



Approaches for the Future – Faith, Inclusion and Growth

The integrated strategy for supporting Quaker communities to thrive (2026–2030)

1. Introduction

This strategy sets out how Quaker communities will be supported to thrive, through the centrally managed work of Quakers in Britain, and the work of Woodbrooke. It focuses on strengthening worship and faith, fostering inclusion, promoting good governance, developing engagement across the whole yearly meeting, and being more visible and connected in the world.

The strategy has been developed from a consultation process held in 2025. This included opportunities for any Quaker to contribute, and consulting with committees and staff in Quakers in Britain and Woodbrooke.

This strategy replaces the *Integrated Strategy for Supporting Quaker Communities 2020 – 2025*.

Britain Yearly Meeting Trustees have identified their strategic priorities for 2026 – 2030. The ‘supporting Quaker communities’ priorities were guided by this strategy. As noted by BYM Trustees, changes and challenges in the Quaker community, and in the wider world, will influence the delivery of this strategy.¹

In addition, the following current or impending changes within Quakers in Britain will influence this work:

- Changes to the manner of holding Britain Yearly Meeting in session (from 2026).
- Potential changes to the ways in which individuals can become members of the Religious Society of Friends, and changes to the ways in which Quaker communities can be a recognised part of Britain Yearly Meeting. (New ways of belonging work, which is coming to Yearly Meeting in session in 2026).
- Changes to Area Meeting charitable structures currently in process across Britain
- Revision of the Britain Yearly Meeting book of discipline, which will require engagement from Quakers across Britain from late 2026 onwards.

2. Vision

The vision for thriving Quaker communities is set out in *Our Faith in the Future*², “a word picture of what Quakers in Britain today would like the Society (the Religious Society of Friends) to be in the future”³.

This strategy sets out how the centrally managed work of Quakers in Britain, through the activities of staff and committees, and aspects of Woodbrooke's work, will support Quaker communities to thrive.

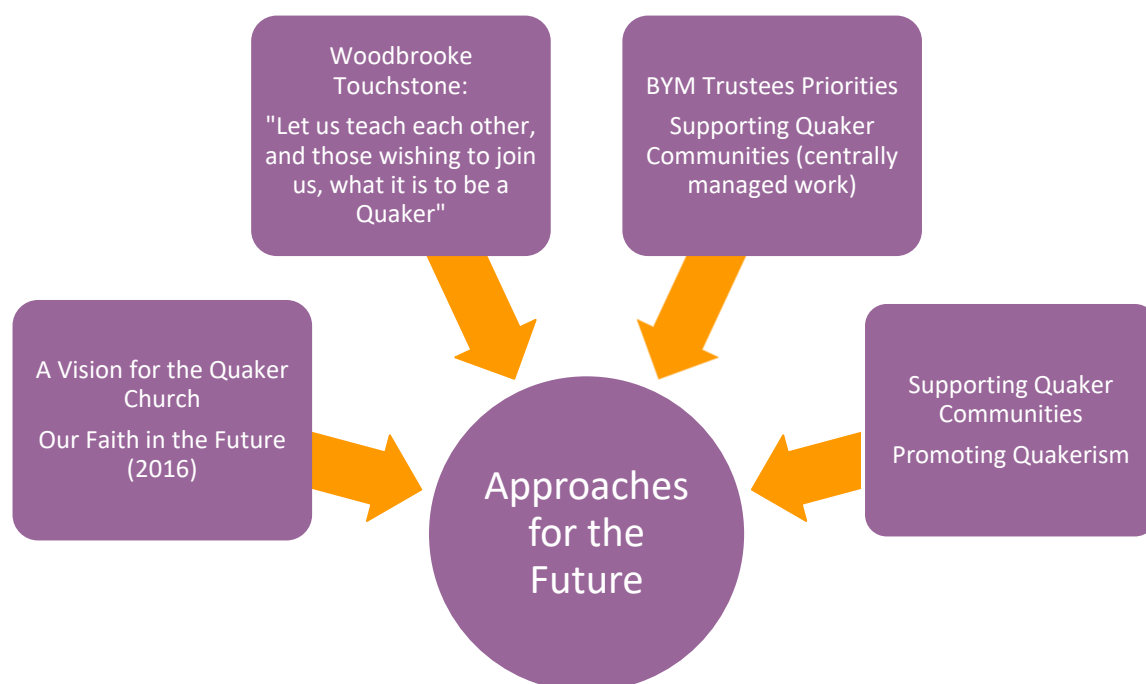
¹ Link when available. Document not yet available (10 Feb 2026)

² [*Our Faith in the Future*](#), Quakers in Britain 2016

³ ‘A future where we let our lives speak’ section, *Our Faith in the Future*, Quakers in Britain 2016

This strategy is owned and discerned by Quaker Life Central Committee (Quakers in Britain) and Woodbrooke Trustees (Woodbrooke).

