

(DETAILED VERSION)

2020 VISION

A ten-year strategic plan for St Andrew's Roseville



*We pray to be a community of Jesus Christ
offering a centre of community for Roseville and beyond*

February 2011



2020 VISION: A SNAPSHOT

As we pray to be a community of Jesus Christ offering a centre of community for Roseville and beyond, we imagine **by 2020** we will:

- be **widely known** as a locus of biblical truth, friendship, social care and action, diversity, creativity, events, health and fun—grounded in a confident, well-articulated conviction about the lordship of Jesus Christ over all of life
- be meeting on a fully **redeveloped site**, featuring an enlarged worship space, staff offices, youth hall, seminar rooms, café and possibly a day-care centre
- have over **1000 people**, many of whom are new believers, meeting for church each week
- have close to **100 small group Bible studies** meeting each week (80% of the regular church members)
- have a **staff team of eight** fulltime workers (or part-time equivalent)
- have a significant **interns program** designed to serve the wider church
- have a total **income of more than \$2m** and be **giving away over \$1m** to mission and aid throughout the world
- be offering **professional Christian counseling** services to church members and the wider community, specializing in family therapy and mental health
- be a **praying** church
- have begun to **assist other churches** to become centres of community for their regions
- fully reflect the **multi-ethnic demographic** of our region

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INTRODUCTION

FROM THE SENIOR MINISTER

Dear St Andrew's church,

Hugh Mackay wrote in the *Sydney Morning Herald*, "It's one of the great paradoxes of the human psyche: we want to be left in our comfort zones and yet we thrive on the experience of being taken out of them ... [E]ven among the most settled and comfortable of us, there's a lurking desire for something to happen."

This desire for 'something to happen' has been wonderfully on display over the three month consultation process for this 2020 Vision. Many of you immediately accepted everything in the draft document and just wanted to get on with it. Others admitted to feeling sceptical at first but, after reflection, prayer and the opportunity to air concerns, now feel keen to see what God will do amongst us as we offer him our best efforts toward these goals. All criticisms were expressed with grace, and ideas came in thick-and-fast. Your collated written responses form a Parish Council document of 13,000 words. It has been a rich and rewarding process. Of course, not every suggestion has been adopted. Some were judged 'not a good fit', others were too ambitious for us at this time. However, the Parish Council and I feel very confident that we have heard the church's views and have greatly improved the strategic plan as a result.

Our overwhelming sense is that there is deep excitement and commitment on the part of the St Andrew's community to pursue the vision in the final form presented here.

St Andrew's is a wonderful church with a rich history, but we are a mere 400 people in an immediate area of more than 100,000 (within a ten minute drive of St Andrew's). Sadly, we are also one of the largest churches in this area; and ninety per cent of the population does not regularly attend any church. What follows is our plan to be a blessing to the majority of our area who know little of Jesus Christ's relevance, mercy, eternal life, credibility and community.

We have talked a lot over these months. Now is the time for action and prayer as we look to the Sovereign Lord to do great things in and through us over the next decade.

Warmly in Christ,



John Dickson

Senior Minister

1. SIX ASPECTS OF CHURCH GROWTH

What follows is a conscious, six-part account of how we believe God—humanly-speaking—grows a modern church. It sets the *framework* for all of our thinking about the 2020 Vision and the strategic priorities and activities we intend to pursue.

1.1. CHURCH LIFE (Acts 2:43-47)

The first human factor in church growth is the church itself. Unless we are becoming the thing God wants us to be corporately, our mission to the wider world will be flawed. There are three broad areas of Christian corporate life, beautifully encapsulated in Acts 2:43-47.

Worship: The most basic part of church life is our devotion to God. We are not, first and foremost, a social gathering. We are members of God's family, and we surrender everything to him (worship) as our Father. Without this vertical dimension, church is not church and our efforts to reach others are meaningless. Above everything we must aspire to be a community that reveres God himself, heeding his Word, singing his praises and praying to him for our needs. We must be God-ward before other-ward.

Community: Devotion to God as Father will inspire devotion to one another as family. Community is basic to Christianity. Sharing our lives with one another, which will include both spiritual and social fellowship, is just as important as growing numerically through mission.

Mission: Knowledge of God ought to move us to take that knowledge to others; we are beggars letting other beggars know where we found bread. We are blessed in order to be a blessing. We pray that we will never be shy about inviting friends and family to church and reaching out to others with the gospel in appropriate ways.

