



The Church of Scotland
Presbytery of Ayr

Ayr Presbytery Mission Plan

Working Draft 1.3

The mission of the Church is the mission of Christ:

- 1. To proclaim the Good News of the Kingdom*
- 2. To teach, baptise and nurture new believers*
- 3. To respond to human need by loving service*
- 4. To seek to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation*
- 5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth.*

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Introduction and Background

1.1 Why we're doing what we're doing

The General Assembly of 2021 requires all Presbyteries in the Church of Scotland to produce a Mission Plan, to be approved by 31st December 2022¹, with the number of ministry posts to be within mandatory limits by 31st December 2025².

Although Ayr Presbytery is due to unite with 5 others to form the Presbytery of South West Scotland in September 2022, arrangements are sufficiently preliminary that it is not practicable to produce a shared Mission Plan at this time, so this Mission Plan is being developed by Ayr Presbytery alone. It is however recognised that implementation of the Plan will fall to the new Presbytery of South West Scotland.

The Mission Plan describes how Ayr Presbytery's engagement with Christ's Mission will be shaped and resourced, with reference to the Five Marks of Mission:

1. To proclaim the Good News of the Kingdom

Within each parish we seek to build communities/ groupings and places of worship who will:

- encourage and enable vibrant, relevant and varied God-centred worship that motivates and encourages all who attend
- take worship and the love of God and the Good News of Jesus Christ outside the walls of our churches and into our local communities
- continue to explore ways both contemporary and traditional that connects the church with the community/parish

2. To teach, baptise and nurture new believers

Within the groupings and from the central church we need to be able to:

- support churches and resource members in continuing to grow and delight in Christian discipleship
- encourage and support each other at all stages of the faith journey
- create loving communities characterised by hospitality, generosity, welcome, care, acceptance and respect
- be a place where we and others see the benefit of being part of the Church

¹ PMPA 2021 section 2.0.1; PMPA Guidance & Code of Practice section 2.1

² Assembly Trustees Deliverance 9 2021; Supplementary Report of the Faith Nurture Forum 2021 section 7.1.12

3. To respond to human need by loving service

- Life in the church and witnessing to the love of Christ can only be advanced when it is shared with others and inspires an outward-looking focus to the life and service of the church.
- As a church we will respond to the issues that surround us in ways that are both practical and imaginative, but always with the desire to help
- To equip and help those with various physical, emotional and social challenges, who find life difficult. Offer support, so that every person can flourish and every life can be fulfilling (John 10:10)

4. To seek to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation

- Support, inform and inspire members to take up issues of justice, peace and the integrity of creation both locally and more widely
- Facilitate a meeting of churches to think about how we can best serve the needs around us together
- Follow up on issues that affect members of church/community; help to raise awareness and helping people to address issues.

5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth

As part of the shared creation of the earth we will promote and enhance our natural environment. The Bible makes clear that the natural world and its creatures have value to God regardless of any value or usefulness that they have to us. It also makes clear that all human beings are precious in God's sight and so we have a duty to do what we can to promote their well-being and to avoid undermining this.

Scripture shows that the natural world is important to God in its own right, it is also spiritually and emotionally beneficial to us all – helping us recognise the immensity (and beauty) of God, seeking to bring us closer to God

- We will encourage respect for God's creation, and increase understanding of how that relates to our Christian faith
- Support the creation of community spaces/green spaces that explores and highlights the richness of the natural world that is all around us
- Explore potential sources of environmentally friendly 'green' energy, for our buildings. To seek to find ways to reduce the environmental 'footprint' of the church and its members

- To continue to inspire involvement in the eco-church initiative, and similar type projects

The growth of the church depends on Mission. The aim of the Ayr Presbytery Mission Plan is to place greater emphasis on mission and recognise the value of all forms of mission and the rich diversity from which our places of worship evolve.

Recognising that there is not a one size fits all method of Mission, the nature of each charge/team/area grouping's Mission in their communities will be different but there is a shared vision that seeks to ensure that the Plan and Vision we have is appropriate for meeting the needs of God's people today in Ayr Presbytery.

1.2 Ayr Presbytery - a brief description

Ayr Presbytery covers a wide geography and encompasses all aspects of church life from urban to rural.

Settlements range from inner-city neighbourhoods to remote countryside, and from some of Scotland's most affluent to most deprived neighbourhoods, including the only three neighbourhoods in Scotland classified as both Remote Rural and within the SIMD 5% Most Deprived category³. Of the seven indicators of deprivation listed on the Church of Scotland website, Ayr Presbytery shows slightly more deprivation than the Scottish average in six of those indicators.

Demographically, Ayr Presbytery has a more elderly population than the Scottish age profile.

Over half of the population live in the generally urban north and central areas of the Presbytery. New housing developments, commuter lifestyles and tourism present opportunities for creative mission.

The south and east areas of Presbytery are predominately rural, with less than half of the population dispersed across over 90% of its landmass. Village churches often being the only community building left, there are opportunities for mission through community enterprise.

In each of these areas the Church of Scotland is not only represented through its ecclesiastical buildings (which range from one of the oldest churches in Scotland at Symington, to the Carrick Centre in Maybole, purpose built in 2012 to incorporate both church and community centre) but – more importantly – its people.

Membership of the Kirk is still relatively high by national standards but is subject to the same decline experienced across Scotland. Incoming ministers often remark that church life in Ayr Presbytery is reminiscent of central belt Scotland 30 years ago. Congregational giving

³ Two at Bellsbank and one at Muirkirk

is high, despite widespread deprivation; anecdotally, net Ministries & Mission contributions from Ayr Presbytery are second only to the Presbytery of Edinburgh.

1.3 Ayr Presbytery in numbers

The Presbytery of Ayr presently comprises 48 congregations, currently organised into 32 charges.

In July 2021, there are 13 vacant charges, leaving only 19 stipendiary parish ministers in post. There are 2 MDS⁴ in post (1.5 FTE⁵), with a further 1.5 FTE roles defined.

The Presbytery also hosts one of the Kirk’s five national pioneer minister’s posts. The post holder works with the farming communities in Ayrshire. It is expected that this role will continue as an MDS post when the extended pilot project ends in December 2022.

The Presbytery currently has 3 Ordained Local Ministers (OLMs) available for deployment, alongside 7 Readers. At present there are no Deacons in post in the Presbytery.

