



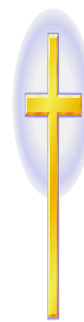
SPRINGWOOD UNITING CHURCH
AND
STRATEGIC PLANNING

2010-2015

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Summary of the Springwood Uniting Church Strategic Plan 2010



Our Mission:

Because God's love makes a difference we seek to serve Jesus Christ and bear witness to the power of the Holy Spirit by:

How we live – with compassion, integrity, hospitality and sensitivity

What we do – using our time, talents, spiritual gifts and resources

What we say – sharing the good news of God's unconditional grace and hope

Our 3 Priority Areas:

Children and young People

UKC – Long Day Care
Kids Club
Youth Group
Playtots Playgroups
Kids with Courage

Spiritual Renewal

Sunday School
Worship services
Prayer in
Community/Meditation
Taize services
Food for Thought
Topical Seminars
Small Groups-home study

Community Engagement

Market Day
Foundation Day
Christmas Carols
Aged Care activities
Hall Hire
Range of recreational groups
Bread run
Counselling service
Winmalee Hub

These groups are working to deliver the priorities:

Celebrating God's Love – focus on inspiring worship.

Communicating God's Love – enhancing communication for all groups.

Expressing God's Love – focus on the local Church and community.

Growing God's Love – focus on discipleship.

Sharing God's Love – focus on the wider world mission.

Showing God's Love – Elders will facilitate pastoral care, prayer and membership.

Finance Resourcing – financial management and applying resources to priorities.

Nominating Group – to match people's gifts and skills to groups and activities.

Property Resourcing – stewardship of the physical assets.

For more info about the groups and activities for or a copy of the full Strategic Plan please contact the Office on 4751 3951 or go to www.springwood.unitingchurch.org.au

2.1 Our Church in our community – Profile

Statistics from the National Church Life Survey (2006) were used to provide us with information about our community and our church.

The community is a 15klm radius around the church, including Springwood, Faulconbridge and Winmalee. This information has raised questions for us about the life and mission of our Church in relation to the local community.

- What do we do well?
 - What areas need addressing?
 - ♦ What do we need to do or continue to do to ensure “God’s love makes a difference” in our community?

<u>Community</u>	
Total persons	44378
Total households	15547
Total families	12314
People identified as Uniting	2013
People on our Directory	173

Age and Gender

Is there a connection between the age profile of our community and what is happening in the life of our Church?

- What are the differences and similarities?
 - How might this affect our life and mission?

	<u>Community</u>	<u>Church</u>
Med Age 15+	45	67
<u>Gender</u>		
Female	51.9%	62.2%
Male	48.1%	37.8%

Culture and Religion

What are the particular issues relating to people from non-English speaking backgrounds in our community and

- How, as a Church do we respond?

<u>Culture & Religion</u>		
	<u>Community</u>	<u>Church</u>
Australian born	84.1%	84.4%
O’seas English Speaking	10.1%	8.9%
NESB	5.8%	6.7%

Types of families

How do we listen and respond to different types of families in the community?

- Do our current activities relate to their needs?

<u>Types of Families</u>		
	<u>Community</u>	<u>Church</u>
Couple with child/ren	66%	40.2%
Couple without child/ren at home	21.9%	56.5%
One parent & child	11.4%	3.3%
Couple with at least 1 child under 15 - largest group		

Types of families (cont)

How do we listen and respond to these families in the community?

Do our current activities relate to their needs?

Children & Young People

	<u>Community</u>	<u>Church</u>
Families with children		
• Under 15	5151	72
<u>Children in population</u>		
• 0 – 9 years	6063	65
• 0 – 15 years	9562	78
In High School	3778	25

Occupation

Are there groups that we are in a good position to connect with?

Most common occupation –

Manager/professionals

Education/training

Most are buying their own homes

Most haven't moved in the last 5 years

Education

How might these figures affect the way we see ourselves or are seen by the community?

- Are we on the same “wave length”?
→ Do these figures suggest changes to the Churches' strategies for outreach or activities offered?

Education

	<u>Community</u>	<u>Church</u>
School qualification	42.6%	42.6%
Trade	22.6%	11.7%
Diploma/assoc dip	11.4%	20.2%
Uni degree or equiv	16.4%	14.9%
Post grad degree/dip	7.1%	10.6%
In Primary School	4294	
In Secondary School	3778	
In Tertiary Education	12152	

Employment

How might the percentage of people in the workforce and the percentage of those retired, influence the life of our church?

Employment				
	Community	Church	Community	
Employed	66.8%	37.0%	Employed	22582
			Full-time	14047
			Part-time	7086
Unemployed	2.9%	0.0%	Unemployed –	
			15 – 24 years	398
			25 – 44 years	300
			45years +	278
Not Working	30.4%	63.0%		
Individual gross weekly Income \$400-\$599			(Community)	
Family gross weekly Income \$500 - \$1,999			(Community)	

2.2 Why do we need a Strategic Plan?

In 2007 the Parramatta Presbytery for the Uniting Church hosted a Seminar for churches of medium size, including Springwood. At the Seminar, St Matthew's Church Baulkham Hills and West Epping churches shared their experience of growing from a medium sized church to a large or regional church.

Research was presented at the meeting demonstrating, that unless medium sized churches deliberately think through their mission and plan how to grow and respond to change, they will not continue to grow and will, over a few years, shrink back to a small to medium sized church.

Here is some of the information that triggered the beginning of our journey....

Neighbourhood Churches have congregations of up to 50 people, serving 1 to 3 groups and usually one mission team. The focus of mission is on church family fellowship; there is significant lay leadership, the Minister is usually supported by one part-time Admin officer and the primary role of the Minister is Shepherd to the congregation. There is usually one style of worship service and people's sense of belonging comes from joining with others in the worship service. Decision making is usually informal and focused on the property, the worship service and family fellowship.

Middle sized Churches have congregation of up to 150 people, serving more than 3 groups and up to 3 mission teams. The focus of mission is on activities (for example children's activities and adult groups for people within the church) and also reaches out to include the local community in activities. People's sense of belonging comes from joining the activity groups as well as from worship. Decisions are made by a committee and the focus is extended to include the wider mission activities and engagement with the local community. Leadership is centred on the Minister and there are also a significant number of volunteers. The role of the Minister is Shepherd to the congregation with a growing coordination role. There may be 2 or 3 styles of worship service.

