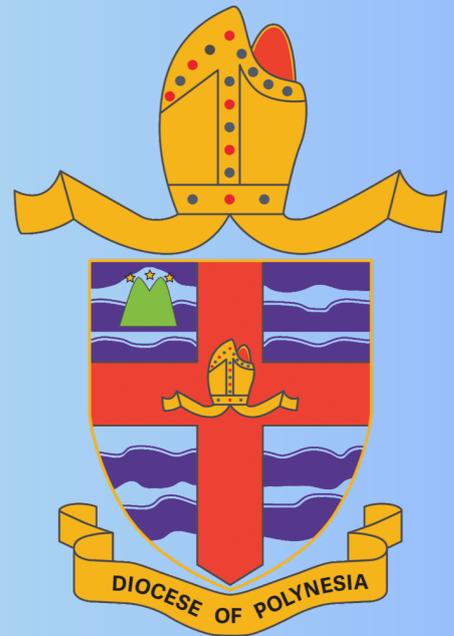


THE ANGLICAN CHURCH DIOCESE OF POLYNESIA



STRATEGIC PLAN 2024 - 2030

APPROVED AT THE STANDING COMMITTEE
OF THE DIOCESE OF POLYNESIA
April 2024

**A PROPERTY OF THE ANGLICAN CHURCH
DIOCESE OF POLYNESIA**

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1. FOREWORD

Malo e lelei, Bula Vinaka, Talofa lava, Namaste

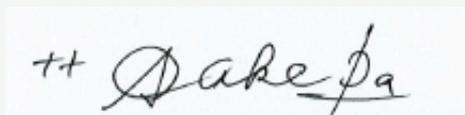
It is my pleasure to present the Diocese of Polynesia Strategic Plan for the 2024-2030 period. This plan brings together the ideals and aspirations of our Diocese in a way that allow our experience, emerging realities, and new visioning for development goals. It gives opportunity for our Diocese at all levels to work out mission and ministry targets. To be sure, my charge to the 2023 DOP Synod provided a basis for looking back on our ministries - what we have achieved, how we achieved these and how to progress or change direction to maximise benefits from our meagre resources. In short to review what we have done, reinforce those things we have been successful at, and revitalize ministries that have become important in our time.

The Educational and Training 2015-2020 and the Diocesan Strategic plans for the periods 2016-2022 existed as two separate development pathways and yet their goals were the same. Hence, the desire to create a unified plan for the Diocese. The result is the DPSP 2024-2030 now presented to you.

The DPSP 2024-2030 is a result of listening to the aspirations of our people. It draws on the insights of the past, our experience of present realities and the challenges to doing mission in our context. These realities include our geographic location, climate change and its social and economic effects, as well as landlessness. In terms of our human resource, we recognise the importance of creating a healthy well-equipped workforce to respond to the varied ministries in our Diocese. Ultimately, this plan hopes to achieve ministry outcomes out of love and fear of God to whom we are all accountable.

Accountability was measured in relation to outcomes in the previous development periods. Yet, we know that in terms of optimum performance, such parameters as organizational structure, resource management, training and outworking of processes involved all influence final outcomes. This recognises that our goals are influenced by availability those resources that make it possible to achieve Strategic Objectives through corresponding activities. For this reason, we need to be transparent about responsible agents at all these levels. These are part of and a direct response to the "Review", "Reinforce", and "Revitalize", mandate.

It is my prayer that we will continue to examine ourselves and our actions at regular periods in the various levels in which we minister seeking help at appropriate times. The Mission of God demands this of us.

A handwritten signature in black ink, appearing to read "Duke Pa", with two small crosses above the first letter.

Bishop of the Diocese of Polynesia

Archbishop of the Anglican Church in Aotearoa, New Zealand and Polynesia

2. INTRODUCTION

The Diocese of Polynesia exists in Tonga, Fiji, Samoa, American Samoa and New Zealand. This cultural and political diversity necessitates local priority adjustments. And yet the Diocese needs to journey as one. This strategic plan develops an overarching approach to enable doing mission within and across these realities.