For planning purposes, Presbytery has been divided into four areas: North, Central, East and South:

North	Central	East	South
Craigie Symington	Alloway	Annbank	Ballantrae
Dundonald	Ayr Auld Kirk	Auchinleck	Barr
Monkton & Prestwick North	Ayr Castlehill	Catrine	Crosshill
Prestwick Kingcase	Ayr Newton	Coylton	Dailly
Prestwick St Nicholas	Wallacetown*	Drongan The Schaw Kirk	Dalmellington*
Prestwick South	Ayr St Andrews	Lugar	Dalrymple
Troon Old	Ayr St Columba	Mauchline	Girvan North
Troon Portland	Ayr St James	Muirkirk*	Girvan South
Troon St Meddams	Ayr St Leonards	New Cumnock	Kirkmichael
	Ayr St Quivox*	Ochiltree	Kirkoswald
	Fisherton	Old Cumnock Old	Maybole
		Old Cumnock Trinity	Patna Waterside*
		Sorn	St Colmon
		Stair	Straiton
		Tarbolton	
* Priority Areas			

⁴ Ministries Development Staff

⁵ Full Time Equivalent

Population and Area measures, by area:

	Population	Rural Weighting ⁶	Deprivation Weighting ⁷	Weighted Population	Area (SqKm)
North	38,551	6,288	367	45,206	104
Central	46,811	1,251	7,400	55,462	81
East	41,597	28,675	4,028	74,300	784
South	25,409	21,116	2,482	49,007	1,182
totals	152,368	57,330	14,276	223,974	2,151

Congregational measures, by area:

	Congregational Roll Dec 2020	5 Year Projected ⁸ Congregational Roll	Children (<=17) Dec 2020	M&M 2021
North	3,865	3,146	625	£508,163
Central	4,092	3,272	907	£565,619
East	3,484	3,099	230	£340,907
South	2,472	1,985	107	£246,116
totals	13,913	11,502	1,869	£1,660,805

⁶ (by datazone) SGUR Remote Rural point 3 add 200% of population; Accessible Rural point 2 add 100%

⁷ (by datazone) SIMD Most Deprived 5% add 100% of population; 5%-10% add 50%; 10%-15% add 25%

⁸ Based on % change in membership 2016-2020 for individual congregations

The Planning Process

2.1 Proposed Timeline

Jul 2021 – Apr 2022	Mission Plan is developed
10 th Aug 2021	Presbytery formally starts Mission Planning process
late Aug	Local area briefings followed by 2 months consultation on charges & ministry posts
1 st Nov 2021	Local areas agree charge definitions and allocate ministry posts
7 th Dec 2021	Presbytery confirms definitions of new charges
1 st Apr 2022	Partner congregations produce outline local mission plans for new charges
	further milestones TBD
3 rd May 2022	Presbytery agrees Mission Plan
May – Jun 2022	Faith Nurture Forum and General Trustees approve the Mission Plan
28 th Jun 2022	Presbytery formally starts implementing Mission Plan
Sep 2022	<i>Formation of Presbytery of South West Scotland</i>
31 st Dec 2022	<i>Deadline for Mission Plans to be approved</i>

2.2 Development of Mission Plan



Development of the Mission Plan largely falls within the remit of Presbytery’s standing Mission Committee, which is responsible for enabling mission, and presbytery planning. To

assist Mission Committee in its task, in July 2021 it appointed a team of 4 Ministers and 3 Elders, with an advisory panel of 1 Minister and 1 Elder, to deal with detailed aspects of initial planning. The full Mission Plan will however require input from other standing committees and specialists as work progresses.

A key requirement is that Presbytery must work together with Kirk Sessions, Congregations, Parish Ministers and others involved in ministry, to develop the Mission Plan⁹. The diagram above indicates how the main responsibilities shift as the work progresses.

2.2.1 Defining charges first?

The PMPA Guidance is clear: mission first; people and congregational structures second; buildings last¹⁰. Why is Ayr Presbytery proposing to define charges and allocate ministry posts first?

Ayr Presbytery modified its Presbytery Planning process to prioritise mission in October 2017, when “Area Working Groups” were re-purposed to become “Mission Focus Groups”. Since then, mission has notionally been the focus of all presbytery planning.

Mission Focus Groups were previously asked to reconfigure charges in their areas to prioritise mission, with an overall reduction of 6 charges. Results were mixed, but by the start of lockdown in March 2020, no groups had been able to agree even modest changes to charges.

Now faced with a major reduction of charges – 32 charges to approximately 19 – no charges in Presbytery will ultimately remain as currently configured.

The Guidance is expressed in terms of engaging in mission planning with office bearers and congregations, and between neighbouring congregations. Our experience is that uncertainty in the parameters of the exercise, and congregations’ natural empathy for their neighbours, mean that discussion often lacks focus and hard collective decisions are avoided, in respect of both mission *and* structures.

By Mission Committee taking the lead with difficult decisions about the reduced number of new charges (but still with local input), our objective is to encourage more productive local discussions about mission and the optimal deployment of ministry.

2.3 Local Consultations

For the purposes of consulting collaboratively and efficiently with Kirk Sessions and Congregations, the Presbytery has been split into 4 planning Areas: North, Central, East and South.

⁹ PMPA Guidance & Code of Practice section 6

¹⁰ PMPA Guidance & Code of Practice section 6.5

Initial area-by-area briefing sessions with representatives of Kirk Sessions and Congregations started in late August 2021. These briefings were in-person meetings, subject to pandemic restrictions in force at the time. Local consultations then continue, phase by phase, with the focus of discussions becoming increasingly local as planning progresses.

Note that to allow all congregations to fully engage with the process, Presbytery has the right to call meetings with Kirk Session(s) and Congregation(s) to discuss the Mission Plan, without the consent of their inducted Minister, who may not attend or speak at the meeting. This is contrary to the usual practice of having to obtain consent from an inducted Minister before such discussion can take place. Formally, speculative discussion of Adjustment required to achieve Mission Plan goals is deemed *not* to affect the rights of an inducted Minister¹¹.

Presbytery will have separate meetings with inducted Ministers.

2.4 Phase 1: Defining Charges, Allocating Ministry Posts

To arrive at a defined set of new charges and allocation of ministry posts quickly, but still involving local input, the Presbytery proposed a two-level approach:

1. Presbytery allocates ministry posts to Areas (by 10th August).
2. Local parties (Kirk Sessions/Congregations) collectively define charges and allocate ministry posts within each Area, with Plan A and Plan B “conversation starters” provided by Presbytery (to be agreed by 1st November, otherwise Plan A will apply by default).

The overall allocation of ministry posts to Areas will be according to a mix of criteria:

- 80% population weighted for priority areas and urban/rural status
- 10% projected congregations
- 10% M&M contributions

One ministry post has been reserved for continuation of the Pioneer Farming Ministry, so area allocations add up to 23 FTE posts.

	Weighted Population	Projected Congregational Roll	M&M	Ministry Allocation (per mix)	Allocation rounded to 1 FTE	MDS	Parish Ministers
North	4.7	6.3	6.6	5.05	5.0	0	5.0
Central	5.7	6.5	7.8	5.99	6.0	1	5.0
East	7.6	6.2	4.7	7.17	7.0	1.5	5.5
South	5.0	4.0	3.9	4.79	5.0	1	4.0
totals	23	23	23	23.00	23	3.5	19.5
mix	80%	10%	10%				

¹¹ PMPA 2021 section 2.4.3

A set of Principles for defining charges and allocating ministry posts can be found at Appendix 1: Principles for Defining Charges, Allocating Ministry Posts.

2.5 Phase 2: Local Mission Plans

Local Mission Plans are the heart of Presbytery's Mission Plan.

Having established the pattern of new charges in Phase 1, Local Mission Plans express the missional vision of those new charges, in terms of the Five Marks of Mission. Mission – in all its forms – is the priority of the Mission Plan¹².

The narrative element of sections 3.1, 3.2, 3.3 and 3.4 of this Working Draft forms a template for each Local Mission Plan in that area.

Every new charge needs its own separate Local Mission Plan. In the short term, an outline of that plan will be required by Mission Committee by 1st April 2022 (to feed into the Buildings Review and enable key points to be incorporated in the overall Presbytery Mission Plan), but the plan should be constantly reviewed and developed thereafter, both before and after the new charge comes into being.

