



2024-2033

Our 10 Year Ministry and Mission Plan



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Introduction

Campbelltown Anglican Churches has entered its third century of ministry and the next 10 years will likely determine the shape of ministry for the century to come. What will the future look like? Will we be a



church compelled to proclaim Jesus because of his love for us (2 Cor 5)? Will we share Christ's compassion upon the crowds of people who are coming to Campbelltown and looking for a new life (Mark 6:34)? Will we be a missional church, where every member is a servant-hearted, disciple-making disciple (Matthew 28:16-20)? Or will we fade into the background, a quaint piece of Campbelltown's history, as Sydney moves past us both physically and spiritually? These are some of the realities we must now face.



Over the last few years we have lived through extraordinary times with COVID-19 being the most obvious challenge. We've also had a change



of Senior Minister; restructured our Campbelltown Anglican Schools ministry; made significant new steps in our partnership with Macarthur Indigenous Church; formalised the multi-site ministry

between St Andrew's Airds, St Peter's Campbelltown and Macarthur Indigenous Church at Wedderburn; and we've journeyed through some necessary gateways towards executing a much-needed Parish property plan. All this, while operating under a temporary 3-year ministry plan to clear the ground and start to look ahead.

However, the time has now come for us to lift our eyes to the critical Gospel challenges we face in the next decade. This document sets forth a 10 Year Mission and Ministry Plan that builds upon our existing Vision statement with a particular focus on mission growth to see more of Campbelltown reached and people grown up into full maturity in Jesus.

I pray that over the next decade we might lay a foundation for the next 100 years of Gospel ministry in Campbelltown. May God bless us and use us mightily in his work to reach Campbelltown.

In Christ,



Summary: Vision and 10 Year Plan

Our *2024-2033: 10 Year Ministry and Mission Plan* builds upon our existing Vision statement by specifically expressing our hopes and prayers for the next 10 years of living out our vision and serving Jesus.

The summary expression of our plan below is explained in much greater detail in the rest of this document.

Our Vision

To be a **growing** Christian community devoted to **maturing** in Jesus all for the glory of God.

Specifically, our prayerful plan for 2024-2033 is:

- To be a **growing** church through our *“Reach 2033” mission campaign*.

Compelled by Christ’s love for Campbelltown and with God’s help, we seek to reach¹ 2033 people for Jesus by 2033.

Reach 2033 is underpinned by four key growth strategies:

1. Prayerful dependence upon God in his work to bring all things in Campbelltown under Christ.
2. Every member of our church being committed to:
 - being *disciple-making disciples*, and
 - to Campbelltown Anglican Churches being a Parish of *church-planting churches*.

¹ By ‘reached’ we mean people who have become Christians, joined our church and are, over time, learning to live out their faith and the Vision we share as a church for God’s glory. Under this definition, as at the end of 2023, we could say that we have ‘reached’ many on our current membership roll, but certainly not all. See the appendix for further discussion.

3. Every member seeking to help *one friend to become a Christian, one non-believing visitor to meet Jesus* and welcoming *one transferring² Christian* to join our church.
 4. Prioritised investment in ministry amongst children, youth and young people in order to raise and equip disciples to carry on gospel work into the next generation.
- **To be devoted to *maturing* in Jesus as a church, through our “Every Member” strategy.**

For God’s glory, we want *every member* of our church to be committed to becoming more and more like Jesus every year. We want every member to be a faithful participant in at least one of our congregations and a member of a congregational growth group.

Additionally, at Campbelltown Anglican we pray for, train, and equip every member to be:

1. a minister (or, servant of others),
2. a welcomer of outsiders,
3. a local and global mission partner,
4. a pastoral carer,
5. a financial supporter, and
6. a disciple-making disciple.

² Whilst we are not seeking to grow by ‘transferring’ Christians from one church to another, there is a unique reality in our area that people are moving from all over Sydney to start new lives, and this includes Christians from churches that are far away. These people will need a local church and can join in with our mission work.

Reach 2033: Mission Growth Strategy

<p>Our goal</p>	<p>Compelled by Christ’s love for Campbelltown and with God’s help, we seek to reach 2033 people for Jesus by 2033.</p>
<p>Our opportunity</p>	<p>The city of Campbelltown has entered an unprecedented population growth phase, projected to be 2.2% per year for the next 20 years, building upon the existing population of 180,000 people, which is also largely unreached. What a great opportunity we have to reach all these people!</p> <p>Then there’s us. We have been blessed by God with an incredible ministry platform built upon 200 years of local ministry by faithful Christians. This includes being a church known across our region and therefore getting regular ‘walk-ins’, a church with multiple congregations working in partnership (St Andrew’s Airds, St Peter’s Campbelltown located prominently in the Campbelltown city centre, and Macarthur Indigenous Church at Wedderburn) and three growing Parish schools.</p> <p>The gospel opportunity before us, to truly reach Campbelltown for Jesus, is an exciting once-in-a-generation opportunity that God has placed before us. In twenty years, growth will slow and the population become more static – making mission work harder.</p>
<p>The obstacles</p>	<p>We exist in a spiritual battle, in a materialistic and secular culture, and with our own unique history – these factors all combine to place significant obstacles in front of us. To name just a few, we are a church with:</p> <ul style="list-style-type: none"> • dilapidated buildings and infrastructure that looks tired to outsiders. We need significant expenditure across our sites to improve this situation.

	<ul style="list-style-type: none"> • socio-economic challenges in reaching parts of our area and a lack of ethnic diversity in our membership to enable access to the ethnic diversity of our wider community. • a large fringe membership of church that is not interested in mission growth. • a post-Christian society around us that is not looking to our church for answers.
<p>Motivation</p>	<p>We are compelled by Christ’s love and compassion, shown to us at the cross. He can do so much more than we can possibly ask for or imagine therefore our church’s obstacles are small and our opportunity to reach Campbelltown is truly exciting!</p>
<p>Campaign Strategy</p>	<p>1. Prayerful dependence upon God in his work to bring all things in Campbelltown under Christ.</p> <p><i>Key next steps:</i></p> <ul style="list-style-type: none"> • <i>Commitment to regular termly Parish Prayer events with a mission and vision focus.</i> • <i>Congregational prayer aligned to Vision and “Reach 2033” priorities.</i> • <i>Growth group prayer priorities provided to all groups as a resource.</i> • <i>Individual prayer diaries provided to all members that align to Vision and “Reach 2033” priorities; and include the “Reach 2033” campaign prayers.</i> <p>2. Every member of our church committed to being a disciple-making disciple and to Campbelltown Anglican Churches being a Parish of church-planting churches.</p> <p><i>Key next steps:</i></p> <ul style="list-style-type: none"> • <i>We will train all our members to use and serve in our clear pathways for evangelism, discipleship and welcoming people to our church.</i>

- *We will invest in our church ‘discipleship’ culture to ensure we raise up new leaders, invest in 1:1 discipleship and seek for over 80% of our members committed to their growth group – to ensure we are building healthy and mature congregations.*
- *We will strategically limit congregational sizes to increase ownership of the mission and maturity in each congregation, to challenge us all, and to encourage regular new church plants, beginning with a Broughton plant to reach that growing area as soon as possible.*

3. Every member seeking to help **one friend to become a Christian, one non-believing visitor to meet Jesus and to welcome one transferring Christian to join our church.**

Key next steps:

- *Explain how this simple strategy could work to grow our church (based on the facts in the appendix).*
- *Train people in skills to make friends, welcome people, adopt transferring Christians.*
- *Align our welcome systems and pathways to support this work.*

4. Prioritised investment in ministry amongst children, youth and young people in order to raise and equip disciples to carry on gospel work into the next generation.

