

ANGLICAN DIOCESE OF GEORGE

1. Strategic Growth Plan Purpose and Objectives

A Strategic Growth Plan (SGP) based on the foundation of Restorative **Grace** for Anglicans who are anchored, committed and transformed in the Diocese of George, emanates from the desire of the church for renewal focused on "**GROWING THE KINGDOM OF GOD TOGETHER**".



The 2016-2020 SGP will serve as the key guide for the expression and realization of the vision, mission, values and priorities required to strengthen the trust across the church and unified growth of the Anglican Diocese of George.

"Unity is joyful and astonishing, renewing and nourishing, because it is unity in love for Jesus Christ, whose single family we are, often argumentative, sometimes cruel (which is deeply wrong), but created by God and belonging to each other irrevocably".

Archbishop of Canterbury, Justin Welby (21 January 2016)

2. Context and Approach

The 1911-2011 centennial of the George Diocese was celebrated with the installation of the eighth Bishop of George, the Rt. Rev. Brian Marajh and the activation of a strategic plan for the church. Nearly five years later, the Bishop, together with fellow Anglicans called for the development of a renewed SGP to advance the church, profiled by Hope Africa.

The exploration, analyses and synthesis phases of the SGP cascaded across workshops with stakeholders that included the Diocesan Leadership Group (DLG), all Archdeaconries and several organisations all culminating in an Anglicans Coming Together (ACT) congregation with well over 100 members from across the Diocese. During the SGP, Anglicans were clear about their gratefulness for God's love, mercy, grace and protection. They were especially proud of being Anglican, and expressed gratitude for caring priests, traditions, communities, families, acceptance and the freedom to worship, praise and volunteer. Moreover, Anglicans were thankful for blessings, symbols, consistency and belonging to a church where prodigals who returned, are welcomed.



Challenges and Concerns

Lack: Growth, Young People,

Discipleship, Finances (Assessment), Clergy, Unity,

Action, Prayer Meetings, Commitment, Caring (Poor), Vibrance

Effects: Drugs, Crime, HIV, Greed,

Slow Transformation, Extreme Poverty, Competition

Impact: Diocese vs Parish focus, Less Services, Visitations, Poor Parenting and Dead Members

ACT 2016 Sustainable Futures



Anglicans also identified a variety of challenges and concerns during the SGP. The lack of unity, growth, young people, clergy and finances were particularly disconcerting. In addition, declining discipleship, prayer meetings, commitment, care for the poor and vibrance were very worrisome.

The effects of drugs, crime, HIV, greed, extreme poverty, slow transformation, competition from other religious groups, less services and home visits including inactive members, were having a devastating impact on the Anglican Church. The focus on finances through Diocesan governance and management rather than growing the parish ministry is negative, and must change.

Looking forward to...

A George Diocese-

Spiritually vibrant, growing, unified and young

Balanced in its traditional and charismatic nature

Transformed for better inclusivity,
equality, wellness & sustainability

Aligned to the social needs of communities

Happy, Respected, Visible, Credible and Open

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Beyond gratefulness, challenges as well as concerns, Anglicans were clear about what kind of Diocese they were looking forward to. They would like the church to be more spiritually vibrant, growing and young. Moreover, it should adapt in balancing its very traditional and contemporary nature.

The church should transform for better inclusivity, equality, wellness and sustainability. The social needs of the community must be a priority to which the church should be aligned. Taken together, Anglicans wish for archdeaconries to grow by 10% (@1100 during

SGP Year 1) in tithing members, and to serve in a happy, respected, visible, credible and open church.

3. Church Growth Markers and Indicators

The SGP identified several markers and indicators for the growth of the Anglican Church.

 Church Growth	Markers	 Church Growth	Indicators	 Church Growth
	<ul style="list-style-type: none">• Adaptability in blending traditional & contemporary practices.• Commitment rising.• Unity strengthened.• Trust Improving.• Empowerment of youth and women• Finance Board balances books.• Trust Board commercializes and optimizes more properties.• Appointment of invigorated priests.• More social alignment with the community.• Improve visibility and presence of the church.• Increased tithing.• Training in leadership, counselling and financial management.• Growing the Ministries.• Increasing baptisms and retaining confirmants.• Increased church attendance.		<ul style="list-style-type: none">• Blended main services activated.• Volunteerism increases.• Reconciliation services commence.• Courageous conversations begin.• Leadership activities strengthened.• Accounting statements balanced.• Revenue generation plan delivered.• More priests appointed.• Increased social projects.• Marketing plan delivered.• Tithing contributions rise.• Clergy & staff take short learning courses.• Ministries symposium.• Parent & youth awareness initiatives rise.• Church membership improves.	

