



The Iona Community Strategic Plan 2024-2029

Rooted in Hope: lived in community

Approved by Council 23 May 2024

Contents

1. Executive Summary	2
2. Introduction: “Rooted in Hope, Lived in Community”	3
3. The Iona Community: our short story	4
4. Charitable Objectives, Vision, Purpose and Aims	4
5. Context and Values	5
6. Strategic Goals 2024 - 2029	7
Strategic Goal 1: Community Empowerment	7
Strategic Goal 2: Justice and Peace	8
Strategic Goal 3: Care for Creation	9
Strategic Goal 4: Youth at the Heart	10
Strategic Goal 5: Sustainable Resources	11
7. Monitoring and Evaluation Framework.....	12
8. Risk Management	13
9. Financial Planning	14
10. Resources, Staffing and Governance	14
11. Conclusion	15
Appendices.....	16
Appendix A: Glossary.....	16
Appendix B: Staffing Structure (May 2024).....	17
Appendix C: Governance Structure (May 2024).....	18

1. Executive Summary

The Iona Community, rooted in the Christian faith and committed to justice, peace, and the environment, is embarking on a strategic plan to guide our activities from 2024 to 2029. This plan focuses on enhancing community engagement, nurturing spiritual growth, and ensuring financial sustainability, with revised strategic goals centred around Membership, Centres and Programmes, and Young People, while embodying the core values of hospitality and participation, reflection and nonviolent action, collective and personal responsibility, and citizenship and cooperation.

Our audience spans internal stakeholders, from Trustees, Members, Associate Members, and Friends to Staff and Volunteers, and extends to a wider spectrum including Guests, Partners, Funders and Supporters.

At the heart of our strategy are the beneficiaries - individuals, communities, and causes that stand to gain from the transformative impact of the Iona Community. We envision our work creating positive ripples in spiritual growth, social justice advocacy, and environmental responsibility, leaving a lasting imprint on those we serve.

Understanding our operational context is key. Three-year Business Plans for our Islands Centres will analyse external factors, market trends, and demographic shifts, ensuring our strategy is adaptive.

Each department's internal Operational Plan, aligning with the strategy, will ensure a cohesive and flexible approach to achieving collective goals.

Diversified funding sources—grants, donations, partnerships, and revenue initiatives—are integral to our vision and purpose. Robust risk management will ensure our initiatives remain resilient in the face of uncertainties.

This Strategic Plan is rooted in, and complements our Charter (2017).

The Plan also builds on the foundations laid by the Iona Community Strategic Vision (2021), the Iona Community Business Plan (2019 – 2024), and the Iona Abbey Ten Year Vision (2020 – 2029). By drawing on the successes and lessons learned from these frameworks, we commit ourselves to focusing on the future, equipped in the present to navigate an evolving landscape with resilience, adaptability and hope.

2. Introduction: “Rooted in Hope, Lived in Community”

As a community of faith we live within a framework of hope.

We recognise that the context in which many of us live can seem to be, and for many is, hopeless. And yet we choose life, we choose hope. We remain convinced that the community we seek must be lived out in the community that we practice.

From our earliest formation the Iona Community has relied on both vision and planning. We know that one cannot thrive or flourish without the other.

Our hope is in a living God who chose a time and a place to live alongside us in creation, to stand with us in our suffering, and who models what it means to speak out and speak up for all with no voice and little power. So we choose to find hope within the despair. And we ask: how must we live, what is ours now to do, to live out this hope within community. We hope our strategic plan brings clarity and focus to this vision.

Strategic Plan

This Strategic Plan serves as a comprehensive roadmap which sets out the Iona Community’s strategic objectives and the methodologies it will employ to realise these ambitions over a five-year period. We share clearly, and with passion, the vision, goals and purpose of the Iona Community in order to bring energy, coherence and focus to our membership, trustees, friends, staff and all who work with us.

Beneficiaries

The Iona Community serves diverse beneficiaries, including

- church and community groups seeking practical, political, and spiritual resources for change, particularly in justice and inclusion.
- marginalised groups, particularly homeless people and refugees/asylum seekers.
- young people seeking a safe, welcoming and inclusive space.
- individuals seeking a more demanding, accountable, and community-oriented faith practice.