Regional Churches have congregations of over 200, serving multiple groups within the church through a larger number of missions. The focus of mission is over an extended area and people relate within networks, each of which organises a range of activities. People's sense of belonging comes from these relational groups and their activities as well as from worship. A wider range of groups within the community are involved in the activities of different networks. The Minister leads a team of leaders, each of whom has a team comprising paid staff and volunteers.

Team leaders make the operational decisions. The role of the Minister is Leader and specialist. There are diverse styles of worship services that serve the missions.

The 3 Key Messages for successful growth from St Matthews and West Epping were

- structure has to support size
- a Plan is essential to focus effort and resources on the top priorities
- a team approach to Ministry

Where does Springwood church fit?

Springwood church has a medium sized church congregation (average 100 at worship services) with two part-time staff (Admin officer and Child & Youth Mission worker), two styles of worship service (family and Taizé) and a truly huge number of groups and activities.

We have the activity level of a large church with a medium church number of people to do the work, supported by a structure more typical of a much smaller sized church.

We needed to review what we were doing, organise our teams and make a Plan to focus more on our priorities!

COMPARISON OF ATTENDANCE AT SERVICES:

Month	2009/10	2008/09	2007/08	2006/07
July	104	78	86	108
August	89	92	101	111
September	91	93	102	90
October	88	118	121	97
November	91	117	118	125
December	139	139	136	141
January	87	68	80	87
February		106	108	95
March		101	115	98
April		97	88	135
May		98	105	101
June		98	88	102
YEARLY AVERAGE:	98	100	106	108

2.3 What is a Strategic Plan?

There is an enormous amount of material available on Strategic Planning. We used a working definition drawn from Paul Bullen's work with non-profit community organisations. (www.mapl.com.au)

Strategic planning helps us to deal with fundamental questions such as: Who are we as a church? What is our purpose or mission? What results do we want and therefore what are our priorities? What do we need to achieve them? How will we know that we are achieving our mission and what we are doing is working?

Strategic planning involves everyone in the church.

The Strategic Plan will set our priorities for the next 5 years and provide coherence to our actions and decisions over that time – it will guide the investment of all our resources, including time, effort, finances and our organisational structure.

We will be able to better communicate who we are as a church, what we do and why - both to ourselves and to the broader community.

3 Our Planning Process

3.1 The Strategy Group

Church Council invited the Congregation to a Council meeting in November 2007 to hear a presentation from the members who had attended the Large Church Seminar and to discuss how we would approach strategic planning in our church.

A Strategy Group was appointed at the meeting -

Janice Freeston - Minister
Lyn Noble - Elder
Faith Astle – Elder and Council member
Jenny Ranft – congregation member, later Council member

Other members who participated on the Strategy Group for part of the process were -

Wayne Buckman – Church Council Chair
Roland Clark – Congregational members
Rod Titovs – Congregational member

Church Council appointed the Strategy Group to lead and support Springwood Uniting Church in preparing a Strategic Plan to guide our mission and ministries over the next several years.

The Strategy Group met monthly throughout most of the planning process.

3.2

The Planning Steps

Project Plan

To guide the work a Project Plan was prepared and endorsed by Church Council – a copy is included in the Appendices. The Project Plan was a useful guide, particularly in the early stages, however additional activities were undertaken as the work progressed.

Development of Mission and Values

Our Mission

“Mission statements can be as short as a sentence or a paragraph. They are useful because they can be an agreed basis on what the organisation is about.” (Paul Bullen)

Values underpinning our Church life

The congregation had previously completed an exercise to articulate the values that we hold as a Church. These values underpin the Strategy.

Priority setting

The next step was to better understand and agree on what we would be doing and where we would be investing our energy in living our mission over the next 5 years.

An exercise was conducted that explored the congregation’s hopes for our Church over the next five years. Led by the Minister, each member of the congregation was invited to prayerfully reflect on the question

“What one thing do you long for the Church over the next five years?”

Three clear themes emerged from the responses

- Children and Young People
- Spiritual Renewal
- Engaging with Community.

These three themes became the Priority Areas within the Strategic Plan.

Developed Priorities

The Strategy Group reviewed all groups and activities within the Church against the 3 Priority Areas. It was clear there is great opportunity to focus more clearly on the priority areas, particularly children and youth ministry.

Information and Research

Community Profile

The National Church Life Survey provided valuable information about the local community and our church – the Survey was completed individually by members of the congregation in 2006 and information collated by NCLS.

Assessing our areas of Strength, Weakness, Opportunity and Threat (SWOT)

A SWOT analysis helps us to understand what we're good at so we make the most of our strengths, what are our weaknesses that we need to consider, what opportunities are available and what are the threats in our operating environment.

Each Mission Group completed a SWOT analysis, facilitated by a member of Strategy Group. This exercise generated lots of material! Each group generated a long list of their strengths, weaknesses and the opportunities and threats they faced.

There were many similarities between the groups and so to understand what this information meant for the Church as a whole, the results for each area, the strengths, weaknesses, opportunities and threats were considered in relation to the Activities and Groups we're involved in and the People and the Resources we have to apply to them. This information is included in the Appendices.

Audit of Interests and Gifts – 'My Favourite things' exercise – led by the Minister completed individually by members of the congregation.

New Mission Structure

The Mission Groups were re-formed to respond to what people had said through the SWOTS and to better align with the three priority areas. People were asked to consider their interest, gifts and skills and whether they were in the right Mission Group. A number of people changed Missions Groups. Draft Terms of Reference were developed for each Mission Group and refined through consultation with the Groups. A set of the Terms of Reference is included in the Appendices.

