



## Our Strategic Planning Journey

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### Introduction

At the SA A2A Leaders Together on Saturday June 23, I presented a summary of the journey Coast and Vines Church (Willunga SA) have been pursuing over the last 12 months. This journey has been towards completing a Strategic Plan.

Soon I hope to do a video recording of the presentation I gave at the LT which would then be available on the A2A website; However as a starter I will make available the Power Point presentation, and an excerpt from the plan itself.

Trusting this may be of help to you if you are also heading down this path.

Resources (note this is just a few, there is an ocean of stuff out there)

The following podcast with Carey Nieuwhof interviewing Dr Henry Cloud got us started on the Strategic Planning journey; Henry's insights and teaching in this podcast are gold.

<https://careynieuwhof.com/episode160/>

On Strategic Planning and Strategic Planning in the Scriptures.

[http://www.mts.com.au/assets/pdf/resources/discussionpapers/d\\_803\\_strategic\\_ministry.pdf](http://www.mts.com.au/assets/pdf/resources/discussionpapers/d_803_strategic_ministry.pdf)

<https://www.christianitytoday.com/pastors/2007/july-online-only/le-031112a.html>

<https://livingontheedge.org/broadcast/create-a-strategic-plan-part-1/daily-radio#.WzXIPy2B3-Y>

### Things to note in the Strategic Planning journey

- The starting point is working out your churches 'readiness' to pursue a strategic pathway.

Dr Henry Clouds '5 buckets of leadership' is a great tool to kick this process off. It helps you identify how you are doing in the 5 key areas the church must have in place in order to move forward in a strategic, intentional, and productive way – these '5 buckets' are:

1. The Vision – if the church plans to move from 'here' to 'there' it must have a well described and defined vision. This is a clear picture of the 'desired future state' of the church.
2. The Personnel – the vision needs the right people to succeed - talent and giftings commensurate with the vision needs to be engaged.
3. The Strategy – a strategic plan is vital. Good intentions wont move the church to where it needs to go, strategic planning is what maps out the pathway forward.
4. The Measurement – unless there is a way to measure the key factors that lead to the strategic plan being realised, there is no realistic appraisal of progress. Measurement and

assessment enable an objective view on whether the church is getting off track or is on track.

5. The Adjusting – where the church has gotten ‘off track’ there needs to be actions that fix the problems; this means holding people accountable in the ministry they are contributing to, and in adjusting programs and directions to ensure the churches mission and vision is adhered to.

- Defining well your church’s vision mission core values is the next step. There is a huge array of resources to do this, however having a template to begin with will help enormously.

A good template will highlight the key areas you should cover. The ‘Playbook’ Template that A2A uses is a great tool to start with.

**Playbook**  
for ..... date .....

**1. Why Do We Exist? - Our Core Purpose**

**2. How Do We Behave? - Our core values**

**3. What Do We Do? - Our vision**

**4. How Will We Succeed? - Our 3 Core Strategy Anchors are:**

**5. What is Most Important Right Now?**

**Thematic Goal**  
Our Immediate Major Goal →

**6. Defining Objectives**  
The general categories of activity required to achieve the thematic goal.

**7. Standard Operating Objectives**  
The ongoing and relatively straight forward metrics and areas of responsibility that any leadership team must maintain in order to keep the organisation afloat

**8. Who Must Do What? - Our Team and their responsibilities**

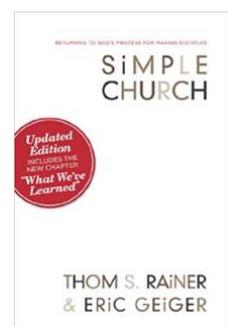
Name	Key Responsibilities

- Remember when putting this together less is usually more so try to keep it simple – clear easily recalled vision mission values etc. are much more likely to become understood widely across the church and therefore are more likely to be adopted.

A book to read which helps hugely in this realm is ‘Simple Church’ (Thom S Rainer & Eric Gieger) – you can source from Koorong etc.

- Determine an outline of your plan and what key areas you will cover –

this can be tweaked along the way however a basic outline will open the door for the



necessary writing and development of the plan.

- Walk through this process of strategic planning with your leadership team and don't ever hesitate to seek outside help where you may need it.
- Allocate time in your weekly diary to writing the plan.
- Have your Leadership Team review once draft is completed (also consider outside reviewers.)
- Keep your Goals to 'SMART' Goals – **S**pecific **M**easurable **A**chievable **R**ealistic **T**ime based.

