



Mission Planning Committee

DRAFT PRESBYTERY MISSION PLAN

Consultation Document

February 2022



'A road map for a new era of Mission'

Contents

Introduction	2
Beginning, and staying with God	3
Context for reading the Mission Plan	4
Consultation	4
Implementation	5
Pastoral Support.....	5
Buildings.....	5
Parish Boundaries	5
Values and Principles	6
Mission Planning Process	7
Tools for Mission Planning	8
The Mission Plan	11
General introduction and overview	11
Mission Districts.....	11
Mission District A – Nairnshire and West Moray.....	12
Mission District B – Inverness South and East area	18
Mission District C – Inverness Central and West area	24
Mission District D – Loch Ness area	29

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Introduction

Whether this is the moment you've been waiting for, or dreading, the awaited Draft Mission Plan Consultation Document has arrived. Before you go straight to the page that talks about your church, please read on a few lines so we can explain some of the content:

1. Based on the fact we'd do the same, you'll probably be off finding the page that talks about your church already to see what we've said. That's okay, we'll wait, but please come straight back 😊
2. Now that you've read that bit, please bear with us while we share some important context:
 - a. In and with whom we journey together through all this – 'Beginning and staying with God'
 - b. How the proposals we outline can be best understood – 'Context for reading the Mission Plan'
3. Beyond that, whilst some may prefer to start at page one and work your way through, others may find it more helpful to read the details of the plan and come back to read further about specific planning tools and considerations used.

Whichever way you read it, the plan is exactly that, 'a' plan. Not a collection of disconnected 'plans'. So it can only be fully understood and appreciated as one. If for example you worship in West Moray, it's just as important to see the shape of the plan for those who worship in Drumnadrochit. Nor is this document a decree or command. Tough decisions will have to be made by Presbytery in due course, but what we are proposing is for consultation and reflection. The plan is a work in progress. It is the view of the Mission Planning Committee that it is a Spirit-led way forward for the Mission of our Presbytery, and whilst it may not be in its final shape, we hope it is a firm foundation to build on. It is on that basis that we commend it to you for your prayerful consideration.

Assuring you of our love and prayers as you consider this document

Mike Robertson - Mission Planning Convenor & Fiona Smith - Business Convenor

Beginning, and staying with God

When we finally present a Presbytery Plan shaped by the agreed principles of mission, we must do so with the humility of those who can offer no guarantee of 'success', but also with the passion of those who believe that Spirit inspired creative new ways of ministry and mission are 'risks' worth taking in faith and hope that God of resurrection is leading us in the way of new life for Christ's Church. With that in mind, we'll start with a prayer attributed to Archbishop Oscar Romero:

*It helps, now and then, to step back and take a long view.
The kingdom is not only beyond our efforts, it is even beyond our vision.*

*We accomplish in our lifetime only a tiny fraction of the magnificent enterprise that is God's work.
Nothing we do is complete, which is a way of saying that the kingdom always lies beyond us.
No statement says all that could be said.
No prayer fully expresses our faith.
No confession brings perfection.
No pastoral visit brings wholeness.
No program accomplishes the church's mission.
No set of goals and objectives includes everything.*

*This is what we are about.
We plant the seeds that one day will grow.
We water seeds already planted, knowing that they hold future promise.
We lay foundations that will need further development.
We provide yeast that produces far beyond our capabilities.*

We cannot do everything, and there is a sense of liberation in realizing that. This enables us to do something, and to do it very well.

*It may be incomplete, but it is a beginning, a step along the way, an opportunity for the Lord's grace to enter and do the rest.
We may never see the end results, but that is the difference between the master builder and the worker.
We are workers, not master builders; ministers, not messiahs.
We are prophets of a future not our own.
Amen.*



Context for reading the Mission Plan

As well as finding out what is being proposed for 'our' church, it is important that everyone understands the Presbytery agreed Values, Principles, and Process underpinning the Mission Plan, but also the wider context in which it has come together, as well as the context in which it is being shared for consultation.

Consultation

Whilst we have been able to speak with each Minister and Interim Moderator to give a verbal outline of our thinking, this paper is for consultation with every Kirk Session within the bounds of the Presbytery, who also represent the continuous leadership of local congregations. It is important to acknowledge that we may have different perspectives and concerns when considering the Mission Plan. Kirk Sessions must consider it from the perspective of their role in the future shape of the Presbytery as a whole working to implement a Mission Plan within its bounds. Ministers, whilst sharing that perspective, will also be concerned to reflect upon Call, Tenure, and their own gifts amongst other things. Therefore, it may not be the case that both arrive at the same view, and that is okay.

The draft plan contained in this document is the result of the committee following the Presbytery agreed process and methodology as contained in the Mission Planning Conference Evaluation Report of October 2021. In conjunction with other presbytery committees, a detailed review of the following factual information has taken place – Finance, Property, Local Church Review, Local Authority Planning etc. (All of which is available on request). Further, we have had open, collaborative, and creative meetings with every Minister and Interim Moderator in the Presbytery. The draft plan is set within the parameters of the Presbytery Mission Plan Act, the Guidance attached to the Act, and has emerged out of both an analysis of the factual information and the collaborative work with both Ministers, Interim Moderators and Members of the committee.

The next step in the process, is to widen the consultation out to all Kirk Sessions. It is vital that everyone remembers that a consultation is exactly what this is - No decisions have been made and nothing is set in stone.

When considering feedback to the committee, what would be most helpful is to work collaboratively with us. We have to face the fact that there will be elements we don't like, but that doesn't mean they aren't the Spirit-led way ahead for us all. If you think we have arrived at the wrong proposal in a particular situation, then tell us how you think we could do things differently. Bear in mind though that this is a complex puzzle, even a small movement or tweak in one area, can put a whole lot of it out of sync. So, we need to be thinking in those wider terms. What would be least helpful is simply to give us a list of things you don't like about the plan.



The committee are happy to receive questions as well as comments, and we will endeavour to have some capacity to meet with a Kirk Session to discuss or explain any aspect of the plan, should that be necessary or appropriate. In the morning of the March Presbytery, we will also hold another conference on Mission Planning, again inviting additional Elders to attend along with Presbytery Elders and Ministers for us collectively to discuss the draft plan and feed into that discussion all the feedback we have received from Kirk Sessions, the Faith Nurture Forum, and the General Trustees. So, there will be plenty of opportunity to reflect and feedback.

Implementation

The challenging picture of current and projected resources, against the increasing imperative for the church to be engaged in Mission (not to re-fill our coffers as it were, but to reach the nation for Christ and His Kingdom) does present a degree of urgency for change. Some of the changes being proposed for how we organise church life are more radical than may have perhaps ever been considered in our lifetime.

However, please be assured that things aren't going to change overnight when the Presbytery and all other parties give approval to a Final Draft of the Mission Plan. Presbytery will then have to decide how best to implement it. Many legal documents and processes are required to effect whatever adjustments are finally approved, and an implementation plan will have to be developed and agreed, to implement the plan in appropriate stages, perhaps even within specific charges. From now on, Presbyteries will have to review their plans annually and make any necessary changes depending on circumstances. Change is going to be a regular feature of church life going forward, but thankfully not to the extent of this first time that we are really grasping the nettle.

Pastoral Support

None of those involved in the work of Mission Planning are disconnected from its effects on the ground. We are all part of local congregations with ways of being church and traditions that we are familiar with and love. We don't pretend that change, even small change, will be easy. There have been times when we have considered the various permutations and reflected 'We may not like all of this, but it does seem that this is the Spirit's leading'. We are only too aware of the impact of reading that a church building may close, or that there will no longer be a full-time Minister for our particular congregation.

