



# THE HEART OF THE CITY **ST JAMES** CHURCH

## **St James' Strategy 2015 – 2020** *Strategy Document*

## Strategic Planning Committee

Mr John Dakin (Chair), *Parish Council*  
Mr Robert Marriott, *Church Trustee*  
Ms Holly Raiche, *Churchwarden*  
Mr Kumar Rasiah, *Parish Council*  
The Reverend Andrew Sempell, *Rector*

### **Facilitator:**

Mr Nicholas Ingram, *Director Nick Ingram Consulting*

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**This Report was presented to the Annual General Meeting of Parishioners on Sunday, 22<sup>nd</sup> March, 2015.**

Part One

# **Our current “strategic situation”**



## Background

Completed in 1822, as part of the major construction programme initiated by Governor Lachlan Macquarie, St James' Church is now the oldest existing church building in the City of Sydney. It has been the venue for many historic events including the enthronement of the first, and only, Bishop of Australia, William Grant Broughton (for whom the church became his first cathedral).

Through history, St James has been a place of ministry to a diversity of people ranging from the Governor, military personnel and convicts at its beginnings to the great array of people who work and live in the city today and those who come from the wider metropolitan area for Sunday worship.

The building itself exercises its own ministry as a place of peace and refuge. It is open each day for prayer and reflection and it is a venue for regular cultural events, especially through the church's music programme. The church is also a place of education, hospitality and gathering for people from across Sydney and further afield.

Today, the Parish has a vital ministry to those who live and work in its environs, especially to the law courts, Parliament and government departments, Sydney Hospital, and the many corporate offices and shops.

The St James Parish seeks to reach out to the people of Sydney through its mission to the City; including its worship, welfare support to the homeless and needy, pastoral care, spirituality and educational programmes. It is an open and inclusive Christian community of faith that exists to live out and share the good news of Christ through its daily life.

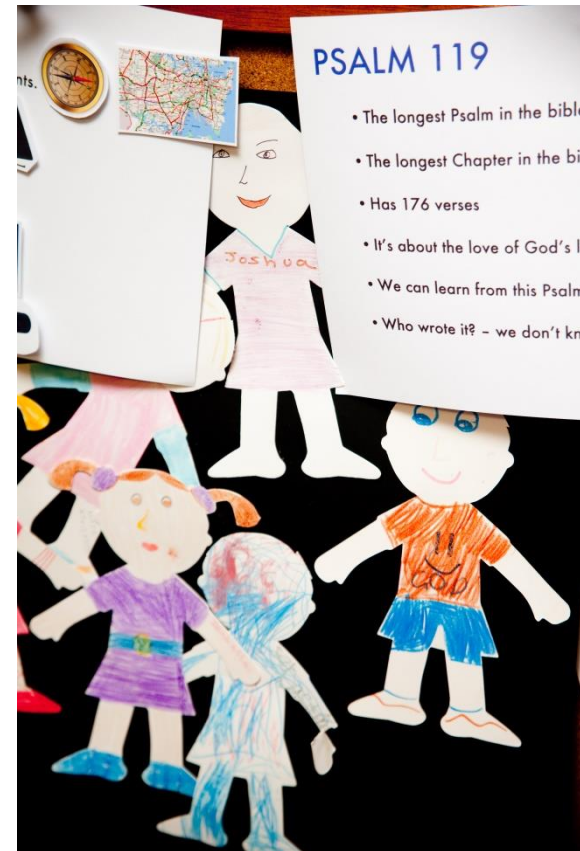


## National Church Life Survey (2011)

The Parish participated in the 2011 National Church Life Survey. 188 people participated in the survey with an average age of 62 (53% female and 47% male). The survey noted that, on average, around 350 people worship at St James each week.

Results from the survey included the following:

- Four top strengths:
  - Practical and diverse service
  - Clear and owned vision
  - Willing and effective faith-sharing, and
  - Vital and nurturing worship.
- Four Leadership Strengths:
  - Listening deeply
  - Building mutual connections
  - Learning from experience, and
  - Maintaining resolve.
- Work areas:
  - Strong community,
  - Encouraging people's gifts,
  - Spiritual growth, and
  - Include new people.
- Four aspects most valued:
  - Traditional worship and music
  - Sharing in Holy Communion
  - Preaching and Bible teaching, and
  - Community care and social justice.