The Diocesan experience during DOPSP of 2015–2022 saw some positive developments which require continuing support. However, the reality of the Covid pandemic and its devastating effects on community life, the growing awareness of climate change and its consequential environmental impacts on well-being, the need for an appropriate response to natural disasters, the need for a review of theological education and ministry training models, and rejuvenating and providing balance to an ageing workforce – these realities require a concerted response so the mission of the Diocese is relevant, responsive and resilient. These issues are the key concerns in Archbishop Sione Silonga Uluilakepa’s charge to the 2023 Synod.

The fivefold mission of the Anglican Communion provides a guide to our mission objectives for the Diocese and beyond:

- **To Proclaim the good news of the kingdom of God**
- **To teach baptize and nurture new believers.**
- **To respond to human need by loving service**
- **To seek to transform unjust structures of society.**
- **To strive to safeguard the integrity of creation and to sustain and renew the life of the earth.**

This definition of the mission of the Church is enshrined in Te Pouhere/The Constitution of the Anglican Church in Aotearoa, New Zealand and Polynesia.

3. VALUES

We hold these values to inform leadership in our mission and ministries.

Solesolevaki - working together collaboratively across diverse communities.

Sautu - enhancing the flourishing and wellbeing of others and the whole community.

Dauniveiqaravi - serving others with humility and love.

Va-tapuia - sacred relationship between human-divine, human-human, and human and other than human.

Loto-tō - willingness, readiness or eagerness to do or fulfil one's duties or obligations.

Faáaloalo - respect offered knowing va-tapuia relationships.

Tautua - service informed by sense of belonging.

Talanoa - open and active listening and contributing to through word and action

Transparency - open communication between leadership and members of the organization sharing expectations, mistakes, setbacks, feedback and collaboration between colleagues

Leadership Practice is ethical and accountable.

Samman Dena - giving respect to others as one desires respect as leader[s]

Pawitra Sambandh - bound in holy and righteous relationship / bond and fellowship founded on God's love as a core basis of being a leader

Sewa Karna - serving the people of God and others in Christ's example of servanthood as a primary focus of leadership

Accountability - being accountable to self and others.

4. VISION

Our Vision

We are a community that has Christ at the center of its ministry and worship.

We envision a church that adapts to and evolves to provide a meaningful and responsible ministry.

We strive to be a church that responds to the needs of our people in changing times in ways that are appropriate and relevant.

We aim to be a resilient church, able to withstand challenges and adversities that we may encounter.

We aim to live and work within structures that grow well-being in healthy relationships.

We aim to develop a self-sufficient mission resourced through appropriate development of assets.

Our Priorities

We aim to focus during this planning cycle on:

- 1. Ministry Training and Theological education**
- 2. Worship and liturgy**
- 3. Human resource and Diocesan structures**
- 4. Just Response to Social and Ministry Needs**
- 5. Preparedness in light of the natural disasters/climate change**

5. MISSION 1

Mission Statement 1: The Church effectively proclaims the kingdom of God and nurtures believers.

Strategic Objective 1 Equip the church to proclaim the good news of Jesus Christ

Strategic Action 1.1: Enhance faith development by using training models for discipleship that are relevant, appropriate, and culturally sensitive.

	Operational Design Outcomes	Responsible Agent
1.1.1	Units have training plans that are clearly targeted and show clear learning outcomes.	
1.1.2	Plans are relevant to the cultural context, promote indigenous symbols, imagery, metaphor and have delivery design with evaluation tools identified.	
1.1.3	Reporting show linkages to the Mission Statement, Strategic Objective and Strategic Action and indicative of the mandate through the Archbishop's Charge.	

Strategic Action 1.2: Strengthen St John the Baptist Theological College to achieve excellence in theological education and ministry training.

	Operational Design Outcomes	Responsible Agent
1.2.1	2.1 The SJBTC program clearly articulates graduate profiles.	
1.2.2	2.2 The SJBTC program conforms to FCHE and SPATS standards.	
1.2.3	2.3 A Quality Assurance program is developed and adhered to.	
1.2.4	Management Policies are developed.	
1.2.5	A human resource plan for optimal staffing levels is developed.	
1.2.6	Relations with national and international theological learning institutions are supported and developed.	
1.2.7	The College has an identified governance and management structure in place	

Strategic Action 1.3: Review and update curricula for Moana Children’s Ministry for their appropriateness and relevance to Diocesan communities it targets.

