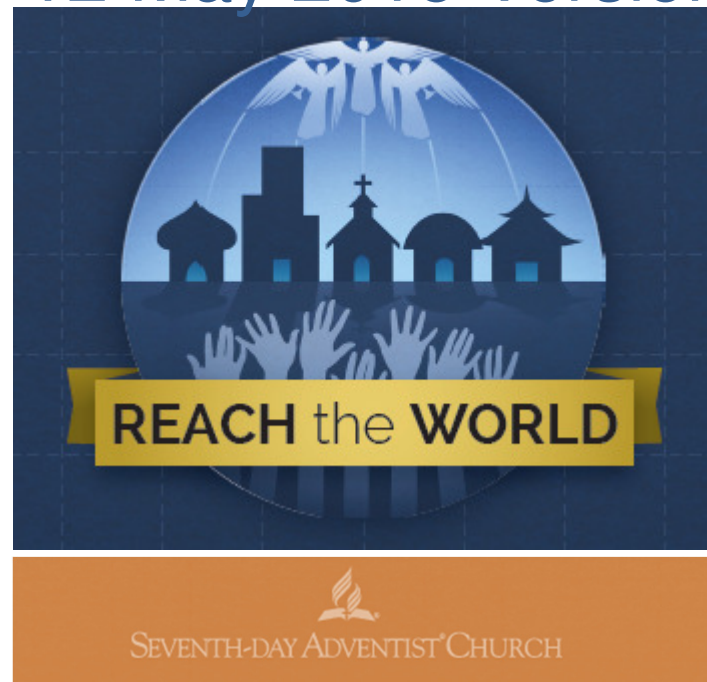


# *South Pacific Division*

## STRATEGIC PLAN

2015-2020

12 May 2015 Version





REACH UP TO GOD • REACH IN WITH GOD • REACH OUT WITH GOD

# **Our Mission:**

**The mission of the Seventh-day Adventist Church is to call all people to become disciples of Jesus Christ, to proclaim the everlasting gospel embraced by the three angels' messages of Revelation 14:6-12, and to prepare the world for His soon return.**