## Previous Strategic Plan (2010-2014)

The previous Strategic Plan ran from 2010-2014. This plan identified a mission and vision and objectives; summarised as follows:

### Mission:

“To be a faithful and inclusive Anglican community in the heart of Sydney which proclaims Jesus Christ, grows in the Holy Spirit, and shares God’s gracious love with all.

### Vision:

“To provide a place where we deepen our knowledge of God, we open ourselves to God’s healing love, and we serve our neighbour with humility”.

### Objectives:

- A Ministry of Welcome for Worship
- A Ministry of Belonging
- Setting Community Life Values
- Building Relationships through Milestones
- A Ministry of Healing
- A Ministry of Deeper Faith and Understanding
- A Ministry of ‘Place’
- A Ministry of Music
- Christian Meditation
- A Ministry to the Homeless
- A Ministry to our Neighbours
- Welcoming Tourists and Visitors



## Previous Strategic Plan (2010-2014) *(continued)*

Achievements during this time include completion of the Church Conservation Project, the improvement of the Parish Networkers programme, commencement of a men's group, development of the Subscription Concerts program, the formation of the Friends of Music to provide practical support to the music program, institution of a Counselling Service, the development of Parish Connections as a means of engaging the wider community while also keeping parishioners informed, and taking control of the management of St James Hall.

During the life of this plan, reviews were conducted with respect to the St James' Institute (2010), Social Ministry (2011), a General Review of the Strategic Plan (2012), and Music at St James (2013). One of the pressing needs that arose from these reviews was for the development of a comprehensive business plan to be part of the strategic plan, thereby assisting in effective budgeting and resource management.

### ***Development Process of a New Plan***

*St James' Church is a complex "eco-system" with three Sunday congregations and many ministries and groups. In an effort to gain a strong understanding of the needs and desires of these constituent parts the strategic planning process was based on a series of focus groups that led us to our current perspectives.*



## Current perspectives

We are a CBD church, surrounded by businesses, institutions and people who come to the city for work, entertainment, and as tourists.

We also have a different church tradition to that of the diocese in which we are placed. This distinction is important for a number of reasons including:

- Maintenance of a Sydney church with a 'classical' Anglican tradition,
- The encouragement of diversity and inclusiveness, and
- Assistance to the diocese to avoid the vulnerability of a mono-culture.

We also have a number of opportunities and challenges, including:

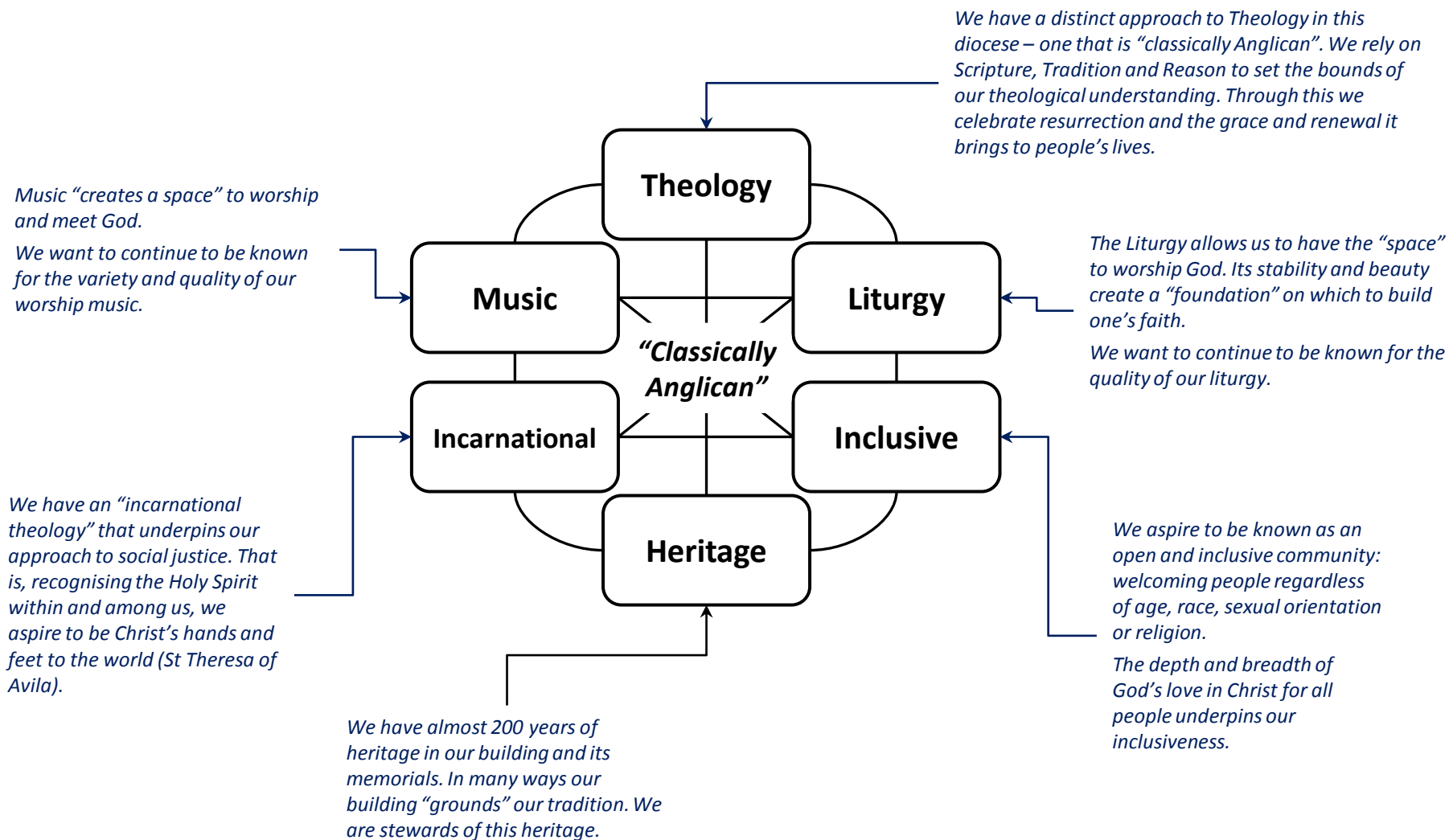
- a distinct way of 'being church' that sets us apart from other Anglican churches around us,
- our history and the 200<sup>th</sup> anniversary of the building of the church,
- our location in the CBD with many city workers and residents on our door-step,
- an ageing demographic,
- maintenance of long-term financial sustainability,
- the intrusion of city 'events' on Sunday mornings and problems with public transport,
- a sometimes ambiguous relationship with the diocese, and
- clergy succession planning.





## “Classically Anglican”

We understand ourselves to be an authentic expression of mainstream Anglicanism, being both reformed and catholic, welcoming all people regardless of age, race, sexual orientation or religion. There are six distinct aspects of the life of the St James’ Church, outlined in the diagram below:





Part Two

# VISION, MISSION, ASPIRATIONS AND OUTCOMES

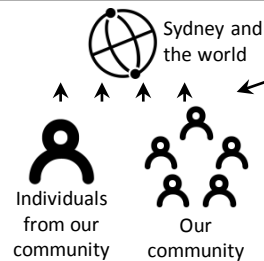
# Our Vision and Mission

Our Vision sets out what we hope to achieve for Sydney and the world (to be part of God's presence, activity and a blessing to those around us).

Our Mission sets out how we will go about achieving that (by being a transformational community).

## Our Vision

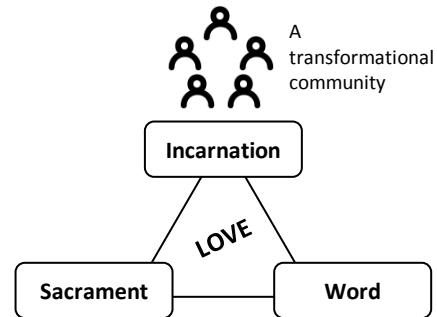
St James' Church exists to be part of God's presence, activity and blessing to the people of Sydney both individually and corporately.



*We live as the body of Christ. With his Spirit within us. As Christ's body we bless the world: and we sustain our individual members to live lives of blessing in their contexts.*

## Our Mission

Our mission is to be a transformational community built on the love of God and worked out in the ministries of word, sacrament and incarnation.



*To live as a transformational community requires three foundations:*

- *The **incarnation**: we live in a reality where God, **out of love**, became flesh. As such, we expect to see God at work in our own lives; and we aim to be "Christ's hands and feet" in the world.*
- *The **Word**: we live in a reality where God, **out of love**, has spoken and speaks. As such, we expect to hear God's voice in the Scriptures and in the tradition of the church – interpreted by our God-given reason.*
- *The **Sacraments**: we live in a reality where God, **out of love**, nourishes. As such, we take the sacraments to be strengthened and changed for our work in the world.*

*In this community, individuals will have the relationship with God restored, so that they can go out and live lives of blessing in the world.*

# Aspirations and Outcome Areas

## Aspirations

Our aspirations over the next five years are to be:

- a means of bringing God's goodness and grace to the people of Sydney,
- a place where people's lives are transformed and drawn closer to God, and
- a thriving community, laying good foundations for future ministry in this place.