There are a least 15 Diocese Growth Markers that have been identified through the SGP. A sustainable change in elements of Diocese climate, culture, communications, policies, processes, procedures and practices will be required for growth. The adaptability of the church in balancing its traditional and contemporary nature will be essential, with strong support for and vigor from the clergy being absolutely critical for success. Moreover, strengthening commitment, unity and trust will be vital. Decisively addressing the difficult past events related to financial challenges and the consequently ongoing legal, auditing and risk matters, together with the accompanying damage to human relationships, will be crucial. A very serious focus should be directed towards retaining and recruiting youth as the future of the church through exciting and fun programmes of spiritual engagement, mentoring, recognition and membership on all important church structures. Whilst the gender inequality of the church might be historical, it will not function optimally without changing this reality. The support for women must be significantly escalated through enhanced opportunity creation, training, mentoring and fair representation throughout the church. Highly concerted efforts must be made to focus on the parishes and attendant ministries, through a renewed focus of administrative and governance support defined through a service-level agreement, which will lead to better human relationships and growth.

4. Vision, Mission, Values and Priorities

The vision, mission, values and priorities of the Diocese were extensively discussed and can be summarized thus with a **target of 10% annual growth (@1100 during SGP Year 1) in tithing church members:**



Vision

Growing the kingdom of God together.

Mission

Making disciples and caring for all people.

Values

- Prayer • Integrity • Respect
- Inclusion • Wellness

Priorities

- Adaptation • Commitment
- Unity • Trust • Empowerment
- Sustainability

In “**GROWING THE KINGDOM OF GOD TOGETHER**”, Anglicans are called to make disciples and care for all people. Constant prayer, resolute integrity, respect for all, a spirit of inclusion and striving for wellness, is fundamentally important for growth. Adaptation to ensure that the traditional and contemporary nature of the church is balanced, together with high commitment, unity and trust is essential for success. Furthermore, empowerment of youth and women is vital if the church is to advance, with financial sustainability being

Anglicans Coming Together 2016

COMMISSIONS

COMMISSIONS	LEADER	CO-LEADER
CLERGY	Rector Lyndon du Plessis	Rev Sharon Domingo-Blaauw
GOVERNANCE	Finance Board Chair Philip Williams	TBN
MINISTRY	Church Warden Linda Majola	MU Member Gloria Pockpass
PARISH	Parishioner Cynthia Roberts	TBN
YOUTH	Youth Leader: Shay Benn	TBN

TBN = To Be Named @ ACT 2016

Strategic Engagement Timeline

Diocesan Leadership Group	
29 August 2015	
14 October 2015	
11 November 2015	
15 December 2015	
12 February 2016	
5 April 2016	
4 May 2016	
Archdeacons	
George	27 November 2015
Knysna	2 December 2015
Mossel Bay	3 December 2015
Beaufort Wes	5 December 2015
Riversdale	8 December 2015
Structures	
Ministries	2 February 2016
Clergy (Stipend)	3 February 2016
(Self)	12 February 2016
ACT 2016	19 February 2016
Sacred Synod	3 May 2016