The passion with which St Andrew's embodies this three-fold life—of worship, community and mission—will determine the extent to which we will try new things to impact the wider community. Innovation flows from passion. The passionate church cannot rest on what has 'always been done'. Instead, it pushes forward toward richer and more relevant expressions of worship, community and mission. The thing that many thriving churches have over others is an *abandonment* to God, to one another and to the evangelistic mission of Christ. The key to their growth is not their music, technology, 'gospel-lite' or any other superficial factor; it is their devotion to this three-fold nature of Christian life. Within our rich Anglican heritage, St Andrew's longs to learn more and more what it means to be abandoned to God and his purposes.

'Balance' is also key to this threefold church life. We want to be zealous for God and his kingdom but eminently practical, strong on evangelism but committed to practical care, theologically conservative and socially generous, deeply knowledgeable and deeply loving, activist yet prayerful, striving for excellence in music, technology and the arts but always centred on sound Bible teaching, vibrant in our social life but loving God above all else. These are not mere slogans but attempts to describe a church that, while passionate and innovative, avoids extremes and distortions.

Part 5 of this document lists some strategic initiatives designed to enhance our 'church life' of worship, community and mission.

1.2. GOSPEL PREACHING (Romans 10:14-15)

God grows his church through the gospel—the message of Christ's life, teaching, death and resurrection for our salvation. While there are many factors that contribute to people embracing the gospel, *announcement of the message* is fundamental to church growth. The gospel is the necessary and sufficient cause of Christian conversion. It is necessary because no one can become a Christian without knowing the gospel; it is sufficient because understanding the gospel is entirely adequate to inspire true faith.

We recognise that God's people as a whole are called upon to promote the gospel in all that they do. This involves prayer for evangelism, financial support of gospel work, giving an answer for Christ in daily conversation and so on. Christ has also given some to the church—not just globally but also locally—who are evangelists (Eph 4:11-12). It is crucial to find such people, prepare them in appropriate ways and then set them to work telling the gospel in a focused way in our wider community.

Part 5 of this document lists some strategic initiatives designed to enhance our promotion and proclamation of the gospel.

1.3. PRAYER (2 Thessalonians 3:1)

While prayer can be thought of as a part of our worship, community and mission, it can also be thought of as a distinct feature of how God grows his church with human involvement. The New Testament is adamant that prayer *works*, that the Lord hears the pleas of his people for more workers (Matt 9:37-38), for the success of those workers (Eph 6:19-20) and for evangelistic growth (2 Thess 3:1).

We recognise that lack of prayer will not hinder the work of the gospel at the macro level but it may diminish the success of God's work *through us locally*. In an activist culture, where many of us are used to doing things ourselves and quickly, prayer does not come naturally. This has to be redressed through teaching, example and structural change. We affirm prayer as our first priority.

Part 5 of this document lists some strategic initiatives designed to enhance our life of prayer.

1.4. COMMUNITY SERVICE (Matthew 5:14-16)

Jesus envisaged that his followers would be the saving light of the world through their deeds of meekness, peacemaking, mercy, non-retaliation, love and practical charity. The church throughout history has powerfully enacted this program, establishing aid programs, hospices and hospitals, schools, universities and campaigns of social justice. This is the true heritage of Evangelical Christianity from Augustine to Wilberforce, from George Whitfield to Tim Keller. Inasmuch as community service *shows* the message we preach, the Lord uses it to grow his church in the world.

Strands of contemporary Evangelical Christianity have drifted to become an almost entirely 'mental faith', where the Christian life is about believing the right things, attending church (to hear truthful sermons), joining a Bible study, having 'quiet times' of private Bible reading and prayer, and then passing on the content to non-believers. We believe this is an inadequate vision of Christian life. Knowledge of the Bible is central and St Andrew's remains committed to the careful exposition of the Scriptures. However, the goal of biblical knowledge is a biblical life—the life of love for God and neighbour. Churches once functioned as centres of community—places of education, social care, crisis accommodation, dispute resolution as well as of worship and evangelism; and becoming a Christian felt like being swept up into a social movement. Now churches can feel like philosophical clubs, entirely focused on the life of the mind. People begin to wonder, "Why doesn't the Christian community seem to make a difference in the world?" If such a church disappeared from its local suburb (leaving only its buildings), would the wider community even notice?

True Christianity is socially engaged. It enacts now what the future kingdom of God will establish for eternity. That is what the Sermon on the Mount is about. It is the values of the coming kingdom rolled out as a program here on earth *as a sign of the coming kingdom*. The thought is captured well in the Lord's Prayer at the centre of the Sermon on the Mount: "Your kingdom come; Your will be done on earth as in heaven."