## Outcome Areas

We identified five Outcome Areas that will have to be satisfactorily addressed for us to achieve our five year Aspirations. These Outcome Areas focus on the needs of the individual, the community and the institutional structure; they are:

- Renewal of minds,
- Renewal of hearts,
- Hospitality,
- New Connections, and
- Thriving.

The task of this document is therefore to identify those **Priority Strategies** that will lead to results in these Outcome Areas.

*Outcome areas that describe the transformation of individuals' lives.*



**Renewal of  
minds**

**Renewal of  
hearts**

*Outcome areas that describe a vibrant and growing community.*



**Hospitality**

**New  
connections**

**Thriving**



*Outcome area that describes a thriving institution, set up for the future.*



## Part Three

# PRIORITY STRATEGIES



# 1. Liturgy

*Continually review and renew the liturgy to better share the living experience of the Body of Christ with more people and a variety of demographic groups*

## Rationale

Inspirational and transcendent liturgy connects us to God and to each other, and opens us up to share in the life of the Spirit. The parish's strong liturgical reputation provides a firm foundation for wider innovation and diversity in our liturgical offering. Done well, various service types provide an avenue to connect with different groups in the community, address lifestyle changes in the "post-modern world" that affect traditional church attendance, and will grow attendance numbers.

## Strategy

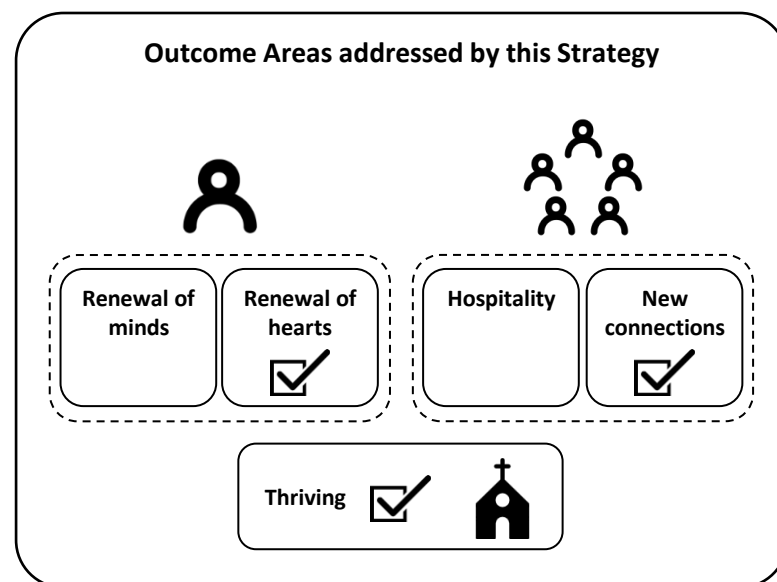
Establish the framework for action and then implement various styles of liturgy both on Sundays and weekdays that will cater to the needs of various demographic groups in the community to facilitate the wider sharing of the Gospel and the building up of the Body of Christ.

## Outcomes over five years

- Overall increase in attendance of 5% at services by 2020
- Offer a rich diversity of liturgies on Sundays and weekdays that "speak" to different key population segments "where they are", and make the experience of the Body of Christ accessible to new demographic groups
- Enhance our global reputation as a centre for liturgical innovation and excellence in building up the Christian community

## Actions for 2015/16

- Convene a refreshed Liturgy Committee to determine priority areas/target groups for liturgical innovation
- Trial a revised form for the Sunday 9:00 am service to make it more "family friendly"
- Trial the addition of various service styles on Sunday afternoons in addition to monthly Evensong
- Hold two Taizé services before Christmas 2016
- Assess results at the end of 2016 to decide opportunities for further renewal



## 2. St James' Institute

*Grow the SJI through networking and reaching out to the wider community*

### Rationale

The SJI is a key asset for the parish. We sit in the heart of the city – interacting with city people and many professions, government and businesses.

