

GUIDELINES FOR SUBMITTING AN APPLICATION FOR THE SENIOR PASTOR'S POSITION AT HERVEY BAY BAPTIST CHURCH, QLD

Opening Date: Thursday 16 February

Closing Date: Thursday 16 March 2023, 5.00pm

(Please note that the final appointment to this position is subject to endorsement of selected candidate by Church members at a Special Member's Meeting.)

Thank you for your enquiry into the Senior Pastor's role for Hervey Bay Baptist Church.

Attached to this letter you will find the following to help you understand the scope of the role and our local Church context

1. **Position Description** which provides the overview of the role as well as the Selection Criteria that we ask you to respond to in your application. Initial interview(s) will be based on these criteria.
2. A description of the **key accountabilities and responsibilities** required for the role- helps you understand the scope of the role.
3. HBBC **organisational structure**
4. Hervey Bay Baptist Church **Strategic Planning** document

How to apply for the position

To make application for this position you will need to provide a written response to each of the Selection Criteria that are found in the Position Description. Please respond to the questions in the five different selection criteria areas, describing how you meet those criteria, including your previous experience where relevant. Experience and examples that demonstrate your abilities, skills and giftings are encouraged in responding to these criteria.

Please also attach a copy of your previous work history (Curriculum Vitae) and the name of three current referees including their daytime contact phone numbers and email addresses. Please ensure that the referees have given their permission for us to call them and email them, if we need to, to confirm your previous/current experience and work performance.

We also seek sermon /teaching examples you have prepared and delivered and these may be submitted via links and/or Mp3 files.

Your application including:

- **Your response to the Selection Criteria**
- **Your Curriculum Vitae**
- **Contact details for your three current referees (Leaders who have known you for**
- **Your contact details including day time phone number and preferred email address for contact during this recruitment phase**
- **Links /electronic files to two teaching videos of your choice that you delivered**

should all be sent in one email with attachments to joannel@hbhc.com.au by the closing date and time (Thursday 16 March 2023 by 5.00pm).

Our contact for general queries about the process is Jo Lambden (Ministry Facilitator). However, all queries relating to the requirements of the actual position should be directed to one of our 2 Interim Senior Pastors, Chris Ganter (chris@hbhc.com.au) or chair of Call Committee- Heather Dickfos (heather_dickfos@hotmail.com)

If you are selected for an interview, we will contact you by phone to arrange an interview time and date. Otherwise, we will email you to let you know that you have not been successful to progress to the interview stage.

Our process for interview may include the following components:

1. Face to face interview with our Church interview panel, consisting of our Interim Senior Pastor, Elders and several Members of HBBC supported by the Ministry Facilitator.
2. Two final candidates may be asked to sit a psychometric test, that assesses personality attributes. This is administered by a trained consultant.
3. Our referee check questions may draw on information from any psychometric testing, information you provide in your application, as well as information from first round interviews.
4. Once a final selection is nearing, the Church may invite a candidate to come and visit Hervey Bay Baptist Church and meet the Elders and ministry team face to face, before a final decision is made.
5. The name of the final preferred candidate will be taken to Church Members for endorsement of Call to conclude the process.
6. Once the Call is endorsed by the Members, the issuing of a contract will be completed for signing by both parties.

Thank you for taking the time to consider applying for this position. Our Church is in prayer about finding the right person for this role and would ask that you prayerfully consider your application, as we seek God's leading on this important decision,

Yours Faithfully,

Joanne Lambden

Ministry Facilitator for the Hervey Bay Baptist Church

Please Note the next section three attachments: 1. Position description(this includes the selection criteria that you must address in your written application) ,2. organisational chart and 3. Church strategic plan

POSITION DESCRIPTION

Position:	Senior Pastor
Organisation	Hervey Bay Baptist Church
Location:	20 Nikenbah Dundowran Rd, Hervey Bay
Reports to:	Board of Elders
Classification:	Baptist Union of Queensland “Ministerial Remuneration guidelines” – as per Senior Pastor– Updated every July https://qb.org.au/wp-content/uploads/2022/06/2022-07-Remuneration-Guidelines.pdf
Status/Date:	Updated 16 02 2023

POSITION OBJECTIVE

To provide Christ centred leadership, overseeing the ministries of the Hervey Bay Baptist Church, to enable the fulfilling of God’s plan for the Church in Hervey Bay and beyond.

ORGANISATIONAL ENVIRONMENT

Hervey Bay Baptist Church celebrates more than 100 years of faith building in the community. Over that time the Church has continued to grow, reaching out to the community of Hervey Bay and beyond.

Our Vision for the outworking of our faith in community, is considered in our Strategic Plan, which states that ‘we see lives and families transformed as we all live out the ways of Jesus.’

