



St Luke's Church, Sway

3 YEAR STRATEGIC MINISTRY PLAN, (Sept 2026 – Sept 2029)

Approved by the PCC on Sept 29th 2026

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 2026/7	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 2026	Sandra and Janet K and Jennie	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 2026/7	Lizzie and Sara	Prayer point throughout year at Thursday online prayers
(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 2026/27	Sara W	
(f)	Offer BCM training course to new and existing members	Sprint 2027	Janet K, Alison Jennie M	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 Development of Bubble church and new congregation including using real photos in social media (with permissions) Grow the team from the new congregation by 2 members.	May 2026 Summer 2027	Lizzy, Hazel, Jane, Ken	Time and cost of refreshments
(c)	Explore developing games and provision for older children/youth at Messy Church as children grow older. Explore use of Youth Centre for worship.	Oct 2026 ongoing	Jane, Taiwo, Merilyn, Stuart Lizzie	Money for possible resources?
(d)	Run Alpha every Sept. This year and afternoon course and an evening course. Encourage last years post aloha group to host the evening group.	Began Seept 2026	Ian B, Sandra, Jennie plus volunteer team	Time Estimate £100 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. Hold a special St Luke;s day evensong in Oct 2026 inviting other churches.	Every week	Jane choir, licensed leaders/ preachers	Time
f	Support occasional Lunchtime 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 - donations pay for music.
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
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 2026-2027	Eco Church and worship leaders team	Volunteers at no cost

(b)	Hold an eco / heritage information evening, thus maintaining A Rocha Gold for 'Land'	Info evening: Summer 2027 Rest: ongoing 2026/7	Andrea Wendy & Sheila + other members of gardening team (and Lymington Naturalists for Flora & Flora ID survey)	Volunteer time.
(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 2026/7	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 2027.	Ongoing 2027/7	Eco Church team	Volunteers and recycled /re-used materials for tree: no cost

(e)	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. To continue to tackle draft and insulation issues in Church To install LED lighting in our Church building - initially in Chancel, by January 2027. Thereafter, in whole building, by end 2027. Continue to minimise paper / water usage, encourage recycling & use of environmentally friendly cleaning products. 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. 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. 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.	Whole church lights Dec 2027 Feasibility study re Solar PV Jan 2027	Eco Church team in collaboration with Buildings team	Finance required for LED lighting in church 2 more lights to buy £1200
	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'	Late 2027	Eco Church team with leadership of Vicar Jane & collaboration of other Ministry areas	Small expenditure if any

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
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(a)	Continue to support Lizzy in her role as Family and Community support worker 4 hours a week plus volunteer time. Meet with Jane and Peter Backhurst and Janet 4 times a year to review and support.	ongoing		time
(b)	Support the new toddler leader - Katie. To settle into role and encourage links with Little Flyers and Messy Church Bubble Church and the School. Meet bi monthly with Lizzie and Jane for support.	Sept 2026 ongoing	Lizzy and Jane	No cost
(c)	Training: Continue recruit volunteers to promote their confidence skills and capacity helping in all church's work.	Ongoing 2025	Bubble Church/Messy Church training	
(e)	Comms: Increase Comms – family newsletter to circulate half termly with news of past and upcoming events for families & children.	Jan 2027	Lizzie /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 2027 with more volunteers.	Dec 26	PCC or new hospitality volunteers	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

	Finalise the new lease	April 2027 - preferably before Christmas 2026	PCC working group Peter, Warren Janet Jane	Time and £1700 plus VAT
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(b)	Work with the parish council working group as development of Community centre goes ahead.	end 2025	PCC. Working group	Volunteer time
(c)	all 2026 Quinquennial points addressed by Sept 2026. Obtain quotes for East wall repairs	Easter 2027	Buildings team	£250 plus VAT for assessment report of East Wall
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 27	PCC and finance team	time
(c)	Discuss the accruals and alternative accounting system and PCC vote on system to use	Dec 26	Finance team	
(d)	To move to contactless giving at toddler groups or events in church rooms using tablet and sum up - consider more forms of contactless donation points. (eg church rooms. Entrances)	weekly		
(e)	The PCC agree future budgets in line with the vision of the church and encourage gifting to be able to do this. Review the success of the Harvest Gist day and set a day for an annual gift day 2027.	Easter 2027	PCC	
(f)	Review charges and fees for 2026-2027 and employees retail price index increases on salaries Sara/Lizzy Katie.	Nov 2026 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)	Continue to support Sara with excellent office admin and ongoing development of processes and procedures for the smooth running of the office and all operational activities.	July 2025 and ongoing	PCC Sara Jane Office volunteers	Time for training No cost
(b)	Review Sway News and its future as Roz approaches retirement.	PCC		
	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 2026 Jan 27	Sara /Jane/ volunteer	
(e)	Websites: continue to use own photos and train up 2 volunteers who can assist Sara with updating the website.	July 2027	Volunteers 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