Communication

- Inserts to 'Grapevine' – the weekly newsletter
- Congregational meetings
- Presentations, reports, discussion and decisions within Church Council
- Sermons
- Presentations in Church on progress
- Information on Whiteboards with draft results from each planning activity
- Visits to each Mission Group
- Communication through Worship Services
- Ongoing Reports to Church Council
- Presentations to congregational meetings

4.1 Mission

Our Mission:

Because God's love makes a difference, we seek to serve Jesus Christ and bear witness to the power of the Holy Spirit by:

How we live – with compassion, integrity, hospitality and sensitivity

What we do – using our time, talents, spiritual gifts and resources

What we say – sharing the good news of God's unconditional grace and hope

4.2 Core Values - (How we live)

As followers of Jesus Christ, seeking to have the mind of Christ in all we are and do, we affirm the following values:

Honouring God

Therefore we will:

be guided and empowered by the Holy Spirit
 be a people of prayer
 be inspired and nourished by the Bible
 worship God in all that we do
 discover and use our spiritual gifts
 enjoy our creativity
 mentor and disciple one another
 encourage learning and spiritual growth
 be stewards of all God's creation

Loving/Compassionate

Therefore we will:

'love with a heart of compassion'
 be welcoming – warm, interested, listening
 be friendly and care about people
 be gentle
 have a generosity of spirit
 embrace social justice
 have humility
 have a sense of humour

Building a Community of Grace

Therefore we will

be accepting
 be encouraging
 be respectful
 be inclusive
 have mutual accountability
 celebrate diversity
 show forgiveness
 seek unity – not uniformity
 build each other up
 engender reconciliation

Honesty/Integrity

Therefore we will:

be open
 be genuine
 encourage trust
 model confidentiality

4.3 Our Priority Areas

Children and Young People

UKC – Long Day Care
Kids Club
Youth Group
Playtots Playgroups
Kids with Courage

Spiritual Renewal

Sunday School
Worship Services
Prayer in Community/Meditation
Taizé Services
Food for thought, eg “When does assertiveness turn into bullying?”
Topical Seminars, eg ‘The Community and Islam’
Small Groups – home study

Community Engagement

Market Day
Foundation Day
Christmas Carols
Aged Care activities
Hall hire
Range of recreational groups
Bread run
Counselling Service
Winmalee Hub

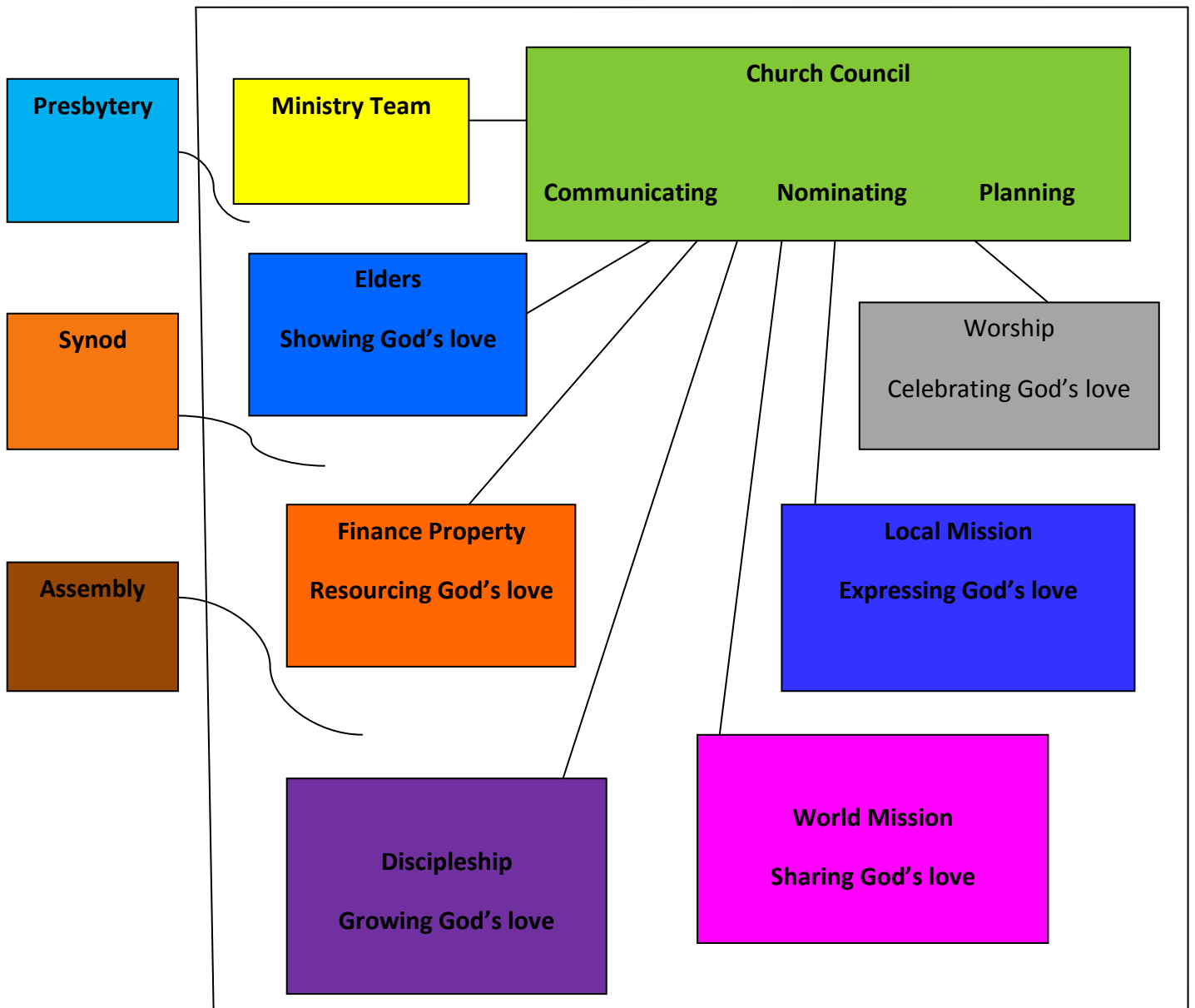
4.4 Church Structure – Mission Groups

Building on the strengths of the existing structure, we adapted the Ministry Groups to reflect the new areas of focus. We also took the opportunity to rename the groups to match the wording in the motto ‘because God’s love makes a difference.’

