

# **S<sup>T</sup>. JAMES'**

Bicentenary 2019-2024



## **Saint James' Church, King Street, Sydney**

### **2021 -2025 Strategy**

Adopted at the Annual General Meeting –21 March 2021

# 2021-2025 STRATEGY – PART 1

## GENERAL OUTLINE

### INTRODUCTION

St James' is a classically Anglican church within the Diocese of Sydney. We value our vital links with the broader Anglican Communion across Australia and around the world.

Consecrated in 1824, 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 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 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 the law courts, Parliament and several government departments, Sydney Hospital, and many corporate offices and shops. Its ministry has extended to people in greater Sydney, and more recently to a range of online communities across Australia and the wider world.

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. We do this in a context defined by three fundamental understandings:

- **The incarnation:** we live in a reality where God became flesh. As such, we expect to see God at work in our own lives; and we aim to be "Christ's body" in the world.

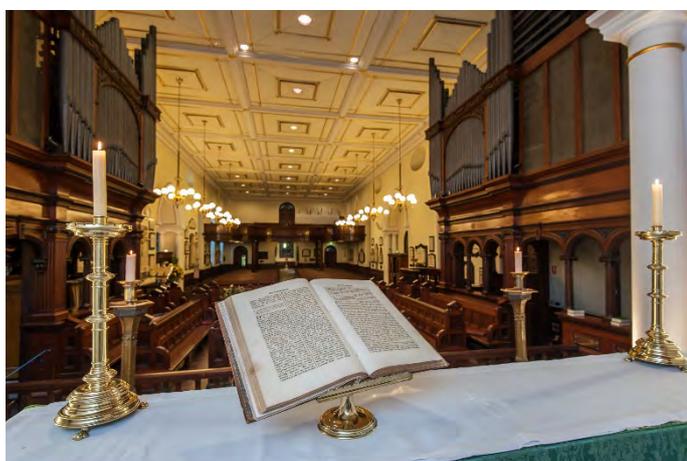


- **The word:** we live in a reality where God has spoken and speaks. As such, we expect to hear God's voice in the Scriptures and in the tradition of the church – interpreted by our God-given reason.
- **The sacraments:** we live in a reality where God nourishes us. As such, we participate in the sacraments to be strengthened and changed for our work in the world.

## Classical Anglicanism

St James' Church describes itself as 'Classically Anglican', but what is this? A description of Anglican culture could well defy definition because of its breadth politically, economically, socially, and theologically. Nevertheless, there are several themes used by Anglicans to describe themselves that may be helpful, such as: 'the via media', 'Reformed and Catholic', and a church that is 'Scriptural, traditional and reasonable'.

The origins of the Anglican Church date back to the arrival of Christianity in the British Isles in around the 2nd Century. From this grew a Celtic church that spread out and evangelised the populace, but it was later pushed to the geographical margins by the invasion of Angles and Saxons from Europe. In 596AD Pope Gregory sent the monk Augustine to evangelise the Anglo-Saxons and re-establish the church. This church continued in its work until the Reformation under the Tudors and the formation of an independent Church of England.



The Church of England is not especially dogmatic in its approach, preferring to employ liturgical and pastoral expressions of theology rather than through fixed doctrinal or confessional statements. Historic practices therefore give an insight to its character, the Book of Common Prayer, the Ordinal, the 39 Articles, the Constitutions and Canons Ecclesiastical of 1604, and the King James Bible are all things that have helped give shape and definition to Anglican culture and provided a basis for its later development.



With the rise of British Colonialism in the 18th century, the Anglican Church spread around the globe, which added to its complexity. To adapt, systems of governance were changed, new prayer books were published, and ecumenical relations with other churches grew to facilitate the wider church's mission. In the face of this growing diversity, it became desirable for the church to provide guidelines of Anglican identity. The 1888

Lambeth Conference adopted the following four-point statement, known as the **Chicago-Lambeth Quadrilateral**, on the features of Anglican belief and practice:

1. The Holy Scriptures, as containing all things necessary to salvation;
2. The creeds (specifically, the Apostles' and Nicene Creeds), as being sufficient statements of the Christian faith;
3. The sacraments ordained by the Lord Jesus of Baptism and Holy Communion; and
4. The historic episcopate, locally adapted.

