

EMBARGOED UNTIL SATURDAY 1 OCTOBER

DRAFT AS AT THURSDAY 29 SEPTEMBER



Mission Plan

2023-2027

Supporting congregations to be People of the Way

www.presbyteryofglasgow.org.uk

Preface

*Jesus said to them,
"Children, you have no fish, have you?"
They answered him,
"No."
He said to them,
"Cast your net on the right side of the boat,
and you will find some."
(John 19.5-6 NRSV)*

As I write, our country, people and church are living through unprecedented times. Against such a background and after decades of decline the Church of Scotland has embarked on the far-reaching course of mission planning set out in the Presbytery Mission Plan Act.

Here then, is the draft mission plan of the Presbytery of Glasgow 2023-27. A document such as this must be formal in tone so as to fulfil certain requirements. For all that, it cannot tell the whole story. Like the valley of dry bones in Ezekiel's vision, numbered paragraphs, tables and local mission plans need to be animated by something more. They and we alike, need nothing less than God's breath of life so that the words and figures may reflect the heartbeat of the churches and communities behind them if we are to make out the shape of Christ's mission emerging today.

Still, the statistics do tell stories, stories of people who attend worship regularly, live in poverty, or alone, those who are setting out on life's adventure and those who look back on a long rich journey. Of course, hidden between the lines, there are those who have not been counted.

Over 900,000 people live in the area covered by this Presbytery and its parishes. Would it be fair to say that even our busiest churches have room for more? Is it worth asking if we could all be more attuned to mission than maintenance, or be motivated by service rather than survival? Might it be the case that for a long time now we have been casting our nets out of the wrong side of the boat to little or no avail, like the disciples in John 21?

By asking us all to work in self-selected clusters, we have been trying to open up a shared Presbytery-wide conversation where we can seek fresh ways of being the church together, and learn to cast our nets out of the other side. Not only that, we are urged to do this within narrow constraints of time, money and personnel. No mean task.

Thank you then, to all who are putting so much effort into this urgent process. You who have prayed, discussed, argued and where possible have come to a mind and made decisions. Some of you may have heard how people 'Form, Storm, Norm and Perform' as they work in groups together. Well, we have all been 'Forming, Storming, Norming and Performing' over these recent months. Yet, in a short time and under much pressure we have produced this draft plan together. It gives us a snapshot of the progress made so far and outlines work yet to be done as we follow the instruction of the General Assembly. In doing so, may we be attuned to the prompting of Jesus and cast our nets out in a new way. I wonder, what will we find?

In closing, I am grateful to my PMPCG colleagues past, present, appointed and co-opted; to our Presbytery staff and team of facilitators. Finally, thanks to all who have engaged with this challenging task in these exceptional and tender times.

*Come Holy Ghost, our hearts inspire,
let us thine influence prove;
source of the old prophetic fire,
fountain of life and love.*

Roy Henderson
Convener, Presbytery Mission Plan Creation Group
September 26th 2022

DRAFT

Contents

Part 1 Introduction	5
1.1 Scope	5
1.2 Purpose	5
1.3 Contents.....	5
1.4 The Mission of Christ and the Five Marks of Mission.....	6
1.5 Mission Plan creation and implementation principles.....	7
1.6 Allocation of posts	9
Part 2 Ministries	16
2.1 Scope	16
2.2 Priority Area ministries	16
2.3 Clusters and local mission plans	16
2.4 Zone and cluster summary plans	17
Part 3 Buildings.....	82
3.1 Background	82
3.2 Asset Management Buildings Audit (AMBA)	82
3.3 Mission Priorities and Categorisations.....	83

Please note that 4 appendices accompany this Presbytery Mission Plan and that these appendices are published separately as individual documents for ease of reference:

Appendix 1: The Principles of Presbytery Mission Plan

Appendix 2: The Principles of the Presbytery Mission Plan (Executive Summary)

Appendix 3: Priority Area proformas

Appendix 4: Local cluster mission plan proformas

Part 1 Introduction

1.1 Scope

Glasgow Presbytery's Mission Plan 2023-2027 has been developed to fulfil the instruction of the Presbytery Mission Plan Act (Act VIII 2021) ('the PMPA').