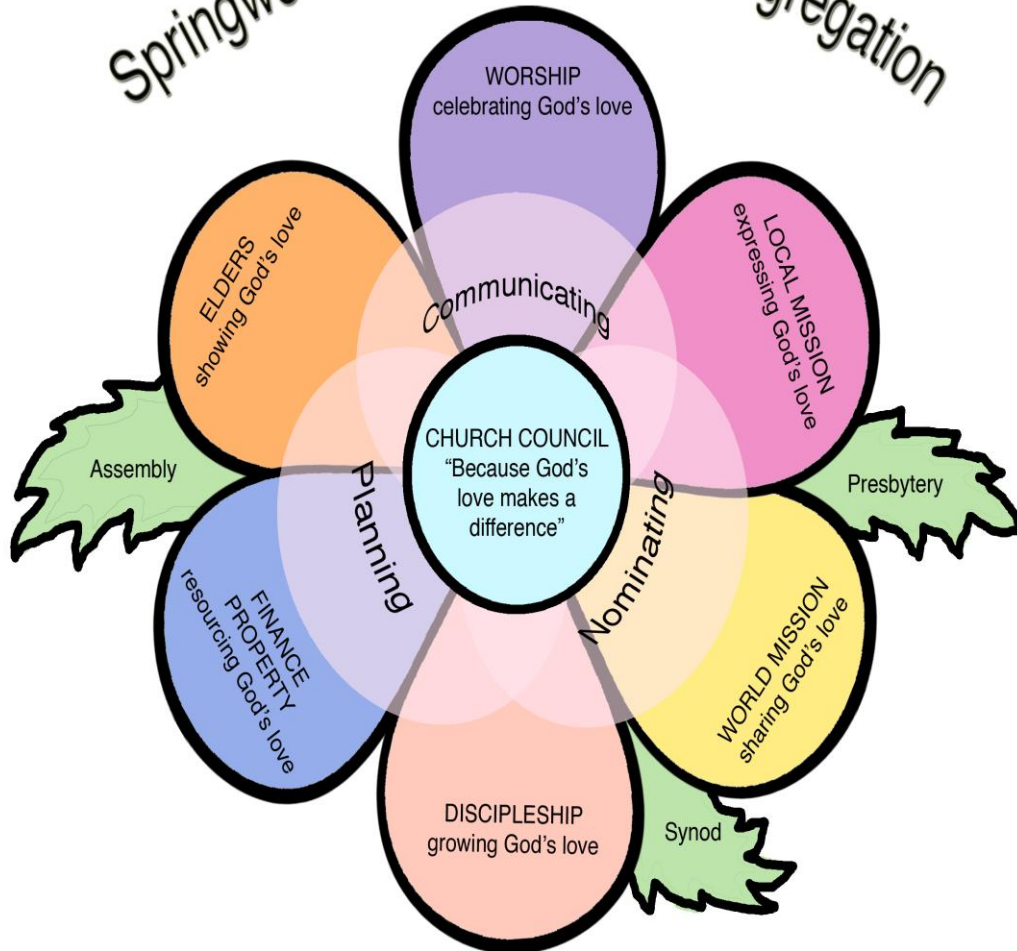
Celebrating God’s Love – focus on inspiring worship
Expressing God’s Love – focus on the local church and community
Growing God’s Love – focus on discipleship
Sharing God’s Love – focus on the wider world mission
Showing God’s Love - Elders will facilitate pastoral care, prayer and membership

Communicating God’s Love – enhancing communication for all groups
Finance Resourcing – financial management and applying resources to priorities
Nominating Group – to match people’s gifts and skills to groups and activities
Property Resourcing – stewardship of the physical assets

Springwood Uniting Church Congregation



Springwood Uniting Church Congregation



4.5 STRATEGIES

Church Council

1. Review structure and accountability.
2. Review present groups – purpose and activities in the light of our Mission Vision and priority areas and disband or form new groups as appropriate.
3. Oversee the development of future strategies by ministry groups.
4. Review staffing needs, job descriptions and finances in the light of present and proposed activities.
5. Oversee the change in Ministry Team focus to reflect the 3 Priority Areas.
6. Give direction and support to the Convenors of the Ministry Groups as they align the Ministry Groups with the priority areas.
7. Work with the Ministry Team in enabling the changes required to the structure as the congregation moves towards being a Regional Church.
8. Establish reporting template.
9. Develop Signage and advertising to increase visibility.
10. Respond to the call of 'Eco theology' within the Uniting Church.

Youth and family

1. Review current ministries.
2. Establish support groups for children ministries.
3. Explore and develop opportunities for interacting with youth in the community.
4. Explore and develop appropriate forms of worship for youth.
5. Continue involvement with UKC.

Community

1. Review current ministries
2. Explore and determine future opportunities e.g., Winmalee Hub, Foundation Day, Seniors Week.
3. Support Minister in her work in community e.g. Ambulance Chaplaincy.
4. Development of ministry around funerals.

Spiritual Renewal

1. Review current activities
2. Continue to develop the spiritual life of the Church community.
3. Explore and develop opportunities to influence the 'spirituality' of the community – Food for Thought and 'Seminars'.

4.5.1 These strategic questions will support the ministry groups to develop their plans and activities in the coming years.

Mission Group	Strategic Questions
Elders	<ol style="list-style-type: none"> 1. How well are we pastoring children and young people? 2. Can we enhance the worship and prayer life of people? 3. How well do we welcome new people particularly children and young people? Is there a need for 'welcome buddies'?
Discipleship	<ol style="list-style-type: none"> 1. Is there a need for a Sunday School person on the Ministry Group to connect better with growing discipleship in children and young people? 2. Bible Studies – materials available to be reviewed on an annual basis. 3. Research the topics and issues that connect with the community e.g. use the UKC survey of parents when planning the next year's program. <p>Question: "What is the difference between Food 4 Thought and the "Does It Matter" series.</p>
Worship	<ol style="list-style-type: none"> 1. Story in church, all age worship, Special Event services 2. A. Praise time in worship B. Emphasize prayer circle at rear of church. 3. Think about how we engage in worship opportunities in the community e.g. World Day of Prayer
Finance	<p>Question: does this year's budget show the focus on Children and Youth' Spiritual Renewal and Connecting with the Local Community?</p>
Property	<ol style="list-style-type: none"> 1. Review the access and safety of the property to promote better use for people, particularly children and young people e.g. the need for a fence and gate at the front door of the church that leads straight onto a road. 2. A. To enhance visibility of the church, is there merit in installing a cross on the street corner above the existing signs and flood lighting it for easy visibility at night. B. Is there also a way to clean and make more visible the signage on the brick wall as you enter the driveway? C. Review fittings and equipment and their use in worship. 3. Review and/or identify ways the local community can be involved in the water project.