In 1962, a new Constitution was adopted by the Anglican Church in Australia. It made a series of fundamental declarations as to the nature of the church; including it being part of the 'One Holy Catholic and Apostolic Church'; recognition of the authorities of the Nicene and Apostles' Creeds, and the Old and New Testaments; and commitment to obeying Christ, administration of the sacraments of Baptism and Communion, and maintenance of the three orders of bishop, priest, and deacon.

By the late twentieth century the concept of church had shifted from a pastoral emphasis to a missional one that is inclusive, hospitable, and transformative. A growing importance was therefore placed on the activities of the church rather than its ideas. During this time, the Anglican Consultative Council worked on a shared missional statement for the world-wide church that became the **Five Marks of Mission**. This statement encourages Anglicans to live out the work of Christ in the world by:

1. Proclaiming the Good News of the Kingdom,
2. Teaching, baptising, and nurturing new believers,
3. Responding to human need by loving service,
4. Transforming unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation, and
5. Striving to safeguard the integrity of creation and sustain and renew the life of the earth.



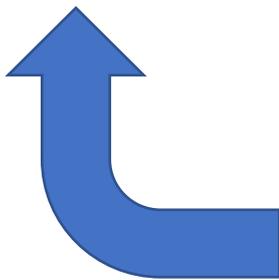
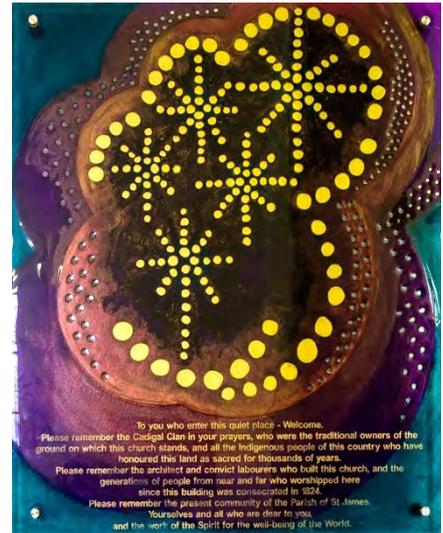
St James' Church commits itself to be an expression of these historic and contemporary understandings of classical Anglicanism through its governance, beliefs, and activities. We recognise that many other churches in this country remain committed to this expression of the Christian faith as well.

## VISION

This Vision explains what we hope to achieve for Sydney and the world (to bring God's presence, activity and a blessing to those around us).

St James' Church brings God's presence, activity and blessing to the people of Sydney and beyond.

We have been bringing God's blessing to Sydney for the last 200 years. We are committed to maintaining this outward focus as we enter our third century, as we continue to stand in two millennia of Christian tradition.



## MISSION

Our Mission sets out how we will go about achieving our Vision...

Our mission is to transform lives with the love of God.

We transform lives with the love of God through the five ministries of the New Testament church:

- Proclamation (kerygma): we proclaim the Gospel message of Jesus' life, death, and resurrection to believers and seekers,
- Teaching (didache): we teach, and learn together, the implications of the Lordship of Jesus in our lives,
- Worship (leiturgia): we worship God through our ministries of music and prayer,
- Service (diakonia): we bring God's love to the world through ministries of service, and
- Community (koinonia): our ministries of fellowship create a community of God's love.