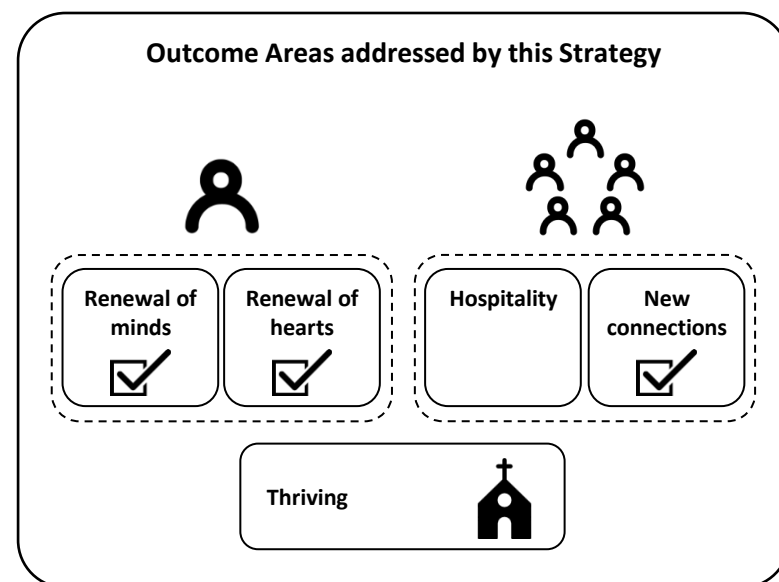
### Outcomes over five years

- SJI is a key contributor to renewal of minds under the Lordship of Christ in the parish and the community more widely
- Expand the reach of SJI
- Enhance its reputation
- Increase the number of attendees at events
- Establish an on-line presence
- Nurture the existing SJKS congregation in the Christian faith

### Actions for 2015/16

Director and Board of the SJI to develop and begin implementing a strategy for presentation to the June Council that:

- Describes how the Institute will reach a wider audience by meeting the needs of Christians and others in the professions, government and business.
- Describes how the Institute will be a key plank in attracting new people outside the parish
- Maps a path to the Institute being self-funding.
- Provides a programme of activities that emphasises:
  - spirituality and Christian living
  - engaging with Scripture
  - Anglicanism – history, belief and practice
  - the Christian faith and contemporary issues



### 3. Music

*Grow the music ministry in its reach and its long term sustainability*

#### Rationale

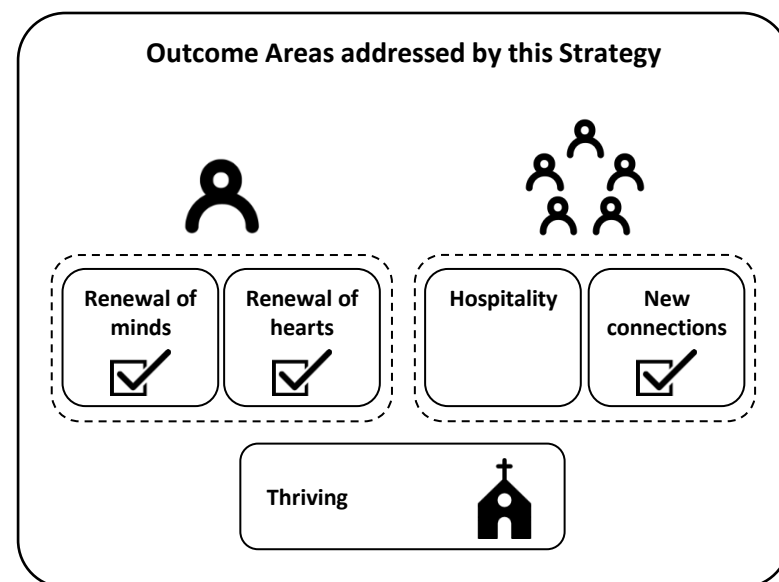
The music ministry is seen as a key contributor to the life of the parish and a key mechanism for reaching the wider community. Maintaining such a high quality of music puts burdens on the parish in terms of finances, manpower and other resources. Nonetheless, we recognise the centrality of this ministry.

#### Outcomes over five years

- Maintain the richness and diversity of music
- Further enhance the national and international reputation of St James' music
- Sustainable finances for the music ministry
- Facilitate the training of church musicians

#### Actions for 2015/16

- Introduce at least one more music ministry (e.g. Taizé)
- Establish St James' School of Music:
  - Seed funding
  - Appoint manager
  - Appoint steering committee



## 4. Financial

*Place the Church on a firm financial footing*

### Rationale

Providing a firm financial footing for the Church underpins both existing Church activities and possible new initiatives.