Community service is not just about caring for one another as a Christian family; it is about serving the wider world in Christ's name. Some modern churches are mere fortresses in the world. There may be plenty of good things going on inside the walls but it is mostly unseen to the outside world. We have a lovely 'product' that is *invisible* to all but those who already own it! St Andrew's intends to lower the drawbridge. We want to take our community—with its mental and social dimensions—into the wider community. Nothing else fulfils Jesus' words to be 'a city on a hill' or a 'light on its stand'. If a Christian church disappeared from its area, it ought to leave a gaping hole in the life of the broader community.

Part 5 of this document lists some strategic initiatives designed to help us become more visible, present and active in the wider community. This is perhaps the key thought of the 2020 Vision.

1.5. PROFILE RAISING

Profile raising is a forgotten bridge between church life and the wider community. Once we get involved in a church, an illusion occurs. Because we are excited about what goes on in a church like St Andrew's we begin to assume that the whole of Roseville has at least some idea of who we are and of the wonderful things we stand for. The reality is: the wider community has almost no consciousness of our existence, let alone of what we do. We recognise that significant money and effort should be dedicated to raising the profile of St Andrew's in the wider community. This is not simply crass advertising; it is an attempt to lift the consciousness of the public about what kind of community St Andrew's offers.

It is common for businesses and not-for-profits to spend between 3-7% of revenue on marketing and advertising. In a disparate, non-village life this is the only way to raise the consciousness of the wider public, to make their organization or goods a possibility in the public's mental field. The principle holds for church life.

There is a spectrum of profile raising activities.

- a) Some activities involve simple advertising. In 2010, for example, we produced attractive brochures announcing a public series on science and faith. We had them delivered to nearly 8000 homes at a cost of just 33 cents from design to delivery. Some people came to the events solely because of the brochure, but just as important is the 'drip effect' of such interesting, high-quality advertising. Over time, God willing, people will associate St Andrew's with quality events and stimulating topics. To leave someone with the impression that we are doing interesting things 33 cents is a bargain! It is said that every second dollar spent on advertising is wasted; we just don't know which dollar it is!
- b) At the other end of the profile raising spectrum are community activities. There is some crossover here with 1.4, Community Service. The difference is that profile raising community activities are not principally designed to meet human need but to show ourselves as a vibrant part of the life of the wider community. The Clanville Cup is a good example, as was our offer of a coffee and bacon-and-egg-roll during the 2010 federal polling day (our involvement with the Salvos that day made this 'community service' also).

Part 5 of this document lists some strategic initiatives designed to raise our profile in the wider community.

1.6. INFRASTRUCTURE

Much is hindered in church life because the systems, staffing, buildings and resources are inadequately matched to the needs of the church. Infrastructure is not to be thought of as a worldly, 'secular' adjunct to (or distortion of) the holy life of a Christian community; it is little other than making sure the proper material elements are in place so that nothing gets in the way of vibrant church life and growth. There are three main parts to infrastructure:

- a) Staffing. Typically, our theological colleges train just one kind of person, the man who will be a temporary 2IC preacher until he can become a 1IC somewhere else. Many graduates come to churches wanting to be mini-rectors over their own congregation. We thereby perpetuate the one-man-band paradigm. The New Testament emphasises a huge gift-mix in the body of Christ—teachers, mercy ministers, administrators and so on. Rarely, if ever, is it envisaged by the biblical writers that one individual will embody the range of things required for effective ministry. St Andrew's is adopting a three-fold executive leadership model and a wide range of other key staff appointments. The executive consists of: the Senior Minister, primarily responsible for preaching, prayer, spiritual and strategic leadership and staff formation; the Executive Pastor, primarily responsible for the smooth running of all financial, business and ministry systems of the church; and the Senior Associate Minister, primarily responsible for integration, community building, pastoral care and training. Other key staff over the long term will include assistant ministers, children's workers, youth workers, pastoral assistants, administrative assistants, evangelists, counselors, site managers, student ministers, and so on.

- b) Buildings. Property matters *matter*. We recognise that, currently, we have a greatly inadequate community building. Built over fifty years ago, it served us well for several decades. It is now tired, run down, non-functional, inappropriate and a hindrance to ministry. It gets in the way not only of current programs—children’s work, morning tea and supper—but, in particular, future programs. We regard our physical site as a crucial factor in our calling to be a vibrant Christian community for Roseville and beyond.
- c) Money. As an entity, St Andrew’s is generous. The 25% of revenue that we give away to outside mission and aid is a testament to the historic soft-heartedness of the parish as a whole. That said, a church of our size in our demographic could easily double its revenue from \$600k to \$1.2m without putting members in financial strain: the current *average* giving per adult is about \$30 a week (of course, this figure masks the fact that some give vastly more and others much less). Money is the great lubricant of ministry—it allows all of the critical parts of church staffing, buildings, advertising, etc., to function without constraint. We commit ourselves to be an extraordinarily generous church.