Our Community offers a nurturing environment, encouraging a deepened commitment to faith and personal growth. Through these efforts, we aim to make a meaningful impact on the lives of those seeking positive change, inclusivity, and a profound spiritual journey.

Primary Audience

Our primary audience for this Strategic Plan are our internal stakeholders, including Trustees, Members, Associate Members, Friends, Staff and Volunteers. The Executive Summary caters to a broader audience, extending to Guests, Partners, Funders, Supporters, and other interested external parties.

Detailed Operational Framework

Individual Business Plans for all departments, including our islands centres, will be evaluated and reviewed in three-yearly cycles. These plans will illuminate the operational landscape, our agreed goals and milestones, financial models sustaining us through this duration, and robust processes for assessing and adapting our strategy based on direct feedback from all stakeholders.

Departmental Integration

Each department will prepare an internal annual Operational Plan detailing their specific activities. These activities will be aligned with and trace back to this Strategic Plan, ensuring a cohesive approach to achieving our objectives.

3. The Iona Community: our short story

The Iona Community is an international, ecumenical Christian movement working for peace and justice, the environment, the rebuilding of community and the renewal of worship. We long for a just and peaceful world in which all of life can flourish. We are motivated by a Christian commitment and seek to work with others who share our vision and purpose.

As a community, movement and organisation we pursue our purpose through the activities of our Members, Associate Members and Friends where they live and work, and of our staff and volunteers in our centres in Glasgow, Mull and Iona.

We seek to motivate and inspire people of all ages, from different backgrounds and cultures to learn more about life's meaning and purpose, and to commit to action for justice and peace wherever they live and work. We are convinced that the radical, inclusive community we seek must be embodied in the community we practise.

Our dispersed, worldwide membership share in the rhythms and responsibilities of a Rule of Life that is central to our witness and binds us through mutual accountability.

The Iona Community was founded in 1938 by George MacLeod. The common task of rebuilding the living quarters of Iona Abbey in the context of the poverty and despair of the 1930s depression became a hopeful sign of the rebuilding of community in Scotland and beyond. Our heritage on Iona and Mull, in Glasgow and other urban situations, continues to inspire and challenge us as we live open to the possibility of transformation and as we act for justice and peace.

4. Charitable Objectives, Vision, Purpose and Aims

Our agreed objects laid down in the Memorandum of Agreement of the Iona Community and registered with the Office of the Scottish Charity Regulator and Companies House (1951) are:

- (i) To receive and take over the assets and liabilities of the incorporated body known as the Iona Community and of The Iona Community Fund administered by the Scheme of Administration dated third, fourteenth and fifteenth November nineteen hundred and thirty-nine and referred to in the Declaration of Trust by The Reverend George Fielden Macleod and Others dated the sixteenth and registered in the Books of Council and Session on the twenty second both days of March nineteen hundred and fifty-one.
- (ii) The establishment of new forms of christian worship, witness, prophecy, mission and service particularly but not exclusively for urban situations.

- (iii) The training of adults, lay and clerical, for the mission of the church today and in particular the organising, staffing and administration of such work on Iona, the remainder of the UK and overseas, in accordance with the religious principles and teaching of the Iona Community.
- (iv) Work amongst young people on Iona, Mull and the remainder of the U.K., and particularly the organising, staffing and administration of centres under the auspices and in accordance with the religious principles and teachings of the Iona Community.

In 2017, we drew up our Charter. This tells the story of the Iona Community. It also gave us an opportunity to reframe our agreed Charitable Objects in such a way that make sense for us today. This is what we say:

Our Vision

We long for a just and peaceful world in which all of life can flourish.

Our Purpose

Inspired by our faith and God's loving concern for the world and its people, we pursue justice and peace in and through community.

Our Aims

- To explore, model and celebrate community and embody in all that we do the inclusive, accountable community we seek.
- To work for systemic change at all levels locally and globally by working in partnership.
- To nurture and resource people from diverse backgrounds for a life of service and social, political, and environmental engagement.
- To create spaces in which people are free to explore life's meaning and purpose in the company of others.
- To renew from within the mission and worship life of the Church.

5. Context and Values

The world we inhabited at our start, 1940s Europe, is vastly different to that which we inhabit today. And yet poverty prevails, wars persist, injustices are perpetrated. And still we believe in the power of community, in and through a life rooted in faith, to transform the world. And so within our context today, we affirm....

