



The Church of Scotland
Presbytery of Ayr

Ayr Presbytery Mission Plan

Working Draft 1.5

The mission of the Church is the mission of Christ:

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

Contents

Introduction and Background	4
1.1 Why we're doing what we're doing	4
1.2 Ayr Presbytery - a brief description	6
1.3 Ayr Presbytery in numbers.....	7
The Planning Process	9
2.1 Timeline	9
2.2 Development of Mission Plan	9
2.2.1 Defining charges first?	10
2.3 Local Consultations	11
2.4 Phase 1: Defining Charges, Allocating Ministry Posts	11
2.5 Phase 2: Local Mission Plans	12
2.6 Phase 3: Local Transition Plans	13
2.7 Phase 4: Buildings Review	13
2.7.1 Historic Properties	14
The Plan.....	15
3.1 North Area.....	16
3.1.1 Mission Priorities from Local Mission Plans	18
3.1.2 Risks and Challenges.....	20
3.2 Central Area.....	21
3.2.1 Mission Priorities from Local Mission Plans	23
3.2.2 Risks and Challenges.....	24
3.3 East Area.....	25
3.3.1 Mission Priorities from Local Mission Plans	28
3.3.2 Risks and Challenges.....	29
3.4 South Area.....	31
3.4.1 Mission Priorities from Local Mission Plans	34
3.4.2 Risks and Challenges.....	35
Appendix 1: Principles for Defining Charges, Allocating Ministry Posts.....	37
The Effect of Unrestricted Tenure.....	38
Appendix 2: New Tools of Adjustment	39
Local Mission Church.....	39

Team Ministry	42
Change Log.....	44
Final Draft 1.5	44
Working Draft 1.4.....	44
Working Draft 1.3.....	44
Working Draft 1.2.....	45
Working Draft 1.1.....	45
Working Draft 1.0.....	45

Introduction and Background

1.1 Why we're doing what we're doing

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

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

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

1. To proclaim the Good News of the Kingdom

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

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

2. To teach, baptise and nurture new believers

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

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

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

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

3. To respond to human need by loving service

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

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

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

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

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

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

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

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

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

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

1.2 Ayr Presbytery - a brief description

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

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

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

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

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

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

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

³ Two at Bellsbank and one at Muirkirk

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

1.3 Ayr Presbytery in numbers

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

In June 2022, there are 14 vacant charges, leaving only 18 stipendiary parish ministers in post. There are 2 MDS⁴ in post (1.5 FTE⁵), with a further 1.5 FTE roles defined.

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

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

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

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

⁴ Ministries Development Staff

⁵ Full Time Equivalent

Population and Area measures, by area:

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

Congregational measures, by area:

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

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

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

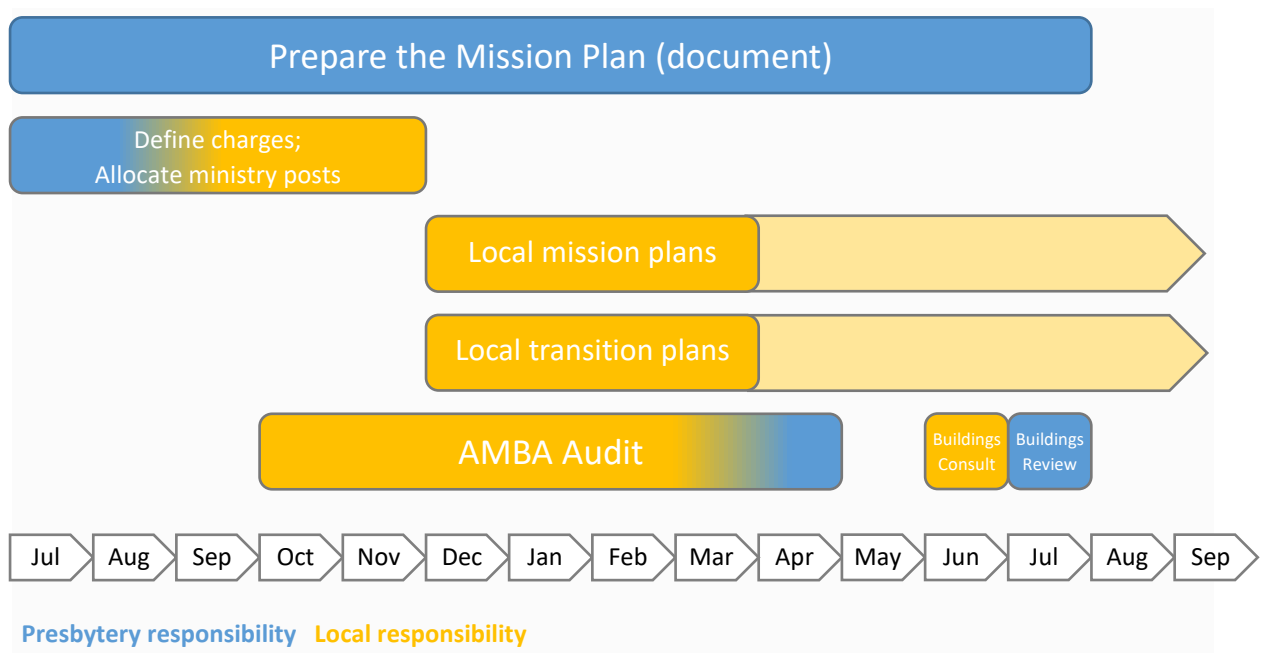
⁸ Based on % change in membership 2016-2020 for individual congregations

