



St Luke's Church, Sway

3 YEAR STRATEGIC MINISTRY PLAN, (July 2025 – *July 2028*)

Approved by the PCC on July 15th 2025

Registered Address: Church Lane, Lymington Hampshire SO41 6AD

St Luke's Church, Sway

VISION STATEMENT

“Living the mission of Jesus – making a difference”

OUR VALUES WILL BE CHARACTERISED BY....

Values	Description
Loving	<i>“Love one another as I have loved you. “ John 13: 34/5</i>
Serving	<i>For we are God's handiwork created in Christ Jesus to do good works, which God prepared in advance for us to do,” Ephesians 2:10</i>

STRATEGY FOR ST LUKE'S CHURCH, SWAY

The 9 Key Result Areas have been expanded indicating appropriate timings and responsibilities. This is a three-year rolling programme starting June 2024 and running until mid 2027. Each year an additional year of planning will be added and be brought to the members for approval or amendment.

THE CHURCH HAS 9 KEY RESULT AREAS - SUMMARY

1. GROWTH AND CARE

By extensive listening, ear to the ground, in the community and church groups (for example welcoming, hospitality children's groups, coffee mornings) to enable the pastoral team to be aware and confidentially act upon these known needs in the community and church.

2. WORSHIP

By developing a range of worship opportunities so people come to know Jesus in Spirit and in Truth.

3. MISSION

By informing our church community of the needs of others both near and far through supporting partnerships with ministries and para church agencies.

4. X ECO CHURCH

By prayer, worship, information and practical action to care for God's creation **and help reduce carbon emissions towards Net Zero Carbon.**

5. FAMILIES AND COMMUNITY

By creating opportunities for people to connect and discover their potential for the benefit of people living in the parish while offering hospitality, fellowship, discipleship and by sharing the Good News of Jesus.

6. SOCIAL AND HOSPITALITY

By modelling the hospitality of Jesus and offering regular and one off opportunities for people to gather supporting the key objectives of the church.

7. BUILDINGS (AND FABRIC)

By maintaining and developing St Luke's buildings and grounds to enable delivery of the church's key objectives.

8. FINANCE

By establishing a sound financial framework for the continued and enhanced functioning of the church within the community of Sway which will be informed by the vision of bringing the message of Jesus to all people.

9. OPERATIONS, ADMIN & COMMUNICATIONS

By effectively servicing the management of the PCC and communicating to the wider community the mission of Jesus and making a difference.

ITEM	KEY RESULT AREA AND OBJECTIVES	BY WHEN	BY WHOM	RESOURCE IMPLICATION
1	GROWTH AND CARE By extensive listening, ear to the ground, in the community and church groups for example welcoming, hospitality children's groups, coffee mornings etc. to enable the pastoral team to be aware and confidentially act upon these known needs in the community and church.			
(a)	We will reassess when we hold our meetings to enable most people to attend on a regular basis	Through 2025/26	Whole Pastoral team	Time for meetings- no financial cost
(b)	Increase bereavement care and welcome, by following up non-church members who are bereaved with visits from the team Nominate a pastoral team member to follow up on non-church members who have been bereaved & to then arrange visits.	Ongoing 2025/26	Sandra and Janet K	Time – no financial cost
(c)	Make a rota for the pastoral team to join in with / volunteer at either Bump and Baby and Toddler Group / Praise and Play / Messy Church. This will enable team to develop good relationships with families so that pastoral care will be more effective	Ongoing 2025/26	Lizzie and Sara	Prayer point throughout year at Tuesday prayer time
(d)	Office to half termly email out links to services to Birchy Hill and Sway Place as a reminder of the services taking place	Ongoing 2025/26	Sara W	
(e)	Succession plan for if Kevin no longer able to take the Friday Holy Communion services and for Monthly Birchy Hill services.	End 2025	Jane and PCC	
(f)	Offer BCM training course to new and existing members	End 2025	Janet K, Alison Michael, Jenny and any new home visitors.	Time for 6 week course and £60 per student.