	Operational Design Outcomes	Responsible Agent
1.3.1	The Moana Children’s Ministry Strategic Outline is reviewed and updated.	
1.3.2	Units have curricula for Moana Children’s Ministry that is adapted to context.	
1.3.3	Resources for the development, delivery and Moana Children’s Ministry are available to Episcopal Units and Archdeacons.	
1.3.4	There is a regular training program for teachers in Moana Children’s Ministry.	

Strategic Action 1.4: Enable Continuing Education for Lay Ministers and Clergy

	Operational Design Outcomes	Responsible Agent
1.4.1	Formal training opportunities through scholarship awards are available to Lay Ministers and Clergy for continuing education.	
1.4.2	Regular informal training events scheduled for Lay Ministers and Clergy are delivered uniformly with clear measurable outcomes.	
1.4.3	A program for the well-being of all ministers is in place, communicated, and actioned.	
1.4.4	A Performance Appraisal program for all persons holding the Diocesan Bishop’s licence and in leadership roles is developed.	

Strategic Action 1.5: Diocesan schools grow mature believers who are spirit led and Christ centred in life, mission, and purpose.

	Operational Design Outcomes	Responsible Agent
1.5.1	Christian Education (CE) in schools follow a developed curriculum that is contextualized and use Pasefika ways of learning.	
1.5.2	CE is delivered by trained tutors.	
1.5.3	Resources for delivery of CE are available to schools.	
1.5.4	Students share faith both verbally and in community outreach.	
1.5.5	Key school performance outcomes show healthy progress.	

Strategic Action 1.6: Support the work of Lotu Youth Mission Community, Association of Anglican Women and Men’s Mission .

	Operational Design Outcomes	Responsible Agent
1.6.1	Operational plans outline objectives and outputs that are guided by the Diocese of Polynesia ministry priorities.	
1.6.2	Organizational goals include skills development appropriate for mission and ministry objectives are developed and supported.	
1.6.3	National and international collaboration are fostered	
1.6.4	Resources including but not limited to financial support for Lotu Youth Mission Community, Association of Anglican Women, Men’s Mission are clearly identified and easily accessed.	

6. MISSION 2

Mission Statement 2: The Church responds to God with passion in worship.

Strategic Objective 2: Engage in liturgy that is faithful to tradition, scripture, reason, and context.

Strategic Actions 2.1: Enable understanding of liturgies for leaders and worshippers.

	Operational Design Outcomes	Responsible Agent
2.1.1	Worship leaders are liturgy literate, confident and competent.	
2.1.2	Worship is promoted in indigenous language, symbol and metaphor.	
2.1.3	Liturgical designs open worshippers to encounters with God.	

Strategic Action 2.2: 1.2: Engage in translation work for transformative liturgies that are cultural sensitive.

	Operational Design Outcomes	Responsible Agent
2.2.1	For this period, the New Zealand Prayer Book Eucharist services 456 and 476, and the Daily offices are translated into the languages of the Diocese.	
2.2.2	Translators' work is informed by translation theory and community tested for integrity.	
2.2.3	The indigenous spiritualities/theologies expressed in the translated works speak with integrity.	

Strategic Actions 2.3: Support a Diocesan forum for exchange of ideas in music for worship.

	Operational Design Outcomes	Responsible Agent
2.3.1	The Forum has clearly identified functions and outputs.	
2.3.2	The Forum has an accountable operational design.	
2.3.3	The Forum has access to resources to support its work.	

7. MISSION 3

Mission Statement 3: The Church is an advocate for and responds to human needs.

Strategic Objective 3: Engage in ministry/humanitarian response for those in need.

Strategic Action 3.1: Collaborate with national and international agencies to initiate, plan, and grow appropriate services to respond to community needs.

	Operational Design Outcomes	Responsible Agent
3.1.1	The Diocesan Coordinator for humanitarian aid has a planned approach to the provision of services.	
3.1.2	The mandate of the Diocesan Coordinator has clear lines of accountabilities.	
3.1.3	The community needs are identified, and services include rehabilitation, preventative, and promotion for well-being so to provide for sustainability and resilience.	

