

Our Strategic Plan 2021-2025

We see a changing narrative for Christianity in Australia and across the globe.

At Crossway we're passionately committed to participating in God's compelling change story.



Ephesians 3:19-21

And I ask him that with both feet planted firmly on love, you'll be able to take in with all followers of Jesus the extravagant dimensions of Christ's love. Reach out and experience the breadth! Test its length! Plumb the depths! Rise to the heights!

Live full lives, full in the fullness of God.

God can do anything, you know—far more than you could ever imagine or guess or request in your wildest dreams!

He does it not by pushing us around but by working within us, his Spirit deeply and gently within us.

Glory to God in the church!

Glory to God in the Messiah, in Jesus!

Glory down all the generations!

Glory through all millennia! Oh, yes!

Introduction

Australia is in its seventh decade of a public narrative of the decline of Christianity. At Crossway we seek to play our part in changing that narrative to one of the growth of Christianity in our nation. We pray, strategise and act towards a change in this narrative that will cause the media to ask, “What is happening to Christianity in Australia? It is growing again!”

Our vision is to see our city, nation and the nations become disciples of Jesus. This causes us to think beyond our own walls and even our own neighbourhood. Crossway exercises an influence across the city, nation and nations on multiple fronts. BDC began 2021 with 91 churches from 11 denominations engaged in the two year process. By the end of 2021 we anticipate we will have engaged a total of approximately 1.7% of Australia’s Protestant churches in the process, and the conversation has begun very positively with the Catholic Church. COACH is being implemented by 122 churches across the nation and in the UK and we are now launching Empowered Faith Communities (EFCs) with a significant national impact in view. Initiatives birthed out of Crossway like Praxeis, ARK and 3D Arts are examples of ministries beyond Crossway that have a broader impact.

The journey into the new COVID normal will likely be more challenging than the exit from the pre-COVID norm. One doesn’t need to be a prophet to realise that Crossway will be a decentralised church through 2021. This could well shape the future expansion of Crossway, with satellites and campuses making a significant contribution to the growth of the ministry towards 2025.

This Strategic Plan lays the foundation for the expansion of the ministry initiative that emanates from Crossway. The emphasis on Expansion, Influence, Leadership and Transformation demonstrates our commitment to communities well beyond our own, while strengthening the very core that underpins them.

We believe God for great things and in our globally changed COVID world we seek to step forward with faith and courage. To God be the glory!

Dale Stephenson
Senior Pastor



Our Story

An Historical Snapshot

Crossway Baptist Church's story began in 1949 when a thriving Sunday School was established in Blackburn, then a suburb that was mostly made up of bush, apple and pear orchards. In August 1952 a group of adults met for a worship service in the then Blackburn South Primary School. By 1954 Blackburn Baptist Church was formally established.

In 1957 the Church called its first full-time Pastor and in 1962 the church established a new worship and ministry centre in Holland Road, Blackburn South. The church continued to experience growth, particularly with young families in this new suburb. In the 1980s the Church commenced ministries for people doing it tough in the local area, something that has become part of our missional DNA.

Stuart Robinson, having worked cross-culturally in South Asia for 14 years, became Senior Pastor in 1983, serving for 25 years and overseeing a very significant period of church growth and innovative ministry developments. In 1989 the church commenced an Asian ministry fellowship and today Crossway has a rich multi-cultural worshipping community, including an Asian Language Campus with Cantonese, Mandarin, Indonesian and Korean congregations.

To facilitate continuous growth it was decided in 1990 to relocate to our existing Burwood East site. Over the years a total of 16 acres of land was purchased and a number of building expansion projects have been undertaken.



Our Story

Continued

In 2008 Dale Stephenson became Crossway's Senior Pastor and over the past 13 years the church has continued to experience significant year on year growth, with a strong focus placed on missional outcomes.

In 2012 Crossway LifeCare began operation as an extension of Crossway's counselling service and in 2015, Crossway Baptist Church formalised an 80% stake in COACH Community Mentoring, which has expanded across Australia and the UK.

A South East campus was planted at Berwick in February 2016. Over the past decade Crossway has also seen tremendous growth in its online presence and engagement with people across the world.

The first Building a Discipling Culture (BDC) conferences were rolled out nationally in May 2019, representing a milestone in Crossway's long term commitment to equip Australian churches to make disciples who make disciples.

In 2020, like other faith communities across Australia and the globe, Crossway has needed to adapt to the COVID pandemic. This has been a time of great challenge and yet opportunity and also a powerful reminder of the goodness and faithfulness of our God who leads us forward as a faith community.

Mission in a Changing World

As we join with God in His mission we recognise we live and minister in a changing world.