The fact that we as a Presbytery are all on this journey together, with all of us impacted by the changes and transitions ahead is a pastoral strength. We can, and should be supportive to one another, to our brothers and sisters in other congregations too.

However, Presbytery, under the Business Committee, is committed to providing specific pastoral support to Ministers, Kirk Sessions and congregations where needed. Rev Morven Archer is available to facilitate conversations and further support if required. This may include simply listening or coming alongside to help pray and process where we are at. Most importantly to seek where God is in all of this, for God's plans and purposes are for us to prosper and not harm us. The changes that lie ahead may be challenging, but we trust they are for good too, and that we are being guided by the Holy Spirit in working this all out.

Buildings

The Property Committee have completed a significant piece of work in pulling together the results of Property Questionnaires for each charge, and also having completed AMBA (Asset Management Building Assessment) forms required by the General Trustees. These take a wider range of factors into account in addition to the condition of a building, but also the cost and affordability of its ongoing upkeep, as well as whether it meets their criteria for 'well equipped spaces, in the right places'. The General Trustees will work with Presbytery through the Mission Planning process, to reach objective decisions about the future of buildings, based on categorisation in terms of the Presbytery Mission Plan Act. At this stage, we have put forward our recommendations in terms of the retention or disposal of buildings, based on the question 'Do/can they effectively serve the mission of the Presbytery?'

Parish Boundaries

Whilst important for the delineation of responsibility for Ministry and Mission in local areas, parish boundaries have not been the primary focus at this stage. We have included comments on proposed changes where these may be significant and necessary to define in order to make sense of some of the wider proposals within the Mission Plan. However, we have not defined them to the nearest road, stream, tree, or field. Some more detail on parish boundaries may be expected in the Final Draft Mission Plan, but more likely is that they will only be fully firmed up during the process of implementation.

Values and Principles

At its September meeting, Presbytery 'adopted' the following values and 'agreed' the following principles to underpin the work of the Mission Planning Committee.

The *values* of planning are to define the attitudes and standards that produce a Plan that will directly affect the church officers and members, and indirectly affect the citizens of Inverness in general. The *principles* of planning refer to the operating beliefs that regulate policy decisions and implementation. These principles may be unfamiliar to some, yet they are supported by general current thinking about contemporary ministry and mission, and have been adopted by other Presbyteries. The *process* defines how the committee will undertake its work, based on these values and principles, to produce a Presbytery Mission Plan.

Values

Faithfulness

Above everything else, the Plan aims to be faithful to the vision that God has for the city of Inverness and its surrounding environs, and not to any single personal vision.

Realism

As part of this, the Plan makes decisions on the basis of fact, and not as we would like the world to be.

Ambition

The Plan does not settle for the way things are, however, but shares with God his ambition to see our churches and area transformed.

Fairness

Realism, tempered with God's vision, mean that the Plan will attempt to be impartial and objective in its recommendations

Transparency

The work of the Mission Planning Committee, and the creation and execution of the Plan, will be carried out in a spirit of full transparency, honesty, and openness, with clear communication to Presbytery as a priority.

Flexibility

Scottish society is changing at speed, and any Plan we create must be flexible enough to respond quickly to new developments.

Principles

We Exist for Others, Not Ourselves

William Temple once said that the Church is the only institution that exists primarily for the benefit of those who are not its members. That means that all strategic decisions have to be made on the basis of missional, and not merely congregational, considerations. Jesus Christ came not to be served but to serve, and the Church is not above its Master.

Ministry and Mission Shared by Presbytery and Congregations

Ours is a Presbyterian - and not Congregational – Church, and therefore good working within the Presbytery is crucial. Ministry is not only the work of particular congregations but of the whole Presbytery, and the Plan will recognise this by acknowledging Presbytery's role in identifying areas of strategic importance, and directing personnel and finance to these areas.

Working with Other Churches

The Church of Scotland is part of the Universal Church, of which the other denominations and churches of the Inverness area are also part. As such, we share our ministry and mission with them, and, where possible, we should seek to express this through shared ministry and mission.

Policies Determined by Fact, Not Anecdote

Following our core values of realism and fairness, the Plan will, wherever possible, be directed by evidence rather than personal impression or bias. This involves close consideration of census and social attitude data, contemporary missional thinking, and the practices of other churches. This is particularly important in relation to the use of buildings.

Breaking the Identification of Ministry with Parish Ministers

Parish ministry will always be the bedrock of the Church of Scotland. Yet a shortage of ministers, economic constraints, and the need to mobilise the whole Church to maintain and grow the Church mean that ministry can no longer be identified solely with parish ministry. As such, some parishes and worshipping communities within the Presbytery will no longer be led by full-time ministers of Word and Sacrament.

Parish Churches as One Means among Others

Related to this, and to our core values of ambition and flexibility, is the culture shift needed to see parishes as one means of undertaking ministry and mission among others. We live in a period of great numerical decline yet of great missional opportunity, and new forms of church community will be necessary to grasp this opportunity.

Recognising Healthy Churches that Grow in Prayer, Discipleship, and Mission

When making policy decisions regarding the future of particular congregations and distribution of resources, cognisance will be taken not only of financial giving or number of members but of *health*, understood as growth in prayer, discipleship, and mission. In addition, congregations that excel in these areas should be closely studied, and their experience and giftings used for the benefit of the wider Presbytery.

Integration of All Presbytery Business with the Mission Plan

The work of Presbytery can at times feel less coordinated than it might be. If we are to reform our ministry and mission in a time of genuine challenge, the process of planning must integrate with all the other work of Presbytery.

Mission Planning Process

The Mission Planning Committee has been established to undertake this task on behalf of Presbytery in conjunction with the Business Committee. Yet, the task remains the Presbytery's, which is why it has been so vital that Presbytery has agreed the process that its committee have and will continue to follow, together with Values, Principles, Acts and Facts in the development of the Presbytery's Mission Plan.

Just as the values and principles will guide our approach to the task before us, the Presbytery Mission Plan Act, its accompanying guidance, and the factual information being gathered by other committees will facilitate the development of a draft Mission Plan based on the criteria and resources instructed by the General Assembly. Given that the entire process must be complete by **31st December 2022**, time is of the essence. The committee therefore, aim to bring a draft Mission Plan to Presbytery in **March 2022**. It should be noted that throughout the process, the committee is required to keep in close contact with the Faith Nurture Forum & General Trustees. Any Plan, even in draft, must be reviewed by these bodies before being brought to Presbytery.

Process

The Big picture and progress to-date

Ministries Allocation for Inverness – 14 FTE (down from 22.3). West Moray – 2.5 FTE

Timescale - Mission Plan to be fully approved by 31 December 2022.

Presbytery Reform - Engage with surrounding Presbyteries when developing Presbytery Mission Plan (PMP). Possibility that from January 2023 Ministries allocation will be aggregated across the whole Highlands & Islands area as the proposed new Presbytery.

Mission Planning Committee (MPC) - In conjunction with the Business Committee, it is the remit of the MPC to execute and implement the new Mission Plan.

June 2021 Presbytery decision – Property, Finance, Congregational Mission, and Ministry committees were instructed to collate factual information for the Mission Planning Process. MPC will review the guidance and the information gathered and provided by the other committees to prepare for how the Presbytery will create their new Mission Plan.