The Planning Process

2.1 Timeline

Jul 2021 – Aug 2022	Mission Plan is developed
10 th Aug 2021	Presbytery formally starts Mission Planning process
late Aug	Local area briefings followed by 2 months consultation on charges & ministry posts
1 st Nov 2021	Local areas agree charge definitions and allocate ministry posts
7 th Dec 2021	Presbytery confirms definitions of new charges
1 st Apr 2022	Partner congregations produce outline local mission plans for new charges
Jun 2022	Buildings Review consultation meetings with new charge partner congregations
Jul 2022	Buildings Review Committee produces building category recommendations
23rd Aug 2022	Presbytery agrees Mission Plan
Aug – Sep 2022	Faith Nurture Forum and General Trustees approve the Mission Plan
20th Sep 2022	Presbytery formally starts implementing Mission Plan
1st Oct 2022	<i>Formation of Presbytery of South West Scotland</i>
31st Dec 2022	<i>Deadline for Mission Plans to be approved</i>

2.2 Development of Mission Plan



Development of the Mission Plan largely falls within the remit of Presbytery’s standing Mission Committee, which is responsible for enabling mission, and presbytery planning. To assist Mission Committee in its task, in July 2021 it appointed a team of 4 Ministers and 3 Elders, with an advisory panel of 1 Minister and 1 Elder, to deal with detailed aspects of initial planning. The full Mission Plan however required input from other standing committees and specialists as work progressed.

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

2.2.1 Defining charges first?

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

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

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

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

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

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

⁹ PMPA Guidance & Code of Practice section 6

¹⁰ PMPA Guidance & Code of Practice section 6.5

2.3 Local Consultations

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

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

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

Presbytery has held separate meetings with inducted Ministers.

2.4 Phase 1: Defining Charges, Allocating Ministry Posts

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

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

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

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

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

¹¹ PMPA 2021 section 2.4.3

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

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

2.5 Phase 2: Local Mission Plans

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

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

The narrative element of sections 3.1, 3.2, 3.3 and 3.4 of this Working Draft have substantially been extracted from each Local Mission Plan in that area.

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

Each Local Mission Plan is to be discussed and jointly developed by the group of partner congregations who will come together to form that new charge, with the assistance of Presbytery where required.

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

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

¹² PMPA Guidance & Code of Practice sections 4 & 5

2.6 Phase 3: Local Transition Plans

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

Transition Plans do not have a set duration or form because they will be different in every situation. In some cases transition will be achievable in a single step over a minimum of time; in other cases transition could be a multi-step process that may take many years. Since our expectation is that no charge in Presbytery will ultimately remain as currently configured, then Adjustment¹³ will always be required. Transition Plans can combine and/or sequence the various forms of Adjustment to tailor transition to local needs. Note that the fine detail of any proposed Adjustment is not required at this time: that will be dealt with in Basis of Adjustment negotiations when Presbytery implements its Approved Mission Plan¹⁴.

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

Local Transition Plans should be documented alongside Local Mission Plans.

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

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

2.7 Phase 4: Buildings Review

The PMPA requires Presbytery to categorise every church building as being required beyond 5 years ("A"), or to be disposed of within that period ("B")¹⁷. We are therefore required to

¹³ PMPA 2021 section 7

¹⁴ PMPA 2021 sections 10 & 11

¹⁵ PMPA 2021 section 2.4.3

¹⁶ PMPA 2021 section 7 (8)

¹⁷ PMPA 2021 section 2.1.2

conduct a Buildings Review using resources and advice provided by the General Trustees¹⁸, as part of our Mission Plan.

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

In the first phase, from October through March, Presbytery-appointed auditors met with congregations' Fabric Conveners to complete an electronic form and take supporting photographs. Audit visits took around 2 to 3 hours. 75 buildings were audited on 54 campuses serving 48 congregations. The forms were then sent to General Trustees for analysis, who in turn sent their ranked findings back to Presbytery.

Presbytery authorised the creation of a committee to co-ordinate and progress Buildings Review, which is convened by the convener of Presbytery's standing Administration Committee, and is advised by Presbytery's Sub-Convener of Benefice & Fabric. That team received the AMBA analysis from General Trustees, to be combined with future requirements for buildings for worship and mission, as outlined in Local Mission Plans.

These sources of information proved to be insufficient to determine categories, so on the advice of the national Presbytery Mission Planning Implementation Group (PMPiG), a further round of consultation meetings was scheduled with all 16 new charge clusters. The purpose of these meetings was to provide members of the Buildings Review Committee with first-hand knowledge of mission priorities and buildings in each local situation.