World Mission	<ol style="list-style-type: none"> 1. Support of a mission that includes children. <ol style="list-style-type: none"> A. sponsor of a child B. activities to highlight needs of people particularly involving the youth group and Kids Club. 2. Connecting world mission in worship – speakers, prayer points, announcements 3. Connecting the local community through activities already recognized e.g. fair trade promotion, 40hr famine, gift catalogues.
Local Mission	<ol style="list-style-type: none"> 1. Support of new children and family worker. <ol style="list-style-type: none"> A. Review annual events and activities of the church and grow children's participation e.g. at Market Day. 2. UKC Christmas party – Our participation <ol style="list-style-type: none"> All Age Worship Food 4 Thought 3. Map key community events, particularly with lots of children and young people e.g. Foundation Day, Fusion Christmas Pageants etc

4.5.2 CHECK LIST

This check list is to be used when reviewing proposed activities.

Questions	Yes	No	Other
Do we have resources to achieve our activities?			
Do our strengths match our opportunities?			
What weaknesses may have to be overcome to realize our proposed activities?			
Are there things we should avoid due to weaknesses coinciding with threats?			
Do they fit our mission and values statement and are they achievable?			
Are the activities consistent with our 3 Priority Areas?			

4.6 GOVERNANCE AND REPORTING

Church Council is responsible for progressing the Strategic Plan.

See (4.5) for specific accountabilities.

Ministry Groups will report to Church Council twice per year, using the following headings:

- ❖ Past Activities
- ❖ Future Directions
- ❖ Issues
- ❖ Assistance required

The Strategic Plan will be reviewed on a sixth monthly basis beginning July 2010.

5. APPENDICES

Content -

- 5.1 Church Life and Types of Churches
- 5.2 Project Plan
- 5.3 Summary of SWOTs
- 5.4 Terms of Reference – Mission Groups
- 5.5 Favourite Things

5.1

TYPES OF CHURCHES

CHARACTERISTIC	Neighbourhood	Middle	Regional
Size	Up to 50	50-150	200 plus
Groups served	1 or 3 groups	3+ groups	Multiple groups
Mission Field	Local focus	Local focus	Extended area
Mission teams	1 mission	1 or 3 missions	

TYPES OF CHURCHES

CHARACTERISTIC	Neighbourhood	Middle	Regional
Mission focus	Family	Activities	Networks
Leadership	Significant Lay	Minister centred	Team leadership
Staff	Minister (+1)	Significant volunteers	Team
Role of Minister	Shepherd	Shepherd/ admin	Leader/ Specialist

TYPES OF CHURCHES

CHARACTERISTIC	Neighbourhood	Middle	Regional
Sense of belonging	Worship	Activities	Relational groups
Decision making	Informal consensus	Committee	Task group/ Leader
Worship services	1 style	2 (or 3 styles)	Diverse- Serves mission



Springwood Uniting Church

Project Plan

Strategic Plan Working Group

Prepared by: Strategic Plan Working Group

Dated: Nov 2008

Approved by: Church Council May 2008

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PLANNING TEMPLATE	
The Planning Process	

Purpose of this document

The purpose of this document is to assist with the planning and management of tasks and activities required to prepare a Strategic Plan for Springwood Uniting Church.

This template will provide a framework for the identification of tasks, responsibilities, resources, communication and timetabling of the planning process.

The template articulates a transparent process that holds the strategic planning group accountable to Church Council for progress on facilitating the development of a strategic plan. Elders, Council members, Leaders, volunteers and members of church activities and the congregation will be able to review progress, provide input and influence the direction of the plan's development.

The document also provides relevant background information to the strategic plan.

There are many definitions and models for strategic planning. Some are very complex and some are quite simple. Common characteristics of a strategic plan are that

- It deals with fundamental questions such as: Who are we as a church? What is our purpose (or mission)? What results do we want, what are our priorities? What do we need to do to achieve them? How will we know that we're achieving our purpose and that what we're doing is working?
- It provides a framework for detailed planning of activities
- It involves a longer term timeframe eg two to five years
- It provides coherence to the churches actions and decisions over time by guiding decision making about which activities to focus on as priorities and where to invest energy and other resources
- It is an activity that involves all members of the church

Background

Springwood Uniting Church is a medium size church of approximately 150 members with an average attendance of 100 at Sunday morning worship services.

The growth trend in church attendance indicates that Springwood is moving towards the threshold of a large or regional church in size.

The strategic direction, organisational structure and operations of a church influence the effectiveness of church ministry. Research demonstrates that Churches which do not review and adjust their structures and operations in response to growth will lose membership over a period of several years and return to a medium size church.

To assist churches in the transition from medium to large churches, the Parramatta Nepean Presbytery convened a Large Church Seminar in November 2007. Two churches, St Matthews at Baulkham Hills and West Epping presented their experience of growth over the last several years. Their focus was on sharing the planning processes which they had used to set the direction for the church's activities and to establish a structure that responds to growth and supports mission development. Chris Walker from Presbytery concluded the Seminar with a summary of key messages from the day.

The purpose of the Seminar was to stimulate thinking and assist medium sized churches in planning their direction and reviewing their current arrangements.

Springwood was represented at the Seminar by Rev Janice Freeman, Elders Lynne and Graham Noble, Council members Wayne Buckman and Faith Astle, and member Jenny Ranft. These representatives gave feedback to the congregation in December.

Council considered a report and presentation from the Large Church Seminar at its meeting in March 2008 and resolved to establish a Strategy Group to lead the planning process with Council, the congregation, staff and mission teams.

The strategic plan will support the church in furthering God's work in our community. It will explain how the church is responding to God's call to his people in this community at this time. The plan will

- Articulate the mission that we are called to and our core values
- Identify the results by which we will know if we are fulfilling the mission
- Outline the major strategies we'll undertake to achieve these results
- Ensure that our energy and resources are focused on our agreed priorities

KEY DELIVERABLES

Preparing a Strategic Plan typically involves a number of activities which are listed below. Each planning activity will help build the Strategic Plan.