Each Local Mission Plan should be discussed and jointly developed by the group of partner congregations who will come together to form that new charge, with the assistance of Presbytery where required. Discussions can start as soon as agreement is reached in Phase 1; this will allow up to five months (November through March) for work on the Local Mission Plan and its associated Local Transition Plan.

Presbytery confirmed the definition of new charges on 7th December 2021.

It will be possible for locally defined charges and deployment of ministry posts to be refined depending on the outcome of local mission planning, subject to local agreement and any changes complying with the Principles. However, it will not be possible to revise the overall allocation of ministry posts to Areas.

2.6 Phase 3: Local Transition Plans

The purpose of a Local Transition Plan is to set out how a local area gets from its present ministries and congregational structures, to the future ministries and congregational structures envisaged in the Mission Plan.

Transition Plans do not have a set duration or form because they will be different in every situation. In some cases transition will be achievable in a single step over a minimum of time; in other cases transition could be a multi-step process that may take many years. Since our expectation is that no charge in Presbytery will ultimately remain as currently

¹² PMPA Guidance & Code of Practice sections 4 & 5

configured, then Adjustment¹³ will always be required. Transition Plans can combine and/or sequence the various forms of Adjustment to tailor transition to local needs. Note that the fine detail of any proposed Adjustment is not required at this time: that will be dealt with in Basis of Adjustment negotiations when Presbytery implements its Approved Mission Plan¹⁴.

Subject to the approval of Faith Nurture Forum, it may be acceptable for a Transition Plan to envisage a temporary increase in local headcount in order to meet transitional ministry needs, such as in a Deferred Union, so long as the end point of the Mission Plan is within Presbytery's headcount limit.

Local Transition Plans should be documented alongside Local Mission Plans.

Where Local Transition Plans involve incumbent local Ministers, then it will be important to include them in discussions, and to respect their decisions concerning tenure and/or reshaped roles. It follows that, due to the close relationship between Local Transition Plans and Local Mission Plans, inducted Ministers may contribute to the planning process for both, in contrast to the guidance for Phase 1. Note however that speculative discussion of Adjustment required to achieve Mission Plan goals continues to be deemed *not* to affect their rights¹⁵.

Partner congregations coming together in a new charge should consider if there are any tangible ways in which they could anticipate their future relationship while the process of transition is ongoing, particularly if it is expected to take any length of time. For example, informal co-operation on mission projects, or entering into a formal Parish Grouping agreement¹⁶.

2.7 Phase 4: Buildings Review

The PMPA requires Presbytery to categorise every church building as being required beyond 5 years, or to be disposed of within that period¹⁷. We are therefore required to conduct a Buildings Review using resources and advice provided by the General Trustees¹⁸, as part of our Mission Plan.

Ayr Presbytery was invited by the General Trustees to take part in the second pilot of their Asset Management Building Audit (AMBA) tool. This splits Buildings Review into three phases: information gathering (audit), analysis, and decision-making.

In the first phase, approximately from October through January, Presbytery-appointed auditors will meet with congregations' Fabric Conveners to complete an electronic form and take supporting photographs. An audit visit should take around 2 to 3 hours. The forms will

¹³ PMPA 2021 section 7

¹⁴ PMPA 2021 sections 10 & 11

¹⁵ PMPA 2021 section 2.4.3

¹⁶ PMPA 2021 section 7 (8)

¹⁷ PMPA 2021 section 2.1.2

¹⁸ PMPA 2021 section 2.1.3

then be sent to General Trustees for analysis, who will in turn send their ranked findings back to Presbytery.

Presbytery has authorised the creation of a committee to co-ordinate and progress Buildings Review, which will be convened by the convener of Presbytery's standing Administration Committee, and be advised by Presbytery's Sub-Conveners of Benefice & Fabric. That team will receive the analysis from General Trustees and combine it with future requirements for buildings for worship and mission, as outlined in Local Mission Plans, to recommend to Presbytery which buildings should be kept and which should be categorized for disposal – the final part of the Mission Planning process.

The Plan

Note:

- The tables below indicate centrally funded parish minister and MDS posts.
- OLM deployment is indicated in grey, to reflect that any individual OLM deployment should be agreed between Presbytery and available OLMs, prioritised according to the varying transitional needs across Presbytery.
- Locally funded posts will in principle be inherited by new charges from precursor charges; details to be clarified during negotiation of Bases of Adjustment.

3.1 North Area - Draft Plan for the North Area Grouping

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Total Staffing in Plan	Building Classification
							5 FTE MWS 1 OLM	
• Dundonald and Craigie Symington unite	690	6,288	UT UT		Dundonald – funding for 1 FTE community worker post	1 FTE MWS		
• Troon Old/Troon Portland/ Troon St Meddans unite to form a Troon Church • Local Mission Church in north east Troon	1,730	14,750	UT V V		St Meddans – 1 FTE youth worker post	2 FTE MWS + 1 OLM		
• Monkton Prestwick North and Prestwick South unite	446	10,147	V UT			1 FTE MWS		
• Prestwick St Nicholas and Prestwick Kingcase unite	999	7,366	V UT			1 FTE MWS		

Key: UT – Unrestricted Tenure; V – Vacancy; FTE – Full Time Equivalent; MWS – Minister of Word & Sacrament (inducted parish minister); MDS – Ministries Development Staff; OLM – Ordained Local Minister

- By the end of the plan the aim is to have **5 FTE ministry posts and 1 OLM** for the grouping (target date 2025).
- **The rationale for this grouping:** The allocation of centrally funded ministry posts has been calculated by taking into account: the weighted population figures for the grouping (80%); each charge in the grouping’s projected congregational roll (10%); Ministries & Mission allocation for the grouping (10%).

- **The North Area Grouping is allocated in this way** to take account of the travel corridor for commuters that includes the villages of Monkton and Dundonald. The coverage of both Troon and Prestwick as tourist destinations, as well as towns used for commuting to Glasgow and Edinburgh. The presence of Prestwick Airport within this grouping in the north part of the Presbytery.
- **Mission Fields for this Area Grouping which take account the Five Marks of Mission may include:**
 1. **In Proclaiming the Good News of the Kingdom** – Developing outreach, sharing faith and Christian Lifestyle with young families through a variety of formats. Exploration of Intergenerational work, given the population demographic of younger versus older people within settings. Working in partnership ecumenically with other denominations within the area grouping. Expanding the work started during Covid in regard to online worshipping communities, enhance and expand this to facilitate growth. Working together within the grouping to continue to explore ways both contemporary and traditional that connects the church with the community/parish.
 2. **In teaching, baptising, and nurturing new believers** – The ministerial and leadership posts within the grouping require to be freed up to expand and deliver their Teaching Elder role to develop and support worship teams to lead in worship within team ministries; to develop people in their discipleship whether elder, office-bearer or congregational member; to be able to deliver in innovative ways events, programmes or activities that encourage people to come to faith. There will be a need for the Education Committee of Presbytery to have an input and support area groupings in developing and delivering their learning and training.
 3. **In responding to human need by loving service** – The church has a special concern for the poor. Therefore, it is essential to understand what the poverty demographic is and to what extent deprivation exists within the parishes within the area grouping. How does and how will the church in these communities work together with Health, Social Care, Carers and Volunteers to address this? Thinking too about the work of the Guild – how can the Guilds come together in this grouping to work together to support those in need both globally and at home? Essentially all of our elders, office bearers and some of our congregational members are volunteers and so within the new allocations which create bigger charges and team ministries it is important as an area grouping to look at how we support our volunteers and possibly work with others in our community who have that expertise for example Voluntary Action South Ayrshire. Many churches already support their communities through Food Banks within the grouping; there may be a need to look at sustainable food access to those suffering financial difficulty. There will be a need for the Community and World Concerns Committee of Presbytery to have an input and support area groupings in developing and communicating our Love for Our Neighbour both locally and globally.

