



DUNFERMLINE
ST MARGARET'S
PARISH
CHURCH OF
SCOTLAND



MISSION ACTION PLAN

(2nd edition)

2018-2022

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MISSION STATEMENT

“St Margaret’s church will provide a central focus for Christian worship and understanding for the parish and community, a witness which involves caring and understanding within the whole community.”

WORKING ASSUMPTIONS ABOUT ST MARGARET'S DURING THE LIFETIME OF THE PLAN

- Led by the present Minister.
- Supported by a Reader (attached); a Youth & Families Coordinator and an Outreach worker.
- Membership, however, at risk of decline -
 - Consequently, human resources limited.
- Seriously challenged financially for the next 2-3 years -
 - Because of inescapable major building works & highly desirable improvements to facilities.
- Regular income is likely to be flat or falling.
- There will continue to be a requirement to identify, raise and service a significant level of additional funding from external providers. Some of this may require to be serviced. Towards the end of the plan period, the pressure on finances should ease, but still require careful management.

VISION

St Margaret's will be:

A Christian community fit for purpose now and into the 2020s

A centre of Worship giving pleasure to God

A place of welcome, hospitality and support

A building that reflects our commitment to God

Internally strong – as we become more aware of God in our lives and strive to love like Jesus Christ

Outward looking – as we seek to serve and make a difference in the lives of others in our parish community and beyond

Prepared to be bold and embrace change.

DELIVERY

THE MAP WILL BE

Reflective of the Church of Scotland's strategic plans and aspirations

Central to church business and developments

A fixed item on the agenda of Kirk Session and Committees

Reviewed and extended annually, in February and March

MAKING IT HAPPEN – [THE DELIVERY MECHANISM]

Kirk Session

Christian Education and Worship (CEW) Committee

Outreach, Evangelism and Youth (OEY) Committee

Pastoral Committee

Fellowship Committee

Property Committee

Finance Committee

Special Missional Committees (task specific, ad hoc, time limited)

Also playing a part in the delivery of the MAP will be –

The congregation

Church organisations

The 'Friends of St Margaret's' (proposed new group)

COMMUNICATIONS

Each Committee will be responsible for its own communications, but the Church Secretary should be kept informed and will co-ordinate news and information releases intended for the congregation or wider distribution.

Every effort should be made to communicate using the church website and Facebook facilities.

BUDGETING PROCESS

The financial year for budgeting purposes will run from the beginning of March to the end of February each year. This allows the Finance Committee to put together year-end accounts at the beginning of January and a budget for the following year.

In the church budget there is a significant, inescapable annual spend on Ministry and Mission payments, salaries, Council tax and heating, lighting and other running costs. Once these items of expenditure are accounted for, the balance, less two & a half percent for contingencies, will be available to the Committees to bid for in support of their work.

It will be the responsibility of each Committee, **no later than the middle of February** each year to –

- Identify activities the Committee considers (a) essential and (b) desirable and cost them accurately;
- Present budget bids to the Finance Committee;
- When the Finance Committee has all the Committee bids it will make recommendations to the Kirk Session;
- The Kirk Session will prioritise and determine **by the beginning of March**, the final budget allocations to each Committee for the year ahead.

If during the course of the year a Committee considers it needs additional funding, it should in the first instance discuss its requirements with the Finance Committee.

CHRISTIAN EDUCATION & WORSHIP COMMITTEE

Biblical basis for activities –

[1 PETER 3:15] “...You must worship Christ as Lord of your life. And if someone asks about your hope as a believer, you must be ready to explain it.”



REMIT:

It shall be the responsibility for this Committee to:

- Arrange all aspects of worship in the church and community;
- Create new forms of worship to **help people in our parish communities** sense and encounter the spiritual;
- Maintain online systems – live streaming and recording of services, church website and other social media;
- Develop Small Group Ministries **which address the concerns of our communities;**
- Encourage all aspects of spiritual development and adult Christian education
- Train people in conducting and contributing to worship.