Our 2021-2025 Strategic Plan is a contextual document. As we look ahead and discern God's leading for the future, we recognise the ministry context in which we operate locally and globally. Informers of this Strategic Plan include:

- Our Vision, Mission & Values
- 2016-2020 Strategic Plan
- Crossway Strengths and Challenges
- Global Trends
- Changes in Australian Church and Society

Our Vision, Mission + Values

Our Vision

To see our city, nation and the nations become disciples of Jesus.

Our Mission

Loving God, loving people, disciples that multiply.

Our Values

Nothing matters more

Jesus is always front and centre

There's room for you!

Anyone can experience authentic community

Everyone gets to play

The mission of God in the hands of ordinary people

Dare to dream

Bold faith leads to innovation, influence and impact

We take nothing for granted

We respond to God's goodness with gratitude and generosity

2016-2020 Strategic Plan Achievements

Recognising God's faithfulness and leading we celebrate the following achievements from our 2016-2020 Strategic Plan.

- Development and roll-out of Building a Discipling Culture – locally and nationally
- Launch of Crossway Worship and plans for the launch of Crossway Leadership Library in 2021
- Creation of Crossway Creative Arts Ltd and its recognition by ROCO
- Expansion of COACH across Australia and the UK
- Further development of our Burwood East site
- Growth of our South East Campus

As highlighted in the 2016-2020 plan, our leadership team continues to prayerfully explore income-generating mission focused initiatives and longer-term property plans for the Burwood East site.

Our Context: Local and Global

As we join with God in his mission we recognise we live and minister in a changing world. Our Strategic Plan is shaped with these challenges and opportunities in mind.

Our Context: Local

Crossway: Key Strengths

Leadership and vision
Strong, healthy culture – embedded values
Missional focus
Church's discipleship focus
Preaching
The campus model being fleshed out
Our cultural diversity
The growing influence of Building a Discipling Culture [BDC] across the nation
LifeCare
COACH
Growing justice partnerships
Generational ministries
Creative Arts – worship, presentations, recordings
Healthy governance
Emerging/younger leader capacity/development focus
“Dare to dream” lens
Our BE property footprint
Our growing digital presence
SE growth
Our resources allow us to be adaptable

Crossway: Key Challenges

Responding to COVID-19
Embedding BDC principles and practices across our campuses
Moving beyond big-event/gathering thinking
The need to grow our income base to support ministry
Long-term, coherent digital/online strategy
Communication across large church community
Growing our multi-campus thinking & alignment

Our Context: Global

Global Trends

The impact of COVID-19
Globalisation, yet collective mind shifts towards nationalistic trends
Rapid technological advancements
The legitimising of digital – blended futures in workplaces, church, community
Gender and sexuality issues
Racism/race issues
Growing wealth-poverty gap
Climate change and its related influences
Mass movements of people
Growth of other religions
Shifting political relationships between Australia and Asia
Extremist movements
Consumerism
Individualism
Societal fragmentation, isolation and polarisation

Changes in Australian Church and Society

The impact of COVID-19
Decline in people following Jesus/identifying with Christian faith
Decline in church attendance
Diffusion of denominational identity
Urban growth
Growth in LOTE churches
Ageing population
Attention and resources of Baby Boomers are stretched as they age
Increasing compliance
Social media impacts – positive and negative
Increasing moves to online for entertainment, information, news
Religious freedom issues
Generational differences/views and expectations of church

Our Strategy: 2021-2025

Our Strategic Focus

We see a changing narrative for Christianity in Australia and across the globe.

At Crossway we're passionately committed to participating in God's compelling change story.

Our Strategic Priorities

Led by the Spirit, we will pursue these four strategic priorities for the next five years:

Strategic Priority 1: Expansion

We will build a thriving multi-campus/multi-satellite model

Strategic Priority 2: Influence

We will mobilise churches around the globe to make disciples that multiply

Strategic Priority 3: Leadership

We will develop and resource leaders at Crossway and beyond for Kingdom impact

Strategic Priority 4: Transformation

We will actively join God and others in His transformation of communities

Our Planning Pathway

Strategic Priorities	Strategic Outcomes	Strategic Actions & Primary Responsibility	Annual Strategic Milestone Plan
<p>Expansion</p> <p>Influence</p> <p>Leadership</p> <p>Transformation</p>	<p>Clearly articulated outcomes, highlighting how these priorities will have been implemented by 2025.</p>	<p>Key summary action points (3-4 maximum) showing how we will achieve each outcome and the team with primary implementation responsibility.</p>	<p>Strategic Actions will be fleshed out in detail in a templated Annual Strategic Milestone document.</p>