### Strategy

This strategy has three components:

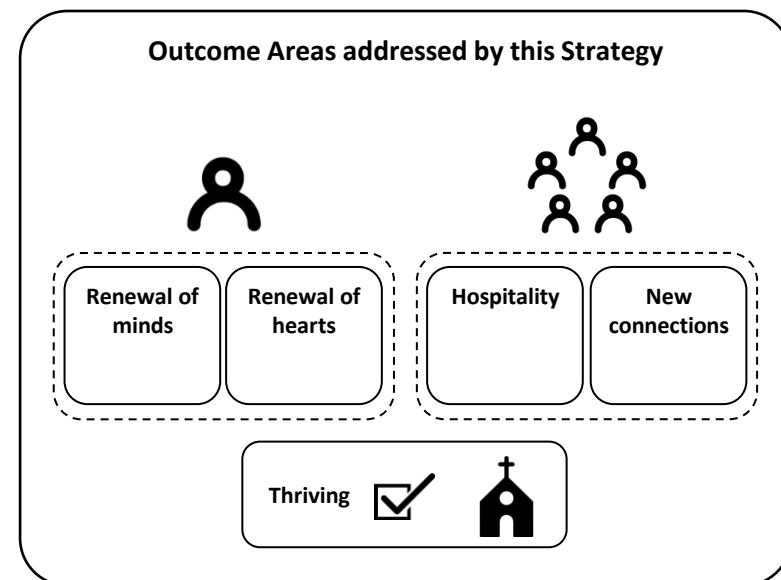
1. Maintenance of and, where possible, growth in resources available to the church through offertories, donations, and other activities
2. Management of St James' Hall as a significant resource to underpin new initiatives for the Parish
3. Maintenance of the Church building as venue for church services and other Parish activities

### Outcomes over five years

- Parish budget balanced so that offertories and donations meet ongoing costs of the Parish
- Use of revenue from St James Hall available to support new outreach activities and any ongoing maintenance costs of the church building
- Development of long term strategy for St James Hall property and its continuing support for the Parish

### Actions for 2015/16

- Achieve balanced budget for 2015/16
- Develop new income generating activities as additional source of revenue
- Maintain and, where possible, increase hire of church and St James Hall and revenue from Coffee Cart
- Increase offertories and donations



## 5. Wider community

*Develop St James' relationship with the wider community*

### Rationale

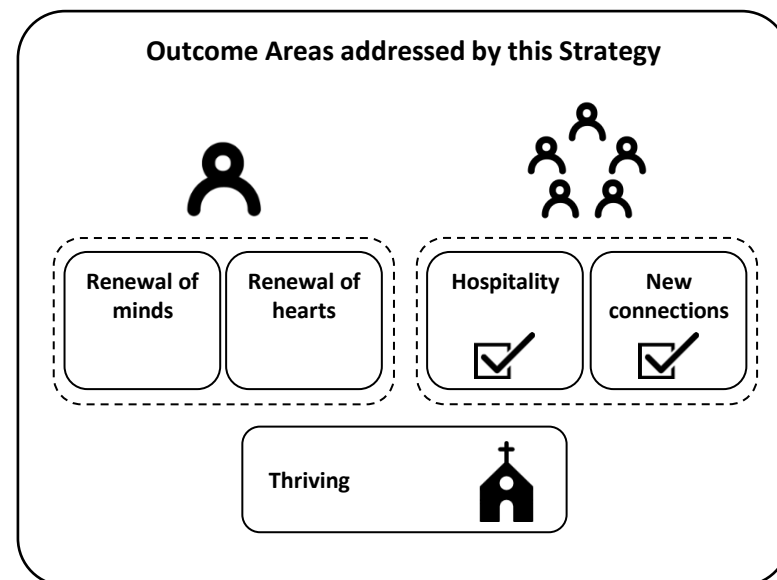
The location, history and diversity in the ministries of St James' Church connect the parish with the wider Sydney community. The parish needs to use these relationships as a means to engage with, and enhance the lives of the people of Sydney.

