



St Hilary's

2023 - 2025 STRATEGIC VISION

"I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you."

John 15:15





I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing. If you do not remain in me, you are like a branch that is thrown away and withers; such branches are picked up, thrown into the fire and burned. If you remain in me and my words remain in you, ask whatever you wish, and it will be done for you. This is to my Father's glory, that you bear much fruit, showing yourselves to be my disciples.

As the Father has loved me, so have I loved you. Now remain in my love. If you keep my commands, you will remain in my love, just as I have kept my Father's commands and remain in his love. I have told you this so that my joy may be in you and that your joy may be complete. My command is this: Love each other as I have loved you. Greater love has no one than this: to lay down one's life for one's friends. You are my friends if you do what I command. I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you. You did not choose me, but I chose you and appointed you so that you might go and bear fruit—fruit that will last—and so that whatever you ask in my name the Father will give you.



- Jesus

(John 15:5-16)

INTRODUCTION

From July 2021 to November 2022, the Lead Minister has sought to listen to the words and hearts of members of the St Hilary's community through informal conversations, attendance at connect groups and a series of strategic gatherings of 12-30 people. These gatherings incorporated a simple, repeatable process that sought to better understand these questions:

- Who are we?
- Where are we?
- Where are we going? *and*
- How might we get there?

Much prayer and reflection has taken place between these gatherings, including (but not limited to) monthly corporate prayer nights.

The diagram below maps out the process.



THE WIDER COMMUNITY INTO WHICH WE MINISTER

The process outlined on the previous page did not include research into the community. Our aim is to undertake this task in the coming year. The details below are collected from our local area and are provided here for context.

The three campuses of St Hilary's predominantly service the local government area of Boroondara. Our Mont Albert North campus is very close to the border of Whitehorse.



- The City of Boroondara is located in the inner eastern suburbs of Melbourne, between 5 and 10 kilometres east of the Melbourne CBD.
- The Estimated Resident Population for 2021 is 169,901, with a population density of 2,824 persons per square km. It is forecast to grow to 205,203 by 2041.
- In 2021, City of Boroondara had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Greater Melbourne.
- 40.1% identify as Christian (19.9% Roman Catholic) The three largest ancestries in City of Boroondara in 2021 were English, Australian and Chinese. 32.5% of people were born overseas
- 52.3% had a bachelor or Higher degree qualification compared to 32.8% in Greater Melbourne
- 34.0% of households were made up of couples with children, 24.2% couples without children and 25.1% of households have single residents.
- The City of Boroondara's Gross Regional Product is estimated at \$12.39 billion, which represents 2.63% of the state's GSP (Gross State Product).
- 18.6% of the population reported doing some form of volunteer work. This is a significantly higher proportion than Greater Melbourne.
- Median age is 40.
- Median weekly household income is \$2,311.
- Statistics for Whitehorse are comparable.

Source: profile.id.com.au/boroondara

WHO ARE WE

St Hilary's is one Church presently ministering across three campuses in Kew, North Balwyn and Mont Albert North as well as in homes, prayer groups, camp sites and an Op Shop.

We are an evangelical Anglican church within the Melbourne Diocese. We uphold the Christian Faith as professed by the Church of Christ from primitive times and in particular as set forth in the creeds known as the Nicene Creed and the Apostles' Creed and receive all the canonical scriptures of the Old and New Testaments as being the ultimate rule and standard of faith given by inspiration of God and containing all things necessary for salvation.

St Hilary's is known for thoughtful and creative cultural engagement, and a willingness to embrace new and innovative modes of ministry. We have a passion for mission, discipleship, evangelism and renewal. We strive for excellence in ministries with children, families, youth and young adults in a safe environment. We have a commitment to affirming women and men who are creative and Kingdom-minded leaders equipped to serve Christ in the church and in the world. We are open to taking faithful risks and giving generously to see the Gospel proclaimed and new disciples made in Melbourne, Australia and around the world.

OUR VISION

Extending friendship and transforming lives by our total reliance on Jesus.

OUR MISSION

To make, mature, and mobilise disciples of Jesus Christ.



OUR VALUES

WORSHIP

Our love of Jesus is evidenced by our obedience to His commands. This is evidenced in lives soaked in prayer, praise, thanksgiving and outreach. Our true worship is empowered by the Holy Spirit in all of our lives.

COMMUNITY

Jesus called his disciples friends not servants. As one Church, we are connected relationally in caring and transforming communities. We abide in Jesus, who called us friends and are compelled by love to befriend those we do not yet know.

