



# The Principles of the Presbytery Mission Plan

PRESBYTERY MISSION PLAN RESOURCE GROUP

DECEMBER 2021

## Foreword

### Rediscovering 'God's mission' in a time of challenge

Thank you for taking the time to read this document.

As you may be aware, the General Assembly of 2021 instructed Presbyteries to prepare mission plans by the end of 2022. Nationally, the Church is moving towards having 600 posts across Scotland. Locally, in the Presbytery of Glasgow, this will mean a reduction to 84 posts from over 130 currently. The Presbytery of Glasgow, through its Presbytery Mission Planning Resource Group (PMPRG) was tasked to draw up a set of principles to underpin this process. This report is the result of congregational engagement through surveys and regional focus groups held in October 2021.

The Committee wish to sincerely thank all 122 congregations who engaged in the process for your time, commitment and support in shaping the principles through completing the Congregational Survey and attending a Focus Group.

On 14<sup>th</sup> December 2021 the PMPRG will present its proposals to the Presbytery of Glasgow. Whilst we appreciate this is an unsettling time for many, we would not want to lose sight of the fact that this exercise is about the mission of God and how we can all play our part within that and exercise our calling to fulfil the Great Commission, found in St Matthew 28,

*“<sup>19</sup> Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, <sup>20</sup> and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.”* <sup>[a]</sup>

Rev. Ian Taylor  
(Convener, Presbytery Mission Plan Resource Group)

## Glossary of Terms

*PMPRG* – Presbytery Mission Plan Resource Group, the group tasked with developing the principles of the Presbytery Mission Plan.

*PCG* – Plan Creation Group, the group tasked with creating the mission plan following on from the PMPRG.

*Presbytery* – the use of ‘Presbytery’ throughout this paper refers only to the Presbytery of Glasgow.

*Lay Ministry* – this term is used in sections of this report and for the purposes of this report refers to all ministries beyond those 84 allocated and paid for in the Presbytery Mission Plan (this includes Ordained Local Ministers, Elders, Readers, Worship Leaders and the ministry given by hundreds of people across the Presbytery.)

*Working together/Partnership/Collaboration* – these terms used in the report refer to the process of more than one congregation coming together to serve communities in ministry and mission.

*principle:*

*a basic idea or rule that explains or controls how something happens or works.*

- Cambridge English Dictionary

# TABLE OF CONTENTS

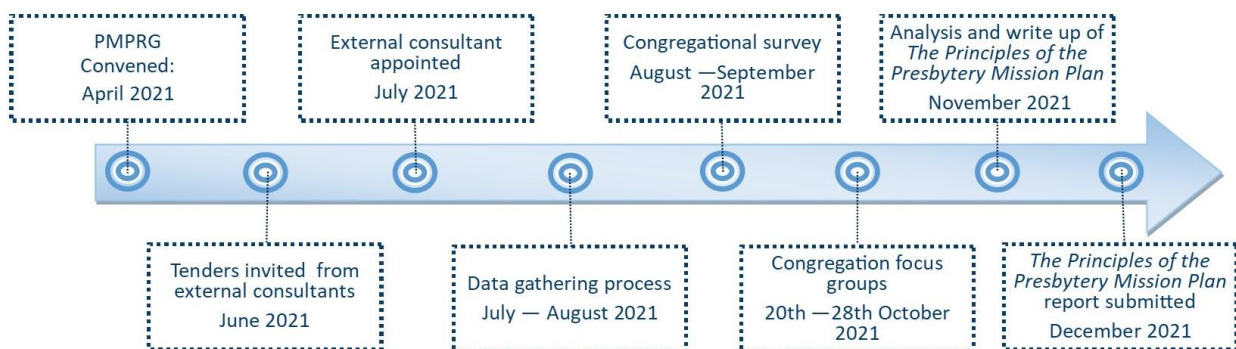
<u>INTRODUCTION</u>	1
<u>PRINCIPLES</u>	2
- <u>DEVELOPMENT PRINCIPLES</u>	2
- <u>STRATEGIC PLANNING PRINCIPLES</u>	8
- <u>IMPLEMENTATION PRINCIPLES</u>	16
<u>NEXT STAGES</u>	19
<u>APPENDICES</u>	20

## Introduction

*The Principles of the Presbytery Mission Plan* presents the findings from a process of congregational engagement conducted by the Presbytery Mission Plan Resource Group (PMPRG) to identify what the principles of the Presbytery Mission Plan should be. The task was to consider the information and methodology required to establish the principles and how these can support and direct a plan for the effective deployment of resources.

An external consultant was appointed in July 2021 and there followed a process of data gathering and analysis, congregational engagement and focus group facilitation. Details about the methodology used can be found in Appendix i as can further supporting information, including learning from previous plans (Appendix ii), the congregational survey (Appendix iii), the *Emerging Themes from the Congregational Survey* report (Appendix iv) and notes from the focus groups (Appendix v). Figure 1 below summarises the process timeline.

Figure 1: Process Timeline



Effective principles are those that act as a tangible measure for an organisation to check their actions against before and after they act. They must stand up to scrutiny and will only do so if they are evidence-based and well-informed. In this instance the principles provide a blueprint for how the Presbytery Mission Plan should be developed – the style, approach and methods used in the process – but also the practical steps required in ensuring the plan is implemented. They can be used as a benchmark in which progress towards decisions are made, asking the question, ‘where do the principles fit within a decision’?

A congregational survey and focus groups have led to 96% of congregations engaging in the consultation processes. Through this engagement and actively listening to congregations the principles should reflect their voices, allowing for ownership of them. They should be clear on purpose and based on an accurate assessment of the current situation whilst providing a base to support the creation of a shared vision for the future.

Forming the principles of the Presbytery Mission Plan must first acknowledge the potential impact of any subsequent mission plan on individuals and communities. As a result, core values of listening, transparency and equality were embedded into the process from the beginning.

## Principles of the Presbytery Mission Plan

Through the engagement process, a desire for action within three broad categories of principles to be embedded in the Presbytery Mission Plan emerged.

### 1) Presbytery Mission Plan – Development Principles

These are the principles that should guide the Presbytery Mission Plan in its development stages. Broadly speaking, focusing on how the process should be conducted and the methods used. The Presbytery Mission Plan produced should be able to highlight where these principles were adhered to during this process.

### 2) Presbytery Mission Plan – Strategic Planning Principles

These are principles to be met in decisions that shape the strategic methodology or future goals of the church. Broadly speaking, the principles required in shaping planning in relation to ministry, mission, working together in partnerships and new ways of church.

### 3) Presbytery Mission Plan – Implementation Principles

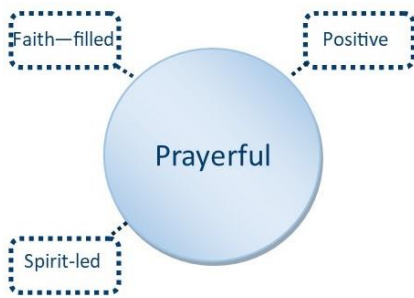
These are the principles that should guide the implementation of the Presbytery Mission Plan upon completion of development and agreement, ensuring that any Presbytery Mission Plan is actionable and workable.

## Presbytery Mission Plan – Development Principles

The principles of developing the Presbytery Mission Plan should set the standard for how the process is conducted, be measurable and allow the subsequent Plan Creation Group (PCG) to identify appropriate methods to use. A commitment to these principles should be evident. An example of this is the checklist for the PCG to report on how the principles have been met provided in Appendix vi. The eight development principles are outlined in Figure 2. Each principle has a set of requirements for meeting them along with a set of actions and responsibilities.

Figure 2: Presbytery Mission Plan Development Principles





*The work of the Plan Creation Group and the processes used by them should be a prayer point with the journey started and continued prayerfully.*

A positive faith-filled and prayerful approach should be a principle as congregations come together to think and plan for the future of the church. A prayer-led approach should make the Presbytery Mission Plan stand out from any other planning model.

Requirements of the Prayerful Principle	Prayerful: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• Begin and continue in prayer together, creating a kind and fair experience for all.</li> <li>• Space and opportunity required for prayer and for listening to God throughout each stage of the process.</li> <li>• A God-centred approach in all areas of mission plan development with the authenticity of vision and strategy guided by prayer in all discussions and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• The PCG must ensure that a prayer-led approach is taken in discussions, decision-making, facilitation and through communication strategies.</li> <li>• Presbytery could develop resources to support and encourage local congregations in taking a prayerful approach in their involvement in the Presbytery Mission Plan development.</li> </ul>



*A more inclusive process increases ownership significantly. Being heard and contributing to a process should mean there is a willingness to act on what is heard.*

People will feel included if they are listened to and have a genuine opportunity to shape decisions about a future that impacts them. The Presbytery Mission Plan outcomes are more likely to be accepted if people feel listened to and their concerns, ideas and opinions heard in a just and fair process. It should however be noted that careful listening does not mean that final decisions will be able to take account of every view expressed.

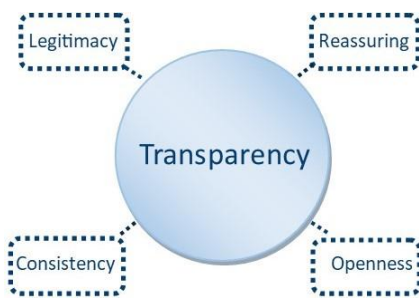
Requirements of the Listening Principle	Listening: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• Listening to understand is essential, not listening to address an issue or to take action, but to simply understand.</li> <li>• Listening to understand local situations and the dynamics of current inter-church relationships.</li> <li>• Finding creative ways of enlisting people in the process and ensuring that they are heard will provide an additional layer of credibility for a Presbytery Mission Plan.</li> <li>• A series of local listening and awareness raising workshops are required to hear local voices. These should stand alone and not form part of the communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should ensure consistency in providing the same listening opportunities to all congregations</li> <li>• A method put in place for the PCG to show where they meet the 'listening' principle (Appendix vi).</li> <li>• Congregations must be heard by Presbytery in relation to where communities and congregations differ; what is appropriate in one community might not be in others.</li> <li>• Congregations are keen to engage despite frustrations at previous planning methods. This cannot be lost and requires listening carefully to concerns.</li> </ul>



*Engagement, to be meaningful, must avoid tokenism and should be for the purposes of genuinely shaping what the future looks like. A relational approach that builds trust and encourages an ‘all in this together’ approach, avoiding a ‘them and us’ way of thinking through the message that all are responsible for the future of the Church.*

Genuine people-led engagement should flow through the process resulting in a mission plan where not simply more people are happy with it than unhappy, but where there is real support by the majority of congregations. Willingness to engage in the process and work together is high. To ensure this is not lost there needs to be regular relational engagement that enables a better understanding of individual congregation circumstances and priorities.

Requirements of the Relational Engagement Principle	Relational Engagement: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• People must feel valued, involved, understood and supported in working collectively towards developing the Presbytery Mission Plan.</li> <li>• Relationships to be built on equality to avoid perceptions of unequal power or influence causing barriers to engagement.</li> <li>• To address any feelings of loss, fear and anxiety, a relational approach needs definitive answers and not vague, mixed messages that enhance people’s fears.</li> <li>• A methodology of ensuring messages reach wider congregation members is required.</li> <li>• Participation should be from the very beginning of the process with the resulting mission plan being viewed as collaborative rather than directive, avoiding the perception of top-down imposed decisions.</li> <li>• The Presbytery Mission Plan agreed by congregations must be the one implemented with no amendments made without consultation and engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery to learn from experiences where relationships have broken down and address the reasons for these.</li> <li>• Everyone must play their part in finding ways of sustaining each other in times of fear and uncertainty, particularly where there is concern about loss (ministry, buildings, workers) and where there is tiredness, particularly in trying to keep churches going through a pandemic.</li> <li>• Spiritual and emotional support, including pastoral care, should be made available by Presbytery to those at the frontline of changes and those involved in developing the Presbytery Mission Plan.</li> <li>• Consideration made to including different stakeholders in the process (e.g., volunteers or paid employees).</li> <li>• Presbytery encourage and support a series of local and presbytery-wide events in 2022 to inspire, explore, reflect and engage together.</li> </ul>



*Openness, due process, transparency and communication are fundamental to ensuring a meaningful process that produces an outcome people can trust.*

Transparency ensures fairness and reassures congregations that decisions have not been made prior to the planning process. Any consultation process and decisions reached must be genuine, providing legitimacy and an ability for Presbytery to defend the resulting mission plan with justification. Being able to ‘show the workings’ at the end of the process is crucial to the transparency of the process.



*The Principles of the Presbytery Mission Plan*

Requirements of the Transparency Principle	Transparency: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• Transparency requires that decisions made need to have been done so based on known criteria.</li> <li>• A clear understanding, explanation and consistency of message around buildings, vacancies, readjustments and church practices and procedures is essential.</li> <li>• Congregations should all hear the same message.</li> <li>• Reassurances are required that decisions have not been made prior to the development process and that a genuine engagement process is assured.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery must be able to show how and why decisions have been made against a defined set of criteria made available.</li> <li>• Transparency should form the basis of any Presbytery communication strategy, ensuring there are no mixed messages and that congregations have a clear understanding of discussions taking place.</li> <li>• Congregations should be encouraged to ‘flag up’ when principles have not been met as they go along and should be encouraged to highlight where they have seen good practice in the process.</li> </ul>



*Communicate well, often and with clarity of language ensuring there is consistency in the message being delivered throughout the development of the Presbytery Mission Plan.* Communication is more than sharing information via email, it is about forming and strengthening relationships between individual congregations, and between congregations and Presbytery. Starting with a clearly explained rationale about why the mission plan is necessary and the steps required in achieving common goals gets messages across positively.