The objectives of our current plan are best summarised as follows:

- To establish a discipling DNA
- To empower people to have an effective, faith-filled daily relationship with God
- To have a clear and accessible spiritual growth pathway for everyone (next steps)
- To train, equip, and empower people to serve the city and the world in acts of love, justice, and mercy as we model the ways of Jesus

In recent years we have articulated the following values of our fellowship:

1. A growing relationship with God.

Pursuing God with whole-hearted devotion that inspires others to know more about Him.

2. Communicating for life-change.

Engaging people with the Bible brings real change that offers hope and help.

3. Authentic relationships.

Fostering relationships where people belong and experience ongoing personal growth

4. Giving people a go.

Creating opportunities for everyone to make a difference through serving others.

5. Significant community impact.

Living out our faith in a way that puts the spotlight on Jesus Christ and offers real hope to the world.

6. Leaving a legacy

Doing whatever it takes to pass on a dynamic faith to the next generation.

In this context, our Church has placed increasing importance on building discipling relationships and the support we find in Life Groups as well as increased Pastoral Care for Church family, including specific ministry to Seniors in an ageing demographic.

Children, youth and young adult ministries to this rising generation have a special place in our faith community, and extra effort has been directed to these ministries in recent years, where we have seen dynamic, faith-filled growth in these ministries who are the foundation of the future of the Body.

We have also been over many, many years, great supporters of overseas mission as well as local outreach.

Most recently the Church has established the Coach Family Mentoring outreach work, is re-aligning our weekly Playgroup with an emphasis on family support and outreach and has established an empowered faith community work amongst the homeless and those living rough in and round Torquay foreshore suburb.

The calling of our Senior Pastor to continue to oversight and lead our Church community, alongside the Elders and Pastoral Lead team, is important to continue the work that the Holy Spirit has been guiding in our people and community. These are exciting days, with many challenges ahead and we know that this role is essential to continuing God's work in our Church and community.

SELECTION CRITERIA & RESPONSE QUESTIONS		
ATTRIBUTES	CRITERIA	RESPONSE QUESTIONS
CHARACTER	<p>Lifestyle consistent with a Spirit-led, mature Christian faith with a clear testimony of faith in Jesus Christ, the ability to share God’s word with an advanced knowledge, and experience of God’s working in our contemporary world</p> <p>Demonstrate the ability to be self-motivated, work independently and take initiative in leadership responsibilities</p> <p>Demonstrate good human relation skills including active listening, motivating, inspiring, and spiritual decision making.</p> <p>Demonstrate mature leadership qualities that are aligned with the Christian faith and biblical principles, including discipleship practices as Jesus modelled the way, empowering others in leadership, a loving concern for people, deep gift of faith, compromise when required, and applied wisdom in difficult circumstances</p>	<p>How would you describe your walk with God over your lifetime?</p> <p>Can you give recent examples of a key defining moment in your Christian experience that helped shape the way you see God and His people, the Body of Christ?</p>
COMPETENCE	<p>Possess an ability to relate to people from all walks of life and be able to demonstrate interest, experience, and skills in effective Church ministry practice</p> <p>Demonstrate effective communication in accurately taking the whole word of God and providing avenues of application that the congregation understands</p> <p>Demonstrate ability to build and maintain working relationships with co-workers, Church members and external parties</p> <p>Demonstrate an understanding of creating an environment where leaders grow in their relationship with Jesus Christ using best and safe practice (as applicable under the guidance of the Holy Spirit)</p> <p>Demonstrate a proven track record of servant leadership including modelling the way of discipleship, inspiring a shared vision, appropriately challenging the people and process, enabling others to act, and encouraging others as they step out to become disciple-makers</p> <p>Demonstrate ability to train and equip others for effective ministry and safe practices</p> <p>Possess relevant theological qualifications</p> <p>Demonstrate competence in self and organisational management relevant to a large Church/organisation</p> <p>Demonstrate commitment to ensuring Church compliance with legislative requirements of Qld and Australia</p>	<p>Describe your <u>ministry leadership</u> experience in relation to the adjoining criteria.</p> <p>How would you describe your strengths and weaknesses as a leader?</p> <p>What measures and tools would you consider to monitor the continued growth of the people you minister to as well as bringing new people to faith?</p> <p>Describe your theological training and experience as a teacher of the Word</p>