## OUR ASPIRATIONS

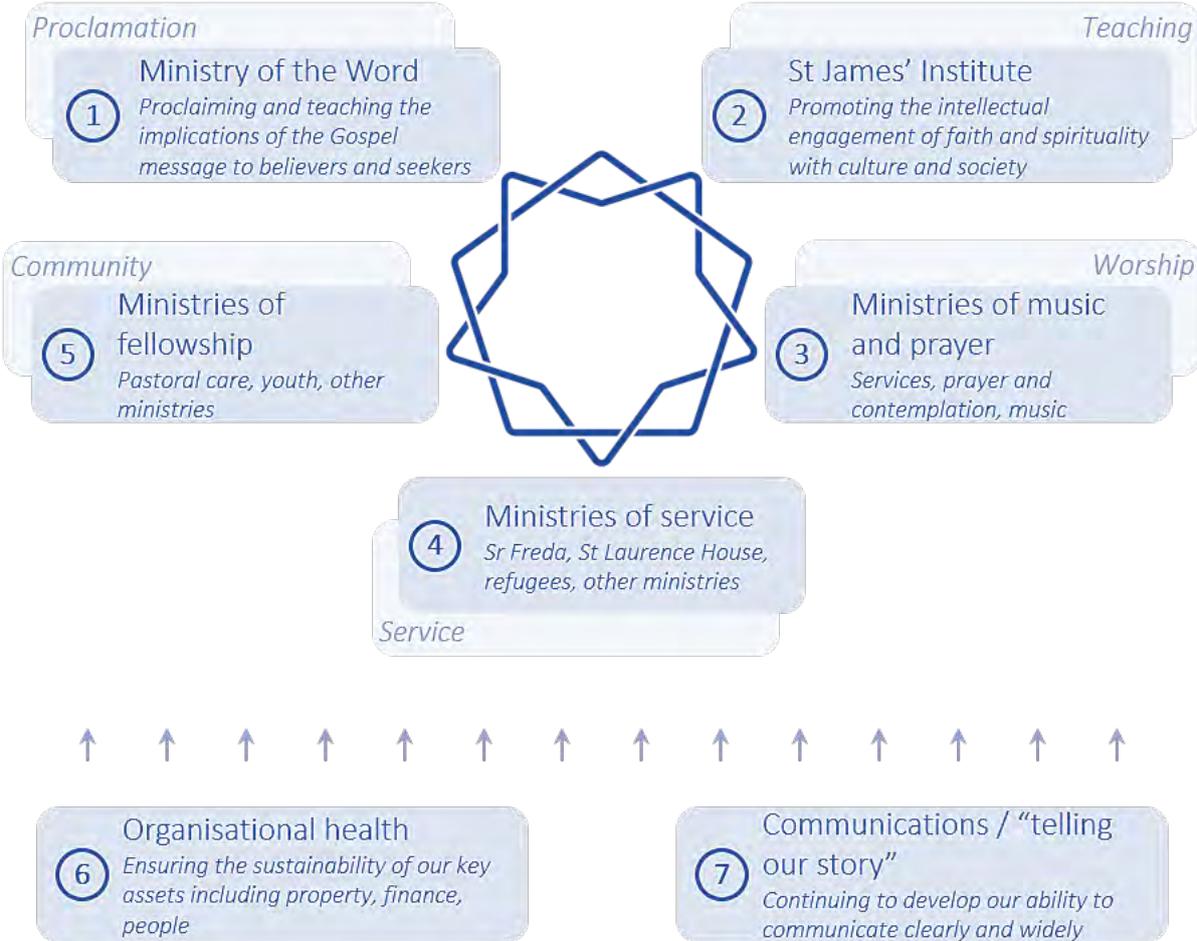
Over the next five years, we will seek to be recognised as a classically Anglican Church that is inclusive, diverse, reasonable, and hospitable through our ministries to the people of Sydney and beyond. This will be expressed through our alignment to the mainstream Anglican voice including the Instruments of Anglican Communion (the Archbishop of Canterbury, the Lambeth Conference, the Primates Meeting, and the Anglican Consultative Council). We will be known for:

- Liturgies that address a contemporary engagement with God through traditional forms,
- A spirituality that embraces both the catholic and reformed traditions of the church,
- Pastoral care and advocacy to those who live or work in the city and especially the needy,
- An informed and reasonable understanding of theology and the Bible,
- Engagement with the wider community and the diversity of Sydney,
- Strong on-line communities, and
- Hospitality through our engaged volunteers.