The Mission Plan seeks to:

- define, for Glasgow Presbytery (that is, the congregations and agencies within the boundaries of the Presbytery as supported by the structures and processes of Presbytery) what it means to participate in Christ's mission and underscore the priority for the Church of this participation;
- provide a rolling five-year plan, initiated by this Plan, for such participation;
- make best use of the allocation of 84 ministry posts by the 2021 General Assembly;
- determine the future of Church buildings; and
- offer a range of ways to structure and resource Church life.

Presbytery is aware of the need to have an Approved Mission Plan by 31 December 2022, and that this requires the approval not only of Presbytery but of the Faith Nurture Forum and the General Trustees.

1.2 Purpose

The purpose of this Mission Plan is to:

- shape the life of congregations, individually and in collaboration, around Mission;
- adequately reflect the outcomes of Local Church Reviews and ideas for local mission;
- sustain the commitment to a territorial ministry as described in the Third of the Articles Declaratory including a commitment to ecumenical working;
- make appropriate use of ministry posts permitted by the General Assembly;
- ensure that new ways of being Church, other than stipendiary Ministers of Word and Sacrament or traditional MDS (Ministry Development Staff) appointments, are reflected in the Mission Plan; and
- determine in respect of each ecclesiastical building whether that building shall be retained for at least five years beyond the date of the Plan's approval or be disposed of within five years of such categorisation and record the Historic Properties within Presbytery.

Primary responsibility for preparation of the draft Mission Plan rests with Presbytery, which is entitled to receive both the total number of ministry posts allocated by the General Assembly (an allocation of 84 posts as at May 2021) and information from the General Trustees as to the suitability of each ecclesiastical building within the boundaries of the Presbytery for mission purposes.

Sustaining a commitment to a territorial ministry, founded in Declaratory Article III and affirmed in Act V 2010, includes a commitment to ecumenical working as Declaratory Article VII makes clear. This Plan indicates existing ecumenical partnerships or those that are anticipated in early course and recognises that more partnerships shall need to be nurtured and encouraged across Presbytery.

1.3 Contents

This Mission Plan consists of the following elements:

- **This introduction**, including a definition of participation in Christ's mission as that is understood by Glasgow Presbytery;

- **An authoritative model of such participation in respect of each congregation** as at the commencement of the Mission Plan **and the anticipated arrangement of congregations and new ways of being Church as at 31 December 2027**, five years from the commencement of the Mission Plan.
- **An allocation of ministries** not exceeding 84, the total determined by the 2021 General Assembly across charges and otherwise to support participation by the Church in the mission of Christ.
- **A determination of all ecclesiastical buildings** within the boundaries of Presbytery in respect of retention or disposal generally within the period of this Mission Plan.

No provisions of this Mission Plan are considered to affect the rights of any presently-inducted ministers, notwithstanding that the Mission Plan provides for adjustment to achieve the Mission Plan goals.

1.4 The Mission of Christ and the Five Marks of Mission

To conform to the PMPA the Mission of Christ is defined in terms of the following *Five Marks of Mission*:

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

Presbytery understand a scriptural basis for the five marks of mission may be found in part within the Great Commission (Matthew chapter 28). Both the unity and the diversity of the Church are to be recognised in participation in the mission of Christ as described in the five marks of mission.

Accordingly, while it is expected that all five marks shall be evident to some extent in all expressions of Church life, particular emphasis shall be given to some marks in certain locations. This respects cultural, historic, social and theological factors which have influenced Church life in particular contexts, a narrative Presbytery is eager to respect and a diversity it is anxious to support. Across Presbytery as a whole there is a sufficient focus on each mark without necessarily seeking a balance amongst all.

Presbytery recognise that the primary implementation of the Mission Plan shall initially focus on the deployment of ministries which, after the date of approval of the Mission Plan, shall only be to such charges and contexts as are contained within the Mission Plan.

Accordingly, Presbytery shall require, prior to permission to call to a charge being granted or recruitment to another ministry post commencing, that all necessary adjustment in respect of the post has been completed.

Presbytery also recognise that the secondary implementation of the Mission Plan shall relate to the selection of, necessary adaptation to, and disposal of, ecclesiastical buildings in accordance with the goals of the Mission Plan.

Only such repairs as are necessary to ensure buildings remain wind and watertight shall be permitted to those buildings whose disposal is required within five years from the determination being made.