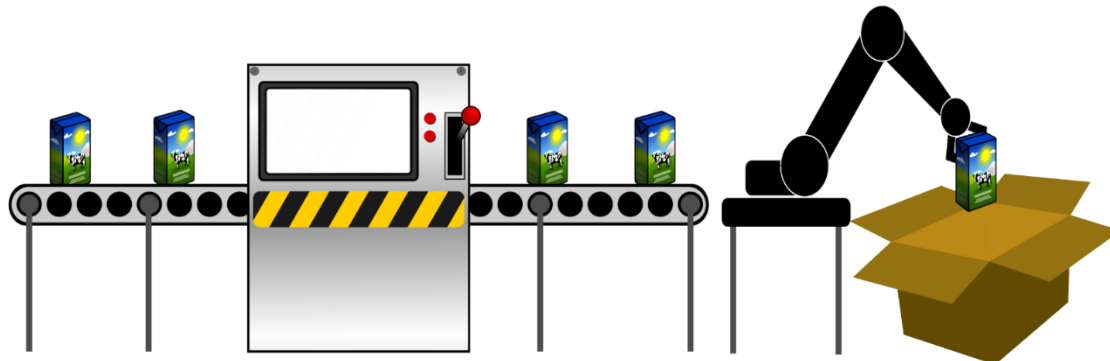
Consultation & Partnership (section 6 Code of Practice) - Consensus and shared vision are best starting points for the Mission Planning process. A great deal of time and energy was spent consulting and meeting with individual Kirk Sessions during the previous planning process. We do not have the time or the capacity to undertake such an exercise again. Further the Mission Plan Act stipulates that the Presbytery has the final say – congregational agreement is not ultimately required. Through the previous planning process, we have gained a great deal of information about

individual charges. Furthermore, the June instruction for the Presbytery committees to collate factual information upon each charge will provide a sound basis from which to begin the Mission Planning process.

Presbytery Planning Conference (September 2021) – A key communication and consultation opportunity, looking at where we are as well as imagining what might be. Along with the Act, Guidance and Factual information gathered by other committees, the conference feedback was invaluable for the process that has followed.

Agreed Mission Planning Process and Next Steps moving forward

1. Evaluate the outcomes of the conference. Utilising those, along with the priorities set in the Act and Guidance, as well as the factual information..., the committee will evaluate each charge against these criteria.
2. Consult with charges as it deems necessary. All Kirk Sessions can make representations to and/or share ideas with the MPC
3. Arrange a time and place to meet individually with all Parish Ministers, the MDS worker, OLMs and IMs to hear from them.
4. Work with the Property committee to agree the classification for all ecclesiastical buildings in the Presbytery. The essential criterion for this process is that all buildings must serve the mission of the Presbytery and not the other way round.
5. At all times through this process, liaise and consult with the Faith Nurture Forum, the General Trustees (through the Property Committee) and apply the updated Guidance as it is produced from time to time.
6. **WE ARE HERE!** Prepare a draft Mission Plan which sets out the mission priorities and rationale for each charge to present to Presbytery for an initial deliberation and debate. (*Proposed March 2022 Presbytery meeting*)
7. Taking on board the views of the Presbytery, MPC will work with charges, other Presbytery committees, the Faith Nurture Forum & General Trustees and present the Mission Plan for Presbytery's final approval as soon as possible thereafter.



Tools for Mission Planning

The Presbytery Mission Plan Act sets down the framework for the development of Presbytery Mission Plans which must be: designed and implemented for Mission (defined by the '5 marks of Mission'), shaped by a wider set of principles (e.g. Ecumenism, Mixed economy etc.), and, implemented by an appropriate mix of the available tools. A full list of these is contained in the Presbytery Mission Plan [Act](#), particularly section 7 & 9, and they have also been summarised in the Inverness Presbytery Mission Planning Conference report and elsewhere. Below, we include and expand on only those proposed to be used within the Draft PMP for the Presbytery of Inverness with West Moray.

UNION OR DEFERRED UNION - Two or more congregations may be united to form one congregation under the Unitary Constitution (all assets and leadership merged into one entity). When it is not possible to unite a vacant congregation with another congregation under the minister of the other congregation, Presbytery may decide to defer it to take place after that minister's interest has terminated. The basis of union will stipulate the make-up of the new single Kirk Session.

LOCAL MISSION CHURCH (LMC) (Regs II 2021) - Nurturing a new form of Christian community, accountable to and supported by another charge, following a union effected in terms of the Act. They shall be established in terms of the Local Mission Church Regulations and governed by a Basis of Local Mission Church.

LMCs shall not own any property, heritable or moveable, or have any legal personality. They shall not have a Kirk Session and shall not have the right to call a minister. The creation or sustaining of LMCs is not dependent on the provision of a church building. A Local Mission Church shall exist within the territorial boundaries of a charge. All legal and governance matters affecting the LMC 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.

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. 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). Any contracts shall be entered into by the Kirk Session.

PARISH GROUPINGS - Two or more charges given responsibility for a single area. A basis for which will define how worship, personnel, education resources, mission initiatives, congregational organisations, ecumenical partnerships etc will be shared.

A Basis of Parish Grouping will set out the format of shared Ministry in such areas as, for example:

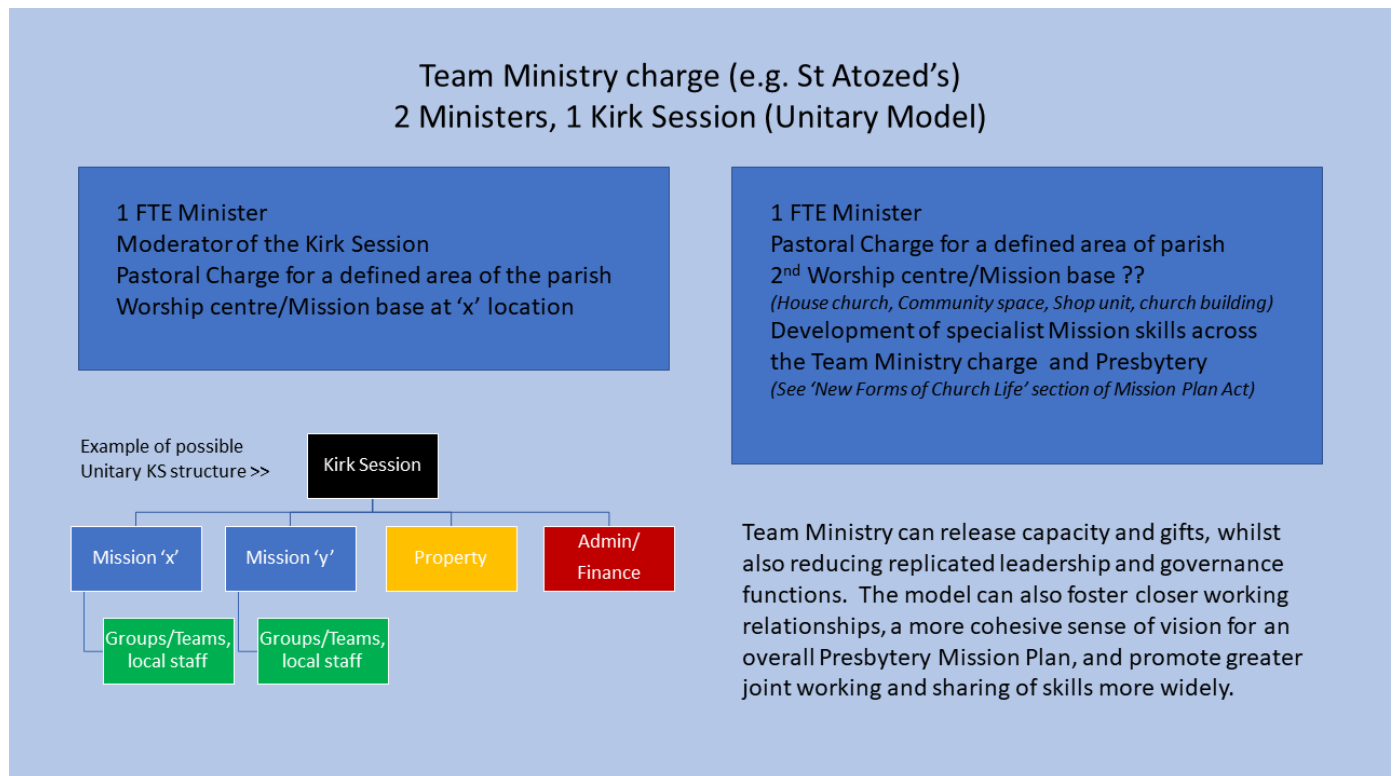
- The name of the Parish Grouping
- Territorial Responsibility
- Property and Funds: The property and funds belonging to or held on behalf of each congregation shall remain the property and funds of each congregation as at present.
- Kirk Sessions: Defining the Moderator(s) of each Kirk Session concerned and whether or not the Kirk Sessions will come together as a joint meeting. If they are coming together, a definition on frequency and purpose is important.
- Congregational Management: The temporal affairs of each congregation shall be administered as at present. The office-bearers of the congregations shall meet together annually to decide on their portion to related or listed expenses.
- Ministry Team: the Ministry Team to serve the Parish Grouping, with details of method and terms of appointment(s)
- Areas of Co-operation: (eg youth work, pastoral care, mission, etc.)

