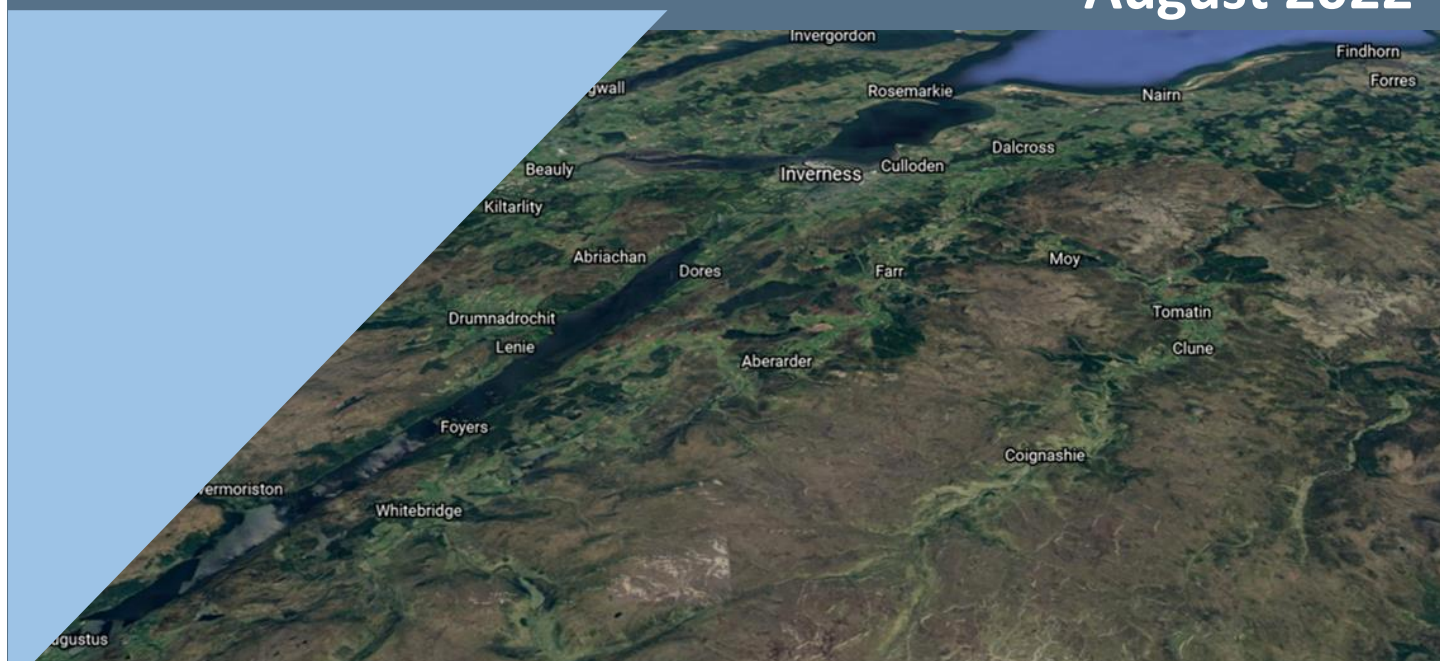


Mission Planning Committee

PRESBYTERY MISSION PLAN

DRAFT v1.2

August 2022



'A road map for a new era of Mission'

Contents

| | |
|--|----|
| Introduction – Draft Presbytery Mission Plan | 3 |
| Beginning, and staying with God | 4 |
| Context for reading the Mission Plan | 5 |
| The 5 Marks of Mission | 5 |
| The Secondary Principles | 5 |
| Fabric Matters | 5 |
| Consultation | 6 |
| Implementation | 7 |
| Pastoral Support | 7 |
| Parish Boundaries | 8 |
| Values and Principles | 8 |
| Mission Planning Process | 9 |
| Glossary of terms | 11 |
| Tools for Mission Planning | 11 |
| The Mission Plan | 14 |
| General introduction and overview | 14 |
| Mission Districts | 14 |
| Factual Information | 14 |
| Mission Statistics | 15 |
| Finance | 15 |
| Property | 15 |
| The bigger picture | 16 |
| Presbytery's Missional Strategy | 16 |
| Mission District A – Nairnshire and West Moray | 17 |
| Mission District B – Inverness South and East area | 28 |
| Mission District C – Inverness Central and West area | 38 |
| Mission District D – Loch Ness area | 46 |
| Appendix 1 - Summary of factual information | 50 |

Key Contacts

| <u>Mission Planning Committee</u> | <u>Presbytery</u> |
|---|---|
| Convenor: Rev Mike Robertson Email: mike.robertson@churchofscotland.org.uk | Moderator: David Thompson Email: thompson277@btinternet.com |
| Clerk: Vivien Roden Email: vivianroden163@gmail.com | Clerk: Rev Trevor Hunt Email: inverness@churchofscotland.org.uk |
| | Interim Business Convenor: Christine MacKenzie Email: christinemac73@hotmail.com |

Introduction – Draft Presbytery Mission Plan

These pages are the culmination of a year of hard work, involving many, many meetings, emails, thinking, praying, and planning – all of which have been tangibly infused at times with the moving and guiding of the Holy Spirit. Considering the enormity of the task, and short timeframe, it is astonishing how far we have come and what has been accomplished so far, which is replicated across the Church of Scotland.

The work of Mission Planning may not be physically back-breaking, but it carries the heavy burden of determining the future of buildings and patterns of congregational life that we have all become very attached to. Even those who thrive on change, would prefer to control the pace a bit more. Pondering and praying over the permutations of a plan within the framework of limited resources and new tools to work with, may not have broken our hearts, but certainly tested them. Sleepless nights, anxiety, and feelings of guilt, long meetings and hours of work in correspondence, and getting proposals on paper, listening to feedback, re-shaping proposals, and sometimes having to hold the line on unpopular ones...

Yet here we are! We have a mission plan that we can commend to Presbytery, whose implementation (which might feel a lot like pruning) will lead to growth and fruitfulness (the purpose of pruning). Some will think it not ambitious enough, others will feel it is too radical, but it is what it is, a plan. Once approved and we move towards implementation, there will be a constant review process that will hopefully make future change less intense, and the church more able to respond and adapt to the changing contexts in which we must engage in mission to our communities.

We acknowledge that it is not a plan without cost. Whilst it will likely save and generate significant amounts of financial resource, not to mention huge amounts of time and energy currently spent replicating so much of what we do in our own wee corners... the high cost is an emotional one. If it is hard for a committee to propose closing a building or that a Ministry post is no longer allocated here or there, then it is harder for those who will have to live with it. We don't expect anyone to rejoice in that loss. However, it is our sincere hope that we can all rejoice together in what we will gain in terms of greater unity, shared resources, less duplicated administrative and practical work, and the fruit of new missional initiatives.

It is worth noting not a single congregation is being closed (dissolved) within this plan. Rather congregations are coming together (not unlike a marriage) to forge a new, shared identity and passion for working to advance God's Kingdom together as we take the gospel with us in our everyday lives, into our communities. Yes, many buildings will close, but the church (unless we choose to walk away) will remain open, released to grow and to flourish. Into these new identities of church family, the resource some may bring is a building, others financial resource, still others will bring missional passion, and others much needed practical skills.

Please also note that until Presbytery meets to debate (and hopefully approve) the plan on Saturday 10th September, we are still in a period of consultation. That means the committee can still engage with counter proposals and alternative ideas from Kirk Sessions, provided they are received no later than Sunday 4th September. Given the complex and inter-connected nature of the plan, it would be impractical to deal with significant changes on the floor of presbytery.

We commend this Draft Presbytery Mission Plan to Presbyters and Kirk Sessions for consideration with an encouragement from Paul in 2 Corinthians 4:8-12:

⁸We are hard pressed on every side, but not crushed; perplexed, but not in despair; ⁹persecuted, but not abandoned; struck down, but not destroyed. ¹⁰We always carry around in our body the death of Jesus, so that the life of Jesus may also be revealed in our body. ¹¹For we who are alive are always being given over to death for Jesus' sake, so that his life may also be revealed in our mortal body. ¹²So then, death is at work in us, but life is at work in you."

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

Mike Robertson – Convenor
On behalf of the Mission Planning Committee

Beginning, and staying with God

As we present a Presbytery Mission 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 the 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 has been shared for consultation. At the heart of the Presbytery Mission Plan Act and Guidance are the 5 Marks of Mission and Secondary Principles. The General Assembly of 2021 instructed that these be the bedrock of all Mission Planning. They must be evidenced to have been applied in every decision and change being proposed in a Presbytery's Mission Plan for it to receive final approval. These are all the threads in the tapestry of a Mission Plan and it will be beneficial to regularly refer back to these pages to be reminded of the bigger picture.

The 5 Marks of Mission

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

Essentially, what makes a church missional is when it can be seen to Proclaim good news, Nurture faith, Serve human need, Transform injustice, and Care for creation. Whilst not every missional church will be strong in all of these marks, where there is little or no evidence of them, then regardless of financial strength or property assets, a church cannot be called missional.

The 5 marks may be even more simply remembered with 5 †'s:

†ell – †each – †end – †ransform - †reasure

The Secondary Principles

- Each community shall be served by a parish
- We will work Ecumenically
- We will have a priority for the Poor
- The Whole People of God will be encouraged and called out to exercise their gifts
- There will be worshipping, witnessing and serving Congregations within easy access of everyone across the presbytery
- A mixed economy of existing Church structures and New Expressions of Faith will be encouraged
- Each Congregation must be financially viable and realistic
- Buildings must be "well equipped spaces in the right places"

Fabric Matters

"What people resist is not change per se, but loss." — Ronald Heifetz.

The new era of Mission Planning that we have now entered will demand much change for us all. Experience so far suggests that this is generally accepted by most of the church, whether reluctantly or enthusiastically. When it comes to buildings and congregational history and identity though, change is inevitably much harder to accept, perhaps because of a sense of loss, failure, or diminished value.

The national accepted wisdom is that there are too many buildings, a reality driven historically by disruption and reunion rather than mission. It's a reality that is costing the church dearly in terms of over-stretched human and financial resources, which in turn diverts our resources and attention away from Mission. Whether a building is retained, released, or re-purposed within a Mission Plan, the decision is

based on having buildings which will best serve the 5 marks of mission across the Presbytery in local communities as being “well equipped spaces, in the right places”.

Some church buildings are not fit for purpose without a large investment outlay just to make them viable. Others are in the wrong place, and some do not comply with current building regulations. Some buildings will therefore be sold. Since mission is the driving force behind this Plan, it does not follow that a wealthy congregation will be permitted to keep its building. It might well be more appropriate instead for such a building to be released and for the congregation to unite with another congregation in a building which is a “well equipped space in the right place”, to maximise the missional benefits. There may also be a need to transport a congregation from one building to another for mission purposes, particularly if the building is no longer in the right place or is not fit for purpose. There may also be a need to plant a new congregation in a new place and for a building to be released to permit a new development. We aspire to plan for growth. The same issues of suitability and standards apply to manses. Fewer manses will be required. Do our manses meet current regulations, and how expensive are they to maintain? We need to be sensible and prudent in assessing these matters.