A **budget** will be agreed annually for the work of this Committee.

For 2018 the total budget will be **£2324** made up as follows -

Web Fee	363
CCLI (copyright)	216
Consumables	30
Organ Music	100
Computer	100
Printing	1300 (including magazine costs)
Halbeath CC hire	215

PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:

GOALS FOR 2018

- Maintain a mainly traditional form of **worship on Sundays**, but experiment with new forms of worship and music wherever appropriate;
- The first Sunday of each month will be designated an “**invitational service**”;
- Make use of **modern technology** and utilise **social media** effectively;
 - With Finance Committee, maintain efforts to upgrade audio-visual equipment;
- Conduct regular midweek **bible study/discussion** groups;
- Facilitate regular **men's breakfast** discussion groups;
- In conjunction with Pastoral Care Committee, conduct short act of **worship/communion for the elderly** on first Thursday of each month, beginning in May (but excluding winter months);
- Introduce an annual “**Time to remember**” service for those who are grieving the loss of loved ones during past year (complements Pastoral Care Committee goal to **support the bereaved.**)
- Organise regular small group ministries -
 - **Prayer**
 - **Day retreats**
 - Short, occasional **study or discussion opportunities** [e.g. Lent]
- Encourage all members, each year, to take up some form of **spiritual learning to help deepen their faith and give them the confidence to share it**;
- Launch ‘**Spiritual Encouragement Fund**’ (SEF) to encourage members, especially new ones, to **learn more about** the faith [by attendance at courses, conference etc. Funding to come from legacies, donations, or church funds];
- **In the second half of the year**, invite congregation and community to “**learn how to sing**” with a view to enhancing worship;

- Hold the first annual '**congregational conference**' [called 'Let's talk!'] to discuss form, conduct and direction of worship and Christian education;
- Submit to Finance Committee, by end October, any costed proposals for **future development**.

GOALS for 2019

- Maintain core activities [see 2018 goals above]
- Explore pros & cons of establishing **House Discussion Groups**, proposals *by summer*.
- Maintain watching brief on **science & technology developments**; display topical information, hold annual seminar or service on 'science and religion' [invite guest speakers/preachers]

GOALS for 2020

- Set up and run **House Discussion Group network**;

GOALS for 2021

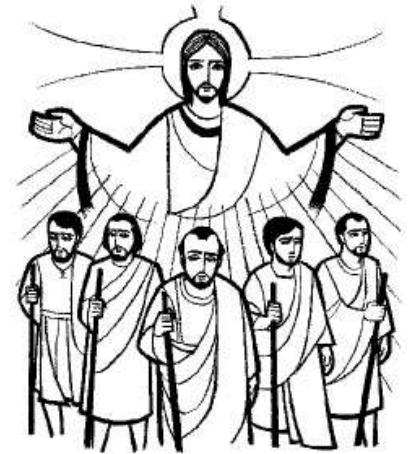
GOALS for 2022

OUTREACH, EVANGELISM & YOUTH [OEY] COMMITTEE

Biblical basis for activities –

Outreach: [Mark 4:21] *“Let your light shine...”*

Evangelism: [Matthew 4:19 & 28:19] *“I will make you fishers of men...Go into all the world and proclaim the Gospel, making disciples...”*



Youth: [Luke 18:16]

“Let the little children come to me...”

REMIT

- Bring before the Kirk Session for consideration and approval -
 - Outreach initiatives, Evangelism initiatives & Youth initiatives aimed at addressing spiritual awareness, **social justice, peace and, importantly, inclusion.**

A **budget** will be agreed annually for the work of this Committee.