### Outcomes over five years

- Produce a written history of St James' Church and its ministries
- Commence a bicentenary memorial project
- Commence a program of 'live streaming' and 'podcasting' church activities
- Conduct a consultancy and institute programmes to enhance ministry with youth
- Establish new chaplaincy links with groups and people in the city

### Actions for 2015/16

- Create and institute a plan for the celebration of the church's bicentenary
- Develop programs to bring the ministries of the church to the attention of a broader group of people
- Explore the possibilities of further ministry with young people
- Develop new ministries and relationships with businesses, institutions and groups in the city







## Part Four

# Business plan, implementation and evaluation

## **Business Plan, Implementation and Evaluation**

### **Business Plan**

The Business Plan will be developed to enable ongoing support of the strategy; including the use of property:

- Church
- Hall
- Residences

Financial Resources will be treated separately:

- The parish needs to support itself through offertories and donations
- The Hall can support the business, outreach, a music school, and the property
- Additional sources of income need to be found for special projects

### **Implementation and Evaluation**

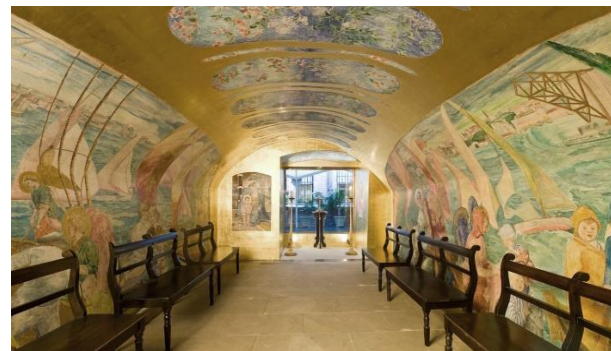
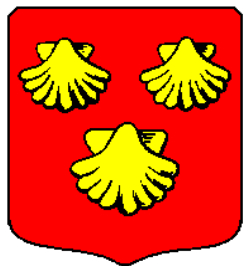
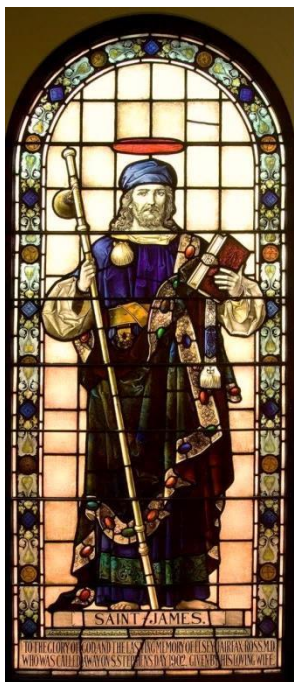
Timelines are given under each strategy for achievement in 2015/16. There should be an evaluation of progress and direction at the mid-way point of this five year plan.

**Would you like to give some feedback on this plan?**

*Please send any comments to: [wardens@sjks.org.au](mailto:wardens@sjks.org.au)*







## **SUPPORTING THE MINISTRY OF ST JAMES' CHURCH**

### **Stewardship: Through Volunteering and Regular Offerings**

Stewardship reflects our attitude to life. A steward is someone who has been given the task of managing another person's property. Christian stewardship is about recognising that this world belongs to God and that we likewise have a responsibility to care for it. Stewardship should therefore pervade all our dealings in life, including treatment of our environment, our communities, our families, ourselves, as well as our church. It is about recognising God's providence, seeking God's presence in our lives, and bringing the good news of God's love to the wider world.

St James' Parish needs support both from the giving of time and talents as well as financial help. It costs around \$35 per person per week to maintain the basic pastoral life of the Parish of St James, and this figure does not include the cost of maintaining the historic building! Regular giving is a way of ensuring that we keep our commitment to supporting the work of the church. It is therefore important to review our level of giving to the Parish and, if not doing so already, consider using either envelopes or electronic banking as a way of ensuring that our giving happens regularly.

Likewise we also need to think about volunteering for the ministry of the church through the many liturgical, pastoral, educational and outreach activities of our Parish. Further information on how to give and/or get involved is available from the Parish Office, in the entrance to the church, and on the Parish website.

### **Special Ministries: Music Foundation, Sister Freda & St Laurence House**

The Parish supports and benefits from a number of special ministries and foundations. Four of these, the Conservation Appeal (through the National Trust), the Music Foundation, the Sister Freda Mission, and St Laurence House have tax-deductible gift status.

The Music Foundation is particularly keen to build up its capital base so that the liturgical support by the Music Department can be fully funded. While the conservation work on the church has now been completed, nevertheless there is still an opportunity of making a donation for the on-going and future preservation of the building.