate to Long term Short to Long term	Diocesan Board of Finance and Vestries

4. To improve retiree benefits within the Diocese	An approved revised retirement policy with upgraded benefits	Immediate	Diocesan Board of Finance and Trustees
5. To maximize financial benefits from Church lands and properties	1. An accessible land and property registry 2. An adequately staffed Property Department located in the Diocesan Office 3. 10% per year increase in revenue from Church land and properties through innovative business activities 4. A system for monitoring and analyzing the finances of the Parishes	Immediate Medium Term Immediate Medium term	Trustees, Property Dept., Vestries, Diocesan Council Trustees Diocesan Council, Regional Councils and Vestries Diocesan Council, Regional Councils, Vestries and Parishioners
6. To ensure prudent yet income generating investment	1. The Diocesan Investment Committee re-established 2. Investment opportunities circulated among Parish Vestries	Immediate Immediate	Diocesan Board of Finance and Trustees Same as above
7. Improvement of accountability and reporting to parishioners	Improve the standards of financial accounting to parishioners, including the frequency of parish financial reports to coincide with quarterly reports to the Board of Finance	Immediate	Parish Treasurers and vestries

Strategic Priority: **RECONCILIATION** - The Anglican Church in the Diocese of Trinidad and Tobago embraces reconciliation as essential to salvation. The Church will promote reconciliation, unity and harmonious relationships among all the people of God regardless of age, social standing, colour, creed, gender and race.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
1. To establish a Diocesan Commission on Reconciliation which will set up mechanisms to facilitate reconciliation and ensure that practices are consistent throughout the Diocese	1. Appointment of 5-7 persons with suitable and relevant skills to form the Commission empowered by a Diocesan philosophy and scope of intention for the commission	Immediate	The Cathedral Chapter
	2. A Diocesan awareness and sensitization drive to educate the membership about the importance of reconciliation and about the implementation process.	Immediate and ongoing	The Reconciliation Commission
	3. Training seminars for members of the clergy and persons selected as mediators in the reconciliation process.	Immediate	The Reconciliation Commission
	1. Production of Educational material re. reconciliation	Immediate and ongoing	Reconciliation Group of 2022 Strategic Plan

Strategic Priority: **UTILISATION OF PHYSICAL AND HUMAN RESOURCES** - The Anglican Church in the Diocese of Trinidad and Tobago recognizes its responsibility to mobilize all the available physical and human resources and to deploy them wisely in the execution of its God given mandate.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
1. To identify Anglicans and friends with the requisite skills and experiences which will strengthen the Diocese in the execution of its mission	A well utilized electronic database available to all parishes linking names of individuals and groups and their addresses with skills needed by the Diocese.	Immediate	Parishes and Diocesan Office
2. To nurture potential for vocations in the sacred Ministry from an early age.	1. A continually replenished cadre of young persons exposed to formal and informal experiences which develop their spiritual gifts and other talents for Ministry. 2. Servers' guilds throughout the Diocese which have approved programmes that intentionally promote the ordained ministry. 3. Three to five young ordinands coming forward out of the diocese annually.	Immediate Immediate Short to long term	Parish Clergy, Commission on Ministry, The Bishop Clergy in charge of Diocesan Servers' Guild Parish Clergy, Diocesan Servers' Chaplain, Commission on Ministry, The Bishop.
3. To update and complete the documentation on all properties owned by the Diocese.	1. Complete and updated property records available online with controlled levels of access for permanent categories of Diocesan and Parish staff 2. Maintenance schedules for all buildings and equipment.	Immediate to long term Short term	Parish Vestries and Diocesan Council Diocesan Council, Vestries, Diocesan Property Dept.

OBJECTIVE(S)	DELIVERABLE(S)	TIMEFRAME	RESPONSIBILITY
4. To update and complete the documentation on all properties owned by the Diocese.	A development plan for each property owned by the Diocese that fits into an overall plan for the optimal utilization of Diocesan properties in the execution of its mission	Medium to Long term	Diocesan Council, Diocesan Property Department and Vestries
5. To determine the value of equipment and sacred property in each Parish and decide on appropriate use	1. Annually updated inventories of equipment owned and in the care of each parish. 2. Well maintained classified set(s) of sacred vessels in each church. 3. Ensure consistency with Diocesan Fixed Asset Policy	Immediate to long term Short to long term. Short to long term.	Vestries and Archdeacons Vestries and Wardens Board of Finance

Strategic Priority- Information and Communication Technology – The Anglican Church has become aware that the use of Information and Communication Technology (ICT) has become a norm in every sphere of human life over the past few decades. The advent of the Covid-19 pandemic has increased the urgency with which ICT needs to be adopted by all organizations. ICT is no longer a “nice to have”. It is essential for mission and ministry.

