



MISSION

ACTION

PLAN

2017-2021

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**WORKING ASSUMPTIONS ABOUT ST MARGARET’S DURING THE LIFETIME OF THE PLAN**

* Led by the same Minister
* Reader post retained
* Membership at risk of decline
  + [Consequently, human resources limited]
* Seriously challenged financially for at least the next five years
  + [Because of inescapable major building works]
* At a time when regular income is likely to be flat or falling
* There will be a requirement to identify, raise and service a significant level of additional funding from external providers. As yet, this sum is unknown but is likely to be in the region of £250,000 – £270,000

**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**

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 Mission 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 sense and encounter the spiritual
* Maintain online systems – live streaming and recording of services, church website and other social media
* Develop Small Group Ministries
* Maintain 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.

Bids for Year 1 (2017) are as follows:

Web Fee 355

CCLI (copyright) 206

Consumables 30

Organ Music 100

Public speaking training 100

Computer 100

Printing 1700 (covers magazine costs)

Halbeath CC hire 215

**[Total] [2706]**

**PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:**

**GOALS YEAR 1 (2017):**

* Train a pool of people in the conduct of worship, ***by end 2017***.
* Recruit and train at least 2 people to help operate and maintain audio/visual and online facilities, ***by end 2017.***
* Make maximum use of new technology to share the Christian message and happenings in church.
* 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.
* As a first step, the first Sunday of each month will be designated as an “**Invitation Service**” -

*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
* Facilitate regular **men’s breakfast discussion group**
* Hold another congregational ‘**Day retreat**’ [on ‘How to meditate’] ***by end September.***
* Run two 6 part/weekly **congregational study series**:

1. During Lent, “The life you’ve always wanted.”
2. In October/November, “When faith gets shaken.’ Particularly useful for young people – invite uniformed organisations.

**GOALS YEAR 2 (2018)**

* Maintain core activities [see year 1]
* Introduce an annual “Time to remember” service for those who are grieving the loss of a loved one during the year (to complement Pastoral Committee goals for bereaved.)
* Organise regular small group ministries:
  + Prayer
  + Day retreats
  + Short, occasional study or discussion opportunities [eg Lent]
* Explore pros & cons of establishing **House discussion groups**, proposals ***by summer.***
* Encourage all members, each year, to take up some form of **spiritual learning**
* Establish ‘**Spiritual Encouragement Fund’** to encourage members, especially new ones, to explore & develop their faith [by attendance at courses, conference etc. Funding to come from legacies, donations, or church funds]
* Explore pros & cons of experimenting with a **pop-up ‘outreach centre’** [ie a form of chaplaincy in, say, Carnegie College] [this might be one for OEY Committee]
* Hold first annual ‘**congregational conference’** [called ‘Let’s talk!’] to discuss form, conduct and direction of worship and Christian education [a stock take and a quarry for new ideas]

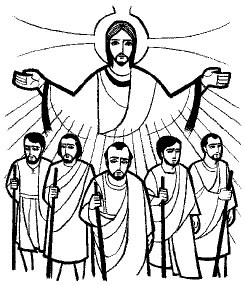
**GOALS YEAR 3 (2019)**

* Maintain core activities [see year 1]
* Maintain watching brief on science & technology developments; display topical information, hold annual seminar or service on ‘science and religion’ [invite guest speakers/preachers]

**GOALS YEAR 4 (2020)**

**GOALS YEAR 5 (2021)**

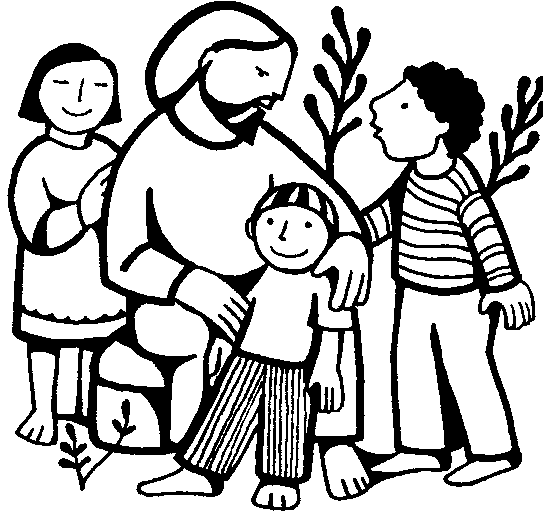
**OUTREACH, EVANGELISM & YOUTH [OEY] COMMITTEE**



**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

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

Bids for Year 1 (2017) are as follows:

Youth work 1000

Outreach 500

Evangelism 500

**[2000]**

**PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:**

**GOALS YEAR 1 (2017):**

* Employ a [part-time] **Children & Families Leader**, by the spring.
* Through preaching and discussion, begin the process of making St Margaret’s an ‘inviting church’ as well as a ‘welcoming church’.
* To that end, encourage a ‘culture of invitation’ among the congregation and seek opportunities and seasons to invite others to experience church community life.
* Begin the process of training in-house, a pool of people in evangelising skills, for parish visitations in 2019.
* Produce Church Magazine 4 times a year.
* Establish an ‘online prayer ministry’ and encourage congregational participation, 40-50 members, by end of 2017.
* Current Halls Secretary to develop a “buildings map” by end of 2017 to help maximise use of buildings by church organisations and others.
* 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.