What We See

Strategic Priority 1: Expansion

We will build a thriving multi-campus/multi-satellite model

No.	Strategic Outcomes [By 2025]	Strategic Actions [To be updated each year]	Primary Responsibility
1.1	Discipleship permeates our thinking and practice across all campuses and satellites	<ul style="list-style-type: none"> Annual training rhythm established across all campuses and satellites Continuous improvement of Building a Discipling Culture [BDC] content Trained practitioners deployed across all campuses and satellites BDC principles integrated into our annual preaching calendar 	BDC Team/ Campus Pastors
1.2	Existing campuses have experienced consistent annual growth	<ul style="list-style-type: none"> 2021 COVID gatherings' plan in place for each campus Campuses passionately committed to GDO missional outcomes Each campus has an articulated annual ministry plan, aligned to Strategic Plan 	Campus Pastors
1.3	New community-facing ministry facilities opened at Burwood East Campus	<ul style="list-style-type: none"> Property expansion plan developed and approved Increased multi-purpose space available for Generational ministries Key community-facing ministry opportunities identified and integrated into plans, including income-generating options 	Strategic Projects
1.4	South East Campus benefiting from a fit-for-purpose local hub	<ul style="list-style-type: none"> Strategic opportunities/options paper developed Stage one plan to allow for at least midweek community ministry and office presence By 2025 a fully integrated SE site has been opened 	Campus Pastor/ Strategic Projects
1.5	Asian Language Campus growth aligned with broader campus and satellite expansion plans	<ul style="list-style-type: none"> Identification of new Asian satellite opportunities across Melbourne Exploration of campus expansion opportunities in other parts of Australia Expansion of campus staff 	Campus Pastor/ Strategic Projects

No.	Strategic Outcomes [By 2025]	Strategic Actions [To be updated each year]	Primary Responsibility
1.6	We have established new, thriving campuses or satellites	<ul style="list-style-type: none"> • Campus prospectus developed, aligned with partnership discussions with Baptist Associations • Potential campus and satellite leaders' pathway established • In 2021 at least two new satellites established • Campus coaching model implemented • Generational ministries multi-campus leadership training strategy developed 	Campus Development Team
1.7	Existing and new campuses supported by fully embedded Central support team	<ul style="list-style-type: none"> • Central consultant roles/teams in place to serve key frontline ministry areas across campuses • Multi-campus strategy being implemented with innovative central support services 	Executive Pastor Team
1.8	Fully implemented digital/online campus-aligned strategy	<ul style="list-style-type: none"> • Digital strategy implemented • Central Digital/Online Hub-Studio fully operational • Online Pastor role appointed and embedded within strategy • Generational-focused role established on Communications Team 	Comms Team/ Executive Pastor Team
1.9	Our integrated groups' strategy is fully implemented	<ul style="list-style-type: none"> • Groups consultant appointed [2021] • Groups strategy fully implemented across campuses and satellites • Fully integrated IT support platform operating • FirstServe [campus/satellite-wide serving initiative] implemented and growing in community profile and partnerships 	Exec Pastor Team
1.10	"Partnering with Parents" is embedded in all campuses and satellites	<ul style="list-style-type: none"> • Generational Consultant roles [Children & Family and Youth] embedded, providing support to all campuses/satellites • "Partnering with Parents" vision/resources being implemented across all campuses/satellites • All Generational staff/Team Crossway members trained/equipped in "Partnering with Parents" strategy across all campuses and satellites. 	Generational Consultants

Strategic Priority 2: Influence:

We will mobilise churches around the globe to make disciples that multiply

No.	Strategic Outcomes [By 2025]	Strategic Actions	Primary Responsibility
2.1	400 churches in Australia will have been through or will be engaged in the BDC process	<ul style="list-style-type: none"> • Strategic partnerships with tribal leaders and organisations continually being developed • Catalysing promotional events and opportunities regionally and tribally • Ongoing identification and releasing of tribal leaders and cluster coaches who are practitioners • Continuous improvement of BDC content • Business model evaluated and reviewed 	BDC Team
2.2	BDC will have experienced international expansion	<ul style="list-style-type: none"> • Growing international partnerships being developed • International expansion model articulated, aligned to business model • Key tribal leaders trained in each country 	BDC Team
2.3	Crossway Creative Arts has a respected and established national presence, aligned with a strong discipleship focus	<ul style="list-style-type: none"> • Crossway Creative Arts' ministries are being developed across all campuses and leaders being trained. • Crossway Worship – new albums released including live Crossway worship album and youth album • Creative Arts ministry training options explored and developed in alignment with Leadership Centre [Crossway Creative Arts to emphasise creative development, aligned with discipleship journey] • Crossway Creative Arts has developed its presence in the community arts space 	Creative Arts Team