Part 5 of this document lists some strategic initiatives concerned with St Andrew’s staffing, buildings and financial resourcing.

2. THE OPPORTUNITY

The Lord has given us a *particular task*. Our mission is the same as every other church but our sphere of ministry is a specific location with a specific demographic profile. This will influence what we do.

2.1. A NEW 'PARISH BOUNDARY'

Parish boundaries were established at a time when most people lived in 'villages'. The general assumption was that the boundaries of a parish would be 'walking distance' to church. It was the 'corner shop' mentality. This makes little sense today.

People think nothing of driving ten minutes to the shops, to the kids' school, to the gym or to the café. Our mental 'village' has hugely expanded. This is not just a theoretical reality; it is a practical reality at St Andrew's already. As many people come to our church from outside the traditional parish boundary as from within it.

If people happily travel ten minutes for school, gym and the shops, we intend to think of our parish boundary along similar lines: a radius of a ten minute drive from St Andrew's.

2.2. DEMOGRAPHY OF OUR AREA

At the last census (2006) there were 124,284 people living in the 19 suburbs of our immediate area—probably 130,000 by now. (Many thanks to, statistician, Dr. Anne Eyeland for preparing the aggregate figures)

Overwhelmingly, it is a 'family' region; that is, a large proportion of dwellings contain an adult or two (between the age of 35-59) with dependents. 41.6% of households contain couples with child(ren), whereas 24.8% of households contain couples without any children. The average household size is 2.73, slightly above the Sydney average of 2.66.

Age structure of our area: 0-17 yrs, 24.4%; 18-34 yrs, 20.1%; 35-59 yrs, 36%; 60+ yrs, 19.5%.

We are a wealthy, professional area. 38.7% of people have Bachelor or Higher degrees (the Sydney average is 20.9%); 38.8% of households earn \$2,500 per week (the highest income category recorded) compared to a Sydney average of 19%. 57.3% of workers are Managers or Professionals compared to a Sydney average of 38.4%.

24.9% of people in our area come from Non-English speaking backgrounds. Because we are on the edge of Chatswood, many families in our region have an Asian background. This will affect how we do ministry. Since these people are in our 'parish', we intend to find ways to serve them in Christ's name. We see this as an exciting part of our future work.

2.3. CHURCH ATTENDANCE IN OUR AREA

The weekly church going population of our area is difficult to establish. The national average is about 8%. The figure for the North Shore of Sydney is probably slightly higher. For example, the four churches of Roseville have a combined weekly attendance, including children, of approximately 800 (St Andrew's 400, Uniting Church 200, St Barnabas' 130, Presbyterian 70) or 10% of a population of 8000. If something like this holds for the entire region, it means that 108,000 people (90% of 120,000) within a ten minute drive of St Andrew's are not in Christian community each week. The opportunity is enormous.

Since 2006 St Andrew's Roseville has enjoyed an average weekly attendance of approximately 400 (340 adults + 50-60 children) with little fluctuation from year to year. Currently, we are about 50 adults at 9am, 90 at 10:30am, 110 at 5pm and 90 at 7pm.

2.4. 'TRANSFER GROWTH'

There are sometimes good reasons for changing churches—moving into a new area, relational breakdown in the former parish, seeking more effective ministry for a spouse or children, finding spiritual refuge in times of doubt or anguish, and so on. However, we hope and pray that we will grow mainly through new people finding Christ afresh.

That said, because of the huge numbers of people in our area who remain unreached (100,000+), we will not fret if ten, twenty or even fifty believers from nearby churches drift into our community. Even if one hundred local Christians transferred to us (God forbid!), that would still be a mere 0.1% of our area (one-tenth of one percent). If that is the accidental effect of our efforts to reach 100,000 people, so be it. In the record of eternity, it will not rate a mention. Importantly, we commit to fostering excellent relationships and active partnerships with other local churches.

3. 2020 VISION

The following brief statement flows from what has been said about the six aspects of church growth and has significant implications for our future direction and activities.

3.1. A CENTRE OF COMMUNITY FOR ROSEVILLE AND BEYOND

St Andrew's prays to be a community of Jesus Christ offering a centre of community for Roseville and beyond.

This statement is not meant to be a catchy logo, 'mission statement' or byline; It is a short description of a new orientation for our church life. It is deceptively simple and has significant implications if taken seriously. A 'centre of community' is not just a glorified 'hall for hire'. Many churches rent halls to the wider community. That is not what we are describing.

In short, "a community of Jesus Christ offering a centre of community for Roseville and beyond" means being a locus of biblical truth, friendship, social care and action, diversity, creativity, intellect, events, health and fun, all grounded in a confident, well-articulated conviction about the lordship of Jesus Christ over all of life.