- We are committed to the Good News of Jesus Christ, and to following where that leads, even into the unknown.
- We have an extensive history of spirituality and activism and collaborate with people of all faiths and good faith who are working for justice and peace.
- We believe that Christian community – modelled and enabled – can be profoundly good news for the world.
- We want to help mend fractured relationships and systems that damage people and the world.
- We know these fractures are present in us, our churches, communities and institutions – locally and globally.

- We believe in the transformational power of community to change lives and the world.

We outline in our values in detail in our Charter. They remind us of our grounding in

- Hospitality and Participation
- Activism and Nonviolence
- Collective and Personal Responsibility
- Citizenship and Cooperation

We know that our values both reflect and help to form our culture. We therefore commit to review our values within the life of this strategic plan, to ensure they reflect our culture, speak to our vision, and are visible in the ways we live and work well together in community.

6. Strategic Goals 2024 - 2029

These goals build on our charitable objectives, articulate our vision and purpose, and are made visible through our values and ways of working.

Strategic Goal 1: Community Empowerment

Empower more people to be agents for community transformation by nurturing and growing a more widely engaged and diverse membership.

Why this matters: As we approach our centenary our membership continues to grow and, with it, our desire to ensure that it reflects the full diversity of our wider society. We are aware, too, of a deeper desire, across the globe, to bind together in varied expressions of community, both on-line and on site. This is a moment we must capture, building on the growing passion for faith-based community to deepen our understanding of what it actually means to come together in community in all our individuality and uniqueness.

How We Will Get There:

- 1 We will strengthen and celebrate expressions of faith and life, including and starting with the Christian faith, amplifying their profound impact on global peace and justice. We will encourage a culture that embraces diverse spiritual journeys within our Community.
- 2 We will offer regular gatherings, local, regional, national, global, for deep sharing, community building and worship, and the exchange of ideas and concerns, building a vibrant and inclusive community, ensuring all members are heard and valued.
- 3 We will expand our membership and our new members programme locally and globally, actively seeking advice on diversifying more fully.
- 4 We will expand and renew online platforms to reach a broader audience, ensuring accessibility and engagement.
- 5 We will develop the Wild Goose Resource Group and our publication and learning opportunities to enhance the renewal of worship and spiritual growth.
- 6 We will develop and review our islands centres programmes for spiritual, personal and relational growth and development, focusing on the needs of people living with economic difficulty, relating to a range of our Common Concerns and connected to the unique natural landscape of Mull and Iona.

- 7 We will strengthen and expand our partnerships with faith- and values-aligned agencies and communities across the globe, amplifying the collective impact on global challenges, collaborating strategically to address shared concerns and extend the Community's influence.

Strategic Goal 2: Justice and Peace

Harness and increase the power of communal action to strengthen and deepen the impact of the Iona Community's justice and peace advocacy work.

Why this matters: The gap between rich and poor continues to increase. global economic systems favour the wealthy and the poverty of our democracy mirrors the poverty inflicted on our populations. Without justice for those with least money, voice or power, the prevalence of war across the globe will continue to escalate. We are reminded of our roots in post-war Glasgow and renew our commitment to seek a just society for the benefit of all creation, without which aggression and the fight for scarce resources will only continue to grow.

How We Will Get There:

- 1 We will actively inspire and learn with individuals, partner agencies and communities to engage in social justice and peace building initiatives, including taking care how we tend to culture and cohesion to build a more just and peaceful community.
- 2 We will focus our initiatives on social justice, peace, reconciliation, poverty alleviation, and inequality reduction, integrating these principles into the core of the community's mission, programmes, worship renewal and advocacy efforts.
- 3 We will actively engage with people living with disadvantage, in our centres, membership and programmes, ensuring diverse perspectives and experiences are valued and considered.
- 4 We will adjust our recruitment policies, for members and staff/volunteers, to ensure we remain accessible to people of all economic and social backgrounds.
- 5 We will engage in efforts to inspire and equip more individuals to actively contribute to the pursuit of global justice and peace, becoming advocates for peace building and skilled conflict transformation practitioners.

Strategic Goal 3: Care for Creation

Integrate more environmentally sustainable policies, procedures and practices into all aspects of the life of the Iona Community while increasing awareness of the climate catastrophe, and our agency as people of faith to make a difference.