# KEY FOCUS AREAS

These seven Key Focus Areas outline where we will prioritise our efforts over the next five years. The first five are based on our Mission and its aim to transform lives with the love of God through the five ministries of the New Testament church. These five forms of ministry are supported by two other Key Focus Areas that ensure the church remains on a sound footing...



## 2021-2025 STRATEGY – PART 2

### GOALS AND OBJECTIVES FOR KEY FOCUS AREAS

#### 1. PROCLAMATION – MINISTRY OF THE WORD

*Proclaiming and teaching the implications of the Gospel message to believers and seekers.*

Responsible person: The Rector

##### GOALS (OVER 5 YEARS):

- Proclaim redemption through Christ for all people, regardless of age, race, sexual orientation, or religion;
- Seek out and engage with those who are on the margins of the church;
- Promote the Christian ideal of the 'common good' - materially, culturally, and institutionally;
- Provide a progressive theological voice to the community of Sydney;
- Encourage people to have an informed, reasoned, and grounded understanding of the Christian faith; and
- Connect with political and economic institutions on social and environmental policy.

##### OBJECTIVES 2021:

- Develop an over-arching narrative that provides a reason for what we do at St James' that encompasses both our internal and external activities,
- Establish the group 'Heretics Anonymous' to provide a forum for people to talk about their struggles and doubts with respect to the Christian faith,
- Work with the St James' Institute and Trinity Theological School on activities that can nurture people's faith in a contemporary context, and
- Liaise with the Wesley Centre, St Vincent de Paul and the Salvation Army on welfare support to the people of the city,

##### Future Years:

- Develop an open discussion programme that can address current issues in the 'public square',
- Create a lunchtime programme that provides a forum for discussion with local organisations on matters of mutual interest, including theology, history, the arts, welfare, the law, and politics,
- Seek engagement with the Sydney Conservatorium of Music and the Conservatorium High School.

## 2. TEACHING – ST JAMES’ INSTITUTE

*Promoting the intellectual engagement of faith and spirituality with culture and society*

**Responsible person:** Director of the St James’ Institute

### **GOALS (OVER 5 YEARS):**

- To provide classical Anglican theological education within Sydney,
- To generate educated discussion of the relevance of religion to pressing cultural issues in Sydney,
- To promote curiosity, peace, and shared learning between people of different religious and cultural worldviews in Sydney, and
- To nurture a learning culture that is accessible to new believers and enriching to parishioners.

### **OBJECTIVES 2021:**

- To begin establishing a relationship with Trinity College Theological School (Melbourne),
- To deliver an annual program addressing socially-relevant topics,
- To begin establishing a relationship with the Islamic Sciences and Research Academy (Auburn), and
- To deliver parish-wide studies covering Christian theology, practice, and scripture.

### **Future Years:**

- To formalise a partnership with Trinity College Theological School to deliver tertiary theological education at St James’,
- To offer seminars, workshops, and webinars on socially-relevant issues (e.g. ecology, LGBTQ+, ageing, chaplaincy, racial reconciliation, religious diversity, Christian–Muslim relations),
- To host an internationally recognised speaker each year (2022-2025), bringing increased attention to the Institute and contributing to wider Australian religious discourse,
- To host roundtable lunches, bringing together activists, scholars, lawyers, clerics, artists, politicians, etc. to discuss the common good,
- To develop collegial relationships with local non-Christian religious organisations committed to peace, learning, and goodwill, and
- To improve the Institute’s marketing and media, reaching wider audiences and being widely recognised as inclusive and informed Australian religious voice.