Requirements of the Communication Principle	Communication: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• The priority to be communicated is that the Presbytery Mission Plan is about mission.</li> <li>• Communication should be clear and consistent, avoiding ambiguity and offering clear guidance that is the same for all, ensuring transparency in communication.</li> <li>• Language used should be accessible and understandable for everyone involved.</li> <li>• New and varied communication strategies required to positively engage more people and ensure the message reaches congregations - video updates; Q&amp;A videos; and exploring wider advertising options.</li> <li>• Local community events are required for sharing progress towards the Presbytery Mission Plan. The geographic zones created for the focus group consultation stage in October 2021 could be a method for running such events.</li> <li>• A space for meaningful conversations is required for congregations to share their vision with other congregations.</li> </ul>	<ul style="list-style-type: none"> <li>• PCG consider producing a glossary of terms for congregations, including what is meant by “church”, is it the people or a building?</li> <li>• Presbytery should explore options for a user-friendly website for communicating efficiently, including easier access to necessary documents and the sharing of good practice by congregations.</li> <li>• Presbytery should encourage and promote a culture of acceptance that conversations between congregations in relation to working together will be happening.</li> <li>• Good and effective communication is the responsibility everyone involved in the process, including Ministers, Kirk Sessions, congregation members and Presbytery.</li> <li>• The message that everyone is in this together must be conveyed by Presbytery. Local sharing events are essential for this, explaining decisions and consulting on the Presbytery Mission Plan before it is final.</li> </ul>

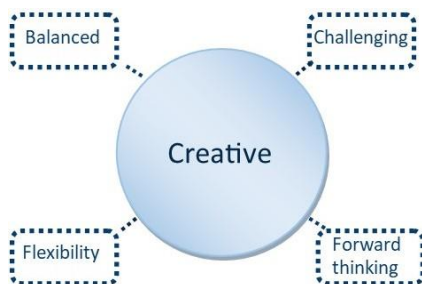
*The Principles of the Presbytery Mission Plan*



*There should be care and compassion at the heart of the process, where everyone feels valued, listened to and encouraged whilst valuing, listening to and encouraging others. Being fair in approach and mindful of the way people involved are treated, from the newest church member to the longest serving staff member.*

There is a potential for congregations, serving ministers and communities to be unnecessarily badly hurt if a process of radical movement is not carefully designed to be accompanied with compassion and fairness. Learning opportunities exist from previous plans in relation to compassion for each other whilst fairness celebrates the theme of being one church, of trying to find the best way forward together and to work on a Presbytery Mission Plan that leads to the best possible outcome.

Requirements of the Fairness and Compassion Principle	Fairness and Compassion: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• Compassion should be written into the process from the very beginning as to direct the methods and style of engagement used.</li> <li>• A people-focused approach is required with care and awareness of the impact change and uncertainty can have on an individual's health and wellbeing.</li> <li>• Regular 'check-ins' with congregations and those directly involved in developing and implementing changes required for prayer, support and encouragement.</li> <li>• Address concerns about the impact changes may have on Ministers – changes to individual roles, pressure on work/life balance as examples.</li> <li>• Each congregation must be treated equally, including churches in vacancy that may feel particularly vulnerable at this stage.</li> <li>• Being fair requires valuing those in the process, treating everyone equally and sharing that everyone is in this together.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery avoid a top-down approach that causes people to feel undervalued.</li> <li>• Presbytery should make spiritual and emotional support available to those who seek it and widely offered to others within the process.</li> <li>• Presbytery should be objective and honest about fragility along with being reassuring about progress being made.</li> <li>• Presbytery must reassure congregations of the fairness of approach taken, avoiding perceptions of preferential treatment and making all congregations aware of decisions made and the support available and opportunities to share and be listened to in the process.</li> <li>• Principles of the process should be established and made explicit by Presbytery; decisions can therefore be logically explained if consistent with the known principles.</li> </ul>

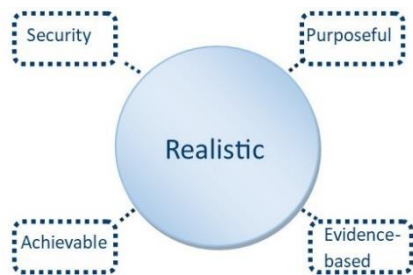


*The principle of being creative acts as both a challenge to the developers of the Presbytery Mission Plan but also explicitly as a challenge to existing structures, practices and procedures.*

The Presbytery Mission Plan has the chance to be authentic, relevant and dynamic in planning for the future and thinking creatively about bringing people along on the journey through engaging in a process that is positive and inspirational, with consideration being given to what can be achieved going forward together.

The Principles of the Presbytery Mission Plan

Requirements of the Creative Principle	Creative: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• Clarity is required about the impact church processes and procedures has from the start and any impact it may have on the flexibility of vision and practice desired on the ground.</li> <li>• Consideration is required for congregations where traditional approaches to ministry is the preferred option, finding a balance between creative approaches to church and the traditional way of church.</li> <li>• Congregations require the space to think creatively about their future but within an agreed timescale for delivery.</li> <li>• Supporting a willingness to try new things showing where it can make a difference.</li> </ul>	<ul style="list-style-type: none"> <li>• An opportunity has been offered by Presbytery to congregations to think creatively about the future. It would be unreasonable and potentially catastrophic to ask congregations to go through a considered, emotional and painful process only to be hindered and restricted by models of church practice and procedure.</li> <li>• Creative workable approaches, no matter the radical nature, should be considered by Presbytery and challenges made to structures or church practices and procedures that may hinder change.</li> </ul>



*There should be a realistic assessment of resources and capabilities that leads to a reasonable and sensitive deployment of resources.*

Being realistic and forward thinking and embracing a long-term nature, allaying any fears of too many changes in a short time frame, the Presbytery Mission Plan should provide a sense of security, direction and purpose for everyone, set against realistic implementation dates and achievable goals with regular updates and a review of progress. People participating in the process should establish and share a clear idea of what is considered a success.

Requirements of the Realistic Principle	Realistic: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• A God-centered Presbytery Mission Plan with realistic missional goals that are achievable and address the potential impact on individuals and communities.</li> <li>• The Presbytery Mission Plan must set out how it will achieve the number of ministries posts stated by the General Assembly of 2021.</li> <li>• Decisions in formulating the Presbytery Mission Plan need to be workable within the current structures or challenge those structures if they hindering progression.</li> <li>• Realistic timeframes are required; rather than having open ended unclear dates.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery must ensure that the Presbytery Mission Plan is actionable and meets the criteria set out in the Presbytery Mission Plan Act (Act VIII 2021) and the General Assembly of 2021 regarding the number of ministries posts within the required timeframe given.</li> <li>• Presbytery should state what support, guidance or reassurances can be given regarding aspects that consume time away from mission and outreach such as governance, administrative tasks and buildings.</li> <li>• Presbytery should be clear on timescales to each congregation on the stages in the process and when changes may occur within the timeframe of the mission plan.</li> </ul>

## Presbytery Mission Plan – Strategic Planning Principles

During the engagement process for developing the principles of the Presbytery Mission Plan a range of themes on strategic planning and missional goals of Presbytery emerged. It became clear that if any decisions are to be made affecting these strategic aims within the Presbytery Mission Plan, a set of principles are required in guiding those decisions. The principles have a set of requirements for meeting them along with a set of actions and responsibilities. The development and implementation principles should be adhered to in decision making around the strategic planning themes.

Data available, gathered through the consultation period, to support planning is provided in Appendix vii.

Please note that within this section reference is made to lay ministry. For the purposes of this report this refers to all ministries beyond those 84 allocated and paid for in the Presbytery Mission Plan (this includes Ordained Local Ministers, Elders, Readers, Worship Leaders and the ministry given by hundreds of people across the Presbytery.)

Figure 3: Presbytery Mission Plan Strategic Planning Themes



*Strategic planning developments for mission and outreach should seek to provide a clear and honest assessment of the present situation regarding mission and where the Five Marks of Mission can shape future mission.*

It should nurture and encourage congregations in their mission outlook and enable them to embrace and understand the Five Marks of Mission within their local context and wider vision. The aim should be to create flourishing and sustainable ministries serving communities through meeting the Five Marks of Mission.

## *The Principles of the Presbytery Mission Plan*

Mission and Outreach Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>Mission-Led</b> - Be mission-led using the Five Marks of Mission	<ul style="list-style-type: none"> <li>• Mission and the Five Marks of Mission should be the focus of the Presbytery Mission Plan.</li> <li>• The Five Marks of Mission used as a benchmark to review and assess what is being done and where, now and in future.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and resources made available by Presbytery for sustaining and developing local mission are known prior to any missional strategic developments.</li> <li>• Congregations have a clearly defined mission for the future, individually or collaboratively.</li> </ul>
<b>Collaborative</b> - Embrace the potential of working together	<ul style="list-style-type: none"> <li>• Working together must be purposeful in meeting the Five Marks of Mission and serving communities.</li> <li>• Relationships need to be organic and not imposed by Presbytery.</li> <li>• Relationships must be nurtured, encouraged and allowed to grow for serving communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsibility must be taken by congregations to identify ‘mission partners’ within an agreed timescale.</li> <li>• Presbytery should support congregations to have meaningful dialogue about working together towards mission without forcing or congregations together.</li> </ul>
<b>Unifying</b> - The Five Marks of Mission are seen as unifying in nature	<ul style="list-style-type: none"> <li>• Learning about what is working and sharing this should inform mission planning.</li> <li>• A wider understanding and acceptance of the Five Marks of Mission within congregations is required.</li> </ul>	<ul style="list-style-type: none"> <li>• The Five Marks of Mission should be celebrated and promoted by Presbytery as a unifying factor with enormous potential for working towards a common goal with a tangible measure for future reviews on delivery.</li> </ul>
<b>Commitment</b> - Requires a commitment	<ul style="list-style-type: none"> <li>• The Five Marks of Mission requires an awareness raising period within congregations to increase understanding; potentially through a preaching series on the Five Marks of Mission during the mission plan development process.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery and individual congregations should explore the potential for awareness raising on the Five Marks of Mission.</li> <li>• The Five Marks of Mission cannot be fulfilled by leadership or paid teams only; requires an individual commitment to fulfilling them.</li> </ul>
<b>Loss</b> - Address loss	<ul style="list-style-type: none"> <li>• Clarity is required over buildings and ministry to address concerns over loss.</li> <li>• Any sense of loss must be dealt with compassionately and sensitively but not deflect from missional goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should provide clarity on buildings and ministry and feed this back to congregations.</li> <li>• Presbytery should provide congregations with an opportunity to have concerns about loss heard.</li> </ul>
<b>Local</b> - Understand community	<ul style="list-style-type: none"> <li>• Listening, sharing and understanding community needs and how these can be met through mission.</li> <li>• Being a visual presence in communities across Presbytery in order to continue outreach.</li> </ul>	<ul style="list-style-type: none"> <li>• Congregations should indicate how their community focus meets the Five Marks of Mission.</li> <li>• The PCG should encourage congregations to share how their mission meets local needs</li> </ul>

*The Principles of the Presbytery Mission Plan*



*Strategic planning developments for working together in partnership and collaboration should be towards ensuring that all areas of Presbytery are served in ministry through the sharing of gifts and resources.*

Congregations forming complementary and flourishing partnerships to serve communities and build sustainable ministries that deliver on the Five Marks of Mission locally. Congregations experiencing issues around sustainability are also able to explore all options available to them.

Partnership & Collaboration Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>Common-purpose</b> - Adopt a common purpose	<ul style="list-style-type: none"> <li>Partnerships formed by congregations must be focused on mission and delivering on the Five Marks of Mission.</li> <li>Working towards a common purpose should ensure that working relationships established can be reviewed in line with missional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Congregations should create a clear and common purpose of the partnership and everyone’s defined role within it.</li> <li>Presbytery should encourage congregations that partnerships towards a common purpose are viewed as an opportunity and not as a failure.</li> </ul>
<b>Natural</b> - Be natural and congregation-led	<ul style="list-style-type: none"> <li>Partnerships should be natural, not imposed by Presbytery, and developed by congregations.</li> <li>Congregational ownership of partnerships is required rather than personal connections.</li> </ul>	<ul style="list-style-type: none"> <li>Congregations should be allowed to form partnerships of their choosing, not being restricted by church practices and procedures but ensuring partnership responsibilities are fulfilled and in place in an agreed timescale.</li> </ul>
<b>Fairness</b> - Be fair, equal and trusted	<ul style="list-style-type: none"> <li>Partnerships must be built on equality and trust, avoiding a top-down approach, making it truly a partnership.</li> <li>All members of congregations are part of the ‘team’, not just the Minister or Kirk Sessions.</li> </ul>	<ul style="list-style-type: none"> <li>All congregations have access to the same infrastructure of support for working together - resources, support and timeframe to establish relationships.</li> </ul>
<b>Location</b> - Consider location	<ul style="list-style-type: none"> <li>Geography should not be a barrier to effective partnership working; theology, mission and community focus may be more significant factors.</li> </ul>	<ul style="list-style-type: none"> <li>Congregations forming partnerships or team working should map their ‘new’ parish outlining how they will serve and meet the missional needs.</li> </ul>
<b>Sharing</b> - Provide opportunities for sharing	<ul style="list-style-type: none"> <li>The sharing of resources across congregations and encouraging a mindset change around shared ministry and a flexible approach to ministry.</li> <li>Resources, skills and talents are shared across Presbytery in a way that reaches its potential.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery must find the best method of sharing information about good practice in working in teams, partnership and collaboration.</li> </ul>

## The Principles of the Presbytery Mission Plan



*Strategic planning developments for geography should focus on how mission and ministry is served in all areas of Presbytery and in being a visible presence of faith in word and action, in line with meeting the criteria outlined by the General Assembly of 2021.*

Measurable progress towards delivering ministry and mission to geographical communities through the 84 posts should be made. Communities are both geographical and communities of people – consideration is required on how any geographical changes also impact communities of people such as asylum seekers and students.