Why this matters: It is all too evident that we are on the brink of a global catastrophe, one that affects the whole of Creation. We are ashamed of our contribution to this, and to the crisis in biodiversity, and for the impacts of these on the world's most vulnerable communities. We recognise that those who have done least to cause such devastation are also those who will suffer most from its consequences. Through action and contemplation, in our gathered and scattered communities, and in partnership with all Creation, we will play our part in restoring an environment in which all of life can flourish.

How We Will Get There:

- 1 We will support and equip our Members to work, worship and campaign for justice for all of Creation. We will increase the understanding within and beyond our community of the crucial place of care for creation, through introducing conservation-focused and sustainable practices to enhance ecosystem resilience and the well-being of all.
- 2 We will motivate and equip individuals to work for and witness to the integrity of creation through our publications, programmes and resources including our worship resources.
- 3 We will conduct an environmental audit to identify areas for improvement, using the findings to implement creation-centred sustainability measures across all Community operations.
- 4 We will build eco-friendly practices into daily operations and events, minimising environmental impact, and implementing measures to reduce waste, conserve resources, and promote responsible travel and consumption.
- 5 We will carefully consider plans to retrofit the Macleod Centre.

Strategic Goal 4: Youth at the Heart

Increase the number and quality of spaces where people of all ages, including young people are welcomed, and where the voices of young people are amplified in the public arena.

Why this matters: Our Community has been formed and re-formed through the vision and voice of young people. From the earliest days of our tented youth camps on Iona, through our youth volunteer programmes and engaged work with young people at our islands centres, we know that the voice and leadership of young people is crucial. We also remain concerned that the voices of young people are often marginalised: in church, in society, in politics. In addressing this concern and in living out of our own story, we remain committed to providing non-judgmental and inclusive spaces where young people from all backgrounds can come together to explore both the heart and the edges of faith and of life, ensuring their voice and their vision is at the heart of our Community.

How We Will Get There:

- 1 We will work with the Young Adults Group to design and implement a Youth Strategy, building on the wisdom and experience of young people.
- 2 We will actively listen to the voices of young people, particularly those marginalized in society, ensuring their voice influences every level of decision making in our Community.
- 3 We will learn from young people how to deepen a sense of purpose and commitment to positive change. We will inspire and equip more young people to actively work for justice, peace, and wholeness in creation for example through the Camas Centre and the regular Youth Festival.
- 4 We will develop faith-based programmes and initiatives to engage young people effectively, tailoring these to address their needs, interests, and aspirations.
- 5 We will strengthen and develop the reach of our islands centres ensuring they remain vibrant hubs for adventure, learning, creativity, faith exploration and community building with a particular focus on supporting the most marginalized young people.
- 6 We will establish partnerships with educational institutions and youth organisations to broaden the reach and impact of our initiatives, collaborating to create meaningful opportunities for learning and spiritual growth.

Strategic Goal 5: Sustainable Resources

Build systems to become a financially sustainable and increasingly resilient organisation, to support the vision and activities of the Iona Community and to model best practice in all we do.

Why this matters: Sharing with one another, carefully and compassionately, about the 'stuff' of life, is at the heart of our Rule. As we explore with one another how we use and share our resources -our gifts, our time, our abilities and our money- and as we consider, too, our impacts on this earth, so we build community. Asking our members to share in this way builds a rigorous discipline across our movement based on a deep level of personal accounting. At the heart of all this is our vision; to model a divine eco-system where relationship is treasured above transaction.

How We Will Get There:

- 1 We will develop a long-term, ethical Funding and Resourcing Strategy that will map out how our income and expenditure relate, and the value we place on all resources, including human. It will illustrate models of income generation including more flexible stays at our centres, grants, donations, legacies, membership fees, sale of resources, fees for programmes, workshops, lectures and training opportunities, with strategic partnerships, to build a resilient financial foundation that can withstand fluctuations and uncertainties.
- 2 We will model what it means to be a living wage employer through our fees, salary, and remuneration scheme for all employees and consultants. We value the essential contribution that volunteers make to our community.
- 3 We will work to support the development of fundraising campaigns and projects, e.g. the Macleod Centre retrofit, or projects that support those living with the consequences of poverty.
- 4 We will strengthen our administrative and communications hub to ensure all internal systems (administration, data handling, financial management, archive, human resources, IT) are resilient and fit for purpose.
- 5 We will ensure strategic cost alignment across all our operations, conducting Market Research to provide a comprehensive target audience analysis, enhance marketing targets and evaluate programme, resource and publishing uptake.
- 6 We will develop the Iona Community Trading Community Interest Company (ICT CIC) to generate sustainable income, exploring avenues for ethical and community-driven commerce.

