



St Swithun's
ANGLICAN CHURCH
PYMBLE

Ministry Plan
(2025-2029)

Executive Summary

St Swithun's Anglican Church is committed to being a lively, intergenerational community marked by Christ-like love and intentional discipleship, guided by the core vision to **Welcome, Nurture, and Serve**.

Over the next five years, we prioritize:

1. **Prayer:** Prayer underpins every aspect of church life. Prayer coordinators embedded within each ministry team will nurture a prayerful dependence on God, fostering unity and empowering our mission.
2. **Belonging and Outreach:** Emphasizing authentic relationships and inclusivity, we aim to build a warm, inviting community. Initiatives include hospitality events, combined gatherings, missional home groups, and outreach programs. Our goal is transitioning from an attractional model to an invitational culture where everyone feels known and valued.
3. **Training and Leadership Development:** We will actively equip and empower our members for ministry roles, creating clear leadership pathways through structured training, mentoring, and support. Home Groups remain central, alongside targeted training for leaders in various ministries, ensuring mature discipleship and leadership succession.
4. **Children's and Youth Ministries:** Prioritizing the spiritual growth of our younger members, we plan to enhance our Sunday and mid-week programs, tailoring discipleship experiences to different age groups, complemented by strong family partnerships. Our vision is to nurture children into mature leaders within an integrated church family.
5. **Sunday Services and Music:** Offering excellence across multiple worship styles, from traditional Anglican liturgy with choir and organ to contemporary and relational services, we will creatively enrich our music ministry and service offerings. The online congregation will also be developed further, ensuring wider accessibility and pastoral care.
6. **Pastoral Care:** We will extend compassionate pastoral care through specialized teams and programs, providing robust support to seniors, youth, and families in transition, underpinned by effective coordination between pastoral care teams and home groups.
7. **Stewardship and Property Management:** Strategic development and stewardship of church property, particularly transforming the PACE Centre into a dynamic space for children's and youth ministries, alongside incremental upgrades to church infrastructure, will ensure that our facilities effectively support our expanding ministries.

This Ministry Plan articulates clear and strategic priorities, engaging all members in fulfilling our mission to welcome others, nurture faith, and serve the community, prayerfully guided and empowered by God.

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1. Introduction

As we move forward into the 2025-2029 season, St Swithun's Anglican Church is entering a new chapter of ministry. With our Ministry Systems of Pastoral Care, Maturity, and Belonging now well-established, we are poised to focus intentionally on reaching out to our broader community through our Outreach Ministry System. While we continue to nurture and support our current members, we recognize that it is time to prioritize connecting with our 'neighbours'—both those who live physically near us and those in our wider social and cultural networks. Our mission is to share the love of Jesus Christ and His gospel with others, building meaningful relationships that invite all to experience His grace.

In this updated plan, we are placing an emphasis on Prayer as the foundation of all our efforts. Every step we take will be prayerfully considered, whether in planning, action and implementation, or in giving thanks for what God has done. As we do this, our Outreach and Belonging ministries—particularly through our Children's Ministries and Everyday English programs—will guide us in meeting the needs of our community and inviting them into the life of our church.

Training is another cornerstone of our approach. We desire to equip every member of St Swithun's to actively participate in the ministry, ensuring that all are empowered to serve in their unique roles. The continued development of our three Sunday Services will also be a key focus, as these will remain places of welcome for new members with varying musical styles to accommodate diverse expressions of worship.

Our commitment to nurturing those within our congregation continues, with a focus on Pastoral Care for our Seniors and our Youth. We will also invest in the Maturity of our church through the strengthening of Home Groups and leadership development within these groups.

Lastly, we recognize the need to steward the resources God has entrusted to us. We will prioritize the effective use of our property and other resources to support the vision of this plan and the ongoing ministry of the church.

2. Vision

2.1 Welcome | Nurture | Serve

St Swithun's remains committed to being a healthy church that welcomes all, nurtures them in the Christian faith, and serves one another and our wider community. This Vision is carried forward from previous ministry plans and continues to guide our direction as we step into the coming years. We aim to embody this vision with a renewed focus on outreach and belonging, rooted in prayer, and empowered by training and resources.

2.2 Values and Ministry Systems

At St Swithun's, we are committed to embodying values that reflect the heart of Jesus Christ and His mission for the world. These values shape all our ministry efforts and guide the way we live out our faith both within the church and in the broader community. Our core values include:

- **Welcoming all with Christ-like love**
- **Nurturing growth in faith as disciples of Jesus Christ**
- **Serving our community with compassion**
- **Prayerfully depending on God in all we do**

To live out these values, we have developed four key Ministry Systems that provide structure and focus to our efforts:

1. **Outreach:** Through authentic relationships, we aim to share the gospel of Jesus Christ with those in our community and beyond. Outreach is about connecting with others, meeting their needs, and extending the invitation to experience God's love and salvation.

2. **Belonging:** We seek to create a church community where everyone, especially newcomers, feels welcomed and valued. Belonging is about fostering unity, love, and inclusivity, so that all who come to St Swithun's find a place to belong and grow in faith.

3. **Maturity:** We are committed to lifelong discipleship. Through Bible study, prayer, and intentional spiritual formation, we encourage each person to grow deeper in their relationship with Christ, becoming mature believers who live out their faith with wisdom and grace.

4. **Pastoral Care:** We are called to care for one another with compassion, especially the vulnerable in our church family. Pastoral Care is about offering support, encouragement, and prayer, particularly for seniors, youth, and those facing life's challenges, so that all may feel God's love and comfort.

These four Ministry Systems help us translate our values into action, ensuring that everything we do is aimed at welcoming, nurturing, and serving others, all in the name of Jesus Christ.

2.3 A Ministry Plan

This document outlines the priorities and initiatives that will enable us to advance our Vision and Values over the next five years. It serves as a strategic guide for our leadership, staff, and members, helping us align our efforts and resources effectively. As in previous years, this plan will be a “rolling” document, reviewed annually to assess our progress and adjust for new opportunities and challenges. It is designed to provide clarity and focus for the ongoing work of St Swithun’s, while also being flexible enough to allow for the leading of the Holy Spirit as we respond to the changing needs of our community and the world around us.

We invite all members of our church family to engage with this plan, to pray for its successful implementation, and to consider how they can contribute to the shared mission of welcoming all, nurturing them in faith, and serving the community.

3. Priorities 2025-2029

These are the initiatives, activities, programs or outcomes that we believe will have **the greatest impact in reaching our Vision** in the years 2025-2029. They are arranged in order of priority— not implying that some ministries are more important than others but because we believe that addressing these priorities first will have the greatest effect. For example, Pastoral Care is currently a strength of our church and so does not require the same priority attention as our Outreach ministries.

Our 2025-2029 priorities are:

1. Prayer (3.1)
2. Belonging (3.2) and Outreach (3.3)
3. Training (3.4)
4. Children’s and Youth (3.5)
5. Sunday Services (3.6)
6. Pastoral Care (3.7)

Detailed descriptions of each priority area follow.

3.1 Prayer

Prayer is our first priority because God is the one at work in and through us as his people. We believe that God acts in response to our prayers. Consequently, it is fundamental to our calling as followers of Christ. It is the way we express our dependence on God, seek His guidance, and align our hearts with His will.

At St Swithun’s, we believe prayer should not be confined to a single aspect of church life—it must permeate everything we do. Therefore we are embedding it across all our Ministry Systems—Outreach, Belonging, Maturity, and Pastoral Care. Instead of creating a separate Ministry System for Prayer, we will appoint a dedicated Prayer Coordinator within each Ministry System Team. These coordinators will champion and facilitate prayer within their areas, ensuring that every ministry is grounded in our relationship with God.

Participating in prayer together is not only vital to our ministries but also central to belonging to our living Christian community. When we pray together, we grow closer to one another as we draw nearer to God. In our shared joys and challenges, prayer binds us in unity and reminds us that we are part of something far greater than ourselves—the body of Christ.

Through this approach, we aim to nurture a culture of prayer that transforms our church, strengthens our relationships, and equips us to fulfill our mission in the world.

3.2 Belonging to a living community

We aim to be an open Christian ‘village,’ where lives are shared in authentic community. This overarching theme unites all our ministry initiatives. We believe encountering Jesus Christ within the living community of his people is transformational. Jesus said his followers would be known by their love (John 13:34-35), and this love defines us.

We think the families of Pymble long for an inclusive community where everyone is known and valued, regardless of culture, background, or family structure. Under Jesus Christ, we can provide the essence of this ‘village’ experience. In a ‘goldilocks’-sized church— neither too big nor too small— people of all ages will feel known, nurtured, and connected.

Recognising significant demographic changes in our area, St. Swithun’s seeks to be a place of cross-cultural connection, where new friendships are formed, families find belonging, learning is shared, and a sense of ‘home’ is discovered in Pymble.

A distinctive feature of our ‘belonging to a living community’ approach is its intergenerational focus. Everyone is welcomed into relationships that bridge age groups. In an area with many large and dynamic churches, we seek to stand apart as a ‘village’ of families, where people of all ages come together to follow Jesus Christ.

Prioritizing ‘belonging’ in this way shifts our focus from the timing and content of Sunday services to building relationships of Christian love. Rather than appealing to potential churchgoers, we will foster connections and invite others into our community. Many will feel welcome to belong before they believe. And so, over the next five years, we will transition from attracting people to inviting them into deeper relationships—with us and with Jesus Christ.

3.2.1 Program: Belonging

While it is impossible to program for a certain ‘quality of relationship’ the priority, nature and culture of our gatherings will support our living Christian community. The nature of our outreach will also change.