The Property Committee have completed a significant piece of work in pulling together the results of Property Questionnaires for each charge and have also completed AMBA (Asset Management Building Audit) 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. Our recommendations in terms of the retention or release of buildings, are based on which buildings are ‘essential’ for the effective mission of the Presbytery’ as outlined in the plan.

We’ve also taken an in depth look at each congregation’s accounts, consulting with the Presbytery Property and Finance Committees as well as PMPIG, and the General Trustees. There is an expectation that congregations must exercise financial responsibility. The secondary principles are clear that each Congregation must be financially viable and realistic. There are concerns that various congregations run at a consistent operational deficit. There is a difference between those congregations which have an active attitude to maintaining a balanced budget, and those where complacency is a cause for concern, as well as those with large reserves.

Consultation

A period of consultation began in February 2022 and will continue until early September 2022, during which we have spoken with each Minister and Interim Moderator to give a verbal outline of our thinking and sharing ideas. We have also, via two draft consultation versions of this document, consulted 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 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.

We then widened the consultation out to all Kirk Sessions. It is vital that everyone remembers that a consultation is exactly what this is until Presbytery approves the plan, and it is concurred with by the Faith Nurture Forum and General Trustees - No decisions have been made and nothing is set in stone.

When considering feedback to the committee, we ask Kirk Sessions to work collaboratively with us. We must 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.



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.

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 will close, or that there will no longer be a full-time Minister for a 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.

To support the process, 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 provide such pastoral support if required. This may include simply listening or coming alongside to help pray and process where we are at. 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, for God's plans and purposes are for us to prosper.

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 or 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. Whilst there may be some more detail on parish boundaries in this Draft Mission Plan, they will only be fully firmed up during the process of implementation.

Values and Principles

At its September 2022 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 based on 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 must be made based on 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, having issued two consultation versions, aim to bring this Draft Mission Plan to Presbytery on **10th September 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 2024 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.

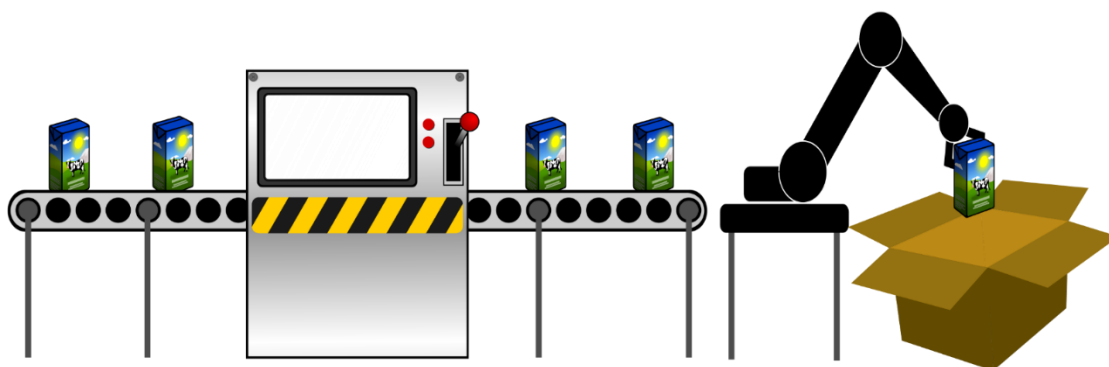
June 2021 Presbytery decision – Property, Finance, Congregational Mission, and Ministry committees were instructed to collate factual information for the Mission Planning Process. MPC will review the guidance and the information gathered and provided by the other committees to prepare for how the Presbytery 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 2021 instruction for the Presbytery committees to collate factual information upon each charge provided 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 were 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. 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. *(March 2022 Presbytery Conference and meeting)*
7. **WE ARE HERE!** 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.



Glossary of terms

| | |
|-----------|--|
| AMBA | Asset Management Building Audit |
| FNF | Faith Nurture Forum |
| GT's | The General Trustees |
| LMC | Local Mission Church |
| MD | Mission District |
| MPC | Mission Planning Committee |
| PMP | Presbytery Mission Plan |
| PMP Act | Presbytery Mission Plan Act |
| PMPIG | Presbytery Mission Planning Implementation Group |
| TM or TMC | Team Ministry Charge |

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/titleholder 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: (e.g., 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.

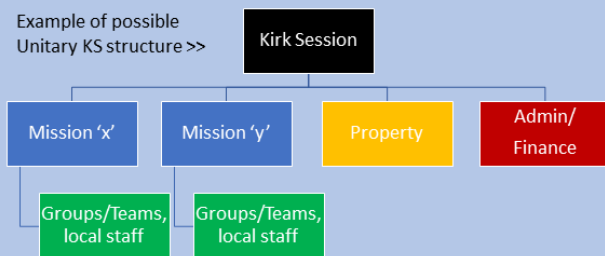
A Team Ministry charge refers to the congregation/parish it is created to serve. 'Charges' within a Team Ministry charge refers to the specific Pastoral Charges of the Ministers inducted to the Team Ministry charge. Team Ministry charges may take different forms depending on the Mission Planning needs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

Team Ministry charge (e.g. St Atozed's) 2 Ministers, 1 Kirk Session (Unitary Model)

1 FTE Minister
Moderator of the Kirk Session
Pastoral Charge for a defined area of the parish
Worship centre/Mission base at 'x' location

1 FTE Minister
Pastoral Charge for a defined area of parish
2nd Worship centre/Mission base ??
(House church, Community space, Shop unit, church building)
Development of specialist Mission skills across the Team Ministry charge and Presbytery
(See 'New Forms of Church Life' section of Mission Plan Act)

Example of possible
Unitary KS structure >>



Team Ministry can release capacity and gifts, whilst also reducing replicated leadership and governance functions. The model can also foster closer working relationships, a more cohesive sense of vision for an overall Presbytery Mission Plan, and promote greater joint working and sharing of skills more widely.

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

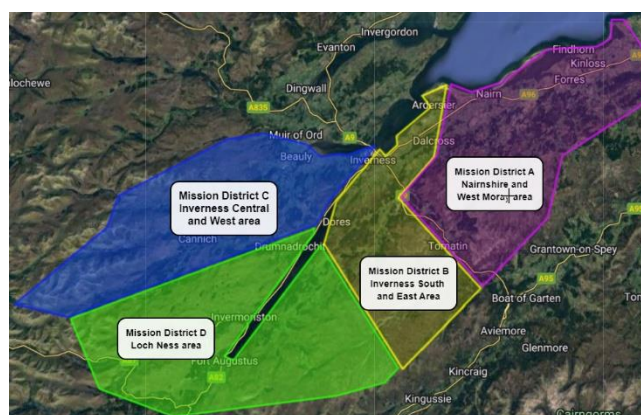
General introduction and overview

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. We have also engaged where possible, or at least tried to keep informed of developments in the Mission Plans of neighbouring Presbyteries, recognising that Mission Plans will before long have to merge into the Highland & Hebrides Presbytery. We are in on-going discussions with Lochaber Presbytery around the proposed future creation of the Loch Ness parish (Mission District D). 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 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.

Factual Information

Throughout each section of the plan, we have included a snapshot of the information which has been gathered and looked at in-depth throughout the process to this point. This includes data around mission, finance, and property which is presented in table form. This can also be viewed for the whole Presbytery

in the Appendix section. It is important to note the following points concerning how this information relates to the draft proposals for each Mission District and Charge.

Mission Statistics

Unless otherwise indicated in **red**, the figures in mission statistics table cover the 5 years from 2017-2021 inclusive.

Finance

The figures in the finance tables are for the 2020 financial year, except estimated property works which are based on the most recent professional surveys available. Reserves include the combined total of all funds held locally and in consolidated fabric fund.

Estimated property works are those identified as 'Essential' or 'Urgent' in professional surveys. The dates of surveys vary significantly and some works may have been carried out, or new work required which is not included. A 'zero' in this column, in the vast majority of cases indicates that information is not available rather than there being no works required.

Property

Every church and hall building in the Presbytery (except those previously agreed for release), have undergone a comprehensive AMBA (Asset Management Building Audit) survey, which is a mandatory requirement of the Mission Planning process. The General Trustees now have a clear picture of the condition and suitability for mission of every church building across the country. A similar tool is being developed for manse, but this will not affect or delay the current Mission Planning process.

The AMBA forms were specifically designed with the General Trustees established test to determine a building's suitability for mission. That it be (or can be made to be) a 'well equipped space, in the right place'. Once completed, scores were automatically generated as to what percentage each building met this test in terms of 'Minimum standards' (well equipped) and 'Location Assessment' (right place), and a combined score.

The AMBA summaries which were arranged into clusters in line with our Mission Districts A-D, were then reviewed in detail at a meeting involving Pres, GTs and PMPIG representatives to combine local knowledge with strategic advice which would enable the Mission Planning Committee to categorise each building in an objective manner. It is important to recognise that whilst a building may be considered 'in the right place' now, it may not be for the shape of the new mission plan. It should also not be assumed that a building which is neither 'a well equipped space' or 'in the right place' will automatically be disposed of.

The Mission Planning Committee then met for the longest and most challenging meeting in the process so far, to categorise each building considering the shape of our proposed mission plan. There are only two options available to us. That a building is category 'A' to be retained, or 'B' to be released (by transfer, lease, sale, or other form of disposal) by a certain date within the life of the five year rolling plan. The default date 'def' set for category 'B' buildings (unless otherwise specified) is 31/12/2023.

The huge challenge of this exercise comes because we are acutely aware of how precious buildings have become to local congregations, and also that as members of local churches we are in no way detached from the emotional cost of the conclusions we reach. Yet, our duty is to remain objective throughout, realising that we are not on the committee to represent the interests of 'our' church, but the presbytery as a whole. This meant we spent a lot of time, checking and re-checking that we were applying all the values and principles, and factual information fairly in every conclusion we reached, to determine which buildings were 'essential' for the Mission of the Presbytery.

Again, this is an area in which the scale of the pruning task of Mission Planning we are going through together, is unprecedented. In previous planning cycles, perhaps only a building or two would be disposed of. History and current feeling demonstrates that we will in fact do everything possible to avoid it. The reality is that challenges avoided in the past, along with the challenges we face in the present, mean it can be avoided no more. We currently operate 41 buildings across our Presbytery, and this plan proposes that we release 25 of those (a reduction of 60%), along with 7 out of 22 Manses. Whilst we must all recognise the deep sadness that will be felt by many church members, we must remember too that it is a sadness which no corner of our presbytery will be exempt from. Most of all though, we must not fall for the lie that this means a large chunk of the church is being closed. The truth is the church will be finding the courage to release a large chunk of the fabric burden that so often prevents us from being the church. The rock on which Jesus promised to build His church was not a stone or piece of land, but a people whose mission and purpose, nothing can overcome (Mt. 16:18).

Yes, let us mourn that which we have loved and lost, but let us rejoice in finding what we were always meant to have loved more. The church, coming together more and more as one. Bringing what we have and who we are to bear for God's Kingdom in the places where he has planted us, His Church.

The bigger picture

Whilst there is a lot of information to assimilate in the following pages, and understandably folks will be concerned most with the impact of any proposed plan on their local situation, it is important that we all keep a focus on the bigger picture which is mission across the whole presbytery. When taking the factual information together as if the presbytery was a single parish, the current reality is quite sobering.