Mission Statement

- What is our purpose? Define the purpose and mission of the church. This activity is already underway and a congregational meeting in April 2008 has provided input for a Mission Statement. The core values that underlie the mission have already been articulated through a similar exercise in 2007
- In a new church it is important to identify what is intended to happen. In an existing church such as Springwood Uniting Church it is important to identify what is actually happening at the moment. Whether what is happening should continue will become a question through the strategic planning process.

Objectives and results

- The objectives or results are statements of what the church intends to achieve, however they are specific, measurable, attainable and time bound. Define and prioritise the objectives or results to be achieved over the life of the Strategic Plan

Analysis and Consultation

- To what extent are the current activities of the church aligned with its mission, objectives and results? Consider whether what we are doing now fits with the priorities for the next few years. Is there a good fit, a partial fit or not much fit for each activity?
- What are the church's strengths and weaknesses? What are the opportunities and threats facing the church? A SWOT analysis helps to build on strengths and avoid foreseeable pitfalls.

- What are the environmental trends that will impact on the church over the next few years? The environment could include the local community demographics, economic and social trends, other churches, other local services, government policy and community attitudes. This information will also help in deciding on which strategies might achieve most benefit in our community
- What are the resources this church brings to its mission? Financial, assets, people, time, energy etc
- Who are all the stakeholder groups within the church? What are their views? Eg, mission groups, staff, home study groups, activity groups. Are there any stakeholder groups in the wider community eg other churches or organisations to whom the church provides services. Consult with the various groups to include their analysis and proposed strategies
- What are the views of the congregation? Consultation with the congregation to listen to their analysis and proposals for strategies

Strategic Choices

- Which of the existing and proposed strategies are most likely to achieve our objectives and results (and therefore fulfil our mission)? Reference each strategy to the mission and results and then prioritise
- Include strategies to transition away from any current strategies/activities that are not aligned with the mission and results

The Strategic Plan

- Include the statements of Mission and Objectives/Results
- Include the priority Strategies
- how will the plan be implemented? How will the effectiveness be measured?

ROLES & RESPONSIBILITIES

Strategy Group

Established by Council. Role is to plan, coordinate and facilitate a strategic planning process with SUC. Responsible for project deliverables. Membership drawn from Council, Elders, Minister and general congregational membership. Led by Minister. Reports to Council.

Minister

The Minister's role is to coordinate the planning process including the Strategy Group and to resource the planning process through provision of information and assistance in problem solving. The Minister is responsible for exercising leadership of the church through the planning process.

Council

Role is to oversee the planning process by monitoring progress against the project plan by the Strategy Group. Approves project deliverables. Responsible for governance of the project. Responsible for delivery of a Strategic Plan for SUC.

Elders

Role is to provide spiritual guidance to the project and leadership to the congregation through the process. Responsible, with members of the Strategy Group, for co-leading planning sessions with church activity groups.

Church activity groups

Church activity groups include home-based small groups, mission groups and activity groups. Role is to articulate the needs, gaps and issues for each group or area of ministry through planning sessions to the Strategy Group.

Staff

Role is to contribute strongly to the planning process through developing and analysing data to inform the plan, participating in each of the project deliverables and considering progress reports and providing feedback.

Congregation

All members of the congregation have a role in participating in the planning process, contributing to the plan and reviewing draft planning documents including the draft Strategic Plan. Opportunities will include at least one congregational meeting in addition to planning exercises through church activity groups. Responsible for keeping informed about the planning process and participating in general planning activities.

1. Strategy Group

1.1 Establish Strategy Group	Start	End	Lead & assist roles	Progress
<ul style="list-style-type: none"> Identify roles and responsibilities <ul style="list-style-type: none"> Project management Data & information management Communication Consultation with congregation Feedback to Church Council Preparation of draft Strategic Plan 	April 2008	Dec 2009	Min & Council Strategy Group members	Group established – Min Janice Freeston, Faith Astle, Lynne Noble, Wayne Buckman, Roland Clark, Rod Titovs & Jenny Ranft. First meeting held. Planning approach agreed.
<ul style="list-style-type: none"> Project monitoring <ul style="list-style-type: none"> through regular meetings of Strategy Group Progress reports from Strategy Group reviewed at each Council meeting 	April 2008	Dec 2009	Minister Strategy Group (who?) Council	Council approved project plan for Strategy Group in May. Progress reports given to each Council meeting since and report prepared for AGM Nov 2008
<ul style="list-style-type: none"> Project governance <ul style="list-style-type: none"> minister convenes the strategy group strategy group accountable to church council church council responsible for the project 	May 2008	Dec 2009	Minister Strategy Group Council	Council approved project governance arrangements at May meeting
<ul style="list-style-type: none"> Project Communication <ul style="list-style-type: none"> Prepare a communication strategy to support the planning process Monitor implementation and effectiveness of communication at strategy group meetings 	May 2008 ongoing	Dec 2009	Minister Strategy Group (who?) Strategy Group members	Communication has included updates as part of congregational meetings and a one page Info Sheet.

5.3

S.W.O.T. Analysis

STRENGTHS

Activities and Groups

- Things happen
- Many people involved
- Intentional use of missional opportunities
- Humour and fun
- All 3 priority areas involved
- Outreach to community
- Caring & sharing – friendship and fellowship
- Interesting stimulating meetings

People

- “Doers”
- Commitment, reliability, trust, cooperation
- Good leaders
- Gifted and trained members
- Volunteers ++
- Generous people
- Enthusiastic
- Good working relationships
- Maturity in life and faith
- Culture set by minister
- Good ministry team
- Open discussion of issues possible
- Unity, “holy”, compassionate
- Embrace change
- Good record keeping
- Broadly representative

Resources

- God
- U.C. emphasis on mission and reputation
- Own mission statement
- We owe nothing
- We are owed by U.K.C.
- Good facilities and assets
- Ministry team
- Music

5.3 (Cont)