The following initiatives are examples of the activities to be promoted, trialled, evaluated as regular ministry programs:

- (i) **Hospitality.** Informal meals and hospitality outside of Sunday Services are to be modelled and encouraged. These are settings in which the qualities of Christian love become evident in our relationships.
- (ii) **Shared hobbies,** holidays and activities are to be nurtured and promoted. This might include trips away together of all kinds: camping, skiing, golfing, foodies' weekends, cultural outings, bus trips and educational expeditions.
- (iii) **Combined Morning Teas.** This opportunity for socialisation and friendship across services will continue as part of our Sunday timetable, between the end of the Traditional Service and the beginning of the morning Contemporary Service. It is important that our 'Combined Morning Teas' be hosted by members of both services (rubbing elbows in the kitchen is part of the process). Combined with our Mega Missions Morning, this was one of the great successes of 2024.
- (iv) **Missional Home Groups.** Our existing Home Groups, and newly created groups, will be helped to engage in warmly relational outreach activities. Although Home Groups are often seen as the 'end of the welcoming process', they will also be helped to be the beginning of the process. Home Groups can become another doorway into the life of St Swithun's for friends who may not be ready to attend a formal church meeting. This is part of what it means to be an 'inviting' church instead of an 'attractational' church.

3.3 Reaching out: Connecting and Inviting

As we continue our journey of transformation and growth at St. Swithun's, we are ready to turn outward and engage with the communities around us—both near and far. Rooted in authentic relationships with our neighbours, we aim to sensitively introduce them to Jesus Christ.

We acknowledge that for many, taking this step may feel unfamiliar and even a little daunting. Yet, it is an essential part of our calling, and together, we will embrace this opportunity with prayer, courage, and trust in God's leading.

Through intentional training initiatives, we seek to equip and inspire our community to share the transformative message of Jesus Christ in everyday contexts.

3.3.1 Program: Outreach

(i) The Art of Neighbouring

What if we *actually* loved our neighbour—the one living right next door? We will launch our 2025 preaching and Home Groups with a series based on this premise. We will be encouraged and equipped to put into practice some simple and effective ways of building new relationships—prayerfully asking God to open up new opportunities to introduce others to Jesus.

(ii) Hope 25

The Hope 25 initiative (www.hope25.com.au) provides us with an excellent opportunity to join in Outreach with other Anglican Churches across Australia in May of 2025. While we will be developing our own unique program, shared promotion and branding across the nation will open up many opportunities for us to introduce others to Jesus.

(iii) Christianity Explored and Evangelistic Courses

We will enable members to offer courses like *Christianity Explored* or *The Life of Jesus* for their friends, providing structured and accessible ways to engage with the gospel. These courses create opportunities for meaningful discussions about faith in a supportive environment.

(iv) Equipping Everyday Missionaries

The journey toward life-changing faith often begins with friendship. In everyday relationships—at the shopping centre, the golf club, the school gate, or the bridge group—God works through the prayerful, intentional witness of his people.

St. Swithun’s will train and equip members to become ‘everyday missionaries.’ This involves prayer, preparation, and a readiness to share meaningful life stories. Through workshops and resources, we aim to prepare members to confidently live and share their faith wherever God places them.

(v) Everyday English Classes

Our Everyday English program embodies the values of belonging and outreach, offering language learning alongside community connection. To support continued growth, we plan to address several emerging challenges:

Teaching Spaces: We need more spaces to accommodate the growing demand for classes, which may involve reviewing other Thursday morning activities.

Teaching Team: Recruiting additional teachers with qualities like a love for people, an interest in cultures, good communication skills, reliability, and a willingness to learn. Anglicare’s Training Program will provide support and development for volunteers.

Stronger Links to Evangelistic Programs: We aim to strengthen connections between Everyday English and programs like Alpha (Mandarin) and the Friday Mandarin Bible Study. A Thursday Mandarin Bible Reading group, launching in 2024, will provide a natural next step for participants. This will require equipping ‘link volunteers’ and supporting emerging leaders among Mandarin speakers.

Translation Services: Our Mandarin translation team, led by Betty Chan and Jenny Lieu, provides live translation of the 10:30am service, including songs, liturgy, and sermons. Seasonal fluctuations impact participation, but we anticipate renewed demand as school resumes. Written translations remain available weekly. A succession plan for new leadership should be developed.

A highly relational approach to outreach seems best suited to our context, and will be our focus in 2025 and 2026. We want to be intentional in our relationships, while prayerfully depending upon the Holy Spirit to open many hearts to the gospel.

3.4 Training

A key part of growing into Christian Maturity is embracing intentional ministry, each according to our varied gifts, abilities, capacities and opportunities. Although we won't all engage in the same ministry, we want everyone to engage in some ministry. This is our pathway to becoming 'disciple-making disciples', just as Jesus commanded (Matthew 28:18-20).

Mature Christian leaders do not accidentally emerge and take up responsibility for the growth of other Christians. They are recruited, trained, equipped and commissioned. While specific training for ministry roles is intended to take place within each Ministry System, the Maturity Ministry System should provide a foundation of discipleship and love for others. For example, a Christian will be established in patterns of prayer, bible reading and godliness within a Home Group and through other Maturity Ministries— but then they might be recruited by the Belonging Ministry to be a Welcomer at their Sunday Service. The Belonging Team would then provide specific training in the Welcoming Ministry, along with the resources and ongoing encouragement in the role.

During the 2025-2029 period, we want to build a Leadership Pipeline that will raise up well-trained leaders for our many ministries, and particularly:

- Home Group Leaders
- Children's and Youth Leaders
- Pastoral Partners Teams
- Belonging Teams
- Parish Council and Wardens

Mature disciples of Christ, ready to participate in raising up others as mature disciples of Christ, will grow through our Home Group bible studies, our sermons, teaching and personal devotional bible reading. We will be inspired by gifted and trained men and women offering rich resources for personal reflection and edification.

3.4.1 Maturity Programs

In addition to current biblical preaching, teaching and discovery programs in our weekly services and Home Groups, the following are to be implemented through 2025-2029.

Growing Disciples:

Growing Disciples is an online personal discipleship program, providing bible reading notes and video-format daily devotionals. Throughout the year, participants cover the entire bible, from Genesis to Revelation, at whatever depth they choose—from ‘just the highlights’ through to reading every verse of the bible in a year. The program launched at St Swithun’s Pymble in 2023 and currently has over 300 daily subscribers.

Home Group Leaders Training:

Our Home Groups are the most highly valued ministry at St Swithun’s across all age groups¹. The recruitment, training, equipping and encouraging of our Home Group Leaders is foundational to the enduring success of these groups. Four training seminars per year will be offered for existing Home Group Leaders. Further, we will develop a leadership pipeline for future leaders, provided tutelage under the care of existing leaders and with specialist training.

For groups which prefer a shared model of leadership, where members take turns in leading the study each week, opportunities for training ‘within the group’ will be offered. This training will have the effect of growing a leadership pipeline organically.

Lecture series:

We desire to enrich our knowledge of God’s word, and our engagement with our wider community, through an annual lecture from a prominent author or speaker on a topic of current debate or interest.

3.5 Growing Kids into Leaders

We want to ensure that every young person at Swiz is personally nurtured as a disciple of Jesus Christ and integrated into the life of the whole church family. Rather than just copying the programs of Children’s and Youth ministries at other churches, we have the opportunity to invest in each individual. This happens along a sequential pathway from the youngest ages, all the way through until they are ready to lead and serve others in Christian growth as young adults. Each step requires focused discipleship tailored to each age as well as wider church family and socializing experiences. We want to become one big church family under Jesus Christ.

Fun, engagement, friendships and relationships with more mature Christians are central to this pathway of intentional discipleship. Ultimately, we pray that every child will be nurtured to become the kind of mature Christian that wants to love others along that same pathway.

¹ NCD Survey, 2019. NCLS 2021 rated it second, behind ‘Traditional Music and Worship Style’.

The importance of partnering with each of our church families, as parents disciple their own children, is central to our thinking. St Swithun's is only one part—a unique part-- of a much larger nurturing network that centers on the home. Parents should be clear that they have the greatest impact on the spiritual journey of their children. Our programs aim to provide the best support, discipleship, and community to complement the efforts of parents and families at home.

These convictions shape our Children's and Youth program for 2025 and beyond.

Our program has three strands, each of which provide a structured pathway of Christian experience, growth and fellowship.

3.5.1 Church

Belonging to a regular church service with your family is integral to Christian growth. Praise, prayer, biblical teaching and lively fellowship stretches and encourages every Christian. With this in mind, our Sunday 10:30am Church service is set up to serve families with dependent children and youth, with concurrent age-specific programs for creche through to Junior High School.

In the development of young adult Christians, there comes a time when they feel the need to 'branch out' from their families. Transitioning to a church experience shared with other young adults and in a style particularly suited to their tastes is an important step in 'owning their own faith'. With this in mind, our 6pm NightChurch congregation will be leaning more and more in this direction in the years ahead. While it will still retain a strongly inter-generational flavour, the character, tone and 'vibe' of the service will embrace those in Senior High School and above. The Senior High youth leaders will also be members of this congregation.

3.5.2 Sunday Ministries

We encourage families, along with their children and youth, to commit to the St Swithun's (big) family-- every Sunday. Sunday Ministries aim to complement Church attendance with an age-specific curriculum of Christian teaching and life-integration. In 2025, concurrent with the 10:30am Service, we will continue to offer Creche, SwizKids, and Junior Youth programs. To accommodate the continued growth of SwizKids, this year we aim to offer three age based sub-groups within our Sunday program.

Please pray that God would raise up the leaders and carers that we need in order to facilitate this expansion in our program.

