

St Andrews Lutheran Church Gold Coast South

'Four Pillars' Integrated Strategic Plan

*Growing a church community with a big heart where
we love God and serve others.*



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Revision Summary:

Date	Description	Revision	Church Council Approval
24 Jun 2013	Original Issue	Rev 00 & 01	For Discussion
9 Sept 2013	Changes from CC mtgs	Rev 02	13 Aug 2013
16 Nov 2013	Minor grammar changes and clarification throughout	Rev03	Nov 2013
Oct 2019	Complete restructure of document	Rev04	

1. Introduction

This Strategic Plan (Plan) seeks to provide a simple framework from which the Vision of the St Andrews Lutheran Congregation, Gold Coast South, can be realised. In doing so, it assists in ensuring resources and activities are aligned and utilised to their best value.

In preparing this Plan, consideration not limited to the following aspects were discussed in depth:

- The Objects of the Congregation as defined in the Constitution (such as bearing witness to Jesus Christ, worship and spiritual growth of current members, reaching out to non-churched, caring for others, etc...);
- The purpose of the St Andrews Community (cradle to the grave);
- Current attendance demographics;
- Awareness of strengths and weaknesses of the Congregation;
- Information provided through National Church Life Survey (NCLS) data; and
- The views of the Congregation as clearly summarised in the Synopsis document prepared during the 2018 Call process

The Four Pillars of this Plan are selected to represent those fundamentals, that when culturally implicit (at the core) within the Congregation, and with God's guidance and blessing, will result in the fulfillment of the Mission and Vision Statements of the Congregation.

Ultimately, no matter what the Congregation sets out to achieve, if it is not harmonious with God's plan and His timing, then it is a waste of time.

2. Context for Strategic Plan

2.1 Mission and Vision

Since 2015, the following statements remain true that define the ultimate purpose for St Andrews Congregation.

Mission Statement:

To love God, be faithful to the Lord’s commands, preach the Gospel, and minister to others.

Vision Statement:

Growing a church community with a big heart where we love God and serve others.

2.2 Structure

The ‘place’ for the Strategic Plan within the Congregation follows:

Governance		1	Mission Statement				Congregation
		2	Vision Statement				Congregation
		3	Strategic Plan				Council
			Doing Life Together	Intergenerational	Youth	Community	
		4	Activities				M&M
5	Culture				Congregation		

Implementation of the Strategic Plan requires a whole-of-Congregation commitment, as the Plan is designed to guide all facets of Congregation life. In particular however, the Ministry and Mission (M&M) team have a special involvement given their role within the structure of the Congregation (as defined in the By-Laws).

2.3 Governance

This Plan does not speak to Governance practices which are clearly required over, across, and within all that occurs within the Congregation. The Constitution provides further details of the responsibility of Church Council in this regard.

3. The Plan

3.1 Four Pillars

The Plan consists of four (4x) pillars that underpin everything that occurs within the life of the Congregation. By defining four Purpose Statements (one for each Pillar) with intentional measurables, all Congregation activities can be assessed and valued to ensure resources and effort is channeled in ways that lead to fulfillment of the Vision Statement, and ultimately the Mission Statement.

It is fair to say the identified pillars and Purpose Statements are designed to build relationships, meeting people where they are, with unconditional love; just as Christ loves us and gave himself up for us.

Pillar	Purpose Statement
Doing Life Together	Gathering together for worship, based around the Word and Sacraments, is at the centre of who we are and what we do as a Christian community.
Intergenerational	We seek to be a church community where people of all ages feel welcomed, valued, and accepted.
Youth	We value our young people, not as the Church of the future, but as the Church of today.
Community	As disciples of Jesus, it is our call to take His love out into our wider community in what we say and what we do.

Using these four pillars and their underlying sub-strategies (the framework), the Congregation can:

1. Ensure all current and proposed activities are aligned to one or more sub-strategies (“alignment”);
2. Assess, review, and adjust activities to achieve strategic coordination and balance (“Deploy & Measure”)

“... attractive love has a divinely generated magnetic power, more effective than evangelistic programs.”

People don’t ask “let me know if you need something” without deliberate follow-up and action. Rather, they ask “what can I do to help”.