No.	Strategic Outcomes [By 2025]	Strategic Actions [To be updated each year]	Primary Responsibility
2.4	Crossway Kids have a growing digital presence and home-grown resources are being used across the nation	<ul style="list-style-type: none"> • Conduct research into wider church's needs, curriculum framework and appropriate digital platforms • Development of curriculum framework, content and appropriate digital platforms • Development and implementation of a go to market strategy • Explore with Crossway Worship team development of Crossway Kids worship resource 	Children & Families Team
2.5	New cross-campus global missions strategy developed and implemented	<ul style="list-style-type: none"> • New strategy developed centred on increased engagement, giving and prayer, alongside of "3P" awareness focus • 3P implemented with a multi-campus approach: "Platform, Programs and Placemats" • New, targeted intentional partnerships developed 	International Ministries Pastor
2.6	We will be regularly engaging with and hosting leadership visits/conversations with other churches and strengthening partnership opportunities	<ul style="list-style-type: none"> • Through BDC and Leadership Centre/Library we will facilitate engagement with churches and leaders, supporting their specific needs and resourcing • Smaller churches accessing opportunities such as Winter Camp, training events and other relevant Crossway initiatives. 	Consultants Team

Strategic Priority 3: Leadership

We will develop and resource leaders at Crossway and beyond for Kingdom impact

No.	Strategic Outcomes	Strategic Actions	Primary Responsibility
3.1	The Crossway Leadership Centre is fully established, raising up pastoral and market-place missional leaders through intentional pathways	<ul style="list-style-type: none"> Leadership Centre framework/philosophy developed, along with proposed leadership pathways [2021] Established pathways are fully embedded into the Centre by 2025 Locally trained leaders being released for campus and satellite Campus leadership teams benefiting from Leadership Centre training opportunities HiPo & ALT opportunities expanded to include leaders from other churches/ministry settings A full-time Leadership Centre Director is in place by 2025 	Executive Pastor Team
3.2	Our online Leadership Library has national profile and engagement	<ul style="list-style-type: none"> Stage one Leadership Library launched in 2021 Communications strategy launched to build engagement Stage two to income-generating resources 	Executive Pastor Team
3.3	We're modelling best-practice people and supervisor development initiative and processes	<ul style="list-style-type: none"> Annual supervision training plan implemented [2021] Staff Satisfaction Survey embedded and leading to positive staff culture improvements Individual staff development plan integrated into annual affirmation process Best-practice staff development training embedded into Leadership Centre framework 	Central Services Team
3.4	We're a springboard for entrepreneurial Kingdom initiatives at Crossway and beyond	<ul style="list-style-type: none"> Catalyst thinktank group established, aligned to Leadership Centre vision Partnership opportunities identified At least two entrepreneurial pilots established at Crossway 	Leadership Centre

Strategic Priority 4: Transformation

We will actively join God and others in His transformation of communities

No.	Strategic Outcomes [By 2025]	Strategic Actions	Primary Responsibility
4.1	80 local communities engaged in "Empowered Faith Communities" [EFC]	<ul style="list-style-type: none"> At least 5 denominations/large partners actively support and recommend COACH to their denomination or network. EFC has been fully embedded into COACH Vision-Casting Strategy Pilot EFC training commences in 2021 EFC marketing/comms strategy developed 	COACH Network
4.2	COACH Network engaged with 200 partners	<ul style="list-style-type: none"> COACH Vision-casting Ambassador in each capital city, promoting the program. Chinese COACH, Kids COACH, Financial COACH and indigenous COACH growing across Australia Regional Partners in place in HK and NZ Asylum Seeker and Refugee Training Module developed Youth COACH impact evaluation commenced Review merger options 50% of costs covered through partner license fees and training 	COACH Network
4.3	LifeCare expansion	<ul style="list-style-type: none"> Develop strategy for Lifecare to expand to new campuses SE Community Pastor role established [2021] and planning to expand this model to other new campuses Growing online service presence Growing community engagement through expanded Burwood East services Obtain third-party assessment of LifeCare Women's Centre programs 	LifeCare Leadership Team

No.	Strategic Outcomes [By 2025]	Strategic Actions	Primary Responsibility
4.4	"FirstServe" has an established profile and sustainable partnerships in the communities in which we have campuses	<ul style="list-style-type: none"> • Consultant role in place to support development of the vision • Successful FirstServe pilots through BE, SE & AL Campuses in 2021 • Strategy developed to expand FirstServe across all campuses/satellites aligned with key community partners • External funding sources explored 	Executive Pastor Team
4.5	At city, nation and nations' levels we are highly active in our justice partnerships	<ul style="list-style-type: none"> • Heightened awareness across our campuses of our justice partners and engagement opportunities • Love & Justice advocacy groups in place across our campuses • Annual partner focus services across all campuses • Strategy developed to ensure Generational ministries engagement and alignment. 	Executive Pastor Team



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