# **Our Values, Reflecting the Teachings of Jesus and the Word of God, are:**

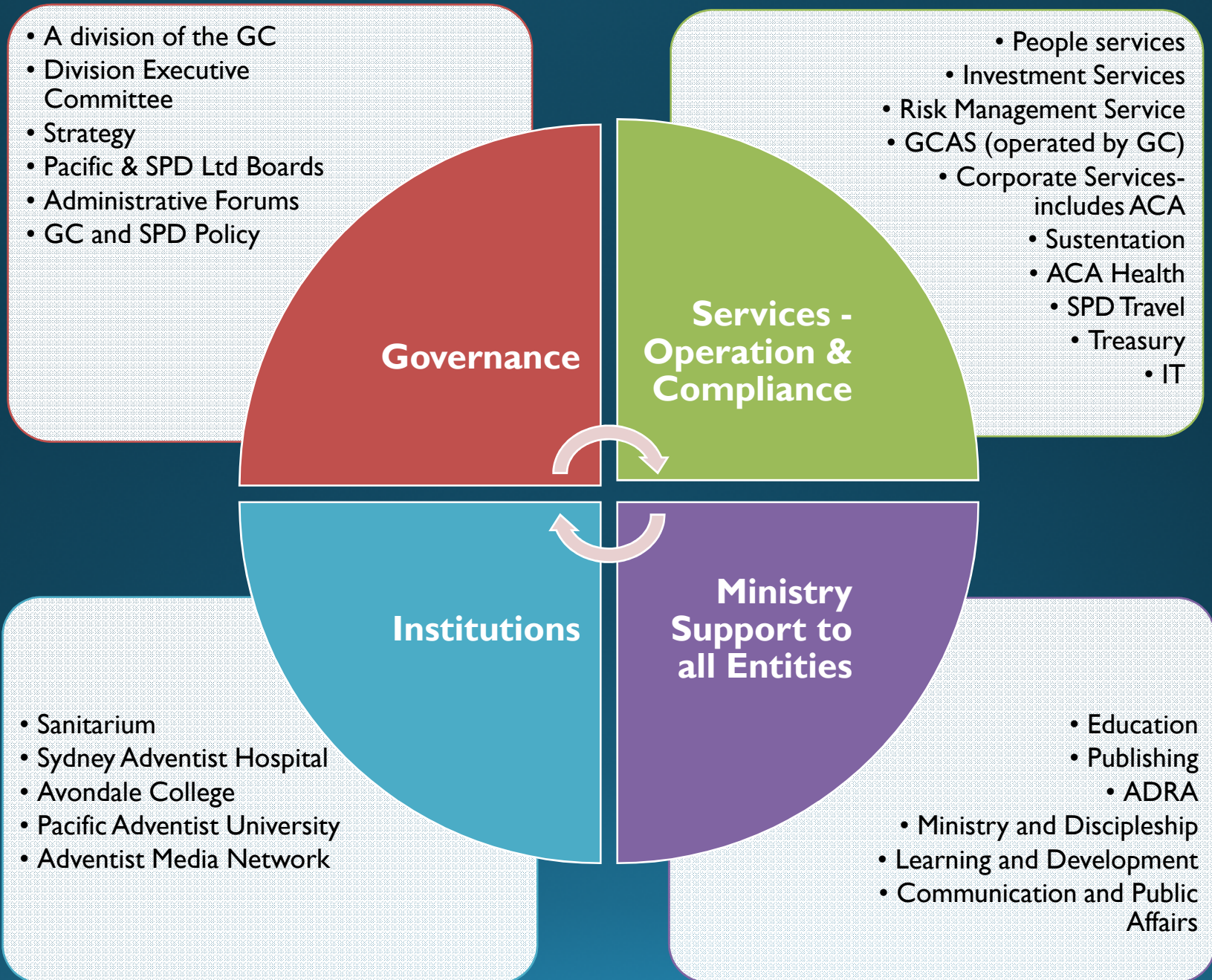
- **Unconditional love**
- **Enduring truth**
- **Dignity and respect**
- **Unity in diversity**
- **Courageous hope**

**South Pacific Division**

# **Strategic Plan 2015...**

**The Framework**

# What is the Division?



# Strategic Prioritisation of resourcing based on Three Tiers aligned with Mission to achieve the Vision

## Tier 1

### **“Game changers”**

- The big objectives that can change the church. Small in number & simple.
- This is what can be consistently communicated to the membership.
- These should have broad common support across the Division so that everybody can get behind and support.

## Tier 2

### **Efficiency gains to release funds for higher priority strategies in Tier 1 or 3**

- This can include process improvements and structure.

## Tier 3

### **Support of existing functions that are often completed major strategies**

- Sometimes will be a blurred line on tactics vs strategy
- Compliance and governance are a necessary overhead but can have strategies for that function.
- Existing functions that support the ongoing Mission and Ministry of the church.

# Tier 1 Strategic Focus Areas for 2016-2020 – the “Game Changers”

## Discipleship

Discipleship the overarching mission objective

The family/ Church/ school as the focus of discipleship

Education as Discipleship

## Comprehensive Health Ministry

Integration of Health Ministries and Institutions

Lifestyle Medicine

Emotional/Mental Health

Family Health

SDA Health Survey

## Comprehensive Media Ministry

Greater internal and external media use

Digital media

Social media

Integration of all media possibilities: AMN, IT, Radio, TV, Internet etc

## Comprehensive Mission to Cities

Division--cities of over 1 million

Union Conferences--cities over 250,000

Union Missions--cities over 100,000

Missions/Conferences--cities under 250,000/100,000

- ▶ Have a project liaison from Admin for each tier since these are the highest priority strategies.
- ▶ The success is dependent on buy-in by all denominational organisations and institutions.