### Excerpts from our plan

- Opposite is our church '*Blue Print*' (ironically we had it printed in green!) This outlines simply our Mission, Vision, Core Values, and Strategic Pillars (these are then described in more detail in our *Staff and Volunteers Handbook*)
- Below are two excerpts from our Strategic Plan:
  1. Chapter headings of the strategic plan.
  2. The first Key Component of the plan; **Discipleship and Training**, and the first KSA (Key Strategic Area) under this Key Component: **Leadership and Discipleship Pathways**



(for those with a keen eye, we put in the missing apostrophe above ☺)

### 1. (Excerpt from Plan)

#### Section/chapter headings for the Coast and Vines Strategic Plan

**A.**

- Introduction
- Founding scripture, history, key themes of the church
- Mission, Vision, Values, Strategic Pillars, Ministry Platform
- A2A affiliation

**B.**

- SWOT
- Advantage
- Organisation-wide strategy

**C.** *(for each of the 5 key components and the corresponding 14 the KSA's)*

1. Discipleship and Training – (1) Leadership and Discipleship Pathways
2. Community Impact – (2) Community Engagement (3) Missions
3. Church Health – (4) Pastoral Care (5) Crèche and Kids Church (6) Youth and Young Adults (7) Men's and Women's Ministry (8) Worship and Prayer (9) Media and technology (10) Small Groups (11) Administration and Finances
4. Facility Development – (12) Building Elements and Function (13) Costs/Derived Income)
5. Succession – (14) Succession of Senior Leaders

For each of the 5 Key Components the following sub-sections will be covered:

- Introduction
- Resource information
- Where we are now
- Where we are going

For each of the 14 Key Strategic Areas covered under the 5 key components

- How we will get there
  - ✓ Objectives
  - ✓ Goals
  - ✓ Action Plans including: required personnel, required resources, budget
  - ✓ Scorecard

**D.**

- Appendix

**2. (Excerpt from Plan)**

## **Discipleship and Training**

### **Introduction**

*“Your culture is a combination of what you create, and what you allow” Craig Groeschel*

*“Leadership is always the problem, and always the answer” John Maxwell*

*“Where there is no vision, the people perish” (Proverbs 29:18)*

Our mission is to follow Jesus, love people and seek God's restoration. All three aspects move us as a local church to get out of our 'comfort zone' and reach a hurting world.

Following Jesus means being obedient to His commands. Clearly to see our world changed we must be obedient to 'the Great Commission' – *“Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you: and lo, I am with you always, even to the end of the age”*. Amen (Matthew 28:19-20)

In line with our mission and the first of our 4 strategic pillars (follow Jesus), Coast and Vines Church is deliberately developing a discipleship and training culture.

This culture also includes the raising up of strong leaders within the church. Passionate skilled and disciplined leaders are the key to not only current effectiveness, but also to future success and legacy – this is especially true as younger leaders are raised up.

As church leaders we need to confidently be able to agree with this statement: “We have a clearly defined process to move people from salvation – to spiritual maturity – to significant ministry”

- without this definition people will be uncertain *how* the church is making disciples
- without this definition people are clueless as to how they are being moved to spiritual maturity
- without this definition there is room for ambiguity and confusion

This definition of the discipleship pathway will be described in late 2018 and will be made available on an A5 card (or other suitable medium) for all of the church soon after.

### **Resource Information**

*“These were his instructions to them: “The harvest is great, but the workers are few. So pray to the Lord who is in charge of the harvest; ask him to send more workers into his fields” Luke 10:2*

It seems that those responsible for ministries are always looking for workers and leaders to help. I often hear, “We have people but they’re only 3/10’s. I need 10/10’s. We need trained people”. I also get asked, “Who can you give me to help?” Some pastors see ‘bigger’ churches as recruiting grounds.

It seems the art of developing leaders from the harvest is dying. Pray for God to send workers, then train them as Jesus commanded. This is something ALL leaders should be equipped to do, not just Pastors. Do this, and you’ll have a constant source of people for ministry.

Here is a simple tool for training and developing leaders that can be practiced by any team leader.

## **1. Recruitment**

God says ‘ask me’. So make prayer the beginning point of your journey. Then, as people come into your church, make ‘an ask’ of *them*. Many people want to help but need encouragement.