Supplemented by Local Mission Plans, AMBA audits, quinquennial fabric reports, and other statistics shared with congregations in the Autumn 2021 consultations, the substance of these latest consultation meetings form the basis of the Buildings Review Committee's recommendations to Presbytery on which buildings should be kept and which should be categorized for disposal – the final part of the Mission Planning process.

2.7.1 Historic Properties

The PMPA further requires Presbytery to record all buildings which are Historic Properties, regardless of their "A" or "B" category¹⁹. The General Trustees say²⁰ that the criteria are

- The building is A Listed
- The building is Cathedral style in its proportions
- The building is in a prominent setting within a townscape.

The only church that obviously meets all three criteria is the **Auld Kirk of Ayr**. However, it should be noted that Ayr Presbytery includes several church buildings that meet one or more of these criteria; see the tables below for Historic Environment Scotland listings.

¹⁸ PMPA 2021 section 2.1.3

¹⁹ PMPA 2021 section 2.1.5

²⁰ Presbytery Mission Planning – Questions and Answers (14th June 2022) question 9

The Plan

Note:

- The tables below indicate centrally funded parish minister and MDS posts.
- OLM deployment is indicated in grey, to reflect that any individual OLM deployment should be agreed between Presbytery and available OLMs, prioritised according to the varying transitional needs across Presbytery.
- Locally funded posts will in principle be inherited by new charges from precursor charges; details to be clarified during negotiation of Bases of Adjustment.
- Where applicable, Historic Environment Scotland (HES) listings are indicated alongside Building Classifications.
- 'Festival Church' describes a church building not used for weekly worship, but which is maintained for worship on special occasions (eg Christmas, Easter), life events (baptisms, weddings, funerals), and other local community events.

3.1 North Area

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
						Total Staffing: 5 FTE MWS 1 OLM	
<ul style="list-style-type: none"> Dundonald Craigie Symington 	690	6,288	UT UT	<ul style="list-style-type: none"> Dundonald and Craigie Symington unite All buildings required to serve communities that have no direct public transport links 	Dundonald – funding for 1 FTE community worker post	1 FTE MWS	Dundonald Church: A (HES listed grade B) Hall: A --- Symington: A (HES listed grade A)
<ul style="list-style-type: none"> Troon Old Troon Portland Troon St Meddans 	1,730	14,750	V V V	<ul style="list-style-type: none"> Troon Old/Troon Portland/Troon St Meddans unite to form a Troon Church with a Team Ministry Retention of two sanctuaries due to size of parish and the need to accommodate alternative forms of worship, particularly during the period of development of a Local Mission Church at Meadowgreen Due to extensive and simultaneous use, retention of Hall accommodation of all three churches is considered necessary to meet known needs 	St Meddans – 1 FTE youth worker post	2 FTE MWS + 1 OLM	Troon Old Church: B <i>Disposal not later than September 2025</i> (HES listed grade B) Hall: A (HES listed grade B [Hall/Old Church]) --- Portland: A (HES listed grade B) --- St Meddans: A (HES listed grade B)

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
				<p>within community and fulfil mission outreach</p> <ul style="list-style-type: none"> • Troon Old sanctuary to close due to extensive fabric deficiencies • To dispose of Troon Old sanctuary but retain hall will require buildings to be divided • Recognise Meadowgreen church plant as a Local Mission Church in north east Troon • Meadowgreen LMC continues to lease accommodation from Meadowgreen Centre 			
<ul style="list-style-type: none"> • Monkton Prestwick North • Prestwick South 	446	10,147	V UT	<ul style="list-style-type: none"> • Monkton Prestwick North and Prestwick South unite • Retention of all Monkton & Prestwick North buildings due to locations better servicing the Parish. • Disposal of Prestwick South Church, but retention of Prestwick South Church Hall to meet known needs within community and fulfil mission outreach 		1 FTE MWS	<p>Monkton: A</p> <p>Prestwick North Church: A</p> <p>Hall: A</p> <p>---</p> <p>Prestwick South Church: B</p> <p><i>Disposal not later than September 2027</i> (HES listed grade B)</p> <p>Hall: A</p>

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> • Prestwick St Nicholas • Prestwick Kingcase 	999	7,366	V UT	<ul style="list-style-type: none"> • Prestwick St Nicholas and Prestwick Kingcase unite • Retention of both buildings, including hall accommodation, due to the size of the parish and the need to accommodate alternative forms of worship 		1 FTE MWS	St Nicholas: A --- Kingcase: A

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

3.1.1 Mission Priorities from Local Mission Plans

1. To proclaim the Good News of the Kingdom (“**Tell**”) –
 - Across the various unions and parishes within this grouping work together to build contemporary, inclusive and accessible worship that takes account of the demographics and age ranges within the relevant communities
 - Across the new parish areas and in line with the recommendation from the building audit, utilise a range of gathering spaces and flexible timings to meet the needs of the different age groups that will provide opportunities for wider engagement
 - Incorporate the relevant digital technology that will enable live streaming of Sunday services and will promote and enhance an online worshipping community, as well as support those who are unable to attend in person
 - Ensure all channels, methods and portals of communication are utilised to share information with members and within the parishes about opportunities to worship, connect, explore faith, and to attend church
2. To teach, baptise and nurture new believers (“**Teach**”) –
 - Enable opportunities for the spiritual development of all members growing their discipleship through bible studies, discussion groups, home groups and new communicants’ classes, elder training