3.5.3 Mid-week Ministries

Mid-week Ministries aim to nurture friendships and to build a deeper and more relational discipleship than is possible in a shorter Sunday meeting. Additionally, mid-week ministries provide an excellent pathway into St Swithun's for children and youth whose families do not yet belong to our church.

These tailored ministries also recognize that, across the year groups, social needs and school commitments vary greatly.

We plan to offer the following mid-week ministries in 2025:

a. **Swiz SPARK** (years 4-6)

Fridays during term time, 5:30pm – 7:00pm.

Swiz SPARK comes together to play high energy games, to build friendships and introduce kids to the Christian faith by digging into Jesus' story. Our SRE teachers will especially look to invite children at Pymble Public School to join in this new program. We hope that our existing Swiz families will also feel comfortable to invite new friends along (maybe fill up your car with all the neighbourhood kids?).

b. **Junior Youth** (years 7-9)

Monthly, on Friday evenings or on the weekend, we would like to provide social gatherings for our Junior Youth—subject to leader availability.

Youth in years 7-9 have very different levels of maturity as they explore relationships in many different ways. These social and activity-based 'events' provide time outside our focused Sunday morning Junior Youth program to build relationships and engage in informal discipleship. These gatherings might meet either in members' homes for movie nights and games, or would enjoy more adventurous activities such as ice-skating and bike-riding.

c. **Senior Youth Home Group** (years 10-12)

Weekly, on a week-night (to be determined) with Joshua Young and Jane Wrigley. This is a continuation of the successful Wednesday Night Home Group, allowing the more mature youth to explore their faith in greater depth. It also provides a rich context for discussing the many challenges faced by upper high school students. For those with opportunity to do so, leaders will offer one-to-one bible reading and discipleship for members of this group.

d. **T48 Gym**

For those wanting to blow off some steam, get fit, and enjoy meeting other Christians, T48 Gym is open Sunday and Monday afternoons for 18+. The gym is open at other times by arrangement.

3.5.4 Putting it all together

Growing Kids into Leaders 2025

	0-4 Creche	K- year 1	Years 2-3	Years 4-6	Junior Youth (years 7-9)	Senior Youth (years 10-12)	Young Adults 18+
Church	10:30am Church					6pm Night Church	
Sunday Ministries	Creche	Swiz Kids K - year 1	Swiz Kids years 2-3	Swiz Kids years 4-6	Junior Youth		T48
Mid-week Ministries	Future Play Group	[SRE]	[SRE]	[SRE] Swiz SPARK years 4-6	Friday Night Socials	Senior Youth Home Group	Young Adults Home Groups
Camps and Event Ministries				Hub Holiday Program	KYCK, SummerCamp CRU Camps LiT		

3.5.5 Beyond 2025

The 2025 developments in our children’s and youth ministry programs will need to be assessed before future developments are confirmed. We have formed ministry groups around existing friendship groups and so will need to be aware of individual relationship needs. As new members join each group, we may tweak the age-groupings addressed by each ministry.

3.6 Sunday Services and Music

Excellent Sunday Services offer transformational experiences of community, Christian growth, praise, and service. Each week, we aim to offer a diverse and integrated selection of Christ-centred meetings where the bible is heard, God’s praises are declared and his people built up.

Our current program of Services will be continued, with a view to new services being added as the natural limits of size and logistics are reached. The current St Swithun’s Church building feels full at about 140 people, with parking becoming problematic (and a limiting factor) when a congregation reaches about 120. At the other end of the spectrum, the congregations in our church building start to feel a ‘comfortable momentum’ over about 50. Our optimal weekly congregation size is therefore 50-120. When numbers exceed this window, we need to plant new congregations. When numbers fall below this amount, special care and strategic input is required.

Our congregations are currently configured as follows:

3.6.1 9am Traditional Service

We will build upon our current strength to offer an excellent and inspiring traditional style of Anglican service, widely known throughout the northern region of Sydney. Unique in our area, St Swithun's will further develop our traditional services with excellent choir and organ music, Bible-based and Christ-centred teaching, authentic use of Anglican liturgy and a lively Christian community. Growing this reputation further will appeal to those who prefer a traditional style of worship, which is hard to find within a 20 minute drive. We aspire to offer Sunday services that are memorable and draw newcomers back again and again.

The creativity and energy needed to achieve such outstanding services week after week will require prayerful guidance from regular planning meetings, which may lead to more variety within the framework of the Morning Prayer and Holy Communion services. A 9am Service Planning team will meet quarterly to creatively develop our Service Leading, Bible Reading, Payer, and Liturgical plans. This will ensure each service is fresh and not mere routine.

Demographically our Traditional Service should appeal to those moving into the "over 55s developments" which are becoming increasingly common in our area. Reaching out and connecting with new members moving into our area will assist in renewal for our existing membership and volunteer base.

3.6.2 9am Traditional Online Congregation

Presently we livestream our 9am Services and connect with about 160 screens each week. We recognise that church membership via technology is here to stay, providing opportunities for engagement with new members across the globe. Those unable to attend due to illness, incapacity or distance remain connected with St Swithuns.

To date, our online congregation has spread through 'word of mouth' and existing relationships. We plan to continue offering our services online. Further development opportunities include:

- Building pastoral relationships with our 'regulars' and supporting them as we do others who come on site.
- Investigate a pastorally focussed online 'postlude' to the service to build a greater sense of connection. This might take the form of a pre-recorded 'take out' from the Senior Minister or the Preacher for the day.
- Technical development of skills and equipment so that we offer a similarly "outstanding and inspiring" standard of service online.

3.6.3 10:30am Contemporary Church

Our 10:30am Contemporary Church features contemporary worship in an informal and very friendly atmosphere. We welcome people of all ages—especially families with young children. During term time, children worship with their parents for the first 10 minutes of church and then go out to their age-appropriate program.

Our programs include:

Swiz Creche: For parents to leave their preschool-aged children with trained leaders in the creche room during the service. (Parents are also very welcome to stay and listen to the sermon via the speaker in the creche room.)

Swiz Kids: For school-aged children from Kindergarten to Year 6 in the church hall, run by a group of trained volunteers where kids get to play games, sing, dance, hear from God's word, chat in smaller groups, and pray together during the church service.

Junior Youth: A bible study for youth in Years 7-9

3.6.4 6pm NightChurch

Our 6pm Night Church features contemporary praise in an informal and friendly atmosphere. Although this is an inter-generational congregation, we are particularly seeking to encourage Young Adults and Senior Youth to make this their home congregation. The musical style is therefore adopting a 'higher-energy' format.

3.6.5 Excellent music, across multiple styles and formats

We will enhance and grow our reputation for musical excellence, creativity and joyful praise; across multiple styles -- including choral music (both traditional and contemporary), contemporary praise and worship music, and whatever other styles of music transcend cultural boundaries.

Rather than blending musical styles together, the unique characteristics of each will be respected and celebrated. However occasional "combined" services may feature music from different genres.

We envisage:

- A continued choral programme of Evensong, Cultural Foundation events and choir tours. Future tours may be more accessible if destinations required shorter travel distances. Opportunities within Australasia will be investigated in the 2025-2029 period.
- Continuing our organ scholar programme, where suitable candidates can be found.
- Improving our advertising and invitational approach for seasonal music events such as Lessons and Carols, Cultural Foundation concerts, Evensong etc
- Contemporary Music Praise Nights, up to 3 per year.
- Profiling contemporary music at our Bannockburn Oval Carols and other public events
- Developing our contemporary bands through midweek rehearsals and the inclusion of 'Junior Members'.

3.7 Care for all of life

St Swithun's will extend compassionate pastoral care to all members of St Swithun's, whether at home or in care, whether able to attend services or not. We will do this by developing teams which connect people together in a network of practical compassion.

Our pastoral care will also look beyond the current members of St Swithun's to local people in challenging circumstances, who may be ready to connect with God through their difficulties. We will especially reach out to families in transition (relocating countries and/or changing jobs, families in crisis), offering practical Christian love.

3.7.1 Pastoral Care Programs

Much of our day-to-day Pastoral Care takes place in the context of our Home Groups—which is appropriate where everyone has a role to play. Spiritual nurture and practical care, proactively supplied by trusted friends, is able to meet the challenges of many life situations. But sometimes greater levels of expertise, experience or professional care are required. The St Swithun's Pastoral Care Team will continue development under the leadership of Christina Hollister.

The Pastoral Care Team has trained and commissioned representatives in each congregation who are alert to those with particular needs. Coordination of this ministry throughout our church network depends upon trusted and clear pathways of communication between the Team, Home Group Leaders and members of Staff.

Further equipping for this vital ministry will be offered through accredited courses in Pastoral Care, offered onsite at St Swithun's. Men and Women, across all age groups, are encouraged to participate.

This will enable appropriately trained volunteers to engage in pastoral visitation to both hospitals and homes.

Further initiatives will include:

- Expanding the reach of our Meals and Care program.
- Re-introducing our 'Baby Care' packs for new born members of St Swithun's.
- Introducing a digital 'check-in' system at all regular church services so that sensitive follow up for both our Pastoral Care team and our Belonging team is supported by accurate attendance data.

3.8 Property

We have been blessed with property assets which serve the ministry of our parish. Good stewardship of these resources requires diligent maintenance as well as timely upgrades or improvements which best serve the practical needs of this Ministry Plan.

3.8.1 The PACE Centre

During 2025-2029 the PACE Centre will be converted into the focal point of our children's and youth ministries. Partially enclosing the PACE Undercroft space (maintaining possible use as approved parking) to provide additional 'year-round' ministry space would not appear to require planning consent and could be achieved at relatively small cost. Donated aluminium framed glazing panels will be re-used for this purpose. Soft-fall flooring would further improve use for Youth and Children's activities. Continued use by the T48 Gym and Men's BBQs would be enhanced by further fit-out, including storage, an outdoor kitchen and outdoor furniture.