<p>CAPACITY</p>	<p>Demonstrate capacity to lead the Church toward a shared vision as enabled by the Holy Spirit</p> <p>Demonstrate capacity to provide servant leadership to growing and diverse paid and voluntary teams</p> <p>Demonstrate capacity to review and lead ministry changes, including a willingness to embrace radical change as required through spiritual discernment processes</p> <p>Demonstrate capacity to connect with people from many walks of life</p> <p>Demonstrate capacity in communicating, advocating for, and promoting disciple-making across a large and complex church environment</p> <p>Demonstrate capacity to speak the gospel, as a person who speaks the message of Jesus to those who need to hear in a variety of situations</p> <p>Demonstrate capacity to be sensitive and open to the opinions of others, cooperative and able to compromise where appropriate</p>	<p>Describe what you would do to grow/disciple the leaders of various ministries in a large church?</p> <p>What do you consider the strengths of your capacity as a leader?</p> <p>What reflective feedback have others provided to you over the years on your capacity as a leader?</p> <p>What do you consider the challenges and areas for growth in your capacity as a leader?</p>
<p>CONVICTION</p>	<p>Demonstrate a strong personal Christian walk that is based on the great commission to make disciples, have a personal love for the Word of God, is committed to becoming more like Jesus.</p> <p>Conviction that the local church stewards the good news of Jesus Christ as the hope of the world, and committed to shepherding the Body of Christ in Hervey Bay,</p>	<p>Select one of the Qld Baptist Statements of Belief. What does this mean to you? Go to: https://qb.org.au/who-we-are/beliefs/</p> <p>Can you describe your journey to this role and how you see it contributing to the commission of Christ to the Church?</p>
<p>CHEMISTRY</p>	<p>Demonstrate a commitment to our Vision and Values, with a passion for building a discipleship culture as Christ modelled</p> <p>Demonstrate effective relational and leadership skills consistent with the collaborative style of Hervey Bay Baptist Church’s broader ministry and leadership team.</p>	<p>Why do you feel led to apply for this role as Hervey Bay Baptist Church’s Senior Pastor?</p> <p>What particular characteristics of HBBC resonate with your own call and season of ministry and life?</p>

KEY ACCOUNTABILITIES

Core Areas	Key Accountabilities	Duties/Responsibilities	Performance Indicators
Preaching, Worship, & Teaching	<ul style="list-style-type: none"> • Ensure worship services are effective regarding content, style, structure, and design • Encourage people with the gift of speaking and teaching to use their gifts in the Church under supervision and with training • Demonstrate a commitment to studying and expounding scripture that strengthens the congregation and leads people to belief in Christ Jesus 	<ul style="list-style-type: none"> • Plan and implement a weekly teaching schedule that allows attendees to learn the whole truth of God, and to mobilize their daily walk of faith, and become fully devoted followers of Jesus Christ • Prepare preaching schedules in advance • Meet regularly with the Worship & Tech Director to evaluate and plan all regular and special services • Create regular opportunities for people to respond to the message of Christ through evangelistic messages with the result of growth in the Sunday service 	<ul style="list-style-type: none"> • God’s Word is faithfully taught every week at the Church • All preaching undertaken by unqualified speakers is overseen by qualified Pastors • Evidence of the oversight of other speakers and teachers using their gifts in the Church and beyond • Congregations are reporting high connection with content and/or quality of preaching by Senior Pastor
Leadership/ Leadership Development & Discipleship	<ul style="list-style-type: none"> • Lead the staff and leadership team at HBBC • Work alongside the Elders in the maintenance of a compelling vision, and act as the key implementation champion for the strategic plan • Work with other Pastors of HBBC to train or arrange for the training of the congregation through teaching and in workshops, discipleship experiences, mentoring, and coaching 	<ul style="list-style-type: none"> • Schedule and participate in the planning and leadership of an annual board retreat that educates, motivates, and supports board members • Create a leadership process that is implemented across the ministries of the congregation which strategically develops key leaders, next level leaders, and emerging leaders for the discipleship process • Ensure that key leaders are mobilised and equipped for each of the identified programs and ministries of the church • Provide support/encouragement for ministry leaders and Elders 	<ul style="list-style-type: none"> • New leaders are being raised up across the Church for ministry and support ministries • New Christians are developing in their faith through small groups and intentional mentoring by experienced Christians • The Discipleship pipeline is expanding

<p>Pastoring</p>	<ul style="list-style-type: none"> • Take an active role in short-term counselling and care of Church members as part of a larger team of Pastoral carers as they are directed by the Lord • Model Christ-like attributes demonstrating love and compassion for those under this role’s care • Inspire the congregation to spiritual maturity through personal example, connection to other local and far-reaching examples, and by acting as a connection to the wider work of God 	<ul style="list-style-type: none"> • Provide care for spiritual, emotional, and physical needs as needed in partnership with other church leaders • Proactively identify problems/challenges and offer creative solutions for resolution (conflict management) • Hospital visits as needed • Provide minor counselling (supportive listening), and refer to professionals for those needing more extensive counselling as needed • Conduct baptisms, funerals, pre-marriage counselling, and weddings as required (tasks that are shared with other Pastors of HBBC) 	<ul style="list-style-type: none"> • The Elders, pastoral staff and ministry leaders can see the attributes of Christ demonstrated in the life of the Senior Pastor • Congregation members feel inspired under the leadership of the Senior Pastor • A range of congregation members can point to examples of personal care and contact with the Senior Pastor, who is not considered aloof and unapproachable
<p>Outreach/ Community Engagement</p>	<ul style="list-style-type: none"> • With other Pastors of HBBC, ensure that key leaders are equipped, and mobilise key leaders and volunteers within the church in the role of evangelism and in the development of strategic outreach ministries and initiatives • Work with the Church leaders of Hervey Bay as part of the Minister’s Fraternal to advance unity in the Christian Ministry within the community 	<ul style="list-style-type: none"> • Engage in the community through involvement in events, committees, as a speaker and/or facilitator, or volunteer in key community endeavours according to passion, giftedness, and interest • Lead the Church to continue to live the Church’s adage that ‘we are not a Church that supports mission, we are Church <u>in</u> mission’-mission is in our DNA 	<ul style="list-style-type: none"> • Effective outreach programming into the community is meeting operational planning targets as set by different ministry groups • The wider community of Hervey Bay leadership are known to the Senior Pastor including government, business, and not-for-profit sectors