**GOALS YEAR 2 (2018)**

* Through preaching and discussion encourage the congregation to become a **‘listening community’**, in order to respond to community needs.
* 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.
* Establish by spring 2018 a **Youth Forum**, comprising young people drawn from JAM, uniformed organisations and Sunday school. The aim of the Forum, which will be chaired by the Children’s & Families Leader, will be to - give young people the opportunity to have a "voice" and share their needs and expectations of church life.

**GOALS YEAR 3 (2019)**

* 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.

**GOALS YEAR 4 (2020)**

**GOALS YEAR 5 (2021)**

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

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**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.

**Bids for Year 1 (2017) are as follows**:

To purchase birthday gifts/cards for the

Over 80s members £320

[**£320**]

**PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:**

**GOALS YEAR 1 (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.
* To explore options available for a local “Handyman service” (liaising with Fife Care & Repair, as appropriate)
* 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.
* To research ways in which greater help might be given to bereaved members through discussion, reading and perhaps attending courses or support groups.

**GOALS YEAR 2 (2018)**

* Maintain core activities [see Year 1]
* To seek help from Youth Organisations to teach senior church members how to use the internet, email etc.

**GOALS YEAR 3 (2019)**

* To 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 YEAR 4 (2020)**

* Explore ways in which we might better support members (and their families) who suffer from **dementia**.

**GOALS YEAR 5 (2021)**

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

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**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.

Bid for Year 1 (2017) - **Nil**

**PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:**

**GOALS YEAR 1 (2017):**

* Operate **“Café”** on Thursday of each week for the benefit of both church and community.
* Recruit new voluntary helpers for the café by summer.
* As an incentive to volunteer –
* Investigate possibility of offering **training for the Food Hygiene Certificate**
* Offer **soup making classes**
* Ensure all voluntary helpers (existing and new) are **trained** in food preparation and handling matters, as recommended by Fife Council
* Offer **afternoon high teas** 3 times during the summer months
* Organise annual **fundraising events** including musical & social evenings, the Christmas Fair & regular coffee mornings for World Mission.

**GOALS YEAR 2 (2018)**

* Maintain core activities (see Year 1)
* Offer occasional **cooking classes**
* Re-visit the options for a “**Freecycle**” facility for food and other products given by supermarkets.

**GOALS YEAR 3 (2019)**

**GOALS YEAR 4 (2020)**

**GOALS YEAR 5 (2021)**

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**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 the general appearance and fabric of the church building and manse 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.

**Bids for Year 1 (2017) are as follows –**

Essential running costs **[2807]**

**PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:**

**GOALS YEAR 1 (2017)**

* Deal with general repairs and maintenance, prioritised as necessary
* 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.
* Liaise with General Trustees (of Church of Scotland) & Finance Committee over costs and grant availability to –
  + **Modernise church kitchen**
  + **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.**
  + Maintain church garden grounds

**GOALS YEAR 2 (2018)**

* Deal with general repairs and maintenance, prioritised as necessary
* Maintain church garden grounds

**GOALS YEAR 3 (2019)**

* Deal with general repairs and maintenance, prioritised as necessary
* Maintain church garden grounds

**GOALS YEAR 4 (2020)**

* Deal with general repairs and maintenance, prioritised as necessary
* Conduct review of **church heating system** and report to Kirk Session (but refer back to General Trustees advice in Year 1, 2017)
* Maintain church garden grounds

**GOALS YEAR 5 (2021)**

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

However, the activities and goals of this Committee (above) will necessarily be restricted during the lifetime of the MAP and perhaps beyond, to the church roof repair and other essential expenditure on Manse and church refurbishments (boiler & kitchen).

**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 associate general administration.

**PROPOSED GOALS DURING PLAN PERIOD, BY YEAR:**

**GOALS YEAR 1 (2017) & SUBSEQUENT YEARS**

* Maintain records clearly defining the **overall financial position** at any given time and report to the Kirk Session as required.
* Produce **overall annual budgets** and produce 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**
* 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 will require to be sufficient to leave

adequate monies available to enable the goals outlined in this plan to be

delivered.

**As at end March 2017 the congregation had gifted circa £45,000.**

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**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.

**SPECIAL COMMITTEE 2 – FRIENDS OF ST MARGARET’S**

**GOALS DURING PROJECT:**

* To make recommendations to the Kirk Session, by spring 2018, for the formation of a new permanent group called – **“The Friends of St Margaret’s.”**

**CORPORATE DEVELOPMENT ASPIRATIONS**

* Minister to benefit from period of study leave or sabbatical each year.
* Reader to attend at least two development opportunities each year.
* Kirk Session to consider annual ‘away day’.

**CHALLENGES BEYOND THE PLAN PERIOD, AFTER 2021**

* Retirement of present Minister

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