The amenity of this Undercroft space would be further increased by remodelling the yard space facing Bungalow Ave, eventually uniting it with the backyard of 4 Merrivale, to include children's play equipment, a basketball hoop, outdoor seating, and/or a climbing frame.

In the years ahead, the Ridley Smith room would move from being a 'blank canvas' to being a child-friendly ministry space, including fit out and additional storage. Other mid-week uses (eg Easy English) would not be precluded, but the space would prioritise children and youth.

Sunday morning logistics would need to be carefully resolved to make this work. Some of the implications would be:

- a) Morning Tea for the Traditional Service would be moved to the Hall and Lounge Areas.
- b) Morning Tea / Lunch after the Contemporary Service would be served in the PACE Centre, where parents would also 'collect' their children. The Contemporary Service, rather than the Traditional Service, would need to manage the crossing Merrivale Road. Child drop-off by parents at the PACE still requires resolution (Class teachers being responsible for children crossing the road may prove difficult). Those preparing Morning Tea in the kitchen may need Safe Ministry qualifications.
- c) The two parking spots in front of the PACE building would be turned over to Children's Ministry for play areas. The loss of these spaces is also a Safe Ministry issue, with the vehicular gates to Merrivale Road being locked.
- d) The Creche would remain unchanged on Sunday mornings due to proximity to the parents in the Contemporary Service.

The church office and staff area would remain mostly unchanged, although staff offices may be used as break out spaces or conference rooms on weekends.

Such a significant repurposing of our existing facilities would take some time to fully implement and involve some cost, but should be completed during the 5 year span of this Ministry Plan.

3.8.2 The Church Building

Continual incremental technology upgrades to the church will be ongoing, but no significant visible changes are envisioned. The use of ancillary spaces to the church may change, as follows:

The Choir's use of 'The Upper Room' would be relocated to 'The Robing Room.' This would enhance safety and amenity, removing the need for choristers to navigate the stairs. Storage of robes, music and other choir-related materials would be relocated to a newly fitted out area in the Robing Room. The best place for Communion Preparation functions would be reviewed as part of this move.

The Upper Room would then be freed up to provide further seminar room space, a recording studio and storage for contemporary music equipment and instruments. The existing keyboards in the Upper Room would remain in the Upper Room in dedicated storage.

The men's and women's toilets, including accessible and baby change facilities, are in poor condition and will need renovation during the next 5 years.

The electrical, data and audio infrastructure of the church building is not reliable at present. Years of 'accretion' of technology onto a 1950s electrical circuitry in poor condition means that we face ongoing challenges. Although we have recently upgraded the main switchboard, new sub-boards and circuits are required to power our lights, audio, visual and streaming technologies. LED spotlights and flood lights should replace existing light fittings in the church. A cohesive program of works should be scoped out, specified and tendered as a matter of urgency.

There are some challenges for us in the church building for which we currently do not have solutions:

- The choir stalls are insufficient to accommodate a full choir, especially for significant events or services.
- There is insufficient space to accommodate a full contemporary band on Sunday evenings. Access to one of our statutory fire exits must be through the chancel when the band is in position.
- The spatial requirements of our livestream, a/v and sound technology have outgrown the current desk area, with no obvious way of expanding this facility.

It is now apparent that a long-term Property Management plan is required, which is the responsibility of the Wardens.

4. Appendix A: Report on our 2025 Ministry Goals

At our 2024 Annual General Meeting our staff presented their detailed implementation plans for the broader ambitions of the 2024-2028 Ministry Plan. The outcomes of our 2024 Ministry Goals were grouped into four categories:

- (i) Achieved;
- (ii) Partly achieved, work ongoing;
- (iii) Attempted but not achieved, under review; and
- (iv) No progress

Building on that evaluation, and taking up the stated aims of this iteration of the Ministry Plan, the following pages document our 2025 Ministry Goals.

Outreach System - Nigel Gray

Indicative Actions	Specific goal - what exactly will you achieve?	Measurable - by the following objective criteria	Attainable - requiring the following steps	Reasonable - because / with...	Timely
1. Articulate outreach vision	Write a clear vision statement for our outreach based on Ministry Plan	Written statement approved and published.	What is already in Ministry Plan just needs to be tweaked.	Staff members willing and able to reference as often as appropriate.	Asap
	Plan and coordinate monthly outreach segments (calls to action) encouraging members in their outreach.	Via quarterly Outreach Survey results	Yes	Yes	3rd Sunday of month
	Email members encouraging pray for and engagement in outreach - celebrate developments, note challenges, inform about upcoming training/prayer meetings and useful resources.	Via quarterly Outreach Survey results and MailChimp data.	Yes	Yes	Monthly.
	Measure the impact of our outreach initiatives and communications in order to inform future decision-making.	Via quarterly outreach Survey results.	Create survey using Survey Monkey.	Circulate via email.	Quarterly
2. Lead Outreach Team	Develop a team that will work towards multiplying the number of members building relationships, providing care and talking about faith.	Recruit and support people who will champion new initiatives.	Yes	10:30 Mike Yelf, Jenny Liu, Nicki Fischer; 9:00 Richard Hobson; 6:00 ?	Ongoing

Outreach System - Nigel Gray

Indicative Actions	Specific goal - what exactly will you achieve?	Measurable - by the following objective criteria	Attainable - requiring the following steps	Reasonable - because / with...	Timely
	Recruit person to reestablish the Welcome to Pymble ministry.	Person recruited.	Yes	Yes	16 Mar: Richard Hobson
	Recruit person to champion outreach to Pymble Public School.	Person recruited.	Yes	Yes	16 Mar: Nicki Fisher
	Recruit person to champion outreach at 6pm service.	Person recruited.	Yes	Yes	31-Dec
	Recruit person to encourage and facilitate prayer for	Person recruited.	Yes	Yes	
3. Lead Hope 25	Keep all members up-to-date with developments in outreach.	Informative and engaging mails sent monthly. Analysis of MailChimp data.	Track successes/ challenges, training/ prayer meetings and useful resources.	Yes	Monthly (more regularly, if possible, during Hope25).
	Encourage people to invite a friend to do The Word 1-2-1.	Number of members using Word 1-2-1.	Order resources. Publicise during in outreach segments and monthly email.	Stats on uptake are encouraging. Requires "loving page turners".	Hope25
	Preach sermon on Invitation	Sermon preached.	Preparation.	Yes	4-May
	Promote Art of Neighbouring.	No. books sold.	Publicise in outreach segments and in Swizmail.	Yes	
	Publicise Hope 25 externally via banners and social media.	Banner displayed. No. social media posts. Instagram data.	Dineesha to design. Plan content.	Dineesha's help.	Hope 25

Outreach System - Nigel Gray

Indicative Actions	Specific goal - what exactly will you achieve?	Measurable - by the following objective criteria	Attainable - requiring the following steps	Reasonable - because / with...	Timely
4. Provide training	Offer workshop that helps people ask thought-provoking questions about faith.	No. workshops offered. No. participants. Feedback forms.	Develop content. Create feedback form. Publicise.		Mar 23: x 3
	Offer workshop that helps people use the Word 1-2-1 resource.	No. workshops offered. No. participants. Feedback forms.	Develop content. Create feedback form. Publicise.		TBC
	Offer workshop that helps people share the Christian hope.	No. workshops offered. No. participants. Feedback forms.	Develop content. Create feedback form. Publicise.		TBC
	Offer workshop that helps people run Hope Explored.	No. workshops offered. No. participants. Feedback forms.	Recruit potential leaders. Develop content. Create feedback form. Publicise.		TBC
5. Teach & Coordinate SRE	Teach Year 4 all year and provide Infants relief when required.	Class taught weekly.	Yes	Yes	Weekly.
	Provide encouragement and support to teachers.	No. meetings.	Yes	Yes	Termly.
	Liaise with School Coordinator.	No issues.	Yes	Yes	Ongoing.
	Ensure all teacher's legal and admin requirements met.	All reqs. current. SMO has all records.			Ongoing.