Church Leadership | Sustainable Futures

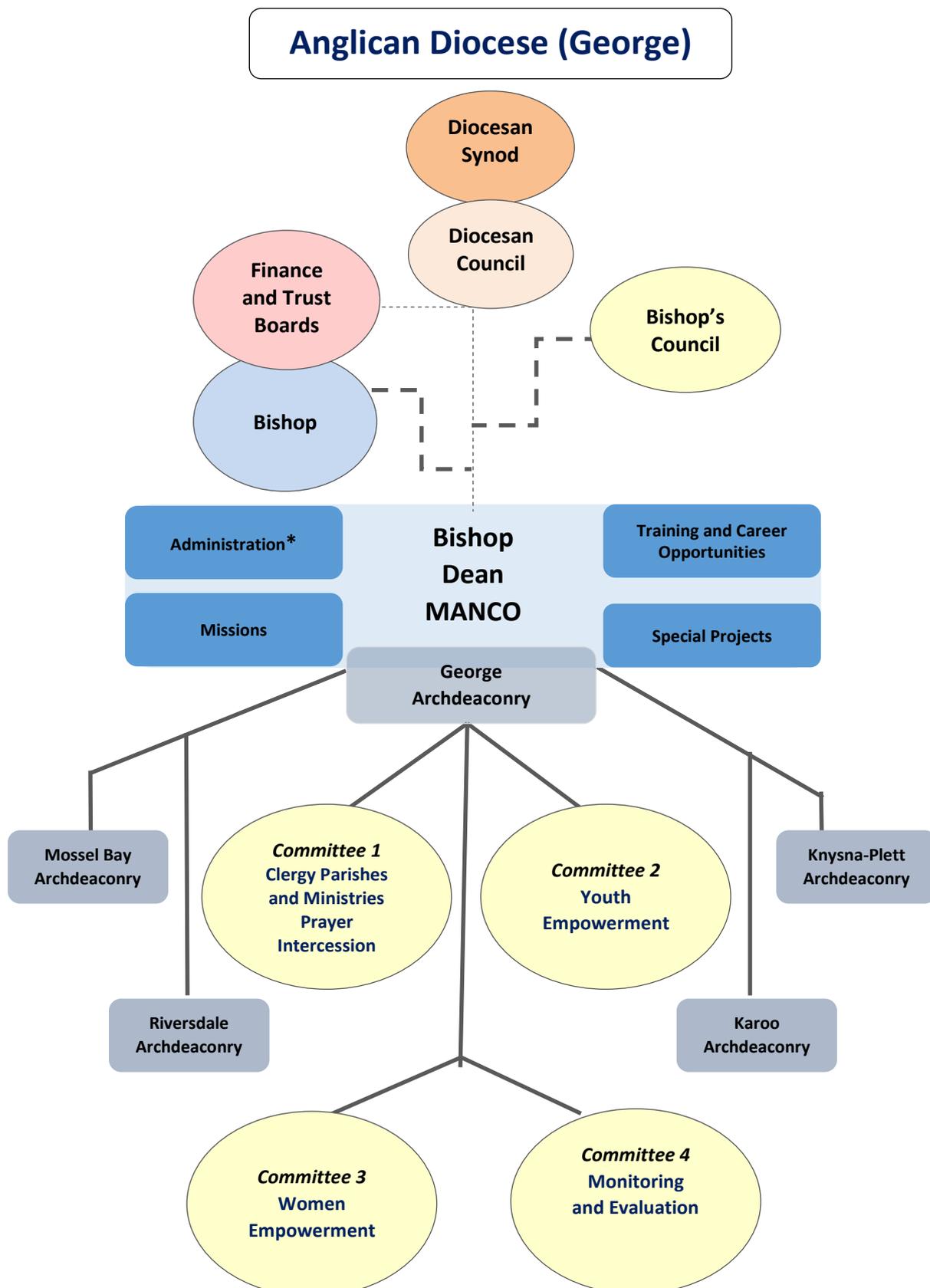
critical for the future.

Very many strategic engagements preceded Anglicans Coming Together (ACT) 2016. During the latter, over 100 Anglicans worked in clergy, governance, ministry, parish and youth commissions representing the entire Diocese to develop the aforementioned vision, mission, values and priorities.

The Restorative Grace foundation of the SGP will be strengthened by R1million in seed funding to provide finances for operations and a 12% once-off increase in remuneration to clergy and staff in support of aligning stipends and salaries to sector-related rates.

5. Organogram

Organisational Structure of the Strategic Growth Plan of the Diocese of George:



The **Management Committee (MANCO)** is led by the Bishop and includes the Dean, each of the Archdeacons as well as the Chairs of the Finance and Trust Boards plus the leaders representing the Clergy, Parishes and Ministries, Monitoring and Evaluation, Youth and Women Empowerment Committees.

* **Administration:** All staff provide administrative and logistical support to the Bishop and structures as he determines.

Finance Board

It meets according to Diocesan Rules and Regulations and is responsible for finance governance.

Trust Board

It meets according to Diocesan Rules and Regulation and is responsible for investment and property governance.

MANCO: *Management Committee*

Responsible for the overall strategic, financial, human resources and operations functions of the church, meeting monthly.

Committee 1: *Clergy, Parishes and Ministries*

Responsible for co-ordinating all activities related to the Clergy, Parishes and Ministries, meeting monthly.

Committee 2: *Youth Empowerment*

Responsible for co-ordinating all activities related to the Youth, meeting monthly.

Committee 3: *Women Empowerment*

Responsible for co-ordinating all activities related to Women, meeting monthly.

Committee 4: *Monitoring and Evaluation*

Responsible for monitoring and evaluating the implementation of the SGP, meeting monthly.

6. Conclusion

This Strategic Growth Plan is based on the foundation of Restorative Grace for Anglicans who are anchored, committed and transformed in the Diocese of George, and emanates from the desire of the church for renewal focused on "Growing the Kingdom of God together". Annual growth will be measured as a 10% increase in tithing members of the church (@1100 in SGP Year 1), with R1million in seed funding including a 12% once-off increase in remuneration for staff and clergy to support the alignment of stipends and salaries to sector-related rates. New plans for remuneration and benefits, assessments, performance, parishes, ministries, youth and women, will be developed by the management and operational committees to spur and drive renewal. Moreover, traditions will be adapted to contemporary times, whilst reconciliation services, courageous conversations, youth jams as well as leadership and management training will be activated to strengthen unity, build trust, amplify commitment, empower our people and ensure sustainability for a happy, respected, dynamic, credible and open church.