### **Focus on...**

#### **\* empowerment**

- Recruit according to the mission...purpose-driven
- Ask them to enter a personal development track, not to just do a job or because you ‘desperately’ need someone!
- Goal is not to ‘get a job done’ but to raise up leaders...begin with the end in mind

#### **\* excellence**

- Take a risk but recruit for Excellence...right person in right place for right reason. SHAPE training (Rick Warren) is a great resource to place people according to their design, not just your needs.
- Don’t accept ‘just anyone’...Select the person...interview/application process

*“People are not always what they appear...they are usually more!”*

## **2. Responsibility**

Ask something of people, they can always say no. Then know what you are asking of them.

### **Focus on...**

#### **\* Releasing people to serve**

- know what you're calling them to do...if you don't they won't
- Define the task...job description...Establish the boundaries up front

**\* Expecting success**

- Gradually increase their responsibility with maturity and success...don't expect them to do it all at once
- Work them towards a higher calling

**3. Resources**

Don't recruit people then not give them the tools/dollars to do the job. Key role for senior pastors is to seek God for kingdom finance. Where God guides, God provides

**Focus on...**

- **Invest in people** not programmes... "vision harbours its own means".  
Tell people what training is available. Send them to conferences, buy them books etc.
- **Budget for growth**...for success, not failure or maintenance

**4. Relationship**

Recruiting leaders is not merely filling job vacancies. Develop people, not tasks. Honour the image of God within them.

**Focus on...**

**\* Friendship**

The best resource you can give an emerging leader is yourself. Schedule regular catch-ups, not just meetings with many others. *"Make a friend...gain a leader"*

**\* Accountability**

People only do what they are accountable for...WHAT do you want them to give an account for?

**Accountability must have 2 tracks: Task, Character**

We use the G.R.O.W. model, which is simple, memorable, and effective.

- |                |                               |
|----------------|-------------------------------|
| <b>Goals</b>   | - personal and ministry       |
| <b>Reality</b> | - problems and perspectives   |
| <b>Options</b> | - brainstorm and priorities   |
| <b>Will</b>    | - decisions and actions steps |

Need to establish upfront, regular times of personal and ministry review

**5. Renewal**

Senior leaders need to be proactive in these 3 areas...

- \* **Spiritual formation**...guiding the spiritual development of leaders...
  - remind them ministry is not just technocratic but theocratic
  - how is their soul tracking?
  - What are they doing to maintain mind/body/spirit?
- \* **Multiplication**...Spiritually healthy leaders reproduce themselves...2 Tim 2:2
  - who are they developing who is developing someone else?
  - Third Level Leaders reproduce systems and create new ministries
- \* **Celebration**...plan to celebrate victories and grieve their failures
  - Private encouragement/public affirmation

LIFE...Learning, Implementing, Forming, Excelling... John 10:10

Five Steps to Find and Develop Leaders in Your Church by John S. Powers

### **1. Know your reason for existence.**

Why does your church exist? I believe that every New Testament church exists to make followers of Jesus Christ. Effective leaders must willingly and obediently learn from our Lord themselves.

'When a leader has been with Jesus, his heart and soul become impassioned about the things of God' *John Maxwell, Developing the Leader Within You (Nashville: Thomas Nelson Publishers, 1993).*

Too often, people have risen to positions in church leadership because of the length of time they have been members, or due to some expertise in the marketplace. These attributes enhance decision-making in ministry. However, length of church membership does not always transform the hearts of people; sometimes it hardens us unaware. Likewise, business practices in the marketplace are helpful, but only if the expertise is sanctified for the Master's use.

### **2. Enlist leaders to a process, not a program.**

Churches tend to forget that programs are never intended to last forever. So when a church enlists leaders to a particular program, it is not surprising that the program may endear itself to those leaders. Sometimes it is not long before they lead the church to become 'wrapped up' in this program.

As a result, programs may control a growing portion of limited budget dollars, valuable calendar dates, and time from God's people to implement them.

Imagine if a church has five "pet" programs. Can you see the dilemma, the confusion, a program-based church faces?

There is a better way. Staff members can enlist leaders to a process of ministry that is based on a strategic plan ... a plan that has been birthed in the prayer closet; a plan that is based on the Great Commission (Matt. 28:18-20) and great commandment (Matt. 22:37-39); a ministry plan that captures the hearts of people to rise up in the name of Jesus; a plan that stirs people to share their faith boldly, live their lives purely, give of their wealth sacrificially, and serve the Lord faithfully.