Strategic Action 3.2: Establish a Diocesan Commission to review, organize, and develop responses to the needs of the Melanesian community.

	Operational Design Outcomes	Responsible Agent
3.2.1	A Diocesan Commission is appointed with clear terms of reference.	
3.2.2	The Terms of references focuses on social- economic and political issues experienced by the Melanesian community and identifies opportunities that enhances their well-being.	
3.2.3	The Diocese of Polynesia acts on the recommendations of the commission.	

Strategic Action 3.3: Support Ministry Units sustainable self-development projects.

	Operational Design Outcomes	Responsible Agent
3.3.1	Ministry Units have achievable self-development plans.	
3.3.2	Ministry Unit roles recognize mission responsibilities that are regularly reviewed for appropriateness and consistency.	
3.3.3	Diocesan support for Unit priorities is evident.	
3.3.4	There is a planned approach to asset management and infrastructure development.	

8. MISSION 4

Mission Statement 4: The Church is transforming organization.

Strategic Objective 4: Engage in structural changes that enable transformative work in church and society.

Strategic Action 4.1: Enable reforms to Diocesan structures that promote well-being and gender-balance. d to community needs.

	Operational Design Outcomes	Responsible Agent
4.1.1	An age and gender balance is evident in elected representation to all Diocesan, Episcopal and Archdeaconry and Ministry Unit bodies and committees.	
4.1.2	Information transfer across all units of the Diocese is timely and transparent.	
4.1.3	Ministry Unit Leaders are trained in management principles.	

Strategic Action 4.2: Enable zero-tolerance for violence in all its forms.

	Operational Design Outcomes	Responsible Agent
4.2.1	Bishops, Clergy, and laity leadership styles promote well-being and healthy relationships.	
4.2.2	All ministry unit leaders holding the Diocesan Bishop's license including MAST are aware of their rights under the Ministry Standards Canon (Title D), its implications for self and organization, and the process to follow when a need arises.	
4.2.3	The Diocese promotes violence free ministry environment in its workplaces.	
4.2.4	The Diocese creates national and international partnerships to promote a violence-free environment in her ministry.	

Strategic Action 4.3: Support Ministry Units sustainable self-development projects.

	Operational Design Outcomes	Responsible Agent
4.3.1	Ministry Units have achievable self-development plans.	
4.3.2	Ministry Unit roles recognize mission responsibilities that are regularly reviewed for appropriateness and consistency.	
4.3.33	Diocesan support for Unit priorities is evident.	

9. MISSION 5

Mission Statement 5: The Church is an agent for Moana well-being.

Strategic Objective 5: Enable strengthening and development of sustainable and resilient communities.

Strategic Action 5.1: The Diocese engages in theological discourse on disaster preparedness.

	Operational Design Outcomes	Responsible Agent
5.1.1	The Diocese provides leadership for disaster preparedness through SJBTC and its national and international affiliations.	
5.1.2	Disaster preparedness is part of discipleship training in ministry units.	
5.1.3	Ministry unit leaders develop promotional programs for disaster preparedness informed by a theological understanding.	

Strategic Action 5.2: Engage in activities that enhance Moana -wellbeing/caring for creation.