TEAM MINISTRY - A Team Ministry Charge may be created in one of two ways:

- (i) 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) as above, but within the charge a Team Ministry consisting of two or more Team Ministry Charges, to each of which a parish minister shall be inducted (one of which will provide the Moderator of the Kirk Session). The Team Ministry Charges shall share the same congregation and Kirk Session and the same Church life. 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.

A Team Ministry charge refers to the congregation/parish it is created to serve. 'Charges' within a Team Ministry charge refers to the specific Pastoral Charges of the Ministers inducted to the Team Ministry charge. Team Ministry charges may take different forms depending on the Mission Planning needs of a particular situation. The basic example below is provided for illustration only:



NEW FORMS OF CHURCH LIFE (In consultation with the Forum) - This may include the provision of online Church for worship and Mission by identifying congregations, partnerships or agencies which will be given lead responsibility. This may include the allocation of a Mission Plan post or posts.

Instruments For Future Planning

REVIEWABLE CHARGE - Its next minister shall be inducted on condition that the Presbytery may terminate the tenure of the minister at any time (giving 6 months notice) and for any reason. Such ministers may demit and be translated in the normal way. A basis of Reviewable Charge must receive written acceptance by a minister prior to induction.

TRANSFERENCE - A parish and charge may be transferred from the bounds and jurisdiction of one Presbytery to another with the agreement of both Presbyteries. Transference is a necessary preliminary to union or linking of congregations not currently in the bounds of one Presbytery.

The Mission Plan

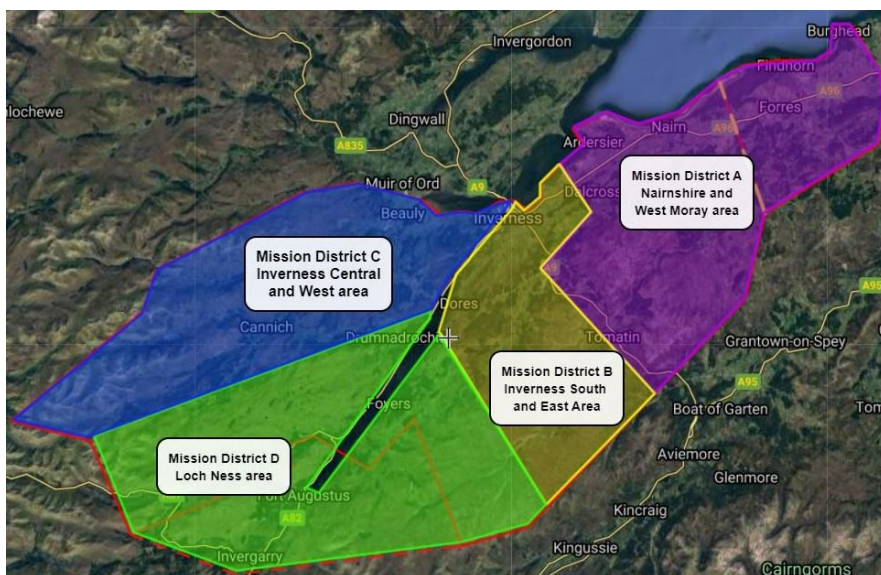
General introduction and overview

It is important to emphasise that what follows is a Mission Plan for Inverness Presbytery with West Moray. It is NOT a collection of 'plans' for individual charges and congregations, but 'A PLAN' for the whole 'Presbytery'. Having been guided by the Values and Principles adopted, and the process agreed by Presbytery in September 2021, much prayerful reflection and discussion has followed around a vast amount of factual information (Property, Finance, Local Church Reviews, meetings with Ministers and Interim Moderators etc.). The Mission Planning Committee have also considered various suggestions and proposals put forward to us. From all of this has emerged what we believe to be an exciting, viable, and most importantly Holy Spirit led draft plan proposal. Again, we emphasise the singular of 'plan'. It is a large and complex puzzle of an equally large and complex geographical picture, no part of which has been left untouched.

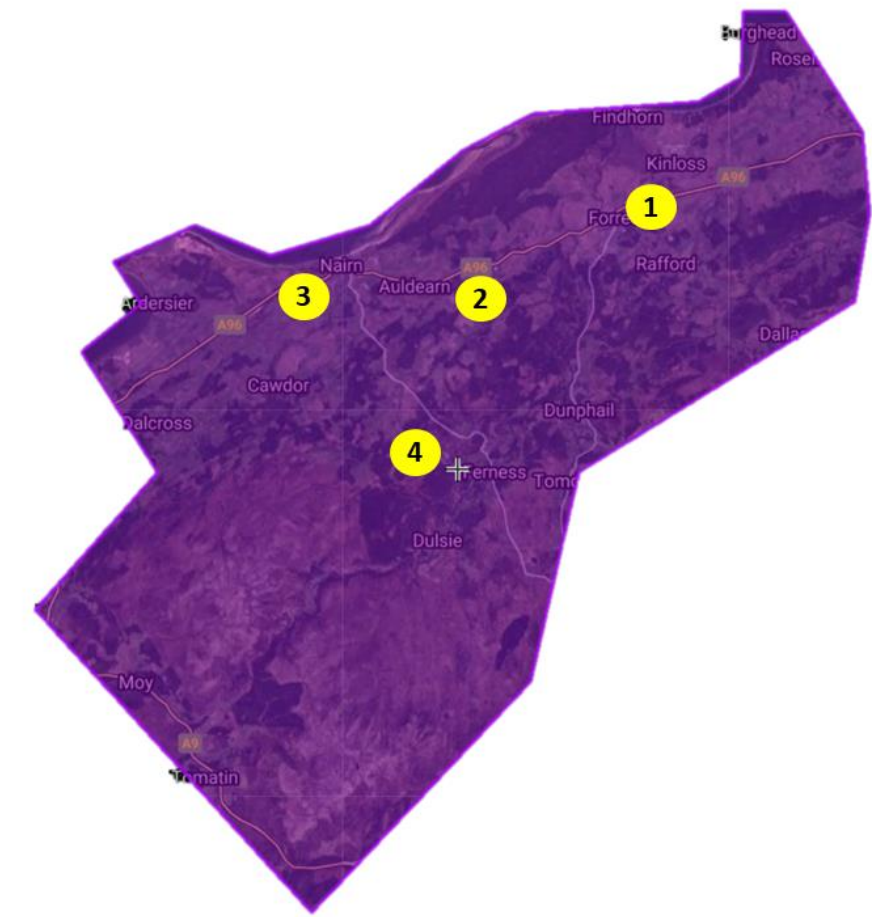
You may decide (if you haven't already) to head straight for the pages which concern your own congregation in the plan. That's understandable, but it is vital that you read and digest the whole plan. You might not immediately see our thinking in one area, but find it makes more sense with the benefit of the whole picture, and an appreciation of how connected it all is. Whilst these are draft proposals, with much detail and possible amendments and improvements to be worked out at later stages in the planning and implementation process, we must not underestimate the challenge and effect of changes to one part, on another. Therefore, amendments and counterproposals must take account of the whole picture and not just one particular part of it. Mission Planning Committees across the Church of Scotland have been tasked with creating an appropriate plan for each Presbytery, which must be approved by 31st December 2022, enabling them to begin to be implemented thereafter.