Key next steps:

- *We will invest in providing high quality children’s ministry in our ‘family churches’ and partnering across congregations in a single (potentially large) Parish youth ministry and single (potentially large) evening congregation where we are able to train and equip our next generation well.*

	<ul style="list-style-type: none">• <i>We will seek to maximise the gospel opportunities flowing out of our Parish schools whilst simultaneously remaining committed to reaching children and families in public schools through SRE.</i>
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Reach 2033: Rationale and Implications

Why do we need a mission strategy? Why engage in a 10-year mission campaign? Simply because the fields are ripe for the harvest as Campbelltown experiences an unprecedented growth period. Therefore, Christ's love for Campbelltown compels us to play our part in seeking and saving the lost.

In the Western World, we have experienced a long period in which Christianity has been relatively mainstream. However, times have changed. The next century requires God's people to be radical disciples of Jesus if we are to survive and thrive as churches in this post-Christian and post-modern world.

In Campbelltown, the gospel needs are incredible, and we barely have a foothold - even with our 200 years of history. It is no exaggeration to say that the future of our church depends upon the decisions that our generation makes. Our church could live or die based off our next 10 years because the days of simply existing as a church have gone. Either we grow in maturity and number, seeking to engage with the world around us for Jesus, or others will. Whether that be new Church plants, or people with false gospels aimed to please itching ears. The point is, for churches like ours to thrive, we will need to be radical disciples standing firm for Jesus despite the prevailing culture.

If we step into the challenges ahead, then, under God, we may have the pure joy of seeing people join Jesus' kingdom forever. If we just go on as we have, then we will fade fast as Sydney moves past us. Worse, we could be responsible for hundreds of thousands of people not getting their chance to repent and believe in Jesus.

The next 10 years, we need to reach 10% of our area by growing at 10% per year. This will give us a staging post for the next century of work.

If we are to reach Campbelltown, we need to play some serious catchup. At this stage, we look like a good-sized church on paper. However, we have only just begun to reach the 180,000 people that already live here. With 2.2% population growth expected for the next 20 years, if we don't act now, we'll just keep falling behind.

One of the key reasons the next 10 years matters so critically, in addition to the rapid post-Christian social change, is the population growth opportunity before us. People tend to be most open to considering new things when other parts of their life are changing. So, it is far easier to do gospel mission when people are making big decisions, have young families and are looking for new community connections. In 20 years, when new people are settled, their kids have grown up and their expectations are set – it is much much harder to reach people for Jesus. That difficult situation is the standard mission context that most of Sydney's churches face. We need to maximise our unique opportunity in these next 10 years of change.

A key staging post to reach a community with the gospel is to first reach 10% of that population. At 10% of a population, there is high-likelihood that every person in the community knows one Christian person who could share the gospel with them – hence, 10% is a great starting place for seeking to reach Campbelltown in the next 100 years. Right now though, we are way behind. Providentially, we don't work alone and there are a few other Bible-based churches in our area to share the load. However, we've all got work to do!

For us to reach the goal of 2033 people by 2033 we need to grow at over 10% per year as a church. If we do, then we will have played our part in getting to that 10% staging post which will lay a wonderful foundation for the future of the Gospel in Campbelltown.

After that, we *only* need to keep growing above the 2.2% growth rate of our area to be able to dream of all of Campbelltown having a chance to find eternal life in Jesus.

The next 10 years require an intense period of catchup!

It all starts with us

This mission campaign is well within God's power to achieve. It is also, humanly speaking, very reasonable to imagine each of the 500+ adults in our church helping just 3 people to be reached over the next 10 years. That would get us to 2033 or more people. Personally, I pray for many more than just 3 people coming to know Jesus in 10 years of personal gospel labour, and I hope you do too!

The way God will work is by using each one of us. Our maturity as Christians and our passion to live out our faith will shape what we see in 10 years' time. A key truth about our church is that many of our members are not devoted to their Christian maturity. This must change for their eternal sake and for our church's sake. It should grieve us when we see people making decisions that are not in line with the Gospel and we all need to play our part in correcting, teaching, and training others in righteousness (2 Tim 3:16-17).

Are we ready to make the radical life-changing decisions that Jesus expects of every member of his church? Our church's future depends on each of us answering this question with 'yes'. God is powerful and can grow up other churches if we don't act. But, may that not be needed, may we be a church of radical disciples for Jesus who seek to make other radical disciples for Jesus.

Why a network of church planting churches?

The simple fact is we can't build a church building big enough to reach 10% of Campbelltown and we probably wouldn't want to even if we could!

To reach our city we will need to think multi-site and multi-congregational across our Parish. We will always need to be looking at where the next church congregation can be started so that we can reach more people for Jesus. If we can embed the joy of planting new churches into our church's DNA then we will have a formula for housing a growing Parish.

However, church planting is not just a means to an end, rather, it is also good for us spiritually. It helps us to never become too settled in our congregations nor allow our congregations to become introverted and unwelcoming. It helps us to all be needed to use our gifts and not be complacent in a mega-church congregation. It helps us to remain on mission, as we are commanded, because we are all always asking when and where to plant next. It also helps us to be united as a network of churches but always with the next Parish plant as a common goal and prayer.

There is no question that to grow for Jesus we need to keep planting churches. The rest is details – where next? Who will be willing to be in the church plant team? Who will lead the plant? Etc.

Many smaller church congregations or just a few larger ones?

Church size is often not a choice but rather determined by the pragmatics of the buildings a Church has available to use. For example, EV Church on the central coast has a 1200 seat auditorium and therefore runs 3 Sunday services for 2500 members and still has room to grow. The Bridge Church in North Sydney has a main building that fills to about 150-180 adults and so they run multiple services at multiple sites for 1200 members. That means every time a service fills up, they need to start looking at their next church plant.

In our situation, church building size is not the only factor. We also have to take into account the geographic and socioeconomic diversity

of our area. We need to consider some of our cultural relational challenges, unique congregational churchmanship, and the fact that many people struggle in our bigger congregations to feel welcome when they don't know many people. Contrastingly, some attendees enjoy a larger congregational experience because it affords less active engagement.

So, for example, even though we could currently hire the Broughton Hall and fit all our members into one service, that would not address many of the other challenges that are raised above.