WEAKNESSES

Activities and Groups

- Pastoral care, follow up (after topical series, christening etc)
- Prayer focus
- Communication
- Infrequent meetings
- Delegation
- Community knowledge
- “job” descriptions

People

- Age
- Availability
- Talents, gifts and interests of congregation not known
- Reliant on peoples’ generosity
- Commitment
- Lack of confidence
- Inclusion of youth

Resources

- Huge needs and demands given size of congregation
- Fixed expenses
- Fixed incomes
- Not enough money
- Lack of knowledge of U.C.
- Lack of succession planning
- Lack of knowledge of community
- Need to review resources against priorities

OPPORTUNITIES

Activities and Groups

- Involvement of youth
- Lots of ministry options
- Work together, eg market day
- Involvement with community
- Connect with U.K.C. and Aged Care
- Counselling
- Conversations

People

- Involve more, especially youth

5.3 (Cont)

Resources

- Holy Spirit
- Improve pastoral care
- Youth – communicate faith well
- Ideas from finance group
- Authority of Church Council
- Ministry Groups
- Succession planning

THREATS

Activities and Groups

- Hard to involve everyone
- How to engage with families post baptism
- Desire to maintain “comfort zone” (something doing well? Just stick with it)
- Communication

People

- Not enough hours in day – busy people
- Committee members getting “stale”
- Reliance on volunteers
- Apathy of congregation
- Lack of use of gifts due to others holding positions for a long time – “closed shop”
- Demographics
- Retired people ageing – who follows
- Commitment different now
- Less culture of volunteering in younger age groups
- Burnout

Resources

- Constrained by funds
- Do we need elders?
- Parking!
- Do we need rosters?

Springwood Uniting Church

ELDERS MINISTRY GROUP

Terms of Reference

Endorsed by Church Council 290409

Membership	All elders who are elected by the congregation. The Convenor will be the Minister.
Convenor	The convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate pastoral care, prayer and membership of the congregation.
Activities	Pastoral Care lists; Prayer chain; Prayer letter; Membership classes; Coordination of Home Holy Communion; Communication.
Meeting Structure	Bi-monthly or as required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.
Review	This Term of Reference will be reviewed in July 2010

Springwood Uniting Church

FINANCE - RESOURCING MINISTRY GROUP

Terms of Reference

Endorsed by Church Council 290409

Membership	<p>The Ministry Group will consist of 4 – 6 people.</p> <p>At least one member will be a Church Councillor or Elder .</p> <p>Membership will be by nomination and approved by Church Council.</p> <p>The Convenor will be appointed by Church Council.</p> <p>Will include members who have financial expertise.</p>
Convenor	<p>The convenor will call meetings and lead them and will be accountable to Church Council.</p>
Minutes/Notes	<p>Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.</p>
Purpose	<p>To facilitate and encourage generous giving and wise use of the financial resources of the congregation.</p>
Activities	<p>Information dissemination re direct giving etc; fund raising, budgets, annual financial report, audits.</p>
Meeting Structure	<p>Bi-monthly or as required.</p>
Reporting	<p>The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.</p> <p>The Finance Group will meet with the Property Group twice per year, during the budget preparation stage and half way through the financial year.</p>
Review	<p>This Term of Reference will be reviewed in July 2010</p>

Springwood Uniting Church

Worship Ministry Group

(Celebrating God's Love)

Terms of Reference

Endorsed by Church Council 290409

Membership	<p>The Ministry Group will consist of 4 – 6 people.</p> <p>At least one member will be a Church Councillor or Elder .</p> <p>The Minister will be a member.</p> <p>Membership will be by nomination and approved by Church Council.</p> <p>The Convenor will be appointed by Church Council.</p>
Convenor	<p>The Convenor will call meetings and lead them and will be accountable to Church Council.</p>
Minutes/Notes	<p>Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.</p>
Purpose	<p>To facilitate inspiring worship using the gifts and talents of the people.</p>
Activities	<p>Sunday worship; Children's worship; Mid Week Holy Communion; Taize; Meditation; Food for Thought; Rosters; Music; Weddings; Funerals; Baptisms; Retreads HC; World Day of Prayer; Annual Remembrance Service; Tape/CD Ministry; Buckland Uniting Fellowship; Communication.</p>
Meeting Structure	<p>Quarterly or as required.</p>
Reporting	<p>The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.</p>
Review	<p>This Term of Reference will be reviewed in July 2010</p>

Springwood Uniting Church

NOMINATING GROUP

Terms of Reference

Endorsed by Church Council 290409

Membership	<p>The Ministry Group will consist of 3 people.</p> <p>At least one member will be a Church Councillor, one an Elder and one a member of the congregation .</p> <p>Membership will be by nomination and approved by Church Council.</p> <p>The Convenor will be appointed by Church Council.</p>
Convenor	The Convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate the selection of the people with the best gifts and graces for the position.
Activities	To find relevant people to nominate to any positions identified as vacant by Church Council.
Meeting Structure	The group will meet as required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.
Review	This Term of Reference will be reviewed in July 2010

5.4

Springwood Uniting Church
WORLD MISSION MINISTRY GROUP
(Sharing God's Love)

Terms of Reference

Endorsed by Church Council 290409

Membership	The Ministry Group will consist of 4 – 6 people. At least one member will be a Church Councillor or Elder . Membership will be by nomination and approved by Church Council. The Convenor will be appointed by Church Council.
Convenor	The Convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate the sharing of God's love with the world and communicate ways in which this is being done.
Activities	Living is Giving; Uniting in Mission; Alan Walker College; Western Sydney Area Health Chaplaincy; Christmas Bowl Appeal; Easter Thank Offering; Shoe Boxes; 2% Emergency Disaster Relief Fund; Fair Trade; Communication.
Meeting Structure	Bi-monthly or as required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.
Review	This Term of Reference will be reviewed in July 2010

**Springwood Uniting Church
COMMUNICATING GOD'S LOVE**

**Terms of Reference
Endorsed by Church Council 290409**

Membership	The Ministry Group will consist of 3 -4 people. At least one member will be a Church Councillor or Elder. Membership will be by nomination and approved by Church Council. The Convenor will be appointed by Church Council.
Convenor	The convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate, explore and use the best means of communication.
Activities	Grapevine; email mailing list; data projection; website; banners (external); leaflets; bookmarks; local papers,; announcements; monthly magazine? etc.
Meeting Structure	As required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.
Review	This Term of Reference will be reviewed in July 2010