Presbytery shall work with the General Trustees and third parties in respect of resourcing maintenance of Historic Properties.

Presbytery, finally, recognise the significant task of supporting new visionary endeavours across the diverse communities within the boundaries of Presbytery, and shall strive to resource these initiatives through

creative partnerships among congregations, across denominations, with willing members of local churches and communities, and with third parties.

1.5 Mission Plan creation and implementation principles

Presbytery engaged, through an extensive consultant-led process, with more than 95% of congregations within the boundaries over a six month period from June to December 2021. Full details are found in the Report, *The Principles of the Presbytery Mission Plan*, which is *Appendix 1* with an Executive summary at *Appendix 2*.

A set of 21 principles were developed and agreed relating to the development of the Mission Plan, the strategic planning principles which inform the Plan and those which guide its implementation. These are now outlined, beginning with strategic planning, continuing through Plan development and concluding with implementation.

1.5.1 Strategic Planning principles

Mission and Outreach

Strategic planning developments for mission and outreach should seek to provide a clear and honest assessment of the present situation regarding mission and where the Five Marks of Mission can shape future mission.

Partnership and Collaboration

Strategic planning developments for working together in partnership and collaboration should be towards ensuring that all areas of Presbytery are served in ministry through the sharing of gifts and resources.

Geography (parish and place)

Strategic planning developments for geography should focus on how mission and ministry is served in all areas of Presbytery and in being a visible presence of faith in word and action, whilst meeting the criteria outlined by the General Assembly of 2021.

New ways of Church

Strategic planning developments for new ways or expressions of church should plan for up to ten new expressions of church focused on mission and addressing areas of the population that would not come to traditional models of church.

Ministry

Strategic planning developments for ministry should work towards ensuring communities across Presbytery are served in ministry whilst meeting the ministry posts requirement of the General Assembly of 2021.

Buildings

Strategic planning developments relating to buildings should not only consider sustainability but provide guidance and clarity for congregations about how decisions on buildings are made.

Priority to the Poor

Strategic planning developments relating to priority to the poor should first address where priority to the poor sits currently within the Church and in looking to the future how areas of poverty are served with a Christian presence.

1.5.2 Development principles

Prayerful

The work of the Plan Creation Group and the processes they use should be a prayer point with the journey started and continued prayerfully. A prayer-led approach should make the Presbytery Mission Plan stand out from any other planning model.

Listening

A more inclusive process increases ownership significantly. Being heard and contributing to a process should mean there is a willingness to understand and potentially act on what is heard.

Relational Engagement

Meaningful engagement must avoid tokenism and should be for the purpose of genuinely shaping what the future Church looks like. A relational approach that builds trust and encourages an 'all in this together' approach.

Transparency

Openness, due process, transparency and communication are fundamental to ensuring a meaningful process that produces an outcome people can trust.

Communication

Communicate well, often and with clarity of language ensuring there is consistency in the message being delivered. Starting with a clearly explained rationale about why the Mission Plan is necessary and the steps required in achieving common goals.

Fairness and Compassion

There should be care and compassion at the heart of the process, where everyone feels valued, listened to and encouraged whilst valuing, listening to and encouraging others. Being fair in approach and mindful of the way people involved are treated.

Creative

The principle of being creative acts as both a challenge to the developers of the Presbytery Mission Plan but also explicitly as a challenge to existing structures, practices and procedures.

Realistic

There should be a realistic assessment of resources and capabilities that leads to a reasonable and sensitive deployment of resources.

1.5.3 Implementation principles

Actionable

The situation that churches are facing now means that it is imperative that, once approved, the Presbytery Mission Plan is implemented and adhered to.

Communication

Strong and effective communication should follow into the implementation stages from the development stages continuing to keep communication open, transparent and with clarity of purpose.

Change management

Change, within the context of the implementation stages of the Presbytery Mission Plan, relates to how it is managed and the methods used to do so, such as relational approaches to implementation and agreed principles.

Efficiency

Implementing the Presbytery Mission Plan requires doing so at a speed that does not leave people behind but ensures that an agreed timescale can be kept. Any loss of momentum may lead to diminishing support. It must be respectful of people but not be deflected from the aims.

