



St Luke's Church, Sway

3 YEAR STRATEGIC MINISTRY PLAN, [June 2024 – June 2027]

Approved by the PCC on June 18th 2024

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. ECO CHURCH

By prayer, worship, information and practical action to care for God's creation and tackle climate change.

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.

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 Licenced Minister
O - Ordinand
PTO - Permission to Officiate

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)	Hold monthly meetings to be aware and act upon the needs in the community and church	Through 2024	Whole Pastoral team	Time for meetings- no financial cost
(b)	Increase bereavement care and welcome by following up non church members with 2 who are bereaved with visits from the team	Ongoing 2024	Sandra and Janet K	Time – no financial cost
(c)	Grow the pastoral team by 1 key person to specifically support young families connected to church. The church is growing younger and we need more pastoral support for these families.	End 2024	Jane and Claire	Prayer point throughout year at Tuesday prayer time
(d)	Communicate details of our online services to the housebound and care homes so they can worship at home. Audit our opportunities and action.	Comms by Oct by Feb 25	Comms – Sophie and pastoral visitors to homes.	Comms time – 10 hours in total
(e)	Succession plan for when Kevin moves on - for Monthly Birchy Hill communion service	Estimate Mid 2024	Jane and PCC	
(f)	Offer BCM training course to new and existing members	End 2024	Janet K and Alison and any new home visitors.	Time for 6 week course and £60 per student.
(g)	Listening: to offer a non anxious listening ear at after weekly service coffee times and share any concerns with Jane or the pastoral team to act upon and meet the needs of the church and community.	weekly	Whole pastoral team	Time for extensive listening.
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)	Build a single active licenced ministry team and meet termly	Jan, April and Sept	Active licenced ministry team	time
(b)	9.30 Sunday service review and how to serve new families and the community building from the baby groups and Messy church.	Dec 24	Jane Taiwo Sophie, Merilyn, Stuart	Time and cost of refreshments and advertising – estimate £200
(c)	Discipleship: Hold an annual Lent course open to all.	Easter 31 st March	Jane plus ministry team support	Time Estimate £50 heating, books, refreshments
(d)	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, licenced leaders/preachers	Time
(e)	Develop Messy Church Monthly – building on toddler groups and serving young families and expand the team to include parents as volunteers.	End 24	Jane and Messy Church team	In budget – estimate £60/month.
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, Sophie	Volunteer Time + comms 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

		Mission Partners		
(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 tackle climate change.	BY WHEN	BY WHOM	RESOURCE IMPLICATION
	Fulfilling God's mission to share His creation and knowledge of Him intentionally with others. Evangelism objective is a primary focus.			
(a)	To annually organise a Climate Sunday service with guest speaker, and monthly include caring for God's creation and/or praying for environmental issues world-wide across all-age worship and teaching in church and/or outreach, thus maintaining A Rocha Gold for 'Worship'.	Ongoing 2024-2026	Vicar Jane in liaison with Eco Church and prayer team	Volunteers no cost
(b)	To maintain and develop St Luke's churchyard and garden for people and wildlife, continually promoting and bi-annually surveying bio-diversity, and continually promoting community awareness / use including Facebook, participation in Sway Open Gardens and eco / heritage information evening, thus maintaining A Rocha Gold for 'Land'	Sway Open Gardens: June 2024 & 2026 Info evening: Nov 2025 Rest: ongoing 2024-2026	Andrea & Sheila with Eco Church team /gardening team (and Lymington Naturalists for survey)	Essential hedging / tree work contractor costs