4. **In seeking to transform unjust structures of society, in challenging violence of every kind and pursuing peace and reconciliation** – As a church following the teachings of Jesus there is an emphasis on the church both nationally and locally to inform and inspire members to take up issues of justice, peace and the integrity of creation. We live within diverse communities and in faith require to stand up for those whose voice is unheard or ignored through racial injustice, domestic violence, homelessness, and discrimination. Within the area grouping there is a missional role for working with our neighbours in other denominations to tackle underlying sectarianism within communities and discrimination against other faith groups. Every charge has a responsibility to be an inclusive and welcoming church to all.

5. **In striving to safeguard the integrity of creation and sustain and renew the life of the earth** – The grouping taking account of the settings and environment within its bounds – from beaches, countryside, farming to more urban and industrial settings – will encourage respect for God’s creation and increase an understanding of how that relates to our Christian faith. Working together investigate the surrounding community spaces/green spaces in parishes. Explore and highlight the richness of the natural world locally and potential sources of environmentally friendly ‘green’ energy for our buildings, and where appropriate understanding the implications for A-listed church buildings. The area groupings are encouraged to find ways to reduce the environmental ‘footprint’ of congregations and where possible work towards becoming eco-congregations.

Please note these are not meant to be prescriptive but a conversation starter for the grouping, and where charges are allocated together in either Plan A or Plan B to look at a way forward in mission. Local Church Review in Ayr Presbytery for the present is on hold but eventually in the future there will be the emphasis on Local Church Review which is mission focused and that takes account of the new allocations and area groupings.

- Challenges for this grouping will take account of the issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan for this grouping’s plan; Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan; thinking outside the box; the present buildings for new and inventive mission opportunities; the areas of new build and housing within this Area Grouping and the impact this will have.

- A building assessment of the grouping will be carried out by Presbytery utilising the Building Assessment Template which is at present under development by the Church of Scotland General Trustees. The outcome and recommendations of the audit will be taken into consideration by the North Area grouping as a whole in regard to reduction in buildings within this grouping.

- It is acknowledged that the future creation of the South West Presbytery may create opportunities for congregations in Ayr Presbytery's North Area Grouping to integrate with charges on its boundary with Irvine & Kilmarnock Presbytery. The Mission Plan should be open to this possibility of future partnerships.

3.2 Central Area - Draft Plan for the Central Area Grouping

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Total Staffing in Plan	Building Classification
							5 FTE MWS 1 FTE MDS 1 OLM	
• Ayr St James and Ayr St Quivox* unite	417	10,471	UT UT			1 FTE MWS + 0.5 FTE MDS (*Priority Area)		
• Ayr Newton Wallacetown* incorporates Lochside as a Local Mission Church	319 No figures for Lochside	7,602	V		1 Youth Worker funded by external source	1 FTE MWS + 0.5 FTE MDS (*Priority Area)		
• Ayr Castlehill and Ayr St Leonards unite	824	12,418	UT UT			1 FTE MWS		
• Ayr Auld Kirk/ Ayr St Andrews/ Ayr St Columba unite	1,530	9,073	UT UT UT		Ayr St Columba – had an Assistant Minister	1 FTE MWS + 1 OLM		
• Alloway and Fisherton unite, incorporating area for future Corton development	1,002	7,247	UT V		Alloway – part time schools and family worker; part time youth worker	1 FTE MWS		

Key: UT – Unrestricted Tenure; V – Vacancy; FTE – Full Time Equivalent; MWS – Minister of Word & Sacrament (inducted parish minister); MDS – Ministries Development Staff; OLM – Ordained Local Minister

- By the end of the plan the aim is to have **5 FTE ministry posts, 1 MDS post** (this could be split into 2 x 0.5 posts) and **1 OLM** for the grouping (target date 2025).

- **The rationale for this grouping:** The allocation of centrally funded ministry posts has been calculated by taking into account: the weighted population figures for the grouping (80%); each charge in the grouping's projected congregational roll (10%); Ministries & Mission allocation for the grouping (10%).
- **The Central Area Grouping is allocated in this way** to take account of the urban and business population, taking into consideration the workplace settings within the centre of Ayr and Ayr Town Centre. One of NHS Ayrshire and Arran's main university teaching hospitals lies within this grouping. Ayr College and the University of West of Scotland (UWS) is situated in the heart of this grouping. There is also within the near future the possible Corton housing development.
- **Mission Fields for this Area Grouping which take account the Five Marks of Mission may include:**
 1. **In Proclaiming the Good News of the Kingdom** – Developing outreach, sharing faith and Christian Lifestyle with young families through a variety of formats. Exploration of Intergenerational work, given the population demographic of younger versus older people within settings. Working in partnership ecumenically with other denominations within the area grouping. Expanding the work started during Covid in regard to online worshipping communities, enhance and expand this to facilitate growth. Working together within the grouping to continue to explore ways both contemporary and traditional that connects the church with the community/parish. Explore ways to work together within this area grouping to deliver mission and outreach to the both the Business, College and University communities.
 2. **In teaching, baptising, and nurturing new believers** – The ministerial and leadership posts within the grouping require to be freed up to expand and deliver their Teaching Elder role to develop and support worship teams to lead in worship within team ministries; to develop people in their discipleship whether elder, office-bearer or congregational member; to be able to deliver in innovative ways events, programmes or activities that encourage people to come to faith. Development of an innovative worship programme that will attract young people possibly on the College campus, possibly in conjunction with our denominational partners in the centre of Ayr. There will be a need for the Education Committee of Presbytery to have an input and support area groupings in developing and delivering their learning and training.
 3. **In responding to human need by loving service** – The church has a special concern for the poor. Therefore, it is essential to understand what the poverty demographic is and to what extent deprivation exists within the parishes within the area grouping. How does and how will the church in these communities work together with Health, Social Care, Carers and Volunteers to address this?

Thinking too about the work of the Guild – how can the Guilds come together in this grouping to work together to support those in need both globally and at home? Essentially all of our elders, office bearers and some of our congregational members are volunteers and so within the new allocations which create bigger charges and team ministries it is important as an area grouping to look at how we support our volunteers and possibly work with others in our community who have that expertise for example Voluntary Action South Ayrshire. Many churches already support their communities through Food Banks within the grouping; there may be a need to look at sustainable food access to those suffering financial difficulty. There will be a need for the Community and World Concerns Committee of Presbytery to have an input and support area groupings in developing and communicating our Love for Our Neighbour both locally and globally. Within the Central Area grouping think about linking in with the Night Pastors and other forms of outreach work with our denominational partners to tackle homelessness. Consideration of our pastoral role within the hospital setting.