It would show that in 2021 there were 1,581 out of a population of c113,000 (1.39%) attending worship across 35 Church of Scotland locations on a regular basis. That's less than half of those recorded on Congregational Rolls, having grown 1.5% since 2017 according to professions of faith. That does not take account of decline, but whilst it's not possible to identify the split of members/parish funerals, even if 10% of funerals were church members (a conservative estimate producing decline of nearly 3%), then decline in church membership and attendance far outstrips current growth.

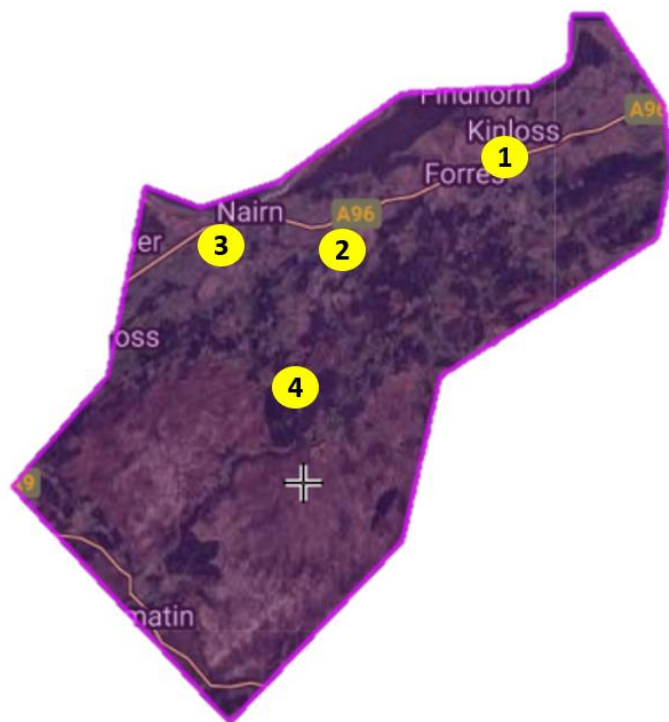
Similarly, the 2020 accounts totals produce an annual income and expenditure close to £2m, leaving an operational deficit of c£70k, during an extraordinary year that saw nearly all activities in church buildings halted. Meanwhile, an estimated £570k of property works remains outstanding according to the most recent professional surveys. Whilst the bigger picture shows that the current model is not sustainable, it also shows the potential to reduce costs, lift burdens and create opportunities for growth, if we work together as the body of Christ.

Presbytery's Missional Strategy

³ And because of God's gracious gift to me I say to every one of you: Do not think of yourself more highly than you should. Instead, be modest in your thinking, and judge yourself according to the amount of faith that God has given you. ⁴ We have many parts in the one body, and all these parts have different functions. ⁵ In the same way, though we are many, we are one body in union with Christ, and we are all joined to each other as different parts of one body. ⁶ So we are to use our different gifts in accordance with the grace that God has given us. – Romans 12:3-6a (GNB)

Before moving on to the details of the draft Mission Plan proposals, it is important to pull all these threads together so that we might all see the bigger picture, even in the details. Whilst there may not be repeated reference to the 5 Marks, Secondary Principles, and all the Values, Principles and Process as described above on every page below, be assured they underpin every detail of every proposal. It would be an abuse of the spirit of the principles, if we were to use them as a self-assessment scoring system to prove we cover most or all of them in our wee corner. We must take the wider view that we are part of the wider body of Christ, called to Mission and Ministry in this particular area.

Mission District A – Nairnshire and West Moray



(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, Cawdor, Croy & Dalcross, Daviot & Dunlichity with Moy Dalarossie & Tomatin.*

New Parishes

- 1 Forres / West Moray
- 2 East Nairnshire
- 3 Nairn Old
- 4 The Straths

*East Nairnshire along with Nairn Old will become a Parish Grouping

| | |
|---------------------------|-------------|
| Total Population | 36,605 |
| Average parish population | 9,151 |
| Number of posts | Ministers 5 |
| | MDS 0 |

Mission Narrative

The shape of this Mission District as it has emerged, and in relation to neighbouring districts and presbyteries, is perhaps a great encouragement that the Holy Spirit is leading the way.

Although much reduced from the current model, there will be a physical church presence in terms of buildings, evenly spread across the large area along the A96 corridor and its surrounding communities, a mix of small towns and villages. Yet, there will remain a physical presence in terms of active members of a united congregation, living in every part of it. There will be Fresh Expressions of Church, responding creatively and positively to the challenges of mission as a Team Ministry, particularly in rural areas.

At the same time, staying apace with communities as they grow and develop, partnering in a new church-led community facility in East Nairnshire, and strengthening a town church presence in Nairn.

A pioneering model of rural ministry across a large area under one minister is already developing in the Straths. This is not a series of traditional linkages with each congregation doing their own thing and (reluctantly sometimes) sharing a Minister, but rather working together, collaborating and sharing gifts, resources and personnel to bring good news to people, where they are. This will be delivered with the resource of a building in some parts, whilst in community spaces and in creation itself in others.

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

MISSION NARRATIVE

Creating a rural/urban Team Ministry Charge in this area will release existing congregations from their current maintenance model of church and enable them to come together and focus upon the 5 marks of mission and achieve financial sustainability together. There will be two vibrant and active worship centres for this charge, one in Forres and the other in Kinloss, whilst many congregation members living in the surrounding villages and rural communities will be resourced and supported to grasp opportunities for mission locally, exploring ecumenical working and making use of existing community spaces for example.

Whilst there will be two Ministers, one with a primary focus on Forres and immediate surroundings, and the other on the more Rural communities within the charge, they will work collaboratively, as will the congregation, so that together they may engage more effectively in mission across the whole parish. The team approach should also encourage the development of local school chaplaincy teams, partnership working with other churches and more. It will also ensure no part of the parish is neglected or isolated.

Although the model of ministry and mission here differs in composition to Nairnshire to its West and neighbouring Moray Presbytery to its east, they reflect a similar and complementary shape in terms of location, focus, and distance between worship centres with a church building in Nairn, East Nairnshire, Forres, Kinloss, and at time of writing, Moray Presbytery will likely retain a worship centre near Hopeman, Lossiemouth, and Elgin. The church will be well placed to grow and develop around the 5 marks of mission across Mission District and even Presbytery boundaries.

CURRENT MISSION STATS (Figures cover 2019-21 or 2020-21 as available)

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH | BAPTISMS | WEDDINGS | FUNERALS |
|--------------------------------|-------------------|-----------------------------|---------------------|----------|----------|----------|
| Alves & Burghead (2019-21) | 110 | 40 | 0 | 1 | 0 | 7 |
| Kinloss & Findhorn (2020-21) | 68 | 35 | 1 | 0 | 0 | 1 |
| Dallas (2020-21) | 48 | 13 | 0 | 0 | 0 | 4 |
| Rafford (2020-21) | 41 | 17 | 0 | 0 | 0 | 0 |
| St Laurence's Forres (2019-21) | 301 | 60 | 0 | 0 | 1 | 35 |
| St Leonard's Forres (2020-21) | 120 | 50 | 2 | 0 | 0 | 12 |
| Totals | 688 | 215 | 3 | 1 | 1 | 59 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|----------------------|----------------|----------------|-----------------------|------------------|--------------------------|----------------|
| Alves & Burghead | 44,319 | 49,890 | -5,571 | 485,587 | 36,150 | 20,473 |
| Kinloss & Findhorn | 32,300 | 31,669 | 631 | 273,550 | 81,420 | 7,921 |
| Dallas | 12,031 | 12,200 | -169 | 131,921 | 10,070 | 9,150 |
| Rafford | 11,750 | 14,353 | -2603 | 40,161 | 17,870 | 7,171 |
| St Laurence's Forres | 101,615 | 85,731 | 15,884 | 18,931 | 48,980 | 37,202 |
| St Leonard's Forres | 47,083 | 55,113 | -8,030 | 98,315 | 0 | 23,696 |
| Totals | 249,098 | 248,956 | 142 | 1,048,465 | 194,490 | 105,613 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|--------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Alves Church | 69% | 52% | 62% | B | def |
| Burghead Church | 66% | 73% | 69% | B | def |
| Kinloss Church | 74% | 56% | 66% | A | - |
| Findhorn Church | 58% | 48% | 54% | B | 31/12/2024 |
| Dallas Church | 66% | 37% | 53% | B | def |
| Rafford Church | 77% | 37% | 59% | B | def |
| St Laurence Church | 77% | 60% | 69% | B | def |
| St Leonards Church | 72% | 65% | 69% | A | - |

| Manses | Status |
|--------------------|---------|
| Kinloss & Findhorn | Retain |
| St Laurence | Release |
| St Leonards | Retain |

We recognise that the historically high number of buildings and multiple linked charges in this area compared with the missional need and resource limitations we face today, necessitates a radical transformation of church life as experienced to this point. Yet, we are reminded that the aim of Presbytery Mission Plans is not to keep church the same for those already a part of it, but to fit it for mission to the vast majority who are not - yet. All the information gathered so far, including AMBA scores for each building, guides us towards an answer to the question 'What is ESSENTIAL for Mission?'. Therefore, Alves, Burghead, Findhorn, St Laurence (and manse), Rafford & Dallas buildings will be released, whilst St Leonards and Kinloss buildings, along with their manses, will be retained. Existing reserves and released assets will provide funds for any necessary upgrades to the two church buildings and manses being retained.

It is understood there is potential (which will be explored) that St Laurence Church, due to its size, design, and layout, may be of interest to another denomination locally for continued use as a church. This would also create further ecumenical working opportunities within the Team Ministry Charge.

The current congregation of Kinloss & Findhorn have made a compelling case to retain Findhorn Church building, with a lot of work and planning put into a development project prior to the current Mission Planning process. We agree there are unique missional opportunities in this community with its eclectic culture around arts and spirituality which should not be neglected in Presbytery's Mission Plan. At the same time however, the church is the only community building in Kinloss and better suited for mission to the wider area. Retaining both cannot be justified within the bigger picture across Presbytery. Therefore, an extended date for release has been set for Findhorn church to allow interested parties to seriously explore a Business Case for the building to be used as some form of Christian presence (culture, arts, retreat centre etc.), owned and managed by a new or existing Christian Trust. This may be a project that members of the Team Ministry congregations will want to be involved in, and that will afford partnership opportunities in mission, but ultimately it's ownership and operation will not be as a worship centre under the responsibility of a Church of Scotland body.

PARISH POPULATION 17,897 (50% Urban/Rural split approximately)

FUTURE NATIONAL POSTS Two Ministers (1 rural and 1 urban focus)

TENURE Reviewable

LOCAL PROVISION An OLM/Reader appointment could be created if appropriate. Release from the cost of operating and maintaining so many buildings in this area will make funds available for the possible creation of local staffing posts.

ADJUSTMENT As soon as possible following approval of the PMP if appropriate, or Deferred Union on retirement/demission of a Minister. A basis of union will stipulate the make-up of the single Kirk Session and which Minister will be the Moderator.

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.