2	WORSHIP By developing a range of worship opportunities so people come to know Jesus in Spirit and in Truth.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
(a)	Continue termly meetings for licensed ministry team to forward plan encourage and pray.	Jan, April and Sept	Active licenced ministry team	time
(b)	9.30am Praise and Play currently half termly service at 9.30am – review frequency of this at end of Sept 25. Report and discuss any action at Nov PCC meeting.	Dec 25 Sept 25	Jane Taiwo Sophie, Merilyn, Stuart	Time and cost of refreshments and advertising – estimate £200
(c)	Explore developing games and provision for older children/youth at Messy Church as children grow older. Explore use of Youth Centre for worship. Praise and Play - go off site for a family worship picnic in the forest. Encourage New Wine festival with an aim for 10 families to attend by 2030.	Jan 2026	Jane, Taiwo, Merilyn, Stuart Lizzie	Money for possible resources?
(d)	Alpha Course to begin in person starting in September 2025 for 6 weeks	To begin Sept 25	Jane plus volunteer team	Time Estimate £150 heating, books, food
(e)	Support and maintain the rhythm of existing traditional services: 11am, midweek services, care home services, evensong, special festival services with an emphasis on choral worship and pastoral care.	Every week	Jane choir, licensed leaders/ preachers	Time
f	Support the new idea by Rosemary to run 3 GREAT SACRED MUSIC outreach sessions on Saturdays at 12.30pm. This is a mission outreach for those who love singing but starts and ends with a congregational hymn and all the music is sacred.	Approx. 3 times a year	Rosemary/Joelle and the choir	Time and small budget for music- say £100

3.	MISSION St Luke's actively supports Christian missional activity beyond the life of our own Christian Community. It does this by informing our church community of the needs of others, both near and far, through supporting partnerships, ministries and para-church agencies.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
(a)	Encourage interest in Christian mission work in the UK and overseas; Hold events and publish regular news updates to promote interest in mission activities.	Ongoing	Jonathan E-J, Sara	Volunteer Time + office time
(b)	Nurture and strengthen support (financial, practical, prayer, personal) between the primary mission partners and members of St Luke's Plan at least three Mission Sundays annually to develop and sustain the interest of the congregation in the Primary Missionary Partners.	As issues are raise Termly	Jonathan E-J Team	Volunteer Time
(c)	Maintain active contact with the church's Primary Mission Partners Facilitate visits to Rwanda and Uganda, in partnership with the Lyndhurst deanery every 12 to 18 months (this to include Kisiizi Hospital). Encourage at least three participants from Sway on each visit	Subject to programs and agenda of Primary	Jonathan E-J Lucy Howlett Ian Burnham	Volunteer Time
(d)	Direct our Mission Giving as agreed by the PCC, through which we seek to honour God by the giving of our 'first-fruits' to the primary partners, but also the secondary links in line with the PCC's policy on Mission Giving; (see Annex 2 Mission Giving Policy) Recommend to the PCC the distribution of 7% of St Luke's tithe. Also to promote fund raising for specific cause	Responding to PCC direction, longstanding agreements, and need	Jonathan E-J Lesley Willey, Lucy and as raised by team members	Tithe and Volunteer Time
(e)	Inform and stimulate interest within the congregation by promoting the activities and work of our mission links within St Luke's Inviting representatives from our core agencies to speak at services twice a year e.g. CAP, Compassion, Bible Society. Children's Society	By arrangement	Jonathan E-J Jane Mitchell	Volunteer Time
(f)	Encourage individuals in their own ministry and sense of calling Support and encourage individuals who feel called to short- or long-term mission	As and when interest is expressed	Whole Mission Team	Volunteer Time
(g)	Respond to major national or world crises Suggest advice and ideas to the PCC for how St Luke's might respond	As these crises arise.	Mission Team	Volunteer Time
h	Explore moving the Common Mission Fund request to Mission Group and find volunteers to help link with a local church to raise our mission giving as part of the CMF and support local mission. This is not adding	By Easter 2026	Whole church, new volunteers, Mission Team	Volunteer time