### **3. WORSHIP – MINISTRIES OF MUSIC AND PRAYER**

*Providing services of worship, prayer and contemplation, and music events.*

**Responsible person:** Head of Music  
**Assisting:** Associate Rector  
Organist

#### **GOALS (OVER 5 YEARS):**

- Maintain the richness and diversity of music,
- Sustainable finances for the music ministry,
- Facilitate the training of church musicians through The Academy,
- Further enhance the national and international reputation of St James' music, through livestream, online content, recordings and tours, and
- Integration of the new pipe organ into the music ministry to enrich the above goals.

#### **OBJECTIVES 2021:**

- Restructure of Sunday services, manage choral implications,
- Re-establish post-COVID concert series structure,
- Manage pipe organ removal and impact on musical activities,
- Ensure adequate recruitment of choristers and singers to our choirs, and
- Review current music marketing a social media presence.

#### **Future Years:**

- Establish The Academy of St James',
- Establish a regular series of Organ Recitals and other opportunities for the new pipe organ,
- International Choir Tours (including a Camino Tour for 2023),
- Plan and implementation of a music marketing strategy,
- Make in-house recordings for digital distribution,
- A regular programme of regional NSW touring, and
- Explore links and collaborations with the Macquarie St precinct.

#### 4. SERVICE – MINISTRIES OF SERVICE

*Helping others through Sister Freda Mission, St Laurence House, Refugee Support, and Reconciliation.*

**Responsible person:** The Rector

##### **GOALS (OVER 5 YEARS):**

- Expand the ministry of the Sister Freda Mission,
- Develop the refugee support programme,
- Engage in dialogue with the Local Aboriginal Land Council regarding practical reconciliation activities,
- Grow parishioner support for St Laurence House,
- Support struggling parishes in the Anglican church, and
- Support joint activities between the Parish and the Anglican Board of Mission.

##### **OBJECTIVES 2021:**

- Conduct a review of the activities of the Sister Freda Mission,
- Support a refugee family to relocate to Sydney,
- Continue support of the Asylum Seeker Centre,
- Develop a dialogue with ABM concerning suitable projects that the Parish can support as part of its service to the wider world,
- Meet with leaders of parishes with special needs, and
- Meet with representatives of the Local Aboriginal Land Council.

##### **Future Years:**

- Align the Outreach Programme with the Ministry of Service,
- Run a support programme for St Laurence House,
- Develop a practical reconciliation programme with indigenous people in Sydney,
- Support a community-based mission project through ABM including
- Development of a relationship with those who are being supported, and
- Support a link church that has special needs.

## **5. COMMUNITY – MINISTRIES OF FELLOWSHIP**

*Providing pastoral care, Networkers, Hospital Chaplaincy, children and youth, and hospitality.*

**Responsible person: The Associate Rector**

### **GOALS (OVER 5 YEARS):**

- Employ a third clergy person to assist with pastoral visiting,
- Integrate and grow the Healing Ministry between Guild of St Raphael, Sydney Hospital Visitors and Network Teams,
- Expand the St James' Eats programme as a means of connecting with new parishioners,
- Develop a chaplaincy programme with church musicians, and
- Develop the Kids @ Church ministry to focus on emerging youth.

### **OBJECTIVES 2021:**

- Resumption of Parish visiting to Sydney Hospital (suspended because of COVID-19)
- Look at alternative meeting times for Guild of St Raphael,
- Review the Parish Networker programme with a view to expanding its role,
- Resumption of post-service hospitality and opportunities for pastoral connections with clergy, and
- Resumption of post-service healing prayer (inc. laying on of hands).

### **Future Years:**

- Develop new programmes for providing pastoral care to the aged (inc. housebound), hostels and nursing homes),
- Conduct regular staff training in mental health and dementia care,
- Commence a chaplaincy ministry with musicians in the City,
- Explore the development of specific women's ministries and groups, and
- Develop a ministry focussed on those aged 20 to 40 years of age.