- 4. In seeking to transform unjust structures of society, in challenging violence of every kind and pursuing peace and reconciliation** – As a church following the teachings of Jesus there is an emphasis on the church both nationally and locally to inform and inspire members to take up issues of justice, peace and the integrity of creation. We live within diverse communities and in faith require to stand up for those whose voice is unheard or ignored through racial injustice, domestic violence, homelessness, and discrimination. Within the area grouping there is a missional role for working with our neighbours in other denominations to tackle underlying sectarianism within communities and discrimination against other faith groups. Every charge has a responsibility to be an inclusive and welcoming church to all.

- 5. In striving to safeguard the integrity of creation and sustain and renew the life of the earth** – The grouping taking account of the settings and environment within its bounds – Ayr Beach, Ayr Town Centre, the industrial settings and green spaces, parks and Riverside Walk, as well as the more rural setting in Alloway and Fisherton parishes – will encourage respect for God’s creation and increase an understanding of how that relates to our Christian faith. Working together investigate the surrounding community spaces/green spaces in parishes. Explore and highlight the richness of the natural world locally and potential sources of environmentally friendly ‘green’ energy for our buildings, and where appropriate understanding the implications for A-listed church buildings. The area groupings are encouraged to find ways to reduce the environmental ‘footprint’ of congregations and where possible work towards becoming eco-congregations.

Please note these are not meant to be prescriptive but a conversation starter for the grouping, and where charges are allocated together in either Plan A or Plan B to look at a way forward in mission. Local Church Review in Ayr Presbytery for the present is on hold but eventually in

the future there will be the emphasis on Local Church Review which is mission focused and that takes account of the new allocations and area groupings.

- Challenges for this grouping will take account of the issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan for this grouping's plan; Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan; thinking outside the box; the present buildings for new and inventive mission opportunities; the areas of new build and housing within this Area Grouping and the impact this will have; the access to and impact of mission within the town centre and within Ayr College and the UWS.
- A building assessment of the grouping will be carried out by Presbytery utilising the Building Assessment Template which is at present under development by the Church of Scotland General Trustees. The outcome and recommendations of the audit will be taken into consideration by the North Area grouping as a whole in regard to reduction in buildings within this grouping.
- It is acknowledged that while the future creation of the South West Presbytery may create opportunities for congregations in Ayr Presbytery to integrate with charges on its boundaries, this does not concern the Central Area Grouping.

3.3 East Area - Draft Plan for the East Area Grouping

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Total Staffing in Plan	Building Classification
							5.5 FTE MWS 1.5 FTE MDS 1 OLM	
<ul style="list-style-type: none"> • Annbank/Tarbolton/Mauchline†/Sorn† unite • Offer option of Local Mission Church to rural communities 	944	11,314	UT UT			1 FTE MWS		
<ul style="list-style-type: none"> • Coylton/Drongan The Schaw Kirk†/ Ochiltree†/Stair unite • Offer option of Local Mission Church to rural communities 	861	9,194	UT V			1 FTE MWS		
<ul style="list-style-type: none"> • (Ochiltree, Drongan, Mauchline and Sorn share in the Barony Campus project) 						0.5 FTE MDS († Barony Campus Project)		
<ul style="list-style-type: none"> • OLM deployment TBA 						1 OLM		
<ul style="list-style-type: none"> • Old Cumnock Old†/Old Cumnock Trinity†/Lugar†/Muirkirk*†/New Cumnock†/Auchinleck†/Catrine† unite to form a Team Ministry • (All share in the Barony Campus project) 	1,679	21,089	UT V V UT			3.5 FTE MWS + 0.5 FTE MDS (* Priority Area) + 0.5 FTE MDS († Barony Campus Project)		

Key: UT – Unrestricted Tenure; V – Vacancy; FTE – Full Time Equivalent; MWS – Minister of Word & Sacrament (inducted parish minister); MDS – Ministries Development Staff; OLM – Ordained Local Minister

- By the end of the plan the aim is to have **5.5 FTE ministry posts, 1.5 MDS posts** and **1 OLM** for the grouping (target date 2025).
- **The rationale for this grouping:** The allocation of centrally funded ministry posts has been calculated by taking into account: the weighted population figures for the grouping (80%); each charge in the grouping's projected congregational roll (10%); Ministries & Mission allocation for the grouping (10%).
- **The East Area Grouping is allocated in this way** to take account of the township of Cumnock and New Cumnock, the priority area status of Muirkirk, the villages in the grouping both large and small and the rural make-up of the East grouping. The East grouping has quite a geographical spread in places and in some of the larger villages new builds taking place. It also takes account of the new Barony Campus which the majority of the grouping's children and young people now attend. As well as farming communities, within the East grouping there is poverty, not just in the towns but in the rural areas and villages. There is limited accessibility in some rural areas.
- **Mission Fields for this Area Grouping which take account the Five Marks of Mission may include:**
 1. **In Proclaiming the Good News of the Kingdom** – Developing outreach, sharing faith and Christian Lifestyle with young families through a variety of formats. Exploration of Intergenerational work, given the population demographic of younger versus older people within settings. Working in partnership ecumenically with other denominations within the area grouping. Expanding the work started during Covid in regard to online worshipping communities, enhance and expand this to facilitate growth. Working together within the grouping to continue to explore ways both contemporary and traditional that connects the church with the towns and rural communities. Explore ways to work together within this area grouping to deliver mission and outreach that takes account of various platforms and methods of connectivity and technology to link rural churches and parishes.
 2. **In teaching, baptising, and nurturing new believers** – The ministerial and leadership posts within the grouping require to be freed up to expand and deliver their Teaching Elder role to develop and support worship teams to lead in worship within team ministries; to develop people in their discipleship whether elder, office-bearer or congregational member; to be able to deliver in innovative ways events, programmes or activities that encourage people to come to faith. Development of an innovative worship programme that will attract young people through the connections at the Barony Campus and in the connected parishes. Explore ways to use the rural settings and environment for mission and outreach developing technology to virtually connect rural communities. There will be a need for the Education Committee of Presbytery to have an input and support area groupings in developing and delivering their learning and training.