	to the current mission team's responsibilities but the possibility exploring growing the team to support local mission.		and PCC	
4.	ECO CHURCH By prayer, worship, information and practical action to care for God's creation and help reduce carbon emissions towards Net Zero Carbon. Fulfilling God's mission to share His creation and knowledge of Him intentionally with others.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
(a)	Pray for environmental issues world-wide across all-age worship and teaching in church and/or outreach, thus maintaining A Rocha Gold for 'Worship'.	Ongoing 2025-2026	Vicar Jane in liaison with Eco Church and prayer team	Volunteers at no cost
(b)	Hold an eco / heritage information evening, thus maintaining A Rocha Gold for 'Land'	Sway Open Gardens: June 2026 Info evening: Summer 2025 Rest: ongoing 2025-2026	Andrea Wendy & Sheila + other members of gardening team (and Lymington Naturalists for Flora & Flora ID survey)	Essential hedging / tree work contractor costs
(c)	Organise awareness-raising events, promote the use of ethical food in church in liaison with other ministries where food involved, and organise litter picks, and promote & complete further challenges to meet the demands of the A Rocha 'Community and Global Engagement' Eco Church survey section.	Ongoing 2025-2026	Wendy + Eco Church Team, Jonathan EJ, Messy Church & Hospitality teams	Volunteers no cost
(d)	To encourage the church community to live sustainably, communicating at least monthly in Parish newsletter and on Facebook, promoting personal carbon footprint audits, ethical transport, reduced energy / waste, ethical food / investment and wild-life friendly gardening, working towards A Rocha Gold in the 'Lifestyle' section of the Eco Church survey by December 2026.	Ongoing 2025-2026	Eco Church team	Volunteers and recycled /re-used materials for tree: no cost

(e)	<p>To liaise with Buildings team to take measures to reduce carbon emissions in Church and Church Rooms to meet the Church of England published target of Net Zero Carbon by 2030.</p> <p>To continue to tackle draft and insulation issues in Church</p> <p>To install LED lighting in our Church building - initially in Chancel, by January 2025. Thereafter, in whole building, by end 2026.</p> <p>Continue to minimise paper / water usage, encourage recycling & use of environmentally friendly cleaning products.</p> <p>To conduct a feasibility study on Solar PV installation in January 2026, either on the Church Rooms roof or the Church roof - or both. Depending on the outcome of the study, begin fund-raising for solar panels in 2025.</p> <p>When completed, this work will enable us to move from Silver to Gold in the Buildings section of the A Rocha Eco Church survey. The long-term aim is to have renewable energy systems in place at St Luke's Church by 2028.</p> <p>To bear in mind and, in due course, consider carbon-offsetting schemes available in our mission partner country, Rwanda, or other country. There may be Diocesan info and support for this.</p>	<p>Whole church lights Dec 2026</p> <p>Feasibility study re Solar PV Jan 2026</p>	<p>Eco Church team in collaboration with Buildings team</p>	<p>Finance required for LED lighting in church</p> <p>Fund raising in train 2025</p>
	<p>To Involve Eco Church in other Ministry areas of Church life and encourage Church Family members to embrace Eco Church values both on behalf of St Luke's Church and in a personal capacity – to increasingly meet the challenges of the new A Rocha survey (Feb. 2025) sections: 'Community & Global Engagement' & 'Lifestyle'</p>	<p>Late 2026</p>	<p>Eco Church team with leadership of Vicar Jane & collaboration of other Ministry areas</p>	<p>Small expenditure if any</p>

5	FAMILIES AND COMMUNITY By creating opportunities for people to connect and discover their potential for the benefit of people living in the parish while offering hospitality fellowship discipleship and by sharing the Good News of Jesus.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
----------	--	----------------	----------------	-----------------------------

(a)	Research: review the paid and voluntary work needed to support the objectives of families and community work. Recruit a part time family and community support worker – 4 hours a week from Sept 2025. Increase hours using the budget as required. Review Jan 2026.	31st Dec 25 Jan 26	PCC and church consultation	time
(b)	Continue to support and encourage a small community steering group that reports to PCC via Family and Community PC link building connections with the church. Encourage this group to actively support our family work and attend Alpha and praise and play.	July 2026	PCC families link	Volunteers no cost
(c)	Training: Continue the development of volunteers to promote their confidence skills and capacity - 2 training sessions per year (Lizzy S signed up for BCM course)	Ongoing 2025	Winchester Diocese	£60 per student.
(e)	Comms: Increase Comms – family newsletter to circulate half termly with news of past and upcoming events for families & children. Adopt a more family centred weekly news.	Jan 2026	Lizzie Jane Sara	none
6	SOCIAL AND HOSPITALITY By modelling the hospitality of Jesus and offering regular and one off opportunities for people to gather supporting the key objectives of the church	BY WHEN	BY WHOM	RESOURCE IMPLICATION
(a)	Grow the team: Seek 3 extra volunteers to enable hosting sharing meals as church family and to welcome new people and share our love of Jesus. Aim to hold 3 all together church meals in 2026 with more volunteers.	Dec 25	PCC or new hospitality volunteers	Time.