## 6. ORGANISATIONAL HEALTH

*Ensuring sustainability of our key assets including property, finance and people.*

**Responsible Person:** Rector's Warden

**Assisting:** Wardens, Facilities Manager & Accountant

### GOALS (Over Five Years)

#### Property:

- Maintain the historic church building, preserving its heritage value, and increasing its utilisation,
- Maintain the Paddington and Chatswood residences, preserving value and providing up to date and suitable accommodation,
- Upgrade St James' Hall to contemporary standards whilst maintaining tenant wellbeing and income, and
- Invest in adjoining properties (should the opportunity arise).

#### Finance:

- Achieve a balanced budget, year on year, to deliver the Parish strategy, and
- Reduce the reliance of the Parish on the income distribution from St James' Hall.

#### People:

- Ensure employees are well trained, the workplace is safe and wellbeing is continually improving,
- Ensure employment practices are 'fit for purpose', and
- Ensure the non-clerical organisational structure is 'fit for purpose'.

### OBJECTIVES 2021:

#### Property:

- Prepare the historic church building for the installation of the new organ and manage the new pipe organ project appropriately,
- Agree on an amendment ordinance for St James' Hall, and
- Agree on the redevelopment strategy for St James' Hall.

#### Finance:

- Implement a new accounting system,
- Develop and have approved a full suite of accounting and delegation policies and procedures,
- Establish a Stewardship working group of Parish Council, and
- Establish a Fundraising working group of Parish Council.

#### People:

- Structure the organisation to suit new 5 year Parish strategy,
- Develop and have approved a full suite of staff policies and procedures, and
- Ensure staff leave accruals are minimised by 31<sup>st</sup> December 2021,

#### Future years:

- Install the new pipe organ and commission, and
- Implement the redevelopment strategy for St James' Hall.

## **7. MARKETING, MEDIA AND COMMUNICATIONS – TELLING OUR STORY**

*Developing our ability to communicate clearly and widely.*

**Responsible person:** Rector's Warden  
**Assisting:** Communications Manager, Director of the St James' Institute  
Head of Music & Rector

### **GOALS (OVER 5 YEARS):**

- To extend the breadth and width of understanding in the community of the narrative of why and what we do at St James',
- To use technology to its fullest to support the St James' narrative, and
- To connect and form deeper relationships with parishioners, new parishioners, the wider Sydney community, and the greater Anglican community.

### **OBJECTIVES 2021:**

- Establish a Marketing working group of Parish Council and resource appropriately, mandated to prepare a Marketing Plan for Parish Council review by the end of Q3,
- Ensure Salesforce is fully, efficiently and effectively implemented and up to date and that administrative staff have been trained in its use by the end of Q3,
- Ensure marketing, media and communication support of the activities of the Music Department and St James' Institute, and
- Ensure Parish Connections, pew sheets and other regular communications are delivered on time.

### **Future Years:**

- Implement the Marketing Plan when approved by Parish Council,
- Develop and implement a cohesive and inclusive Communications Plan and Advertising Plan,
- Develop stronger and wider relationships with external institutions / think-tanks,
- Re-structure resources and budget to support the Marketing Plan, Communications Plan and Advertising Plan,
- Improve the use of social media to become an online spiritual hub, a meeting place, and to engage markets and audiences wider than the Parish boundaries, and
- Make better use the resources of St James' and its history to become a centre for the wider Sydney CBD and cultural community.

## **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 \$40 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 and our outreach work! 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 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 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.



### **Acknowledgements**

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**St James' Church**  
**King Street, Sydney, NSW**

Parish Office:  
Level 1, St James' Hall  
169-171 Phillip Street,  
Sydney, NSW 2000

Telephone: (02) 8227 1300

Email: [office@sjks.org.au](mailto:office@sjks.org.au)

Website: [www.sjks.org.au](http://www.sjks.org.au)

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