- The role of school chaplaincy and ongoing Christian input into Nursery, Primary and Secondary schools is valued and as such continuing to develop and support the children, young people and staff in our parishes remains a priority
 - Make connections and engage with young families in the community and community groups through avenues such as Messy Church, Parent and Toddler groups, and expand on the existing children’s ministry within the churches at present
 - Encourage members to use their talents and gifts more openly for the good of the church and in the worship of the church service
3. To respond to human need by loving service (“**Tend**”) –
- Having an awareness of the local needs and both together and ecumenically respond to the needs within the parishes – through support to the local Food Banks, community groups and projects, Street Pastor initiative, Earl Haig
 - Responding globally to those in need through Christian Aid projects, the presbytery Malawi links, Guild projects, responding to international disasters
 - Through the pastoral support given by the minister, elders and district visits, pastoral visiting teams, pastoral care committees as well as look at new and innovative ways to develop pastoral support to members and within the parishes
 - Develop and enhance existing pastoral projects and activities that meet the needs and address isolation and loneliness within the communities – befriending projects, friendship clubs, drop-in cafes
4. To seek to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation (“**Transform**”) –
- A conscientious effort is made by the church and members to challenge injustice and inequality through a variety of platforms available to the church as an organisation, congregations, Kirk Session, Presbytery, General Assembly, local communities - to speak up and speak out using the variety of communication methods at their disposal
 - Actively respond to situations both locally and globally through prayer and where needed fundraising, engage with the issue-based campaigns of the Guild
 - Engage with community groups addressing local inequality and injustice - Broken Chains, Women’s Aid, Wheels in Motion
 - Pursue Fair trade within their church practices and communities, explore the development of a Farmer’s Market in Prestwick
5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth (“**Treasure**”) –

- Acknowledge climate change and the need to care for God’s created earth. Together work to reduce the carbon footprint where possible within the church buildings in the grouping
- Explore the possibility of becoming Eco- congregations minimising the adverse environmental impact of our buildings, become greener, promote car sharing to church and other activities, maintaining and enabling use of church gardens
- Strive to support the sustainability within the life and work of the church including recycling where possible, reduction in paper use and use of LED lighting and developing community environmental projects
- Caring for our open spaces, landscapes and beaches linking in with community groups in their activities

3.1.2 Risks and Challenges

- The issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan in this area
- Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan
- Thinking outside the box
- The present buildings for new and inventive mission opportunities and placement of these buildings
- The impact of areas of new build housing
- Willingness of Kirk Sessions and congregations to work together in a climate of unknown due to vacancies, or inability to agree
- The implications of workload for the incoming or incumbent ministers
- The potential loss of members due to church closures, time changes to worship and changes to worship styles - live streaming
- Through this process loss of existing ministers of word and sacrament
- Continued vacancies once plan is approved due to scale of new parishes

3.2 Central Area

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
						Total Staffing: 5 FTE MWS 1 FTE MDS 1 OLM	
<ul style="list-style-type: none"> Ayr St James Ayr St Quivox* 	417	10,471	UT UT	<ul style="list-style-type: none"> Ayr St James and Ayr St Quivox* unite Two buildings required, one either end of new area Closure of Auchincruive Church due to location and lack of supporting facilities 		1 FTE MWS + 0.5 FTE MDS (*Priority Area)	St James: A (HES listed grade C) --- Auchincruive: B <i>Disposal not later than September 2025</i> (HES listed grade A [Church]; grade A [Mausoleum]; grade B [Graveyard]) Dalmilling: A
<ul style="list-style-type: none"> Ayr Newton Wallacetown* Ayr St Columba (Lochside) 	319 No figures for Lochside	7,602	V	<ul style="list-style-type: none"> Ayr Newton Wallacetown* incorporates Lochside as a Local Mission Church Lochside Church is owned by Church of Scotland but fully leased to and maintained by South Ayrshire Council. Financially beneficial to congregation 	1 Youth Worker funded by external source	1 FTE MWS + 0.5 FTE MDS (*Priority Area)	Newton Wallacetown Church: A (HES listed grade C) Hall: A --- Lochside: A