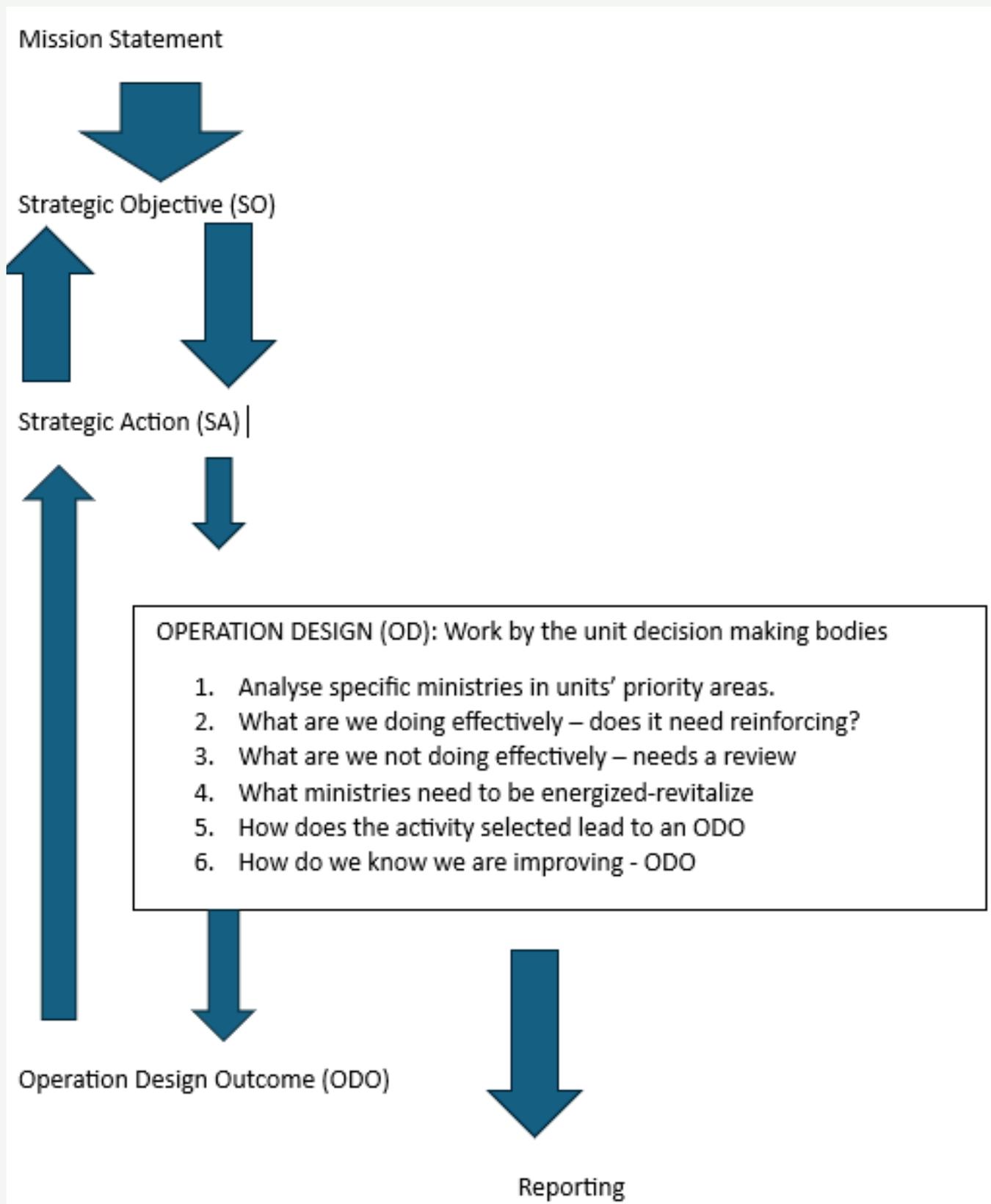
	Operational Design Outcomes	Responsible Agent
5.2.1	Moana well-being program is developed and delivered in all ministry units.	
5.2.2	Ministry units engage in activities that promote care of creation and create climate change awareness.	
5.2.3	Ministry Unit sectors have clearly identified roles in moana -wellbeing program	

Strategic Action 5.3: Implement proven strategies for the promotion of resilience in Church communities for effective response to disasters and climate change.

	Operational Design Outcomes	Responsible Agent
5.3.1	Ministry units are trained in data collection of community mapping of vulnerable areas in disasters and results of climate change.	
5.3.2	Ministry Units act on the data available to provide appropriate responses to disaster and effects of climate change.	
5.3.3	Ministry Units have access to disaster preparedness resources.	

10. FLOW CHART

Flow Chart showing relationship between Strategic Objective, Strategic Action, Operation Design, Operation Design Outcome and the Archbishop's Charge in the Strategic Plan.



