

CHRIST CHURCH, SOUTH YARRA STRATEGIC PLAN – AUGUST 2019

Vision, Mission and Values Statement 2015

Vision

Christ Church South Yarra is a vibrant and inclusive Anglican church called to experience and express God's love in worship, fellowship and service.

Mission

Sharing God's love for the world, we aim to be a community of hospitality, education, and outreach that:

- invites everyone to experience God's generosity
- nurtures and matures Christian faith and ministry
- brings the Gospel to our neighbourhood and beyond

Values

Our life together is shaped by:

- liturgy and music of the highest quality
- scriptural teaching that challenges and encourages
- our care for people and for the earth

The above Statement was adopted by Parish Council in 2015, and several attempts have since been made at using it as the basis for goal setting and planning. The change of incumbency in 2018/19 resulted in a period of hiatus and uncertainty in developing future directions and priorities. Having begun a new strategic planning process in February 2019, in July 2019 Parish Council agreed to revisit the existing Vision, Mission and Values Statement. Rather than continuing a "ground up" planning process at this point, Parish Council has instead decided to implementing the intent behind the existing statement, whilst also taking into account some of the changed conditions since 2015.

The Strategic Plan outlined below is thus a short-term plan which seeks both to address the priorities identified in 2015, and also to act as a driver for consolidation, renewal and eventually to growth within the parish. It is based the assumption that the next full strategic plan would work towards a medium term goal of increasing usual Sunday attendances to an average of over 200 people. It is intended that a new Vision, Mission and Values Statement, and a new Strategic Plan, should be developed early in 2021 to drive this metric goal further forward.

Each of the Strategic Directions outlined below contains two over-arching drivers, with either three or four action items. This plan will be the major driver for the agenda of the Parish Council, and the vicar will report progress against this plan on a monthly basis. Progress will be reported to the parish through the Annual Meeting and through a quarterly congregational bulletin. Responsibility for delivering each item will be allocated to a particular person or group. Where there are budgeting implications for particular items, these will be carefully monitored by the Churchwardens and Treasurer.

Strategic Directions

Oct 2019-Feb 2021

Endorsed by Parish Council August 2019

- 1 Celebrating a culture of inclusion.
 - 1.1 – through welcome
 - 1.2 – through hospitality
- 2 Growing in the love of God.
 - 2.1 – through liturgical worship
 - 2.2 – through Christian education
- 3 Supporting the existing parish community
 - 3.1 – through pastoral care
 - 3.2 – through good management and a safe environment
- 4 Building an outward focus.
 - 4.1 – through local outreach
 - 4.2 – through contributions to the wider mission of the Church

Strategic Direction 1 – Celebrating a culture of inclusion

1.1 - Welcome

Christ Church is one of the easiest to find churches in Melbourne. We are blessed by our location, and our architecture. Ensuring that people encounter a community with a culture of welcome when they visit for the first time (and the second, third and fourth time) is a crucial driver for growth. We will:

1.1.1 increase the diversity (age and cultural) of those with ministries of welcome at our liturgies, both at the church door and in other contexts through a renewal of rostering practices.

1.1.2 encourage all people in visible ministries to wear name tags so that they are readily identifiable to new people.

1.1.3 train or re-train all those involved in welcoming to ensure that they understand the different needs people have when coming to a place like CCSY, and encourage them appropriately.

1.1.4 ensure that the message of welcome and inclusion is clearly articulated in our worship, both verbally and in other ways, to children as well as adults.

1.2 - Hospitality

Church Church prides itself on its hospitality, however there is a risk that the people who most enjoy it are “people like us”, resulting in an insular community. CCSY hospitality can also be difficult to access, and the context in which it is largely offered (the OVPC) is neither fit for purpose nor well-maintained, and cannot accommodate large numbers. We will:

1.2.1 develop a master plan during 2020 to provide hospitality spaces and facilities capable of accommodating a congregation of 200, as well as smaller groups, including children’s ministry. This will include renovation of the OVPC to enable better flow of people at events, a semi-commercial kitchen that meets the needs of the parish and other OVPC users, and toilet and bathroom facilities that are accessible to all users of the facility. It may also include works in the OVPC courtyard and/or the rear of the church. We will tender the contract for the first phase of works during 2021.

1.2.2 in the interim, have small monthly lunch events and occasional evening events to which newer parishioners are explicitly and personally invited, with outside catering being engaged to ensure quality and capacity.

1.2.3 resource parish hospitality with a substantial annual budget allocation.

1.2.4 renovate the external toilet facilities in early 2020, to ensure accessible facilities for those with physical disabilities.