Geography (Parish & Place) Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>People</b> - Involve people	<ul style="list-style-type: none"> <li>Assess how might geographical changes affect accessibility.</li> <li>Consider where volunteer numbers differ and where opportunities exist for people to volunteer in mission and ministry.</li> </ul>	<ul style="list-style-type: none"> <li>People are the principal resources within a local congregation and should be consulted by Presbytery if considering any future geographical changes.</li> </ul>
<b>Community</b> - Be present in communities	<ul style="list-style-type: none"> <li>An understanding of what presence looks like in communities and how this can be built on.</li> <li>Every geographical community continues to be part of the Church of Scotland.</li> </ul>	<ul style="list-style-type: none"> <li>The PCG should develop an understanding of what presence in communities looks like in a local context through engagement with local congregations.</li> </ul>
<b>Poverty</b> - Prioritise poverty and deprivation.	<ul style="list-style-type: none"> <li>Mapping of deprivation is required for developing any new geographical areas.</li> <li>Use of deprivation data is required for developing any new geographical areas.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery address concerns that Priority Areas may be swallowed up in bigger parishes if current parish boundaries change.</li> <li>Presbytery consult with Priority Areas if geographical changes are to be made to create a better understanding, ensuring priority for deprived areas is a principle.</li> </ul>
<b>Data</b> - Use of data	<ul style="list-style-type: none"> <li>Use data to inform on population demographics, projections and size of parishes with congregations made aware of the data used in decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery should ensure that local narrative and knowledge are included in the process and not just data.</li> </ul>
<b>Boundaries</b> - Going beyond boundaries	<ul style="list-style-type: none"> <li>Consideration required of options for congregations that are not geography focused – theology, ecumenically, mission, community outlook.</li> <li>Opportunities are required for working across parish boundaries and sharing skills and resources.</li> </ul>	<ul style="list-style-type: none"> <li>Consider the potential for dividing Presbytery into smaller geographical zones for delivering mission and ministry.</li> <li>Congregations should identify where working geographically with other congregations or denominations can be beneficial.</li> </ul>

## The Principles of the Presbytery Mission Plan



*Strategic planning developments for new ways or expressions of church should plan for up to ten new expressions of church focused on mission and addressing areas of the population that would not come to traditional models of church.*

In doing so, congregations should report that they feel supported and encouraged in trying new things within their local communities.

New Ways of Church Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>Realistic</b> - Time to develop	<ul style="list-style-type: none"> <li>• Congregations need an adequate timeframe to allow new ways of church to grow and realistically have an impact on mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Any review of progress towards new ways of church by Presbytery needs to take into account a timeframe of developments</li> </ul>
<b>Supportive</b> - Encourage and support	<ul style="list-style-type: none"> <li>• Encourage new ways of church developed recently and support new approaches, including an acceptance that if things do not succeed then to try again.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should gather an understanding of the support required locally for developing new ways of church and making this available.</li> </ul>
<b>Sharing</b> - Share good practice	<ul style="list-style-type: none"> <li>• Requires the creation of a space for congregations to share what is working well, to celebrate this and to learn from it.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery to explore establishing a central database of new ways of church, updated and regularly maintained, accessible to all.</li> </ul>
<b>Faith-filled</b> - Take a positive faith-filled approach	<ul style="list-style-type: none"> <li>• Developing new ways of church should be viewed as an opportunity shared together rather than a sense of failure.</li> <li>• New ways of church should be developed with a focus on the Five Marks of Mission; making new approaches measurable.</li> <li>• Support of planting and pioneering approaches to mission and ministry is required.</li> </ul>	<ul style="list-style-type: none"> <li>• Congregations and Presbytery should engage in 'missional mapping' to provide a regular understanding of current resources, pioneering ministry and church planting and how they can reach the population.</li> </ul>
<b>Participative</b> - Involve others	<ul style="list-style-type: none"> <li>• Volunteering and lay ministry is crucial to the success of attempts of new ways of church.</li> </ul>	<ul style="list-style-type: none"> <li>• Team ministry with lay ministry should be resourced and trained and encouraged through prayer and an infrastructure of support.</li> </ul>
<b>Resources</b> - Provide resources and training	<ul style="list-style-type: none"> <li>• Resources and training required to encourage as wide a take up as possible from congregations to increase ownership.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should provide resources and training to congregations looking to establish new ways of church.</li> </ul>



## The Principles of the Presbytery Mission Plan



Strategic planning developments for ministry should work towards ensuring communities across Presbytery are served in ministry whilst meeting the ministry posts requirement of the General Assembly of 2021.

Delivering on mission with the support of strong and growing lay and team ministries whilst Ministers of Word and Sacrament feel supported and encouraged in continuing to serve communities. The mission plan can prune for growth rather than manage for decline by harnessing the skills and talents of congregation members.

Ministry Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>Growing People</b> - Growing people in lay ministry	<ul style="list-style-type: none"> <li>A strong call or campaign is required for encouraging a growth in lay ministry to share it amongst all of God's people.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery to promote lay ministry as essential in addressing the difficulties facing congregations.</li> </ul>
<b>Training People</b> - Training people for lay ministry	<ul style="list-style-type: none"> <li>Increased investment required in training for lay ministry for the future of ministry.</li> <li>Adequate training resources put in place for meeting the demands for lay ministry training following a call to be involved.</li> <li>Increase the accessibility for lay ministry training; more accessible times, location.</li> </ul>	<ul style="list-style-type: none"> <li>The Church of Scotland should explore the potential for a large-scale drive for lay ministry and in doing so identify how training could be delivered.</li> <li>Congregations and Presbytery must ensure that people are nurtured and encouraged in lay ministry and receive the support and training required to increase confidence and see the skills and talents they have for serving in mission and ministry.</li> </ul>
<b>Teams</b> - The use of team ministry	<ul style="list-style-type: none"> <li>Team ministry requires working in teams to meet the ministry posts demand and mission goals.</li> <li>Requires a clear methodology in place to maximise its effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Congregations must ensure that trust, openness, equality and mutual respect are in place for team ministry to flourish.</li> <li>Within team ministry each team member has a well-defined role to play, each taking responsibility for that role and for the team functioning effectively.</li> </ul>
<b>Support</b> - Support for serving Ministers of Word and Sacrament	<ul style="list-style-type: none"> <li>Emotional and pastoral care required for Ministers, recognising the potentially different ways in which ministry may be delivered under the Presbytery Mission Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate pastoral support and care provided by Presbytery for serving Ministers.</li> </ul>
<b>Fairness</b> - Fairness and transparency of decisions	<ul style="list-style-type: none"> <li>Consultation and engagement with congregations is essential on decisions affecting ministry posts within the mission plan.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery must be able to 'show their working' on how decisions have been made.</li> </ul>



*Strategic planning developments relating to buildings should not only consider sustainability but provide guidance and clarity for congregations about how decisions on buildings are made.*

An understanding of how buildings are used and where they are placed in serving the community in ministry and mission is required whilst supporting ideas for the sustainability of buildings and encouraging congregations to consider issues around sustainability in general.

Buildings Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>Clarity</b> - Clarity on decisions around buildings	<ul style="list-style-type: none"> <li>Clarity is required about who is making decisions on buildings, when and what is the process by which decisions are to be made, along with a timeline.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery must provide guidance and clarity to congregations about who is making decisions on buildings and when and how decisions will be made.</li> </ul>
<b>Sustainability</b> - Are buildings fit for purpose; the purpose being mission.	<ul style="list-style-type: none"> <li>The process should be fair with buildings not being pre-judged as 'required' or 'not required'.</li> <li>Buildings required to be assessed as whether or not they can be used effectively in mission.</li> <li>Consideration of a joined up and creative way of thinking about buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery should support congregations in the process, addressing fears of loss and encouraging congregations to explore all options available to them with regards sustainability.</li> <li>Facilitation of discussion around how not all church buildings may be required going forward is necessary.</li> </ul>
<b>Building Use</b> - How church buildings are used.	<ul style="list-style-type: none"> <li>An understanding required of stakeholder's involvement with buildings and the impact of this.</li> <li>An understanding required of how buildings are used in line with meeting the Five Marks of Mission and delivering mission generally.</li> </ul>	<ul style="list-style-type: none"> <li>Congregations should provide details of how buildings are sustainable and deliver on the Five Marks of Mission.</li> <li>If buildings are deemed under-utilised or unsustainable Presbytery can support churches to give up buildings and find more appropriate places to worship or opportunities to develop new expressions of church.</li> </ul>
<b>Community</b> - Buildings as a community resource	<ul style="list-style-type: none"> <li>Church buildings being used as a community resource should be encouraged but should also provide details of how it meets the Five Marks of Mission.</li> </ul>	<ul style="list-style-type: none"> <li>The mission plan should facilitate groupings of churches to work together to make best use of their resources including buildings and seek innovative ways to engage with their community.</li> </ul>
<b>Sharing</b> - Sharing good practice	<ul style="list-style-type: none"> <li>Congregations should be invited to share success stories about buildings and the impact of this.</li> </ul>	<ul style="list-style-type: none"> <li>Presbytery should provide a space for congregations to share how they have overcome sustainability issues and/or have developed buildings to meet missional goals.</li> </ul>

## The Principles of the Presbytery Mission Plan



*Strategic planning developments relating to priority to the poor should first address where priority to the poor sits currently within the Church and in looking to the future how areas of poverty are served with a Christian presence.*

Consulting and engaging with congregations serving people living in poverty and learning about the local context is essential to avoid a top-down approach and the appearance of an imbalance of power. The mission plan process needs

to be fair and a priority to the poor requires local conversations, honesty and transparency.

Priority to the Poor Principles	Requirements of the Principle	Principle Actions and Responsibilities
<b>Priority</b> - Ensuring priority	<ul style="list-style-type: none"> <li>• Priority to the poor as a requirement.</li> <li>• Requires an assessment of where priority to the poor sits currently within in the Church.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery work towards priority areas having a church presence within the community with consultation required about how that presence could look.</li> </ul>
<b>Community</b> - Understanding the local community	<ul style="list-style-type: none"> <li>• An understanding that the church may still be at the heart of the community and a significant community resource.</li> <li>• Recognising that non-Priority Area parishes have significant levels of poverty and how this can be addressed in mission and through partnership working.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery must ensure that the voices of people living in poverty are heard within the process of mission planning and are continued to be heard by the wider church in the future.</li> <li>• Presbytery support congregations to discover new ways of church within deprived areas, through partnerships (Church of Scotland or other denominations).</li> </ul>
<b>Sharing</b> - Sharing of resources across congregations	<ul style="list-style-type: none"> <li>• Sharing of resources required in order to meet the Five Marks of Mission; potential partnerships between Priority Areas churches and non-Priority Area churches.</li> <li>• Exploring opportunities for team ministry and volunteer roles within Priority Areas required.</li> <li>• Any partnership involving a Priority Area congregation must be genuinely equal ensuring it is genuinely a partnership</li> </ul>	<ul style="list-style-type: none"> <li>• All congregations must show how they meet all the Five Marks of Mission, including responding to human need by loving service.</li> <li>• Presbytery should provide a space for congregations to consider opportunities for team ministry and volunteering within the most deprived communities.</li> </ul>
<b>Priority Areas</b> - Priority Areas impact	<ul style="list-style-type: none"> <li>• Clarity required of the impact on Priority Areas, including Priority Area status, in partnership approaches to mission.</li> <li>• Clarity about church practices and procedures on Priority Areas and non-Priority Areas forming partnerships required.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery to work alongside Priority Areas in allocating ministry posts available to Priority Areas out of the allocation provided by the General Assembly of 2021.</li> <li>• Presbytery address with clarity concerns of loss of priority status if Priority Area parishes form larger parishes in partnerships.</li> </ul>

## Presbytery Mission Plan – Implementation Principles

There must be process to action whereby the plan is set within agreed timescales and has the necessary support structure in place to be implemented locally. Principles for the implementation of the Presbytery Mission Plan are shown in Figure 4 below. Each principle has a set of requirements for meeting them along with a set of actions and responsibilities.

Figure 4: Presbytery Mission Plan Implementation Principles

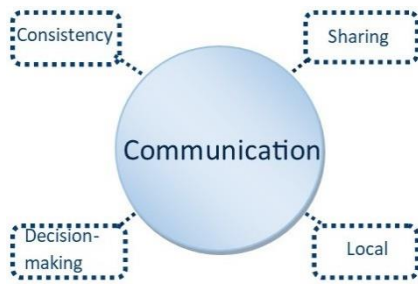


*The situation that churches are facing now means that it is imperative that, once approved, the Presbytery Mission Plan is implemented and adhered to.*

The Presbytery Mission Plan must be workable, providing a realistic assessment of resources and with the ability to predict potential pitfalls for achieving its objectives. Support for the mission plan through an effective consultation period is essential with a requirement to consider what consensus looks like for implementation.