11. STRATEGIC REPORTING FORM

SECTION A: GENERAL INFORMATION		
1.	Name of Unit [Board/Committee/Episcopal Unit/Archdeaconry/Parish/Organization]	
2.	Reporting Period	
3.	Head of Unit	

SECTION B: UNIT FOCUS		
4.	Strategic Objective (SO)	
5.	Strategic Action (SA)	
6.	Focal Activities	
7.	Key Outcomes	
8.	Significant Challenges	
9.	Future Direction	

SECTION C: LEARNING OUTCOMES

10.	Recommendation	
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SECTION D: CLOSE OF REPORT

11.	Report prepared by:	
12.	Role:	
13.	Signature:	
14.	Date:	

12. EVALUATION

Evaluating Plans

Unit Plans

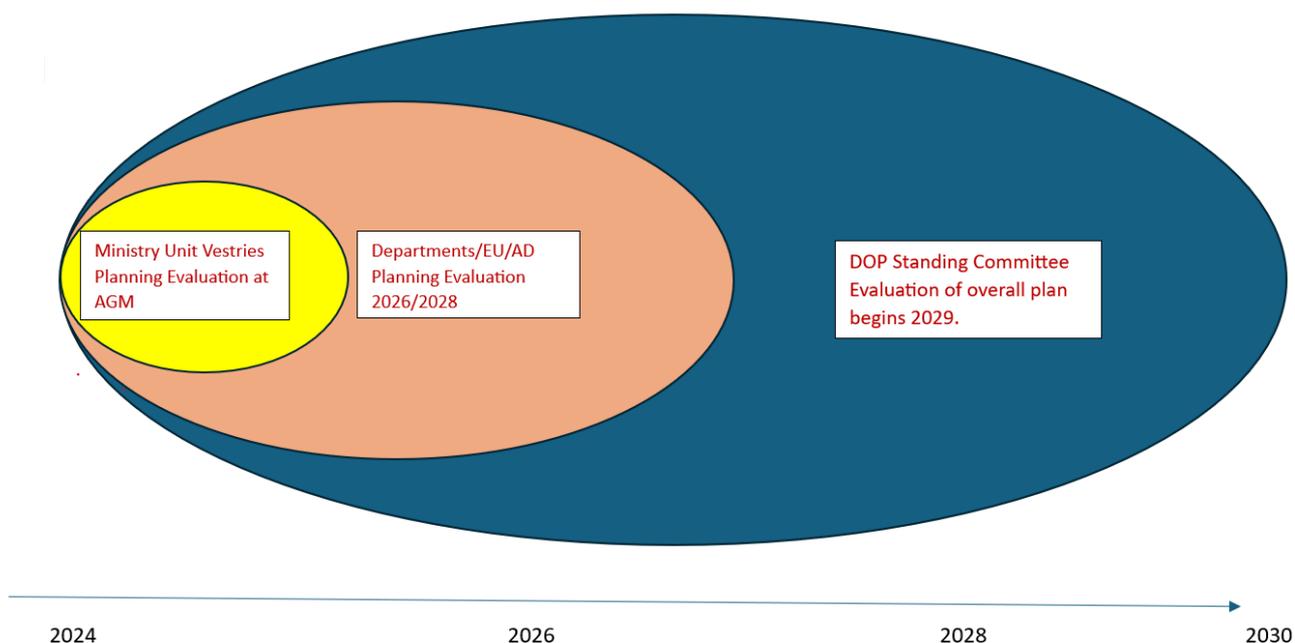
1. Unit plans should reflect the Unit's role as described in the Diocesan Acts. Thus, Diocesan bodies, all Ministry Units (Archdeaconry/Episcopal/ Parish etc) should refresh their understanding of the Diocesan Acts relating to them.
2. Plans should reflect the Strategic Objectives laid out for this planning period whilst have clear focus on Unit priorities.
3. All units may consult with DOP Secretary/Registrar should you need help at any level of your planning.

Planning Period and Review

1. This Strategic Plan is for 6 years from 2024.
2. The DOPSC will begin reviewing the plan in 2029.
3. Archdeacons and Episcopal Units should review their plans every two years.
4. Ministry Units Vestries are empowered to review and evaluate their plans at the AGM every year (See Local Ministry Unit Act 2010).

DOP Planning Period and Evaluation

Diagram representing Ministry Units (MU, Yellow), Departments/Episcopal/Archdeaconry Units (EU/AD, Pink) and DOP (Blue) showing relationships and in their planning, the planning periods and evaluation. The diagram symbolically shows MU (Parish etc) and EU/AD as component parts of the DOP. Thus, their planning in relation to the DOP Strategic Plan functions and moves cohesively as One whole.





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