However, working together, we need not restrict ourselves to a single formula as we seek to reach our area. Rather, case by case we can determine where and how to plant a congregation, bearing in mind a few key factors each time:

- Church growth analysts have established that once a building is 80% full, it feels full to everyone. Churches, therefore, won't grow and sometimes even shrink at this 80% full mark. As our congregations reach this point, we need to develop a next-step to avoid that growth impediment.
- Humanly speaking, adults can only maintain around 150 relationships before they feel uncomfortable in a group.³ Mega churches address this issue by developing other sub-groupings (eg serving teams, mission teams, fellowship communities etc) to enable people to get to know smaller subgroups. Smaller churches that experience growth will have to address these relational issues as they approach the 150 figure.
- We need to embrace the reality that some congregations will always be smaller than others. Success of a church is not its size but its love for Jesus expressed in its ministry, maturity and desire to keep growing as it can, for Jesus. It is a blessing of multi-

³ This is known as Dunbar's number. Further discussion on this in the appendix.

congregational parish that multiple church sizes can co-exist and therefore attract different types of people.

- We need to be prepared to close or consolidate congregations when they are not on mission and/or not growing. Sometimes this may be because the congregation is shrinking, other times it may be that an unhelpful cultural element needs to be reset.

For the 2024-2033 ministry plan, given the buildings and congregations we currently have, the most effective strategy will be to limit our larger congregations to around 150-200 adults (or about 200-270 people including children) and to start a next plant each time we reach those numbers.

Adopting this strategy, it is possible for us to grow and house 2033 people in our church in 2033. You can see a potential growth plan in the appendix as to how this could play out.⁴

Can we resource this campaign with ministry leaders?

Multiple sites and multiple congregations mean we need a pipeline of theologically trained and equipped ministers to serve our Parish, both lay and clergy. To some extent, this is the model we already have in place so we can already see it can scale to match growth. However, several key challenges need to be managed:

- Maintaining the common vision of the Parish and churches in the network: Each congregation and leadership team needs to maintain a generosity to the whole system and a commitment to working together.

⁴ See

- Staffing congregationally scales relatively well as we plant congregations, providing we are growing them up beyond 60-80 adults: conventional wisdom says that 1 fulltime minister is needed per 100 people. In church plants this number is sometimes 60-80 people per minister as the church seeks to grow. It would be difficult to maintain many congregations if they are all below 100 people. However, the strength of a network of churches is that some can be well above 100 people and therefore able to help support the growth phase of other congregations.
- Finding well trained and gifted full time ministry staff will be an ongoing challenge: this is partly because less people are going into full time ministry now and partly a normal challenge for any church. Our response needs to be dual pronged - first, maintaining a commitment to student ministers and prioritising employing them post-college; and second, developing our own future full time ministers through our ministries and programs like MTS (Ministry Training Strategy).
- Raising up lay/voluntary leaders is critical: we need to encourage members to step into leadership positions, become part time honorary staff team members and take greater ownership of key ministry areas in our church.

In short, providing leaders for our plans to grow is possible but requires prayer for wisdom and ongoing gospel shaped decision making to maximise our opportunities to build our team for the future.

Can we resource this plan with places for congregations to meet?

As a Parish we have been blessed with property but unfortunately most of our buildings are no longer suitable for modern ministry. A

new or revised Masterplan for our sites must be developed in 2023-24 and enacted for our future.

But, can we resource this 2033 people by 2033 plan without an immediate rebuild? In short, yes, as there is a large degree of flexibility in a church planting growth strategy (see Appendices). This then frees our property master-planning to focus on the highest priorities and staging our development work as we grow.

Importantly, to manage risks to our ministry plan, we must ensure we do not create a property plan that limits ministry in the critical next decade. Nor should we overspend and create a noose for ourselves – with too big a loan to service or a white elephant building project we don't need. These risks need careful management.

A discussion of minimal requirements for property at our sites is left for the Appendix and further discussion by the *Property Master planning committee*.

An example of how we could house 2033 people in church congregations is included in the Appendix. A key assumption for all this planning is that there is somewhere on the St Peter's site to house up to 220 adults (plus children). Initially, the St Peter's school hall could be used but eventually a purpose built/renovated auditorium facility will need to be available on the St Peter's church site to facilitate the growth at our main site. This could be critical to the whole Parish's growth strategy.

Will you play your part to Reach 2023?

God has placed an incredible mission opportunity in front of us. What a privilege it would be to partner with his work in seeing Campbelltown reached for Jesus.

Will you commit yourself to playing your part in this work? Will you invest your whole life, your time, your gifts, your money, your love and your energy to seeking Christ's Kingdom for Campbelltown? Will you prayerfully and personally seek to see at least three people established into our church in the next 10 years? Will you pray for God's harvest to be rich across Campbelltown?

The next 10 years could be the very pinnacle of your Gospel mission work in your lifetime – your crown of glory to rejoice in on the Last Day (1 Thess 2:19) - will you play your part?

Every Member: Maturity Strategy

Our goal	<p>For God’s glory, we want <i>every member</i> of our church to be committed to becoming more and more like Jesus every year. We want every member to be a faithful participant in at least one of our congregations and a member of a congregational growth group.</p>
Our opportunity	<p>We are a large and well-resourced church with many people who call our church their own. Hundreds of people come under the sound of the gospel on a weekly basis and this is a wonderful blessing. We are also able to run regular training for members who want to grow.</p> <p>Additionally, the foundation for making new disciples as a church is to first have church members who are mature enough to have a heart for the lost like Jesus.</p>
The obstacles	<p>Although we have a large roll of attenders, we have many people who remain immature in Christ. This is expressed in:</p> <ul style="list-style-type: none"> • a high proportion of unengaged and/or Christianly immature attenders expressed in the low percentage of people serving sacrificially in their church (less than 10% are ministry leaders), • low attendance frequencies (37% of people come two thirds or more of the time), • low growth group participation rates (less than 30% regularly in Growth Groups), • a low percentage of sacrificial givers across the regular attenders of our church (less than 40% give anything at all),

	<ul style="list-style-type: none"> • a leadership pipeline that has lots of gaps yet to be filled but less leaders stepping up than we already need. <p>This immaturity, coupled with a large number of long term unconverted people may impact our ability to grow if left unchecked.</p>
<p>Strategy</p>	<p>Our highest priority strategy for maturity in Christ, is for people to regularly attend their church congregation and play their part in the body of the church.</p> <p>Our second priority for the maturity of our members is to commit to being a member of a growth group. It will be difficult for anyone to truly call our church home if they are not participating in a growth group.</p> <p>Additionally, we have identified the following key maturity characteristics that we pray for, train, and equip every member at Campbelltown Anglican Churches to have, that is, every member is to be:</p> <ol style="list-style-type: none"> 1. a minister (or, servant of others), 2. a welcomer of outsiders, 3. a local and global mission partner, 4. a pastoral carer, 5. a financial supporter, and 6. a disciple-making disciple.