Requirements of the Actionable Principle	Actionable: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• The Presbytery Mission Plan to be tested against the principles (see Appendix vi).</li> <li>• A realistic timescale with agreement reached by the majority of congregations as to the way forward whilst an opportunity to review the plan should be made within timely considerations.</li> <li>• Implementation of the mission plan may depend on a range of factors, some may be beyond the control of the PCG and/or Presbytery. Wherever possible, these factors should be highlighted by the PCG</li> <li>• A clearly defined and realistic structure of support for delivery and how congregations are supported is required early on in the process.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery has to show where the 84 ministry posts outlined by the General Assembly of 2021 will be allocated and the decisions behind that.</li> <li>• Implementation of the agreed Presbytery Mission Plan may bring a challenge to the current structures and practice and procedures of the church. Where there is apparent contradiction in interpretation or application, Presbytery will represent the interests of the local parties with the superior courts of the Church.</li> <li>• Presbytery to consider how resources are not spread so thinly that it hinders growth in progress towards the 84 ministry posts as outlined by the General Assembly of 2021.</li> </ul>

*The Principles of the Presbytery Mission Plan*



*Strong and effective communication should follow into the implementation stages from the development stages continuing to keep communication open, transparent and with clarity of purpose.*

Decisive action should be communicated efficiently, reassuring that the plan is being implemented. Focusing on the positive aspects of what is being achieved, Presbytery should regularly update congregations in the process.

Requirements of the Communication Principle	Communication: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• There must be clear evidence to indicate that decisions made relate to the consultation and planning period to avoid any unnecessary delays in implementation.</li> <li>• It is vital that congregations continue to hear the same messages as the Presbytery Mission Plan is being implemented.</li> <li>• Priority should be given to a prayerful approach within the communication stages of the implementation process.</li> <li>• A Presbytery Mission Plan implementation website that shares information relating to church procedures that can be quickly sourced is required.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should ensure that communication takes place at local level during the implementation process to allow for decisions to be heard and discussed – using the same geographical zones from the development stages will enable continuity in the process.</li> <li>• Presbytery should identify the information congregations would like shared, such as timescales, local partnerships formed or information relating to church practices and procedures and share this accordingly.</li> </ul>



*Change, within the context of the implementation stages of the Presbytery Mission Plan, relates to how it is managed and the methods used to do so.*

Relational approaches to implementation; agreed principles about how that change is conducted and the methods for achieving the changes within the agreed timescale are important in managing that change.

Requirements of the Change Management Principle	Change Management: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• For change management to be successful there must be consideration for the methods used, the language adopted and a necessary support structure in place for local people and congregations at each stage of the process.</li> <li>• The Presbytery Mission Plan must build on an understanding that change is required but imposing change could be counterproductive.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should make available the provision of spiritual and emotional support to those involved in making changes and implementing the Presbytery Mission Plan.</li> <li>• Changes made must be measurable against the principles developed.</li> <li>• Changes must be reviewed to ensure they are having the greatest impact on mission.</li> </ul>

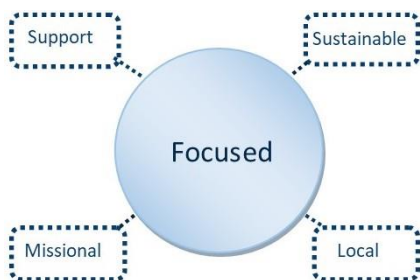
The Principles of the Presbytery Mission Plan



*Implementing the Presbytery Mission Plan requires doing so at a speed that does not leave people behind but ensures that an agreed timescale can be kept. Any loss of momentum may lead to diminishing support. It must be respectful of people but not be deflected from the aims.*

The value of what is being done must be conveyed with a clear vision for future mission articulated that addresses the ministry numbers but also goes further in mission across each community in the Presbytery of Glasgow.

Requirements of the Efficiency Principle	Efficiency: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• Meetings must be effective and lead to action and challenges must be made to the processes that hamper quick progression when faster decision-making would be more advantageous.</li> <li>• Being achievable and fair in outlook, whilst outlining how it will meet the requirements of the Presbytery Mission Plan Act (Act VIII 2021) with minimal damage to church membership and the cohesiveness of church families.</li> </ul>	<ul style="list-style-type: none"> <li>• Presbytery should make attempts to show how the Presbytery Mission Plan will deliver on its key objectives and what is required for this to happen.</li> <li>• The PCG need to plan effectively for the provision for ministry locally, providing enough places for worship to be offered and for community activity to continue whilst meeting the target of 84 ministry posts outlined by the General Assembly of 2021.</li> <li>• Data gathered from the congregational survey should be stored centrally and used to inform the process and increase efficiency on specific matters (Appendix vii)</li> </ul>



*Efficiency is ineffective without focus. For the Presbytery Mission Plan to become actionable it must focus on and be driven by mission.*

An agreement must be reached that there is sufficient evidence in the plan that mission is the driving force behind it for it to be implemented. How congregations aim to meet the Five Marks of Mission, individually or jointly must be central to any Presbytery Mission Plan.

Requirements of the Focused Principle	Focused: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• The Presbytery Mission Plan must be missional and not just about cutting churches and ministry posts. If the plan is perceived to be about shutting buildings and saving money then the process could be painful and ineffective.</li> <li>• A mission plan should allow ministry to flourish without fear of future changes and with the prospect of sustainable, vibrant congregations as a result.</li> </ul>	<ul style="list-style-type: none"> <li>• By implementation of the mission plan, congregations should have felt supported by Presbytery to come together to discuss joint approaches to meeting the Five Marks of Mission</li> <li>• Presbytery should make clear what support can be made available for developing and sustaining local mission.</li> <li>• Presbytery should encourage a positive faith-filled approach during implementation to identifying areas for mission growth.</li> </ul>

## The Principles of the Presbytery Mission Plan



*The Presbytery Mission Plan, once implemented, must be reviewable annually against a set of criteria ensuring that it is on course to deliver on its objectives.*

The mission plan should be reviewable in relation to how congregations have ensured mission is central to what they are doing and how they meet the Five Marks of Mission; the methods used and the impact it has had on growth. A review of progress towards the reduction in ministry posts to 84 is also required.

Requirements of the Reviewable Principle	Reviewable: Actions and Responsibilities
<ul style="list-style-type: none"> <li>• A realistic review timeframe for measuring against the Five Marks of Mission is required.</li> <li>• A review should take into consideration whether or not the development and implementation principles have been adhered to over the course of the Presbytery Mission Plan being rolled out.</li> <li>• A review of partnerships formed and the impact on mission, including meeting the Five Marks of Mission.</li> <li>• Congregations should be made aware of how the review will be conducted within the Presbytery Mission Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources to support internal reviews should be put in place that are simple and time effective for local congregations.</li> <li>• A review to ensure that Presbytery is on course to meet the 84 ministry posts outlined by the General Assembly of 2021.</li> <li>• Congregations forming new partnerships to meet missional goals and to share ministry should produce a profile of their 'new' parish outlining where they see mission, ministry and outreach. This could potentially form the basis of the review process.</li> </ul>

## Next Stages

On the 14<sup>th</sup> December 2021 *The Principles of the Presbytery Mission Plan* will be presented to Presbytery for approval. Following approval by Presbytery the principles will be presented to Faith Nurture Forum facilitators.

Upon acceptance by Faith Nurture Forum the principles will be passed on to the Plan Creation Group to be used in formulating the Presbytery Mission Plan to be in place by the end of 2022 in accordance with the General Assembly of 2021.

The Church of Scotland buildings *AMBA* document is also in the process of being completed and should be returned by the 31<sup>st</sup> January 2022. Once the principles and the buildings *AMBA* document are in place, a move towards formulating a mission plan on the ground will take place involving a process of consultation and engagement with congregations.

# Appendices

- i. [Methodology](#)
- ii. [Learning Outcomes](#)
- iii. [Congregational Survey Questions](#)
- iv. [Emerging Themes from Congregational Survey/Focus Group Discussion Topics](#)
- v. [Notes From the Focus Groups](#)
- vi. [Presbytery Mission Plan Development Principles Checklist Example](#)
- vii. [Appendix v: Available Congregational Data for Informing Strategic Planning](#)



## Appendix i: Methodology

A mixed methodology was used for developing the principles, taking a quantitative and qualitative approach with congregational engagement at the heart of the process. Data gathering and analysis, a congregational survey and a series of localised focus groups were the methods used within this methodology resulting in over five hundred people being involved directly, with many more indirectly, in completing the congregational survey and two hundred people also engaged in the ten focus groups.

Transparency, understanding and respect were at the forefront of a people-led approach rather than simply using data. The same opportunities were provided to congregations at the same time for sharing and being heard, ensuring equity and the avoidance of a top-down approach. An unintended outcome of this process was where learning from previous methods of planning could be drawn and acted upon. Appendix ii provides a short summary of this learning outcome.

### Data Gathering

Individual congregation and Presbytery-wide data was gathered, analysed and presented on data sheets accompanied by digital maps and sent to each congregation on 9<sup>th</sup> August 2021 to encourage conversations, allowing congregations to identify areas of commonality over and above similar theological approaches or mission. Data also enables the Presbytery of Glasgow to identify and understand the impact of social factors including demographic change, population age breakdown and deprivation. Access statistics on religion, including “no religion”, can inform decisions on mission within a local context. Despite its usefulness for strategic development, hard data should not stand alone in a process of planning. Instead, it must be used within a qualitative approach, allowing for the local narrative to inform decisions where hard data cannot.

### Congregational Survey

A congregational survey (Appendix iii) with the purpose of gathering information for developing the principles of the Presbytery Mission Plan was sent out to all 127 charges within the Presbytery of Glasgow on 9<sup>th</sup> August 2021. Congregations were encouraged to use collaborative approaches to completing the survey, resulting in over 90% of all surveys being answered by more than one person. Using open questions, the survey provided a space where congregations could share about the uniqueness of their congregation but also consider the wider vision for all.

Upon receipt of responses a process of analysis was carried out, identifying emerging themes for further exploration in a paper entitled *Emerging Themes from the Congregational Survey* provided to congregations (Appendix iv). An online congregational survey was considered the most time efficient and effective way of engaging with each congregation, evidenced with 93% of congregations returning a completed survey.

### Focus Groups

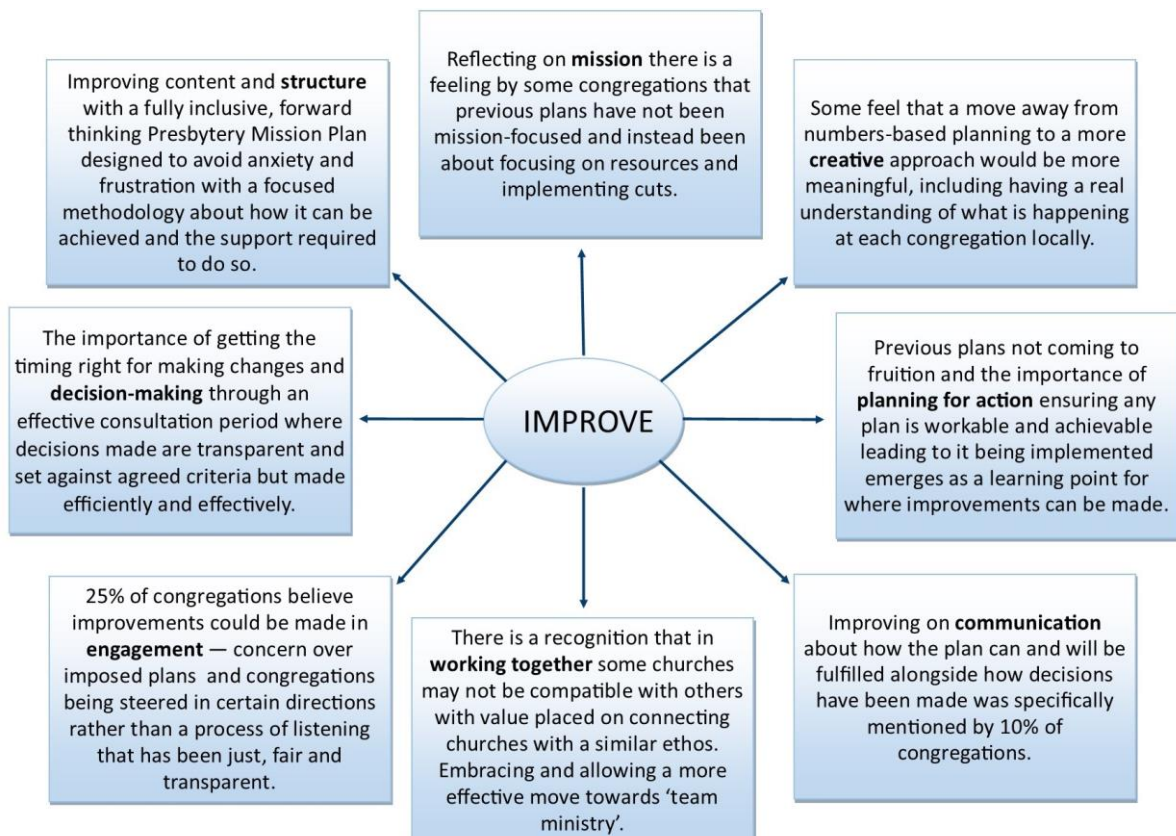
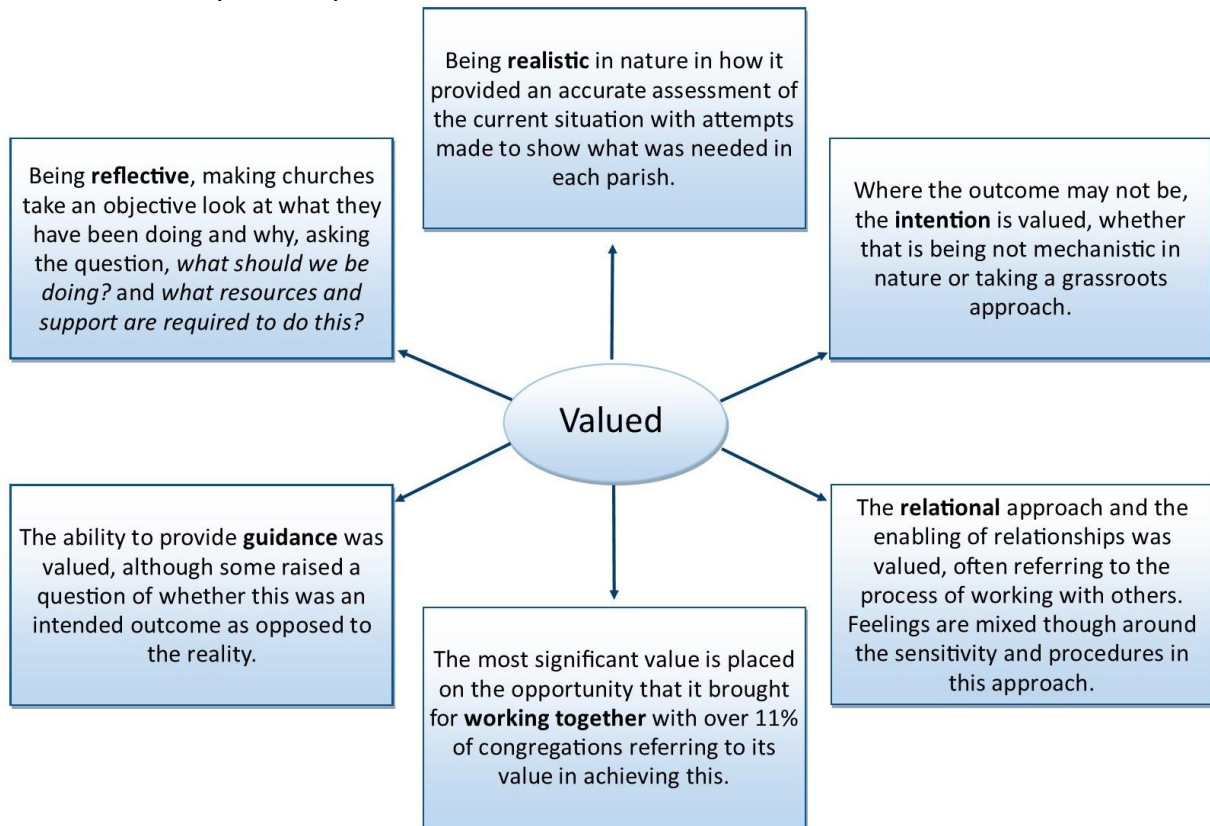
Congregations were invited to attend a focus group running from 20<sup>th</sup> to 28<sup>th</sup> October 2021 on the themes set out in the *Emerging Themes from the Congregational Survey* report. Individuals could select two themes to explore further. Due to the number of attendees, the Presbytery of Glasgow was divided into five geographical zones with congregations in each