- 3. In responding to human need by loving service** – The church has a special concern for the poor. Therefore, it is essential to understand what the poverty demographic is and to what extent deprivation exists within the parishes within the area grouping. How does and how will the church in these communities work together with Health, Social Care, Carers and Volunteers to address this? Thinking too about the work of the Guild – how can the Guilds come together in this grouping to work together to support those in need both globally and at home? Essentially all of our elders, office bearers and some of our congregational members are volunteers and so within the new allocations which create bigger charges and team ministries it is important as an area grouping to look at how we support our volunteers and possibly work with others in our community who have that expertise for example both Voluntary Action South Ayrshire and the equivalent voluntary agency in East Ayrshire. Many churches already support their communities through Food Banks within the grouping; there may be a need to look at sustainable food access to those suffering financial difficulty. There will be a need for the Community and World Concerns Committee of Presbytery to have an input and support area groupings in developing and communicating our Love for Our Neighbour both locally and globally. Within the East Area grouping the pastoral support through the Farming Ministry role as well as the pastoral role within the hospital setting of Crosshouse Hospital.
- 4. In seeking to transform unjust structures of society, in challenging violence of every kind and pursuing peace and reconciliation** – As a church following the teachings of Jesus there is an emphasis on the church both nationally and locally to inform and inspire members to take up issues of justice, peace and the integrity of creation. We live within diverse communities and in faith require to stand up for those whose voice is unheard or ignored through racial injustice, domestic violence, homelessness, and discrimination. Within the area grouping there is a missional role for working with our neighbours in other denominations to tackle underlying sectarianism within communities and discrimination against other faith groups. Every charge has a responsibility to be an inclusive and welcoming church to all.
- 5. In striving to safeguard the integrity of creation and sustain and renew the life of the earth** – The grouping taking account of the setting, rural environment and farming communities within it bounds, as well as the countryside walks and tourist attractions, for example Dumfries House, will encourage respect for God’s creation and increase an understanding of how that relates to our Christian faith. Working together investigate the surrounding community spaces/green spaces in parishes. Explore and highlight the richness of the natural world locally and potential sources of environmentally friendly ‘green’ energy for our buildings, and where appropriate understanding the implications for A-listed church buildings. The area groupings are encouraged to find ways to reduce the environmental ‘footprint’ of congregations and where possible work towards becoming eco-congregations.

Please note these are not meant to be prescriptive but a conversation starter for the grouping, and where charges are allocated together in either Plan A or Plan B to look at a way forward in mission. Local Church Review in Ayr Presbytery for the present is on hold but eventually in the future there will be the emphasis on Local Church Review which is mission focused and that takes account of the new allocations and area groupings.

- Challenges for this grouping will take account of the issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan for this grouping's plan; Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan; thinking outside the box; the present buildings for new and inventive mission opportunities; the areas of new build within the villages; the large Barony Campus and relations with East Ayrshire education authority; the geographical spread of the parishes to be covered and the importance of maintaining a worshipping and missional presence in the villages where very little infrastructure is left; connectivity and access to efficient broadband may in itself present issues; ensuring the rural communities within the group continue to have a voice especially when merged into the South West Presbytery.
- A building assessment of the grouping will be carried out by Presbytery utilising the Building Assessment Template which is at present under development by the Church of Scotland General Trustees. The outcome and recommendations of the audit will be taken into consideration by the North Area grouping as a whole in regard to reduction in buildings within this grouping.
- It is acknowledged that the future creation of the South West Presbytery may create opportunities for congregations in Ayr Presbytery's East Area Grouping to integrate with charges on its boundaries with Irvine & Kilmarnock Presbytery and Dumfries & Kirkcudbright Presbytery. The Mission Plan should be open to this possibility of future partnerships.

3.4 South Area - Draft Plan for the South Area Grouping

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Total Staffing in Plan	Building Classification
							4 FTE MWS 1 FTE MDS	
<ul style="list-style-type: none"> • Maybole/Kirkoswald/Crosshill/ Kirkmichael/Straiton unite • Offer option of Local Mission Church to rural communities 	912	8,641	V V UT		Crosshill & Maybole – funding for 1 FTE community worker post	1 FTE MWS		
<ul style="list-style-type: none"> • Dalmellington*/Patna Waterside*/Dalrymple unite • Offer option of Local Mission Church to rural communities 	358	7,319	V UT			1 FTE MWS + 1 FTE MDS (* Priority Area)		
<ul style="list-style-type: none"> • Girvan North/Girvan South/Barr/Dailly unite • Barr and Dailly become Local Mission Churches 	883	8,069	V V			1 FTE MWS		
<ul style="list-style-type: none"> • Ballantrae and St Colmon unite 	319	1,380	UT			1 FTE MWS		

Key: UT – Unrestricted Tenure; V – Vacancy; FTE – Full Time Equivalent; MWS – Minister of Word & Sacrament (inducted parish minister); MDS – Ministries Development Staff; OLM – Ordained Local Minister

- By the end of the plan the aim is to have **4 FTE ministry posts** and **1 MDS post** for the grouping (target date 2025).
- **The rationale for this grouping:** The allocation of centrally funded ministry posts has been calculated by taking into account: the weighted population figures for the grouping (80%); each charge in the grouping’s projected congregational roll (10%); Ministries & Mission allocation for the grouping (10%).

- **The South Area Grouping is allocated in this way** to take account of the wide-spread rural communities, the priority area status of Dalmellington and Patna Waterside, recognising too the seaside town of Girvan. The South Area grouping has quite a geographical spread and sees new builds taking place within some of its villages. It also takes account of the new Carrick Campus which a significant proportion of the grouping's children and young people will attend. It incorporates several tourist destinations and attractions, for example Culzean Castle, Maidens and Turnberry Golf Course. It is the main access and transport route for haulage going to Stranraer and then on the ferry to Northern Ireland. As well as farming communities, within the South Area grouping there is poverty, not just in Dalmellington, Patna Waterside and Girvan but in the smaller villages. There is limited accessibility in some rural areas.
- **Mission Fields for this Area Grouping which take account the Five Marks of Mission may include:**
 1. **In Proclaiming the Good News of the Kingdom** – Developing outreach, sharing faith and Christian Lifestyle with young families through a variety of formats. Exploration of Intergenerational work, given the population demographic of younger versus older people within settings. Working in partnership ecumenically with other denominations within the area grouping. Expanding the work started during Covid in regard to online worshipping communities, enhance and expand this to facilitate growth. Working together within the grouping to continue to explore ways both contemporary and traditional that connects the church with the towns and rural communities. Explore ways to work together within this area grouping to deliver mission and outreach that takes account of various platforms and methods of connectivity and technology to link rural churches and parishes.
 2. **In teaching, baptising, and nurturing new believers** – The ministerial and leadership posts within the grouping require to be freed up to expand and deliver their Teaching Elder role to develop and support worship teams to lead in worship within team ministries; to develop people in their discipleship whether elder, office-bearer or congregational member; to be able to deliver in innovative ways events, programmes or activities that encourage people to come to faith. Development of an innovative worship programme that will attract young people through the connections at the new Carrick school campus and in the connected parishes, thinking too about the older population within the area. Explore ways to use the rural settings and environment for mission and outreach developing technology to virtually connect rural communities. There will be a need for the Education Committee of Presbytery to have an input and support area groupings in developing and delivering their learning and training.
 3. **In responding to human need by loving service** – The church has a special concern for the poor. Therefore, it is essential to understand what the poverty demographic is and to what extent deprivation exists within the parishes within the area grouping. How does and how will the church in these communities work together with Health, Social Care, Carers and Volunteers to address this?

Thinking too about the work of the Guild – how can the Guilds come together in this grouping to work together to support those in need both globally and at home? Essentially all of our elders, office bearers and some of our congregational members are volunteers and so within the new allocations which create bigger charges and team ministries it is important as an area grouping to look at how we support our volunteers and possibly work with others in our community who have that expertise for example Voluntary Action South Ayrshire. Many churches already support their communities through Food Banks within the grouping; there may be a need to look at sustainable food access to those suffering financial difficulty. There will be a need for the Community and World Concerns Committee of Presbytery to have an input and support area groupings in developing and communicating our Love for Our Neighbour both locally and globally. Within the South Area grouping there is a role for pastoral support through the Farming Ministry post.