7. Monitoring and Evaluation Framework

We recognise that success doesn't always look like we might imagine. And that progress can be plotted on a graph but we may also be asked to be nimble in the face of changing circumstances. We aim to model what it means to be an 'emergent' community, ready to respond to the needs of the world as we see them, and open to creative opportunities. Nevertheless, we also recognise the importance of agreeing goals, sticking to them, and evaluating our progress.

As we implement our strategic goals, it will be important to establish a monitoring and evaluation framework to help us track progress and adapt our goals as needed. By establishing a dynamic monitoring and evaluation framework, we commit to fostering a culture of accountability, transparency, and adaptability within the Iona Community. Through this process, we aim to continuously elevate the impact and sustainability of our collective efforts over the next five years.

Here is an overview of our approach to monitoring and evaluation:

- 1. Key Performance Indicators (KPIs):**
Develop a set of clear and measurable KPIs aligned with each strategic goal. These indicators will serve as benchmarks for progress and success.
- 2. Regular Progress Reporting:**
Implement a regular reporting mechanism to provide updates on the status of each strategic objective. This will include insights into achievements, challenges, and any necessary adjustments.
- 3. Periodic Reviews and Reflections:**
Conduct periodic reviews to assess the overall progress of the strategic plan. These reviews will provide opportunities for reflection, learning, and refinement of strategies to address emerging opportunities or challenges.
- 4. Stakeholder Engagement:**
Engage stakeholders, including community members, guests, partners, staff, volunteers and beneficiaries, in the monitoring and evaluation process. Collect feedback, insights, and suggestions to ensure a holistic understanding of the impact of our initiatives.
- 5. Impact Assessments:**
Undertake impact assessments at key milestones to evaluate the outcomes and effects of our programmes on the community, society, and the environment.
- 6. Financial Audits:**
Conduct regular financial audits to ensure transparency, accountability, and the prudent allocation of resources according to our strategic goals.
- 7. Learning and Adaptation:**
Encourage a culture of continuous learning and adaptation. Support open communication about lessons learned, successes, and areas for improvement to inform future planning and decision-making.

8. **External Evaluation:**
Consider engaging external evaluators periodically to provide an impartial and objective assessment of our strategic initiatives, ensuring an unbiased perspective.
9. **Integration of Technology:**
Leverage technology to streamline data collection, analysis, and reporting processes, enhancing efficiency and accuracy in monitoring and evaluation activities.
10. **Annual Strategic Plan Review:**
Conduct an annual review of the entire strategic plan, taking into account the cumulative data and feedback gathered throughout the year. Use this review to refine strategies, set new targets, and ensure ongoing relevance and effectiveness.

8. Risk Management

In the dynamic realm of strategic planning, understanding and addressing potential risks are critical for success. Risk assessment serves as the cornerstone, providing a systematic approach to identify, evaluate, and mitigate challenges that may hinder our objectives. This will help us to develop informed mitigation strategies, allocate resources effectively, and enhance overall plan resilience. The Community Resource Committee will review risk and update Council on risk quarterly.

9. Financial Planning

For its first year of operation, 2024, this Strategic Plan assumes a total annual income of £1,635,271. The Iona Community receives income through its hospitality business, membership donations, legacies, and the trading arm. For this same year, the Plan assumes a total annual expense of £1,622,825. Generating a surplus of £12,446. The Iona Community's main expenses are for staffing, its hospitality business, membership support, marketing and external fees. Our audited accounts for 2023 are available here. [\[url\]](#).