Mission Districts

During development of the Presbytery Mission Plan (PMP), areas naturally emerged when considering current and future parish make-ups which we have called Mission Districts (MD). There will be no legal basis created to govern these districts and they may simply be a resource for creating, developing, and implementing the PMP. However, they could potentially be of much wider value, such as the development of local partnerships and joint working within and beyond the formal governance structures of the PMP in the various MDs.



They may also offer Presbytery the opportunity to structure all its work differently around these or alternative MDs in the future, especially with a view to the eventual creation of a much larger Presbytery. For the purposes of this PMP, we believe they will help everyone understand and appreciate how everything fits together into a bigger picture, with the threads of Mission Planning Values, Principles and Process being applied throughout.



(Basic map of the general area indicating parish (not buildings) location in relation to each other)

Mission District A includes the parishes, as currently known, of:
Alves & Burghead, Kinloss & Findhorn, Forres St Leonards & Rafford & Dallas, Forres St Laurence, Dyke & Edinkillie, Nairn St Ninians, Auldearn & Dalmore, Nairn Old, Ardersier & Petty, Cawdor, Croy & Dalcross, Daviot & Dunlichity with Moy Dalarossie & Tomatin.

Parishes

- 1 Forres / West Moray
 - 2 East Nairnshire
 - 3 West Nairnshire
 - 4 The Straths
- *East Nairnshire along with West Nairnshire will become a Parish Grouping

Total Population		37,798
Average parish population		9,449
Number of posts	Ministers	5
	MDS	0

1 – Forres/West Moray: Team Ministry Charge uniting Alves & Burghead, Kinloss & Findhorn - Forres St Leonards, Rafford & Dallas - Forres St Laurence

NARRATIVE	The creation of a Team Ministry charge for the Forres and surrounding area, led by a single Kirk Session under a Unitary constitution as one legal entity. The significant reduction of duplicated leadership structures and buildings across a number of locations will renew capacity and resources for Mission. The significant financial pressure when trying to maintain numerous buildings, not to mention the pressure of retaining sufficient office bearers to manage them, will be relieved. The proceeds of sale of surplus buildings and manses will also boost the financial position of the united charge and provide some reserves towards necessary upgrades of the buildings which are retained.
PARISH POPULATION	17,897 (50% Urban/Rural split approximately)
FUTURE NATIONAL POSTS	Two Ministers in a Team Ministry Charge
LOCAL PROVISION	An OLM/Reader appointment could be created if appropriate
MANSES	One of the two Forres manses to be sold
CHALLENGE	The scale of practical and cultural change will be a big challenge with building closures and fewer centres of worship. However, the benefit of resources and potential released as a result, will far outweigh the challenges
ADJUSTMENT	As soon as possible following approval of the PMP if appropriate, or Deferred Union on retirement/demotion of a Minister. A basis of union will stipulate the make-up of the single Kirk Session and which Minister will be the Moderator.
TENURE	1 x Unrestricted, 1 x 5 year reviewable
MISSION	One Minister will primarily focus on the town of Forres and the other on the surrounding rural areas, although the Team Ministry context will provide for flexibility and require a shared vision for the new parish as a whole.
CHURCH BUILDING	However, our recommendation in terms of Mission Planning is that one place of worship be retained in Forres. Given the strong presence of a Free Church congregation in Burghead, we recommend this building be closed, and likewise the Findhorn building given its close proximity to Forres. The Kinloss building is the only community building in that area and so consideration should be given to retaining it and possibly one building in this new Team Ministry charge.
PARISH BOUNDARIES	The outer boundaries of the united parish will remain largely as they have been, with all internal boundaries between the former parishes removed. There may be merit in exploring the possibility of a boundary adjustment with Moray Presbytery in the former Alves parish during implementation.

2 – East Nairnshire: Union of Dyke & Edinkillie - Nairn St Ninians, Auldearn and Dalmore (Parish Grouping with West Nairnshire)

NARRATIVE	Near future development of housing and communities on the eastern edge of Nairn and towards West Moray presents an excellent opportunity for the creation of a new church presence in the vicinity. Discussions are ongoing with various potential partners to explore provision of a new church-led multi-purpose building.
PARISH POPULATION	8,420 (Excludes a third of Dyke & Edinkillie's current parish population as part of a proposed boundary adjustment)
FUTURE NATIONAL POSTS	One Minister
MANSES	One manse to be sold, to be determined by fitness for purpose
CHALLENGE	Four worshipping communities must come together as one, although there may be scope for a second centre of worship in the context of a Local Mission Church (LMC) at either Dyke or Edinkillie.
ADJUSTMENT	Deferred Union upon retirement/demission of a Minister(s). A basis of Union will stipulate the make-up of a new single Kirk Session.
TENURE	5 year Reviewable
MISSION	Significant partnership opportunities are being explored to develop a shared church/multi-purpose community facility to serve the developing area to the east of Nairn.
CHURCH BUILDING	All current buildings to be closed, unless either Dyke or Edinkillie building is deemed suitable for use as LMC. Proceeds of sale of property and Glebe land will provide significant financial resources towards a new multi-purpose building.
PARISH BOUNDARIES	The internal boundaries of the former parishes will be removed and the outer boundaries largely retained, except for likely adjustment of some of Edinkillie's former parish into the new Straths parish during implementation.

3 – West Nairnshire: Union of Nairn Old – Ardersier & Petty (Parish Grouping with East Nairnshire)

NARRATIVE	Uniting Nairn Old with Ardersier and Petty, supporting the creation of Local Mission Church (LMC) in Ardersier, under the oversight of a single Kirk Session of Nairn Old.
PARISH POPULATION	7,148
FUTURE NATIONAL POSTS	One Minister
MANSES	Ardersier manse to be sold
CHALLENGE	The scope for maintaining an LMC in Ardersier and the parish grouping with East Nairnshire (see below) adds more value than challenge to this new parish.
ADJUSTMENT	Upon retirement/demission of a Minister. A basis of Union will stipulate the make-up of a new single Kirk Session.
TENURE	5 year Reviewable
MISSION	There is scope to maintain LMC in Ardersier, and the parish grouping with East Nairnshire will create opportunities for shared working across the wider area.
CHURCH BUILDING	Ardersier church building to be retained to facilitate establishment of LMC, and status of the building to be reviewed after 5 years. Petty Church to close.
PARISH BOUNDARIES	The internal boundaries of the former parishes will be removed and the outer boundaries largely retained. Petty's current parish boundaries will be adjusted with Tornagrain being moved to the new united charge of Inshes and Inverness East.

PARISH GROUPING: 2 - East Nairnshire / 3 – West Nairnshire

NARRATIVE

The charges will together form a Parish Grouping to support the development of joint working and a shared vision for Mission, and good stewardship of resources across the wider area, without parish boundaries becoming a barrier. Parish boundaries will still exist to delineate primary areas of pastoral responsibility for each charge.