PARISH GROUPING: 2 - East Nairnshire / 3 – Nairn Old

| | |
|----------------------------|--|
| MISSION 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, although the aim of the Parish Grouping is to foster shared mission in terms of school chaplaincy, care homes, and the higher-than-average number of parish funerals in this area. The long-term vision of the Parish Grouping is the creation of a Team Ministry Charge (perhaps like Forres West Moray above) which will be considered in the Presbytery’s annual review of the Mission Plan over the next 5 years. |
| COMBINED POPULATION | 13,870 |
| LOCAL PROVISION | An OLM/Reader appointment could be created to support the high number of funerals in a popular post-retirement community. |

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

MISSION NARRATIVE

With extensive new development underway towards the eastern edge of Nairn and beyond, an ideal opportunity presents itself for the consolidation of church presence across this area, including a new church-led, multi-purpose building to facilitate mission at the heart of the new communities. This vision includes outreach to rural farming communities and is already progressing via discussions with various potential partners, the developer, Presbytery, and General Trustees. Four worshipping communities will come together as one, with a sense of meeting in the middle to resource new and future communities in the corridor between Nairn and Forres. The new building will incorporate partnership with statutory health and social care services, which will be a natural foundation from which to build connections for relationship and service to the community as it comes into being. Whilst at the same time, developing a pattern of shared working with Nairn old church, especially around school chaplaincy, care homes, and parish funerals.

CURRENT MISSION STATS (Figures cover 2020-21 or 2017-21 as available)

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH | BAPTISMS | WEDDINGS | FUNERALS |
|---|-------------------|-----------------------------|---------------------|----------|----------|-----------|
| Dyke & Edinkillie (2020-21) | 145 | 28 | 0 | 1 | 0 | 12 |
| Nairn St Ninian's & Auldearn (Missing 2020) | 150 | 58 | 1 | 0 | 1 | 80 |
| Totals | 295 | 86 | 1 | 1 | 1 | 92 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|--------------------|---------------|----------------|--------------------|----------------|-----------------------|---------------|
| Dyke & Edinkillie | 32,460 | 32,100 | 360 | 148,634 | 36,800 | 20,282 |
| Nairn St Ninian's | 53,842 | 63,698 | -9,856 | 252,715 | 53,700 | 37,262 |
| Auldearn & Dalmore | 9,317 | 9,770 | -453 | 14,360 | 20,030 | 4,874 |
| Totals | 95,619 | 105,568 | -9,949 | 415,709 | 110,530 | 62,418 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|-------------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Dyke Church | 66% | 62% | 64% | B | def |
| Edinkillie Church | 58% | 37% | 49% | B | def |
| Nairn St Ninians Church | 75% | 79% | 77% | B | 31/12/2025 |
| Auldearn Church | 57% | 50% | 54% | B | def |
| Lethen Hall (Auldearn) | 75% | 52% | 67% | B | def |

| Manses | Status |
|-------------------|---------|
| Dyke & Edinkillie | Release |
| St Ninians | Retain |

*Subject to advice from
Property Committee

All current buildings to be closed. Proceeds of sale of church buildings, Glebe land, and Dyke manse will provide significant financial resources towards a new multi-purpose building. Whilst this cannot be expected to meet the whole cost of a new-build church in the current climate, there is already interest from the developer and other community groups in realising this multi-agency project, which is to its advantage. St Nianians manse is to be retained, although as the plan is reviewed annually, realising it also to purchase a new manse within the developing communities, may be a better alternative.

PARISH POPULATION 6,633 (includes current all current parish populations less 30% of St Ninians pop going to Nairn Old)

FUTURE NATIONAL POSTS One Minister

TENURE Reviewable

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.

PARISH BOUNDARIES The internal boundaries of the former parishes will be removed, and the outer boundaries largely retained, with an adjustment to move the western part of St Ninian's current parish into Nairn Old.

3 – Nairn Old

(Parish Grouping with East Nairnshire)

MISSION NARRATIVE

The proposals for the East of Nairn present an ideal opportunity for Nairn Old to widen its focus on mission to become the town church of Nairn and developing their building vision for mission, whilst working as part of a Parish Grouping together with East Nairnshire, with a view to the future creation of a Team Ministry charge (perhaps like Forres West Moray). Opportunities to work ecumenically should be explored and developed with other local churches in and around Nairn, as well as fostering supporting relationships with other charges within the Mission District.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|-----------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Nairn Old | 345 | 75 | 4 | 4 | 7 | 140 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|-----------|----------|------------|--------------------|------------|-----------------------|---------|
| Nairn Old | 106,346 | 110,737 | -4391 | 522,955 | 31,290 | 71,485 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: | Manse | Status |
|-----------|---|-----------------------|-------------|----------------------------------|-------------------------|-----------|--------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | | | |
| Nairn Old | 80% | 73% | 77% | A | - | Nairn Old | Retain |

Church building and Manse to be retained, and progress continued towards 360 vision building aspirations.

PARISH POPULATION

7,237 (includes 30% of current St Ninians population)

| | |
|------------------------------|---|
| FUTURE NATIONAL POSTS | One Minister |
| TENURE | Unrestricted (A future Minister may be inducted into a Team Ministry Charge on a basis of Reviewable Tenure, subject to annual review of the PMP) |
| ADJUSTMENT | Upon final approval of the Mission Plan. |
| PARISH BOUNDARIES | Current boundaries largely retained with some adjustment towards the East Nairnshire parish to delineate pastoral responsibility. |

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

MISSION NARRATIVE

The model proposed here has emerged from the fruitful relationships built between the current Minister/IM and the respective charges, who 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 mission across the wider area has already been laid. This work should be further built on and supported within a new PMP. The large geographical spread of this parish is offset by a smaller population. All the existing Linked Charges will unite under a single Kirk Session, supporting 2 centres of worship (Croy and Tomatin). New patterns of worship and mission will be developed across these rural communities, making use of existing community facilities on some places, whilst making better, multi-purpose use of church-owned buildings in other. Initiatives such as community transport schemes might be an ideal opportunity to be explored, not just to reach out to the local community, but also provide better connection for church members, and work for the care of creation by reducing carbon footprints.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|---|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Cawdor & Croy | 192 | 41 | 0 | 7 | 19 | 65 |
| Daviot & Dunlichity I/w Moy, Dalarossie & Tomatin | 74 | 38 | 5 | 6 | 11 | 0 |
| Totals | 266 | 79 | 5 | 13 | 30 | 65 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|---------------------------|---------------|---------------|--------------------|----------------|-----------------------|---------------|
| Cawdor | 24,281 | 30,249 | -5,968 | 216,358 | 17,100 | 18,443 |
| Croy & Dalcross | 15,195 | 18,912 | -3,717 | 52,257 | 14,300 | 9,910 |
| Daviot & Dunlichity | 15,721 | 11,438 | 4,283 | 249,774 | 12,950 | 1,826 |
| Moy, Dalarossie & Tomatin | 6,377 | 6,202 | 175 | 229,792 | 0 | 3,134 |
| Totals | 61,574 | 66,801 | -5,227 | 748,181 | 44,350 | 33,313 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|-------------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Cawdor Church | 66% | 62% | 64% | B | def |
| Cawdor Hall (The Mound) | 76% | 55% | 69% | A | - |
| Croy Church | 60% | 58% | 59% | A | - |
| Croy Hall | 71% | 58% | 65% | B | def |
| Daviot Church | 58% | 37% | 49% | B | def |
| Dalarossie Church | tbc | tbc | tbc | B | def |

| Manses | Status |
|---------------|--------|
| Cawdor / Croy | Retain |

Taking account of the vision for this united charge, much of which is borne out of the journey some of the congregations have been on during a long vacancy, the availability of community space in local areas, and of course the AMBA scores of current buildings, Cawdor Church, Croy Hall, Daviot Church, and Dalarossie Church will be released. Croy Church will be retained and upgraded to function as a multi-purpose building for worship and mission. The Mound will also be retained as a base for mission/retreat centre in Cawdor, although not for regular worship. Worship and mission will continue at a community hall in Tomatin.

The congregations have previously explored the possibility of keeping Dalarossie Church as a community-led centre/visitor attraction and base for mission. Given the current landscape however, if a project of this kind is to be explored, then Daviot Church, with its prominent position beside the A9 would be a more suitable location. Therefore, the date of release has been extended to allow time for such exploration to take place.

PARISH POPULATION 4,838 rural

FUTURE NATIONAL POSTS One Minister

TENURE Unrestricted

ADJUSTMENT Upon approval of the PMP. A basis of Union will stipulate the make-up of a new single Kirk Session.

PARISH BOUNDARIES The internal boundaries of the former parishes will be removed, and the outer boundaries largely retained.

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

- 1 Culloden & Ardersier
- 2 Inshes
- 3 Hilton
- 4 St Columba
- 5 Crown & Raigmore

****Hilton and St Columba will become a Parish Grouping within the larger Parish Grouping**

Mission

The new Culloden & Ardersier parish will have a specific focus on partnering in Mission to the new town of Tornagrain, between Inverness and Nairn, including a Local Mission Church in the eastern part, and plans to develop the existing building in the suburban communities of Culloden and Smithton, where there is a strong tradition and heart for working together for the Kingdom amongst many local churches.

The combined resources of Inshes and East Church will meet the challenges, both of continuing a church planting initiative in Milton of Leys to the south, and, with the support of the Inverness South Parish Grouping, establish the wider Inverness Campus Parish Grouping to reach out to the growing hub for education, science, research and healthcare. The foundation of this will be chaplaincy to the University of the Highlands & Islands, and the students living in halls of residence on campus, as well as exploring connections with NHS Highland's Spiritual Care service.

National statistics suggest a vast majority of people are not connected with church, which presents many opportunities to proclaim and disciple the good news in the community lives of the Hilton, Lohardil, Holm and Dores areas. How might the church creatively respond to the balance of community needs with our God-given missional priorities? What can we bring, as an offering to the Kingdom here with one well-equipped building at one end, and land at the other presently?

Workplace chaplaincy will also be developed in the city's main commercial & industrial area, as well as a presence re-established in a more isolated residential community, as former congregations combine resources to meet such challenges, from a base close to the City Centre.

INVERNESS CAMPUS PARISH GROUPING: 2 – Inshes / 3 – Hilton / 4 – St Columba

MISSION NARRATIVE

These 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, and Inverness Retail Park. Existing ecumenical relationships may be further developed to support this work.

COMBINED POPULATION 23,850

INVERNESS SOUTH PARISH GROUPING: 3 – Hilton / 4 – St Columba

MISSION NARRATIVE

Within the larger Parish Grouping described above, another Parish Grouping set on a much more detailed basis will be created between Hilton & St Columba, enabling these congregations to begin working together towards a shared vision, with a view to becoming a Team Ministry Charge or demonstrating another model of Team Ministry within the lifetime of the 5 year Mission Plan, to be reviewed annually from implementation.

Examples of such joint work to include Youth work, Alpha, Marriage preparation and parenting courses, Workplace chaplaincy in supermarkets and Fairways business park, Holiday Clubs and school chaplaincy work.