A Christian 'centre of community' is a place where people know they *belong*. Unless our regulars feel that St Andrew's is a family marked by genuine love and respect, there is little point opening up our 'community' to the wider population. Spiritual formation and Christian relationships are the foundations of the community centre 'feel' we are pursuing.

A Christian 'centre of community' is somewhere the general community gravitates towards for meaningful input and activities. We envisage a time when the St Andrew's people and physical site will be a locus in the wider community for the most significant things of life—friendship, creativity, social action, health, intellectual engagement and, of course, the knowledge and worship of God.

A Christian 'centre of community' meets the real needs of the wider community. We look forward to St Andrew's providing financial assistance to local people in need, counselling for families in trouble, seminars on wise living and much more (a pre-school or long day care centre perhaps?).

A Christian 'centre of community' can be a rallying point for doing good. Many in our area already do great good. Many others wish they could. St Andrew's can become a *portal* for a multitude of great causes that resonate with people's hunch that our lives are meant to make a positive difference in the world. Our recently established charitable trusts (one of which is dedicated to Necessitous Circumstances) will prove highly significant here.

3.2. THREE YEAR INTENT

By the end of 2013 we pray that we will have:

- established an ethos and aligned our activities towards becoming a community of Jesus Christ offering a centre of community for Roseville and beyond
- commenced (2012) and completed (2013) a site redevelopment designed to enable us to become a community of Jesus Christ offering a centre of community for Roseville and beyond

3.3. FIVE YEAR INTENT

By the end of 2015 we pray that we will have:

- begun to fully utilise our redeveloped site
- thus enabling us to be a community of Jesus Christ offering a centre of community for Roseville and beyond

3.4. TEN YEAR INTENT

By the end of 2020 we pray that we will have:

- established St Andrew's as a Christian centre of community widely known and deeply valued by the people of Roseville and beyond
- established offsite church services, including Sunday gatherings at, for example, the theatres of the new Chatswood Civic Centre or UTS campus
- established a fresh model of church life that proves helpful to other Anglican and non-Anglican churches in Sydney

3.5. WHAT ABOUT NUMERICAL GROWTH?

All evangelistic growth is God's to manage not ours. Nevertheless, we ask ourselves: Is it healthier to hope and plan for stagnation or for expansion? The answer must be expansion. The Lord delights in numerical growth if that growth consists of people from the wider community discovering afresh God's majesty, mercy and relevance.

But what is a plausible expectation of numerical growth at St Andrew's? Between 2000-2003 we experienced a growth rate in weekly attendance of approximately 10% per annum (276 adults in 2000, 294 in 2001, 304 in 2002 and 360 in 2003). We believe it is reasonable to hope that the Lord will bless our prayerful efforts at least as much as he did in recent memory.

A growth rate of 10% per annum is not a 'target', like a company's bottom line, because the ultimate factor in lasting church growth is the blessing of God not the strategies of his people. But (again) we believe it is healthier to expect and prepare for growth than to plan for nothing.

10% annual growth in church attendance would result in the following pattern (starting at 400 in 2010):

- By 2013 we would have a weekly attendance across all services of 530+
- By 2015 we would have a weekly attendance across all services of 640+
- By 2020 we would have a weekly attendance across all services of 1000+

Preparing for such growth will involve significant ministry and logistical adjustments. It will also heighten the importance of our small group ministry as the principal vehicle of communication, community and spiritual formation.

4. STRATEGIC PRIORITIES

What follows are seven areas we believe need focused attention in the short-to-medium term in order to reorient St Andrew's toward becoming a community of Jesus Christ offering a centre of community for Roseville and beyond. These *strategic priorities* give order and shape to the *strategic initiatives* that follow in section 5.

4.1. SMALL GROUPS

As St Andrew's (God willing) grows numerically it will be increasingly important to see our small group networks as the principal vehicles of community, training, care, prayer and spiritual formation. In no sense will it be 'compulsory' to be in a small group, but we hope the great benefit of being connected with others in this way will commend itself to all. Much of our church life—from communication to training to social activities—will occur within small group networks.

4.2. FAMILY AND CHILDREN'S MINISTRY

Families (adults dwelling with their dependents) are the largest demographic in our region. This alone calls for our focused attention. Families are also the most 'networked' part of any modern population, with a large web of relationships through school, dance classes, sporting clubs and so on. If you reach a family, you potentially reach the kids' friends, the parents and grandparents of those friends and plenty of other adults in the family's network of relationships. This is less true of other demographics. We will not neglect other groups in our community but *families* ought to be the strategic priority as we seek to reach out to our region.