COMBINED POPULATION

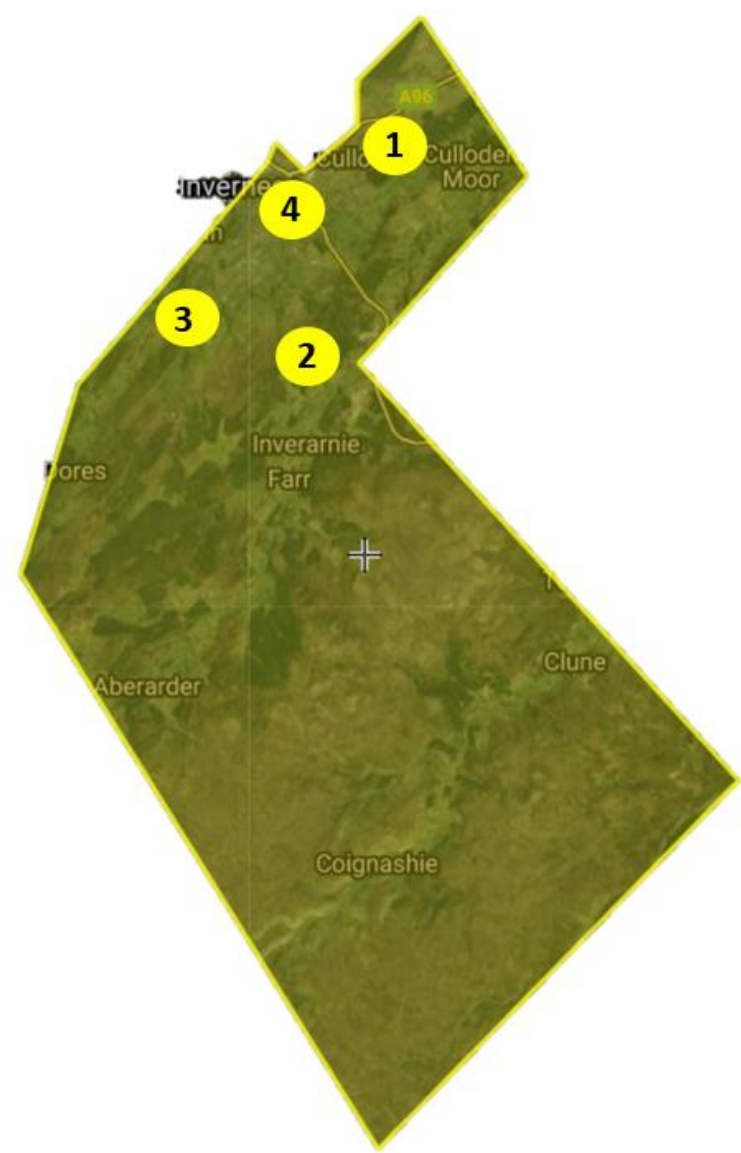
15,568

LOCAL PROVISION

An OLM/Reader appointment could be created to support the high number of funerals in a popular post-retirement community.

4 – The Straths: Union of Cawdor, Croy & Dalcross - Daviot & Dunlichity with Moy Dalarossie & Tomatin

NARRATIVE	The model proposed here has emerged from the fruitful relationships and patterns of church life built between the current Minister/IM and the respective charges. The work should be further built on and supported within a new PMP. All the existing Linked charges will unite under a single Kirk Session, supporting 2 centres of worship across the wider area.
PARISH POPULATION	5,300 rural (Includes a third of Dyke & Edinkillie's current parish population as part of a proposed boundary adjustment)
FUTURE NATIONAL POSTS	One Minister
LOCAL PROVISION	Training for worship leaders in local areas to support ministry/preaching?
MANSES	Current manse to be retained
CHALLENGE	The large geographical spread of this parish is offset by a smaller population. There are also currently four centres of worship which should be reduced to two.
ADJUSTMENT	Upon approval of the PMP. A basis of Union will stipulate the make-up of a new single Kirk Session.
TENURE	Unrestricted
MISSION	Through interim moderatorship, these charges have already begun to experience the benefits of consolidating leadership structures and patterns of church life by coming together. The foundation for further creative thinking around delivering worship and effective outreach across the wider area, has already been laid.
CHURCH BUILDING	One building to close in the Cawdor/Croy end and one to close in the Daviot/Tomatin end of the parish, to be determined by the AMBA forms.
PARISH BOUNDARIES	The internal boundaries of the former parishes will be removed and the outer boundaries largely retained, with the possible inclusion of part of Edinkillie's former parish during implementation.



(Basic map of the general area indicating parish (not buildings) location in relation to each other)

Mission District B includes the parishes, as currently known, of: Culloden: the *Barn*, *Inshes*, *Hilton*, *St Columba*, *Crown*, *Inverness Old High St Stephens*, and *Inverness East*.

Parishes

- 1 Culloden
 - 2 Inshes & Tornagrain
 - 3 Inverness South
 - 4 Crown & Raigmore
- *Culloden, Inshes & Tornagrain, and Inverness South will become a Parish Grouping

Total Population		44,431
Average parish population		11,108
Number of posts	Ministers	5
	MDS	1

1 - Culloden

NARRATIVE	Historically the largest parish in the Presbytery, the area continues to grow and develop across 5-6 residential areas to the east of Inverness City. There are a number of other denominations present in the wider area and several examples of joint working already in place.
PARISH POPULATION	13,639
FUTURE NATIONAL POSTS	One Minister
LOCAL PROVISION	The GoodNESS Project Co-Ordinator (current MDS post) with funding and partnership with King's Inverness.
MANSES	Current manse to be retained
CHALLENGE	This remains a large, populous, and growing residential parish area, comprised of several communities with significant housing developments coming in the next decade. Removal of the 2 nd FTE post, whilst justified in wider context of the plan, will bring a challenge. However, the creation of a Parish Grouping will off-set the challenge to a degree.
ADJUSTMENT	Upon approval of the PMP or demission of the Minister
TENURE	Unrestricted
MISSION	Having a dedicated additional FTE has historically offset the challenge of the large parish population of the existing charge, alongside the opportunities afforded for ecumenical partnerships between a number of churches based in the area. Retaining a priority portion of the MDS post within the proposed parish grouping with Inshes, and Inverness South will allow mission to continue and grow.
CHURCH BUILDING	The Barn building is in need of significant upgrades to remain fit for current and future purpose, and the congregation has a bold vision to address these needs with a £1m building project which also includes a car park and community garden, with Planning and Building Warrant already in place. The main obstacle to delivering this is the need to raise c£750k external capital funding.
PARISH BOUNDARIES	The existing boundaries may be extended/adjusted for the purposes of pastoral responsibility only

2 – Inshes & Tornagrain: Union of Inverness Inshes - Inverness East

NARRATIVE	There have been lengthy discussions in recent years about the possible translation of the East Church out to the ever growing east of Inverness area. As there is currently no need for an additional church building in this area, coupled with the surplus of buildings in the City Centre, and given the strong historical relational and theological ties between these two congregations, a union will strengthen both.
PARISH POPULATION	7,509 (Inc. Tornagrain population estimate of 2,000 and increasing)
FUTURE NATIONAL POSTS	One Minister
LOCAL PROVISION	One locally funded Minister of Word and Sacrament
MANSES	Inshes manse to be retained, East manse to be sold
CHALLENGE	The process of translating and uniting the East with Inshes will undoubtedly be challenging. However, their sound relationships will stand them in good stead.
ADJUSTMENT	Upon approval of the Mission Plan or demission of the Minister
TENURE	Unrestricted
MISSION	The strength of numbers and resources within the proposed Union was initially felt to be an opportunity to create some form of church plant in Tornagrain. However, there is the possibility that a plant is already developing with the Free Church in the area. In the past, they have not pursued a presence in the Milton of Leys area when it was clear Inshes were planning to. So, a separate plant may not be appropriate at this juncture, however, the existing ecumenical relationships of both Inshes and East will be beneficial in relation to church planting in Tornagrain.
CHURCH BUILDING	Inshes church building to be retained. East Church to be sold.
PARISH BOUNDARIES	Boundaries will be adjusted to bring the UHI Campus, and other parts of the A96 corridor into the united parish. The remainder of the East parish will be re-distributed to other charges within Mission District B and C.