**Springwood Uniting Church
LOCAL MISSION MINISTRY GROUP
(Expressing God's Love)**

**Terms of Reference
Endorsed by Church Council 290409**

Membership	The Ministry Group will consist of 4 – 6 people. At least one member will be a Church Councillor or Elder . Membership will be by nomination and approved by Church Council. The Convenor will be appointed by Church Council.
Convenor	The convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate the expression of God's love within the church and the local community.
Activities	<i>Priority activities for direct involvement include:</i> Playtots; Kid's Club; Kid's with Courage; Youth Group; Mother's Groups; Foundation Day; Combined Church's Carols; Groups who hire the Hall; Golf Safari; Walking Groups; Knit and Natter; Retiring Offering on HC Sundays; Christmas Gift Appeal; Catering; Bread Run; Open House; Church Outing; Market Day; Communication. <i>Connection with and support for activities of:</i> Uniting Kids Care; UnitingCare Aging Springwood eg games, music afternoons; Uniting Counselling Service.
Meeting Structure	Bi-monthly or as required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.
Review	This Term of Reference will be reviewed in July 2010

**Springwood Uniting Church
DISCIPLESHIP MINISTRY GROUP
(Growing God's Love)**

**Terms of Reference
Endorsed by Church Council 290409**

Membership	The Ministry Group will consist of 4 – 6 people. At least one member will be a Church Councillor or Elder . Membership will be by nomination and approved by Church Council. The Convenor will be appointed by Church Council.
Convenor	The convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate spiritual growth, Christian education, discipleship and renewal.
Activities	Coordination, support and encouragement of Christian Education of all ages including Bible Study Groups and Sunday School; provision/recommendation of resources for these activities in consultation with the Ministry Team; development of occasional 'special' programs and activities such as 'Hot Potatoes'; upkeep and promotion of the Church Library; Communication.
Meeting Structure	Bi-monthly or as required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required.
Review	This Term of Reference will be reviewed in July 2010

**Springwood Uniting Church
PROPERTY - RESOURCING MINISTRY GROUP**

**Terms of Reference
Endorsed by Church Council 290409**

Membership	The Ministry Group will consist of 4 – 6 people. At least one member will be a Church Councillor or Elder . Membership will be by nomination and approved by Church Council. The Convenor will be appointed by Church Council. Will include members who have knowledge of asset management and/or building and maintenance.
Convenor	The convenor will call meetings and lead them and will be accountable to Church Council.
Minutes/Notes	Notes or minutes of decisions and plans made at the meeting will be kept by a member of the ministry group.
Purpose	To facilitate the best stewardship of the physical resources of the congregation.
Activities	Prepare and action forward schedules for major annual maintenance and ongoing maintenance. Organise repairs and monitor asset performance. Develop property improvement proposals and manage use of the properties not managed by the Office Coordinator Communication.
Meeting Structure	Bi-monthly or as required.
Reporting	The group will report to Church Council using the template provided. If there are unresolved issues within the group, Church Council will seek to resolve them. When an issue impacts more broadly than this group, consultation with other Ministry Groups and/or Church Council is required. The Property Group will meet with the Finance Group twice per year, during the budget preparation stage and half way through the financial year.
Review	This Term of Reference will be reviewed in July 2010

5.5

My Favourite Things to Ministry Groups

Worship Ministry Group

Greeting - 26
Steward - 14
Flower arranging - 10
Transporting elderly –
 by car – 7
 by wheelchair - 0
 by walker – 3
Leading Worship – on Sunday - 9
 - Midweek - 1
 - Retreads -
Taize - 9
Singing - 20
Planning or leading Children's Worship - 4
Musician – church - 8
 Aged Care - 5
 Retreads - 3
Banners in church - 3
Reading in worship - 21
Morning Tea - 21
Operating sound system - 6
Food for thought - 10
Meditation - 6
Annual Remembrance Service –

Elders Ministry Group

Mentoring - 5
Hospitality - 14
Visiting the sick - 7
Visiting in homes - 6
Visiting the elderly - 14
Prayer (letter, chain, group) – 17

Discipleship Ministry Group

Leading Sunday School - 5
Teaching - 9
Leading Bible Studies - 10
Participating in issue based discussions/hot
potatoes - 24
Participating in courses with a specific focus -23

Local Mission Ministry Group

Uniting Kids' Care Committee - 4
Aged Care activities, eg games, music
 Afternoons, men's group - 12
Kids' Club leaders team - 3
Kids' Club afternoon tea - 1
Kids' with Courage team - 2
Kids' with Courage afternoon tea - 2
Youth Group - 0
Counselling - 3
Playtots - 5
Golf Safari - 3
Walking Groups – 20 (10 men, 10 women)
Combined Churches Carols - 13
Foundation Day - 19
Social outings/gatherings - 27
Shoe boxes - 23
Street Stalls - 11
Making Craft - 11
Cooking - 12
Bread run - 1
Set up tables and chairs for events – 7
Market Day – 31
Target Christmas gift appeal - 10
Fair Trade - 9

Finance Ministry Group

Fund raising - 6
Banking - 4
Welsh Choir - 12
Budgets - 2
Annual Financial Returns - 0
Auditing - 0
Financial experience & expertise - 3
Bookkeeping - 2

Property Ministry Group

Property maintenance – 11
Property repairs - 5
Property projects - 4
Renovations - 4

Communication Ministry Group

Written communication - 8
Web site expertise - 0
Verbal communication - 5
Grapevine compilation - 1
Grapevine photocopying - 4
Grapevine folding - 5
Data Projection - 3
Office Support – 1

Particular Expertise - 7

Printing -
Under 5 children's teaching & Aged Care Work
Management generally
Music, Aged Care, "organizing things"
Leading meditation experiences
Landscaping/construction
Teaching
Lay Preaching –
Lay Preaching -
Puppets –
Fashion Parade -
Rose Pruning -
Home Communion -
Scripture in schools -
Rosters -
Grapevine cover –
Presbytery -
Working with people with disabilities