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> Ayr Castlehill Ayr St Leonards 	824	12,418	UT UT	<ul style="list-style-type: none"> Ayr Castlehill and Ayr St Leonards unite Retention of both buildings, including hall accommodation, due to the size of the parish and the need to accommodate alternative forms of worship 		1 FTE MWS	Castlehill Church & Hall: A (HES listed grade C) Hall 2: A --- St Leonards: A (HES listed grade B)
<ul style="list-style-type: none"> Ayr Auld Kirk Ayr St Andrews Ayr St Columba 	1,530	9,073	UT UT UT	<ul style="list-style-type: none"> Ayr Auld Kirk/ Ayr St Andrews/ Ayr St Columba unite Geographical size and population distribution of the three charges requires retention of two churches. This can best be achieved by the retention of the Auld Kirk and St Columba. The anticipated long term maintenance commitment was an additional influence in the decision 	Ayr St Columba – had an Assistant Minister	1 FTE MWS + 1 OLM	Auld Kirk Church: A (HES listed grade A) Halls: A --- St Andrews: B <i>Disposal not later than September 2027</i> (HES listed grade B) --- St Columba: A (HES listed grade B)
<ul style="list-style-type: none"> Alloway Fisherton 	1,002	7,247	UT V	<ul style="list-style-type: none"> Alloway and Fisherton unite Incorporates area for future Corton development 	Alloway – part time schools and family worker; part time youth worker	1 FTE MWS	Alloway Church: A (HES listed grade B) Halls: A --- Fisherton: A

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

3.2.1 Mission Priorities from Local Mission Plans

1. To proclaim the Good News of the Kingdom (“**Tell**”) –
 - Encourage various forms of worship for all ages
 - Develop ecumenical relationships
 - Develop Worship Leaders and Youth Workers

2. To teach, baptise and nurture new believers (“**Teach**”) –
 - Offer courses for new believers
 - Involve new believers in church activities
 - Encourage small group worship/study and Messy Church
 - Develop work and interaction in local school

3. To respond to human need by loving service (“**Tend**”) –
 - Develop pastoral care
 - Raise awareness of community needs and support groups tackling social isolation and mental health issues
 - Develop a bereavement support group

4. To seek to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation (“**Transform**”) –
 - Develop ecumenical cooperation to raise awareness
 - Raise awareness through prayer and discussion
 - Develop Fairtrade churches

5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth (“**Treasure**”) –
 - Work towards eco church status as financially practicable
 - Encourage community to work with churches to create community green spaces

- Engage in community clean ups whilst raising Christian awareness
- Support organisations who encourage environmental and ethical standards

3.2.2 Risks and Challenges

- The issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan in this area
- Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan
- Thinking outside the box
- The present buildings for new and inventive mission opportunities
- The impact of areas of new build housing
- Access to and impact of mission within the town centre, within Ayr College, within UWS, and within Ayr Hospital

3.3 East Area

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
						Total Staffing: 5.5 FTE MWS 1.5 FTE MDS 1 OLM	
<ul style="list-style-type: none"> • Annbank • Tarbolton • Mauchline† • Sorn† 	944	11,314	UT UT	<ul style="list-style-type: none"> • Annbank/Tarbolton/Mauchline† /Sorn† unite • All four centres of worship to remain as missional presence in rural communities • Option of Local Mission Church to be decided by rural communities • ‡ Sorn Church graded 'A' on the proviso that alterations are carried out to provide the essential supporting facilities, linked to the closure of the hall accommodation 		1 FTE MWS	Annbank: A --- Tarbolton Church: A (HES listed grade A [Church]; grade C [Graveyard]) Hall: A --- Mauchline Church: A (HES listed grade B) Hall: A --- Sorn Church: A‡ (HES listed grade B [Church & Graveyard]) Hall: B <i>Disposal not later than September 2027</i> (HES listed grade C)

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> • Coylton • Drongan The Schaw Kirk† • Ochiltree† • Stair 	861	9,194	UT V	<ul style="list-style-type: none"> • Coylton/Drongan The Schaw Kirk†/ Ochiltree†/Stair unite • All four centres of worship to remain as missional presence in rural communities • Option of Local Mission Church to be decided by rural communities • While Stair serves no identifiable geographical settlement, consideration may be given to retention as a 'Festival Church', otherwise disposal. 		1 FTE MWS	<p>Coylton: A (HES listed grade B) ---</p> <p>Drongan: A ---</p> <p>Ochiltree Church: A (HES listed grade B) Hall: A ---</p> <p>Stair: B <i>Disposal not later than September 2027</i> (HES listed grade C)</p>
				<ul style="list-style-type: none"> • (Ochiltree, Drongan, Mauchline and Sorn share in the Barony Campus project) 		0.5 FTE MDS († Barony Campus Project)	
				<ul style="list-style-type: none"> • OLM deployment TBA 		1 OLM	