<p>Key next steps</p>	<p>The following key actions have been identified as priorities in the first phase of the 10 year plan:</p> <ul style="list-style-type: none"> • We will challenge (through congregational pastoral work) the large fringe of irregular attenders in our church to make a decision for or against Jesus, and then to disciple those who are for Jesus to full maturity. • We will transform our church culture from ‘existing as a church’ to being a ‘church on mission’. • We will regularly focus our teaching program on the ‘Every Member’ priorities. • We will specifically encourage each member of our church to regularly consider how to maximise the use of their gifts for the sake of Kingdom ministry and our church’s growth. There will be times members of congregations will join church plants specifically to keep serving with all they have been given from God. • We will ensure we do not drift from this Vision. Specifically, by keeping Vision in our Christ@Work spots and on our agendas in our Staff Conference, leadership teams, Parish Council and regular Staff meetings.
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Every Member: Rationale and Implications

Our Every Member maturity strategy derives from our current Vision statement first developed in 2016. In that exercise a number of key attributes of a member were listed, known as the 'ones'. Over the past few years we've adapted and developed these as an expression of what it means to be a member of our church and what we want our members to be like with God's work in them over time. Hence, the Every Member strategy affirms our Vision-based desire to 'devote' ourselves to being mature in Christ.

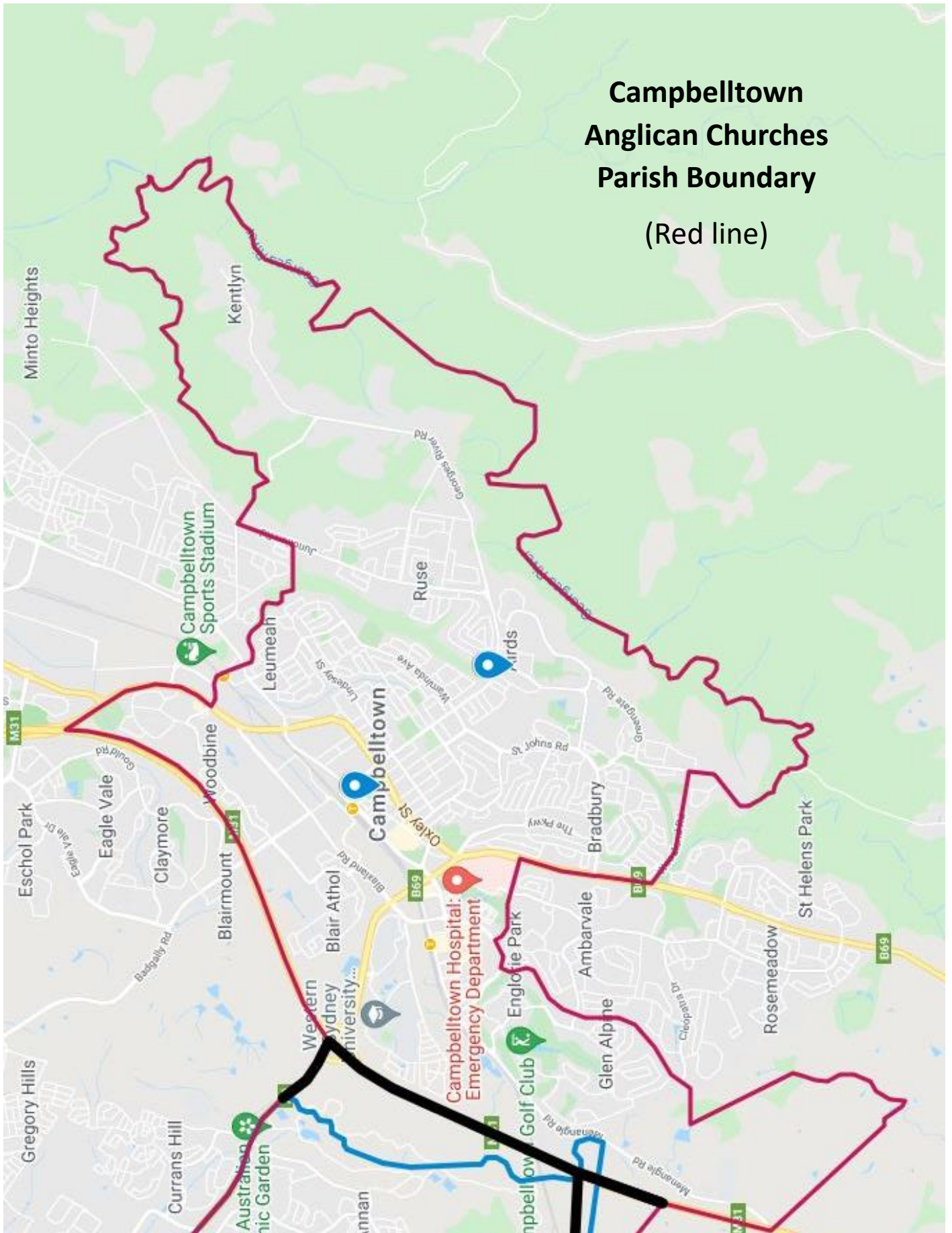
Sadly, as you read the appendix and some of the earlier observations in this document, there are many immature Christians in our church. This is expressed in multiple ways in the life of our church and it represents a real challenge both to us growing, and even simply surviving as a church.⁵ A church with a large number of people who do not participate tend to take a lot of energy from the members of the church who are engaged. So, this can burn out those engaged members contributing further to the challenge. Additionally, unengaged members typically do not participate in Growth Groups and therefore miss out on the pastoral care that comes in those groups. This then often means that the ministry staff team can become unhelpfully involved in pastoral care of people who are not committed members of church. Once again, this magnifies the size of the immaturity problem.

Over the first few years of our mission plan we have a real mission to our own attenders – the people who attend irregularly but for whom this is their church. It is not good for them to remain immature in Christ or even unconverted, not is it good for our church to affirm people in unhelpful practices.