Annual Budgeted Income 2024

Island Hospitality	£ 907,956
Donations & Legacies	£ 564,215
Trading	£ 145,000
Other Incomes	<u>£ 18,100</u>
Totals	£1,635,271

Annual Budgeted Expenses 2024

Staffing	£1,114,666
Island Hospitality & Estate	£ 357,916
Bank & Consultancy Fees	£ 74,000
Membership Support	£ 49,500
Marketing & Communications	£ 15,000
Governance	£ 10,500
Other Expenses	<u>£ 1,243</u>
Totals	£1,622,825

10. Resources, Staffing and Governance

Our Charter outlines our resourcing, staffing and governance structures in detail.

We operate three residential centres on the islands of Mull and Iona: Iona Abbey, the MacLeod Centre, and Camas Centre. Iona Abbey has recently undergone a £3m refurbishment of the living quarters. The MacLeod Centre is currently closed, and is referred to within our Strategic Goals. The Camas Centre on Mull continues to offer adventure, faith and environmental experiences to young people. In addition to these centres, we care for a further 8 buildings on the islands of Iona and Mull, including our Shop and Welcome Centre, and staff accommodation, and we rent an office space in Govan as a focus for our mainland-based staff.

Our staff and volunteers are integral to our strategic plan, underscoring our commitment to, and the value we place on supporting a diverse and skilled team. From aligning recruitment with our values to encouraging ongoing professional development, we remain dedicated to building a resilient, creative and healthy team. We recognise the pivotal role each team member plays in shaping the future of the Iona Community. Together, we are not just crafting a strategic plan; we are nurturing an environment where our people thrive, contribute meaningfully, and collectively realise our shared vision.

At time of writing we have forty-seven staff members, including sixteen on Iona, ten at Camas on Mull, and twenty staff plus one apprentice, all working from home, with our office in Govan, Glasgow as our shared base. Additionally, up to 80 volunteers support our work in the course of a year. We work with a variety of external consultant who add their wisdom to our shared work. See Appendix C for a staffing diagram.

The Iona Community is governed by the elected Council, which is supported by the Community Life Committee and the Community Resource Committee. A number of permanent Advisory Groups support Council and its subcommittees. Time-limited Working Groups are established for supporting specific projects. See Appendix C for a governance diagram.

11. Conclusion

With a rich legacy spanning 84 years as an international, ecumenical Christian movement dedicated to peace, justice, community rebuilding, and worship renewal, the Iona Community stands poised for a future of continued impact and growth. Our commitment to sustainability is unwavering, and we pledge to engage in ongoing dialogue with our stakeholders, Members and friends to refine our practices and enhance organisational performance.

The completion of transformative improvements to the Iona Abbey during the challenging times of the COVID-19 pandemic exemplifies our resilience and adaptability. Looking forward, our focus extends to retrofitting the MacLeod Centre on Iona.

As we navigate the path ahead, our attention remains steadfast on creating a financially sustainable centre for young adults, emphasising climate justice and peace. The journey ahead will be guided by alertness to the changing situation in front of us, alongside careful monitoring and evaluation, allowing us to learn from both successes and challenges. This adaptive approach ensures that the outcomes of our projects inform future plans, enhancing the resilience of our charity and positioning us to meet the evolving needs of our community and the world at large.

*Into a dark world a snowdrop comes,
a benison of hope and peace,
carrying within it a green heart,
symbol of God's renewing love.*

*Come to inhabit our darkness loving Christ,
for dark and light are both alike to you.*

*May nature's white candles of hope
remind us of life and birth
and bring light to the journey
today and beyond. Amen.*

(based on 'A Green Heart' by Kate McIlhagga in
The Green Heart of the Snowdrop, Wild Goose Publications, 2004)

Appendices

Appendix A: Glossary

There are many ways to describe the separate elements of a strategic plan, from objectives to outcomes, goals to priorities, targets to outputs. We offer here a brief glossary of the words we use and what we mean by them.

Associate Members: Associate membership is for those who want to deepen their connection with the Community's life and work.

Beneficiaries: The key people we want to reach through what we do in and through our work, including our centres, events, programmes, resources, publications and membership.

Business Plan: a detailed plans for how we sustainably achieve our outcomes. This will typically include financial details and staffing structures.

Charitable Objectives: How the Office of the Scottish Charity Regulator (OSCR), to whom we are accountable in law, describes what we do.

Common Concern Networks: Members, Associate Members, Staff and Volunteers meet together to pray, reflect and support one another through the following Common Concern Networks: Environment, Poverty & Inequality, Migration and Refugees, Challenging Racism, Israel/Palestine, Interfaith Relations, LGBTQ+, Peacemaking, and Faith & Spirituality.