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> • Old Cumnock Old† • Lugar† • Old Cumnock Trinity† • Muirkirk*† • New Cumnock† • Auchinleck† • Catrine† 	1,679	21,089	<p>UT</p> <p>V</p> <p>V</p> <p>UT</p>	<ul style="list-style-type: none"> • Old Cumnock Old†/Old Cumnock Trinity†/Lugar†/ Muirkirk*†/New Cumnock†/ Auchinleck†/Catrine† unite to form a Team Ministry • Catrine have asked to relocate from their church building to the village hall • Closure of Catrine Church is supported due to the inaccessibility of the building and the known decision of the Session/Congregation • Closure of Old Cumnock: Trinity as it is considered that Cumnock cannot support two significant buildings • (All share in the Barony Campus project) 		<p>3.5 FTE MWS +</p> <p>0.5 FTE MDS (* Priority Area) +</p> <p>0.5 FTE MDS († Barony Campus Project)</p>	<p>Cumnock Old Church: A (HES listed grade B)</p> <p>Hall: A ---</p> <p>Lugar Church: A (HES listed grade C)</p> <p>Hall: A ---</p> <p>Trinity: B <i>Disposal not later than September 2027</i> (HES listed grade B) ---</p> <p>Muirkirk: A (HES listed grade B) ---</p> <p>New Cumnock: A (HES listed grade B) ---</p> <p>Auchinleck: A (HES listed grade C [Barony Church]; grade B [Old Church & Graveyard]) ---</p> <p>Catrine: B <i>Disposal not later than September 2023</i> (HES listed grade A)</p>

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

3.3.1 Mission Priorities from Local Mission Plans

1. To proclaim the Good News of the Kingdom (“**Tell**”) –
 - Sunday worship services will be the highlight of the week, a natural proclamation point; midweek services.
 - Use of technology: multimedia, live streaming, social media and email to extend beyond church walls to care homes, schools, and lonely and isolated individuals.
 - Maintain safe Christian environments for worship, education and outreach throughout rural parishes, enabling fellowship; providing transport to enable all within the community to participate; opening buildings every day of the week.
 - Specific efforts to reach parents with young children and families; creation of family friendly space within buildings; themed Sunday services.

2. To teach, baptise and nurture new believers (“**Teach**”) –
 - Free up ministers to be teaching elders; train elders as worship leaders; involve members in taking more delegated responsibility.
 - Build authentic personal relationships and relationships within the community.
 - Discussion/study/prayer groups; courses (eg Christianity Explored, Alpha, Emmaus Road); house groups.
 - Effective engagement with specialist ministries including Farming Minister and Barony Campus youth/family worker; enable school chaplaincy opportunities to flourish.

3. To respond to human need by loving service (“**Tend**”) –
 - Special services, shaped in response to human need: funerals, weddings, anniversaries, remembrance etc; facilitate trained support services; take a holistic approach.
 - Help serve community need: food banks, community gardens, lunch clubs, meeting places for the lonely or those who need a listening ear

- Expand engagement with assisted living centres: nursing/residential homes, sheltered housing; develop and strengthen links with community groups.
 - Maximise the use of church buildings to provide space for community use and community connectivity; offer facilities to local groups providing support within community: AA, Gambling Anonymous, Parkinsons, Alzheimers, etc.
 - Support local, national and international charities; organise monetary collections as required.
4. To seek to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation (“**Transform**”) –
- Let the Christian voice be heard; build relationships and seek to have representation on local and national groups and councils; encourage members to become more involved in community voluntary work; be advocates for the vulnerable.
 - Better engage with other denominations and faiths, ecumenically, that a united voice and witness can result.
 - Promote acceptance and inclusivity and speak out against injustice within our communities; involvement in food bank and food sustainability; advocate for and support those in fuel poverty; work with and support homeless agencies and women’s aid refuges.
 - Develop links with missionaries in Pakistan; strengthen the existing partnerships with congregations in Malawi.
5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth (“**Treasure**”) –
- For congregations and individual members: lessen our footprint on the Earth; reduce use of gas and electricity; switch to renewable sources of energy; consider potential of church buildings/property to produce renewable energy.
 - Encourage planting of fruit, vegetables, flowers, reducing food miles; support community green spaces.
 - Get involved in community clean up teams; walk more; drive less.
 - Consider becoming an Eco-Church.

3.3.2 Risks and Challenges

- The issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan in this area
- Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan
- Thinking outside the box

- The present buildings for new and inventive mission opportunities
- The impact of areas of new build within the villages
- Access to the large Barony Campus and relations with East Ayrshire education authority
- Geographical spread of the parishes to be covered
- The importance of maintaining a worshipping and missional presence in the villages where very little infrastructure is left
- Connectivity and access to efficient broadband
- Ensuring the rural communities within the group continue to have a voice especially when merged into the South West Presbytery

3.4 South Area

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
						Total Staffing: 4 FTE MWS 1 FTE MDS	
<ul style="list-style-type: none"> • Maybole • Crosshill • Kirkoswald • Kirkmichael • Straiton 	912	8,641	V V UT	<ul style="list-style-type: none"> • Maybole/Kirkoswald/Crosshill/Kirkmichael/Straiton unite • Maybole (Carrick Centre) to be hub of cluster • Other four centres of worship to remain as missional presence in rural communities • Option of Local Mission Church to be decided by communities 	Crosshill & Maybole – funding for 1 FTE community worker post	1 FTE MWS	Carrick Centre: A --- Crosshill: A --- Kirkoswald Church: A (HES listed grade A) Hall: A Maidens: A --- Kirkmichael: A (HES listed grade B [Church]; grade B [Lych Gate & Graveyard]) --- Straiton: A (HES listed grade A)