## *The Principles of the Presbytery Mission Plan*

zone offered a daytime and evening session. A PMPRG member facilitated each focus group accompanied by a note-taker. Notes from the focus groups are attached in Appendix v. The purpose of the focus groups was to offer an opportunity to examine further the themes that emerged from the survey with the priority being that people were heard and their voices central to shaping the principles. Eighty-percent of congregations in the Presbytery of Glasgow were represented at the focus groups. When combined with the congregational survey, 96% of congregations have engaged in the consultation processes.

## Appendix ii: Learning Outcomes

The diagrams below highlight learning from previous Presbytery Plans of what is valued and what could be improved upon.



## Appendix iii: Congregational Survey Questions

### **Congregational Survey**

The Presbytery of Glasgow request that you complete this survey as part of the engagement process to develop the principles that will inform and shape the next Presbytery plan. This is an opportunity to share the good things about your Church and community life as well as raise ideas and thoughts about the future of the Church within the Presbytery of Glasgow and also provide a focus on developing new ways to serve God and our communities.

Please take time to provide a considered response to each question, if possible, in collaboration with others. Only one response per congregation should be submitted.

Your feedback will help develop a set of principles that will reflect what is reported in the survey by congregations alongside information collated from the data gathering stage of the process.

Thank you for your time and willingness to help inform this process.

### **Congregation Details**

This section is about the person(s) completing the survey. All questions require to be completed.

Congregation Name

How are you answering this survey?

On your own

In collaboration with others in the Church

In partnership with other congregation(s)

Other \_\_\_\_\_

Please provide the names of the person(s) completing this survey and their role(s) within your Church.

### **Internal Structure**

This section is about building a picture of staffing levels and volunteering within your Church.

What is the current number of paid employees within your Church, excluding the Minister of Word and Sacrament?

In addition to Sunday worship, what other paid staff do you have at your Church?

How many volunteers do you have within your community programmes? Please provide number and details of roles. (Please note that these are community projects run specifically by the Church and not church hall lets, for example). If there are none, please state "none".

## *The Principles of the Presbytery Mission Plan*

How many volunteers do you have within your Church programmes? Please provide number and details of roles. If there are none, please state "none".

### **Presbytery Plan Processes**

This section provides an opportunity for you to express ideas and thoughts around the processes and implementation of the Presbytery plan.

In your view, what would make any future Presbytery plan regarded as a 'success'?

What processes for developing a future Presbytery plan do you consider as the most important?

What would be the key factor(s) in encouraging you to engage with, or "buy into", the Presbytery plan?

Do you perceive any potential barriers to engaging in, or "buying into", the Presbytery plan? If yes, please state them. If no, please state "none".

Considering the forthcoming Presbytery plan, can you identify any key principles that you think should help shape or inform its development? Please clearly state reason(s) for any principles provided.

If you have had any previous experience with any Presbytery plans, can you provide details of what you have valued about it?

If you have had any previous experience with any Presbytery plans, can you provide details of what you feel could have been improved on?

### **Mission**

This section provides an opportunity to share about the mission of your Church and what 'mission' means to you.

How would you describe the mission of your Church?

Where do you see the five marks of mission within the mission of your Church?

Do you have any formal or informal relationship(s) with any other Churches with a similar mission outlook? If yes, please provide details. If no, please state 'none'.

### **Church and Community**

This section provides an opportunity to share where you see God at work within your community and the impact your Church is having.

What would be the impact on your community if your Church was not there?

Where do you see God at work in your local community?

## *The Principles of the Presbytery Mission Plan*

Does your Church engage with any of the following aspects of community life? Select all that apply.

Prison(s)	Secondary	Hospital(s)	Nursing Home(s)
Primary School(s)	School(s)	Hospice(s)	None

In what ways does your Church serve your local community?

How does your Church actively engage with the projects/people who let your hall(s)?

What activities does your Church provide? Please include both Church and community focused if applicable.

Are any other stakeholders invested in the life of your Church? If yes, please provide details. If no, please state "none".

### **Ecumenical Working**

This section provides an opportunity to share any ecumenical work you have been involved in and the potential for any future ecumenical relationships.

How do you communicate with other denominations and/or faiths across the Presbytery of Glasgow?

Does your Church have any formal or informal ecumenical relationships? If yes, please provide details. If no, please state "none".

What relationships does your Church have with any other congregations or denominations?

What potential opportunities for working ecumenically in partnership across the Presbytery of Glasgow do you see?

Are there any potential barriers to working ecumenically in partnership across the Presbytery of Glasgow that you are aware of?

### **New Expressions of Church**

This section is about sharing and celebrating where new expressions of Church have been established and about exploring the future potential for new expressions of Church.

What is your understanding of the term 'new expressions of Church'?

Have you developed any new expressions of Church recently? If yes, please describe these along with numbers of attendees and any other comments. If no, please state "none".

Where do you see opportunities for developing new expressions of Church over the course of the next Presbytery plan?

### **Covid-19 Impact**

This section provides an opportunity to share the challenges faced over the last 18 months during the pandemic but also an opportunity to celebrate the good things that have been achieved and how the Church has adapted to serve in other ways.

The financial impact on Churches across the Presbytery of Glasgow was covered in a recent 2020 survey. Therefore, financial impact aside, what has been the most significant impact of the pandemic for your Church?

How has the pandemic been used positively in your Church?

Are there any new ideas or initiatives developed by your Church during the pandemic that you are planning to continue going forward? If yes, please provide details. If none, state "none".

### **Church Building**

This section provides an opportunity to share a bit more about the life of your Church building and how it is used.

Do any other Church congregations depend on your building? If yes, please provide details. If none, please state "none".

What other stakeholders are invested in your Church building? Please note this does not include projects that only let the church hall(s).

Are there any issues regarding your Church building in relation to sustainability that you wish to provide details of?

### **Other Information**

This final section provides an opportunity to share additional information with the Presbytery of Glasgow.

What other aspects of your Church would you like to ensure that the Presbytery of Glasgow is aware of?

As part of the Presbytery of Glasgow's commitment to creating an opportunity for engagement in the process, there are plans to develop a number of focus groups based on the key themes drawn from this survey. Would you be willing to take part in such a short focus group, most probably in September/October?

# Appendix iv: Emerging Themes from Congregational Survey

## Emerging Themes from Congregational Survey Focus Group Discussion Topics

October 2021



The qualitative data collated from 115 completed congregational surveys, as of 20<sup>th</sup> October 2021, provide a number of key themes for further exploration through focus groups. Each theme is developed using evidence informed analysis and reasons for the inclusion of each theme are provided. Questions and considerations raised on each theme are included for further information gathering. The survey findings and follow-on discussions are intended to support the development of a set of principles that will inform and guide the Presbytery of Glasgow in the development of the Presbytery Mission Plan. It is proposed that all respondents to the survey are invited to attend the focus group to discuss the themes that arose from the survey. Facilitation of the focus groups will be conducted by the Presbytery Mission Plan Review Group.

## ----Themes----

### **Theme 1: Collaboration & Partnership**

#### **How do we work together with other people?**

Working together formally or informally is not a new experience for the vast majority of congregations responding to the survey. Collaboration and partnership emerge as a theme in a variety of ways - ecumenically, theologically, missionally, geographically and logistically. Levels of support appear high for developing it further in a practical and focused way; albeit with some considerations to be addressed.

A call for building on and encouraging existing relationships exists alongside creating new teams and partnership working in the future. There is a lot to celebrate and learn from the formal and informal relationships that already exist; only five Churches stated that they do not have any relationship with other Churches with a similar mission outlook and a similar number stated they do not have any formal or informal ecumenical relationships. Important to note is that Churches report that they are at different stages of working with others. An opportunity exists to better understand what works and what does not work regarding working in teams going forward.

A positive response to working collaboratively to serve the people within the Presbytery of Glasgow emerges from the survey. Yet, consideration has to be made to the practicalities of



how this can be achieved. Findings of the survey clearly state that teams should be a natural fit and allowed to grow and be 'ground-up' in approach rather than being Presbytery-led. "Unforced" and "Spirit-led" were some terms used to describe this approach, along with a strong prayer-led approach to the development of the planning process. The main barriers to address come in the form of theological differences, geographical considerations and desire to not ignore the local.

### Considerations

- What are the fundamental principles that should underpin working collaboratively or in teams?
- How should theology, mission, worshipping styles or community focus impact the decisions on developing teams?
- What geographical factors need to be addressed before a team approach to ministry?
- How can any team working be assessed, monitored and reviewed in future? What is the potential impact of establishing learning relationships?
- How will team working affect volunteering or be affected by volunteering – can places with few or no volunteers be partnered/grouped with places with a strong focus on volunteering?
- What is the potential impact for Priority Areas and the "priority to the poor" if team working is adopted within Presbytery of Glasgow?

### **Theme 2: Sharing our working**

#### **What are we trying to do?**

The nature and style of how the Presbytery Mission Plan should be carried out featured strongly in the survey often citing a relational, listening, engagement-led approach preferred, with transparency at each stage essential and avoiding a top-down process, where the perception is that others are telling the congregations what is best for them.

There are significant calls within the findings to develop a plan that is "radical", "collaborative", "bold", "inspiring" and "positive" but also to be "realistic" and "evidence-based" with a set of objectives that are deliverable backed up by well explained decisions. Actively addressing how and where previous plans have not been successful may form an important starting point in encouraging engagement in the process.

Equality and fairness for every congregation featured often amidst concern expressed over outcomes already decided prior to the engagement process. Openness, transparency and genuine engagement is essential to reassure congregations in this respect.

The process should be underpinned primarily through listening to others but with good communication and explanations around the plan, thereby ensuring that congregations understand what is being discussed and how decisions are being reached. There needs to be a compassionate approach to addressing fear and anxiety and any lack of understanding of the process, whilst outlining the potential benefits from the outcome.

Emphasis on the local within the process is evident within the survey responses, largely in relation to local voices being heard through meaningful local consultations and engagement. There are recommendations of finding a way of enlisting people in the process, an argument

further enhanced when the number of volunteers Churches rely on, as reported in the survey, is used.

#### Considerations

- How does the Presbytery of Glasgow ensure people are valued and involved going forward into developing a plan?
- What are the steps taken to ensure the process meets the concerns/requests in the survey?
- How does the Presbytery of Glasgow ensure the plan is driven by mission and not by other factors?
- How can a process be radical, bold and inspiring whilst also realistic and evidence-based?
- What methods are required to ensure consistency and clear communication is in place?
- Where can learning from past processes and frustrations guide this process?

### **Theme 3: Practical Steps: Process to Action**

#### **How do we make this happen?**

Any Presbytery Mission Plan must be seen to be able to lead to substance than merely intention, meaning practical steps need to be put in place for its implementation. Decisive action features strongly within the survey responses, with congregations stating that action is needed following the development of the Presbytery Mission Plan or there is a risk of losing faith in the process. Any decisions and practical steps must be done so carefully within a set of clear and concise guidelines taking into account previous learning, which show forcing congregations into adjustments they are not happy with can be counter-productive and damaging.

To allay fears and frustration the practical implementation of any plan should be put in place for a significant length of time, providing a sense of security, direction and purpose. This includes an infrastructure of support in place for any proposed working together.

Despite some evident frustrations at past plans and methods, there appears to be a desire from the majority of congregations to get involved in the current plan. A practical approach to implementing any plan is essential to continue that desire and not lose support regardless of the content of the proposed plan.