4. **In seeking to transform unjust structures of society, in challenging violence of every kind and pursuing peace and reconciliation** – As a church following the teachings of Jesus there is an emphasis on the church both nationally and locally to inform and inspire members to take up issues of justice, peace and the integrity of creation. We live within diverse communities and in faith require to stand up for those whose voice is unheard or ignored through racial injustice, domestic violence, homelessness, and discrimination. Within the area grouping there is a missional role for working with our neighbours in other denominations to tackle underlying sectarianism within communities and discrimination against other faith groups. Every charge has a responsibility to be an inclusive and welcoming church to all.

5. **In striving to safeguard the integrity of creation and sustain and renew the life of the earth** – The grouping taking account of the setting, rural environment, beaches and farming communities within its bounds, as well as the countryside walks and tourist attractions, for example Culzean Castle, will encourage respect for God's creation and increase an understanding of how that relates to our Christian faith. Working together investigate the surrounding community spaces/green spaces in parishes. Explore and highlight the richness of the natural world locally and potential sources of environmentally friendly 'green' energy for our buildings, and where appropriate understand the implications for A-listed church buildings. The area grouping will take account of the concern for Windfarms and the damage to the local environment against sustainable energy. The area groupings are encouraged to find ways to reduce the environmental 'footprint' of congregations and where possible work towards becoming eco-congregations.

Please note these are not meant to be prescriptive but a conversation starter for the grouping, and where charges are allocated together in either Plan A or Plan B to look at a way forward in mission. Local Church Review in Ayr Presbytery for the present is on hold but eventually in the future there will be the emphasis on Local Church Review which is mission focused and that takes account of the new allocations and area groupings.

- Challenges for this grouping will take account of the issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan for this grouping's plan; Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan; thinking outside the box; the present buildings for new and inventive mission opportunities; the shared building at Maybole; the geographical spread of the parishes to be covered and the importance of maintaining a worshipping and missional presence in the villages where very little infrastructure is left; connectivity and access to efficient broadband may in itself present issues; ensuring the rural communities within the group continue to have a voice especially when merged into the South West Presbytery.
- A building assessment of the grouping will be carried out by Presbytery utilising the Building Assessment Template which is at present under development by the Church of Scotland General Trustees. The outcome and recommendations of the audit will be taken into consideration by the North Area grouping as a whole in regard to reduction in buildings within this grouping.
- It is acknowledged that the future creation of the South West Presbytery may create opportunities for congregations in Ayr Presbytery's South Area Grouping to integrate with charges on its boundary with Wigtown & Stranraer Presbytery. The Mission Plan should be open to this possibility of future partnerships.

Appendix 1: Principles for Defining Charges, Allocating Ministry Posts

1. The allocation of ministry posts to charges must comply with the Presbytery Mission Plan Act 2021, noting especially
 - a. The need to facilitate and encourage Mission, as defined in the Five Marks of Mission
 - b. The number of centrally funded posts must not exceed Presbytery's allocation of 24 FTEs:
 - North Area: 5 posts
 - Central Area: 6 posts, which includes 1 FTE MDS
 - East Area: 7 posts, which includes 1.5 FTE MDS
 - South Area: 5 posts, which includes 1 FTE MDS
 - 1 FTE MDS has been reserved for the Pioneer Farming Ministry post
 - c. The territorial integrity of Presbytery must be maintained¹⁹: charges must cover the entire area within the bounds; overlaps should be identified as common mission zones.
2. Allocations must respect weightings for priority areas and urban/rural status, inherent in Presbytery's overall allocation of 24 ministry posts.
3. Allocations should encourage financial responsibility²⁰ and as far as possible attempt to minimise the negative impact of Adjustment on income.
4. Ministry posts should be allocated in a consistent and fair way.
5. The deployment of OLMs and Readers should be identified in the Mission Plan.
 - a. The 3 available OLMs are deployed as follows:
 - North Area: 1 OLM
 - Central Area: 1 OLM
 - East Area: 1 OLM
 - b. In addition to providing pulpit supply, Readers can agree to serve as part of a local ministry team.
6. Locally funded ministry/mission posts appointed by congregations or Presbytery must be identified and described in the Mission Plan²¹. This includes assistant ministers, youth, community workers, family workers, schools workers, etc. Future local workers appointments' job descriptions and contracts of employment must be approved by the national HR department of the Church of Scotland²².
7. Where a team ministry has been established, other unfunded roles should be identified and described in the Mission Plan.

¹⁹ PMPA 2021 section 2.1.1(ii)

²⁰ PMPA Guidance & Code of Practice section 5.3.7

²¹ PMPA 2021 section 1.1(b); PMPA 2021 section 5.3

²² PMPA 2021 section 5.3(b)

8. Charges should be shaped to be sustainable, anticipating membership trends, population demographics, and future housing developments.
9. Charges can be defined, and ministry posts allocated, using the full toolbox of Adjustment and other arrangements specified in the Presbytery Mission Plan Act²³, noting there are new tools available, such as Local Mission Church and Team Ministry (see Appendix 2: New Tools of Adjustment).
10. As the number of charges falls, it is important to consider how to preserve diverse options for worship, fellowship and theology within the overall mix of charges.
11. Multi-linkage charges are strongly discouraged²⁴, however single links may still be used where it would enhance a charge's mission capability.
12. There is no "one size fits all" model: individual charges should be shaped appropriately according to local circumstances.

The Effect of Unrestricted Tenure

The ministries of Parish Ministers who have been inducted into their charge with unrestricted tenure must be allowed to run their natural course. Typically, that will be until the Minister demits or retires, or agrees to accept a change in their pastoral responsibilities.

Congregations with serving ministers nevertheless must participate in the Presbytery Mission Planning process, which seeks to look *beyond* all present ministries and organization of charges. The PMPA makes special provisions to facilitate this (see section 2.3 Local Consultations).

So, while unrestricted tenure should *not* affect the end goals of the Mission Plan, it *will* affect how these goals are achieved.

For each charge, or group of charges, it will therefore be necessary to develop a Transition Plan which outlines the steps that will be required to achieve the Mission Plan objective. In areas with substantial vacancies, any required Adjustments can be initiated immediately; in well-staffed areas with younger inducted Ministers, transitions may take quite some time.

²³ PMPA 2021 section 7

²⁴ PMPA Guidance & Code of Practice 6.6

Appendix 2: New Tools of Adjustment

Local Mission Church

From PMPA 2021 section 7(4):

The Presbytery may determine in its Mission Plan that a Local Mission Church shall be created, either (a) following a union or dissolution effected in terms of this Act, or (b) as a new venture. Such a Local Mission Church shall be established in terms of the Local Mission Church Regulations and shall be governed by a Basis of Local Mission Church. The process to create a Local Mission Church shall be as specified in the Guidance.

From Supplementary Report of the Faith Nurture Forum 2021 Appendix 5:

LOCAL MISSION CHURCH REGULATIONS (REGS ZZ 2021)

Edinburgh [] May 2021, Session []

Definitions

1. In these Regulations:
 - (a) The term “charge” shall have the meaning given to it in the Presbytery Mission Plan Act (Act ZZ 2021);
 - (b) “Leadership Team” shall mean those persons who have the responsibilities in relation to the Local Mission Church outlined in section 6;
 - (c) “Presbytery” shall mean the presbytery of the bounds within which the Local Mission Church is located.