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> • Dalmellington* • Patna Waterside* • Dalrymple 	358	7,319	V UT	<ul style="list-style-type: none"> • Dalmellington*/Patna Waterside*/Dalrymple unite • Maintain worshipping and missional presence in the three villages • Option of Local Mission Church to be decided by communities • It is acknowledged by the local community that the Knowehead building is unaffordable to maintain • The Church building in Patna is considered to be the more viable property, spatially and financially for the ongoing missional development • ‡ Dalrymple Church graded 'A' on the proviso that alterations are carried out to provide the essential supporting facilities, linked to the closure of the hall accommodation, subject to confirmation of financial feasibility 		1 FTE MWS + 1 FTE MDS (* Priority Area)	<p>Bellsbank: A</p> <p>Knowehead: B <i>Disposal not later than September 2023</i> (HES listed grade B) ---</p> <p>Patna Waterside Church: A Hall: B <i>Disposal not later than September 2023</i> ---</p> <p>Dalrymple Church: A‡ (HES listed grade B) Hall: B <i>Disposal not later than September 2025</i></p>

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> Girvan North Girvan South Barr Dailly 	883	8,069	V V	<ul style="list-style-type: none"> Girvan North/Girvan South/Barr/Dailly unite Girvan to be hub of cluster Barr and Dailly become Local Mission Churches Dailly requires only one place of worship which can be best achieved by retention of the Hall, for reasons of flexibility and financial sustainability ‡ Barr Church graded 'A' on the proviso that alterations, including removal of fixed pews, are carried out to provide the essential supporting facilities to create flexible community accommodation, subject to confirmation of financial feasibility Closure of Girvan South. The integrated accommodation at Girvan North offers greater potential for missional development 		1 FTE MWS	<p>Girvan North: A (HES listed grade B) ---</p> <p>Girvan South Church: B Old Hall: B New Hall: B <i>Disposal not later than September 2023</i> ---</p> <p>Barr: A‡ (HES listed grade C) ---</p> <p>Dailly Church: B <i>Disposal not later than September 2027</i> (HES listed grade B) Hall: A</p>

Name of Congregation	2020 Congregational Membership	2017 Population	Current Status	Plan for congregations by end of Plan Inc buildings	Locally Funded Posts	Structure of Staffing Required	Building Classification
<ul style="list-style-type: none"> Ballantrae St Colmon 	319	1,380	UT	<ul style="list-style-type: none"> Ballantrae and St Colmon unite Glenapp Church is owned by Church of Scotland but fully maintained by Glenapp Estates and private donation. Financially beneficial to Ballantrae Parish Church St Colmon Hall is considered to be the more viable property, spatially and financially for ongoing missional development 		1 FTE MWS	Ballantrae: A (HES listed grade B) Glenapp: A (HES listed grade B) --- St Colmon Church: B <i>Disposal not later than September 2023</i> (HES listed grade B) Hall: A

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

3.4.1 Mission Priorities from Local Mission Plans

- To proclaim the Good News of the Kingdom (“**Tell**”) –
 - To encourage different forms of worship
 - Improve online presence – through webpage, Facebook and use of online worship
 - Encourage younger people into church
 - Event evangelism – inviting people to a special event in church
- To teach, baptise and nurture new believers (“**Teach**”) –
 - Members undergo worship training to establish worship teams and enhance and diversify the life of the church
 - Use of readers and retired minister(s)

- The committees would be strengthened to cover different aspects of the life of the church Worship eg Christian Education and Fellowship, Pastoral Care Outreach and Mission, Fundraising, Activities and Communication
3. To respond to human need by loving service (“**Tend**”) –
 - The potential use of the Guild to provide community support.
 - Supporting Foodbanks and Food pantry initiatives
 - Churches have halls that are used for church-based and community purposes, and this availability will continue
 - Using buildings as community hubs

 4. To seek to transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation (“**Transform**”) –
 - Use of Fairtrade and becoming an eco church
 - Through Local Churches Together initiative promoting ecumenism and fighting religious prejudice
 - Church twinning project with church in Malawi
 - Working with and supporting Foodbanks etc as mentioned above

 5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth (“**Treasure**”) –
 - Encourage respect for God’s creation
 - Use farming pioneer ministry to involve the community in on-demand worship services and support
 - Use rural/agricultural nature of church to sustain environment
 - Support will be given to the retention of community spaces/green spaces that allow the richness and beauty of the natural world to be enjoyed

3.4.2 Risks and Challenges

- The issue of tenure and how this will impact on the timing and process of implementing the Presbytery Mission Plan in this area

- Kirk Session and Congregation dissatisfaction with the allocations and implications of this plan
- Thinking outside the box
- The present buildings for new and inventive mission opportunities
- The shared Carrick Centre building at Maybole
- Access to the new Carrick Campus and relations with South Ayrshire education authority
- Geographical spread of the parishes to be covered
- The importance of maintaining a worshipping and missional presence in the villages where very little infrastructure is left
- Connectivity and access to efficient broadband
- Ensuring the rural communities within the group continue to have a voice especially when merged into the South West Presbytery