4.3. STAFFING

We are implementing the threefold executive model of church leadership. Ministers often work 30% of the time in their highly-effective areas and 70% in their less-effective areas. We believe that the threefold executive model will invert that ratio and increase efficiencies across the whole church.

4.4. SITE REDEVELOPMENT

We believe that the church building itself is mostly lovely and functional. The rest of the site, however, is below par for any public building, whether a library, school or council chambers, and is inadequate even for current ministry, let alone for future directions and growth. We intend speedily to redress the situation, fully aware that this will involve a large capital expenditure. Divided between 400+ adults and paid down over time, however, such expenditure it is plausible. Fifty-five years ago a daring St Andrew's community took the decision to demolish an existing community hall and build the current one. We are the ones who now intend to make a similar contribution to the next half-century of ministry in our area.

4.5. COMMUNITY ENGAGEMENT AND ANALYSIS

As a priority, we will start thinking of ways we can be *present* in and *useful* to the wider community. More research and analysis of the real needs of the area are needed.

4.6. VOLUNTEERING

The specific vision we have adopted will demand a much higher proportion of non-staff involvement. We recognise that without broad buy-in and an increased spirit of volunteerism across our church, these hopes will be impossible to realise. Becoming a *church that offers a centre of community for Roseville and beyond* is the ultimate example of a lay-led (and, conversely, lay-thwarted) vision for church life. The role of the paid ministry team is similar to that of a coach/manager of a sporting team. Their job is to help the players (the rest of us) hone their skills and do their best

on the field. Against the tide of our 'out-sourcing' culture, Christ calls each one of us to do what we can, given our personality, circumstances and gifting, to serve each other and to reach out to the people of Roseville and beyond. We commit to considering afresh what we can all do and give to the work of St Andrew's. If we can break the 80:20 rule (where 80% of the work is done by the same 20% of people), we believe that an *increase in volunteerism* will actually result in a *decrease in individual busyness*.

4.7. ALIGNMENT

Increasingly, St Andrew's has become a 'busy' church. Activity is not always a good thing. A major concern going forward will be to make sure that activities are aligned, i.e., that they fit *strategically* within our core ministry goals, *chronologically* within a busy church calendar, and that they strike a balance between our internal life as a church and the external or outreach goals of St Andrew's.

5. STRATEGIC INITIATIVES

Strategic initiatives are actions we take in pursuit of our vision to be a community of Jesus Christ offering a centre of community for Roseville and beyond. It is important that actions are strategic not random. They ought to reflect both the six aspects of church growth described in section 1 and the seven priorities laid out above in section 4. Spread out over a decade, most of the initiatives will feel like incremental changes not dramatic shifts.

The strategic initiatives are grouped below according to the six aspects of church growth described in section 1. Proposed dates for implementation or also indicated.

5.1. CHURCH LIFE

How can we better become a passionate church of worship, community and mission?

- Establish a system for assessing and approving all proposed church events *long in advance* so as to avoid 'busyness' and enhance alignment.
Established December 2010
- Appoint a (volunteer) Coordinator of Volunteers who, in consultation with the congregational leadership teams, can inspire a spirit of volunteerism across the parish and coordinate volunteers for particular events and projects.
Appointed December 2010
- Establish leadership teams for each congregation (active already at 7pm) with individuals tasked with the coordination and facilitation (rather than the delivery) of the following ministry areas: Newcomers, Community Fostering, Mercy Ministry, Aesthetics, Mission, Small Group Support and Promotion, Children's Ministry (1030am / 5pm) and Volunteering.
Established by February 2011
- Establish a city-based group (weekly / monthly) to support the many busy workers in our church who cannot attend an evening small group.
Established February 2011
- Establish the 'Resource Bank', a fabulous initiative (almost ten years in the making) designed to match St Andrew's human resources with the needs of the church and wider community.
Initiated first quarter 2011
- Encourage all church members to complete the superb first subject of Moore College's Preliminary Theological Certificate (PTC), *Introduction to the Bible*.
Commence first quarter 2012
- As part of our unique *raison d'être* as a wealthy Christian community we intend to increase our giving to outside mission and aid from 25% in 2011 to 50% by 2020. Preliminary costings of the entire strategy suggest this is achievable with only a small annual increase in members' average giving (6%).
Scaled increase to 50% (target: 2020)

5.2. GOSPEL PREACHING

How can we more clearly and effectively advance the gospel?