Family Groups: It is through our local Family Groups that we account to one another for living and keeping the Rule of Life. All Members join a Family Group. Associate Members might be invited to join.

Friends: Individuals who have an interest in the concerns and work of the Iona Community and want to maintain a loose connection.

Goals: The actions we will take to illustrate the difference we want to make (outcomes). More detail will be in Operational Plans.

Members: Members live across Scotland, the UK and the wider world. They live out their commitment to the Rule of life in their local areas, meeting in Family Groups and in Regional Groups.

Operational Plan: the detailed plans our staff put in place that guide their day-to-day work.

Outcomes: the difference, or change we want to make in the world. We call these 'goals'.

Strategic Plan: a high-level set of directions that governs our work, set by Council Trustees.

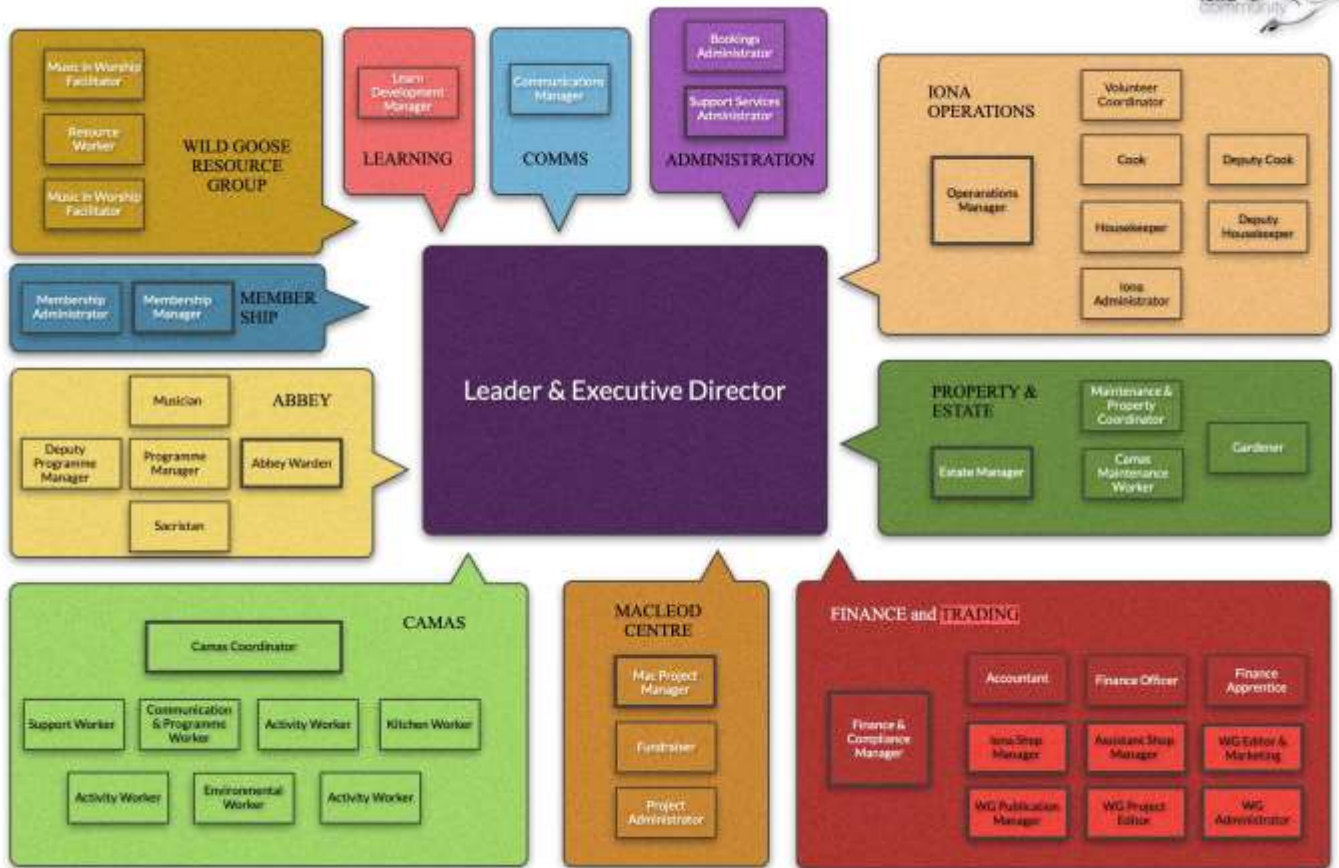
Sustainability: how we will ensure we have enough money and resources to 'get stuff done' while honouring our relationship with Earth.