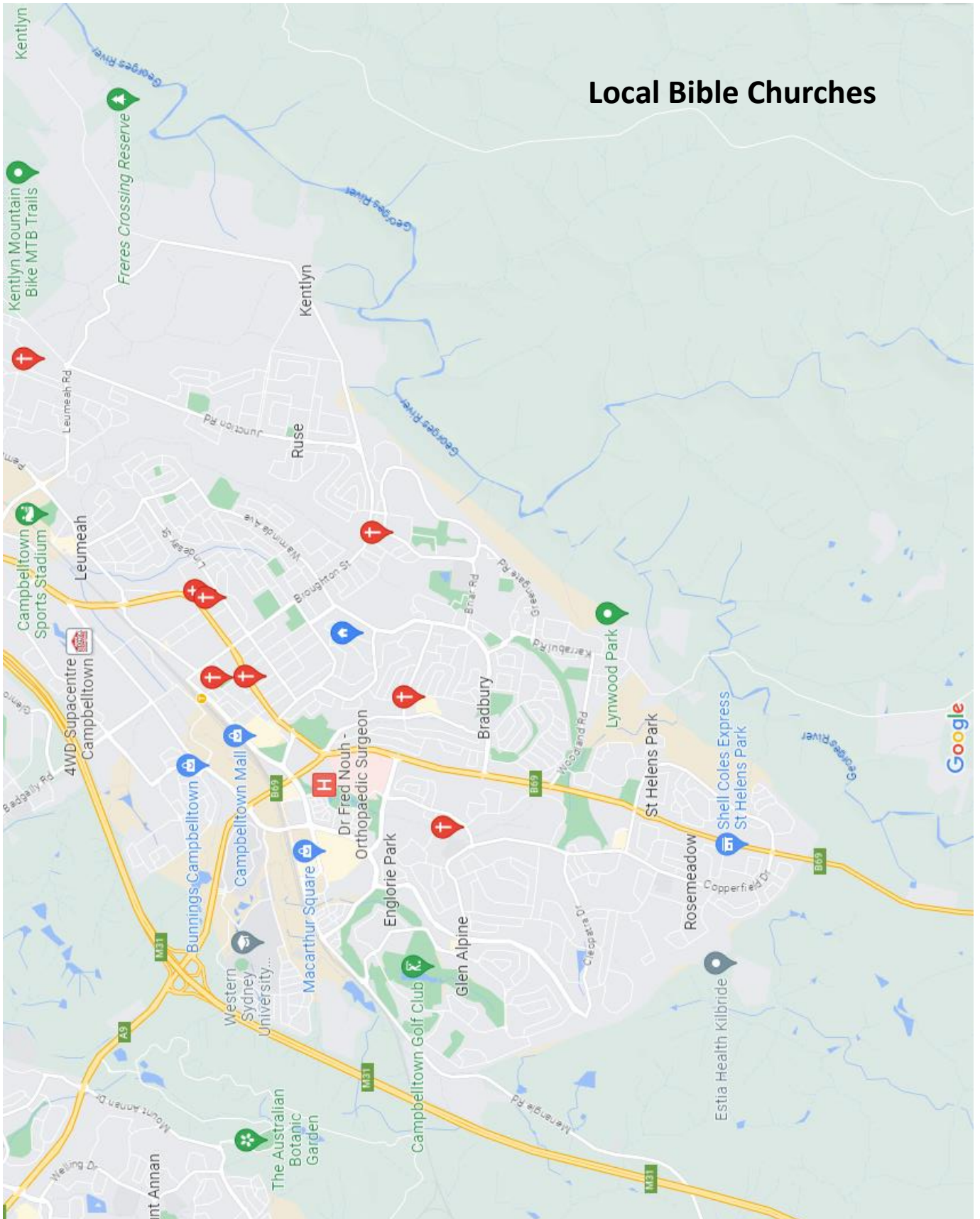
⁵ See the appendix for examples that show commitment levels amongst attenders of our church.

Appendices

Campbelltown Anglican Churches Parish Boundary (Red line)



Local Bible Churches



Appendix – The Reach 2033 Goal

Why have a specific goal? Isn't it God's job to bring the growth? Don't we just need to let go and let God do His thing in Campbelltown?

It is true, 1 Corinthians 3:6 tells us that God brings the growth. However, the verse also says that one person plants the seed and another waters the plant. In other words, God involves us in his work. He calls us to 'go and make disciples' (Matt 28:19). He tells disciples of Jesus to teach other disciples to obey all of Jesus' commands (Matt 28:19).

God has chosen to save his people by using his people to minister the Good News of Jesus. So, we at Campbelltown Anglican Churches must actively play our part in God's work.

Our 10-year goal is a little aspirational compared with our current church size – to reach 2033 people by 2033 for Christ in Campbelltown. But it's not wrong to be prayerfully aspirational given all that God has done for us in Jesus. Indeed, not only has God planned for us to be his Kingdom harvest workers but he also reminds us that he is able to do even more than we can ask or imagine (Eph 3:20). This is great news because 2033 people is not many at all compared to the number of local people facing God's wrath for not turning back to him.

Why did we target 2033 people to reach?

It is forecasted that the Campbelltown LGA will experience a 2.2% average annual population growth rate from 2021 to 2041. Starting at 177,725 people in 2021, the population will reach 274,641 in 2041.⁶

⁶ Source: <https://forecast.id.com.au/campbelltown/population-summary#:~:text=Between%202021%20and%202041%20C%20the,average%20annual%20change%20of%202.20%25>.

The current community development plans (and projects which have already begun) suggest that much of the new growth will be located such that our church will be one of the main local church options for those people.⁷

To outgrow Campbelltown's aggressive growth rate, we need to grow at more than 2.2% per year. However, given the unreached size of our local area, we will need to grow much more quickly if we are to make any headway in reaching the lost in our area.

At one level, reaching 2033 people by 2033 just has a certain numerical appeal! It also has a certain aspirational appeal – we can't grow to that number without intentionally serving Jesus in his mission work here.

Slightly more thoughtfully, our former Archbishop Peter Jensen started his tenure by calling upon Sydney Anglicans to seek to reach 10% of their communities within 10 years.⁸ The reasoning for the 10% figure was that when 10% of a society is Christian, the possibility that everybody then knows at least one Christian is much higher. Therefore, this 10% figure is an important staging post if we are to actually reach our local community.

By 2033, the Campbelltown LGA will have a population of 230,000 so we need to reach 23,000 people just to give everyone a Christian friend. We can't do that on our own – thankfully there are other reformed evangelical churches in our LGA seeking the very same outcome. Conservatively, if we take 1/10th a share of that ministry, it works out *roughly* around 2033 people by 2033.

God-willing, I'm sure we'd love to reach more than this, but this is a concrete starting point upon which to build our church as we head towards our 300th.

⁷ <https://www.campbelltown.nsw.gov.au/Build-and-Develop/Planning-for-the-Future/Campbelltown-Local-Housing-Strategy>

⁸ [https://en.wikipedia.org/wiki/Peter_Jensen_\(bishop\)](https://en.wikipedia.org/wiki/Peter_Jensen_(bishop))

What proportion of our LGA's population is our church's responsibility to reach?

In this part of South-West Sydney, the area we cover is of a significant size. Currently, there are many members of our church who drive up to 20 minutes to get to church. A few members even drive 45 minutes to church on a Sunday.

If we limit ourselves to suburbs in and around our Parish boundary – Airs, Ambarvale, Blair Athol, Bradbury, Campbelltown, Glen Alpine, Kentlyn, Leumeah, Rosemeadow, Ruse, Wedderburn and Woodbine then, according to the 2021 Census,⁹ there are about 102,000 people for us to start with!

If we aim at 10% of those 102,000 people and divide it amongst us, the local Baptist, Church of Christ and Presbyterian churches in a proportionate way then we would need to reach 5000 people just to play our part.

Looking at it a different way, taking the Census data for religions in our area into account, the Campbelltown LGA has 18,454 people who call themselves Anglicans. Our share of providing church just for those 'Anglicans' would also be around 5000 people.