3 – Inverness South: Team Ministry Charge uniting Inverness Hilton – St Columba – Dores

NARRATIVE	The journey of St Columba, whilst it started for many as part of Hilton, brings to this union many insights, skills and experience which will be a real benefit in terms of shared Mission. Since created as an NCR in a very different resource and mission landscape a decade ago, owns land which could accommodate a church building if this is missionally required. They bring to this Team Ministry Charge, and Parish Grouping in particular - Fresh Expressions of church, new patterns of worship and discipleship, which compliments the well-established, innovative, and flourishing youth and community ministry at Hilton.
PARISH POPULATION	17,139 (inc. 50% of current Dores & Boleskine population at 611, plus OHSS population of 5,539)
FUTURE NATIONAL POSTS	Two Ministers
LOCAL PROVISION	One locally funded Family Worker (Hilton)
MANSES	Both manses to be retained
CHALLENGE	While there is strength in the pre-existing relationships of these two congregations, there will also be potential challenges in creating this radical new way of missionally working together for growth.
ADJUSTMENT	Upon approval of the Mission Plan or demission of a Minister. A basis of union will stipulate the make-up of the single Kirk Session and which one Minister shall be the Moderator.
TENURE	1 Minister Unrestricted and 1 Reviewable
MISSION	The south Inverness area, is also a growing collection of mainly residential communities where missional partnerships and opportunities may be readily available. Along with Inshes and Culloden charges in a proposed Parish Grouping, this charge will have proportionate access to an MDS post, where establishing some form of presence and perhaps chaplaincy at the UHI campus will be a shared focus.
CHURCH BUILDING	Hilton Church is in the 'right place' for its current parish, but requires investment to make it 'well equipped'. The Lighthouse is also a resource in this area. Dores Church building has already been closed, but remains an asset of this united charge.
PARISH BOUNDARIES	A significant adjustment will bring the areas of Holm, Lochardil and upper Drummond from the current Ness Bank and OHSS parishes into Inverness South parish along with the existing parishes of Hilton and St Columba. The new Parish Grouping will delineate primary pastoral responsibility for each charge within the grouping.

PARISH GROUPING: 1 – Culloden / 2 – Inshes & Tornagrain / 3 – Inverness South

NARRATIVE

The charges will together form a Parish Grouping to support the development of joint working and a shared vision for Mission, and good stewardship of resources across the wider area, without parish boundaries becoming a barrier. Parish boundaries will still exist to delineate primary areas of pastoral responsibility for each charge.

A particular focus will be the joint exploration of developing a missional presence at the UHI Campus, Inverness Retail Park, and perhaps Tornagrain. The staff resource being allocated to the Parish Grouping will have a weighting towards Culloden and Inshes & Tornagrain charges

COMBINED POPULATION

37,287

FUTURE NATIONAL POSTS

One MDS

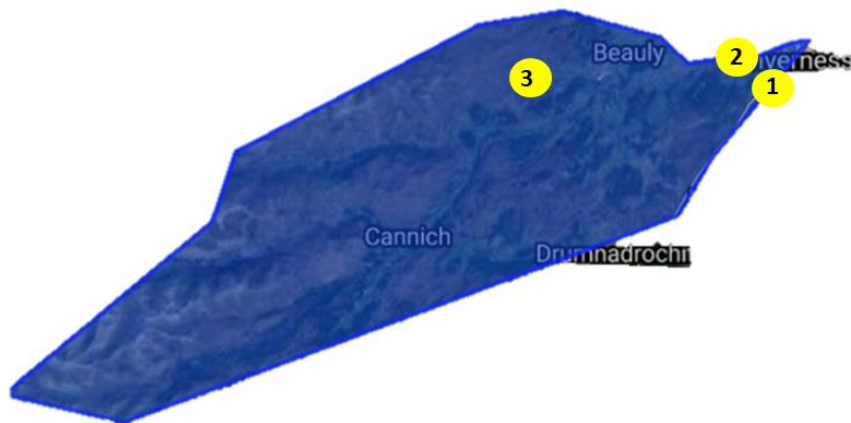
LOCAL PROVISION

King's Inverness may consider partnering more widely, if not at least continuing the partnership work that has been established in the GoodNESS project, currently managed by the Barn's 2nd FTE post (MDS)

4 – Crown & Raigmore: Union of Inverness Crown – Inverness Old High St Stephens

NARRATIVE

PARISH POPULATION	7,180 (inc. part of the -current East Church population)
FUTURE NATIONAL POSTS	One Minister
LOCAL PROVISION	One locally funded Children/Youth Worker (Crown)
MANSES	One manse to be retained and the other sold, depending on fitness for purpose.
CHALLENGE	The Raigmore Estate is secluded and careful consideration of how to connect with and serve it will be required.
ADJUSTMENT	Upon approval of the Mission Plan or demission of the Minister. A basis of union will stipulate the make-up of the single Kirk Session.
TENURE	Unrestricted
MISSION	The substantial assets held by the congregation once united, along with those realised from sale of properties, could provide the resources to locally employ appropriate workers to create a missional presence in Raigmore Estate, and perhaps Workplace Chaplaincy in the Longman south area.
CHURCH BUILDING	Crown Church is benefiting from ongoing investment to better equip it. Recent agreements for a large portion of hall space to be used by the Education Authority raises a need for more space for mission. The proximity of St Stephens building, whilst not conducive to a single worshipping community, may offer solutions for additional space. Or its sale, may provide finances for alternative solutions or perhaps a presence in Raigmore Estate. The decision has already been made to close Old High building and its disposal will also generate additional financial resources for the united charge. Old High hall is currently let for a 5 year term after which this will need to be reviewed.
PARISH BOUNDARIES	As alluded to above, boundaries will be adjusted to take in Raigmore Estate, Longman south from East Church and part of the residential portion of OHSS' current parish.



(Basic map of the general area indicating parish (not buildings) location in relation to each other)

Mission District C includes the parishes, as currently known, of:
Ness Bank, Dalneigh & Bona, Trinity, Kinmylies, Kiltarlity and Kirkhill, Kilmorack & Erchles.

Parishes

- 1 Ness Bank
- 2 Inverness Westside
- 3 Firth of Beaulie

*Ness Bank, and Inverness Westside will become a Parish Grouping

Total Population 25,545

Average parish population 8,515

Number of posts Ministers 4

MDS 1

Note:

This Mission District contains not only an Urban Priority Area, but also large areas which contain high levels of social deprivation. The church's commitment and priority to the poorest in the nation is evidenced here by additional ministry allocation to this district.