For 2018 the total budget will be **£2000** made up as follows -

Youth work	1000
Outreach	500
Evangelism	500

PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:

GOALS for 2018

- Through preaching and discussion continue the process of ensuring St Margaret's is an **"inviting church"**; one that **"welcomes"** and **"listens"** to people in order to reflect to wider community needs;
- Support and encourage, as required, the new **Families Group & the associated "Huggamug Café"** (open every Tuesday for the benefit of the whole community, especially young parents);
- Produce **Church Magazine** 4 times a year and utilise **social media** effectively;
- Meet at least twice a year with **Community representatives and local Councillors** to discuss community needs and how the church might make a difference;
- Hold regular meetings of the **Youth Forum**, comprising young people drawn from JAM, uniformed organisations and Sunday school. (The aim of the Forum, chaired by the Children's & Families Leader, will be to - give young people a "voice" and share their needs and expectations of church life.)
- **In September**, begin seeking additional funding to make **Children's & Families Leader a full-time post** at the earliest opportunity;
- Provide facilities for the community (the downstairs **"Hub"**) for meeting, recreation **and learning**;
- Begin the process of **training** in-house, a pool of people in **evangelising skills** for parish visitations in 2019;
- Apply to the "Go for it Fund" for grant to employ an **Outreach Worker** to engage with and listen to the wider parish community about its needs and recommend how the church might help make a difference.
- **By October**, finalise arrangements for **"online prayer ministry"** and encourage congregational participation;

- Submit to Finance Committee, **by end October**, any costed proposals for **future development**.

GOALS for 2019

- Maintain core activities (see 2018 goals above);
- **By end February**, draw up for KS consideration, proposals (including resource requirements) for **parish outreach campaign**. Parish **Outreach Worker**, if available, to take lead role in this exercise;
- **Between April and October**, undertake **door to door outreach to households in the parish** - to advise about St Margaret's and its work, draw attention to the online services and facilities, and revisit to gather comments and information about potential services/groups we might develop;
- **By the end of the year**, report to KS on the outcomes of the parish outreach campaign, and make recommendations for further action during 2020;
- Explore pros & cons of experimenting with a **pop-up 'outreach centre'** [i.e. a form of chaplaincy in, say, Carnegie College];
- **Link up and develop a relationship with church & congregation in another country** – to share ideas, widen our faith and nurture ecumenical ties.

GOALS for 2020

- Action the findings and conclusions from the parish outreach campaign;
- Develop measures to support potential new members in their spiritual development;

GOALS for 2021

- By 2021, welcome a minimum of 30 new members by profession of faith;

GOALS for 2022

PASTORAL COMMITTEE

Biblical basis for activities -

[Ephesians 2:10] “... *He has created us anew in Christ Jesus, so we can do the good things he planned for us long ago.*”



REMIT:

This Committee will be responsible for supporting the Minister in carrying out visits to both church members and non-church members in the parish community.

A **budget** will be agreed annually for the work of this Committee. For 2018 the total budget will be **£320** made up as follows -

To purchase birthday gifts/cards for the over 80s members.

PROPOSED GOALS DURING PLAN PERIOD, BY YEAR -

GOALS for 2018

- To regularly **take news and good wishes to members** of the congregation who are unable to attend church because of chronic illness, incapacity or because they need help;
- Together with Christian Education & Worship Committee, hold **short act of worship/communion** on first Thursday of each month (except winter months) **for those unable to attend church on a Sunday;**
- To seek help from Youth Organisations to teach senior church members **how to use the internet, email** etc;
- Provide “**Handyman service**” to members on request;
- With Minister’s help, establish **Support Group for people (and their families) suffering from dementia;**

- Submit to Finance Committee, by end October, any costed proposals for **future development**.

GOALS for 2019

- Maintain core activities (see goals above for 2018)
- Further develop **bereavement support** by establishing a “**loss calendar**” and introduce a facility e.g. café style/meeting for coffee and chat in someone’s home.
- Explore idea of offering a specific person (a volunteer) who would actively **support a newly-bereaved member**.