So what proportion is actually our responsibility to reach? The answer is probably much higher than 2033, because any way we look at the data, the numbers are overwhelming - but we have to start somewhere!

⁹ <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA11500>. The census gives us the following population data: Ruse - 5632, Kentlyn - 700, Airs - 3900, Wedderburn/Bradbury - 24500, Rosemeadow/Glen Alpine - 22300, Ambarvale/Blair Athol – 12300, and Campbelltown/Woodbine/Leumeah – 33500. Note: Rosemeadow is its own parish but Census data doesn't map easily to our Parish borders. We could substitute St Helen's park for Rosemeadow and have about the same sized mission field. The point being, the current mission field is at least 102,000 and probably more because people generally don't check Parish boundaries when they decide on a church to visit.

What do we mean by ‘reached’?

The word ‘reached’ can be ambiguous. Is someone reached if they are invited once to turn to Jesus and they say no? For our purposes we mean people who turn to Jesus and join us at church regularly – enough that we put them on the roll and take on pastoral care for them. In time we’d expect them to be devoted to growing like every other member.

It is not easy to measure exactly who is ‘reached’. For a start we can’t see into anyone’s heart to know if they follow Jesus– only the Lord truly knows.

What we mean in this document, is people who have come under the sound of the gospel in our church and remained on our church roll. Currently there are over 700 children and adults who are reached in that sense. That’s a good starting place for us. Sure, not all of them are Christian yet, but they are here with us now and we have an opportunity to help them to hear about Jesus and to grow in him. The church staff team regularly reviews the roll and culls it when people have decided they don’t want to walk with Jesus.

The way groups like Reach Australia¹⁰ are measuring ‘reached’, is to simply ask, “How many people on our church roll have been at church or a small group at least once in the last 12 months?” This is clearly not the same as knowing that people are genuinely saved. But it is something that we can measure systematically, and it is a more refined than simply counting anyone who has been at a service as we have previously done. At the very least, it is a count of people who loosely consider themselves members – whether we consider them to be members or not. It is also something that leaves our consciences clear on the Last Day – if someone has been to our church regularly enough to be kept on our roll then they should have had the chance to hear

¹⁰ <https://reachaustralia.com.au/>

and respond to the gospel for themselves. If they leave us, they will no longer be included in our count as 'reached', and so there will always be a small percentage of people in flux on our roll.

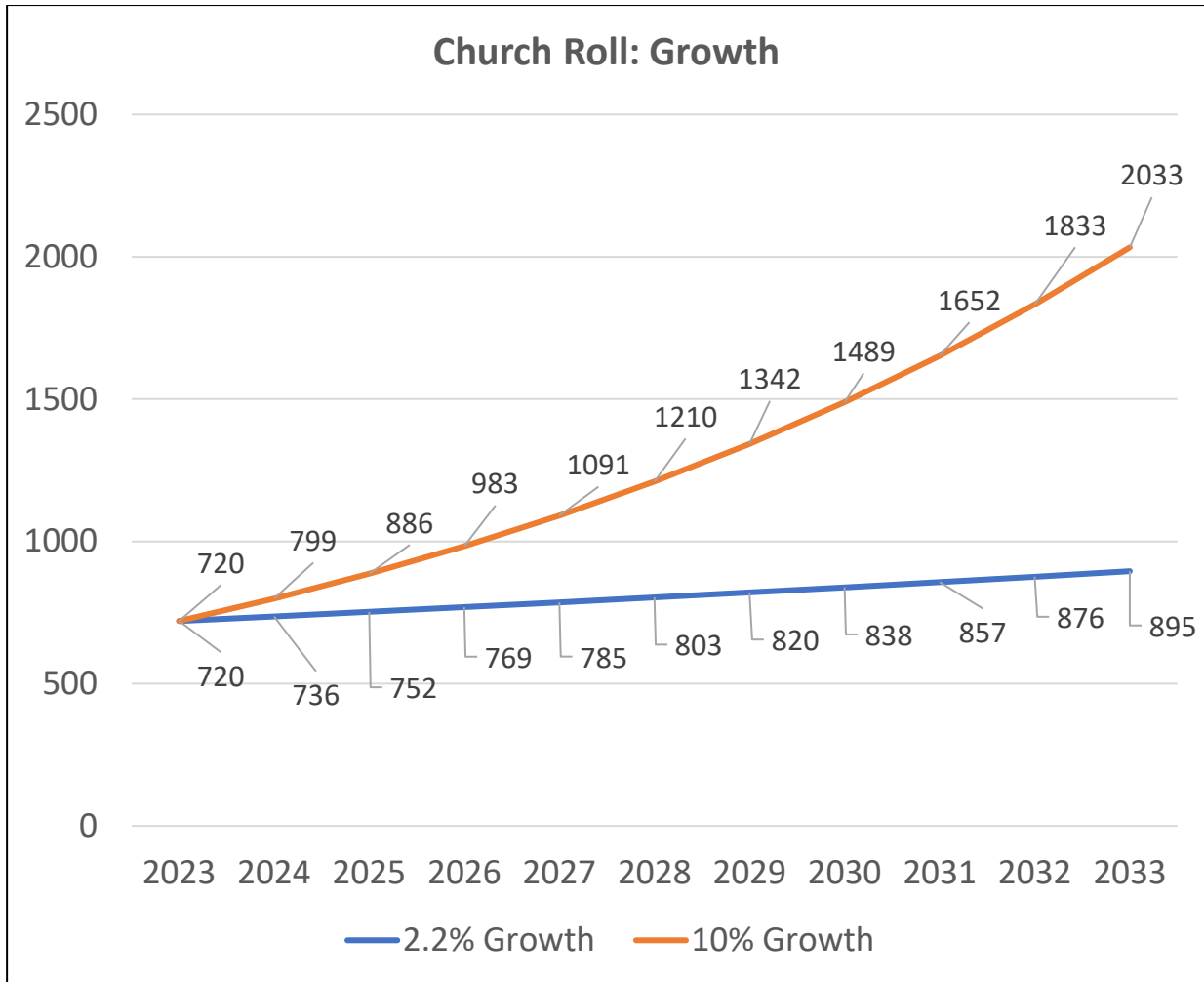
Appendix – Understanding the data behind the 2033 number

What would 10% growth look like?

Right now, we could say 720 people (adults + children) have been ‘reached’ according to the above definition. If we grew from here, just at the expected 2.2% population growth of our area, then we’d be 895 people by 2033. But, what if we outpaced Campbelltown in growth at just a little over 10% per year?

Year	2.2%			10.9%		
	Total: Adults + kids	Adults	Kids	Total: Adults + kids	Adults	Kids
2023	720	580	140	720	580	140
2024	736	593	143	799	643	155
2025	752	606	146	886	714	172
2026	769	619	149	983	792	191
2027	785	633	153	1091	879	212
2028	803	647	156	1210	975	235
2029	820	661	160	1342	1081	261
2030	838	675	163	1489	1200	290
2031	857	690	167	1652	1331	321
2032	876	705	170	1833	1476	356
2033	895	721	174	2033	1638	395

What an opportunity we have! Statistically speaking, we could expect to grow without even trying as Christians move into our area to start new lives. But, how much more exciting to grow at 10% and reach 2033 people by 2033!