### **3. Train leaders with high expectations.**

Leaders rise to the occasion. Because they are leaders they need a challenge. If an organization rises and falls upon leadership (and it does), then a church should expect the best from leaders or potential leaders.

For example, building an effective Bible study ministry means finding leaders who are willing to follow the basics of working in a class, department, or age-grade division. Some churches expect their Sunday School teachers and workers to sign a covenant with their church that outlines what they will do and how they will perform over the next 12 months.

However, an expectation without proper training is discouraging for leaders. Addressing this need means providing ongoing skills and personal development.

### **4. Focus leaders on the important, not the urgent.**

Churches that focus on urgent matters tend to jeopardize momentum. Also, like a lion looking at chair legs, leaders who focus on urgent things are in danger of losing their heart and passion for Jesus. Helping leaders overcome urgent thinking occurs when pastors keep reminding them of important matters.

The most important thing any leader can learn is how to abide in Christ. This abiding relationship includes a daily routine of spending time with God, saturating one's mind with the Word of God; remaining properly connected to the fellowship of a local church; and sharing a vibrant witness for Jesus.

### **5. Develop for the long term, and train for the immediate.**

One system for locating and developing leaders many churches choose is called; 'The Body-Life Journey: Guiding Believers into Ministry.' The goal of this equipping process is to move members from "mothballs" into ministry.

*Developing leaders may become one of the richest blessings a pastor, staff, and church may experience. It all begins with an unswerving commitment to the Lord Jesus and to people.*

The Four key areas in developing Leaders: (Dr Henry Cloud)

1. **Information** – we can't do something better or different without learning some key principles
2. **Relationships** – we only get better in the context of someone pushing us forward; coaching, mentoring, modelling
3. **New experiences** – we have to move out of our comfort zone and start doing new things that are stretching and faith building
4. **Structured pathways** – we must have a plan and a strategy for the way ahead

## 1. Leadership and Discipleship pathways – ‘training for sending’

### Where we are now

Since Coast and Vines Church was planted in mid 2006 there has always been an emphasis on training, discipleship and the raising up of new leaders. This has included:

- Mentoring/training of younger leaders by Rod and Alice Dowie
- BMi and A2A leadership training days and conferences
- other training events offered outside of these 2 movements (such as GLS, Bethel courses, Carey Nieuwhof leadership training etc.)
- ‘in-house’ leadership training days
- on-line training (such as the Leadership Development Program (Bethel) - this course was done by all the leadership team in 2014)
- promotion of leadership books, blogs and podcasts
- ‘on the job’ training in church
- small groups and small group teaching series
- preaching and teaching (Sunday morning and at other times)
- missions trips

An honest appraisal however of this activity over the years reveals that its effectiveness has not been where we hoped it would be. This is not because of inferior training, resources, or personnel, but simply because it has not been carried out in a strategic manner.

So whilst we acknowledge and thank God for the training and discipleship that has taken place at Coast and Vines over the last decade, we are now at the place to set up a definitive strategy to ensure far greater effectiveness into the future.

### Where we are going

At Coast and Vines Church we are committed to seeing discipleship, training, and the raising up of leaders (especially young leaders) become a significant part of our ongoing strategy, practice, and culture.

We intend to pursue a path that fulfils the key biblical mandate to 'make disciples'

Our express vision is to be a church where people encounter Jesus, where they are empowered for the mission and their call, and where their witness and influence causes communities (both locally and globally) to 'come alive' in Christ.

We desire that we would be like the early church as recorded in Acts; *"These that have turned the world upside down (the Christians), have come here also"* (Acts 17:6b)

Through this pursuit we are expecting the influence and effectiveness of the church to significantly increase, making us to truly be the 'salt and light' that Jesus declared we are to be (Matthew 5: 13-16)

We believe that as we train, disciple, and send out (fulfilling our mission), that many people and communities will be changed as they come to know Jesus as their Lord and Saviour.