In Quakers in Britain, the work to deliver this strategy is primarily led by the staff team in Quaker Life. Other departments contribute to delivery, as recorded in the delivery plans which sit under it. Woodbrooke will deliver this strategy through its resources and learning events. Woodbrooke's staff team will lead on this, supported by associate tutors.



3. How will the strategy work?

Priority Impacts will focus the support offered by Quakers in Britain and Woodbrooke on bringing about impactful changes within the scope of this strategy. Each Priority Impact will have a set of long-term outcomes which are more specific about changes that contribute to achieving the Priority Impacts. These outcomes will be detailed in the delivery plans.

Principles for Delivery are foundational principles that will underpin all work carried out under this strategy. Using these Principles will ensure that the difference made is rooted in Quaker faith and practice and strengthens effectiveness.

Delivery Plans will be drawn up to help deliver the Priority Impacts. These are operational level plans, drawn up and agreed by staff teams in Quaker Life and Woodbrooke.

Priority Impacts and Principles for Delivery are set out in an order that maps onto the order of the themes of “Our Faith in the Future”. All impacts and principles matter; their order is no indicator of relative importance.

4. Priority Impacts for the Strategy



The following Priority Impacts describe intended and discernible effects of achieving impactful change, through focusing the support offered by Quakers in Britain and Woodbrooke from 2026 – 2030:

Impact 1 – Rich worship, with Spirit-led ministry

The whole community is enriched by worship. Quakers have a vibrant spiritual life. Quakers and Quaker communities understand what ministry is. Individual Quakers are supported and encouraged to develop their ministry in its widest sense.

Impact 2 – A faith for our time

Quaker communities enable people to learn about Quakerism and participate in Quaker worship, witness and social activities. Quakers are confident to share about their faith. Quaker communities are visible and inviting, sharing faith, community, and witness in the wider world.

Impact 3 – Radical welcome and belonging

Quaker communities are meaningfully inclusive of a rich variety of people who know and feel that they belong. A wide variety of Quaker worshipping communities exist, offering a rich spiritual experience to a range of different people.

Impact 4 – All-age inclusion

Quakers and Quaker communities are joyfully and actively inclusive of people of all ages. This includes intergenerational opportunities, and opportunities appropriate for different age groups.

Impact 5 – Widespread engagement with the life and structures of Britain Yearly Meeting

Quakers and Quaker communities are meaningfully engaged in the wider life and structures of Britain Yearly Meeting from local through area, regional and yearly meeting-wide activities and groups.

Impact 6 – Discipline and discernment are well understood and well used

Quaker communities are transformative places where well-practiced discernment allows the leadings of the Spirit to enrich lives and bring about change.

Impact 7: Governance and compliance have been simplified and made easier

Quaker communities remain well-governed (using Quaker practices) and legally compliant, with simplification in mind. The number of area meeting charities has reduced. Options for using paid support in an effective way have been usefully scoped and reported on. Our assets uphold our faith and work.

Impact 8: Being courageous in today's world

As current crises of climate, conflict, justice & democracy unfold, Quaker communities are prepared and agile. We build resilience in our Quaker communities and share what we have with our wider communities.

5. Principles for Delivery

These foundational principles underpin the work carried out under this strategy. Using these principles will ensure that the difference made is rooted in Quaker faith and practice and strengthens effectiveness.

Delivery Principle 1: Faith at the Heart

We support Quakers and Quaker communities to be Spirit-centred and Spirit-led in all they do. Faith and worship are at the heart.

Delivery Principle 2: Connecting communities

We support Quakers and Quaker communities to have a variety of ways of coming together, through worship and beyond it. These opportunities deepen the spiritual life of the meeting and grow love, care and friendship. They support good governance and encourage connections to the wider community and the world.

Delivery principle 3: Children, young people, and intergenerational inclusion

We support Quakers and Quaker communities to be equipped to be both intergenerational (unless there's a good reason not to), and to provide peer-specific opportunities.