Is 10% growth realistic?

Yes, under God, absolutely! And, when we think about what it might look like we can see just how *realistic* the opportunity is because God has given us many opportunities.

1) Christians are moving to our area

Around 2% of Australians are Bible believing Christians. Therefore, after 10 years we could expect 2% of the 53,034 new residents to Campbelltown to already be Christians. That means 1061 people, mainly in our area, looking for a church. *We could grow by 500 people or more just through Christian transfer growth!*

Of course, the danger of that is we could take growth for granted and not be a church that is on mission for Jesus. But the reality is, a church not on mission is also an unfriendly church, so many people would just as quickly leave for other churches if we aren't ready to welcome them – Christian or not.

The point is: Christians are moving to our area. What an opportunity to welcome other Christians to join in with our mission!

2) If we love Jesus, we will want the joy of seeing people we know saved!

One day we will stand before Jesus, and around us we'll see those people God has saved by involving us in his work – our friends, our family, our neighbours, our barista, our mechanic... you get the picture.

How many of those people in your life would you like to see saved on the Last Day? Just 1 of them in 10 years? Surely not that few, what about 2, or 3 or more in 10 years? I don't know about you, but I'd be pretty sad if only a handful of people in my network were saved in a decade of praying, loving and sharing the gospel with them.

So, if every adult in our church right now saw just 1 friend saved in the next decade – that's 500 more people joining us in church. If every adult in our church right now saw 3 of their friends saved in the next 10 years, we'd fly right past the 2033 people by 2033 goal.

Imagine what a joy it would be to be in that kind of church, full of our friends who have come to know Jesus through us!

3) And what if we excelled at welcoming and then disciplined the people that make their own way to us every year?

Since we've returned to regular gatherings since COVID-19 we've averaged 16 visitors across our Parish every week. That's 800 'visits' in a year.

Sometimes those 'visits' are repeat visits of the same people before they share their contact details. Other times, those 'visits' are from people we've not recognised who are already members of our church. But even so, being conservative....

Imagine if we could help one of those visitors each week to meet Jesus and join our church – that's 520 people by 2033. If we could help just 3 of those 16 visitors each week to meet Jesus and join our church we'd again fly past the 2033 people by 2033.

The point of all this is to say that 10% growth is realistic. God has given us a unique opportunity to grow significantly in the next 10 years. Any one of those 3 blessings above could be a strategy on its own – but God has blessed us with all three.

We would have to be a terribly unfriendly church not to grow through Christian transfer growth. We would have to lack any of Jesus' compassion for the crowds around us to not grow by seeing some of our local friends saved in the next 10 years, and how awful would it be if we couldn't help seekers who just turn up to our churches?

So, here's a simple strategy: what if all the current members of our church had the goal of seeing *one friend come to Jesus, and the goal to see one visitor to church come to Jesus, and the goal to welcome one Christian moving into our area to settle into our church* – well that

fairly modest goal for each of us over 10 years would take us beyond 2033 people.

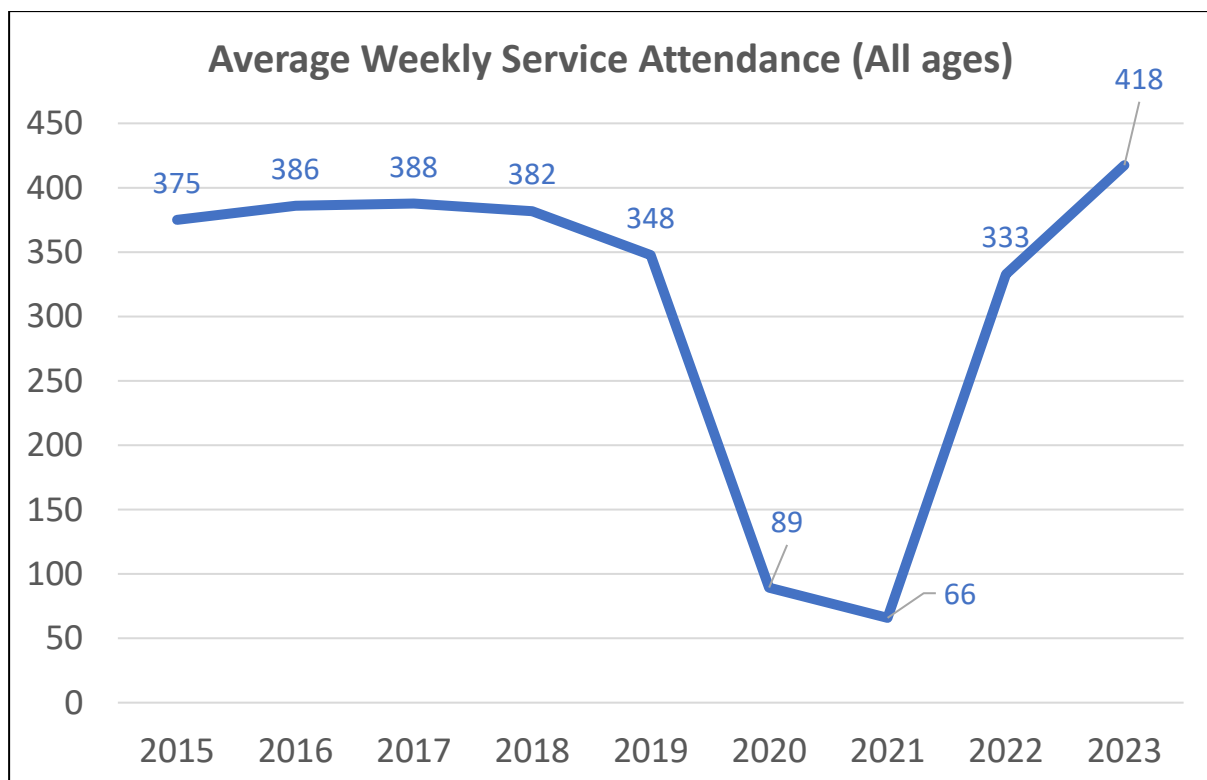
Praise God for this opportunity! May we be willing to play our part in his harvest work in our area.

Hang on, we haven't grown for years, this all sounds unrealistic!

It's easy to fall into a habit of not noticing new people to church and just sticking to people we know. When we do that, it is hard to get a good sense of the comings and goings in a church. Which is why we work hard to keep attendance rolls and to keep an eye on what is happening over time.

Let's consider some of the things God has been doing:

- 1) Has our Parish changed much in the last few years? Yes, the general trend, despite COVID-19 has been upwards since we started meeting together again:



2) How many new people have joined us since the COVID return?