### **How are we getting there?**

#### **Objectives:**

Our express intention in fulfilling our mission and vision:

- 1) a strong discipleship culture is developed in the church
- 2) specific pathways for discipleship are set in place
- 3) a strong leadership culture is developed in the church
- 4) specific pathways for raising up leaders are set in place

#### **Goals**

Our specific performance targets:

- 1) developing disciples and leaders in the church is recognised by 70% of the church as a key church culture and objective by December 2019<sup>1</sup>.
- 2) discipleship pathways are written up by November 2018, and set into practice by January 2019 (discipleship pathway A5 card also developed)

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<sup>1</sup> All statistical aspirations can be tested using survey monkey

- 3) leadership pathways are written up by November 2018, and set into practice by January 2019 (leadership pathway A5 card also developed)
- 4) young leaders are identified in 2018 and encouraged into leadership training in 2019 and beyond
- 5) at least two young leaders are signed up for the A2A 'Eli Program' in 2019
- 6) at least one church intern is taken on for 2019 and from then on a minimum of 1 per year
- 7) a 20% increase in those from the Leading Team attending leadership conferences in 2019
- 8) 1 preaching series on discipleship is carried out in 2018 (completed in April 2018) and also in 2019
- 9) those on the Leading Team annually attend GLS re-run (or access via DVD's)
- 10) those on Leading Team listen to designated leadership pod-casts 6 times (minimum) annually
- 11) as many as possible on the Leading Team plus 2 younger leaders attend the 2019 A2A National Conference (April 29-May 2)
- 12) protocols for leaders in all areas are developed by June 2019
- 13) mentoring of at least one younger leader is started by March 2019, and a mentoring program is started in July 2019
- 14) 2 young leaders are invited onto the Leading Team from January 2019. These young leaders are only required to attend once a quarter for 1 year and will not have voting rights. It is proposed (if they are agreeable and the current Leading Team endorses them) that in December of 2019 they could be invited to be full members of the Leading Team.
- 15) Promotion of Bible reading and Journaling is carried out in February of each year

### **Action Plans**

<b>Quarters July 1, 18 – December 31, 19</b>	<b>Action (task)</b>	<b>Personnel</b>	<b>Timing</b>	<b>Resources/Budget</b>
<b>1 July – Sept 2018</b>	Identify young leaders  Protocols for leaders developed	Rod Dowie and Joel Munro – reviewers David Fechner & Lee-Anne Munro Rod Dowie	Commence September	Help provided by Rick Paynter 'Gateway Church'
<b>2 Oct – Dec 2018</b>	Identify young leaders and potential intern for 2019– start formal connections and assess possible leadership paths  Develop leadership and discipleship pathways  Devise an internship program  Leadership Attends GLS re-run	Rod and Alice Dowie & Joel Munro  Rod Dowie with Joel Munro  Rod Dowie with Tim O'Neil  Rod Dowie	Key young leaders identified by October  Completed by end of December – instituted by Feb  Begin December  In this Qtr	    Liaison with Tim O'Neil  Subsidies based on budget
<b>3 Jan – March 2019</b>	2 young leaders identified for ELI and for Coast and Vines Leadership Team	Rod and Joel	January	Assistance from Mark Ansell Executive Pastor 'Gateway Church'

	Bible Reading and Journaling Highlighted	Rod	February	
<b>4 April – June 2019</b>	Protocols for leaders completed Mentoring program developed Discipleship Series	Rod and Joel Rod and Joel with input from NLT Rod and Joel	Ready June 30 June 2019 Start in May	Input from Phillip Mutzelburg and Tim O'Neil
<b>1 July – Sept 2019</b>	Mentoring program commences Young Leaders o/night training camp Commence internship if a young person has nominated	Rod and Joel with input from NLT Rod Dowie Rod Dowie and Joel Munro	July/August July July	Partner with David Busby and AGFC Input from NLT
<b>2 Oct – Dec 2019</b>	Planning for 2020 Discipleship and Training	Rod and Joel	November	

### **Required Personnel**

The leaders of discipleship and leadership training in the church are Joel Munro and Rod Dowie. This team will be added to over time and others will be engaged for specific tasks.

### **Required Resources**

- access to appropriate training resources – many of which can be readily accessed on-line for free or for purchase
- access to A2A leadership training resources

### **Scorecard**

- currently being developed – this simply scores tasks carried out on the action plans; it looks principally at effectiveness and timeliness and highlights areas/tasks that may need more work, or conversely areas/tasks that may need paring back or ending all together

**Budget** – see separate Budget Document; (Available to Leading Team)

Hope all this helps! Note our current Strategic Plan is completed but is draft only; so there may be some errors above (grammatical etc.) – cheers Rod

*“Strategy is a pattern in a stream of decisions” Henry Mintzberg*

*The essence of strategy is choosing what not to do” Michael Porter*