Outreach System - Nigel Gray

Indicative Actions	Specific goal - what exactly will you achieve?	Measurable - by the following objective criteria	Attainable - requiring the following steps	Reasonable - because / with...	Timely
	Recruit two new teachers.	No. new teachers.	Publicise SRE as great serving opportunity.	Graham, Stuart Szeto, Nicki	July-Sept
	Fulfil personal requirements.	SRE Conference	Yes	Yes	04 Feb
6. Preach	Engage people with the truth of God's Word in a way that is relevant to their everyday lives.	No. sermons preached.	Preparation.	Good lead time.	05 Jan 26 Jan 13 Apr 04 May 28 Sep
7. Services	Lead/assist at morning services.		Yes	Yes	16 Mar - lead 9 20 Apr - lead 9 18 May - lead 9
8. Relationships	Build relationships with both morning congregations.		Yes	Timing is tricky.	At morning tea and social events.
9. Staff	Attend staff meetings. Diocesan meetings as required. Fulfil admin responsibilities. Take accrued annual leave.		Yes	Yes	Fortnightly. Annually. Weekly. 4 weeks p/a.
10. Discipleship	Lead bible study on John.		Yes	Yes	Time permitting

St Swithun's Ministry Plan 2025 - Ministry Goals

Specific Goal	Measurable	Achievable	Reasonable	Time-bound
<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with these resources</i>	<i>this will happen on the following dates</i>
Belonging				

Welcoming teams well trained and working properly	Tracking accurate data and gaining contact details through elvanto, and growing healthier churches	<ol style="list-style-type: none"> 1. Appoint a Welcoming "Chief" for each service, to oversee welcoming each week. 2. Expanding existing welcoming teams 3. Training welcoming teams to different roles - relational, tech, etc 4. Have a lay-led follow up system implemented for visitors and first-timers 5. Have lay-led follow up for those who have not been at church for 6 weeks or longer 	<ol style="list-style-type: none"> 1. Our existing welcome teams have begun this goal 2. The belonging committee has identified members to invite on to the welcome team 3. The tech side can easily be trained and used by most welcomers 4. There are members of the welcome team who are gifted in the follow up space 	End of May
3 Welcome Lunches throughout the year	Hosting 3 lunches, (subject to need)	<ol style="list-style-type: none"> 1. Scheduling the dates with the Belonging committee 2. Inviting newcomers in consultation with staff and belonging committee 3. Enlisting the help of the committee and others to cater, set up and pack up event 	<ol style="list-style-type: none"> 1. We have run 2 already, to great success 2. The Belonging committee has a strong desire for these lunches to be successful and well run 	Ongoing

St Swithun's Ministry Plan 2025 - Ministry Goals

Specific Goal	Measurable	Achievable	Reasonable	Time-bound
2 whole church events in the year	Hosting the events - a picnic and Mega Missions Market	1. Calendar coordination across the services 2. A team to organise the event - site booking, purpose of event, activities to do together 3. Promotion on Sunday's and in Home Groups, with a drive form core members to prioritize being there	1. The church needs more events together, to be encouraged by what God is doing in our parish 2. The picnic last year was a partial success, and needs to be built on 3. A desire for Swiz to be one community, not silo'd off by service, is strongly felt at all services.	Picnic - May 18 Mega Missions Market - November 2
75% hit rate of newcomers becoming members and being in home groups by the end of 2025	Tracking data through elvanto, and growing healthier churches	Lofty goal! But will require: 1. Welcome team (and congregation) doing a good job of making sure the first experience a visitor has is positive 2. Timely and positive follow up experience 3. Invitation to a lunch after first few visits 4. Invitation to join a home group after a lunch or evangelistic course attendance	1. God wills it to be! 2. Our Belonging system functions well, and the newcomer is warmly welcomed, and the church is attractie to them 3. That we follow up well, show care and desire for depth of relwtionship with them	End 2025

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with...</i>	<i>this will happen on the following dates</i>
Maturity Ministry Area					
1. Personal Devotional Life	An increase in the number of people having a meaningful and transformative devotional life, through bible reading and prayer. Increase Bible literacy.	Survey members of St Swithun's about their attitudes, practices and experience of bible reading and prayer. Compare results in 12 months time.	1. The Growing Disciples Course: write, produce, promote and explain how the course works. Encourage people to join the program. Add new material: Starters course and Depth Studies.	1. Partnership with Ness, Andy and Nigel (and perhaps others?) taking over Daily Devotionals through the year. Ben to do back of house and web design.	1. Ongoing. Re-launched Jan 1, 2024. Promote with 'interviews' twice in the year (June / Sept).
			2. Seminar— How to get the most from reading your bible.	2. Bible Reading tools and practical exercises, led by me.	2. August 5th, Saturday afternoon 4pm - 5:30pm Promotion to commence first week of July.
			3. Refresh Retreat— an afternoon of prayer and reflection.	3. Afternoon prayer retreat, hosted by Cate and me. Material based on previous seminars.	3. June 10th, Saturday afternoon 4pm - 5:30pm. (*NB changed from June 7th). Promotion to commence mid May.
			4. Parish-wide rayer Meetings	4. Engage all parts of the Parish in developing topics for prayer	4. Pray for Peace: 8th May 7pm-8pm . Online Prayer for the Parish: Wed 30th August 7pm-8pm

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound
2. Home Groups	Develop our Home Groups as places of intentional disciple-making by: 1. clearly and persuasively articulating the vision of Home Groups	<p>1. Provide a written document for all leaders of Home Groups: "The Swiz Home Groups Manual"</p> <p>2. training and encouraging existing leaders;</p> <p>3. Provide full bible study discussion notes for all major sermon series through the year.</p>	<p>1. gather HGLs in small groups for coffee and talk through the document— sell the vision.</p> <p>2. provide 2 training seminars for all interested in developing their skills as leaders in a Home Group context.</p> <p>3. Sermon series leader responsible for preparation and publication of studies prior to 1t week of series. Survey usage of materials at meeting 2(i) and then again in 2024.</p>	<p>1. Stuart to set time aside in his schedule for fortnightly meetings with HGLs— Wednesday afternoons or evenings, alternating weeks.</p> <p>2. (i) Cultural Forces in a Small Group. The need for leadership and training. (ii) Cultural Forces, and 'Discovery' bible study methods and techniques. (iii) Making Thinking Visible and Thinking Routines. Pastoral Care.</p> <p>3. Stuart to provide further training to Andy and Nigel to assist with the writing of these studies</p>	<p>2. Expansion and development of Cultural Forces in Small Groups Seminar previously presented.</p> <p>3. Publication and distribution at least one week prior to the commencement of the series.</p>

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound
		4. developing a leadership pipeline for recruiting, nurturing and training new leaders;	4. Each Home Group Leader to identify their 'Replacement'. Confirm their acceptance as 'Assistant Leader' and begin training.	4. Personal follow up with each leader.	F
3. Church Services	Provide a balanced 'biblical diet' of quality sermons and sermon series across all congregations, which inspire and assist growth in Christian maturity	The following tools will be used: Survey (term 3) Focus Group (term 2)	1. Develop survey questions to focus on key criteria, not popularity.	1. Assistance from Robin Hall?	T3, 2025 (survey) T2, 2025 (Focus Group)
4. Culture	Develop a culture of 'Christian Growth' across Swiz where we know what 'growth' is, how to go about it, and are able to speak about it using a 'shared language'.	1. Embed 'growth to maturity' into the DNA of our Home Groups through teaching and training within each group.	Develop a two or three week program on the topic, to be rolled out across all groups. This material to be included in the 'Swiz Home Groups Manual' and reinforced in conversations with leaders.	Assistance from Terry Dein who will share in presenting the course: 1. How to lead a study. 2. Skills for leading studies.	Term 2, 2025
		2. Develop a shared language of Christian maturity with staff, and then use it in sermons, training and conversations with leaders.			

Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with these resources</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
Pastoral Care Ministry System					
Embed the existing Pastoral Partners program as a vital part of the life of St Swithun's	Members know what the Pastoral Partners program is and how it works. Y/N	Clear communication at Services (commissioning and Pastoral Partners Sunday)		Date for Pastoral Partners Sunday TBC	
Recruit 2 additional Pastoral Partners for each congregation	2 additional trained Pastoral Partners available in each congregation. Y/N	CH and Service Pastors to recruit		Term 2, 2025	
Provide Training for all Pastoral Partners	Training session offered to upgrade skills for those engaged in the ministry. Y/N	CH to arrange		Term 3, 2025	
Communicate the System effectively so that it is easy to access and implement	Pastoral Partners receive monthly reports from the Belonging "Check-In" System and enact follow up. Y/N.	Coordination with Service Pastoral Leaders and Pastoral Partners for each congregation: email report of those needing follow up.	Use the Growing Healthier Churches data from Service Pastors: CH 9am, AB 10:30am, SH 6pm.	The first week of each month:	

Ministry Systems 2025

Specific Goal	Measurable	Achievable	Reasonable - Resources/Tools	Time-bound
what exactly will you achieve?	this will be measured by the following objective criteria	this will require the following steps	this will be possible because / with...	this will happen on the following dates
Core Swiz Members will be able to articulate our long term vision: to see disciples making disciples, with parents as the primary disciplers of their children. They will understand and be able to articulate the role of the kids and youth minister.	Parents & core members using language like "disciple" and "primary discipler" in conversations.	Create a clear pitch of what drives our kids and youth ministry. Hannah in collaboration with Stu to draft a clear and refined casting of the vision to be presented.	Hannah writing a proposal/pitch to present and with Stuart's support and collaboration	Term 1
	1. Parish council and 2. church members attending vision presentation	Parish Council onboarding. Present vision and take feedback. Followed by Hannah and Stu refining the 'pitch' to then present to the church.	Parish council meetings for initial approval	Date: 25/03/25
	Verbal support and feedback. Feedback forms measuring engagement and understanding.	Church wide engagement . Host Opt in seminar to introduce and onboard members of swiz who'd like to invest into the future of st withun's kids and youth ministry.	Church wide meeting and feedback forms to track response of feedback, suggestions or encouragement.	Church wide seminar - after Parish Council.
		Provide next steps: (e.g., commitment to discipleship in their homes, joining a parent mentoring group, supporting Swiz Kids events). Or to volunteer, attend events, lead.		
Equipping Parents to effectively Disciple at home.	We will seek to work on and achieve this goal in future years, but want to focus our efforts of more achievable area -- this will become achievable once we have accomplished goals such as above.			