GOALS for 2020

- Meet with members of the local community to investigate ways in which the Pastoral Committee might link church and community initiatives so that non-church folk **may be included in** bereavement support get-togethers described above.

GOALS for 2021

GOALS for 2022

FELLOWSHIP COMMITTEE

Biblical basis for activities:

[Ephesians 1:5] *“God decided in advance to adopt us into his own family by bringing us to himself through Jesus Christ. This is what he wanted us to do, and it gave him great pleasure.”*



REMIT:

The responsibility of this Committee will be for core fundraising and the development of fellowship events to celebrate and support the life of the church and the wider community.

This Committee is unlikely to require a **budget** as it deducts any costs from the monies raised by its various activities. **No budget assigned for 2018.**

PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:

GOALS for 2018

- Operate “Café” on Thursday of each week for **the benefit of both church and community**;
- Continue to recruit new **voluntary helpers** for the Café;
- Ensure all voluntary helpers receive appropriate **training** in food preparation and handling;
- Liaise closely with Property Committee over **refurbishment of church kitchen**;
- Organise regular **fundraising events** including musical & social evenings, the Christmas Fair & occasional coffee mornings for World Mission;

- Offer occasional **cooking classes**;
- Re-visit the options for a “**Freecycle**” facility for food and other products given by supermarkets;
- Submit to Finance Committee, by end October, any costed proposals for **future development**.

GOALS for 2019

- Maintain core activities (see 2018 goals above)

GOALS for 2020

GOALS for 2021

GOALS for 2022

PROPERTY COMMITTEE

Biblical basis for activities –

[Ezekiel 44:14] *“They are to serve as the temple caretakers, taking charge of the maintenance...”*



REMIT:

It shall be the responsibility for this Committee to – **maintain sustainable buildings, that are well equipped, and reflect church and wider community needs**, and to ensure that the church and contents, and the manse, are adequately insured.

The Committee will be expected to come up with short and long term plans of actions for both properties and for this to be fully costed and prioritised.

A budget will be agreed annually for the work of this Committee. The Kirk Session will also agree each year the maximum spend that this Committee will exercise without recourse to the Kirk Session for permission to spend.

For 2018 the budget for this committee will be **£2807** made up as follows -

Essential running costs

PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:

GOALS for 2018

- Deal with general repairs and maintenance, prioritised as necessary;
- **Refurbish church kitchen** – and dedicate to Isobel Mackay whose generous legacy makes the work possible;

- On completion of church roof project (end October) submit to Finance Committee, any costed proposals for **future development** (for example, new church heating system, new sanctuary floor etc).
- Maintain church garden grounds.

GOALS for 2019

- Deal with general repairs and maintenance, prioritised as necessary;
- Maintain church garden grounds.

GOALS for 2020

- Deal with general repairs and maintenance, prioritised as necessary;
- Maintain church garden grounds.

GOALS for 2021

- Deal with general repairs and maintenance, prioritised as necessary;
- Consider paid garden work for church and manse

GOALS for 2022

FINANCE COMMITTEE

Biblical basis for activities –

[1 Timothy 6:18] *“Tell them to use their money to do good. They should be rich in good works and generous to those in need and always ready to share with others.”*



REMIT:

It shall be the responsibility of for this Committee to –

- Maintain control of all aspects of the finances of the church
- After all necessary expenditure has been accounted for, implement a budget that reflects how the surplus might be used across the Committees of the church
- Prepare accounts for OSCR and church AGM.

This Committee will have **no budget** except for the costs associated with raising funds and associated general administration.

PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:

GOALS for 2018

- Maintain records clearly defining the **overall financial position** at any given time and report to the Kirk Session as required;
- Produce **overall balanced and prioritised annual budgets** and updates for each scheduled Kirk Session meeting;

- Oversee **budgets** prepared **by end January**, agreed by March Kirk Session, and thereafter **maintained by Committees**, with the aim of ensuring each Committee stays within budget;
- Maintain separate records for (a) **roof project** and (b) **Children & Family Worker**;
- **By end November**, prepare proposals for a **Stewardship Campaign**;
- **By end December**, with input from other committees, work up for Kirk Session consideration, proposals, including costings, for **future development proposals**. (i.e. fabric, staffing, other projects).