Values: The qualities and characteristics that we think are at the heart of all that we do and the ways we behave.

Vision: What's ours to do, what we want to see. Other organisations may share parts or all of our vision.

Appendix B: Staffing Structure (May 2024)

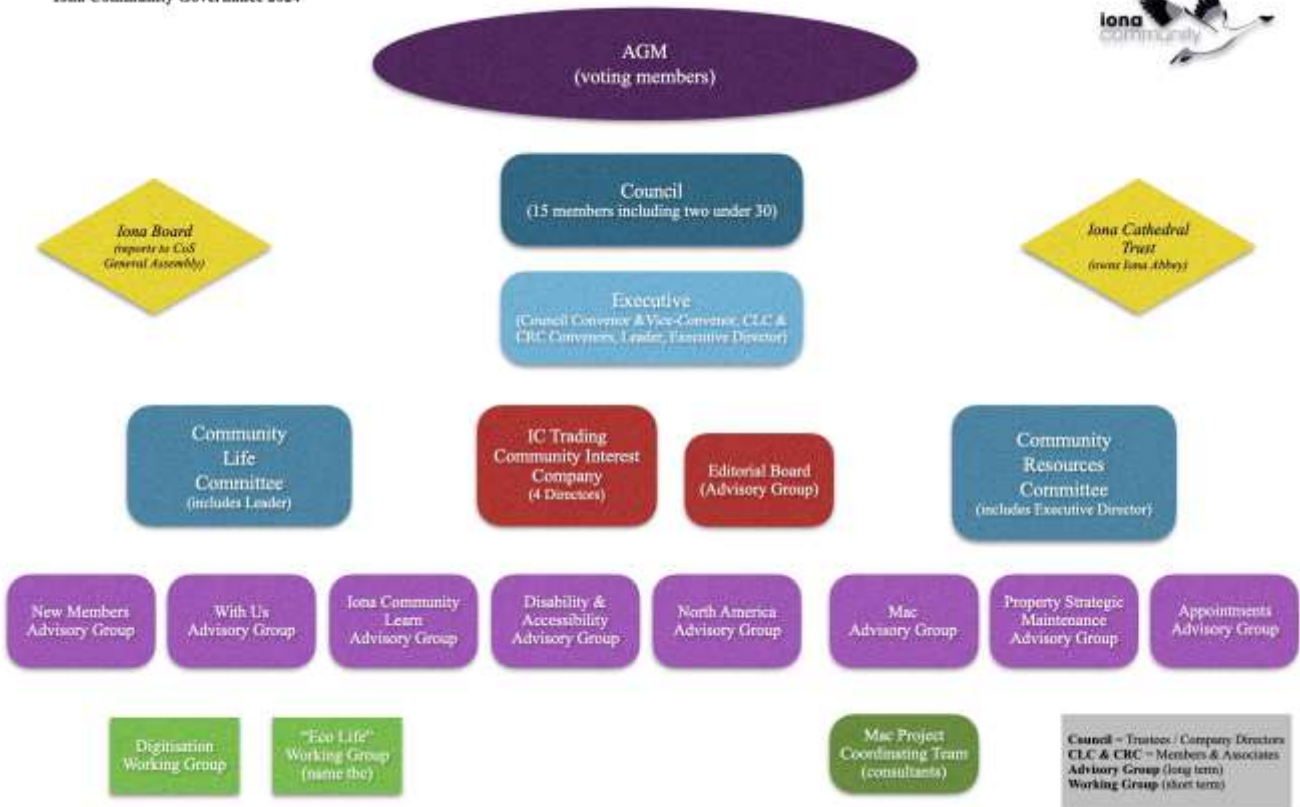
Iona Community Staffing Structure 2024



May 2024

Appendix C: Governance Structure (May 2024)

Iona Community Governance 2024



May 2024