<p>Professional development/personal growth</p>	<ul style="list-style-type: none"> • Devote time to spiritual, mental, and physical development and well-being through personal disciplines and connection to a Spiritual Mentor 	<ul style="list-style-type: none"> • Attend courses/workshops as appropriate • Attend a Life Group as a participant, and/or lead a Life Group • Attend and/or lead Discipleship Clusters • The Senior Pastor will engage in a full performance evaluation that will be completed annually with the Elders in which the coming year's goals will be set and agreed upon 	<ul style="list-style-type: none"> • Development of an annual plan in cooperation with Elders. Key Performance Indicators across multiple dimensions (mental & spiritual wellbeing as well as ministry goals) will be reviewed bi-annually with the Elders
<p>Strategic Planning</p>	<ul style="list-style-type: none"> • Leadership of the Church achieve the Vision of HBBC in the work of the Church in this community and beyond 	<ul style="list-style-type: none"> • Lead the reviews of the Church Strategic Plan and actively seek to achieve the vision set out by the Church • Oversee, along with the Pastoral Lead Team, the development of key ministry operational plans that ensure the Strategic Plan is being implemented and monitored 	<ul style="list-style-type: none"> • Annual Report provides report on performance of ministries against the key objectives of the Strategic Plan • The Ministry Operational Plans are being implemented as reported • The delivery of Operational Plans is being monitored
<p>Governance & Management</p>	<ul style="list-style-type: none"> • Oversee the ongoing implementation of governance and strategic administration of the Church to ensure compliance with legislation and good management practice (supported by Ministry Facilitator) • Work with the Finance Committee to oversee the financial responsibilities of the Church (supported by Finance Manager) • Supported by the Ministry Facilitator ensure the Elders meet their governance responsibilities 	<ul style="list-style-type: none"> • The monthly Elders' meetings are supported by reports from the senior staff on all matters that require decisions of the Elders. • The Church organisational structure is appropriate for the good management of the Church resources and programs • Ensure that the Elders are kept informed and are included in decision making of all significant issues including staffing, future planning, budget, major capital purchases, and policy matters. • Manage any requirements for implementing the Persons of Concern procedure 	<ul style="list-style-type: none"> • Church governance is being effectively managed • Significant legislation requirements are being met • The Pastoral Lead Team is resourced effectively to deliver their operational plans • Evidence that Elder's Committee meetings are being conducted and key leadership is being kept informed of appropriate information

Conflict Management	<ul style="list-style-type: none"> Ensure that the policies and procedures of the Church are upheld and that where conflict becomes known, that these are administered in love and concern for all parties 	<ul style="list-style-type: none"> Understand and work within the policies and procedural framework of the Church, providing guidance and review when required to ensure that the Church remains compliant within the laws of Australia and the State of Qld 	<ul style="list-style-type: none"> Evidence of the way conflict is being handled appropriately Ensure that the Elders are aware of significant conflicts, complaints, and grievances
Budget Management	<ul style="list-style-type: none"> Sound financial management oversight of the Church in accordance with Church policies 	<ul style="list-style-type: none"> Prepare the annual budget in consultation with the Finance Committee for approval by the Elders in November each year Regularly monitor the budget, with at least monthly profit and loss reports, showing year to date over and under expenditures Work with the Elders to develop the 5-10 year budget forecasts for operations and capital budgets 	<ul style="list-style-type: none"> Evidence that annual budget is being prepared Evidence that budget is being monitored and reviewed at least monthly Evidence that the financial policy is being implemented
Work Health & Safety and Risk Management	<ul style="list-style-type: none"> Commit to relevant Work Health & Safety policies and promote good WH&S practice, leading by example. 	<ul style="list-style-type: none"> Ensure that the responsibilities of designated officers are met Ensure that training opportunities are available for all volunteers and staff at least annually 	<ul style="list-style-type: none"> Demonstrated implementation of WH&S policy and procedures including Officer's duties being undertaken
Attitude and Team Contribution	<ul style="list-style-type: none"> Work with a range of staff and people to provide a safe, caring, and welcoming workplace and Church for all 	<ul style="list-style-type: none"> Participate in available professional development processes, mentoring and relevant training, as identified in annual plan 	<ul style="list-style-type: none"> Demonstrated thoughtful and positive attitude toward staff, members, attendees, and people who encounter the Church