GOALS for 2019

- Maintain core activities (see 2018 goals);
- Oversee Stewardship Campaign during the course of the year, reporting outcomes to Kirk Session and congregation, as appropriate;

GOALS FOR 2020 – 2022

- Maintain core activities;

SPECIAL MISSIONAL PROJECT – FRIENDS OF ST MARGARET'S

GOALS:

- To make recommendations during 2018, in the first instance to CEW Committee, and then to the Kirk Session, for the formation of a new permanent group called – **“The Friends of St Margaret’s.”**

CORPORATE DEVELOPMENT ASPIRATIONS

- Elders to undergo refresher **training in house visitations** & dealing with the sensitive issues which may arise, including prayer;
- Kirk Session to consider annual **‘away day’**, perhaps in conjunction with another church congregation;
- Minister to benefit from period of **study leave or sabbatical** each year;
- Reader to attend at least two development opportunities each year;
- Each March, submit copy of updated MAP to Presbytery Clerk.

CHALLENGES BEYOND THE PLAN PERIOD, AFTER 2021

- Retirement of present Minister & Reader and consideration of future ministry models.

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ANNEX 1 – RECORD OF 2017 COMMITTEE GOALS & ACHIEVEMENTS

* CHRISTIAN EDUCATION & WORSHIP (CEW) - GOALS FROM 2017:

- Train a pool of people in the conduct of worship, **by end 2017**. [achieved]
- Recruit and train at least 2 people to help operate and maintain audio/visual and online facilities, **by end 2017**. [achieved]
- Make maximum use of new technology to share the Christian message and happenings in church. [achieved]
- Maintain traditional form of worship on Sundays, but experiment with new forms of worship and music at other times and other places in the community. [achieved]
- As a first step, the first Sunday of each month will be designated as an “**Invitation Service**” – [achieved]

Congregation will be encouraged to invite people along, with the aid of an invitation card, and to accompany them to worship.

These services will last no longer than 45 minutes & take different forms, including café-style seating for the congregation.

*We will hold “demonstration services” in **May & June**, to show the congregation what these services will look like.*

*After taking account of any feedback, we will begin the services on the **first Sunday of September**.*

- Hold regular **bible study discussion groups**, Wednesday each week [achieved]
- Facilitate regular **men’s breakfast discussion group** [achieved]
- Hold another congregational ‘**Day retreat**’ [on ‘How to meditate’] **by end September**. [failed]
- Run two 6 part/weekly **congregational study series**:
 1. During Lent, “The life you’ve always wanted.” [achieved]

2. In October/November, "When faith gets shaken.' Particularly useful for young people – invite uniformed organisations. [*failed*]

*** OUTREACH, EVANGELISM & YOUTH (OEY) – GOALS FROM 2017**

- Employ a [part-time] **Children & Families Leader**, by the spring. [*achieved*]
- Through preaching and discussion, begin the process of making St Margaret's an 'inviting church' as well as a 'welcoming church'. [*achieved*]
- To that end, encourage a 'culture of invitation' among the congregation and seek opportunities and seasons to invite others to experience church community life. [*achieved but requires continued effort*]
- Begin the process of training in-house, a pool of people in evangelising skills, for parish visitations in 2019. [*delayed*]
- Produce Church Magazine 4 times a year. [*achieved*]
- Establish an 'online prayer ministry' and encourage congregational participation, 40-50 members, by end of 2017. [*partly achieved; requires further work*]
- Current Halls Secretary to develop a "buildings map" by end of 2017 to help maximise use of buildings by church organisations and others. [*delayed*]
- Meet twice a year (summer & winter) with representatives of the Community Council and local Councillors to discuss community needs and how the church might help to make a difference. [*achieved*]

.....