OBJECTIVES	DELIVERABLES	TIMEFRAME	RESPONSIBILITY
1. Development of an ICT Plan for each parish and region in the Diocese.	A Needs Assessment to determine ICT requirements of the parish and region. An ICT plan for each Region and Parish.	Medium Term	Diocesan ICT Team
2. Adequate provision in the Parish's Annual Budget for an ICT programme	The inclusion of a line item in Parish Budgets for the acquisition and maintenance of ICT equipment	Short Term	Vestries
3. All parishes establish an ICT committee to oversee implementation and utilization of the ICT plan.	An ICT Committee in every Parish.	Short Term	Vestries
4. All parishes are equipped with the basic equipment for live streaming of all services and the production of videos for archival purposes.	All Parishes with the ability to live stream services and produce videos of events in the parish.	Short Term	Vestries

5.Training of Parish personnel including clergy in the use of ICT equipment.	Training programmes for Parish personnel	Medium Term	Diocesan Team ICT
6. All Parishes have the ability to use ICT to improve the efficiency of the existing systems for Parish administration.	Evidence of improved parish administration systems	Medium Term	Parish Teams ICT
6. All Parishes have a manageable presence on social media	Parishes have an UpToDate presence on social media	Medium Term	Parish Committee ICT
7. To ensure that Parishes adhere to copyright and privacy issues when using ICT	A document with ICT protocols including copyright and privacy issues.	Medium Term	Diocesan Team ICT

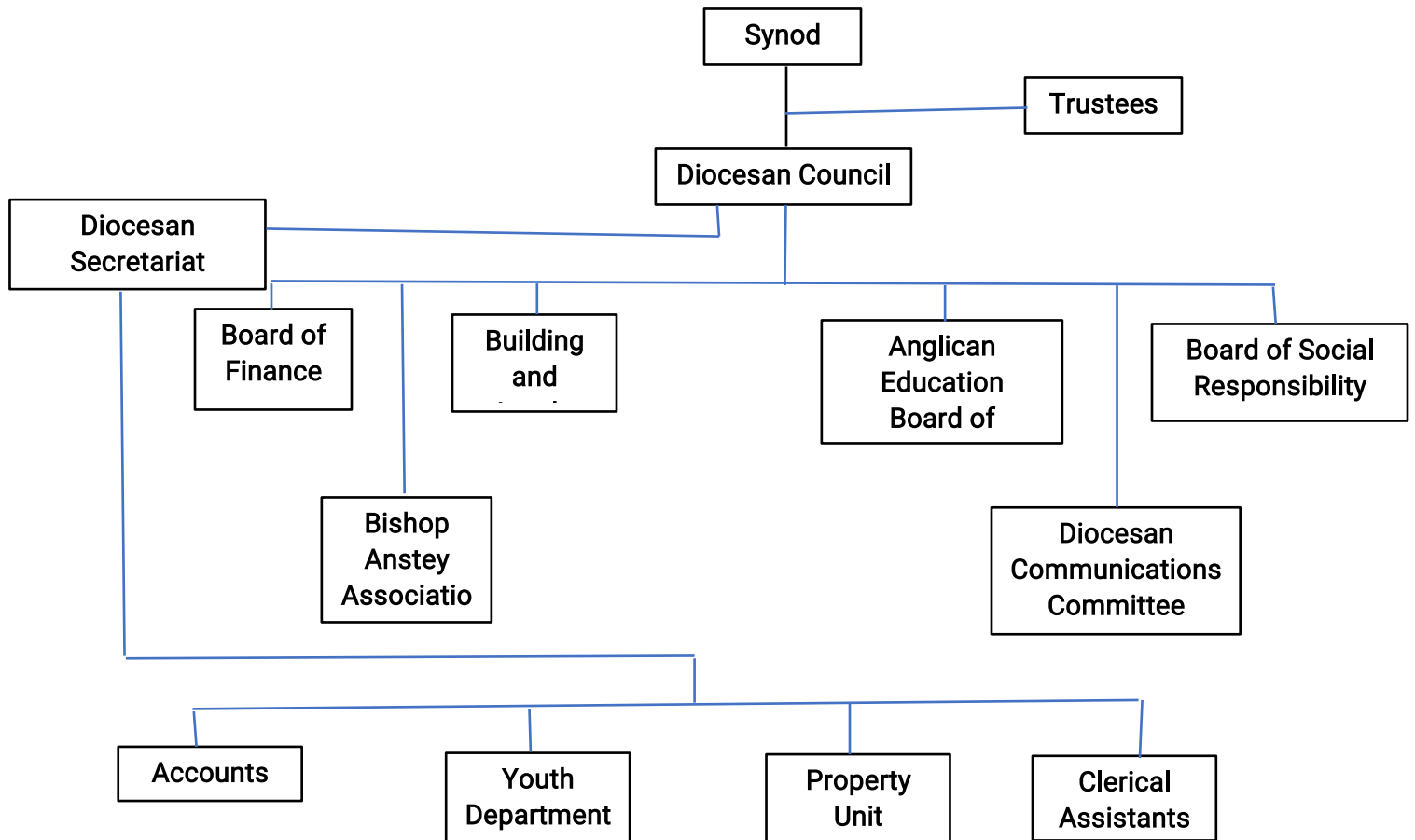
Strategic Priority: CLERGY DEVELOPMENT - The Anglican Church in the Diocese of Trinidad & Tobago acknowledges the importance of the Clergy as a human resource vital for the fulfilment of the mission and ministry of the Church. Clergy Development will ensure that the clergy are able to make a sustainable, high-level contribution, continuously to the Church, the community and the nation.