Focused

Efficiency is ineffective without focus. For the Presbytery Mission Plan to become actionable it must focus on and be driven by mission. An agreement must be reached that there is sufficient evidence in the plan that mission is the driving force behind it.

Reviewable

The Presbytery Mission Plan, once implemented, must be reviewable annually against a set of criteria ensuring that it is on course to deliver on its objectives.

1.6 Allocation of posts

Presbytery are mindful of the instruction to allocate no more than 84 posts to all ministries funded by the national church. Within this allocation the majority shall be parish ministers, a recognition of the role of parish ministry in contributing to leading congregations, providing ministry to fulfil the Third Article Declaratory, honouring the concept of parish as a key means of engaging with local communities, and providing an educated and accountable professional ministry to all who seek such support within the boundaries of the Presbytery.

Presbytery also seek to exploit the resources available in a large and diverse regional expression of church. There is, accordingly, an ability to engage those whose expertise may be shared across Presbytery and who are not confined to a more local context.

A further possibility, of releasing those primarily focused in parishes for a small portion of their time to develop expertise, is worth further exploration. This is likely not to be possible in the short to medium term given the need to invest in supporting effective adjustment across almost the entire Presbytery. It remains, however, a long-term possibility.

The requirement to allocate staff in other roles is recognised, too, both as an obligation under the PMPA and as a proper response to the diverse needs and opportunities in the Presbytery.

1.6.1 Priority Areas

Following advice from Faith Nurture Forum staff on the outworking of the Priority Area Weighting both across Scotland and within the Presbytery it is understood an allocation of twelve posts has been granted to Presbytery under this weighting.

Presbytery accordingly allocate twelve posts to Priority Area parishes or to work in areas where there is significant deprivation but which are not formally designated Priority Area parishes, provided this furthers the Presbytery's work with and amongst people struggling against poverty.

Presbytery has had a long-standing involvement in providing care for those whose housing is precarious or non-existent, demonstrated through the Chaplain to the Lodging House Mission, and one post has been set aside for work at the Lodging House Mission.

The Mission Plan anticipates that these posts shall probably be filled by Ministries Development Staff (MDS).

1.6.2 Pioneer Ministry

Glasgow Presbytery has been at the forefront of developing bespoke ministry to members of the visual arts community and has, for the past five years, been pleased to have among its number a Pioneer Minister to the Arts. As funding streams have changed, the Presbytery recognise its value remains.

Presbytery therefore allocate one of the 84 posts until December 2027 to continue the Pioneer Ministry to the Visual Arts as a Presbytery ministry, this formerly being a national initiative.

1.6.3 Transition Ministry

Presbytery also recognise potential significant benefit in enabling the congregation of Wellington Church, situated in the midst of the Glasgow University campus area, to develop in the near future.

Presbytery commit one of the 84 posts to the Transition Ministry at Wellington Church for the period of that ministry, namely until April 2027.

On completion of this contract, the allocation of this post could be considered further by Presbytery.

1.6.4 Interim Ministries

The present two Interim Ministries, both of which are anticipated to conclude prior to January 2023, are not included in the Mission Plan. Further Interim or Transition ministries shall require to be resourced from the allocation of ministries.

1.6.5 Pan-Presbytery Posts

Presbytery consider that the two pan-Presbytery posts of Congregational Facilitator and Strategy Officer, each 0.8 FTE, have provided an increasingly knowledgeable and targeted support in a range of situations.

Presbytery commit to continuing a total of 1.6 FTE posts within the allocation of 84 to the roles of Congregational Facilitator and Strategy Officer.

Experience has demonstrated that local line management of MDS staff, anticipated when posts are created, becomes impossible often due to congregational frailty.

Presbytery commit a further 0.4 FTE as a pan-Presbytery resource to enable formal line management of MDS staff. Therefore, a total of 2.0 FTE shall, in due course, be allocated to Congregational Facilitator, Strategy Officer and MDS line management.

1.6.6 Deaf Ministry

The post of Minister to members of the deaf community, and located in John Ross Memorial Church for Deaf people, remains a post funded nationally. John Ross Memorial Church has an agreement with Queen's Park Govanhill Church, where the congregation worship.

Accordingly, while John Ross Memorial Church features within the Mission Plan, no allocation from the Mission Plan is provided.