The FOUR PILLARS of Strategy for St Andrews Lutheran Congregation:

DOING LIFE TOGETHER	INTERGENERATIONAL	YOUTH	COMMUNITY
<i>Gathering together for worship, based around the Word and Sacraments, is at the centre of who we are and what we do as a Christian community.</i>	<i>We seek to be a church community where people of all ages feel welcomed, valued and accepted.</i>	<i>We value our young people, not as the Church of the future, but as the Church of today.</i>	<i>As disciples of Jesus, it is our call to take His love out into our wider community in what we say and what we do.</i>
D1 In everything we do we proclaim the Gospel of Jesus to all people.	I1 Positions on our congregation’s committees and rosters are filled by people from across a range of generations.	Y1 Our youth are included in the worship, life and service of the congregation.	C1 We remember that we are a part of the wider St. Andrews community, along with the College and Aged Care. We seek ways to build up our relationships with these entities and to work together to share the love of Jesus with everyone in this community.
D2 We live out our faith, as individuals and a community, by intentionally going out seeking to serve God by helping others.	I2 We look for ways to intentionally cultivate relationships between different generations, which will include opportunities for mentoring from both sides.	Y2 Young people are given real roles in our congregation; we are prepared to ‘hand over the keys’ to them.	C2 God has placed us in this community on the lower Gold Coast/Northern NSW. We look for ways to take the Gospel out in to the community in which we live and work.
D3 We look for ways to build up one another and our community; through worship, study of God’s Word, and fellowship together.	I3 We recognise that each generation has something to offer to our Church community, and that we can each learn from each other.	Y3 We offer and support our youth in having opportunities to grow in their faith, fellowship with other young people, and be strengthened on their faith journey.	C3 We seek opportunities to serve the wider community, thereby being the hands of God on this earth.
D4 We provide opportunities for people to grow in their faith and thereby supporting them to live lives of discipleship.	I4 We respect the needs and desires of each generation, looking for ways we can worship and serve together	Y4 We recognise that our youth face challenges to their faith, and seek to support them on their faith journey.	C4 We are also a part of the work of the wider Lutheran Church, and so we look for and take up opportunities to be involved in the work and mission of the Church at large.
D5 We seek to grow the relationships between all people in our Church community, so that we can better equip and support one another in our work as disciples of Jesus.		Y5 As family are the main influencing factor on a young person’s faith, we seek to support families to raise their children in Jesus from a young age.	C5 As disciples, it is our call to take out the message of Jesus and to live as who we are in our lives each day. As a Church community, it is our call to equip, support and encourage people to do this.
		Y6 We seek to have a strong and active children’s ministry as we know that this is where our youth ministry begins.	

3.2 Measuring against the Plan

The following provides an example of how to measure activities of the Congregation against the four pillars.

1	Proposition / Activity:	We propose to create a roster within the PRIDE to attend 7.30am Traditional Services.			
2	Alignment:	Doing Life Together	Intergenerational	Youth	Community
		D1	I1	Y1	C1
		D2	I2	Y2	C2
		D3	I3	Y3	C3
		D4	I4	Y4	C4
		D5		Y5	C5
				Y6	
Is it strategically aligned? (Yes / No)		No			
3	Deploy and Measure:				
	Is activity new, in constructive support of other activities, or duplicated?				
	Is the activity complimentary or in conflict with other activities?				
	Can the activity be altered or improved to serve either a broader or more narrowly focussed strategic purpose?				
	Can the activity be measured for success or effectiveness?				

4. Culture

Who is St Andrews Lutheran Church, Gold Coast South?

The response to this question provides the view (perspective) of the person being asked, and will vary for each person.

Notwithstanding, there are things that can be intentionally done that strengthen and build culture, as the culture can be seen as the evidence of a successfully implemented strategy.

A key theme for the implementation of this Plan is to identify and share (publicly) stories that promote culture.

Promotion through stories are relationship building tools, that all work together to engage the Congregation in its Mission and Vision. All people are encouraged to share their personal stories and Pastor, Church Council, and M&M, will act as the doorkeepers through which the timeliness of sharing appropriate stories will become public.

Footnote:

- *Reference material includes podcasts by Andy Stanley; and*
- *the e-book by Ralph Mayhew 'How to Create the Organisation Culture you want'.*

5. Plan Improvement

As the Strategic Plan is a long-term positioning statement, it does not require close scrutiny on a regular basis, but is envisaged to be reviewed every three years.