Objectives	Deliverables	Time Frame	Responsibility
1) To ensure that those responding to the call to clerical vocations are nurtured, encouraged, formed and able to respond appropriately.	1) Regularly publish the process for responding to the call in all Diocesan Communication platforms.	Short Term	Commission for Ministry
	2) An active Fellowship of Vocations in North, South and Tobago.	Short Term	Commission for Ministry
	3) An approved, published programme for the Fellowship of Vocations.	Medium Term	Cathedral Chapter & Commission for Ministry
2) To ensure the effective functioning of the Commission for Ministry	1) The appointment of a full Commission for Ministry as set out in the Diocesan/Provincial Regulations.	Short Term	The Bishop
	2) The Commission for Ministry reporting semi-annually to the Bishop.	Short Term	The Chairperson of the Commission for Ministry
3) To ensure adequate preparation for persons offering themselves for the ordained ministry.	1) An approved published programme for the preparation of Deacons locally.	Medium Term	Commission for Ministry
	2) An approved published programme for the preparation of Priests locally.	Medium Term	Commission for Ministry
	3) An approved instrument for the assessment of persons for ordination to the Diaconate.	Medium Term	Commission for Ministry
	4) An approved instrument for the assessment of persons for	Medium Term	Commission for Ministry

	ordination to the Priesthood		
4. Develop professional development programmes for clergy	An annual calendar of programmes and activities	Immediate	Commission for Ministry
5) To ensure all Clergy have a clear understanding of their parochial responsibilities.	1) A manual for Clergy including but not limited to assignment; clerical responsibilities at all levels - Assistant, Priest in Charge; Rector; Administrative responsibilities; Mission responsibilities; attendance at Diocesan Events.	Medium Term	Committee formed from the Clergy
6) To ensure that all Clergy are aware of and are receiving adequate Parochial support.	1) A manual indicating basic parochial entitlement of the Clergy at all levels - including but not limited to housing; travel; vehicle maintenance; support for academic pursuits. 2) A manual indicating Diocesan Support for Clergy including but not limited to medical and pension benefits and academic pursuits.	Short Term Short Term	Committee comprising representatives from Trustees, Clergy and lay persons from each Region. Trustees
7) To ensure a smooth transition when clergy reach retirement age	1) A retirement policy for all Clergy including criteria and conditions under which clergy will continue to serve after reaching retirement age and entitlement at the end of service.	Short Term	Trustees
8) To ensure Clergy maintain good health physically, emotionally and spiritually.	1) A list of health and other professionals who will be available to Clergy and families either pro bono or at reduced cost.	Short Term	Trustees
9) To ensure Clergy perform at a consistently high level	1) The development and implementation of an appropriate instrument to	Medium Term	Bishop and Archdeacons

in all areas of ministry.	assess Clergy performance. 2) Annual assessment of Clergy followed by discussion on performance and the way forward.	Medium Term	Bishop and Archdeacons
10) To promote congeniality among Clergy in the Regions	1) In addition to regular Regional Clergy meetings, the setting aside of regular study days and occasions for Clergy and families to get together socially.	Short Term	Archdeacons and Regional Clergy
11) To foster vocations to the ordained ministry	1) A Vocations Sunday when all preaching will focus on vocations.	Short Term	Cathedral Chapter

Appendix C: Diocesan Administrative Organizational Structure



Appendix D: Organizational Structure of the Clergy