OTHER REQUIREMENTS

- Experience in a large Church as a Senior Pastor or as a Pastor for a minimum of 7 years or other Christian ministry organisation senior leadership role (preferred)
- A relevant Theological degree or diploma
- Registration with QB as a licensed Pastor, or eligible to apply for registration and willing to do so
- Current or eligible for Qld Blue Card Services Working with Children Positive Notice or Exemption (must be linked to HBBC)
- Member/leader of a discipleship cluster or willing to join one
- References from two respected Spiritual leaders

RESTRICTED PERSONS & RESTRICTED EMPLOYMENT INFORMATION

There are various laws, rules and penalties that may apply to this role regarding working or volunteering as a Restricted Person or in Restricted Employment. For more information on what it means to be a Restricted Person or to work in Restricted Employment and the relevant penalties that may apply, please see the Blue Card Services website for more information.

<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card/system/rights-and-obligations/individuals#restricted>

DELEGATIONS

FINANCIAL

Up to **\$20,000** (ex GST) where item is an approved budget item.

Up to **\$2,500** (ex GST) discretion if outside budget, but in consultation with Finance Committee (email to Committee for information), but not exceeding \$5,000 (ex GST) in cumulative total in one financial year.

- Oversee audits with Finance Committee for AGM
- Development input to and review of Annual Budgets
- Responsible for compliance with financial systems
- Recommend wages and employee packages for staff under this role's supervision
- Signatory to Church contracts where authority and/or delegation has been approved
- Able to renegotiate budgets and make financial and budget recommendations to the Elders
- Present any concerns to the Elders regarding financial management

HUMAN RESOURCES

This position has responsibility for up to 8 direct reports, also oversight of all staffing and key volunteers.

- Oversee all staff appointments (other than Pastors who report directly to Senior Pastor)
- Issue media statements
- Oversee and authorise staff dismissals that are not responsibility of Elders
- Handle staff complaints
- Handle any other complaints, except those that are made against the Senior Pastor
- Oversee and undertake Staff Performance Reviews and Management
- Review Staff Structures and present to Elders
- Put forward cases for new staff positions/hours

- Run recruitment panels, with final co-signoff by Elders (where required)
- Recruit, train, monitor & supervise volunteers who report directly to this position.

The Senior Pastor oversees all Human Resource matters and corresponds with the Elders for approvals based on budget.

FORMAL REPORTING

- Sign official letters and funding submissions where appropriate
- Complete a monthly written report to the Board of Elders
- Oversee the preparation of the annual report of the organisation to Members and congregation
- Annual Report to QB (assisted by Compliance Officer)
- Approving responsible person on Business portal for the Taxation Office

POLICY, PROCEDURE & PRACTICE DEVELOPMENT

- Initiate Strategic Planning processes
- Develop or assist in the development of policies and procedures
- Provide oversight to ensure the implementation of the strategic plan, policies & procedures
- Recommend or create for the purpose of approval by Elders any new practice models & frameworks of significance

The Senior Pastor makes recommendations to the Elders for any organisational strategic initiatives.

LEGAL OBLIGATIONS

- Ensure that the organisation operates in compliance with its legal obligations and within the law generally
- Ensures that the organisation operates in compliance with the policies and procedures established by the Elders
- Work within the guidelines set out in the Code of Conduct
- Seek legal advice to report to Elders

The Senior Pastor seeks advice from the Elders, the Baptist Union, and legal specialists from time to time for any queries on compliance with its legal obligations.

RISK MANAGEMENT/WH&S

- Integrate risk management and continuous improvement processes
- Sign off on risk management rating matrix to determine level of risk and consequences
- Develop & sign off on Persons of Concern Management Plans for sign off by Elders
- Authorise that significant offsite camps, tours, mission trips and events may proceed
- Sign off on Risk Assessments undertaken for whole Church activities