# Discipleship

## STRATEGIC GOALS FOR DISCIPLESHIP

### REACH UP

In conjunction with the delivery of the strategic goals for discipleship, develop a *Theology and Philosophy of Discipleship* which will provide a foundation for the discipleship strategy

Develop and implement an integrated discipleship platform or model which will be the foundational discipleship model for the *Ministry and Discipleship Team* and which will be shared with all entities in the Division, and an appropriate platform for each department in the *Learning and Development Team* (see Appendix 1)

Based on the Avondale research, develop a concise description of a Seventh-day Adventist disciple, methods of making disciples and a discipleship measuring instrument

Work with every entity responsible to the Division to develop specific accountability structures to ensure that disciple-making is the major strategic focus

Ensure that discipleship rather than baptism is the ultimate goal of all activity and that evaluation criteria are developed which measure discipleship in the Seventh-day Adventist context

# Discipleship

## STRATEGIC GOALS FOR DISCIPLESHIP

### REACH IN

Focus on the strengthening of the family/church/school matrix as the crucible of discipleship in order to retain and train young people in the Church

Ensure that all discipleship resourcing, training and equipping has the objective of relevance and traction at the local church

Promote and resource major strategies which will provide for the nurture of church members and their discipleship, including a comprehensive strategy for youth retention

Prepare and implement a strategy for the revitalisation of existing church congregations

Intentionally provide leadership and resources to assist in re-connecting former members as disciples of Jesus

Develop at the Division an integrated chaplaincy plan which is intentionally focused on discipleship across all Church institutions at every level

Mandate and resource the *Ministry and Discipleship Team* to develop and implement a Division-wide approach to preventing violence (sexual; domestic; etc) perpetrated in the Church and community and ministering to those who have been victimised

Mandate and resource the *Ministry and Discipleship Team* to utilise the findings of the Value Genesis Survey to develop a comprehensive strategy for addressing critical needs highlighted by the survey

# Discipleship

## STRATEGIC GOALS FOR DISCIPLESHIP

### REACH IN (Continued)

Develop a comprehensive leadership development strategy which will provide leaders who are innovative, creative and who are committed to discipleship.

Align the mission of ADRA with the mission of the Church and develop the skills of ADRA leadership and staff to reach out to their local communities in a Christ-like manner

Intentionally regard employees as a focus for discipleship – we have a large workforce and a proportion of non-members.

Ensure that every edition of *Record* is focused on the major strategic focus areas of the Division and that appropriate branding is developed to feature each in the *Record*

# Discipleship

## STRATEGIC GOALS FOR DISCIPLESHIP

### REACH OUT

Ensure that the comprehensive health ministry, comprehensive media ministry and mission to the cities strategic focus areas are focused on discipleship .

To develop and implement an instrument which measures the success of all educational institutions in making disciples of their students

Resource the Institute of Church Planting so that Church Planting can be a major discipleship strategy.

Strengthen chaplaincy in all Church institutions as a means of both making and preserving disciples, and provide leadership from the Division

# Comprehensive Health Ministry

## STRATEGIC GOALS FOR COMPREHENSIVE HEALTH MINISTRY

### REACH UP

In conjunction with the delivery of the strategic goals for comprehensive health ministry, develop a *Theology and Philosophy of Comprehensive Health Ministry* which will provide a foundation for the strategy

Articulate and apply the Adventist theology and philosophy of health to each country in the Division

Ensure that comprehensive health ministry is focused on making disciples as the bottom line

# Comprehensive Health Ministry

## STRATEGIC GOALS FOR COMPREHENSIVE HEALTH MINISTRY

### REACH IN

Provide a strategic forum for senior leadership which facilitates strategic interaction and integration of the comprehensive health strategy.

Conduct an Adventist Health Survey in the Pacific Island countries of the Division  
Resource and Mandate the *Ministry and Discipleship Team* to develop and implement a comprehensive health education initiative which renews the commitment of all Seventh-day Adventists and Seventh-day Adventist entities to Adventist health principles utilising the findings of the Adventist Health Survey

Mandate the Ministerial Association to educate and enable ministers to live and share the health message of the Church

Resource the Complete Health Improvement Program and develop one new major resource for both internal and external health education

Develop and implement health education units for use in both secondary school and tertiary institution curricula

Develop at least two educational and/or support resources in emotional/mental health

Make the health and wellbeing of employees a priority. We maintain equipment and buildings well but what about our most important resource, our people.