(b)	New rota for coffee team as Lesley steps down – new team members always needed.	End 2025	Coffee team	£300 for coffee time
7	BUILDINGS AND FABRIC By maintaining and developing St Luke's buildings and grounds to enable delivery of the church's key objectives.	BY WHEN	BY WHOM	RESOURCE IMPLICATION

(a)	Develop annual budget for each following year NB Modify finance reporting to allow separate monitoring of buildings budget	Sept PCC 17.9.25	Buildings team	None in 2025
(b)	Produce options for/plan for ongoing use or development of youth centre/church rooms site. Work with professional advisors and prioritize ongoing community use that makes us of the current building and grows the church's mission to share Jesus. Prioritize planning for this and the next generation but not beyond.	end 2025	PCC.	Total fees so far and not exceed £5000 incl VAT
(c)	Review the Quinquennial report and produce a forward maintenance plan for the next 5 years.	End 2025 but ideally for input into 2026 budget	Buildings team	None in 2025
8	FINANCE By establishing a sound financial framework for the continued and enhanced functioning of the church within the community of Sway which will be informed by the vision of bringing the message of Christ to all people.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
(a)	Monthly monitoring of accounts and performance against budget for agreement by PCC	PCC meetings	PCC	Budget prepared by church

				accountant at no cost
(b)	Review of the 3 year forward plan annually to check it is relevant for the budget.	Nov 25	PCC and finance team	time
(c)	To produce a 6 monthly Money Matters news sheet giving money updates to church members	Dec 25	Finance team and comms	

(d)	To move to contactless giving at toddler groups or events in church rooms using tablet and sum up	weekly	Users of groups	
(e)	The PCC agree future budgets in line with the vision of the church and encourage gifting to be able to do this. Hold specific services in 'Generous June 'to focus on financial giving and good/clear report at APCM	End 25	Jane, Finance team and Preachers	Diocese Generous June resources
(f)	Review charges and fees for 2026-2027	Nov 2025 PCC meeting	PCC and finance team	
9	OPERATIONS, ADMIN & COMMUNICATIONS By effectively servicing the management of the PCC and communicating to the wider community the mission of Jesus and making a difference.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
(a)	Engage PCC support for the ongoing development of processes and procedures for the smooth running of the office and all operational activities. To this end set up a volunteer rota to assist in the office during school holidays and put in place appropriate training for existing staff by starting Sept 2026	July 2025 and ongoing	PCC Sara Jane Office volunteers	Time for training No cost
(b)	Review storage and allocation of use			
	Schedule a seasonal management of heating controls to reduce unnecessary heating.			
(d)	Connect website, parish news and social media to share same communications appropriately. Put together a Comms Plan	End 2025 Jan 26	Sara /Jane/ volunteer	
(e)	Website: initial review and update with view to more work in 2026 Train up 2 volunteers that can assist with updating the website.	July 2026	Volunteer Sara Office	

Every objective must be a **SMART** OBJECTIVE

Specific (assigned to a person for overall responsibility and not a vague aspiration)

Measurable (even spiritual objectives can be measurable in terms of behavioural change and Engel scale approach)

Achievable (they need to be realistic within the time frame and capacity of the congregation to deliver)

Relevant (they need to be relevant to the Key Result Area and the wider church vision)

Timed (usually a month specific date as a target for completion, these can be spread over the full 3 years of the plan)

Initials used in the plan are as follows:

V -	Vicar
CW -	Church warden
BCM -	Bishops Commission in Mission
BPP -	Bishops permission to preach
LLM -	Lay Licensed Minister
O -	Ordinand
PTO -	Permission to Officiate