- Significantly ramp up our involvement in local SRE teaching, including common hour teaching at Roseville Public.
Established first quarter 2011
- Conduct a larger-scale Confirmation course for local Yr 9-10 students wanting to explore and affirm faith in Christ.
Commence second quarter 2011
- Twice yearly outreach cycles: large advertising push for a three-four week evangelistic/apologetic sermon series, followed by Simply Christianity / Life of Jesus courses and then small group follow-up.
Commence September 2011
- Establish a 'Remembrance Day for Loved Ones' service designed to reach out with Christ's compassion to the many in our region who silently mourn the passing of friends and family and who may be looking for an opportunity to mark their sorrow and honour their loved one.
Trial September 2011
- Establish a 'Godparents Day' service designed to attract the many godparents/godchildren in our community who may be looking for a way to mark their relationship with their godchildren/godparents.
Trial 2012
- Senior Minister to train a team of 'evangelists' to focus on telling the gospel to others through Simply Christianity / Life of Jesus courses, one-to-one and at events.
Commence training July 2011
5% of the adults of the church (approximately 17 people) selected trained and active by January 2013.

5.3. PRAYER

How can we become more prayerful, individually and corporately?

- Establish church-wide and/or congregation-specific prayer meetings once a quarter where all evening Bible study groups close to meet together for concerted prayer. This may be the most important initiative in the entire document.
Commencing December 2010
- Constantly explore the use of published resources—Bible studies, DVDS, etc—designed to encourage prayerfulness.
Effective immediately
- Edit (and republish) the existing St Andrew's Church Prayer to make it briefer, more aligned to the 2020 Vision.
Reproduced February 2011
- Pray in full the revised St Andrew's Church Prayer once every eight weeks in all services.
Commence February 2011
- Establish an email prayer service, prayer@standrews.net.au, to which prayer requests can be made to staff and/or the wider church.
Established February 2011
- Establish an annual Prayer Event, a church-wide prayer meeting with musical performances and a guest speaker.
Effective fourth quarter 2011

5.4. COMMUNITY SERVICE

How can we 'lower the drawbridge' and engage more fully with the wider community through practical care?

- Parish Council to investigate the needs of the local area through wide-ranging community consultation.
Effective first quarter 2011
- The 'Resource Bank' will have significance here
Trialled for wider community third quarter 2011
- Revive 'Think' seminars for the real benefit to the wider community.
Effective third quarter 2011
- Parish Council to explore the feasibility of an onsite Christian day care centre / pre-school.
Report July 2011
- Explore a strategic and practical partnership with local ministry Streetwork, a Christian organization working with 'at risk' teenagers on the North Shore and Northern beaches.
Parish Council to investigate third quarter 2011
- Establish a visiting team to offer conversation, friendship and 'outings' for elderly people in homes and nursing facilities.
Active December 2011.
- Develop a free tutoring program for HSC (and other) students using the wide range of talent in the St Andrew's community.
Trial September 2012
- Establish special interest groups for men with the purpose of teaching skills, deepening relationships and doing good in the community—e.g., men's shed program.
Establish 2012
- Devise a strategy for a major, onsite ESL program which builds on our current ministry.
Developed 2012
- Establish international lunches after morning church as a means of connecting with people in our area from different ethnic backgrounds.
Establish 2012
- Parish Council to explore the feasibility of an onsite professional (Christian) counselling centre focusing on family therapy and mental health (and addiction) for church members and the wider community.\nReport to church June 2012

5.5. PROFILE RAISING

How can we give the residents of the mid North Shore a strong 'impression' of our church?

- Revive public carols event at Clanville Oval.
Effective December 2011
- Establish a 'Street Choir' or 'Urban Choir' mainly for the evenings of Christmas week singing in the Chatswood shopping area—but also for other events throughout the year.
Established December 2010

- Increase annual expenditure on advertising to approximately 3% of revenue.
Effective 2011 budget
- Create St Andrew's 'public taglines' based on our church motto (*Following Christ for Good*) but which can be used to give people outside the church a pithy, positive 'impression' of what we stand for without trying to say too much (similar to Nike's *Just do it*): for example, *St Andrew's—Living for Good* or simply *St Andrew's—For Good*. We envisage that the 'for good' theme will find its way into all manner of public engagements—*Fit for Good* (a fitness group), *Sing for Good* (a public choir), *Love for Good* (a marriage enrichment course), and much more.
Effective January 2011
- Engage branding and advertising expert to consider appropriate ways to raise the public's consciousness of St Andrew's and the Christian faith.
Initial meetings February 2011
- Regularly make free coffee for local residents in a variety of contexts (on the way to work, at sporting events, at school functions, etc.)
Trialed second quarter 2011
Purchase mobile 'coffee cart' January 2012
- Establish a 'Fit for Good' club at St Andrew's—skilled trainers offering fitness, Pilates, running/walking groups, health advice, etc., for the church and wider community at a reduced rate with proceeds given to (for example) World Vision.
Established third quarter 2011

5.6. INFRASTRUCTURE

How can we ensure that buildings, staffing and money enhance our ministry?