STEWARDSHIP

We glorify our Father by bearing much fruit and showing ourselves to be His disciples. Conscious that we have been richly blessed, we do this by utilising all at our disposal: our time, our talent and our treasure in service of our vision and mission.

LEADERSHIP

We are servant leaders whose joy is complete in the Lord. The ministry of our Church seeks to both empower people for Kingdom work as well as inspire a new generation to engage culture with agile, compassionate and thoughtful leadership.

INNOVATION

Discipleship today requires continued innovation and renewal. We are committed to deep reflection and committed responsiveness as an expression of love for those with whom we minister.

CORE OBJECTIVES ALONGSIDE VALUES

WORSHIP

To deepen our practice and culture of worship in both personal and corporate devotion through creative and thoughtful ministry opportunities.

COMMUNITY

To grow in our understanding of the wider community in which we live and be pro-active and responsive through active engagement and friendship.

STEWARDSHIP

To clearly define our model of being one Church with multiple campuses, congregations and ministries and steward our time, talent, treasure, and resources accordingly.

LEADERSHIP

To make, mature, and mobilise disciples who together are demonstrating servant-hearted leadership in the Church and the world.

INNOVATION

To read our culture and consider and implement innovative responses by taking faithful risks and an audacious 'permission to fail' culture.

STRATEGIC GOALS AT A GLANCE

WORSHIP: To deepen our practice and culture of worship in both personal and corporate devotion through creative and thoughtful ministry opportunities.

Increase opportunities for corporate prayer and growing in personal devotion.

Develop a creative centre for learning and excellence.

Provide opportunities for people to discern and develop both their natural and spiritual gifts.

That our acts of worship would overflow into acts of mercy and Justice.

COMMUNITY: To grow in our understanding of the wider community in which we live and be pro-active and responsive through active engagement and friendship.

Engage in a thoughtful and intentional consultation with the wider community.

Establish an invitational culture with a well defined evangelistic strategy.

Develop a 'Welcome and Next Steps' Ministry.

Create opportunities for genuine inter-generational engagement.

STEWARDSHIP: To clearly define our model of being one Church with multiple campuses, congregations and ministries and steward our time, talent, treasure and resources accordingly.

Review how we operate as one Church in multiple settings and determine the longer-term trajectory of our ministry model.

Thoroughly review the condition of all properties and assets and determine how we care and leverage these for Gospel outcomes.

Build on current and develop new finance strategies to invest meaningfully in current and future ministry.

Engage key stakeholders in wider stewardship conversation regarding both sustainability & reconciliation with our first nations people.

LEADERSHIP: To make, mature and mobilise disciples who together are demonstrating servant-hearted leadership in the Church and the world.

Establish high quality mentoring as both a means and accompaniment to ministry training at St Hilary's.

Identify 'St Hilary's distinctives' and make them transferable.

Develop training and role descriptions for volunteers.

Develop a discipleship pathway.

INNOVATION: To read the culture and consider and implement innovative responses by taking faithful risks and an audacious 'permission to fail' culture.

Release a proportion of time of all ministry leaders to pursue innovations approved by Lead Minister and Parish Council.

Create dynamic and innovative resources for children, family, youth and young adult ministry.

Develop pastoral and theological responses to key apologetic questions.

Meaningfully leverage technology to enable wider engagement.

WORSHIP GOALS

To deepen our practice and culture of worship in both personal and corporate devotion through creative and thoughtful ministry opportunities

Increase opportunities for corporate prayer and growth in personal devotion.

- Build on monthly prayer nights, increasing frequency with a view to establishing a 24hr prayer room by the end of 2025
- To employ a Worship Pastor in 2024
- To continue to offer growth opportunities, i.e. the Prayer Course

Develop a creative centre for learning and excellence.

- To provide intentional opportunities for people to develop skills in the arts by experienced artists in our community as a training ground for worship
- By February 2023 to have 20 or more trainees engaged

Provide opportunities for people to discern and develop both their natural and spiritual gifts.

- To provide opportunities for those leading ministries to participate in formation relating to spiritual gift discernment and prophetic ministry.
- Provide opportunities for people to grow in their natural gifts and talents, i.e. workshops, one-on-one support, etc.

That our acts of worship would overflow into acts of mercy and justice.