Local Mission Church

2(1) A Local Mission Church shall be a Christian community whose purpose is to worship, witness and serve in a distinct geographical setting.

2(2) A Local Mission Church shall be established in terms of these Regulations and a Basis of Local Mission Church (hereinafter referred to as “the Basis”). The form of the Basis shall be prescribed from time to time by the Faith Nurture Forum after consultation with the Legal Questions Committee.

2(3) A Local Mission Church shall not own any property, heritable or moveable, nor have any legal personality. It shall not have a Kirk Session and shall not have the right to call a minister. The creation or sustaining of a Local Mission Church is not dependent on the provision of a church building.

Creation of a Local Mission Church

3. The process to create a Local Mission Church shall be as specified in the Guidance accompanying the Presbytery Mission Plan Act.

Role of Kirk Session of charge

4. A Local Mission Church shall exist within the territorial boundaries of a charge. All legal and governance matters affecting the Local Mission Church shall be the responsibility of the Kirk Session of the charge. In particular, the Kirk Session shall:

- (a) ensure that all requirements of the law of the Church of Scotland and of civil law are fulfilled in relation to the Local Mission Church;
- (b) be the owner/title-holder of all property whether heritable or moveable, used by or within the possession of the Local Mission Church;
- (c) administer all offerings and other monies collected at or in relation to the Local Mission Church;
- (d) apply such monies in the first instance to meet the costs of the Local Mission Church for as long as it exists, after discussion with the Leadership Team, and thereafter as the Kirk Session determines.

Oversight by Presbytery

5. A Local Mission Church shall be subject to the oversight of the Presbytery. In particular, a review of a Local Mission Church and its place in the Mission Plan shall be conducted by the Presbytery at least once every five years but without prejudice to annual evaluation and development of the Mission Plan.

Leadership Team

6(1) A Local Mission Church shall have a Leadership Team as set out in the Basis and this Team shall include one or more representatives of each of the Kirk Session and the Presbytery.

6(2) The life and witness of the Local Mission Church shall be co-ordinated by its Leadership Team, subject to the oversight of the Kirk Session and the Presbytery. Without prejudice to this generality, the Leadership Team shall be responsible for:

- (a) developing appropriate expressions of worship, witness and service;
- (b) ensuring that the Local Mission Church is adequately organised;
- (c) ensuring good communication with the Kirk Session; and
- (d) assisting with the upkeep of buildings (if any), subject always to strict adherence to sections 7(a) and (b) below. Any contracts shall be entered into by the Kirk Session.

Further provisions

7. The following further provisions shall apply to a Local Mission Church:

- (a) Neither a Leadership Team nor any person acting on behalf of a Local Mission Church shall have any authority or power to enter into contracts or to incur liabilities on behalf of the Kirk Session.
- (b) Neither a Leadership Team nor any person acting on behalf of a Local Mission Church shall conduct themselves in such a way (including silence) that might cause an inference contrary to section 7(a) to be drawn by any person.

Team Ministry

From PMPA 2021 section 7(10):

(a) The Presbytery may determine, in respect of any charge, the amount of ministerial time required by the charge, and the number and nature of posts necessary, provided that (except in the case of job-sharing) the Presbytery shall identify one of the inducted ministers as moderator of the Kirk Session.

(b) Presbyteries are encouraged in designing a Team Ministry to consider the significance of the role which might be played by those other than Ministers of Word and Sacrament and Ministries Development Staff.

(c) The terms under which a Team Ministry will operate shall be set out in a Basis of Team Ministry agreed by the Presbytery and all members of the Team prior to any such Team Ministry being established; the Basis shall include a dispute resolution mechanism.

(d) A Team Ministry may be created in one or other of the following two ways:

(I) a Presbytery may create a Team Ministry with an inducted parish minister (who shall be the moderator of the Kirk Session) and which may include a deacon, MDS appointments, the appointment of an Ordained Local Minister or such other appointment as may be deemed appropriate in Mission Plan discussions, or

(II) alternatively, the Presbytery may create within the charge a Team Ministry consisting of two or more Team Ministry Charges, to each of which a parish minister shall be inducted, provided always that one of the Team Ministry Charges shall be identified in the Basis as the one providing the moderator of the Kirk Session. The Team may also include a deacon, MDS appointments, the appointment of an Ordained Local Minister or such other appointment as may be deemed appropriate in Mission Plan discussions.

(e) Where there are Team Ministry Charges created in terms of paragraph (d)(II) above, the following shall apply:

(A) The Team Ministry Charges shall share the same congregation and Kirk Session and be part of the same Church life.

(B) The ministers inducted to a Team Ministry Charge shall each occupy the manse provided for their use.

(C) The ministers of the Team Ministry Charges shall be appointed in one or other of the following two ways:

(i) the ministers may be called, with appropriate changes, through the vacancy processes set out in Act VIII 2003, or

(ii) where a new charge is being created by a union of charges and where there are at the time of the proposed union minister(s) inducted to one or more of those charges with unrestricted tenure, it shall be competent for the Presbytery to create

Team Ministry Charges within the new charge and to include such minister(s) within the new charge subject to their agreement to the Basis of Team Ministry.

(D) The Team Ministry Charges, save for any exception at (e)(C)(ii) above, shall be Reviewable Charges in the terms set out in section 9(1) of this Act and may be part-time.

(E) For the avoidance of doubt, the minister(s) who are not inducted to the Team Ministry Charge providing the moderator of the Kirk Session will not automatically succeed to that Team Ministry Charge on the occurrence of a vacancy but would be entitled to apply for that Team Ministry Charge through the vacancy processes set out in Act VIII 2003.

Change Log

Working Draft 1.3

Updated following Presbytery meeting (7th December 2021).

- Section 2.1 Proposed Timeline and Section 2.2 Development of Mission Plan updated to reflect extended timescale.
- Section 2.3 Local Consultations updated to reflect ongoing progress of discussions.
- Section 2.5 Phase 2: Local Mission Plans updated to reflect extended timescale and ongoing progress of discussions.
- Section 2.7 Phase 4: Buildings Review updated to reflect extended timescale.
- All tables in (Section 3) The Plan updated as agreed by Presbytery.
- Noted extension of pioneer ministry pilot project to December 2022 in Section 1.3.

Working Draft 1.2

Updated in preparation for Presbytery meeting (19th October 2021).

- List of milestone dates updated in Section 2.1 Proposed Timeline.
- Revised shading on Buildings Review block in Section 2.2 project diagram.
- Minor wording change in Section 2.3: local meetings started in August 2021.
- Completed Section 2.5 Phase 2: Local Mission Plans.
- Completed Section 2.6 Phase 3: Local Transition Plans.
- Completed Section 2.7 Phase 4: Buildings Review.
- Congregational membership figures corrected for Dundonald and Craigie Symington.

Updated following East Area meeting (31st August 2021).

- Stair removed from list of congregations sharing in Barony Campus project (although in East Ayrshire, children go to secondary school in South Ayrshire).

Updated following Presbytery meeting (10th August 2021).

- Congregational membership figures corrected for Prestwick churches.

Working Draft 1.1

Updated following Mission Committee meeting (5th August 2021).

- Details corrected for locally funded posts at Alloway.
- Typos corrected on pages 16, 20, 26, 30.

Working Draft 1.0

As issued.