Delivery principle 4: Exploring the Quaker Way

We support Quakers and Quaker communities to develop and articulate a shared knowledge and understanding of our faith, and practice.

Delivery principle 5: Equipping and supporting service and responsibilities

We support Quakers and Quaker communities to be equipped to do the work needed to sustain their community without being dependent on the staff of Quakers in Britain and Woodbrooke.

Delivery principle 6: Enabling outward communication

We support Quakers and Quaker communities to share what they believe and do with the wider world.

6. How support is delivered

Supporting Quaker communities to thrive is a collaborative process between Quaker communities, individual Quakers with leadings or skills, and staff and those giving service through Quakers in Britain, Woodbrooke or elsewhere.

Thriving starts with Quakers and Quaker communities having the tools and resources to help themselves thrive in the first place. Other support may be required when extra input is needed, or when, as a wider community, we seek to experiment and be more adventurous.

Types of support

Support will be provided through resources, networks, events, activities, accompaniment, facilitation, programmes, projects and peer development. A list of examples of this support is in Appendix B. All types of support will include opportunities for learning and development for Quakers and Quaker communities.

Delivery Plans

Staff in Quaker Life and Woodbrooke will develop a series of Delivery plans. The plans will set out how Priority Impacts will be achieved. An initial list of proposed plans and the impacts they will address is given in Appendix C

Responsibility, collaboration and accountability

The work of delivering this strategy is the primary responsibility of Quaker Life (Quakers in Britain) and Woodbrooke. Other Quakers in Britain staff will be involved in the delivery of this strategy, as relevant to their areas of knowledge and expertise. This involvement will be detailed in individual delivery plans. This work might include collaboration with relevant partners, including some Quaker Recognised Bodies.

Quakers in Britain and Woodbrooke staff are accountable to, respectively, Quaker Life Central Committee and Woodbrooke Trustees for delivery of this strategy. This strategy sits within the framework of the Memorandum of Understanding between Britain Yearly Meeting Trustees and Woodbrooke Trustees.

Supporting Initiatives

To deliver this strategy, contributing to the delivery plans, the following products will be developed, delivered, monitored, and reviewed:

- A monitoring and evaluation framework for the strategy
- A communications plan for the strategy
- Staff and volunteer guidance on collaborative working

Risks and Mitigation

Risks and Mitigations are set out and regularly reported on and reviewed in the Quakers in Britain and Woodbrooke Risk Registers and processes. The support offered will be responsive to significant changes in the world and in the life of Quakers in Britain, if and when they arise.

7. Appendices

A. Background to this strategy

“Radical Hearts, Open Minds” was a series of consultation events and an online survey conducted with Quakers across Britain in Autumn 2025. The consultation was to find out priorities for the support offered to Quaker communities by Quakers in Britain and Woodbrooke for the next 5 years. Consultations were also held with relevant committees and staff groups⁴. The priorities in this strategy were developed from the findings of that consultation.

Since 2020, Quakers in Britain have placed a Local Development Worker within geographic reach of all Quaker communities in Britain. Development workers respond to local need and local context, providing a variety of support that helps Quaker communities to thrive. Children and youth development work has expanded in regions where area meeting(s) have paid for it; directly funded Quakers in Britain staff support participation for children, young people and families in the life of their Quaker communities.

Quakers in Britain have also adapted national and regional work in supporting Quaker Communities. This includes improving and developing resources, setting up networks for role holders and communities of interest, and organising events and activities.

Woodbrooke has increased access to resources and learning opportunities for individuals and communities through online courses and sessions, as well as in person events, hosted by Quaker communities or at residential centres.

These developments have highlighted the value of planned or focused development, peer learning, dissemination of good practice, and consistency across different communities. The Covid-19 pandemic grew the potential of online community, worship, and connection.

B. Types of support

Type of Support	Description of how support is offered
Resources	Resources are things directly accessed by Quakers. They can be physical and/or digital. They may be free, or available to buy or borrow. They include: • Web pages, podcasts, video and audio recordings • Leaflets and posters • Books and key Quaker texts • Display materials – including loaned • Template documents such as policies, procedures, checklists • Session plans and facilitation guides • Other resources, such as badges, clothing, and stickers

⁴ Quaker Life Central Committee, Woodbrooke Trustees, Meeting for Sufferings, Quaker Peace & Social Witness Central Committee, BYM Trustees, Quaker Life staff team, Woodbrooke staff team, other Quakers in Britain staff (in Quaker Church Affairs, Communications and Fundraising, Quaker Peace & Social Witness, Management Meeting).