COMBINED POPULATION 16,341

1 - Culloden & Ardersier: Union of Culloden: the Barn – Ardersier & Petty

MISSION NARRATIVE

Having been the largest parish in the Presbytery until now, the provision of an additional FTE post has contributed to a legacy of commitment to local mission across several residential communities which continues to grow and develop to the east of Inverness City. There are several other denominations present in the wider area and many examples of joint working already in place, the most formal of which being the GoodNESS project, originally established between the Barn and King's Inverness, and ideally suited to new partnerships. Retaining an MDS post within an extended and more eastward focussed parish which includes the new town of Tornagrain with a church plant underway from Smithton Free Church, will allow mission to continue and grow. Also enabling an expanded horizon to take in the communities of Ardersier and Petty, which will include supporting the creation of a Local Mission Church (LMC) in the village of Ardersier, under the oversight of a single Kirk Session. There is a real heart for Mission within the current congregation of Petty church, which will grow and flourish within the united charge and LMC. There are several local schools which are relatively open to the development of chaplaincy teams, with a particular interest in support to deliver RME curriculum in primary schools. Ministry and Mission among Youth has been identified as a key priority for this charge, and the Barn have developed skills, knowledge and thinking around this in recent years as part of a Growing Young cohort, added to a long-standing passion for young people being nurtured in faith.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|--------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Culloden: The Barn | 217 | 80 | 3 | 6 | 1 | 45 |
| Ardersier & Petty | 138 | 39 | 0 | 7 | 5 | 49 |
| | 355 | 119 | 3 | 13 | 6 | 94 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|--------------------|----------------|----------------|--------------------|----------------|-----------------------|---------------|
| Culloden: The Barn | 130,002 | 123,978 | 6,024 | 109,750 | 22,970 | 58,113 |
| Ardersier | 21,558 | 23,568 | -2,010 | 24,287 | 20,100 | 12,303 |
| Petty | 10,927 | 14,940 | -4,013 | 11,465 | 0 | 8,790 |
| | 162,487 | 162,486 | 1 | 145,502 | 43,070 | 79,206 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|------------------|---|-----------------------------|----------------|--|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| The Barn Church | 80% | 73% | 77% | A | def |
| Ardersier Church | 65% | 71% | 68% | B | 31/12/2024 |
| Petty Church | 68% | 56% | 62% | B | def |

| Manse | Status |
|-----------|---------|
| The Barn | Retain |
| Ardersier | Release |

The Barn building and manse will be retained, but the church needs significant upgrade to remain fit for current and future purpose, and the congregation has a bold vision to address these needs with a near £1m building project which also includes a car park and community garden, for which Planning and Building consents are already in place. The main obstacle to delivering this, and especially in a realistic timeframe to maintain cost control, is the need to raise c£700k external capital funding. Petty Church and Ardersier manse will be released, with sale of properties providing the united charge with additional funds to help realise the vision for the Barn building as the main base of the united charge. Ardersier Church is also categorised as B, with a date that allows for review of the LMC during the first two years of the Mission Plan's implementation. The LMC may flourish more if unencumbered by the burden of maintaining and upgrading a traditional church building, instead making use of existing community space in the villages. Although presented in the hopes of retaining Petty Church building, the congregation are to be encouraged in their heart for mission, which will undoubtedly still flourish in the united charge.

PARISH POPULATION 15,795 (assumes an increase of c2000 for Tornagrain offset by similar reduction for Cradlehall and Westhill)

FUTURE NATIONAL POSTS One Minister & One MDS

TENURE Unrestricted

LOCAL PROVISION The GoodNESS Project which was co-ordinated by the previous MDS post-holder at the Barn, was developed as part of a partnership agreement with King's Inverness, who sadly decided to step away from the project recently. However, the model of a joint Steering Group of church leaders, accountable to the Leadership of partner churches is an ideal basis to explore new partnerships to combine resources with a view that local mission is a shared task.

ADJUSTMENT Upon approval of the PMP

PARISH BOUNDARIES The existing boundaries will be adjusted to bring Ardersier, Petty, and Tornagrain into this parish, whilst moving parts of Cradlehall and Westhill into Inshes parish.

2 – Inshes: Union of Inverness Inshes - Inverness East

MISSION 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. However, there is currently no need for an additional church building (not to be confused with presence) in this area, coupled with a surplus of buildings in the City Centre. Given the strong historical relational and theological ties between these two congregations, a union will strengthen both. Combined resources will create opportunities for further development of mission/church plant in the Milton of Leys area and shared mission with neighbouring charges afforded by the proposed Campus Parish Grouping to develop mission and ministry around the UHI Campus and both Inshes and Inverness Retail Parks.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Inverness Inshes | 213 | 144 | 6 | 8 | 10 | 70 |
| Inverness East | 202 | 73 | 6 | 5 | 5 | 56 |
| Totals | 415 | 217 | 12 | 13 | 15 | 126 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|------------------|----------------|----------------|--------------------|----------------|-----------------------|----------------|
| Inverness Inshes | 209,332 | 208,697 | 635 | 205,610 | 8,855 | 103,662 |
| Inverness East | 107,315 | 103,350 | 3,965 | 47,754 | 28,100 | 63,115 |
| Totals | 316,647 | 312,047 | 4,600 | 253,364 | 36,955 | 166,777 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: | Manse | Status |
|---------------|---|-----------------------------|----------------|---|-------------------------------|--------|---------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | | | |
| Inshes Church | 86% | 81% | 84% | A | - | Inshes | Retain |
| East Church | 74% | 73% | 74% | B | def | East | Release |

Inshes church building and manse to be retained. East Church and manse to be sold. The Mission Narrative above captures the rationale for these building categorisations. Whilst East Church building scores well in AMBA, the Mission Plan proposes a single charge to serve Inverness City Centre (see Mission District C). However, release of these buildings, at a time when re-development is planned around East Church and housing prices have risen continuously since the purchase of a brand new manse which has not been inhabited, will likely produce much needed human and fabric resources for the missional objectives of this charge.

PARISH POPULATION 7,509 (includes part of Cradlehall & Westhill from the current Barn parish)

FUTURE NATIONAL POSTS One Minister

TENURE Unrestricted

LOCAL PROVISION One locally funded Minister of Word and Sacrament (current focus on Milton of Leys)

ADJUSTMENT Upon approval of the Mission Plan

PARISH BOUNDARIES Parish boundaries will be adjusted to bring the UHI Campus, and other parts of the A96 corridor into the united parish along with Cradlehall and Westhill areas close to the Highland mainline railway. The remainder of the East parish (Raigmore Estate, and Longman industrial estate in particular) will be re-distributed to other charges within Mission District B and C.

Inverness South Parish Grouping: 3 – Inverness Hilton & 4 – St Columba – Dores

MISSION NARRATIVE

Over a decade ago, St Columba started as a New Charge with the support of Hilton Church in a very different resource and mission landscape. Over the years, St Columba have developed new insights, skills and experience which will be a real benefit in terms of shared Mission in a much closer relationship between the two congregations. Particularly in the areas of discipleship and Fresh Expressions of worship, House Church etc. Hilton Church has a well-established, innovative, and flourishing youth and community outreach ministry. By bringing them together in a detailed Parish Grouping, both congregations will be strengthened, and together will be better enabled to fulfil the 5 marks of mission. The south Inverness area is a growing collection of mainly residential communities where missional partnerships and opportunities may be readily available within this detailed parish grouping, and as part of the wider Campus parish grouping and beyond ecumenically. The long-term goal for these charges is Team Ministry. However, Presbytery will determine through annual review of the Mission Plan, the appropriate shape and timescale for further adjustment.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|----------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Inverness Hilton | 206 | 81 | 1 | 8 | 5 | 69 |
| Inverness St Columba | 61 | 70 | 14 | 5 | 3 | 10 |
| Totals | 267 | 151 | 15 | 13 | 8 | 79 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|----------------------|----------|------------|--------------------|------------|-----------------------|---------|
| Inverness Hilton | 93,311 | 98,529 | -5,218 | 53,127 | 26,130 | 47,648 |
| Inverness St Columba | 52,347 | 55,800 | -3,453 | 227,059 | 0 | 20,000 |
| Totals | 145,658 | 154,329 | -8,671 | 280,186 | 26,130 | 67,648 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|-------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Hilton Church | 82% | 79% | 80% | A | - |
| Hilton Lighthouse | 83% | 81% | 82% | A | - |

| Manses | Status |
|------------|--------|
| Hilton | Retain |
| St Columba | Retain |

Hilton Church is in the 'right place' for its current parish but requires some upgrading to ensure it remains 'well equipped'. The Lighthouse is also an excellent resource in this area. Does Church building has already been closed but remains an asset of this united charge with St Columba. Both manses will be retained. St Columba owns land which could accommodate a building. At the time of its creation as a New Charge, that may have been envisaged to be a large complex of multi-use halls and rooms, built to a specification like other church buildings around that time. In the current and future landscape, we must ask 'what is essential for mission'. Whilst the buildings in Hilton are ideally placed for mission in that area, they are not so for whole area to the south-west. A serious exploration, in consultation with Presbytery and General Trustees is required as to what type, scale and shape of physical presence is appropriate. Remaining open to a variety of possibilities including: a small/medium sized building, shop unit, something like the Lighthouse at Hilton, full suite of church and halls, or even a mixed use of existing community space and church property. Nothing need be ruled out at this stage, but all options must be explored.

PARISH POPULATION

16,341

(inc. 50% of current Does & Boleskine, plus 60% OHSS, and 30% of Ness Bank populations)

FUTURE NATIONAL POSTS

One Minister (Hilton)

One Minister (St Columba)

TENURE

Reviewable (both)

ADJUSTMENT

Upon approval of the Mission Plan. A detailed basis of Parish Grouping will stipulate the scope of joint working, as well as objectives and review markers for a trajectory towards a model of Team Ministry within the life of the plan. Hence a future Reviewable tenure for both posts initially.

PARISH BOUNDARIES

A significant adjustment will bring the areas of Holm, Lochardil and upper Drummond from the current Ness Bank and OHSS parishes into the Inverness South Parish Grouping along with the existing parishes of Hilton and St Columba. Parish boundaries will delineate pastoral responsibility for each charge within the grouping.

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

MISSION NARRATIVE

This proposed union comes naturally out of a sense of shared purpose and heart for joint working which already exists between the two congregations, including a recent joint Alpha Course. The substantial assets held by the congregation once united, coupled with reduced expenditure on buildings, could provide the resources to locally employ appropriate workers to create a missional presence in Raigmore Estate which will become part of this parish and currently has no church presence in its relatively secluded location. There is also an opportunity to establish Workplace Chaplaincy in the Longman south area. Uniting these congregations will bring together pastoral responsibility and assets to better focus on mission across a wider area than their existing parishes allow, thereby creating a more equitable one in size compared with other parts of the presbytery.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|-----------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Inverness Crown | 462 | 130 | 2 | 16 | 9 | 128 |
| Inverness OHSS | 319 | 60 | 0 | 11 | 21 | 76 |
| Totals | 781 | 190 | 2 | 27 | 30 | 204 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|-----------------|----------------|----------------|--------------------|----------------|-----------------------|----------------|
| Inverness Crown | 126,488 | 148,747 | -22,259 | 304,596 | 0 | 71,718 |
| Inverness OHSS | 108,202 | 157,653 | -49,451 | 632,535 | 51,750 | 84,800 |
| Totals | 234,690 | 306,400 | -71,710 | 937,131 | 51,750 | 156,518 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|--------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Crown Church | 82% | 81% | 81% | A | - |
| St Stephens Church | 77% | 77% | 77% | B | def |
| Old High Hall | 60% | 61% | 61% | B | def |

| Manse | Status |
|-------|---------|
| Crown | Retain |
| OHSS | Release |

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 is not conducive to a single worshipping community, and whilst it may offer a temporary solution for additional space, it should be released to 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 release will also generate additional financial resources for the united charge. Old High Hall (currently let on a 5-year term), and the OHSS manse will also be released.