- 165 adults have joined us at church and stayed or are still connecting.
- 15 have become Christians
- 2 are currently investigating

Since COVID-19 and the new Senior Minister started we have been focussing upon understanding ourselves, fixing or restarting our systems, getting good welcoming processes in place and getting people back to church. We have restarted a few outreach ministries like ESL and Junior Jivers but really, we haven't done very much intentional mission outreach, we haven't built an organic missional culture, we have just followed up some of the people who have come along – and God has grown us. Imagine what might happen if we ramped up our efforts and dedicated ourselves to praying for growth?

We have such an opportunity!

Appendix – Maturity obstacles

Perhaps the biggest obstacle we have as a church is also one of the hardest things to talk about honestly: as a whole church we have a Christian maturity problem. That's not to say we don't have mature Christians – we have many wonderful and mature Christians – but as a whole, we have a lot of people who are not whole-heartedly engaged in the life of their church - and that is hurting them and the whole body of our church.

This part of the appendix could be filled with pages and pages of data and graphs, but the point can be made simply with some key facts.

A high number of unengaged members

- **Church attendance frequencies** - We have a large number of people who attend irregularly at church. There are 14% of adults in our church whose average attendance is once a quarter at church and a further 20% between 5 and 15 times a year. Only 46% of our members come twice a month or more and just 26% of our members come three times or more a month. A little under 200 adults in our church come to church on average two-thirds of the time.¹¹

➔ *Whilst some of our members are shift workers, the large proportion of people who are irregular at church shows a high level of disengagement. They consider themselves members but come irregularly. This makes it hard to establish relationships, serve others, and have God's word active in their lives.*

¹¹ One study of Sydney Anglican Churches found the core members average attendance around Sydney is about two thirds of the year: [Behind the decline in Church attendance \(sydneyanglicans.net\)](https://www.sydneyanglicans.net/behind-the-decline-in-church-attendance) (Antony Barraclough)

- **Growth group participation** – Out of approximately 500 adults, 200 people have attended a Growth Group at least once this year. In the month of May 2023, 175 people attended a Growth Group at least once.

→ *This measurement confirms we have a low participation rate in one of our key maturity strategies, Growth Groups.*
- **Giving and generosity** – Our treasurer has done analysis of church giving patterns and concluded that we have about 200 givers in our church out of the approximate 500 adults on our roll.

→ *This shows that a huge proportion of our members are not committed to giving anything at all to their church. It also suggests a low level of engagement with church and a poor theology of generosity.*

We could add lots more data, but the picture is clear. If we were a church of 200 adults then we'd be highly engaged with people serving, giving, going to Growth Group etc. However, with 300 adults participating only once a month or less, we have a massive challenge ahead.

There is a real and sad possibility that the unengaged members of our church both miss out on eternal life themselves and also impede the rest of us reaching out others – this can't continue!

Leadership pipeline

Currently, 45 people serve in leadership roles such as Growth Group, Parish Council, leaders at Youth and Sunday Kids Ministry (K-6). That is

wonderful, but in a church our size it is way less than we need and we therefore we feel it as a church. The highest leadership participation rate is at our 6pm congregation and the lowest is our 10am congregation.

There is a danger that our existing leaders will burn out if we aren't developing new leaders for the future. This is an obstacle we need to overcome if we are to reach 2033 people.

Appendix – Illustrative church planting plan

In this section we outline, using example figures, how we might grow to 2033 people by 2033. The intention is to be illustrative about the possibilities for growing whilst using the resources that we have available to us in the next 10 years.

The tables on the next two pages should not be taken to be a ‘fixed prophecy’ about the future! The first one illustrates how we might plant churches to reach 2033 people at a growth rate of 10.94%. The second table shows how the hard work of mission growth for 10 years could build a platform to enable sustainable Gospel growth into the decades beyond.

Example growth post 2033 intense mission phase

Example implementation for 2033 adults + kids

<p>Red cells are possible 'end of line' for splits and restarts. Green are new starts. Orange are maxed out.</p> <p>10 year growth rate 111%</p> <p>Growth Phase! 2023-2033</p>	Year	Total People	St P 8am	St P 10am	St P 6pm	St P Wed	St A	MIC	Broughton 1	St A (cong 2)	St P (9am)	St P (1030am)	Broughton 2	Old church revitalise 1 (eg mid-week/sub-continental etc)
	2023	720	80	390	90	30	110	20						
	2024	799	80	378	100	28	120	23	70					
	2025	886	70	0	107	0	94	25	100	50	220	220		
	2026	983	60	0	125	0	110	28	120	60	240	240		
	2027	1091	50	0	145	0	120	30	150	70	263	263		
	2028	1210	40	0	162	0	120	33	180	80	298	297		
	2029	1342	30	0	179	0	120	37	180	90	310	310	86	
	2030	1489	0	0	196	0	120	40	253	100	310	310	110	50
	2031	1652	0	0	219	0	140	43	240	120	310	310	140	130
2032	1833	0	0	254	0	160	44	275	150	310	310	180	150	
2033	2033	0	0	289	0	180	48	310	180	310	310	220	186	

Example implementation for 2033 adults + kids

Red cells are possible 'end of line' for splits and restarts. Green are new starts. Orange are maxed out.		Year	Total People	St P 8am	St P 10am	St P 6pm	St P Wed	St A	MIC	Broughton n 1	St A (cong 2)	St P (9am)	St P (1030am)	Broughton n 2	Old church revitalise 1 (eg mid-week/sub-continental etc)	St Helen's PS or Bradbury PS	Old church revitalise 2 (eg mid-week/sub-continental etc)	Old church revitalise 2 (eg mid-week/sub-continental etc)	Send out into the world!			
10 year growth rate	111%	2023	720	80	390	90	30	110	20													
		2024	799	80	378	100	28	120	23	70												
		2025	886	70		107	0	94	25	100	50	220	220									
		2026	983	60		125	0	110	28	120	60	240	240									
		2027	1091	50		145	0	120	30	150	70	263	263									
		2028	1210	40		162	0	120	33	180	80	298	297									
		2029	1342	30		179	0	120	37	180	90	310	310		86							
		2030	1489			196	0	120	40	253	100	316	310		110	50						
		2031	1652			219	0	140	43	240	120	316	310		140	130						
		2032	1833			254	0	160	44	275	150	316	310		180	150						
2033	2033			289	0	180	48	310	180	316	310		220	186								
Ongoing rate	1.04	2034	2088			310		180		310	310		250	188	50							
(With lots of other sending!)		2035	2174			310		180		310	310		280	200	94							
		2036	2263			310		180		316	316		310	200	110		43					
		2037	2356			310		180		316	316		316	200	140		73			33		
		2038	2453			310		180		316	316		316	200	170		103			70		
		2039	2554			310		180		310	316		310	200	200		140			104		
		2040	2659			310		180		316	316		310	200	230		170			29		
		2041	2768			310		180		310	310		310	200	260		210			28		
		2042	2882			310		180		310	310		310	200	310		262					
		2043	3000			310		180		316	316		310	200	310		310			70		



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