1.6.7 Readers and Worship Leaders

Presbytery is pleased that a number of members of congregations have offered themselves as Readers and also, more recently, as worship leaders both in their own congregations and potentially in any congregation across Presbytery. Currently, 15 Readers have been set apart and 26 Worship Leaders are recognised by Presbytery, though some Readers and Worship Leaders have indicated a preference for restricting their ministries to their home congregation.

This significant, and growing, resource is available both to congregations who have in their membership Readers and authorised worship leaders, and to others where Readers and local worship leaders may either conduct worship or release parish ministers to exercise ministry in other congregations.

Although the commitment of these church members is not reflected in paid roles and therefore neither in the allocation of nationally-funded ministries in the Mission Plan, Presbytery consider it essential to include these to reflect more accurately the service of the whole people of God in enabling worship and to demonstrate new ways of being Church, other than stipendiary Ministers of Word and Sacrament or traditional MDS appointments. This is a requirement of the PMPA.

1.6.8 Ordained Local Ministry

Presbytery benefit, too, from three Ordained Local Ministers whose regular commitment to leading worship - and more - in a range of congregations enables an enduring lively church presence where this would otherwise not be available.

The flexible nature of some of this ministry makes it challenging to incorporate it within the parameters of Presbytery Mission Plan preparation, but these details are provided to indicate the range of ministries being exercised beyond those resourced financially by the national Church.

1.6.9 Further Specialist Ministries

The majority of ministries shall be associated with parish areas. However, consonant with the Third Article Declaratory, Presbytery has allocated ministries among certain recognised areas of service as follows:

1 - Pioneering and Planting Coordinator (1.0 FTE)

It is essential that Presbytery take steps to encourage mission and new growth. Church planting and pioneering is recognised as a significant endeavour in the coming five years. This post is to focus exclusively on enabling mission and encouraging new forms and expressions of ministry. This may include church plants, fresh expressions and pioneering projects. It is hoped this post shall encourage and enable planting and pioneering to be carried out through local volunteers, supported by this post, the national Church and utilising such other ministries as may be available.

2 - Ecumenical Officer (0.5 FTE)

This is to encourage, support and challenge Presbytery to explore how it might work best with other denominations and church organisations. It builds on the Church's 2018 policy document which commits the Church to support the principle that at local, regional and national level churches ought to act together except where deep differences of conviction compel them to act separately.

3 - Under-40s Development Officer (0.5 FTE)

This has been identified as a 'missing generation' and this post is to help local congregations engage with people in this age group. It is understood that as congregations get smaller they are less able to work with this age group or to fully understand what it is to be under 40 in this era.

4 - Ecological Support Worker (0.5 FTE)

Ecological issues are among the most pressing with which the church should be engaged. Many congregations may need help to see what action they can take in terms of energy efficiency, to care for the environment and adopt eco-friendly practices.

5 - Support Worker for refugees and asylum seekers (0.5 FTE)

The increasing incidence of refugees and asylum seekers in the Glasgow area requires targeted, dedicated assistance. This post may also help in providing advice and practical assistance with language financial, legal, cultural and spiritual matters.

The Pioneering and Planting Coordinator post is 1.0 FTE whilst the other four posts are each 0.5 FTE posts. Presbytery therefore commits to engaging 3 FTE posts in these above defined specialist ministries.

1.6.10 Ministries in Parishes

Accordingly, utilising the posts outlined above leaves 65 posts to be allocated within and across the current congregations as clustered, by parish ministers and MDS staff.

1.6.11 Parishes in Zones

The consultation process was facilitated through subdividing the Presbytery into five geographical zones. Experience suggests this worked well and, with limited fine-tuning, offers a manageable means to discuss the deployment of the majority of posts under the Mission Plan.

The available posts shall be distributed across five zones on a basis which takes into consideration, along with the population size of each parish, an equal account of the Ministry and Mission contributions made. Local parties shall be at the forefront of determining the deployment of these local ministries. Presbytery shall provide assistance to local parties, from within its number and through engaging external expertise, to enable allocation within zones to be determined by congregations within each zone.