SPARK 2025

Specific Goal	Measurable	Achievable	Reasonable	Time-bound
Increase the core attendance of SPARK by 25% and improve retention by maintaining at least 80% of attendees across the year.	Average attendance in the Elvanto Group Swiz SPARK.	Recording weekly attendance in Elvanto	Tracking attendance via Ipad. Tracking how many new visitors attend each invitation night and	Weekly
		Following up with youth/parents after we haven't seen them for 2/3 weeks in a row. Contacting parents after the first week they visit to say it was so great to meet them.	Creating a follow up system & collect parent details on arrive with contact form	
	See a 25% increase in attendance (16/20)	Increasing our invitation nights to two a term, these nights will include a message that is focused solely on the gospel message packaged a different way. Track new comers to see if these are working for increasing attendance and invitation	Schedule and prepare outreach nights	Each term different nights
		Term 3 series is focused on inviting youth that are unchurched and have had minimal exposure to the gospel, to make it less churchy for kids to feel comfortable inviting friends from all walks of life. This term will be followed with our annual camping trip as an opportunity for families of these youth to get established in the wider swiz community	Series used is XP & planning camping trip in Sep	Term 3
Increase the crossover between SPARK & Swiz Kids	Record attendance of both programs	1. Identify reasons why some families attend only one 2. By Hannah & leaders encouraging families to attend both programs 3. Create opportunities for cross over: personal invitations from leaders, follow up after first visits and parents connection at combined events such as SPARKING up the BBQ & Camping.	1. Hannah following up families reasons for only attending one, recording these and addressing the individuals barriers if possible/achievable. 2. Encouraging leaders to invite to Sunday swiz kids. 3. Collecting contact details to follow up and connect families to Sundays	Across the year
Increase parent engagement during SPARK & strengthen connections between families through creating intentional spaces and events	track number of parents that use the 'parents hangout room' in the PACE centre & gather feedback through conversations and surveys	1. Set up parents space with tea, coffee and tv (footy on screen). 2. Identify key parent volunteers to be present and facilitate conversation.	Parents already spend time at SPARK, this provides a structured way for them to engage with each other.	Follow up conversations in Late Term 1
	Tracking attendance of family events such as SPARKING BBQ & camping. Observing relationships formed and build between families and parents to leaders.	Run night like SPARKING the BBQ to introduce families to SPARK culture, featuring dinner, games and a testimony from a parent about their faith. + equipping leaders and parents to build relationship with new families joining swiz.	Events mentioned create opportunities for making connections.	SPARKING up the BBQ > Term 1, Week 8, 28th March... Camping Trip September

<p>Recruit and train 2 new leaders</p>	<p>Two new adult leaders that attend SPARK reguarly, who are able to lead a game and faciliate group discussion with a group of SPARK kids.</p>	<p>1. Idenifying two possible adults that show the 3C's (character, conviction, committed) 2. Hannah approached those adults, provides them with the SPARK leaders contract and invites them to observe the SPARK program. 3. Time spent in explaining how to run a group and how to run a game, while they get to observe other leaders leading games and groups. Practicing See, Do, Teach Method with the new leaders & providing them with feedback.</p>	<p>Prayer. Inviting safe ministry trained adults to observe the program without leading. Running training seminars on how to lead a group and run a game.</p>	<p>End of 2025.</p>
<p>Parent Helpers will clearly understand that their role differs from that of leaders and feel confidnet in their responsibility on a Friday night.</p>	<p>All parent helpers will receive a written or verbal helpers description outlining their role & resposnsibilities. Leaders feedback on observing the parent helpers.</p>	<p>1. Writing out the a parent helpers role description to hand out/verbally go over with parents. 2. Identifying the avaiable, capable & safe ministry trained parents to equip & explain the role to. 3. including parents helpers in termly leaders meetings. 4. Hannah intentially speak to parents.</p>	<p>Hannah taking the time to talk to parent helpers so they understand their role & explaining this to the leaders at SPARK</p>	<p>End of 2025.</p>

SNR YOUTH 25

Specific Goal	Measurable	Achievable	Reasonable	Time-bound
what exactly will you	this will be measured by the following	this will require the following steps	this will be possible because / with...	this will happen on the following
The spiritual maturity of our senior youth will grow and be shown in their witnessing of God's character and love for others.	Regular attendance of core group at Wednesday Night.	Josh records attendance and follows up new people.	Support from Josh & leaders for youth discipleship	Term 1-3: Track attendance & invitation
	Increase number of invitations - at least 2 new people per term.	Run training on personal evangelism - teaching how to share faith and invite friends (Hope 25)	Training sessions/resources on evangelism & leadership & in how to write their testimony in a way to practice sharing it	Term 2: Leadership training
	Youth taking on serving roles in church (eg. Bible reading, leading prayer, helping in kids min, music, setup).	Encourage youth to take up role at church & provide training opportunities in things such as the 6pm sound desk, leading at kids.	Opportunities within church for youth to serve	End of year: Reflection on leadership and evangelism growth
Intergration of youth into Swiz YA family (Melody & Tiger)	Involvement in at least one additional church activity (eg. Monday BS in term 4, Sunday church, social events)	Personal invitation to Monday night BS	Relational investment from youth leaders and peers	Regular attendance to Sunday's across the year.
		Encourage them to attend social events/dinners after 6pm church.		Term 3/4 Intergrating them into leadership/serving opportunities at 6pm
		Intentionally pair up with young adults who could look out for them and connecting them into the YA's community.		Invite to Monday night from Term 4
Culture of invitation and retention for numerical growth	Increase in visitors to bible study and youth nights	Discuss with parents about moving BS to Fridays	Moving Wed BS to Friday 7:30-9pm as an easier time to invite with less clashes.	Term 2: Launching Friday night bible study & run teaching series on evangelism Term 3: reflect on invitation culture and assess the change in program time moving forward.
	tracking invitations and follow ups	Get Josh & Jane to lead specific studies on biblical invitation attitude at the BS.	Training youth on the Holy Spirit's power of boldness to invite & practically working through case studies of how to invite and follow up someone coming to church.	
	retention of newcomers (returning to the BS)	Teach youth why and how to invite people to church.		
Group of SNR Youth actively and regularly attending the group due to a more convenient change in time	Attendance of the SNR youth group will increase, with the core group growing by 2 members and maintaining 80% regular attendance across the year. Comparisons will be made between Wednesday's and Sunday's attendance once data is obtained.	1. Communicating to Jane and Josh (leaders) the move, and get their agreement with the change in time. 2. Once confirmed. communicating to families the move from Wednesday night to Sunday afternoon via email & face to face.	Youth & parent support. Parents providing dinner for their youth.	Term 2 Week 1 Group will move to Sunday for 2025

JNR YOUTH 25

Specific Goal	Measurable	Achievable	Reasonable	Time-bound
what exactly will you achieve?	this will be measured by the following objective criteria	this will require the following steps	this will be possible because / with...	this will happen on the following dates
Recruit and train 1 new leader	One adult leader committing to leading Junior Youth on Sunday morning, able to write discussion questions and facilitate discussion.	1. Identifying a possible adults that show the 3C's (character, conviction, committed) 2. Hannah to approach & provide them with an outline of the role & invite them to observe a Sunday morning.	Safe Ministry Training. WWCC. Running training seminars on how to write discussion questions and lead a group.	Term 3 of 2025

Leadership Pipeline 25

Specific Goal	Measurable	Achievable	Reasonable	Time-bound
Swiz YA's will feel apart of the community at Swiz, bonded together as a group, grow in their biblical foundations & feel empowered to explore further or speak boldly about their faith.	Verbal feedback aquired on Sundays after running 'The Forge' on Friday nights.	Trial "The Forge" for 3 Fridays (march 7,21, April 4). Night consists of: Meeting in the swiz hall for pizza and a lead discussion by hannah about a biblical topic from 7:30-9pm	Monday night Bible study keeness.	Term 1 Trial: 7th, 21st March & 4th April
	Tracking attendance over the 3 week trial and note engagment levels from the discussion on fridays (via group chat).	Loosely prepare questions and points of discussion for the group. While being aware the group is for a cutlure of Chirstlikeness to be build in casual interactions.	Funding for Pizza. Delegation of pizza purchaser.	Reassessment and feedback deadline: Before Term 2
	Written feedback from YA at the end of Term .	Consider intergration of Yound adults with SNR youth - evulate if this strengths both groups.	Space avaliability > SPARK parents collecting their kids on time.	Decision on SNR Youth bible study and living room format: By first week of term 2
Young Adults will walkk away from the weekend away with an understadning of our 2026 plan for kids and youth ministry & feel apart of the building of the minstries.	1. YA will leave with a clear understanding of the ministry's mission and vision for the year ahead. 2. YA will chat and participate in activitys designed tto explore how we run and plan the sustainability and growth of our Swiz ministries. 3. Post - Feedback forms or informal debriefs will offer to gauge understanding, engagement, and enthusiasm.	1. Preparing to present the 2026 calender & outline each of our visions for our programs & the explain our short term goals we have set to achieve our long term goals. 2. Facilitate discussion and relfection regarding these ministrys and what part they can plan in the church/ in serving God.	Confirming at 2026 calender with Stu.	This session will be delivered during the Young Adults weekend away, with follow-up opportunities throughout the year to reinforce the key messages.