Appendix 1: Principles for Defining Charges, Allocating Ministry Posts

1. The allocation of ministry posts to charges must comply with the Presbytery Mission Plan Act 2021, noting especially
 - a. The need to facilitate and encourage Mission, as defined in the Five Marks of Mission
 - b. The number of centrally funded posts must not exceed Presbytery's allocation of 24 FTEs:
 - North Area: 5 posts
 - Central Area: 6 posts, which includes 1 FTE MDS
 - East Area: 7 posts, which includes 1.5 FTE MDS
 - South Area: 5 posts, which includes 1 FTE MDS
 - 1 FTE MDS has been reserved for the Pioneer Farming Ministry post
 - c. The territorial integrity of Presbytery must be maintained²¹: charges must cover the entire area within the bounds; overlaps should be identified as common mission zones.
2. Allocations must respect weightings for priority areas and urban/rural status, inherent in Presbytery's overall allocation of 24 ministry posts.
3. Allocations should encourage financial responsibility²² and as far as possible attempt to minimise the negative impact of Adjustment on income.
4. Ministry posts should be allocated in a consistent and fair way.
5. The deployment of OLMs and Readers should be identified in the Mission Plan.
 - a. The 3 available OLMs are deployed as follows:
 - North Area: 1 OLM
 - Central Area: 1 OLM
 - East Area: 1 OLM
 - b. In addition to providing pulpit supply, Readers can agree to serve as part of a local ministry team.
6. Locally funded ministry/mission posts appointed by congregations or Presbytery must be identified and described in the Mission Plan²³. This includes assistant ministers, youth, community workers, family workers, schools workers, etc. Future local workers appointments' job descriptions and contracts of employment must be approved by the national HR department of the Church of Scotland²⁴.
7. Where a team ministry has been established, other unfunded roles should be identified and described in the Mission Plan.

²¹ PMPA 2021 section 2.1.1(ii)

²² PMPA Guidance & Code of Practice section 5.3.7

²³ PMPA 2021 section 1.1(b); PMPA 2021 section 5.3

²⁴ PMPA 2021 section 5.3(b)

8. Charges should be shaped to be sustainable, anticipating membership trends, population demographics, and future housing developments.
9. Charges can be defined, and ministry posts allocated, using the full toolbox of Adjustment and other arrangements specified in the Presbytery Mission Plan Act²⁵, noting there are new tools available, such as Local Mission Church and Team Ministry (see Appendix 2: New Tools of Adjustment).
10. As the number of charges falls, it is important to consider how to preserve diverse options for worship, fellowship and theology within the overall mix of charges.
11. Multi-linkage charges are strongly discouraged²⁶, however single links may still be used where it would enhance a charge's mission capability.
12. There is no "one size fits all" model: individual charges should be shaped appropriately according to local circumstances.

The Effect of Unrestricted Tenure

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

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

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

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

²⁵ PMPA 2021 section 7

²⁶ PMPA Guidance & Code of Practice 6.6

Appendix 2: New Tools of Adjustment

Local Mission Church

From PMPA 2021 section 7(4):

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

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

LOCAL MISSION CHURCH REGULATIONS (REGS ZZ 2021)

Edinburgh [] May 2021, Session []

Definitions

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

Local Mission Church

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

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

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

Creation of a Local Mission Church

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

Role of Kirk Session of charge

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

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

Oversight by Presbytery

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

Leadership Team

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

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

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

Further provisions

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

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

Team Ministry

From PMPA 2021 section 7(10):

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Change Log

Final Draft 1.5

Updated in preparation for Presbytery meeting (23rd August 2022).

- As of June 2022, there are now 14 vacant charges and 18 ministers in post.
- Updated timeline (section 2.1) and project diagram (section 2.2) to reflect extended timescale that includes new round of buildings review consultation meetings.
- Section 2.7 Phase 4: Buildings Review updated to document buildings review consultation meetings as advised by PMPIG.
- New section 2.7.1 Historic Properties added.
- Section 3 The Plan updated with recommendations from Buildings Review.

Working Draft 1.4

Updated in preparation for Presbytery meeting (3rd May 2022).

- Section 2.5 Phase 2: Local Mission Plans updated to reflect completion of outline plans.
- Section 2.7 Phase 4: Buildings Review updated to reflect completion of audits.
- All tables in (Section 3) The Plan reformatted to final draft format. Detail added from Local Mission Plans submitted by new charge partnerships. Listed building status added. Placeholders added for outcome of Buildings Review.
- Narrative sections of (Section 3) The Plan replaced by mission priorities developed by new charge partnerships, and clarified Risks and Challenges.

Working Draft 1.3

Updated following Presbytery meeting (7th December 2021).

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

Working Draft 1.2

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

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

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

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

Updated following Presbytery meeting (10th August 2021).

- Congregational membership figures corrected for Prestwick churches.

Working Draft 1.1

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

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

Working Draft 1.0

As issued.