# Comprehensive Health Ministry

## STRATEGIC GOALS FOR COMPREHENSIVE HEALTH MINISTRY

### REACH OUT

- Facilitate the establishment of at least one health-ministry oriented “Centre of Influence” in each conference/mission

- Utilise Hope Channel resources to develop and broadcast a health ministry integrated evangelism series with a follow-up strategy

- Ensure that every major evangelistic outreach has a health component which will be developed and provided by the *Ministry and Discipleship Team*

- Facilitate the establishment of model wellness centres in Fiji and New Zealand

- Create and roll out an umbrella health brand

- Create and roll out a certification program for nutrition education

- Provide a blueprint, resources and funding to make every clinic in the division a centre of influence which focuses on wellness in the community

- Ensure that every clinic in the Division is in good repair, well equipped and adopted

# Comprehensive Media Ministry

## STRATEGIC GOALS FOR COMPREHENSIVE MEDIA MINISTRY

### REACH UP

In conjunction with the delivery of the strategic goals for comprehensive media ministry, develop a *Theology and Philosophy of Comprehensive Media Ministry* which will provide a foundation for comprehensive media ministry

Ensure that comprehensive media ministry is focused on making disciples as the bottom line

# Comprehensive Media Ministry

## STRATEGIC GOALS FOR COMPREHENSIVE MEDIA MINISTRY

### REACH IN

Provide an integrated branding strategy under the “HopeChannel” brand for all media produced and subsequently distributed by entities of the South Pacific Division

Expand the support base for the HopeChannel Brand to ensure that all Church members own the brand as the official Church brand over and above other independent media brands

Develop and implement a fully integrated system of follow up and nurture for media contacts

Develop and roll out a “One stop shop” digital platform for the marketing and distribution of media product to church entities and individuals.

Provide more effective communication with employees at every level and between organisations at every level.

# Comprehensive Media Ministry

## STRATEGIC GOALS FOR COMPREHENSIVE MEDIA MINISTRY

### REACH OUT

Ensure that HopeChannel TV is a primary evangelistic vehicle focused on making disciples in the SPD and that it is accessible by the whole population in all countries of the South Pacific Division

Resource and produce programming for broadcast on TV, radio and digital platforms which is focused on discipleship

Provide an integrated one-stop digital platform for all media produced and distributed throughout the South Pacific Division

Develop and implement an integrated public relations strategy with measurable objectives for raising the positive awareness of the work of the Seventh-day Adventist Church in the community

Maximise the community saturation of the “Seventh-day Adventist” brand through education in all Church entities in order to achieve consistent branding in all entities by 2020

Reposition the Literature Ministry in the SPD so that it is both relevant and sustainable

# Mission to the Cities

## STRATEGIC GOALS FOR COMPREHENSIVE MISSION TO THE CITIES

### REACH UP

In conjunction with the delivery of the strategic goals for mission to the cities, develop a *Theology and Philosophy of Comprehensive Mission to the Cities* which will provide a foundation for comprehensive mission to the cities

Ensure that comprehensive mission to the cities is focused on making disciples as the bottom line

Mandate the *Ministry and Discipleship Team* to develop an intercessory prayer ministry on behalf of the cities of South Pacific Division

# Mission to the Cities

## STRATEGIC GOALS FOR COMPREHENSIVE MISSION TO THE CITIES

### REACH IN

Mandate the *Ministry and Discipleship Team* to develop and roll out across the Division a model comprehensive strategy utilising a process model of evangelism for implementing mission to the cities in each of the categories--cities of 1 million+, 250,000 and less than 100,000

Ensure that Literature ministry is fully integrated into the model to be rolled out

Provide a model which encourages innovation, and develop each existing city church as a centre of influence in its community

# Mission to the Cities

## STRATEGIC GOALS FOR COMPREHENSIVE MISSION TO THE CITIES

### REACH OUT

Ensure that Discipleship, Comprehensive Health Ministry and Comprehensive Media Ministry and all the resources that are developed in those areas primarily focus on the cities.