1 - Ness Bank

NARRATIVE	Ness Bank has a well-established community support operation in the form of Inverness Foodstuff, who partner with Highland Council, the NHS and other support agencies, serving the homeless, the vulnerable, and disadvantaged in the City Centre and surrounding area. There are also established relationships with the Community Justice Partnership which make sense of the new Justice Centre becoming part of this parish.
PARISH POPULATION	7,180 (exc. 50% of Ness Bank parish going to Inverness South, and inc. 50% of Trinity Parish added in)
FUTURE NATIONAL POSTS	One Minister
LOCAL PROVISION	One part-time non-stipendiary Community Outreach Minister
MANSES	Manse to be retained
CHALLENGE	Under the Mission Plan, this will now be the city centre church, but still have responsibility for areas of deprivation (hence the parish grouping with a proportion of MDS post), as well as Longman North which contains the new Justice Centre.
ADJUSTMENT	Upon approval of the Mission Plan or demission of the Minister.
TENURE	Unrestricted
MISSION	In addition to the established work with some of the poorest people in Inverness, Ness Bank finds itself sitting in the centre of a future culture and arts quarter of the city, with Highland Council's development of Inverness Castle. There will also be many new opportunities to be explored for partnership and work in the city centre, as well as the Longman North area.
CHURCH BUILDING	The Ness Bank building to be retained and the congregation's vision for further upgrades and transformation fully pursued.
PARISH BOUNDARIES	Boundaries will be changed as per Mission District B adjustments to Inverness South, and to include the City Centre, Longman North, and part of the current Trinity parish.

2 – Inverness Westside: Team Ministry Charge uniting Trinity – Dalneigh – Kinmylies (set within a wider Parish Grouping)

NARRATIVE	Priority to the poor
PARISH POPULATION	13,183 (exc. 500e of Bona pop going to Firth of Beauly, 50% Trinity parish going to Ness Bank)
FUTURE NATIONAL POSTS	Two Ministers and One MDS
LOCAL PROVISION	One locally funded full-time Community Worker (Kinmylies)
MANSES	Kinmylies and Dalneigh manses to be retained, Trinity manse to be sold
CHALLENGE	The congregations within this union have had long and quite different journeys until this point. However, they share a heart and call to serve a similar parish area.
ADJUSTMENT	Upon approval of the Mission Plan or demission of the Minister. A basis of union will stipulate the make-up of the single Kirk Session and which Minister shall be the Moderator.
TENURE	One Unrestricted, and One 5 year reviewable
MISSION	For all the challenges across an area with the highest score in the Presbytery according to the SIMD, the consolidation of worshipping communities, along with combining human, fabric and financial resources will bring great potential to increase our engagement and service to some of the most socially deprived people in Inverness.
CHURCH BUILDING	Kinmylies church and Dalneigh church to be retained. Whilst in the 'right' place, Dalneigh will require significant investment to be made a 'well equipped space'. Trinity church to be sold.
PARISH BOUNDARIES	The Bona area will be moved to Kirkhill & Kiltarlity, and the remainder of Trinity parish comes into this new charge.

PARISH GROUPING: 1 – Ness Bank / 2 – Inverness Westside

NARRATIVE

The charges will together form a Parish Grouping to support the development of joint working and a shared vision for Mission, and good stewardship of resources across the wider area, without parish boundaries becoming a barrier. Parish boundaries will still exist to delineate primary areas of pastoral responsibility for each charge.

A particular focus will be around areas of deprivation and perhaps establishing a community base within Inverness High School. Work can further be developed among HMO's towards the West of the City Centre.

COMBINED POPULATION

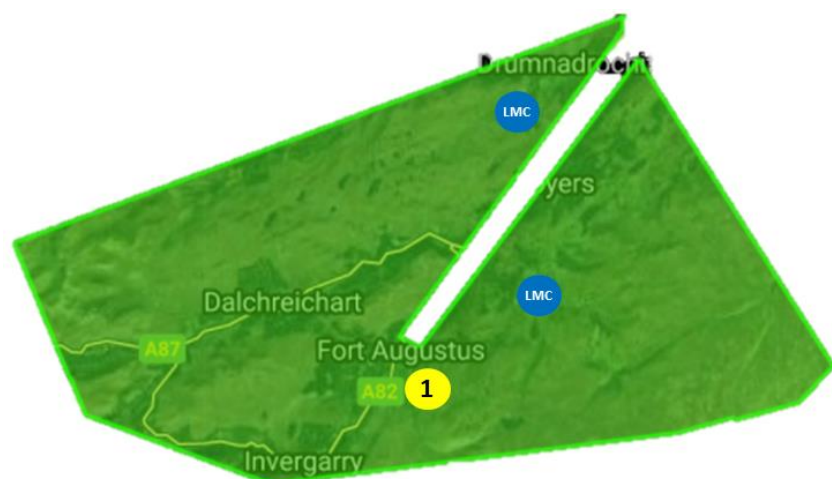
20,363

FUTURE NATIONAL POSTS

One MDS (as allocated above, for the West side of this Parish Grouping).

3 - Union of Kiltarlity and Kirkhill – Kilmorack and Erchles

NARRATIVE	This union follows the pattern of proposed unions in the Straths area (Mission District A). There have been conversations in the past about bringing these areas together.
PARISH POPULATION	6,871 (inc. 500 estimate of Bona population coming from Dalneigh)
FUTURE NATIONAL POSTS	One Minister
MANSES	One of the two manses to be retained, the other sold.
CHALLENGE	There are currently four centres of worship spread across this largely rural area, which will require new patterns of church life to serve with one Minister. The model of the new Straths parish is a good template.
ADJUSTMENT	Upon retirement or demission of a Minister. A basis of union will stipulate the make-up of the single Kirk Session.
TENURE	Unrestricted
MISSION	This parish includes some comparatively densely populated small towns and villages, as well as dispersed rural areas. Yet, there are many opportunities for mission in these commuter communities northwest of Inverness city. Whilst some buildings may no longer be needed, there could be scope for LMC to be developed.
CHURCH BUILDING	The parish make-up may warrant one or perhaps two centres of worship in the longer term. The new Kirk Session, in consultation with the Presbytery/General Trustees will have to decide if any of the current buildings are 'well equipped spaces in the right place' for this purpose. Perhaps one is sufficient and two not affordable. Perhaps all existing buildings should be sold to release assets for a new church building in a suitable location.
PARISH BOUNDARIES	All internal boundaries will be removed in the united parish and the parish area of Bona will come into this parish as well.



(Basic map of the general area indicating parish (not buildings) location in relation to each other)

IMPORTANT – This proposal is based on informal discussions between Inverness & Lochaber Presbyteries. Its implementation would depend on the formal agreement of both Presbyteries and concerned parties. If such agreement was not reached, the other Mission Districts in the plan would have to be reviewed.

1 – Loch Ness parish: Union of Fort Augustus and Glengarry – Urquhart & Glenmoriston - Boleskine

NARRATIVE

PARISH POPULATION	4,241 (inc. 50% of Dores & Boleskine population at 611, and estimated 1,200 for Fort Augustus & Glengarry population)
FUTURE NATIONAL POSTS	One Minister
LOCAL PROVISION	An OLM/Reader appointment could be created, to support the development of worship leaders and preachers within the LMCs
MANSES	Fort Augustus manse to be retained, Drumadrochit manse to be sold, based on location.
CHALLENGE	This is by far the largest geographically spread parish in the presbytery. This will however, be offset to a degree by the creation of LMCs at Drum and Boleskine, and the comparatively low population.
ADJUSTMENT	Upon retirement or demission of a Minister. A basis of union will stipulate the make-up of the single Kirk Session.
TENURE	Unrestricted
MISSION	This union is contingent on the approved transfer of Fort Augustus and Glengarry from Lochaber Presbytery to Inverness Presbytery. It will create a sense of connection of the communities around Loch Ness. The congregations at Drumadrochit and Boleskine are in a position to flourish as LMCs, but will also be an asset to the wider mission of the united charge.
CHURCH BUILDING	The suitability of buildings at Fort Augustus and Glengarry is currently unknown. However, the Drum church building and hall are in good condition, as is Boleskine church. If financially viable, these would be ideal bases to be retained for the creation of LMCs