Networks	Networks of Quakers involved in specific service, activities, or issues. They may be yearly meeting-wide, regional, or local. These include: • Email, WhatsApp, Discord or other digital groups for ongoing sharing • Online sessions (regular and intermittent)
Events and activities	Events and activities organized as an opportunity for groups of people with a common interest to come together for learning, fellowship, and community. Some examples of this are networks, programmes, learning, peer development, or to offer exploration and engagement with a particular resource.
Accompaniment and Facilitation	Staff and volunteers provide accompaniment and facilitation. This is a key role for development workers. Their work may include: • Signposting o Listening and supportive conversations o Supporting communities to solve problems • Offering information, advice, strategies and accessing other resources and input • Helping to structure thinking, discernment, development and plans • Facilitating groups and events • Being alongside Quaker communities as development unfolds, supporting them to adventure and to problem solve • Supporting Quaker communities to address change and conflict constructively. • Identifying gaps in support to Quakers and addressing (in the staff teams) how these could be filled
Programmes and Projects	A range of programmes and projects will be offered during the lifetime of this strategy. These will be targeted pieces of work which aim to deliver measurable results in relation to the Priority Impacts of the strategy. They include continuation of previous work, new long-term initiatives and new short-term projects. They will be: • co-created with the communities involved • voluntary for the communities who wish to take part • monitored, evaluated, and reported on • collaborative between different organisations and departments
Enabling peer development	Encouraging Quakers to use their skills, gifts, and experience to support thriving in other Quaker communities. These include networks, facilitation, and collaboration on a programme or project.

C. Delivery Plans

Staff in Quaker Life and Woodbrooke will develop the series of Delivery Plans listed below. The plans will set out how Priority Impacts will be achieved.

Each Delivery Plan will include:
The Priority Impact(s) which it intends to deliver
Long-term Outcomes relating to each impact
Links to <i>Our Faith in the Future</i> , other Delivery Plans, other strategies or plans, and other impacts
Primary and secondary stakeholders
Plan sponsor, Plan lead, key delivery teams, Project group membership
Existing strategies, programmes, and work plans which relate to this Plan
Analysis of: • The current situation • Risk, barriers and challenges • Mitigations
The theory of change, including inputs, outputs, timelines and key milestones
The Quaker communities or groups who will be involved
How each Principle for Delivery will apply to each piece of work
Arrangements for communications, review, monitoring, evaluation, and reporting

Delivery Plan 1: Faith, Worship and Ministry

Impacts	Worship (1)	Faith (2)	All age inclusion (4)
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Delivery Plan 2: Inclusion and Belonging

Impacts	Belonging (3)	All age inclusion (4)	BYM engagement (5)
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Delivery Plan 3: Youth, children and families and intergenerational discipleship

Impacts	Worship (1)	Faith (2)	Belonging (3)
	All age inclusion (4)	BYM engagement (5)	Quaker discipline (6)
	Governance (7)	Courage (8)	

Delivery Plan 4 – Good Governance

Impacts	Quaker Discipline (6)	Governance (7)	BYM engagement (5)
	All age inclusion (4)		

Delivery Plan 5 – Engagement in the world

Impacts	Faith (2)	Courage (8)	All age inclusion (4)
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Delivery Plan 6 – Explaining and exploring the Quaker Way

Impacts	Worship (1)	Faith (2)	Belonging (3)
	All age inclusion (4)	BYM engagement (5)	Quaker discipline (6)

Governance (7)

Courage (8)

Delivery Plan 7 – Equipping and supporting service and responsibilities

Impacts	Worship (1)	Faith (2)	Belonging (3)
	All age inclusion (4)	BYM engagement (5)	Quaker discipline (6)
	Governance (7)	Courage (8)	

D. Links to Related Documents

If no link is provided, or links are broken, these are available via supportmeetings@quaker.org.uk

- [Quaker Faith and Practice](#)
- [Our Faith in the Future](#)
- The Strategic Priorities for Britain Yearly Meeting Trustees 2026-2030
- The Strategic Priorities for Woodbrooke Trustees 2026-2030
- Internal documents and strategies (this list will change over time)
 - Quaker Peace & Social Witness Strategy 2021-2027
 - Quakers in Britain Communications Strategy 2024 to 2027
 - Quakers in Britain Governance Strategy (due 2026)