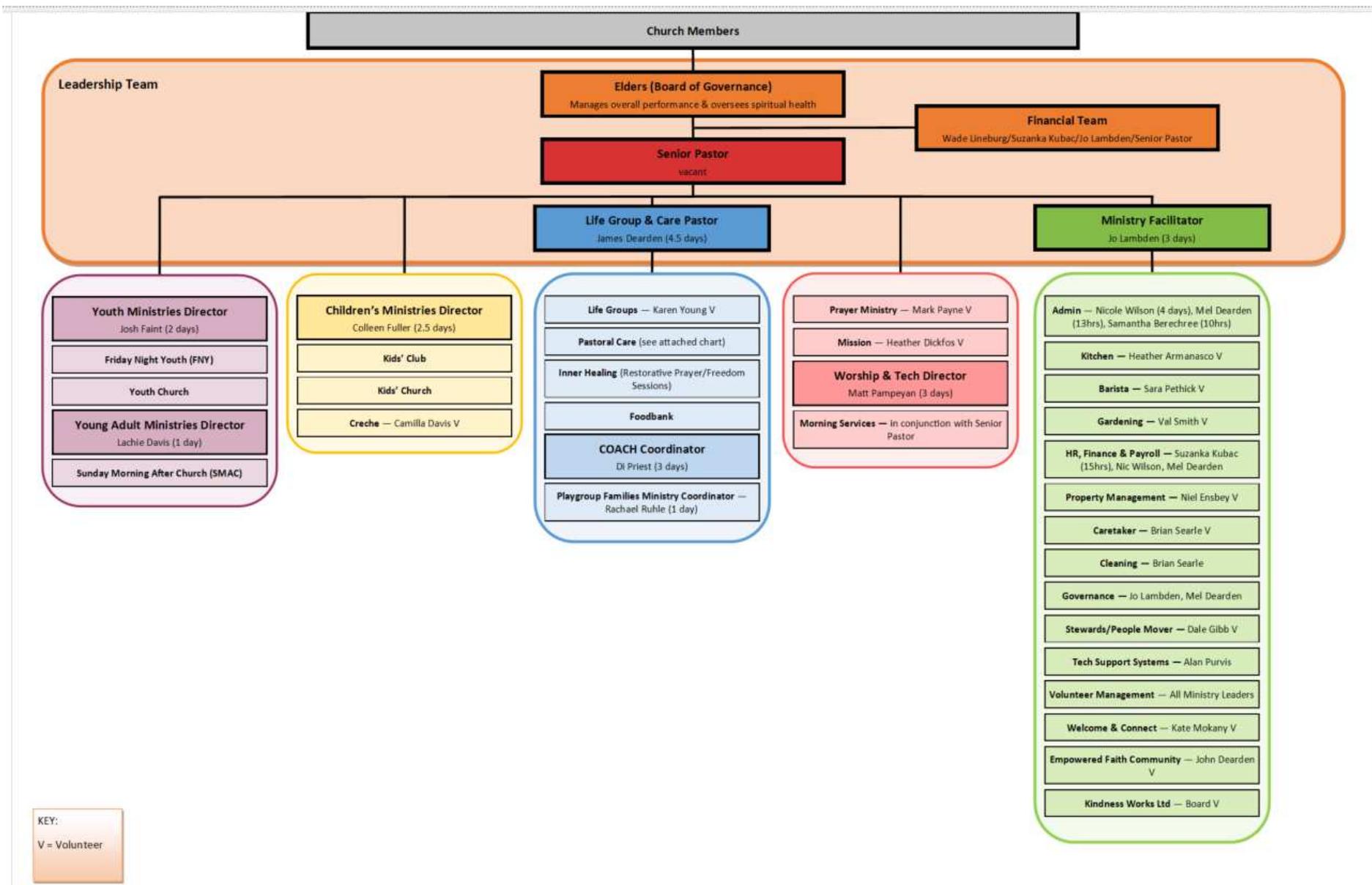
- Induct direct reports and key volunteers with workplace inductions
- Must be aware of overall duty of care for people in contact with Church including visitors, staff, and volunteers

FACILITIES MANAGEMENT

- Ensure that the assets of the organisation are well managed and maintained
- Oversee capital works planning
- Report any concerns, damages, and issues relating to the facilities to the Office Manager or Ministry Facilitator

MEDIA, MULTI-MEDIA, & MARKETING

- Release information including press releases at any time, with reference to Elders on issues that may have potential to cause harm to reputation of Church, or are responding to allegations of harm, through any media of choice
- Issue communications to Church members and adherents through multiple media platforms of choice
- Any communiques of a sensitive nature would be discussed at least with the Chairman of Elders, or with representatives of the Elders, or the full Eldership team
- Ensure adherence to Privacy Policy regarding releasing names, images, and other identifiable information of children and/or parents, staff, volunteers, or church members into any public domain including digital and print media



KEY:
V = Volunteer

HBBC Strategic Plan

Introduction: This document seeks to outline the strategic plan for the Hervey Bay Baptist Church for 2021 to 2024. We believe that this plan is based on the principle that God is always at work around us and invites us to join Him in His work (John 5:19).

Our Vision story:

We recognise that many in our community and especially families are doing it tough. In addition, many are skeptical of 'organised church'. In Hervey Bay, the percentage of people that attend church once a month (7%) is half that of the national average (15%).

At HBBC we are convinced that the story and message of Jesus Christ is still the best news for our broken world. We believe that Jesus has modelled the way that we should live and as we live out the ways of Jesus, that the Spirit of God will transform us to be become more and more like Jesus. And, because of this transformation we now step out to follow Jesus and to take His transforming message of hope and life to our broken world.