Similar to the process of developing a Presbytery Mission Plan, communication and how information is shared emerges as central to good practice in relation to putting any plan into action. A prayerful approach at each stage of putting a plan into action is also requested.

#### Considerations

- What principles does the Presbytery of Glasgow need in place to support those with opposing ideals/goals than those set out in the Presbytery Mission Plan?
- How can information be shared in a way that is meaningful and accessible to all congregations?
- How are, or should, other stakeholders be involved within the plan to action stages?
- How does the Church of Scotland ensure that resources are not spread so thinly that it hinders growth?
- What support and encouragement can be made available to congregations in the short to medium term?

## **Theme 4: Open to Change and New Ways of Church**

### **How can we explore change and transformation?**

There exists an acceptance amongst the survey responses that change is coming and a need to find a way to best manage that change and the best way forward together is essential. With these changes comes the questions of what have we been doing and why have we been doing it, as well as are there better ways of doing things?

A range of sub-themes emerge from the survey around change and new ways of Church – the importance of provision of spiritual and emotional support to those involved in the front line of the changes; managing painful change in communities; the importance of learning from good practice (in relation to change and also good examples of new expressions of Church); and understanding change and how it can be reviewed to ensure it can be most impactful in relation to mission.

Whilst there exists a need to develop new expressions of Church so too is there a desire amongst some for a balance of traditional and new. New expressions of, and ways of doing, Church are already in place, allowing for a wealth of information to learn from, including new approaches developed during the Covid-19 pandemic. A willingness to develop new ways in the future also exists, importantly requiring the necessary support in place and encouragement to do so. Simultaneously, there are also suggestions that there is no “quick fix” and that new expressions of Church may require time to be fully impactful.

### Considerations

- How are new approaches developed during the Covid-19 pandemic supported and encouraged to continue?
- What key principles should guide the management of change for individual Churches?
- What learning relationships can be established for developing new expressions of Church?
- How can, or should, new expressions of Church be measured?
- Have current new expressions of Church been around long enough for their impact to be measured?
- What methods should be adopted to ensure the openness to change that exists is continued?

## **Theme 5: Mission and Outreach**

### **What will the 5 marks of Mission look like in our context?**

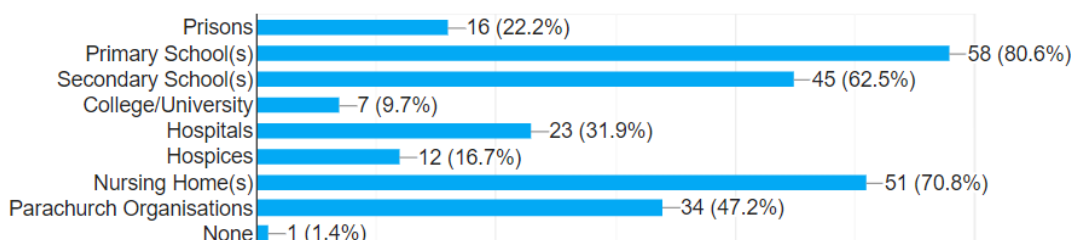
The mission of the Church is the mission of Christ:  
To proclaim the Good News of the Kingdom  
To teach, baptise and nurture new believers  
To respond to human need by loving service  
To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation  
To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

The Five Marks of Mission

Within the Survey approximately 65% of congregations specifically refer to ‘community’ within the question of how would you describe the mission of your Church? Often referred to as communities of faith, the local community and/or Parish and the worshipping community. Proclaiming the Gospel and being a visual source of support and care within the community were mission themes shared across the Presbytery of Glasgow.

Whilst significant aspects of a shared approach to mission, in particular within the 5 marks of mission, were evident within the survey responses, the avoidance of putting congregations together with differing theologies, ideals and outreach was one of the strongest recommendations emerging under mission and partnership working.

Loss emerges strongly as a sub-theme within mission and outreach with it being mentioned 50 times within the question of, what would be the impact on your community if your Church was not there? The importance of ‘presence’ within community at some level to continue outreach is outlined, backed up by evidence of where individual Churches engage formally within aspects of community life.



Comments received on mission and outreach also focus on sharing about what is working and how this can inform planning. However, there are also suggestions that congregations must show they have a clearly defined mission and vision for the future, either in partnership or individually, including where they meet the five marks of mission.

Throughout the survey responses there is a recognition of the ‘potential’ that exists going forward with regards mission. This potential is seen in a couple of different ways - both in an exciting, dynamic sense but also with regards to if the process and plan is not conducted correctly with the right processes the potential impact on congregations could be hugely detrimental. There is an opportunity for taking a positive, faith-filled approach to identifying and looking for potential in areas within the Presbytery of Glasgow.

### Considerations

- How does the Presbytery of Glasgow incorporate the various aspects of community life within the future mission of the Church?
- Where can the five marks of mission fit within any future of team ministry – can the five marks of mission be met through teams rather than independently?
- What support is required/available for sustaining and developing local mission?
- What methods/principles can be put in place to ensure, if applicable, mission in teams is a success?
- How can concerns over loss be addressed prior to any future mission plan being put in place?

## **Theme 6: Growing People**

### **How might new opportunities develop for God's people to discover their gifts?**

A variety of factors raised within the survey led to the emergence of people as a central theme: the Church as a community of people rather than a building; the incredible levels of volunteering that make it possible for Churches to function; the number of paid members of staff within Church to be considered – approximately 250 from 110 congregations (excluding Ministers); and the non-Church going public to be reached.

These factors alone and combined make it essential that people must be central to any planning process. One response received sums up the importance of people by saying, *“I see God at work through the volunteers who help to keep with the upkeep of the church and who are committed to serving people who enter through the doors either on a Sunday or during the week and also those who don't.”*

Emphasis is placed in the survey that all people should feel valued during the Presbytery Mission Plan process and equality and fairness should be adopted throughout. Including people in the process and communicating decisions clearly and effectively using the same language throughout appears key to ensuring people feel valued during the process of planning and implementation of the plan avoiding ambiguity and ensuring a feeling of equity.

### Considerations

- What is the potential for lay ministry within local congregations in the future?
- How does the Presbytery of Glasgow ensure local views are at the heart of the planning process?
- What principles should guide the continuation of providing priority to the poor?
- How are volunteers supported and encouraged throughout the planning process?

## **Theme 7: Parish, Community and Place**

### **What part does geography play?**

Parish, community and place is a wide-ranging theme covering aspects including the use of geographical boundaries as a way of delivering mission and ministry; the sustainability and use of Church buildings; the number of stakeholders (community projects, other congregations and service users) invested in local congregations; and the focus on priority for the poor in relation to people and communities. A clear focus identified is around how best to serve the community in the future within the mission of the Church.

Congregations differ at times in the responses with some viewing Church as a crucial part of the community in providing services and support whilst others believe providing community work, whilst valuable, is not enough with regards mission. Similarly, differences also exist in relation to geographical boundaries for mission and ministry although, an openness to new ways of working across the Presbytery of Glasgow is also evident.

Whilst geography remains important, this does not negatively impact a positivity in relation to working together or in collaboration. More significant to that approach is having the opportunity to form partnerships locally or across Presbytery without being ‘forced’ and finding relationships that sit naturally no matter the location.

### Considerations

- What are current thoughts around dividing the Presbytery of Glasgow in geographical sectors and allowing teams to develop within these sectors and/or beyond?
- Where does the priority for the poor sit within the most deprived communities in Presbytery going forward?
- What are the potential opportunities for working geographically across the Presbytery of Glasgow?
- How do Churches work together to ensure all areas of Presbytery are served?

# Appendix v: Notes from the Focus Groups 20–28<sup>th</sup> October 2021

## Theme 1: Partnership & Collaboration

How do we work together with other people?

Relationships and partnership working (current and aspirational):

- Generally, it is easier to work together in the field of mission.
- Learning to branch out further than linkages and now parish groupings.
- Working with other denominations.
- Shared holiday clubs and resources.
- Is partnership just doing shared things together or is it about doing new things and fundamental changes? (i.e., not just maintaining and ticking a box, but being creative and growing the kingdom, this would be more than where we are at just now).
- Trust is essential.
- Parish Groupings too loose and needs more transparency particularly to outside.
- Some ecumenism: ACTS group and cooperation within 5 churches (2 CofS 1 RC and 3 independent) sharing Holy Week services and Holiday Club. Story of minister allowing his church to be used for mass when RC church was temporally unusable.
- Good communication is essential. Identical theology is not essential, but you need to get to know folk before you unite.
- There were questions about whether we would be starting from scratch – what about where people are working together at the moment and what about the places where past attempts have led to a lot of hurt and negative feelings not to mention almost hostility.
- People who have interpersonal skills essential. People who know about team dynamics.
- There was a general agreement that working/sharing together was a good thing to do but that many congregations still simply want to have their “own” minister and know exactly who that is. Needs to be a change of thinking. How do we get the vision across to congregations when many want things to stay as they are?
- We need good relations with neighbouring parishes.
- There was some dismay at animosity between congregations.
- Good communication essential – talking together/ meeting together.
- A Presbytery ENCOURAGER - someone to walk with the congregation.
- Different congregations with own identities both sharing a minister a suggestion.
- Early church was just small groups of people gathered together - perhaps that’s what we need but keep aware of pastoral needs – all people need to be aware that this is happening across the board.
- Individual relationships are critical - it starts with individuals and only later became a twinning.
- The importance of pushing back and taking hold of our own responsibilities for ministry and mission - if the Church of Scotland has been guilty of top-down forced partnerships or relationships it may have been because there hasn’t been enough done at a local level to initiate relationships organically at a grass-roots level.

Objectives of working together:

- Need to have a vibrancy within a congregation.
- Praise for Argyll presbytery where a minister may serve a number of distant churches with the help of elders taking services.
- From a work perspective, teams are put together for a specific task, have objectives and are trained. Do we have the possibility of employing people with the right skills?

#### Considerations:

- Need to make sure that we don't overload ministers that are at full stretch already.
- Interesting partnership between Church of Scotland, UF and Baptist congregations. Different worship styles sometimes caused difficulties especially communion.
- Another Minister due to retire is concerned that the links that have been established with organisations outside the church (Police military and others) will not be maintained on his departure. These links involved massive pastoral input.
- Concern about reaching young people.
- Sense of history and tradition very strong and older folk opposed to change. Very difficult to persuade folk to go to another church. Where two churches unite, members of the one that closes likely simply to walk away.
- People prefer their own minister but this is unlikely to due to theological differences. After all, changes of minister are accepted when a vacancy occurs. It was accepted that some of these worries were wrong but were thought to be realistic by the group.
- Complaint expressed about unfair bias against churches with an "orthodox" theology.
- Recognise that there is a lot of fear and worry in congregations about the plan and what might happen.
- Are all Christian presences needing to be in a building?
- Question of amalgamating finances? Might this be possible?

#### Geographical factors:

- Working across geographies can make sense but not everyone wishes to leave their local church.
- Telling congregations what their responsibilities are and letting them fulfil them – need local solutions and letting congregations find them.
- Geography can be a barrier.
- Question about Geography and recognising what works in one area won't in others.
- Good to have individuals to work across boundaries to share resources and skills.
- 5 zones geographically help – mini presbyteries.
- Working across zones less advantageous? – debate took place over this.
- Share across boundaries e.g., assessor elders or twinning arrangements – worship less practical across boundaries.

#### Team working:

- Make ministry wider – include many more people in ministry than we do at the moment. Recognising the worth of others not just Ministers of Word & Sacrament.
- What do 'teams' mean – are we talking about paid/trained staff or do teams include laity/elders/members?
- Need good lay team for preaching/ pastoral work etc.
- Vitally important to retain a sense of mutuality in teams - not just a one-way street. No-one should feel like they are lesser. Everyone has to bring something to the table.

#### Resources:

- Difficulties encountered through a shortage of resources, both people and money. Paid staff needed to lead volunteers. Money problems may need changes in Church law. Maybe General Trustees need a new plan, though one voice strongly for the status quo. Acknowledgement that some buildings should not be saved.

#### Principles:

- Trust - there has often been slight rivalry between congregations, forgetting we are all part of one Church of Scotland, all partners in doing God's work.
- Needs to come from ground up - people need to come together to work out how to work together



and how to monitor that.

- Have to be very aware that it would be hard for people to move between congregations - not every- one could have the same perspective.
- Church of Scotland has often behaved like a top-down organisation, but genuine partnership works well if there is trust and if the relationship, starts even with just half a dozen people developing a shared vision.
- Unity, equality, equity, respect, fairness, sensitivity.
- Can't keep doing the same things and expecting a different result.

## Theme 2: Showing Our working

### What are we trying to do?

#### Process:

- There was an appreciation of the process this time, but concern that it might become like previous occasions, where it was felt that things were imposed.
- A number of people shared difficult stories about Presbytery planning in the past, but were hopeful that this might be different, because of what they read in the survey, and because they were being listened to.
- There was a desire to change and move forward, but a worry about the process, and how difference might be accommodated.
- How can we use more varied communication strategies, to positively engage more people in Presbytery?
- The Elders in the Kirk Session are the spiritual leadership of the church and are responsible for engaging with the congregation to let them know what's coming down the line. It is not solely the minister's job to do this. The work of the Plan Creation Group and the processes used by them should be a prayer point. We have to start this journey prayerfully.
- Good communication brings people along with us. Good communication starts at the top and then should cascade down to congregations.

#### Geography:

- Discussion about how to have centres of worship, care and outreach in different areas, that are not necessarily connected with buildings.
- Geographically close congregations could share some services and social occasions and get to know each other better. Reps could be elected from the congregations to comment on the workings of the Plan Creation Group as it begins its work next year.
- Can we divide the Presbytery into 5 sections and elect 4 reps from each section who could act as a sounding board for the Plan Creation Group?