Strategic Direction 2 – Growing in the love of God

2.1 – Liturgical worship

The worship of God is at the centre of all that we do. It is the focus of community life that feeds us, strengthens us, and sends us out. It is also “the duty and service that we owe.” We will:

2.1.1 continue to resource the music programme, and encourage the Christ Church Music Foundation to assist the parish to ensure that there is a “12 months of the year” coverage of high quality musical offering at the 10am Sunday Eucharist.

2.1.2 improve the visual experience of worship, commissioning an architect to redesign the altar platform and related furniture, and new choir stalls, during 2020. We will fund-raise for that work to be undertaken during 2022.

2.1.3 the ministry team will work to ensure a more integrated Sunday 10am liturgy through a more people-centred approach to liturgical preparation, and explore new ways to integrate children into the worshipping community at 10am.

2.1.4 during 2020 we will undertake research to understand what might be a second viable liturgical offering, in place of the former regular 6pm Sunday service. A decision on what, if anything, is appropriate to be added to our regular services will be decided in early 2021.

2.2 – Christian Education

Growth in faith and understanding is a key element of Christian discipleship. No-one has a static faith, and our educational offerings need to challenge, encourage, nurture, and mature. We will:

2.2.1 reinvigorate the Wednesday “Explorations” group, and use it as a vehicle for the clergy to develop their ideas for Sunday preaching, and encouraging that group to be a “think tank” for sermon input.

2.2.2 conduct a bi-monthly Bible study after the 10am Sunday service, especially encouraging newer parishioners.

2.2.3 develop an opportunity for older members of the parish to reflect together on matters of faith, perhaps combined with a hospitality event such as a monthly weekday lunch.

2.2.4 conduct an audit of the Sunday School programme during 2020.

Strategic Direction 3 – Supporting the existing parish community

3.1 – Pastoral care

Pastoral care of the community of the faithful is a key aspect of parish ministry, and is not something that is solely the prerogative of the clergy. All members of the household of faith are called to care for one other. We will:

- 3.1.1 ensure that critical pastoral care continues to be provided by the clergy and trained lay pastoral staff.
- 3.1.2 during 2020 train a group of lay people in routine pastoral visiting, to ensure that parishioners in need have regular pastoral contact from their peers.
- 3.1.3 by the end of 2019, update the existing parishioner database to ensure that contact details are up to date for ease of follow-up.

3.2 – Good management and a safe environment

Many of the management practices of the parish office are based on out-dated protocols, and outdated infrastructure. In an environment where churches are rightly being held to account for past systemic failures that have led to harm, it is crucial that we ensure that our management and safeguarding practices are the best we are able to achieve. We will:

- 3.2.1 ensure that child-safe safeguarding registers are fully maintained and regularly reviewed. No person who has not received a clearance for ministry will be allowed to act in a public ministry capacity.
- 3.2.2 review the computer, network and internet infrastructure of the parish by the end of 2019, and make budget provision in 2019/20 for the complete renewal of hardware and software.
- 3.2.3 continue the recently established weekly meetings of the clergy team, and monthly meetings of the wider staff team, which will be redirected towards the implementation of this plan.
- 3.2.4 all staff will be placed on formal employment contracts by the end of 2019.

Strategic Direction 4 – Building an outward focus

4.1 – Local Outreach

We are committed to bringing the Gospel to our neighbourhood and beyond. We will therefore seek to raise the profile of CCSY within the South Yarra community, and actively to encourage the exploration of Christianity by those who have had little or no contact with it, or who have drifted away from the church. We will:

- 4.1.1 renew the signage throughout the site to a uniform high standard by the end of 2020.
- 4.1.2 develop a strategy for “four big community outreach events” per year, including Christmas, Easter and two others.
- 4.1.3 develop a realistic strategy for reaching parents and families associated with CCGS during the first half of 2020, and implement that strategy in the second half of the year.
- 4.1.4 actively market CCSY within the local area and through social media and other online media as an inclusive Christian community which welcomes of people regardless of their racial, cultural, sexual or gender identities.

4.2 – Contributions to the wider mission of the Church

We will build and demonstrate connections between faith and social policy, working actively to support the missional efforts of the wider church. We will:

- 4.2.1 work towards increasing parish mission giving to 5% of annual turnover
- 4.2.2 continue to support, and strengthen our ties with, the Brotherhood of St Laurence, and seek a “link project” in which we can participate and to which we can contribute financially and materially.
- 4.2.3 continue to support the work of Anglicare, and see a “link project” in which we can participate and to which we can contribute financially.
- 4.2.4 continue to support ABM, especially through the work of Wantulp-Bi-Buya College, and establish some direct personal links with the college during 2020-21.