Ministry Area: 9am Traditional Service

Specific Goal: what exactly will you achieve?	Measurable: measured by these objective criteria	Attainable: this requires these steps	Reasonable: this will be possible because / with...	Who?	When?	Ref in Swiz Ministry Plan 25-29
9am Traditional Service						
Harness creativity and boost energy through a Service Planning Team (SPT) which provides recommendations to Stuart for the development of the weekly service.	Productive planning meetings Obvious impact on services	<ul style="list-style-type: none"> 1 Recruit participants. 2 Convene planning meetings for each service. 3 Meet as scheduled 3 Implement agreed initiatives. Review → learn → improve. 	Publish agreed actions within 3 days of the meeting	SH Phil L. Peter H. Chris H.	April 24 9am: Feb, April, July, September	

Ministry Area: 9am Traditional Service

<p>Note re scope of the above planning meetings</p>	<p>The planning groups might consider from time to time these ideas (and more!):</p> <ul style="list-style-type: none"> • Future sermons or sermon series / themes e.g. prayer; church growth; do politics and Christianity mix?; Atonement; How do I _____?; How to win friends and influence people by inviting them to church; Trinitarianism <i>versus</i> Unitarianism; The “hard” sayings of Jesus; The legacy of C S Lewis; etc etc • Interviews / testimonies / guest speakers • Commenting on relevant external exhibitions / seminars • Selecting hymns / songs; and NOT selecting hymns / songs unless they add value to the service • When a Bible passage lends itself to a “different” presentation, consider having 2 or 3 readers, congregational responsive readings, dramatisations, fill in the missing word(s) . . . • Review intercessions so that there is diversity e.g. don’t feel obligated to offer prayers in every category every week; longer periods for silent prayer when significant trauma has occurred; expand scope of prayers to include church growth, thanksgiving for healing / protection, encouragement for individual prayer etc • Consider how congregants (both at church and online) might best use the “downtime” during the administration of Communion • Occasionally singing / chanting a psalm at 9am Morning Prayer instead of anthem • Tea, coffee, cake, pizza etc 				
<p>Fewer operational issues e.g. sound, projection etc</p>	<p>Aim for zero glitches</p>	<p>1 Operator recruitment & training 2 Operator practice 3 Diligence in creating slide decks 4 Quality review of each service</p>	<p>Mandatory Mandatory</p>	<p>SH Operator Dineesha Staff</p>	<p>As needed Continuing Continuing Weekly</p>

Ministry Area: 9am Traditional Service

<p>Effective service leaders: impressive, engaging, imitators of Christ.</p>	<p>Service starts on a good note and progresses well</p>	<p>1 Select and train leaders 2 Leaders to prepare and rehearse so they make a good first impression by welcoming, acknowledging significant dates / anniversaries; and lead the service well 3 Retire leaders when appropriate</p>		<p>SH Leader</p>	<p>Annually Weekly</p>	
<p>Continuous improvement in quality of our services</p>	<p>Measured by the following: Attendance, Surveys (incl. NCLS), Members inviting friends and colleagues along.</p>	<p>1 Was that service nourishing, inspiring and/or transformative? (Satisfaction) 2 Was that service so inspiring / good that I'll come again next Sunday? (Commitment) 3 Would I invite / encourage my friends and colleagues to come next Sunday? (Advocacy)</p>	<p>Analyse attendance Survey Monkey or similar Design and print invitation cards</p>	<p>SH SH/SPT SPT</p>	<p>Continuously</p>	
<p>Promote 9am services to north shore (within 15 minutes drive)</p>	<p>Visitors (or those re-engaging) due to each promotional effort.</p>	<p>1 tweak website content re traditional services 2 develop and print invitation card focusing on 9am trad. services (cont. next page)</p>	<p>Easy</p>	<p>Peter/SH/DW Peter/SH/DW</p>	<p>May 2025 May 2025 Ongoing</p>	

Ministry Area: 9am Traditional Service

	<p>Ensure we ask new members how they heard about us . . .</p>	<p>3 distribute those cards to parishioners for personal invitations and to > 55s developments etc (without upsetting other Anglican churches)</p> <p>4 Consider Roseville Cinema advertising campaign</p> <p>5 Offer free e-Book “Amazing Music and Musicians” to visitors to Swiz website</p> <p>6 Consider “Hymns and Pimms” or similar event and promoting it to Pymble community</p>	<p>Volunteers</p> <p>Proposal → funds</p> <p>Proposal / detail / funding</p>	<p>Volunteers</p> <p>Peter +</p> <p>Peter and Webmaster</p> <p>Peter + Phil +</p>	<p>May 2025</p> <p>March 2025</p> <p>August 2025</p>	
<p>Further develop 9am livestreaming</p> <p>Higher quality / satisfaction with online services.</p> <p>Growth in viewer numbers.</p> <p>More focused distribution.</p>		<p>1 Improve audio quality</p> <p>2 Assess whether YouTube is the best medium for archiving services</p> <p>3 Consider how those watching our services online can feel more like members</p>		<p>SH</p> <p>DW + PH</p> <p>SPT</p>	<p>July 2025</p> <p>Sept 2025</p> <p>Nov 2025</p>	

Ministry Area: 9am Traditional Service

Choir regeneration, by recruiting new, younger members	Number of new younger choristers exceeds those leaving	<ol style="list-style-type: none"> 1 Identify and approach parishioners to join the choir 2 Build rapport with chapel choir directors 3 Promote Swiz choir to chapel choristers finishing school who would regret stopping singing 		Phil Phil Phil	Ongoing April – Dec 2025 June each year	
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Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with these resources</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>

1030 Church

80% of members in home groups by the end of 2025	Comparing the home group lists against the roll for 1030	<ol style="list-style-type: none"> List all those current in home groups List all those not currently in a home group Recruit leaders to lead new home groups Invite members into new home groups 	<ol style="list-style-type: none"> We have sufficient members to be able to lead newly created groups We have members who want to join a home group We will require training of new home group leaders - which will be done by the maturity team. We will require locations for these groups to meet 	End of 2025	
Termly community events	Ensuring we have an event each term	<ol style="list-style-type: none"> Recruiting a team to plan events Calendar coordination with the church calendar Promotion and buy in from the community 	<ol style="list-style-type: none"> We have member who want to spend more time in community outside of church. Previous events have been successful We will need coordination with other services if we want to widen the invitation. 	End of each term - beginning term 2, June 29th.	
Reimagine service structure to be more lively and refreshing rather than repetitive.	Having a diversity in our service structures each week, that work within the restraints of our kids program. This may include addition of new elements, and subtraction of others for certain weeks.	<ol style="list-style-type: none"> Create service templates Communicating with Service Leaders about the new service types Implementing on elvanto - either in creating new service types, or inputting the structure for that week each week 	<ol style="list-style-type: none"> New service templates have already been set up - draft form Service Leaders will understand the new structures and be able to lead them confidently Little will change in the pews, this will be back of house driven 	Term 2 2025	

St Swithun's Ministry Plan 2023 - Ministry Goals

Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with these resources</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
1030 Church					

70% of members in home groups by the end of 2025	Comparing the home group lists against the roll for 600pm	<ol style="list-style-type: none"> List all those current in home groups List all those not currently in a home group Recruit leaders to lead new home groups Invite members into new home groups 	<ol style="list-style-type: none"> We have sufficient members to be able to lead newly created groups We have members who want to join a home group We will require training of new home group leaders - which will be done by the maturity team. We will require locations for these groups to meet 	End of 2025	
Termly Community Dinners after church services	"Sit Down Supper" offered once per term: Y/N	<ol style="list-style-type: none"> Recruiting a team to plan events Calendar coordination with the church calendar Promotion and buy in from the community 	<ol style="list-style-type: none"> We have members who want to spend more time in community outside of 'church services'. Previous Community Dinners have been successful 	Toward the end of each term - beginning term 1, Easter Sunday night.	
Review service production and structures to be more appealing to 18-25 year olds.	Having a greater diversity in our service structures each week,. This may include addition of new elements, and subtraction of others for certain weeks. Train Service Leaders. Train Sound Desk Operators.	<ol style="list-style-type: none"> Review service templates Communicate with Service Leaders about how the new service types work. Empower Service leaders for creativity. Training videos for Service Leaders. Hands On Traing for Sound Desk operators. 		Term 3 2025	

Ministry System or Area: Excellent Traditional Music

Specific Goal: what exactly will you achieve?	Measurable: measured by these objective criteria	Attainable: this requires these steps	Reasonable: this will be possible because / with...	Who?	When?	Ref in Swiz Ministry Plan 25-29
Ensure organ and choral music is of excellent standard and choices are appropriate for the season / service	Performance appraisals by SH of Peter and Phil Post-event reviews good and identify improvements for next time	1 Planning (including participation in quarterly 9am service planning meetings) 2 Rehearsals 3 Post-event reviews held	Professionalism of Phil and Peter Selection of themes, readings well in advance	SH: Peter & Phil	Always	
Organ scholar program	Recruitment Performance appraisal re rehearsals, services	1 Recruit new organ scholar 2 train organ scholar	Dependent on successful recruitment	Peter Peter	As opportunity arises	
Present special services and concerts as scheduled: • Evensongs • Swiz Foundation Concert • Messiah • Celebrating the Psalms	• Attendance growth/decline, • Surveys (incl. NCLS), • Members inviting friends and colleagues along. • Reviews good	At Swiz x4 and elsewhere Annually Swiz and elsewhere	Choir's schedule. Preparation for each of these lifts the choir's standards Need good promotion: see next page	Phil + Phil + Phil + Peter + Phil	Quarterly 4Q Palm Saturday 3Q TBA	

Ministry System or Area: Excellent Traditional Music

	<p>Promotion might include:</p> <ol style="list-style-type: none"> 1. Compile list of >55s residential complexes within 15 minutes drive. 2. Phone the manager and get OK to email them flyer / information approx. 6 times annually. 3. Ask them to commit to sharing with residents thru community newsletters etc 4. Commence sending these flyers to this new list (in addition to present lists). 5. Investigate cost of advertising at Roseville Cinema. If feasible, work up some slides and test it for a quarter. 6. Assess response / effectiveness to each initiative. 				
<p>Consider establishing a children's choir (that would be independent of the adult choir)</p>	<p>Invitation Plan submitted to SH for review and then to Parish Council</p>	<p>1 Invite Cathy Sampson to develop a comprehensive plan/ proposal for children's choir 2 Develop plan 3 SH review 4 Parish Council review / decision</p>	<p>Needs a champion like Cathy</p>	<p>SH CS SH PC</p>	<p>ON HOLD</p>
<p>Choir regeneration, by recruiting new, younger members</p>	<p>Number of new/ younger choristers exceeds those leaving</p>	<p>1 Identify and approach parishioners to join the choir 2 Build rapport with chapel choir directors 3 Promote Swiz choir to chapel choristers finishing school who would regret stopping singing</p>		<p>Phil Phil Phil</p>	<p>Ongoing April – Dec 2025 June each year</p>