Our Vision statement: *We see lives and families transformed as we all live out the ways of Jesus.*

With our faith firmly in God, we aim to double our relational influence in Hervey Bay over the next 5 to 7 years¹ so that people are given an opportunity to discover Jesus for themselves. More specifically this means that we aim to make 'disciples that multiply' who have learnt how to develop deep relational networks and have discovery conversations² with 1,600 people in our city over the next 5 to 7 years. While these discovery conversations are harder to measure, we can measure how many people would reasonably follow Jesus for the first time and be baptised as a result of the multiplying effect of these discovery conversations.

Overarching medium term goal: As we join with God in His work, we endeavour to see 400 people follow Jesus for the first time and be baptised over the next 5 to 7 years.

Key levers:

¹ Our 5 to 25 year goal is to influence 15% of our city. The 5 to 7 year goal is to influence 2%.

² A discovery conversation is one in which a Person of Peace has been invited to take a significant faith step such as – attend church, be prayed for, attend Alpha or participate in Discovery Bible Method and comes as a result of a relational journey in which the conversation has moved from 'casual' to 'meaningful' to 'spiritual' to a 'discovery' conversation.

The HBBC key levers are those key strategic actions we believe we need to take to help us fulfil the vision and overarching medium term goal. These key levers also make the ‘ways of Jesus’³ for HBBC more explicit.

HBBC KEY LEVERS																
#	Lever	Action steps	Resp	2021				2022				2023				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
L1	Embed a discipling DNA	Train and refresh Discovery Bible method	RF													
		Commence new leadership discipling clusters	Cluster leaders													
		Equip core with skills in developing casual-to-discovery conversations	RF													
		Explore and pilot what it means to be a ‘Family on Mission’	LJ													
		Coach other churchers in BDC	RF													
		Pilot an Empowered faith community (Missional community)	JL													
L2	Empower a personal spirituality (UP)	Develop a solid Alpha ministry	RF													
		Pilot Alpha Next to assimilate new believers	RF													
		Prayer: Run Prayer course I and II	RF			I				II				I		
		Prayer: 6-monthly prayer initiative	RF		QB				QB				QB			
		Bible: Publish Bible reading plan	LJ													
		Develop spiritual development media database for on-demand training	LJ													
		Annual church survey to establish personal spirituality levels	JL													
		Run Freedom sessions	JD													
		Evaluate restoration prayer	JD													
L3	Clear and accessible next steps (IN)	Develop & implement Next Steps Strategy (Complete Assimilation Process)	NW/MP													
		Create clear processes for first (& second) time guests	NW/MP													
		Make clear decisions on personnel involved in follow up	NW													
		Review of Next Steps Strategy	NW/MP													
		Training of host & follow up teams	NW													
		Review calendar & communication schedule of next steps events	NW													
		Preach ‘Next steps’ - Follow Jesus, Baptism etc	RF													
		Implement online pastoring and assimilation of people in online church	RF													
L4	Serve the city with acts of love, justice and mercy (OUT)	Coach: Evaluate 2 year pilot to shape next steps	JD													
		Coach training 6 monthly	JD													
		Create and hire team leader role paid or unpaid to help expand COACH	JD													
		Expand COACH Coordinator to 5 day a week role	JD													
		Grow number of families in COACH to 50	JD													
		Playgroup: develop and implement a strategy to double the influence of Play	CF													
		Teach on spiritual gifts	RF													
		Develop and implement a prioritised plan on training in Spiritual gifts	RF													
		Serve the city project with a strategic partner	JL													
		Missions month	RF													
		Send out missionaries to Strategic target country	RF													
		Develop partnership with Baptist World Aid re Cambodia and PNG	RF													

Step metrics:

These metrics are outcomes-based metrics and seek to capture those ‘God-desired’ outcomes that measure the significant steps that people take in their spiritual journey. These metrics are used to track the evidences of God at work and as an indication of overall spiritual growth in the church.

The step metrics are:

- #1: The number of people reading the Bible with a pre-Christian friend
- #2: The number of first-time commitments
- #3: The number of baptisms
- #4: The number of people in life groups
- #5: The number of people in teams

³ The ways of Jesus or the three great loves of Jesus are captured in the idea of UP – IN – OUT. Jesus lived looking UP to the Father; He invited others IN to a relational journey and he stepped OUT on mission to reach the world.