Identify those regions of the 6 major cities with a population of more than 1 million, which have a member to population ratio of more than 1:1000 and improve each ratio by at least 50% by the end of 2019

Plant 50 new churches in the 6 cities with over 1 million by the end of 2019

Increase by 20% the number of front line pastors in each of these cities by the end of 2019 and that at least 50% of the increase be pastors who are directly involved in church planting.

Deploy financial resources as follows:

Division financial resources to be primarily deployed in cities over 1 million

Union Conference financial resources to be primarily deployed in cities over 250,000

Union Mission financial resources to be primarily deployed in cities over 100,000

Conference financial resources to be deployed in cities under 250,000

Mission financial resources to be deployed in cities under 100,000

# Tier 2: Efficiency Gains

Efficiency gains to release funds for higher priority strategies in Tier 1 or 3

## Updated Department Resourcing Model

- Structure focus and delivery mechanisms

## Investment in Technology

- Reduce labour costs
- Improve processes and reduce staff numbers in support roles

## Denominational Structure and Duplication

- Identify duplication of services and entities and minimise duplication
- Structural improvements

## Cost Management

- Cost reduction strategies
- Division office operating costs
- Manage overhead costs in Institutions supported by other church resources

## Retain or Realise

- Ongoing evaluation of assets and institutions
- Is Mission better served by capital retained in institutions or released for other Mission opportunities

# Tier 3: Ongoing Functions

Ongoing support and maintenance of existing Division functions

## Tertiary Education

- Avondale
- PAU

## Pacific Resourcing

- Provision of selected expatriate staff
- Direct financial support of Unions and Missions

## Institutional Support

- Ongoing support for Mission Objectives

## Ministry Support

- Departments and Services and associated Project Funding
- Specific funding ie IPE and evangelism grants
- Leadership Development

## Compliance and Governance

- Boards
- Administration
- Treasury
- IT
- Corporate Services
- Infrastructure & Asset Management

# Appendix 1: Models of Discipleship

A number of discipleship 'models' have been suggested. From these models a platform must be chosen to provide a way of managing the Church and Discipleship functions. These include but should not be limited to:

- a. 'Health Ministry' – where all aspects of the work of the Ministry and Discipleship team are viewed as components of a 'healthy' church, e.g., 'healthy teen relationships;' 'healthy Pathfinder Clubs,' 'healthy inter-family relationships that minimise abuse and violence;' etc
- b. 'Family Ministry' – where all aspects of the various ministries are conceived as aspects of the 'Church Family' and therefore all ministry events and initiatives are provided to build the Church into a more coherent and effective 'family.'
- c. 'Faith-Shaper Ministry' (from Children's Ministry) with 7 categories including Service and Mission; Homes Empowered; Noteworthy Memory Events, and God Encounters.
- d. Family Life Cycle/Time-Line Ministry – where all the various aspects of ministry are viewed as contributions to the family as it moves through the family-life cycle, from birth to death.

# Appendix 2: Mission to the Cities

| RANK | CITY   | POPULATION | MEMBERSHIP | CHURCHES | PASTORS | MEMB/POP | POP TO PR |
|------|--|------------|------------|----------|---------|----------|-----------|
| 1    | Sydney   | 4,667,283  | 9,063      | 62       | 60      | 515      | 77,788    |
| 2    | Melbourne  | 4,246,345  | 7,257      | 62       | 48      | 585      | 88,466    |
| 3    | Brisbane   | 2,189,878  | 8,347      | 43       | 43      | 262      | 50,927    |
| 4    | Perth  | 1,897,548  | 4,300      | 30       |         | 441      |           |
| 5    | Auckland   | 1,507,700  | 5,630      | 38       | 32      | 268      | 47,116    |
| 6    | Adelaide   | 1,277,174  | 2,300      | 23       |         | 555      |           |
|      | Sub Total  | 15,785,928 | 36,897     | 258      | 183     | 428      | 86,262    |
|      | Gold Coast, Sunshine Coast, Toowoomba, Newcastle, Woollongong, Geelong | 1,866,629  |            |          |         |          |           |
|      | Cities Total   | 17,652,557 |            |          |         |          |           |
|      |  |            |            |          |         |          |           |
|      | Division Total   | 35,737,488 | 420,962    | 1,997    | 1,386   | 85       | 25,785    |
|      | Cities as a % of total   | 49%        | 9%         | 13%      | 13%     |          |           |