#### Considerations:

- There were interesting insights about what happens in other countries, where a pastor might have a number of churches, but local leadership might do some of the admin and organisational work.

#### Change:

- There was a desire for change, but change that is not just driven by cutbacks. One person spoke of a readjustment situation in their church a number of years ago, and the impact that this had on the people. She had waited 5 years to tell her story. A number of the people on the edges were lost to any form of contact to the Christian family as a result, and the pain of this was palpable.

#### Concerns:

- There was a real sense of anxiety, and questions about call – how do we reconcile this with readjustment. There was a feeling of uncertainty about the future, and therefore also about how

to plan. People were talking of ministers thinking of leaving, because of the additional work pressures which they think are unsustainable, and not reconcilable with personal care.

#### Decision-making

- Each congregation should have a mission plan which should engender a missional outlook to local communities and show plans for growth of the Gospel in their local area. Mission Plans could help the Plan Creation Group recognise if congregations are fulfilling the 5 marks of mission and the final Presbytery Mission Plan should flow out of this.
- Every decision made by the Plan Creation Group should be justified under the headings from the 5 marks of mission.

### Theme 3: Practical Steps: Process to Action

#### How do we make this happen?

#### Communication:

- Consistency of message is a priority.
- The Presbytery website is clunky and it is hard to find important information on it. Could an e-mail be sent to all ministers and session clerks to alert them to when new information about this process is posted?
- If e-mails are being sent out then information should be clearly laid out and flagged up for particular groups.
- Could information sharing be targeted on a WhatsApp group – the GA WhatsApp group worked well
- Sometimes messages come from Presbytery as *dictats*, how can we get messages across in a positive way?
- Could Presbytery buy some wider advertising so that this process can be known and understood in communities?
- Good communication and info sharing is important.
- We feel that the focus groups are good and that we are being listened to.
- The Church of Scotland is poor at communicating internally. We have to find a simple way of communicating so that ministers and elders can find information that they need and can understand.
- We need to think how to communicate the Presbytery Mission Plan to congregations so that they can understand. Could we have Q&A videos on the website?

#### Support:

- Engagement with people should be face to face in person where possible.
- More Q&A videos would be helpful for churches who have the technology.
- The Plan Creation Group must show that they are listening to people. There has to be engagement for ownership.
- We need a palliative care strategy because this will be the end of life for some congregations.
- The question of Presbytery support was raised. It was suggested that this should be light touch.
- Bureaucracy must be avoided. It had to be accepted that the process was not going to be pleasant.
- How do we pastorally care for people in times of great change?

#### Action steps:

- We are just now at planning stage. We need to proceed to action but care needed.
- An example was quoted of an area with five churches that could reasonably be reduced to two. There needs to be a spread of resources. Due to “brand loyalty” we are likely to lose people.

- Need to not spread resources too thinly so some merging or sharing team ministry is ok.

#### Principles:

- The principles must exist although we don't know what they are. But if principles of the process are established and made explicit the process has a chance. Disappointments will still occur but at least they can be logically explained if consistent with the known principles.
- After attending the church planting/mission mapping event it was suggested that there was a tendency to go for an even spread of congregations and to fill gaps. Should the principle be that the mission plan should thin out areas where there were a lot of existing churches? Of course, there will be a reaction of "how does it affect my congregation"?
- In the Presbytery of Ayr, they seem to have introduced the hub concept as a principle.
- A guiding principle would be – all views to be aired, good lines of communication, democratic process and open meetings.

#### Process:

- A plea was made that we should not proceed on merely mathematical or statistical considerations. We need to ask where God is at work. The five marks of mission are not perfect but provide a reasonable starting point. Need to consider other factors like the effect on other congregations.
- Stakeholders – take time to explain to people what is to be expected as we go forward.
- Take time to prepare - information and relationships have to be formed at the grassroots in order to take people with you.
- Taking everyone into consideration would be too difficult; smaller focus groups needed.
- We need to know the end product and the series of steps to get us there.

#### Considerations:

- Have churches become too cosy? If the church shuts the family becomes scattered, and also changes to the family.
- Getting smaller so will inevitably have to join up with other churches.
- How does presbytery recognise the fears of congregations and the fear of the unknown?
- Can't see how we can affect this within the present church law and its limitations.
- Congregations being asked to think creatively but institutional laws would have to change to allow for creativity.
- Team Ministry – Act 8 2021 allows for Team Ministry; tenure can be set aside subject to the minister's agreement.
- We struggle to look beyond the local church to the wider picture. We need to strike a balance between parochial and national church.
- Does Presbytery actually know what the numbers are going to be in 5 years' time?
- We are looking for reassurance that we have a future.
- People will understand the reduction in staff but not the reduction in buildings.

#### Theme 4: Open to Change and New Ways of Church

##### How can we explore change and transformation?

#### Communication:

- There was a discussion about the importance of good communication – e.g., about resources for mission. There was a desire for more examples of best practice to be shared, and resources like those at Trinity college to be better known in congregations, and for places to be available.
- Another principle is that good communication is not just sending out emails, but forming relationships.

- Communicate at every level of the church to take people on the journey.
- Ensure consistency, so that everyone hears the same key messages.
- Communication and engagement - needs to be mission based.
- need to get communication correct.
- People need to feel involved.
- Remember that we are presbyterian not congregational.
- Grateful for the chance to chat and share stories during the consultation process.
- Look at ways to share with each other across parishes.

#### Transparency:

- There was a desire for transparency - comments that congregations are getting mixed messages from the central church forums and from Presbytery, and that there is a tension between the two that causes confusion. There was felt to be a lack of consistency. This was in regard to vacancy, but was brought up also as a worry re readjustment.

#### Potential barriers:

- There was a concern as to how theology and church law work, and that church law is too cumbersome to allow the flexibility of vision and practice desired on the ground.

#### Openness to change/Managing change:

- There was a feeling that this was more difficult for elderly people. It was felt that people were resigned, reluctant and fearful.
- What methods should be adopted to keep opened to change going?
  - Highlight the success stories of the past short while.
- How do we manage the change that is coming and the demands that will be placed on ministers?
- Remember the loss of buildings, with all their memories, will be hard for some people.
- One elderly congregation, already faced with union, have taken the proposals very well, and asked pertinent questions.
- People realise change is needed.
- Pioneers, settlers and some in the middle – some people keen on change, some opposed and some who can be taken forward.
- How do we measure change? Sometimes measurement is helpful and sometimes not – need to look at proportion not bare numbers.
- Change means moving at a pace that we are not used to. We've moved 2 decades over 6 months during covid. – people watch online midweek from other places outside the parish.

#### Moving forward/taking steps:

- Involve.
- Communicate.
- Listen.
- Value those who are there.
- Treat people with equality and fairness.
- Share that we are all in this together.
- Be honest about fragility.
- Reassure that change will not affect everything.
- Remember that change is not necessarily either, or. It can be both.
- It was suggested that small groups of people [perhaps 10] from one congregation, could meet with a group from another congregation, in order to get to know each other and develop relationships.
- People are worried about what it might look like to have fewer ministers and buildings. What positive and practical examples can be given to help them?

### New Expressions of Church:

- Some success has been experienced with new ways like Messy Church and Café Church. What will work will be different for different people and different congregations. There needs to be permission to try new things, maybe to fail and to try again. It should not just be about 11am on a Sunday. It is necessary to reach out to people of all ages. It is important not to underestimate people.
- It was said that Church can be different for different people. For example, it could be Messy Church, or Pilgrimage. We could be better at sharing information. The intranet could be helpful for this. However, it is also important to understand the background and context of initiatives. What works in one place, might not work in another.
- Technology was extensively used during lockdown, and is here to stay. It is possible to develop creativity in its use. It reached more people, but it is important to remember those who have no access.
- New approaches - different times for worship, changes to offering practice, communion, opening doors at different times as folk keen to get out after covid.
- Recording services, video clips and hybrid services – a change from attitude of ‘how it has always been.’
- Technology was introduced widely during the pandemic. It was well received and aspects will continue for services, meetings and events like afternoon teas – especially in winter weather.
- A balance would be sought, as it is still hoped to encourage people back to church. There needs to be ongoing awareness of those who cannot access technology.
- Plan can be radical but credible. It can make a difference – if people believe it will work.
- We need to be aware that not everyone is capable of using digital technology.
- WhatsApp devotional groups, hybrid worship.
- How do we measure - work out where people came from, e.g., a service elsewhere, give out a voucher to use at church event helps evaluate success of certain events?
- What are best times to have different styles of worship?
- How do these things fit in with the 5 marks of mission?
- Downside is easier for folk who are already attending but harder to engage new people to online work.
- Too much doing church rather than being church.
- Ways forward – in person and livestream.
- Twinning of kirk session talents
- Learning to engage online with new people.
- Moving forward when letting go of the buildings.
- ‘Opening churches in many houses’.
- How to maintain base fellowship.
- Handling online voting and decisions is challenging.

### Resources:

- There is an awareness that many congregations have experienced change in recent years, so what tools can be given to keep up momentum, and encourage people who are tired?

### Thoughts/feelings:

- It was thought that people are feeling:
  - This is huge.
  - Not ready.
  - Overwhelmed.
  - Uncertain/fearful [especially if in vacancy or if minister due to retire].
  - Sentimental and sense of loss BUT...
  - When necessary, people will ‘roll with the changes.’

- Some are looking forward to new things.
- Moving forward.

## Theme 5: Mission and Outreach

What will the 5 marks of Mission look like in our context?

The five marks of mission:

- These should be our focus as we move forward but we need clarity about the shape we are in before we can continue thinking about this work.
- Ministers and Session Clerks might understand what the Five Marks of Mission are but they are not in the psyche of congregations.
- We are tired and engaging with members and getting them back to church is taking most of our energy. How do we also try and engage new believers and nurture them?
- Discussion largely centred on Five Marks of Mission. These were welcomed as something to judge how a church is performing. In one case the answer was not so well on 1 and 2, puzzled about 3 and better in terms of 4 and 5.
- Five Marks of Mission a good benchmark to assess what we are doing. What support is needed? Have to get right people in.
- Of the Five Marks of Mission, all are important and we should not pick and mix. Still the first two were considered as the most important. There was a need for more spirituality and more excitement and passion in strengthening the first two marks.
- More discussion of Five Marks of Mission and the need to be adopted by everyone in their totality, although individuals may have a more specific calling to one mark, although everyone should be involved in them all. They are integral to ministry in some parts of Latin America.
- Second mark is important for the nurture of the young. Has been regarded as province of the minister but this needs to be extended to lay persons. A bit problematic for sacraments.
- Comment was made that each week the message of the gospel should find a home in the service.
- Five Marks of Mission is about journeying along with people and responding to a need there.
- Use of the Five Marks of Mission to develop an action plan.
- Do we need to do a preaching series on the Five Marks of Mission? Suggestion that we all spend March doing these, but some churches have already done this.
- How much do we nurture vision? ABCD assets-based community development – the flip side to having help parachuted in.
- Five Marks of Mission are a reminder that mission is at the heart of church life.
- Being a place that is welcoming and listening.

Principles:

- How do we sustain each other and include this in our principles?

Partnership/Collaborative opportunities:

- We have to learn to work with other denominations who are doing creative things.
- Historic church planting activities where one person has been sent, does not work. We need to identify places in the Presbytery where new missional activity might work and then send in a well-resourced team. Perhaps Ministers/MDS with the required skills could be released/seconded to take some of this work on. This might relieve other congregations of the burden of being missional.
- Mission needs teamwork, perhaps working in a small team. Leadership is required but the Five Marks of Mission cannot be fulfilled by just paid teams. Individual commitment is needed. The integrity of Creation is going to be very important in the future. Some progress with Fair Trade Church but no mention of Eco-congregations.

- Can we use local surveys to see how we need to respond? Better to work across parish boundaries than compete with each other.
- Work with whoever is doing good work in your area.

#### Challenges:

- We need to be honest now, the denomination as we know it is crumbling. What we have is not sustainable. 2/3 of our congregations are being supported by 1/3. What message are we sharing and where are we not sharing it?

#### Change:

- Doing change in a positive manner – a SWAT analysis and sharing best practice Encouragement – open and honest.
- Folk are very loyal to their building, even in a congregation with two sites. But even more important than the building is the church family. Moving from one building to another may involve a change of family and that is difficult.
- Path of renewal – step out and not to be afraid to fail – how do these work across the presbytery - need to get corporate buy in.
- Need to ask 'so what' - will our changes make a difference?
- What do people, young and old, want? If you are not moving forward then you're moving backwards.

#### Loss:

- Concern for loss of Ministers and buildings. The process of change must be honest and open and this is up to Presbytery. In the past it has not always been that way.
- Concern expressed about likely loss of MDS post where the church was no longer in a priority area. Some assurance given that the system might become more flexible with posts operating over several parishes.
- When we filled out the survey, we had a sense of loss. We are slightly burned out keeping our church going through Covid and now we want to engage with the Presbytery Mission Plan process but it is hard.

#### Support and resources:

- Put list of resources on the presbytery website.
- A lot to see on the Church of England website.
- Can people share knowledge across boundaries? Perhaps an area on the Presbytery website where we can go to find out what someone else has done successfully – good collaboration needed. Needs have to be assessed locally.
- Having a clear communication of resources – knowing what is there.
- Need for support in areas of fabric etc.
- Resource pool – areas of expertise.

#### Geography/community:

- Often only a minority live in the parish.
- Get a development officer to work in parish and assess what folk want, rather than the providing worship and expect people to attend.
- What are the needs of your community – what works in one place is different from what works in another.
- About service to the community - including everyone to it – example of not having a presence in one part of the parish.