#6: The number of people serving the city

#7: The number of members

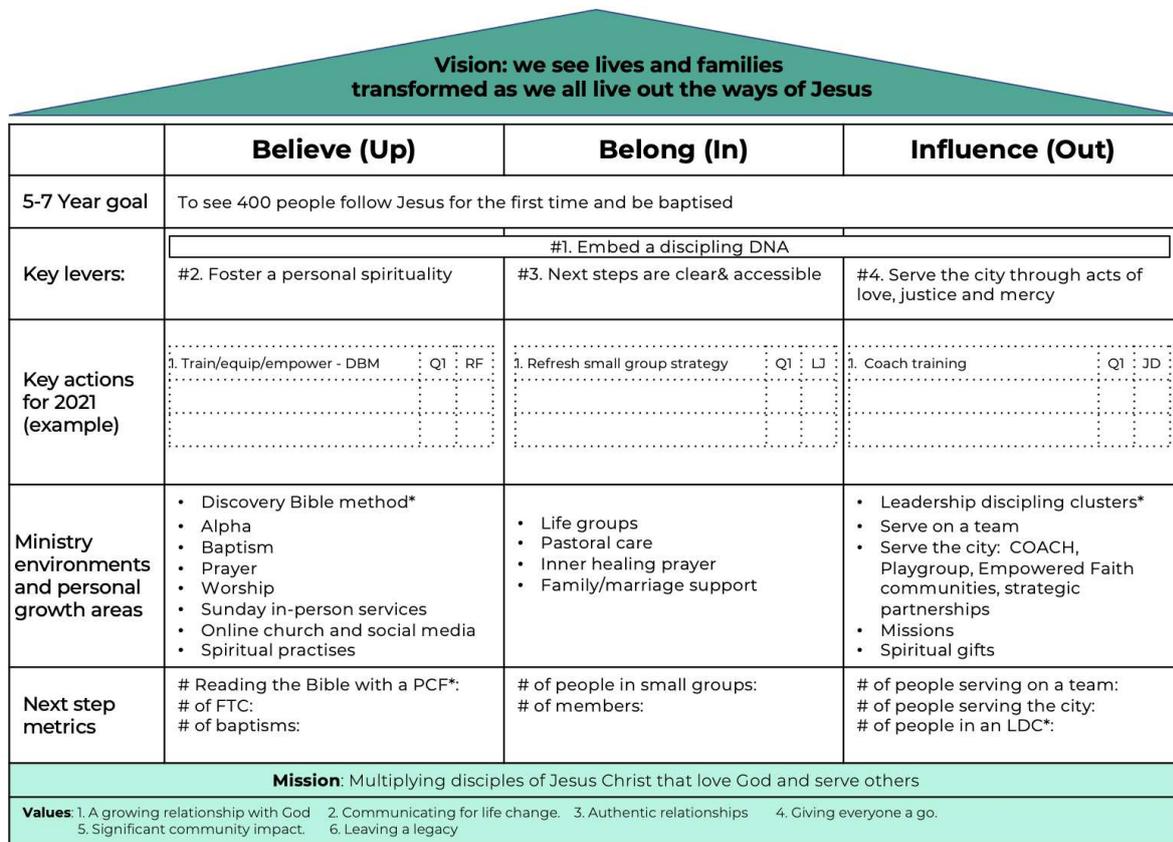
#8: The number of leaders in a leadership discipling cluster

Annual Plans:

The HBBC key levers and key outcome metrics (step metrics) are included in the annual plans of staff.

INTEGRATED STRATEGY:

The overall strategy can be integrated into a 'house model' and depicted as:



Key-* denotes a multiplying step | PCF: Pre-Christian friend. | FTC: First time commitment | LDC: leadership discipling cluster

ADDITIONAL INFORMATION:

Church Mission statement: To multiply disciples of Jesus Christ that love God and serve others

HBBC Values:

These values are important to us and give energy to everything we do.

7. A growing relationship with God.

Pursuing God with whole-hearted devotion that inspires others to know more about Him.

8. Communicating for life-change.

Engaging people with the Bible brings real change that offers hope and help.

9. Authentic relationships.

Fostering relationships where people belong and experience ongoing personal growth

10. Giving people a go.

Creating opportunities for everyone to make a difference through serving others.

11. Significant community impact.

Living out our faith in a way that puts the spotlight on Jesus Christ and offers real hope to the world.

12. Leaving a legacy

Doing whatever it takes to pass on a dynamic faith to the next generation.

Key Scriptures for the HBBC mission and vision:

Matthew 28:18-20

Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. 19 Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, 20 and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."

Luke 4:18-19:

The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour."

Nehemiah 2:17-18:

Then I said to them, "You see the trouble we are in: Jerusalem lies in ruins, and its gates have been burned with fire. Come, let us rebuild the wall of Jerusalem, and we will no longer be in disgrace." I also told them about the gracious hand of my God on me and what the king had said to me.

They replied, "Let us start rebuilding." So, they began this good work.

John 21:15-17:

When they had finished eating, Jesus said to Simon Peter, "Simon son of John, do you love me more than these?" "Yes, Lord," he said, "you know that I love you." Jesus said, "Feed my lambs." Again, Jesus said, "Simon son of John, do you love me?" He answered, "Yes, Lord, you know that I love you."

Jesus said, "Take care of my sheep." The third time he said to him, "Simon son of John, do you love me?" Peter was hurt because Jesus asked him the third time, "Do you love me?" He said, "Lord, you know all things; you know that I love you." Jesus said, "Feed my sheep."