- Inspire and encourage generous engagement with the initiatives of both Hope ministries and the Mission and Social Justice Committee (MSJC)
- Platform regular testimonies and good news stories
- Create more tangible links between worship and mercy ministry

COMMUNITY GOALS

To grow in our understanding of the wider community in which we live and be pro-active and responsive through active engagement and friendship

Engage in a thoughtful and intentional consultation with the wider community.

- By November 2023 have undertaken a detailed study of our wider community which may include but is not limited to doorknocking, leaflet-dropping those local to our campuses, social media campaigns, commissioned studies and connecting with former parishioners.

Establish an invitational culture with a well defined evangelistic strategy.

- By November 2023 undertake a stocktake of our gathering spaces to evaluate practicality and hospitality to parents of young children, the elderly, those with disabilities, etc.
- Increase frequency of Alpha and similar evangelistic initiatives

Develop a "Welcome and Next Steps" Ministry.

- Establish a Welcome Ministries Coordinator
- Better define and simplify "next steps" processes for visitors and new members
- Create optional online self-service options for connecting

Create opportunities for genuine inter-generational engagement.

- Develop a calendar of events that has no less than one all-age event each month
- Develop strategies for how connect groups, committees and mentoring can foster intergenerational friendships

STEWARDSHIP GOALS

To clearly define our model of being one Church with multiple campuses, congregations and ministries and steward our time, talent, treasure and resources accordingly.

Review how we operate as one Church in multiple settings and determine the longer-term trajectory of our ministry model.

- By November 2023 have reviewed and defined what at our Church model is (i.e. family of Churches, partnership, network and specifically what these terms mean)
- Build and expand on our Pastoral Care model of ministry (see appendix 1, p17)
- Review connect group ministry model.

Thoroughly review the condition of all properties and assets and determine how we care and leverage these for Gospel outcomes.

- By November 2024 to have developed a detailed scope and schedule of work that needs to be undertaken for the good order and upkeep of all our property and assets
- To allocate increased staff time to property
- Ensure good communication and strategy for repaying loan for capital appeal

Build on current and develop new finance strategies to invest meaningfully in current and future ministry.

- To do a thorough gap analysis of current and future ministry that may be presently underfunded or not funded.
- Make recommendations to Parish Council regarding various financial strategies that could address these.

Engage key stakeholders in wider stewardship conversation regarding both sustainability and reconciliation with our first nations people.

- Promote stewardship for creation through teaching
- Re-activate the Environmental group committee and further develop community sustainable practices
- Begin engagement with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

LEADERSHIP GOALS

To make, mature and mobilise disciples who together are demonstrating servant-hearted leadership in the Church and the world.

Establish high quality mentoring as both a means and accompaniment to ministry training at St Hil's.

- Design a mode of ministry training (see appendix 2, p20)
- By November 2023 have trained 50 mentors and support 30 mentees
- By November 2025 have 200 people with mentors

Identify 'St Hilary's distinctives' and make them transferable.

- Develop a pro-active approach to identifying present and future leaders and design a unique leadership development program
- Provide training that demonstrates St Hilary's to be a "thought leader" on topics of theological and cultural importance

Develop training and role descriptions for volunteers.

- Attract higher engagement in Church ministries and leadership among members by having clear role descriptions and guidelines.
- By November 2024 have developed 10-20 role descriptions

Develop a discipleship pathway.

- Use a metric like "Pathways" or similar to develop a clearly articulated and well embedded discipleship pathway
- This pathway would be accessible to everyone regardless of their faith development / experience

INNOVATION GOALS

To read the culture and consider and implement innovative responses by taking faithful risks and an audacious 'permission to fail' culture.

Release a portion of time for all ministry leaders to pursue innovations approved by Lead Minister and Parish Council.

- To invest in people resources for innovation, exploring both the cultural landscape and needs and the possible responses
- To provide time allowance for learning and developing new ways of doing ministry

Create dynamic and innovative resources for children, family, youth and young adult ministry.

- To further increase staff time for children, family and youth ministry
- To write and create resources for a new generation of worshippers at St Hilary's
- That our discipleship pathway would have children and youth as a key focus

Develop pastoral and theological responses to key apologetic questions.

- Gather the collective wisdom of those within and beyond our community to develop excellent pastoral and theological material to assist us in engaging meaningfully with complex apologetic matters
- Develop parallel pastoral programs to engage sensitively and holistically

Meaningfully leverage technology to enable wider engagement.

- Revisit all that has been learned from almost three years of a pandemic and consider how the technology we have can enhance / increase our reach
- Make recommendations to Parish Council regarding enhancements and changes that can be made