#### Buildings:

- Are our buildings fit for purpose? How do we nurture vision?

#### Theme 6: Growing People

How might new opportunities develop for God's people to discover their gifts?

#### Lay ministry:

- Considered a great idea, as part of a team ministry? Training Course for lay people?
- Lay ministry – possibilities if there is talent available in the local churches – exchange of talents across congregations.
- Majority of congregations have a demographic which is getting older and the burden for lay ministries is harder.
- Tired and weary people – how are they supported?
- Are we really equipping people to do the work that is necessary – is the church under-resourced? Have we equipped the saints in time?
- Use of lay people to do online work.
- Can we encourage more members of congregations to undertake the Word and Worship Course or the Leading and Designing worship course provided by Trinity College so that they can be accredited to lead worship in their own right? The challenge is to get congregations to accept lay worship leaders.
- Lay ministry – harder in established churches with older congregation. Need to change mindset to allow others to serve. Vacancies help to encourage people to step up to plate.
- Supporting – recognise the skills, give them small things and let them grow (create a pathway). Teams are important. Ask people what they need, be prepared to give that support. Can't be a box ticking exercise. Recognise the person.
- Do we see a role for other areas of lay ministry? Pastoral care teams already exist.
- Wider issue of finding people to fulfil office bearer roles (e.g., treasurer). How to grow people to take on more responsibility?
- Untapped talent? Resources are there, people have skills. Need to recognise that this is happening everywhere. Change of mind-set. All have to play a part.
- Helpful to have someone skilled in identifying talent.
- Are there structural impediments in congregations (e.g., too many committees?) Once in a role, there forever? Specific limited time and succession planning?
- New Structures – does this mean bigger work load for Ministers?
- Vocations 'conference' for all committed people in churches? (Not only formal ministry?)

#### Volunteering/staff:

- We are a Priesthood of all believers and each of us has a task to share in the proclamation of the Gospel. Volunteers are becoming more difficult to find and Covid has had an impact on this. The same people step up to the plate all the time.
- Other staff – paid through partnership – but an encouraging number (250 paid staff in 110 congregations).
- People have gifts but aren't great at stepping forward and volunteering. Scottish mentality not to put head above parapet.
- How to support, encourage and empower volunteers - getting them to buy in to the idea.
- Developing the gifts of young people (those gone through things like BB) but no opportunity to continue to develop. Do we need to rethink timing to get people engaged?

#### Mission:

- Differing attitude on how to do church is there.



- Have we moved from discipleship to mission too quickly?
- New opportunities – churches working more strongly together. Sharing of gifts across congregations. Thinking of both missional aspects

#### Priority to the poor:

- GA imperative to the poor - can the wealthier churches lend their expertise to other churches that are struggling?
- How to continue this or question does the church have a priority to the poor under its current situation?
- Visible vulnerability of priority areas, lack of resources, etc.
- The Church of Scotland's support for this is heartening.
- This is a real responsibility, and we do need to look at the structure, may be hard to maintain in present format. Realign Priority Areas? Other areas have difficulties too. Decline in membership and income is everywhere.
- Support or growth of sustainable, resilient Priority Areas.

#### Buildings:

- How do we help people understand not all our buildings are required? One group member thought that defence of bricks and mortar was softening and that people were now willing to discuss buildings.

#### Approach:

- Top-down approach causes people to feel undervalued, see themselves as a 'nobody'.
- Local views – hear stories; is there an email or forum where people can share their views. Make sure there is a pathway from the local to the Presbytery.
- Watch the language we use – make it accessible and understandable.
- Involvement of Presbytery Elder – share information locally and at Presbytery

#### Change:

- Lack of succession planning? Make the change effective?

### Theme 7: Parish, Community and Place

#### What part does geography play?

##### Local:

- We should understand local context before shaping the plan.
- Share services with local neighbours and get to know them. However, not everyone is mobile and can travel to neighbouring churches.
- We should focus conversations in local areas and get to know people nearby. However, some folks find themselves in isolated geographical areas so it is more difficult to work locally. Using the internet and social media, mission can be furthered even if geographically isolated. One congregation has streamed its services into churches in other parts of the country where there is a challenge to find preachers. This congregation has also supported another congregation in the city with finance and has received help from another with musical support.

##### Presbytery:

- Could Presbytery be cut into smaller sectors to create smaller Presbytery meetings?
- Devolve Presbytery into smaller areas so that the needs of the area would be better understood.
- Previous Presbytery plans have tended to unite only churches that were geographically close to each other. This has led to some uncomfortable unions, as the two churches were very different.
- Although it sounds patronising, the fundamental question is how can richer churches help the

poorer ones. Of course, this takes place through M&M contributions, but that is rather distant and impersonal.

- What is Presbytery's role? We must not lose sight of the need to examine and find new models of church.

#### Partnerships/collaboration:

- Although ecumenical partnerships are encouraged in the PMP Act, one person thought we should not allow the Church of Scotland to step back and allow other denominations to spread the Gospel. Another thought we could learn from other denominations.
- Team work takes commitment and sacrifice – who will make the sacrifice?
- Many ministers don't want to work with others (not how they were called/trained).
- Best way forward is to work together – collaborate with others – have teams.
  - Brainstorm ideas.
  - Work to strengths of different congregations and individuals.
  - Do things that people have a 'heart' for.
- Ecumenical sharing of resources is necessary.
- Church is not always good at picking up on good ideas and getting involved in wider projects – things have often happened despite Presbytery.
- What kind of resources can churches share? Obviously, finance, but also a sharing of skills. For example, electrical skills or in painting or with the accounts. Recent success with Presbytery providing help for Church Treasurers, although this has put demands on any person providing the service, and that prevents them applying their skills in their own congregation.
- Collaboration and partnership in an area – e.g., school chaplaincy shared ecumenically, or if mission to a new housing estate can this be done with other denomination?

#### Geography:

- Question whether geography is out of date. However, covid has made some folk value their local community.
- There are some village type communities even in Glasgow city. – Carmunnock? The important thing is accessibility. We need to allow for older folk who no longer drive.
- Geography is not the only factor but it is very important. Account of local sports centre being closed and demolished and the church took on an important role as a home for all sorts of organisations.
- More questions about what is a community – community of geography or community of people (e.g., Asylum seekers/refugees).
- Presence is important – how are we present in our community; how can we build on that presence?
- Different communities – not just geography but issue based.
- Adjusting with geographical neighbours is not necessarily the best thing. Adjusting with similarly theological neighbours would work better. Congregations could adjust over long distances and the local parish be absorbed by geographical neighbours.
- Rather than geographical considerations, unions should be based on a common ethos. This may be theological but only in part, having common missionary goals might be a better definition of ethos.
- Maybe geography is not all that important. Although proximity might be needed for worship, it is not necessary for mission. Could linkages not be considered on either side of the Clyde?
- For a shared purpose or reason local geography doesn't have to be an issue.
- Different sectors vary – some are like 'an island' and place matters but different in city centre where parish boundaries less important.

#### Priority areas:

- It is essential that there is a church owned space in priority areas.
- Shortage of volunteers particularly in priority areas. People are the principal resource. Having a presence in the West End is OK, but is the church drawn from the local community. Often a scattered congregation maybe only 20% from the parish. So how are we serving? Our wonderful buildings should not just be used on a Sunday. Note use of a building by the community is not in itself mission. Some involvement with the organisations using the building and commitment is required.
- Concern that Priority areas will be swallowed up in bigger parishes – losing their priority.
- It was suggested that sometimes churches were prevented from uniting or even cooperating because one was in a UPA and the other was not. Besides it seemed that the definition of a UPA kept changing.
- Church might still be the heart of the community useful as we consider the priority for the poor.

#### Parish:

- The question was asked “is parish ministry really working”? Honest answer to the query “what would be the effect on the community if your church was not there” might be the community would hardly notice. We have been sitting on our hands, there has been poor decision making and too much delay. We need to be opening up much wider.
- Parish and community are disconnected. Differences are often social rather than theological. Parish boundaries should be fuzzier, although the parish provides a missional focus, but that is not always the case.
- Not be bound by parish boundaries - response to that was the expectation we would continue to work with the parish model but in larger parishes with more working/sharing together.
- Working with churches just across the presbytery boundaries is a possibility.
- We have a lot of work to do to really understand what parish actually means. Parish and geographical ministry are different.

#### Mission:

- Don't limit mission to Church of Scotland only – take into account wider community, other churches, charities, organisations.
- More and more is being added to Minister workloads, if churches could recruit staff locally could this be netted of the M&M contributions?
- Need to focus on the new 'on-line' communities of worship/reflection/bible study. Recognising some people prefer this way of interacting and are uncomfortable in a church building.
- Church is moving to church without walls. Close involvement and support both ways between church and charity. During Covid lockdown church became like a massive foodbank. This is alternative to hard sell evangelism.

#### Change:

- Share of MWS and MDS – people want to keep minister just now but realise that needs to change. Can prepare for this over the coming years. Better to be part of the process and therefore be involved in the mission plan.

#### Buildings:

- We need hub churches with teams of Ministers and workers. Not all buildings to be used for worship but all should be kept as resources.

## Appendix vi: Presbytery Mission Plan Development Principles Checklist Example

### Presbytery Mission Plan Development Principles Checklist

Congregation

Date

Principle	Sub-principles	Principle Assessment	Agree	Disagree	Details (Please provide details including dates and times where applicable)
Communication	Clarity Consistency Regularity Language Sharing	The COMMUNICATION principle was met throughout the mission plan development process.			
Listening	Understanding Inclusive Being Heard Local	The LISTENING principle was met throughout the mission plan development process.			
Transparency <a href="#">(See note on adjustment below)</a>	Openness Reassuring Legitimacy Consistency	The TRANSPARENCY principle was met throughout the mission plan development process.			
Creative	Forward-thinking	The CREATIVE principle was met throughout the mission plan development			

	Challenging Balanced Flexibility	process.			
Prayerful	Spirit-led Positive Faith-filled	The PRAYERFUL principle was met throughout the mission plan development process.			
Relational Engagement	Connections Collaborative Participation Valued Consulting	The RELATIONAL ENGAGEMENT principle was met throughout the mission plan development process.			
Realistic	Purposeful Evidence-based Security Achievable	The REALISTIC principle was met throughout the mission plan development process.			
Fairness & Compassion	Equality Reassuring Mindful People-focused Caring Supportive	The FAIRNESS & COMPASSION principle was met throughout the mission plan development process.			

Note: The process for adjustment is covered in section 10 of the [Presbytery Mission Plan Act 2021](#) with the forms of adjustment being those outlined in section 7. Where there is an already inducted minister, the procedures in section 8 need to be followed. In respect of a time line often the real time is taken with discussions among parties to explore the possible options and secure agreement. That may be swift, but pushing too quickly can have negative effects. This is very dependent on context.

## Appendix vii: Available Congregational Data for Informing Strategic Planning

### Mission and Outreach

Information available from the consultation process:

- 112 congregations providing a description of the mission of their church.
- 115 congregations indicating where they see the Five Marks of Mission in their mission.
- 101 congregations outlining the formal and informal relationships they have with other churches with a similar mission outlook.
- 118 congregations outlining their priorities that shape their worship services.
- Focus group notes on 'Mission and Outreach' and how the Five Marks of Mission may look in the context of mission planning.

### Partnership & Collaboration

Information available from the consultation process:

- 109 congregations outlining formal or informal ecumenical relationships they have.
- 111 congregations providing details of formal or informal relationships other Church of Scotland congregations or other denominations.
- 109 Congregation outlining their thoughts on the potential for working ecumenically in partnership in the future and 73 congregations providing thoughts on potential barriers to working ecumenically in the future.
- Focus group notes on 'Partnership and Collaboration'.

### Geography (Parish & Place)

Information available from the data gathering process:

- Parish maps and data provided to congregations in August 2021.

Information available from the consultation process:

- 117 congregations providing the number of worshippers at their main service and the split between coming from inside and outside the parish.
- 118 congregations describing the impact on their community is the church was not there.
- 118 congregations describing where they see God at work in their local community.
- 118 congregations describing the ways in which the church serves the local community.
- 57 congregations providing details of other stakeholders involved in the life of their church.
- Focus group notes on 'Parish, Community and Place'

### New Ways of Church

Information available from the consultation process:

- 118 congregations providing their understanding of the terms 'new expressions of church'.
- 90 congregations providing details of new expressions of church they have developed recently.
- 116 congregations providing their thoughts on where they see opportunities for new expressions of church in the future.

- 116 congregations providing details of new ideas and initiatives started during the Covid-19 pandemic that they are seeking to continue.
- Focus group notes on 'Openness and New Ways of Church'.

## Ministry

Information available from the consultation process:

- 118 congregations providing the details of when their main worship service takes place.
- 115 congregations providing details of further opportunities provided for worship asides from their main worship service.
- 118 congregations providing details of where they engage formally with aspects of community life.
- 117 congregations providing details of how they serve their local community.
- Focus group notes on 'Mission and Outreach'.
- Focus group notes on 'Growing People'
- Focus group notes on 'Partnership and Collaboration'
- Focus group notes on 'Parish, Community and Place'

## Buildings

Information available from the consultation process:

- 37 congregations providing details of other church congregations relying on their church building.
- 64 congregations providing details of other stakeholders that are invested in the church building.
- 105 congregations providing information relating to sustainability, including if there are no issues in relation to sustainability.
- Focus group notes on 'Parish, Community and Place'.

## Priority to the Poor

Information available from the data gathering process:

- Parish maps and data on population living in poverty across Presbytery.

Information available from the consultation process:

- 29 congregations specifically mentioning their thoughts and considerations on "poor", "poverty" and/or "priority areas".
- Focus group notes on 'Growing People'
- Focus group notes on 'Parish, Community and Place'