PARISH POPULATION 9,395 (inc. current East Church and 40% current OHSS population)

FUTURE NATIONAL POSTS One Minister

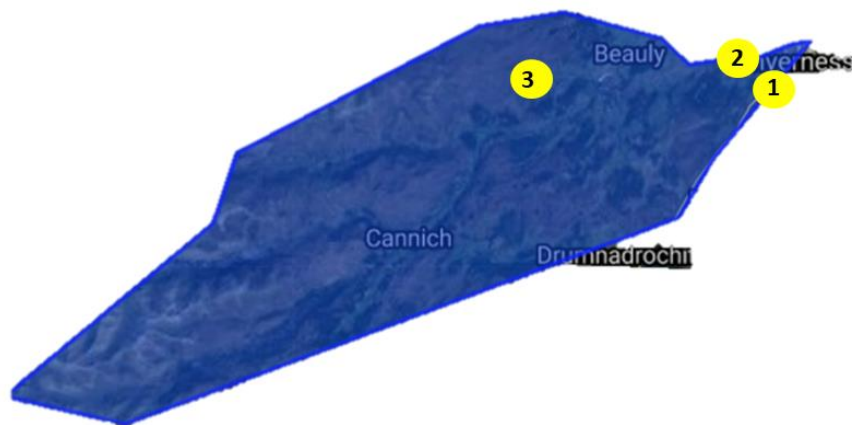
TENURE Unrestricted

LOCAL PROVISION One locally funded Children/Youth Worker

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.

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, and the remainder of Lorchardil area going to St Columba parish.

Mission District C – Inverness Central and West area



(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 & Kirkhill, Kilmorack & Erchless.

New Parishes

- 1 Inverness City: Ness Bank
- 2 Inverness Westside
- 3 Firth of Beauly

*Inverness City & Inverness Westside will become a Parish Grouping

| | |
|---------------------------|-------------|
| Total Population | 26,490 |
| Average parish population | 8,830 |
| Number of posts | Ministers 3 |
| | MDS 2 |

Mission Narrative

This mission district encompasses a UPA (Urban Priority Area), and other areas of significant social and financial deprivation. The Parish Grouping will enable collaborative working, sharing of gifts, and resources in a focus on priority to the poorest. The SIMD (Scottish Index of Multiple Deprivation) show that Merkinch experiences the highest levels, whilst Dalneigh the second highest. As well as a solid foundation of proclaiming the Good News, these churches, individually and together have much to build on in brining that good news to the reality of people's lives in these diverse communities. An increase of struggle for many people in the areas of fuel, food, and employment insecurity, is likely, which will compound problems such as addiction and family crisis. Where will people in these communities, many parts of which suffer from a lack of investment in infrastructure and services, find hope, joy, cohesion? Who will champion opportunities for children and young people in schools? Or the elderly, often feeling isolated, and witnessing so much change in the communities they have lived their whole lives in? The church has a huge role to play in answering some of these questions, but embodying the 5 Marks of Mission.

The Minister, two MDS, and local Community Worker in the Westside parish in particular will establish and facilitate relationships between the church and community, across generations in these areas of highest deprivation. Ness Bank have much to contribute to this through long established work. They will also focus on a further sense of place and priority for the City Centre of Inverness, its residents, businesses, and ever developing arts and culture quarter.

Whilst recognising that each of the villages in the rural area of this district have distinct histories and identities that are cherished, the church is by far not the first organisation to have to seriously review deployment of its' resources, both human and fabric. Yet, there are untapped opportunities for mission by the church coming together as one. The building of relationships between these communities in a new way will bolster and enable the first two of the 5 Marks of Mission coming to life, not to mention opportunities to care for creation in these rural/semi-urban areas.

PARISH GROUPING: 1 – Inverness City: Ness Bank / 2 – Inverness Westside (Team)

MISSION NARRATIVE

The West side of Inverness contains the areas of most multiple deprivation, including the designated Urban Priority Area (UPA) currently served by Trinity parish. The current west side of Ness Bank parish and Dalneigh contain the next highest levels of multiple deprivations in the presbytery. The Parish Grouping will support the development of joint working and a shared vision for Mission with priority to the poor. Good stewardship of resources across the wider area without parish boundaries becoming a barrier will enable this missional work, bringing to bear the experience gained from Ness Bank's work with the homeless and vulnerable through Inverness Foodstuff. Parish boundaries will still exist to delineate primary areas of pastoral responsibility for each charge.

Having faced many challenges over the past decade, Trinity and Dalneigh who have already been vacant for some time, have not given up and managed to keep a degree of congregational life going. For all the challenges across an area with the highest score in the Presbytery according to the SIMD (Scottish Index of Multiple Deprivations), a pooling of people and resources is required to bring about release of current burdens and future potential.

COMBINED POPULATION 20,119

1 – Inverness City: Ness Bank (set within a wider Parish Grouping)

MISSION NARRATIVE

Ness Bank will become the Presbytery's City Centre Church for Inverness where there will be many new opportunities to be explored for partnership work. It is ideally placed within a future culture and arts quarter of the city, with Highland Council's development of Inverness Castle. There are also established relationships with the Community Justice Partnership, with the new Justice Centre within the extended parish. Ness Bank will still have responsibility for areas of deprivation and 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.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|---------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Inverness Ness Bank | 467 | 120 | 18 | 16 | 31 | 142 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|---------------------|----------|------------|--------------------|------------|-----------------------|---------|
| Inverness Ness Bank | 188,009 | 161,072 | 26,937 | 229,990 | 42,250 | 88,157 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: | Manse | Status |
|------------------|---|-----------------------|-------------|----------------------------------|-------------------------|-----------|--------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | | | |
| Ness Bank Church | 88% | 81% | 85% | A | - | Ness Bank | Retain |

The Ness Bank church and manse to be retained and the congregation's vision for further upgrades and transformation fully pursued.

| | |
|------------------------------|---|
| 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 |
| TENURE | Unrestricted |
| LOCAL PROVISION | One part-time non-stipendiary Community Outreach Minister |
| ADJUSTMENT | Upon approval of the Mission Plan. |
| PARISH BOUNDARIES | Boundaries will be changed as per Mission District B adjustments to Inverness South parish grouping, and to include the City Centre, and Longman North. |

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

MISSION NARRATIVE

Since the induction of its current Minister who is an Invernessian well acquainted with the west side of Inverness, Kinmylies church will bring a sense of renewed energy, and a long-established community worker post into the Westside parish Team Ministry Charge, as well as continuing to develop mission in the Kinmylies area. 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 communities in Inverness.

Further to consultation on various possibilities for this area, an alternative make-up of a Team Ministry Charge is the creation of a single united congregation, worshipping together, and engaging in Mission across the whole parish, with One Minister, Two MDS, and a locally funded community worker.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|-------------------------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Inverness Dalneigh & Bona (2019-21) | 120 | 60 | 0 | 0 | 0 | 25 |
| Inverness Trinity | 154 | 32 | 0 | 0 | 0 | 112 |
| Inverness Kinmylies | 63 | 60 | 1 | 1 | 4 | 31 |
| Totals | 337 | 152 | 1 | 1 | 4 | 168 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|---------------------------|----------------|----------------|--------------------|----------------|-----------------------|---------------|
| Inverness Dalneigh & Bona | 45,401 | 40,354 | 5,047 | 116,910 | 73,240 | 23,979 |
| Inverness Trinity | 61,846 | 56,495 | 5,351 | 85,820 | 24,490 | 35,009 |
| Inverness Kinmylies | 48,228 | 48,055 | 173 | 49,596 | 11,550 | 31,434 |
| Totals | 155,475 | 144,904 | 10,571 | 252,326 | 109,280 | 90,422 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: | Manse | Status |
|------------------|---|-----------------------------|----------------|---|-------------------------------|-----------|---------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | | | |
| Dalneigh Church | 63% | 69% | 66% | B | 31/12/2025 | Dalneigh | Release |
| Trinity Church | 86% | 50% | 70% | B | def | Trinity | Release |
| Kinmylies Church | 82% | 79% | 80% | B | 31/12/2025 | Kinmylies | Retain |

The counter-proposal from Kinmylies' eventual aim is a new, centrally located single physical presence for the united charge, more likely than a new build, this could be the purchase/lease of a unit in the Telford Retail Park or Carse Estate. Kinmylies & Dalneigh churches would remain open initially, with a pattern of church life developed for ministry and mission from both. Kinmylies manse to be retained, Trinity and Dalneigh manses sold.

Trinity Church building to be released. Inverness Christian Fellowship (ICF) who have been regularly using Trinity Church for worship over the last year, have expressed serious interest in the building. They have a long-standing commitment to the area in which they have been seeking a permanent home for many years, are connected with BBs & GBs, and proven heart for partnering and leading ecumenically, create an ideal opportunity, not just for the building to have a continued future as a church, but for working together with the Westside congregation in local Mission. The release of the building to ICF by an appropriate means, should be explored in consultation with Presbytery and General Trustees as a matter of priority.

PARISH POPULATION 13,684

FUTURE NATIONAL POSTS One Minister
Two MDS

TENURE Reviewable

LOCAL PROVISION One locally funded full-time Community Worker

ADJUSTMENT Upon approval of the Mission Plan.

PARISH BOUNDARIES The current parishes of Dalneigh & Bona, Trinity (except a portion going to Ness Bank), and Kinmylies will combine.

3 – Firth of Beauly: Union of Kiltarlity and Kirkhill – Kilmorack and Erchless

MISSION NARRATIVE

This union follows the pattern of proposed unions in the Straths area (see Mission District A) which offsets the pastoral responsibility of one Minister across a large geographical area by the consolidation of otherwise onerous and duplicated leadership structures. This area includes both rural communities and large villages. There are currently four church buildings which together are not financially sustainable. New patterns of worship must be developed which may include Local Mission Church. Further conversations will be required in relation to Muir of Ord, as these two centres of population continue to grow into a single urban area.