(c)	To work alone or with others to annually work with local/national environment / conservation groups (e.g. Caring for God's Acre), organise awareness raising events, promote the use of ethical food in church in liaison with other ministries where food involved, and complete litter picks, thus maintaining A Rocha Gold for 'Community and Global Engagement'.	Ongoing 2024-2026	Wendy, Jonathan & Eco Church Team	Volunteers no cost
(d)	To encourage the church community to live sustainably, communicating at least monthly by newsletter and Facebook, promoting personal carbon footprint audits, ethical transport, reduced energy / waste, ethical food / investment and wild-life friendly gardening, while also providing recycling bins and a communal Christmas card tree, thus achieving A Rocha Gold for 'Life style' by December 2026.	Ongoing 2024-2026	Malcolm & Eco Church team	Volunteers and recycled /re-used materials for tree: no cost
(e)	<p>To liaise with Buildings team to meet the Church of England published target of Net Zero Carbon by 2030.</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. For the Church Rooms - use fund-raising events/appeals (and grants if available) to achieve cavity wall insulation by December 2025.</p> <p>To conduct a feasibility study on Solar PV installation in January 2025, 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 immediately in 2025.</p> <p>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. There may be Diocesan info and support for this.</p>	<p>Chancel lights Jan 2025</p> <p>Church rooms cavity wall insulation Dec 2025</p> <p>Whole church lights Dec 2026</p> <p>Feasibility study re Solar PV Jan 2025</p>	Jonathan, Andrea & Eco Church team to liaise with Buildings team	Finance required for LED lighting in church & cavity wall insulation in church rooms: Possible fund raising
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.	31st Dec 24	PCC and church consultation	time
(b)	Set up and establish a small community steering group that reports to PCC via Family and Community PC link.	31 Dec 24	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	End 2024	Winchester Diocese	Deanery funded.
(d)	Discipleship: listen to new toddler groups and Messy church and offer appropriate Christianity Exploration course to run in April 2025	End April 2025	PCC/new community steering group	2025 cost for course and food.
(e)	Hospitality: build Monday and Friday toddler groups and engage 4 key helpers from within them.	Review by Easter 24 and in place by Sept 24	Claire and volunteers	Time, heating, refreshments and resources- £200
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	Sept 24	PCC or new hospitality volunteers	Time.
(b)	Offer coffee after weekly services in church to build times of fellowship and welcome.	End 2025	Coffee team	£300 for coffee time
(c)	Mission team hold church lunches after each mission service- 4 times a year.	June 25	Mission team and other volunteers	Time and donated or minimal cost
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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	Sept PCC 17.9.24	Buildings team	Agreement from finance to modify finance reporting to allow separate monitoring of buildings budget
(b)	Complete quinquennial inspection	By end 2024 - Booked 12 th Sept 24	Buildings team	Time from the buildings team Architect cost refunded by diocese
(c)	Complete the following repairs: <ul style="list-style-type: none"> • Repointing • Additional leadwork • Parapet stone replacement 	End Sept 24	Buildings team or delegated project manager	Project manager (volunteer) Cost - £20K in budget plus special appeal.
(d)	Deliver annual maintenance programme within budget	End 2024	Buildings team and church administrator	£ in budget
(e)	Replace rainwater goods on church building	End Sept 2026	Buildings team or delegated project manager	Special appeal and volunteer project manager
(f)	Produce options for/plan for ongoing use or development of youth centre/church rooms site.	Discuss Nov PCC away day and form sub group	Sub group delegated from PCC.	Consultant fees £1500?
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)	Bi 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.	16 Nov 24	PCC and finance team	time
(c)	To produce a termly Money Matters newsheet giving money updates to church members	Jan April and Sept	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 June 24	Jane, Finance team and Preachers	Diocese Generous June resources
9	OPERATIONS, ADMIN & COMMUNICATIONS By 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 operation activities. To this end recruit a volunteer to assist in the office for 4 hours per week and put in place appropriate training for existing staff by starting Sept 2024	1 st Sept 2024	PCC	Time for training No cost
(b)	Livestream or broadcast pre recording for every regular and traditional service during 2024. - every Sunday reasonable goal?	Every week	AV volunteer team	AV team and £ in budget
(c)	Parish news – improve and make easier to produce and wider available	July 31st 2024	Sophie	none
(d)	Connect website, parish news and social media to share same content	End 2024	Sophie	
(e)	Website: initial review and update with view to more work in 2025	End 2025	Volunteer	

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)

End