*** PASTORAL CARE COMMITTEE – GOALS FROM 2017**

- To regularly **take news and good wishes to members** of the congregation who are unable to attend church through suffering from chronic illness, incapacity or because they need help; [*achieved*]
- To explore options available for a local “**Handyman service**” (liaising with Fife Care & Repair, as appropriate); [*partly achieved, but needs more publicity*]
- To determine the number of members who would like to attend a church service, given a later or alternative times & forms of worship, and requiring help with transport etc. [*achieved*]
- To research ways in which greater help might be given to **bereaved members** - through discussion, reading and perhaps attending courses or support groups. [*work in progress*]

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*** FELLOWSHIP COMMITTEE – GOALS FROM 2017**

- Operate “**Café**” on Thursday of each week for the benefit of both church and community; [*achieved*]
- Recruit new voluntary helpers for the café by summer; [*achieved by early 2018*]
- As an incentive to volunteer –
 - Investigate possibility of offering **training for the Food Hygiene Certificate**; [*achieved*]
 - Offer **soup making classes**; [*achieved*]
- Ensure all voluntary helpers (existing and new) are **trained** in food preparation and handling matters, as recommended by Fife Council; [*achieved*]
- Offer **afternoon high teas** 3 times during the summer months; [*achieved, but disappointing uptake*]

- Organise regular **fundraising events** including musical & social evenings, the Christmas Fair & occasional coffee mornings for World Mission. [achieved]

* PROPERTY COMMITTEE - GOALS FROM 2017

- Deal with general repairs and maintenance, prioritised as necessary [achieved]
- Liaise with the General Trustees (of Church of Scotland) and the commissioned Architect over the **Church Roof Project** and make recommendations as necessary to Kirk Session. [achieved]
- Liaise with General Trustees (of Church of Scotland) & Finance Committee over costs and grant availability to –
 - **Modernise church kitchen** [re-scheduled to 2018]
 - **Refurbish manse**, or if the General Trustees so advise, begin the process of selling it and acquiring a suitable more modern property
 - Undertake any other **essential church building works**. [achieved]
- Maintain church garden grounds [achieved]

FINANCE COMMITTEE - GOALS FROM 2017

- Maintain records clearly defining the **overall financial position** at any given time and report to the Kirk Session as required; [achieved]
- Produce **overall annual budgets** and produce updates for each scheduled Kirk Session meeting; [achieved]
- Oversee **budgets** prepared **by end January**, agreed by March Kirk Session, and thereafter **maintained by Committees**, with the aim of ensuring each Committee stays within budget; [achieved]

- Maintain separate records for (a) **roof project** and (b) **Children & Family Worker**; *[achieved]*
- Ensure that the required level of funding is obtained through Donations, Grants and Loans to enable the Church to:
 - Replace the **Church Roof** – estimated cost £187,000
 - Bring the **Church Kitchen** up to the required standard for its continued use as a cafe serving the wider community – estimated cost £2000-£3000
 - Carry out the necessary improvements to the **Manse**, e.g. window replacements, central heating system – estimated cost not yet known.

To achieve the above works it is recognised that a significant percentage of the current **reserves** will require to be used in addition to the other funding to be acquired. The funding to be acquired must be sufficient to leave adequate monies available to enable the goals outlined in this plan to be delivered. *[all of the above on course]*

SPECIAL COMMITTEE 1 – FABRIC FUNDING PROJECT

GOALS DURING PROJECT:

- Take advice from **General Trustees** on costs and grant availability;
- Identify **external sources of funding** in the form of grants and loans and make recommendations to the Kirk Session after consulting the Finance Committee.
- Approach **Fife Environmental Trust** for possible assistance. *[work above undertaken successfully by Minister]*