Ministry System or Area: Excellent Traditional Music

Development of Choir skills/ability Choir Tours? (within Australia?)					
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	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because /with these resources</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
Contemporary Music						

10:30am Service: growth in number of team members, both singers and instruments	More musicians on the team at the end of the year than at the beginning of the year.	<ol style="list-style-type: none"> God bringing musicians into our 1030 community Identifying and recruiting onto the team Training (if required), mentoring, and rostering to regular service 	If God brings them, we can achieve this	Ongoing. Assess at year end.
<ol style="list-style-type: none"> 6pm Service: growth in number of team members, both singers and instruments. Implement a system of separate bands, with defined members 	<ol style="list-style-type: none"> More musicians on the team at the end of the year than at the beginning of the year. Two clearly identifiable bands operating on a rostered format. Each band learning to play well with each other 	<ol style="list-style-type: none"> Identifying and recruiting more musicians onto the team Deliberate and considered placing of musicians into a particular band, where they will play well the others placed with them A band leader who is able to train on the fly, help others learn how to play in a band, and guide them to play well together 	We have sufficient musicians to begin thinking this through, and experienced band leaders to equip and train our musicians in a band set up	Early term 2, Assess at year end
Update and release digital songbook (used at both 10:30am and 6pm)	The book exists and is used effectively by the teams.	<ol style="list-style-type: none"> Compile the list of songs to be included in the new songbook - removing all those from the current song book that are not used, and inserting all the new songs we have learnt since Organising the best software for the team to use - onsong etc - and begin construction before inviting others in Go through the songbook, work out the right keys and structures for each song, with the intention of sticking with those unless there is good reason to move to a different idea Distribute the new songbook in both soft copy and in app - bearing in mind some members will still print out charts each week 	<ol style="list-style-type: none"> We have a need to have an up to date songbook that is the default for all those who serve Jo Forbes is able assist in the collation and conversation of keys of songs Andy has done this before at previous churches and is able to create this resource easily 	Term 2 2025
Hold a Thanksgiving event/lunch at years end	Having a time to bring together the music team from across the services to thank them for serving throughout the year	<ol style="list-style-type: none"> Organising a date with the music team Organising a location and thinking through catering Ensuring that all those who attend, and those who can't, of the work we've accomplished and the thanks we feel for how they serve. 	This is a simple event, few moving parts, and an opportunity to have a cross-service meal. Low cost/stress, high reward.	Friday, November 28, 2025

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with...</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
Administration Ministry Area						
1	Reliance on God through prayer to accomplish his work at St Swithun's	Admin to meet once a week for prayer	Agreement to pray together once	United in the purpose of depending on God and prayer	Meet weekly on a Monday morning at 9:00am w/c 3 March 2025	3.1 Prayer

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with...</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
2	Implement Square as overall payment system in order to reduce transaction costs and simplify backend finance processing and information updates	1. Update the current Square kiosk (in the Lounge) to Square terminal 2. Update old information that is linked to website & terminal 3. Update current information architecture set up 3. Westpace EFTPOS system (in the Office) is phased out 4. Reduced transaction cost	1. Purchase of Square terminal 2. Obtain login details and update information 3. Review and simplify current architecture to match the parish needs 3. Train staff/volunteers on Square use 3. Transition the Westpac EFTPOS system to Square for all payment processing activities. 4. Accounts to confirm reduction in cost savings for fees post-implementation	1. Update the hardware and begin use 2 & 3. Login details are provided and information is current 3. Mini Mission Market and other payments processed via Square terminal 3. Work together with the Treasurer to plan timeline for the transition to Square 4. Reduce expenses associated with payment processing.	March 2025 March 2025 1-3 months & ongoing asap & timeline for change tbc 3-6 months from implementation	2.2 Ministry Systems

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with...</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
3	Maintain accuracy of membership records and data integrity	<p>Total Elvanto records of 870+ to reflect accurate Members & Attendee categories</p> <p>Member profiles are up to date</p> <p>Restricted volunteer access to member data and read only access</p> <p>Growing Healthier Churches provides close to true reporting data</p>	<p>Clarify & refine the records on a regular basis</p> <p>Work with pastoral staff to ensure their cohort information is up to date</p> <p>Identify and archive non active records</p> <p>Run reports & identify the ones which require updating (eg basic contact information, emergency contact etc)</p>	<p>Run reports to enable us to do this</p> <p>Update members profiles as and when new information is provided</p> <p>Follow up with Belonging Team for any current/future needs</p> <p>Allocate set time in the week to work on this</p>	current & ongoing	2.2 Ministry Systems 3.3.1 Belonging

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with...</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
4	Document process for property management	Create a document/flowchart that outlines the property management process for the church site and responsibility areas between office, property warden and external help	<p>Work out areas of property management e.g. regular maintenance, repairs, scheduling, approvals, projects, emergency repairs for church properties and church residence properties</p> <p>Create outline for repair procedures</p> <p>Create list for regular maintenance items and for timeframes of when they are to be scheduled in the calendar year (e.g. carpet, cleaning, window cleaning, gutter clearing etc)</p>	<p>In discussion with SH and property warden to clearly define roles and responsibilities for each aspect of property management</p> <p>External support required to manage bigger projects</p>	<p>Early May. Book in 1 hour timeslot with SH in early May as a start</p>	3.5.6 Facilities

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with...</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
5	Ensure continued efficiency of St Swithun's IT	<p>Maintain records management on cloud storage</p> <p>Ironing out any internet/network issues that may arise</p> <p>Working with provider to limit interruptions to Sunday service livestreaming</p> <p>Removal/disposal of old or unwanted hardware to other ministries (e.g. refugee ministries) or</p>	<p>Daily saving files to appropriate folders</p> <p>Communication with 1Cyber</p> <p>Communication with Warden, Stuart. Staff</p>	<p>Ongoing relationship with IT provider 1Cyber</p> <p>Communication with Warden</p> <p>Regular updates</p>	Current and ongoing	3.5.6 Facilities

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
	<i>what exactly will you achieve?</i>	<i>this will be measured by the following objective criteria</i>	<i>this will require the following steps</i>	<i>this will be possible because / with these resources</i>	<i>this will happen on the following dates</i>	<i>this is referenced here...</i>
Dineesha Welikala - Administration						
1	To aid in quality Sunday Services by timely preparation of Sunday Service Materials. [Quality of Church]	a) 9am volunteers rostering confirmed by Fri. b) OOS and PPT completed by Fri. c) communication to volunteers Wed & Fri.	Rostering in 3 monthly cycles. Weekly admin follow up maintenance.	Weekly breakdown of tasks.	Due by Fri weekly.	
2	Determine & State St Swithun's identity to use in marketing for projecting outwards. [Invitation]	a) A written statement of identity.	1. Brainstorm 2. Work with Stuart 3. Write & refine 4. Obtain Stuart's approval. 5. Feedback from staff & congregation.	Based on existing knowledge of St Swithun's & research of community. Obtain feedback from staff as well as a small group comprised of congregation members (preferably 2 per service).	April 2025	

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
3	Inform of St Swithun's Services, Activities & Events to internal & external communities [Invitation]	<p>Enhance design & content of following mediums to inform:</p> <p>Primarily Internal Communications:</p> <ol style="list-style-type: none"> 1. Service/Event Powerpoints - include Rolling slides. 2. SwizMail 3. Core Matters <p>Primarily External Communications:</p> <ol style="list-style-type: none"> 4. Introductory welcome flyer 5. website 6. social media. 7. Re-usable List of places & mediums (digital, flyer, poster) to market externally. 	<ol style="list-style-type: none"> 1. determine requirements & content to be informative and attractive 2. design updates 3. build 4. request review & approval 5. implement 6. Track Engagement where possible. 	In Progress & weekly efforts.	Dec 2025	
4	Communicate location of St Swithun's externally [Invitation]	<ol style="list-style-type: none"> 1. Placement of church Banners with St Swithun's name for Easter, Christmas and general. 2. Improve online search results for St Swithun's to appear in top 5 search results. 	<ol style="list-style-type: none"> 1. Reusable Banner creation & placement + request property management to add lighting for building & banners. 2. search engine optimization (reviews, tags, content). 	in-house knowledge and experience.	Dec 2025	

St Swithun's Ministry Plan 2025 - Ministry Goals

	Specific Goal	Measurable	Achievable	Reasonable	Time-bound	2025-2029 Ministry Plan
5	Internal communication about St Swithun's community to provide personal in-depth knowledge. [Belonging]	1. Improve design and content of Core Matters to be more attractive and relevant to internal community. 2. collaborate with Andy on communication that could be useful for Belonging ministry.	1. Work with Penny to identify current process 2. determine requirements for improvement 4. design and build with approval 3. implement.	Previous process being improved.	ongoing delivery turnaround 3 weeks from receiving all content.	
6	Training	1. Obtain training on video making to enhance social media and website communications 2. Train congregation members to take photos/videos of St Swithun's events & services that would be of good quality and suitable for posting digitally on Social media and website.	1. Attend training session on video making. 2. Research techniques & document useful info. 3. Train others	Booked into Kuringai Council video making class. Online resources are available.	Dec 2025	