CURRENT MISSION STATS

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|--------------------------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Kiltarlity & Kirkhill (Missing 2020) | 112 | 60 | 0 | 2 | 1 | 15 |
| Kilmorack & Erchless | 80 | 54 | 2 | 9 | 8 | 97 |
| Totals | 192 | 114 | 2 | 11 | 9 | 112 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|----------------------|---------------|----------------|--------------------|----------------|-----------------------|---------------|
| Kiltarlity | 20,714 | 25,778 | -5,064 | 72,240 | 6,970 | 10,844 |
| Kirkhill | 29,126 | 17,991 | 11,135 | 35,279 | 6,980 | 9,612 |
| Kilmorack & Erchless | 46,236 | 57,366 | -11,130 | 356,279 | 38,770 | 33,078 |
| Totals | 96,076 | 101,135 | -5,059 | 463,798 | 52,720 | 53,534 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|-------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Kirkhill Church | 68% | 73% | 70% | B | 31/12/2025 |
| Kiltarlity Church | 65% | 75% | 69% | B | def |
| Beauly Church | 60% | 79% | 68% | B | 31/12/2025 |
| Beauly Hall | 67% | 74% | 69% | B | def |
| Struy Church | 54% | 58% | 56% | B | def |

| Manses | Status |
|----------|--------|
| Kirkhill | (tbc) |
| Beauly | (tbc) |

*Subject to advice from
Property Committee

With the exception of Struy Church, these buildings have produced a fairly comparable AMBA score. All parties concede that there is no obvious solution as to which one, if any meets the criteria 'essential for mission' in the context of this united parish. Therefore, all are category B, and a different solution needs to be explored with some urgency. Finding 'the right place' to locate a new build church may prove equally challenging, not to mention the prohibitive cost. Join discussion is required, in consultation with Presbytery and General Trustees to discern the way ahead, with particular reference to good practice models in a similar areas such as the Straths (Mission District A). The impact of the forthcoming larger Presbytery should also be borne in mind. Currently, there will likely be a church building in Muir of Ord (Ross Presbytery) for the medium to long-term future. A longer date for release has been set for Kirkhill & Beauly Churches, allowing time for review in the first year of the plan. The congregations are encouraged not to see change as something far off in the future, but begin to work together now to build that future. If we delay, there will be less options and resources available to us. One of the two manses will be retained, and the other sold. Which one will become clearer going forward.

PARISH POPULATION 6,371

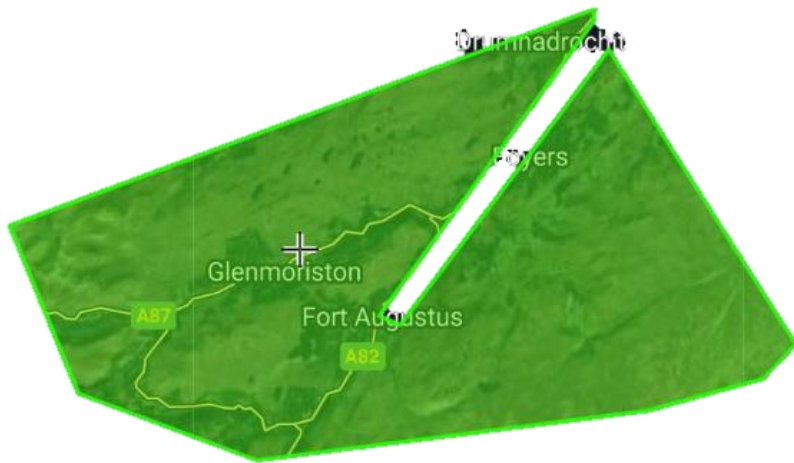
FUTURE NATIONAL POSTS One Minister

TENURE Unrestricted

ADJUSTMENT Upon retirement or demission of a Minister. A basis of union will stipulate the make-up of the single Kirk Session.

PARISH BOUNDARIES All internal boundaries will be removed in the united parish.

Mission District D – Loch Ness area



(Basic map of the general area indicating parish)

Discussions between Inverness & Lochaber Presbyteries are continuing with a view to exploring the possibility of a full-time Minister post to serve a single parish Mission District around the south of Loch Ness. This would be achieved by uniting Urquhart & Glenmoriston, Boleskine (to be disunited from Dores), Fort Augustus & Glengarry. Negotiations will continue at an early stage of implementation and ongoing rolling review of Mission Plans in both Presbyteries.

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

MISSION NARRATIVE

This union would create the largest geographically spread parish in the Presbytery. However, this is offset by relatively low population numbers, and the fact it will create a sense of connection of the communities around Loch Ness. Whilst not stipulated at this stage, there is ample opportunity for the creation of one or more Local Mission Churches within this charge, along with investment and development of worship leaders to engage in mission and ministry across local communities.

Loch Ness is one of the most popular tourist destinations in the Highlands, attracting thousands of visitors from around the world to the many natural sites and visitor centres around it, and the Caledonian Canal. Grasping the many opportunities this affords, perhaps even on the water itself as demonstrated in other areas, will be a key missional priority of this charge. Of course, the impact of such a high volume of visitors to both the urban and rural areas within the parish, may itself provide excellent opportunities for the church to champion caring for creation, not just in good stewardship of its own physical spaces, but putting resources to use in areas such as promotion of active travel, and environmental sustainability. Challenges faced by local residents in the wider area may also be overshadowed by its sense of 'destination' for visitors, the church will play a prominent roll in identifying and addressing social isolation and deprivation, especially among the young and the old out-with working age.

CURRENT MISSION STATS (Fort Augustus stats not known)

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|-------------------------|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Dores & Boleskine | 49 | 20 | 1 | 2 | 1 | 11 |
| Urquhart & Glenmoriston | 90 | 43 | 2 | 3 | 7 | 50 |
| Totals | 139 | 63 | 3 | 5 | 8 | 61 |

CURRENT FINANCES (2020)

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|-------------------------|---------------|---------------|--------------------|----------------|-----------------------|---------------|
| Dores & Boleskine | 15,299 | 18,896 | -3,597 | 314,101 | 1,690 | 1,887 |
| Urquhart & Glenmoriston | 58,460 | 62,108 | -3,648 | 79,090 | 17,680 | 36,019 |
| Totals | 73,759 | 81,004 | -7,245 | 393,191 | 19,370 | 37,906 |

BUILDINGS

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|----------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Boleskine Church | 60% | 44% | 53% | A | - |
| Drumnadrochit Church | 63% | 65% | 64% | A | - |
| Drumnadrochit Hall | 75% | 65% | 71% | A | - |
| Corrimony Church | 54% | 50% | 52% | B | def |

| Manses | Status |
|---------------|--------|
| Drumnadrochit | Retain |

Details on FA/GG buildings are for info only, taken from Lochaber Draft Mission Plan

| | | | | | |
|----------------------|---|---|-----|---|---|
| Fort Augustus Church | - | - | 68% | A | - |
| Fort Augustus Hall | - | - | 79% | A | - |
| Glengarry Church | - | - | 60% | A | - |
| Tomdoun Church | - | - | ? | A | - |

| | |
|---------------|--------|
| Fort Augustus | Retain |
|---------------|--------|

It is hoped that the negotiations which have begun to explore the possibility of uniting Urquhart & Glenmoriston, Boleskine, Fort Augustus and Glengarry will continue. Most buildings being categorised 'A' for retention reflects a commitment by both Presbyteries not to hamper or confuse those negotiations and their eventual outcome.

All buildings will be reviewed considering the eventual shape and missional needs of the larger charge which might emerge from those negotiations during ongoing annual review of Presbytery Mission Plans. Such a review will also explore what other community spaces may be available across the area, along with opportunities for ecumenical working, the appropriate creation and resourcing of Local Mission Churches etc.

PARISH POPULATION 4,241 (inc. 50% of Dores & Boleskine population, and estimated 1,200 for Fort Augustus & Glengarry population)

FUTURE NATIONAL POSTS One Minister (comprising 0.5 FTE from Inverness Presbytery and 0.5 FTE from Lochaber Presbytery allocations respectively)

TENURE Reviewable

LOCAL PROVISION

An OLM/Reader appointment could be created, to support the development of worship leaders and preachers within the LMCs

ADJUSTMENT

Upon retirement or demission of a Minister(s), and subject to agreement between Inverness and Lochaber Presbyteries. A basis of union will stipulate the make-up of the single Kirk Session.

PARISH BOUNDARIES

Parish boundaries on the outer edges of the former parishes coming together would largely remain, whilst all the internal boundaries will be removed. A boundary will be created within the former parish of Dores & Boleskine to delineate pastoral responsibility.

Appendix 1 - Summary of factual information

This section contains a snapshot from the vast amount of factual information for every charge in the presbytery, reviewed in the development of the proposals of the draft Mission Plan.

MISSION STATISTICS

Unless otherwise indicated in **red**, the figures below cover the 5 years from 2017-2021 inclusive.

| CHARGE | CURRENT ROLL 2021 | AVG WORSHIP ATTENDANCE 2021 | PROFESSION OF FAITH 2017-21 | BAPTISMS 2017-21 | WEDDINGS 2017-21 | FUNERALS 2017-21 |
|--|-------------------|-----------------------------|-----------------------------|------------------|------------------|------------------|
| Alves & Burghead (2019-21) | 110 | 40 | 0 | 1 | 0 | 7 |
| Kinloss & Findhorn (2020-21) | 68 | 35 | 1 | 0 | 0 | 1 |
| Dallas (2020-21) | 48 | 13 | 0 | 0 | 0 | 4 |
| Rafford (2020-21) | 41 | 17 | 0 | 0 | 0 | 0 |
| St Laurence's Forres (2020-21) | 301 | 60 | 0 | 0 | 1 | 35 |
| St Leonard's Forres (2020-21) | 120 | 50 | 2 | 0 | 0 | 12 |
| Dyke & Edinkillie (2020-21) | 145 | 28 | 0 | 1 | 0 | 12 |
| Nairn St Ninian's & Auldearn (Missing 2020) | 150 | 58 | 1 | 0 | 1 | 80 |
| Nairn Old | 345 | 75 | 4 | 4 | 7 | 140 |
| Cawdor & Croy | 192 | 41 | 0 | 7 | 19 | 65 |
| Daviot & Dunlichty I/w Moy, Dalarossie & Tomatin | 74 | 38 | 5 | 6 | 11 | 0 |
| Ardersier & Petty | 138 | 39 | 0 | 7 | 5 | 49 |
| Culloden: The Barn | 217 | 80 | 3 | 6 | 1 | 45 |
| Inverness Inshes | 213 | 144 | 6 | 8 | 10 | 70 |
| Inverness East | 202 | 73 | 6 | 5 | 5 | 56 |

| | | | | | | |
|--------------------------------------|-------------|-------------|-----------|------------|------------|-------------|
| Inverness Hilton | 206 | 81 | 1 | 8 | 5 | 69 |
| Inverness St Columba | 61 | 70 | 14 | 5 | 3 | 10 |
| Inverness Crown | 462 | 130 | 2 | 16 | 9 | 128 |
| Inverness OHSS | 319 | 60 | 0 | 11 | 21 | 76 |
| Inverness Ness Bank | 467 | 120 | 18 | 16 | 31 | 142 |
| Inverness Dalneigh & Bona (2019-21) | 120 | 60 | 0 | 0 | 0 | 25 |
| Inverness Trinity | 154 | 32 | 0 | 0 | 0 | 112 |
| Inverness Kinmylies | 63 | 60 | 1 | 1 | 4 | 31 |
| Kiltarlity & Kirkhill (Missing 2020) | 112 | 60 | 0 | 2 | 1 | 15 |
| Kilmorack & Erchless | 80 | 54 | 2 | 9 | 8 | 97 |
| Dores & Boleskine | 49 | 20 | 1 | 2 | 1 | 11 |
| Urquhart & Glenmoriston | 90 | 43 | 2 | 3 | 7 | 50 |
| Totals | 4547 | 1581 | 69 | 118 | 150 | 1342 |