- Fully realise the functionality of www.standrews.net.au for community-building, promotions and as a resource library (print, audio and video). Align the website to our goal of being a 'centre of community', providing the people of Roseville and beyond with a range of helpful connections to our (and others') events and services.
Engage website service to review needs/uses January-March 2011.
Relaunch website May 2011
- Fully utilise the newly established charitable entities/funds (Music and Arts, Necessitous Circumstances, Building/Education, Library, etc.)
Established Sept-Dec 2010.
Communicated to the parish February 2011.
Begin utilizing March 2011
- Maintain the same Parish Council for at least 2011. We will have limited strategic continuity if there is change
Effective March 2011
- Parish Council to explore temporary solutions (in advance of site redevelopment) to perceived parking problems around St Andrew's services and activities.
Effective second quarter 2011
- Expedite the work of the Property Committee in discerning the best redevelopment of our site (including expanded worship area, foyer, small sports hall, multiple Sunday School / seminar rooms, café/shop, church staff offices, Day Care centre, etc.).
Parish consultation April-July 2011.
Proposed commencement of work 2012.
Proposed completion of work 2013

- Employ fulltime Youth Minister (we are currently able to afford only a part-time youth minister).
Employed 2012
- Parish Council to explore how St Andrew's can maximise environmental responsibility in all our events and processes.
Effective first quarter 2012
- Purchase a bus with wheelchair access to transport the elderly (to services and events) and assist the Youth Ministry.
Feasibility report June 2012.
Proposed purchase January 2013
- Engage a media/promotions person for the ministry of the church.
Engage 2012
- Employ multiple 'Student Ministers' from Moore College (and elsewhere) in order to serve our people, benefit the students and influence the diocese with the model and character of our ministry.
Scaled to ten by 2020 (@ \$9000 per person)
- Appoint Congregational Pastors for each congregation who, once we have reached critical mass at the relevant service, can be the 'face' of that congregation, share in the preaching and pastoring of that congregation and provide daily oversight of the weekly service (Note: Congregational Pastors report to the executive team which oversees the systems, preaching, vision, pastoral care and training of the whole church family).
Implemented according to growth and needs
- Employ a fulltime Women's Minister (or two part time)
Employed January 2013
- Reintroduce a ministry Interns program—allied with existing Australian programs—designed to support ministry here and influence ministry elsewhere.
Commence January 2013
- Explore an alliance with at least one Moore Theological College faculty member/family to be part of our church community.
Effective 2013
- Employ part-time site manager.
Employed January 2014
- Employ fulltime evangelist.
Employed 2015
- Parish Council will report annually to the church offering its view of the progress of the 2020 Vision and explaining any significant adjustments to the plan

*We pray to be a community of Jesus Christ
offering a centre of community for Roseville and beyond*

ST ANDREW'S CHURCH PRAYER

Towards the 2020 Vision

**Dear Lord,
our Creator and our Redeemer,
Please enable our church to become all that You want us to be.**

1. Above all, teach us to worship You.

In large and small gatherings, in heartfelt prayer, in knowing and obeying Your Word, and through our music, help us to put our hope in Your coming kingdom and to live for Your glory always.

2. Merciful God, inspire us to love one another in practical ways.

May we value each other's company and friendship, and, mindful of Christ's sacrifice, teach us to care deeply for those in need in our church family and the wider community, so that no one around us would suffer unassisted.

3. Enable us, Lord, to promote the gospel of Jesus Christ in our words and actions.

Give us more people gifted for the task of evangelism, and enable all of us to share our faith whenever opportunity allows.

4. Sovereign Lord, add to our number many who come to know Your grace.

May our buildings and ministry teams expand to welcome them, so that You are honoured throughout our community.

5. Gracious God, thankful for Your blessings make us a deeply generous church.

Help us to meet and expand our annual budget and to increase our giving to overseas mission and aid.

6. Lord of the world, may we be *international* in our concern.

Enable us always to support and pray for Your people throughout the world, and may our church over time be blessed with the rich diversity of nationalities in our region.

7. Our great God, fashion us to become 'a light on a stand'.

Help us to *offer a centre of community for Roseville and beyond*. Give us grace to serve with local churches and to share the good things of St Andrew's with everyone.

Above all, may we offer to others an example of lives lived in the power of Your Holy Spirit, after the pattern of the Lord Jesus Christ, and in honour of You, our Creator and our Redeemer. Amen.



In consultation with the church community the 2020 Vision was prepared and endorsed by the 2010-11 Parish Council and senior staff of St Andrew's Roseville:
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