Allocation of posts shall be to each Zone and based on the aggregate population of parishes within each Zone. This reflects the allocation given to the Presbytery of the total available national ministry, is quantifiable, equitable and offers a feasible means of determining the distribution of ministry posts throughout Presbytery. This is balanced at cluster and congregational level by the use of another quantifiable measure, the Ministry and Mission contributions of each parish.

The zones are represented generally in Figure 1.

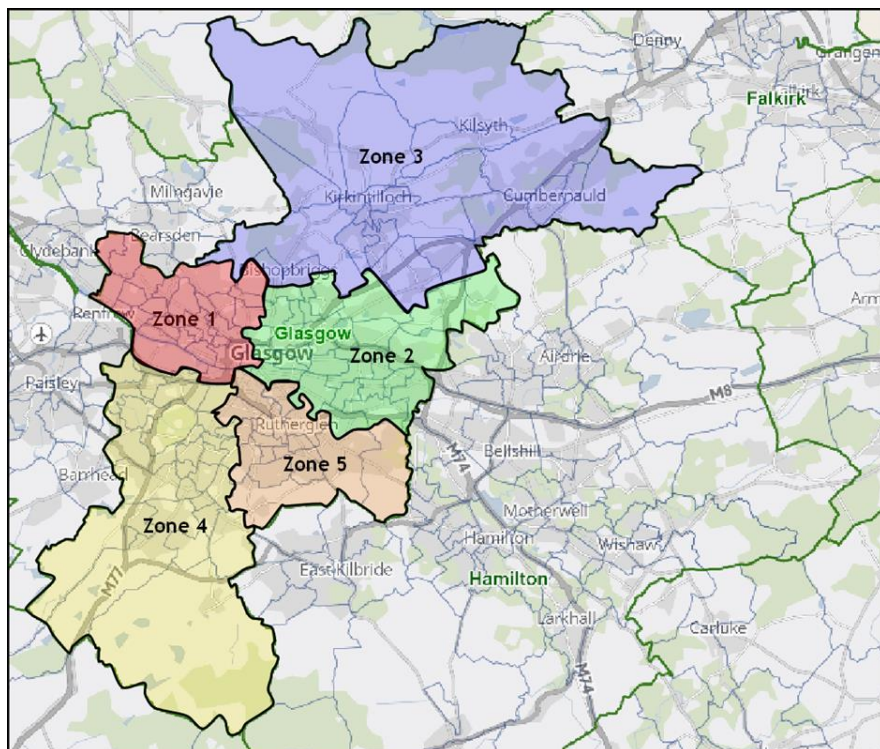


Figure 1: Map of zone areas across Presbytery

The current parishes (and linked charges) are allocated to zones as follows:

(NB Since the formation of zones and clusters, some readjustment has already taken place).

Zone one Clusters

- 1A** Yoker, Drumchapel St Andrew's, Drumchapel St Mark's
- 1B** Knightswood Anniesland, Knightswood St David's
- 1C** Whiteinch, Balshagray Victoria Park, Scotstoun, Partick South
- 1D** Broomhill Hyndland, St John's-Renfield, Jordanhill, St Columba Gaelic, Blawarthill
- 1E** Kelvinside Hillhead, Kelvinbridge, Wellington, Partick Trinity
- 1F** St Andrew's West, Sandyford Henderson Memorial, Toryglen, Ruchazie, Wallacewell, St Rollox, St George's Tron
- 1G** Possilpark, Maryhill, Ruchill Kelvinside, Colston Milton
- 1H** Kinning Park, Govan and Linthouse
- 1I** Trinity Possil and Henry Drummond, Gairbraid, Kenmure Mount Vernon, Carmyle

Zone two Clusters

- 2A** Gallowgate, Gorbals, Calton Parkhead
- 2B** Cathedral, Dennistoun New

- 2C** St Andrew's East, St Paul's, St Enoch Hogganfield, Garthamlock and Craigend, Stepps
- 2D** Carntyne, Shettleston New, Cranhill
- 2E** Baillieston St Andrew's linked with Baillieston Mure Memorial
- 2F** Barlanark Greyfriars, Easterhouse
- 2H** Tron St Mary's, Colston Wellpark, Springburn
- 2I** Sandyhills, Chryston, Robroyston
- 2U** Causeway Tollcross