# Appendix 3: Tier 2 Efficiency Gains

## Efficiency gains to release funds for higher priority strategies in Tier 1 or 3

### Suggestions

- Financial savings could be made by up-skilling Departmental Assistants, who could potentially do some of the design work that is outsourced at present.
- On line resourcing is very cost effective as more Pacific nations are becoming connected via internet and the social media. On line communication and registrations for events will save labour time at Union and conference/mission levels of the church.
- A paper free orientation in the office would be a valuable and environmentally friendly step forward in technology efficiencies.
- The coordination of delivery of all programs and resources on a common digital platform
- Implementation of ministries restructuring at the division
- Efficiencies in the operation of the Division office
- Efficiencies in the delivery of tertiary education
- Structural realisation in the PNGUM and AUC
- Review the efficiency and effectiveness of the expatriate program
- Ongoing development of an on-line comprehensive people-management system

# Appendix 3: Tier 2 Efficiency Gains

## Efficiency gains to release funds for higher priority strategies in Tier 1 or 3 (Continued)

### Suggestions

- Review the costs and efficiency of operations within the South Pacific Division office.
- Review the costs to the Division of Tertiary Education.
- Support the rationalisation of church congregations in areas where this will promote the well-being and efficiency of the church.

# Appendix 4: Ongoing Functions

## Ongoing support and maintenance of existing Division functions

### Womens' Ministries:

1. Abuse Prevention
2. Helping women get out of abusive relationships
3. Emphasis on Teenage girls and women under 35 – weekend retreats
4. Leadership Training including workshops on spiritual gifts, discipleship and reclaiming former members
5. Mentoring
6. Bible study small groups, using resources already available
7. Outreach using 10 methods according to your spiritual gifts and talents, available to all members.
8. Website – (no cost, just regular update)
9. Facebook – (no cost, just regular update)
10. Quarterly Newsletters – (no cost, just regular update)

### Youth Ministries

1. GC initiatives: Adventurers, Pathfinders, Ambassadors, Senior Youth Programs. .
2. Large scale memory/visioning events: SPD Camporees, Youth Congresses, MWTP.
3. World Changers Bible Project .
4. Evangelistic Small Groups: Develop a model of small group evangelism whereby Young adults and families will facilitate outreach in their own homes.
5. Avondale undergraduate youth ministry subject and the youth ministry masters degree.

# Appendix 4: Ongoing Functions

## Ongoing support and maintenance of existing Division functions

### **Publishing Ministries:**

1. Tertiary Education: Continue to promote 'Jump Start'
2. Training of Staff in the Pacific
3. Conference Support through LE Outreach events
4. Ongoing development and Funding of Electronic Sales Prospectus content
5. Ongoing presence of four Union representatives on our Publishing Administration Committee (PAC).

### **Family Ministries**

1. Pre-marriage Coaching
2. Ministry to Singles
3. Marriage Enrichment Programs
4. Pastoral Couples Marriage Enrichment Programs
5. Ministry to the GLBTI community
6. Domestic Violence and Abuse Prevention Education
7. Parenting Seminars
8. Basic Pastoral Counselling Skills development

# Appendix 4: Ongoing Functions

## Ongoing support and maintenance of existing Division functions

### Childrens Ministries:

1. Faith Shaper Model – 7 Essential Experiences. From Conference/Mission to Church Boards.
2. Children's Sabbath School
3. Children's evangelism
4. Intergenerational worship training
5. Family Discipleship/Worship/Service
6. Children's Health
6. Last Sabbath in May : World day of Prayer for Children at Risk
7. Last Sabbath in July: Children's Sabbath
8. September : Family & Children's Week of Prayer

### Health Ministries

1. Adopt-a-Clinic
2. Health Promoting Churches/Schools/Clinics
3. Health Professionals Conference
4. Avondale Degree Programs



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SEVENTH-DAY ADVENTIST® CHURCH