FINANCES

The figures below are for the 2020 financial year, with the exception of the estimated property works which are based on the most recent professional surveys available. Reserves include the combined total of all funds held locally and in consolidated fabric fund. Estimated property works are those identified as 'Essential' or 'Urgent' in professional surveys. The dates of surveys vary significantly and some works may have been carried out, or new work required which is not included. A 'zero' in this column, in the vast majority of cases indicates that information is not available rather than no works required.

| CHARGE | INCOME £ | EXPENSES £ | SURPLUS /DEFECIT £ | RESERVES £ | EST. PROPERTY WORKS £ | M & M £ |
|---------------------------|-------------|---------------|--------------------------|---------------|-----------------------------|------------|
| Alves & Burghead | 44,319 | 49,890 | -5,571 | 485,587 | 36,150 | 20,473 |
| Kinloss & Findhorn | 32,300 | 31,669 | 631 | 273,550 | 81,420 | 7,921 |
| Dallas | 12,031 | 12,200 | -169 | 131,921 | 10,070 | 9,150 |
| Rafford | 11,750 | 14,353 | -2603 | 40,161 | 17,870 | 7,171 |
| St Laurence's Forres | 101,615 | 85,731 | 15,884 | 18,931 | 48,980 | 37,202 |
| St Leonard's Forres | 47,083 | 55,113 | -8,030 | 98,315 | 0 | 23,696 |
| Dyke & Edinkillie | 32,460 | 32,100 | 360 | 148,634 | 36,800 | 20,282 |
| Nairn St Ninian's | 53,842 | 63,698 | -9,856 | 252,715 | 53,700 | 37,262 |
| Auldearn & Dalmore | 9,317 | 9,770 | -453 | 14,360 | 20,030 | 4,874 |
| Nairn Old | 106,346 | 110,737 | -4391 | 522,955 | 31,290 | 71,485 |
| Cawdor | 24,281 | 30,249 | -5,968 | 216,358 | 17,100 | 18,443 |
| Croy & Dalcross | 15,195 | 18,912 | -3,717 | 52,257 | 14,300 | 9,910 |
| Daviot & Dunlichty | 15,721 | 11,438 | 4,283 | 249,774 | 12,950 | 1,826 |
| Moy, Dalarossie & Tomatin | 6,377 | 6,202 | 175 | 229,792 | 0 | 3,134 |
| Ardersier | 21,558 | 23,568 | -2,010 | 24,287 | 20,100 | 12,303 |
| Petty | 10,927 | 14,940 | -4,013 | 11,465 | 0 | 8,790 |

| | | | | | | |
|--------------------------------------|------------------|------------------|----------------|------------------|----------------|------------------|
| Culloden: The Barn | 130,002 | 123,978 | 6,024 | 109,750 | 22,970 | 58,113 |
| Inverness Inshes | 209,332 | 208,697 | 635 | 205,610 | 8,855 | 103,662 |
| Inverness East | 107,315 | 103,350 | 3,965 | 47,754 | 28,100 | 63,115 |
| Inverness Hilton | 93,311 | 98,529 | -5,218 | 53,127 | 26,130 | 47,648 |
| Inverness St Columba | 52,347 | 55,800 | -3,453 | 227,059 | 0 | 20,000 |
| Inverness Crown | 126,488 | 148,747 | -22,259 | 304,596 | 0 | 71,718 |
| Inverness OHSS | 108,202 | 157,653 | -49,451 | 632,535 | 51,750 | 84,800 |
| Inverness Ness Bank | 188,009 | 161,072 | 26,937 | 229,990 | 42,250 | 88,157 |
| Inverness Dalneigh & Bona | 45,401 | 40,354 | 5,047 | 116,910 | 73,240 | 23,979 |
| Inverness Trinity | 61,846 | 56,495 | 5,351 | 85,820 | 24,490 | 35,009 |
| Inverness Kinmylies | 48,228 | 48,055 | 173 | 49,596 | 11,550 | 31,434 |
| Kiltarlity | 20,714 | 25,778 | -5,064 | 72,240 | 6,970 | 10,844 |
| Kirkhill | 29,126 | 17,991 | 11,135 | 35,279 | 6,980 | 9,612 |
| Kilmorack & Erchless | 46,236 | 57,366 | -11,130 | 356,279 | 38,770 | 33,078 |
| Dores & Boleskine | 15,299 | 18,896 | -3,597 | 314,101 | 1,690 | 1,887 |
| Urquhart & Glenmoriston | 58,460 | 62,108 | -3,648 | 79,090 | 17,680 | 36,019 |
| Totals | 1,885,438 | 1,955,439 | -70,001 | 5,690,798 | 762,185 | 1,012,997 |

PROPERTY

Below is a snapshot of the current and future status of all properties within the presbytery, based on General Trustees AMBA forms, Property Questionnaires, and most recent professional surveys available.

| BUILDING | AMBA REVIEW INFO (Asset Management Building Audit) | | | MISSION PLAN DESIGNATED CATEGORY | TO BE RELEASED BY DATE: |
|-------------------------|---|-----------------------------|----------------|---|-------------------------------|
| | CONDITION WELL EQUIPPED? | LOCATION RIGHT PLACE? | TOTAL SCORE | | |
| Alves Church | 69% | 52% | 62% | B | def |
| Burghead Church | 66% | 73% | 69% | B | def |
| Kinloss Church | 74% | 56% | 66% | A | - |
| Findhorn Church | 58% | 48% | 54% | B | 31/03/2024 |
| Dallas Church | 66% | 37% | 53% | B | def |
| Rafford Church | 77% | 37% | 59% | B | def |
| St Laurence Church | 77% | 60% | 69% | B | def |
| St Leonards Church | 72% | 65% | 69% | A | - |
| Dyke Church | 66% | 62% | 64% | B | def |
| Edinkillie Church | 58% | 37% | 49% | B | def |
| Nairn St Ninians Church | 75% | 79% | 77% | B | 31/12/2025 |
| Auldearn Church | 57% | 50% | 54% | B | def |
| Lethen Hall (Auldearn) | 75% | 52% | 67% | B | def |
| Nairn Old | 80% | 73% | 77% | A | - |
| Cawdor Church | 66% | 62% | 64% | B | def |
| Cawdor Hall (The Mound) | 76% | 55% | 69% | A | - |
| Croy Church | 60% | 58% | 59% | A | - |
| Croy Hall | 71% | 58% | 65% | B | def |
| Daviot Church | 58% | 37% | 49% | B | def |

| Manses | Status |
|--------------------|---------|
| Kinloss & Findhorn | Retain |
| St Laurence | Release |
| St Leonards | Retain |
| Dyke & Edinkillie | Release |
| Nairn St Ninians | Retain |
| Nairn Old | Retain |
| Cawdor/Croy | Retain |
| The Barn | Retain |
| Ardersier | Release |
| Inshes | Retain |
| East | Release |
| Hilton | Retain |
| St Columba | Retain |
| Crown | Retain |
| St Stephens | Release |
| Ness Bank | Retain |
| Dalneigh | Release |
| Trinity | Release |
| Kinmylies | Retain |

| | | | | | |
|----------------------|-------|-----|------------|---|------------|
| Dalarossie Church | (tbc) | | | B | def |
| The Barn Church | 80% | 73% | 77% | A | - |
| Ardersier Church | 65% | 71% | 68% | B | 31/12/2024 |
| Petty Church | 68% | 56% | 62% | B | def |
| Inshes Church | 86% | 81% | 84% | A | - |
| East Church | 74% | 73% | 74% | B | def |
| Hilton Church | 82% | 79% | 80% | A | - |
| Hilton Lighthouse | 83% | 81% | 82% | A | - |
| Crown Church | 82% | 81% | 81% | A | - |
| St Stephens Church | 77% | 77% | 77% | B | def |
| Old High Hall | 60% | 61% | 61% | B | def |
| Ness Bank Church | 88% | 81% | 85% | A | - |
| Dalneigh Church | 63% | 69% | 66% | B | 31/12/2025 |
| Trinity Church | 86% | 50% | 70% | B | def |
| Kinmylies Church | 82% | 79% | 80% | B | 31/12/2025 |
| Kirkhill Church | 68% | 73% | 70% | B | 31/12/2025 |
| Kiltarlity Church | 65% | 75% | 69% | B | def |
| Beaully Church | 60% | 79% | 68% | B | 31/12/2025 |
| Beaully Hall | 67% | 74% | 69% | B | def |
| Struy Church | 54% | 58% | 56% | B | def |
| Boleskine Church | 60% | 44% | 53% | A | - |
| Drumnadrochit Church | 63% | 65% | 64% | A | - |

| | |
|---------------|--------|
| Kirkhill | (tbc) |
| Beaully | (tbc) |
| Drumnadrochit | Retain |

| | | | | | |
|--------------------|-----|-----|-----|---|-----|
| Drumnadrochit Hall | 75% | 65% | 71% | A | - |
| Corrimony Church | 54% | 50% | 52% | B | def |

TENURE

Below is a summary of the Mission Plan proposals relating to Tenure. It should be borne in mind that these do not refer to the status of Ministers currently in post, but to what is proposed in the future (which may be the same or different). These are also limited to the lifetime of the plan which is 5 years, reviewed annually. The proposals allow for flexibility, especially in cases of significant adjustment, for further changes to be made without undue delay, or impeded by, or impacting on the rights of a Minister. An unrestricted tenure now, may become reviewable in the future, and vice versa.

| MISSION DISTRICT | CHARGE | POSTS | TENURE | RATIONALE | | |
|------------------|----------------------|-------|--------------|---|------------------|----------------------------------|
| A | Forres West Moray | 2 | Reviewable | Creation of a Team Ministry Charge | | |
| | East Nairnshire | 1 | Reviewable | Union with a view to Church Plant/New Build | | |
| | Nairn Old | 1 | Unrestricted | Once adjusted, anticipated to remain during the lifetime of this plan | | |
| | The Straths | 1 | Unrestricted | Once adjusted, anticipated to remain during the lifetime of this plan | | |
| B | Culloden & Ardersier | 2 | Unrestricted | Further adjustments if required (e.g LMC) would not affect the rights of a Minister | | |
| | Inshes | 1 | Unrestricted | Once adjusted, anticipated to remain during the lifetime of this plan | | |
| | Hilton | 1 | Reviewable | Parish Grouping on trajectory to Team Ministry Charge | | |
| | St Columba | 1 | Reviewable | Parish Grouping on trajectory to Team Ministry Charge | | |
| | Crown & Raigmore | 1 | Unrestricted | Once adjusted, anticipated to remain during the lifetime of this plan | | |
| C | Ness Bank | 1 | Unrestricted | Once adjusted, anticipated to remain during the lifetime of this plan | | |
| | Inverness Westside | 3 | Reviewable | Union with a view to Church Plant/New Build | | |
| | Firth of Beauly | 1 | Unrestricted | Deferred adjustment and potential impact of larger Presbytery once created | | |
| D | Loch Ness | 0.5 | Reviewable | Subject to cross-presbytery negotiations | | |
| TOTAL | | 16.5 | | Unrestricted = 7 | Reviewable = 6.5 | MDS = 3 (Contracted, not Tenure) |