Zone 3 Clusters

- 3A** Bishopbriggs: Kenmure, Bishopbriggs: Springfield Cambridge, Cadder
- 3B** Campsie, Milton of Campsie, Torrance
- 3C** Kilsyth: Burns & Old, Kilsyth: Anderson
- 3D** Lenzie Old, Lenzie Union, Kirkintilloch: St Mary's, Kirkintilloch: St David's Memorial Park
- 3E** Kirkintilloch: St Columba Kirkintilloch: Hillhead
- 3F** Cumbernauld Old, Cumbernauld Abrohill, Cumbernauld Kildrum linked with Cumbernauld St Mungo's, Cumbernauld Condorrat, Moodiesburn
- 3U** Gartcosh linked with Glenboig

Zone 4 Clusters

- 4A** Ibrox, Sherbrooke Mossbank
- 4B** St Andrew's and St Nicholas, Hillington Park, Cardonald, St James' Pollok, St Christopher's Priesthill and Nitshill
- 4C** Newton Mearns, Maxwell Mearns, Mearnskirk, Eaglesham, Broom
- 4D** Netherlee and Stamperland, Busby, Greenbank
- 4E** Eastwood, Thornliebank, Carnwadric, Orchardhill, Giffnock: South, Giffnock: The Park, Williamwood, Pollokshaws
- 4F** Merrylea, Newlands South, Langside, Shawlands Trinity
- 4U** Pollokshields

Zone 5	Clusters
5A	Rutherglen West and Wardlawhill, Bridgeton St Francis in the East Rutherglen Old, Fernhill and Cathkin
5B	Burnside Blairbeth, Cambuslang, Flemington Hallside, Rutherglen Stonelaw
5C	Carmunnock, Castlemilk, Croftfoot, King's Park
5D	Queen's Park Govanhill, Clincarthill, Cathcart Trinity, Cathcart Old

Ministry allocation to each zone is:

	Population	Congregations	Ministry Allocation
Zone 1	264,336	33	18.5
Zone 2	186,371	24	13
Zone 3	145,094	23	10.5
Zone 4	193,248	28	13.5
Zone 5	131,749	16	9.5
	920,798	124	65

The non-parochial, MDS, Priority Area and parish ministry posts allocated under the Mission Plan are effected in a range of configurations, led by local parties and contextually based, and described in greater detail in Part 2. The adjustments necessary to achieve the Mission Plan configuration from the present position across Presbytery are also described.

Part 2 Ministries

2.1 Scope

Part 2 outlines the areas of ministry for the 12 Priority Area posts and the 65 posts allocated to ministries in local settings. The additional 5 posts identified in 1.6.5 and 1.6.9 in Part 1 along with the Pioneer post described in section 1.6.2 and the Transition Ministry post relating to Wellington at 1.6.3 are not included in this section.

2.2 Priority Area ministries

Of the 12 additional weighted posts allocated by the 2021 General Assembly, Presbytery has allocated 10.4 posts for work in local priority area parishes, 1 to work at the Lodging House Mission (as noted at 1.6.1) and 0.6 to the post of Priority Areas Support Officer who will provide strategic support to priority area congregations and others tackling poverty within the Presbytery. The process of allocating these posts was carried out in consultation with representatives of local priority area congregations and the Priority Areas staff team within the Faith Nurture Forum. These posts are allocated in addition to parish ministry serving these areas, and so these areas are to be seen as having additional resource above that included within the core allocation to clusters described below.

To preserve the integrity of Priority Area identification, and in the absence of assurance that this status would be protected in adjustment which affected parish size, the Mission Plan is constrained in that the only adjustment effected in respect of Priority Area parishes is linking and not union. Presbytery recognise this does not fully permit appropriate adjustment but is concerned to give due, and greater, weight to Priority Area need than ecclesial creativity.

The allocation of Priority Area ministries is:

Zone 1: 3.3 Zone 2: 4.7 Zone 3: 0 Zone 4: 0.7 Zone 5: 1.7

Ministries were allocated according to the relative levels of priority area population within a zone, based on the Scottish Index of Multiple Deprivation and the Church's list of priority area parishes as agreed by the 2021 General Assembly. Proformas in relation to each of these ministries can be found in *Appendix 3*.

These will be allocated in addition to the posts created in section 3 below.

2.3 Clusters and local mission plans

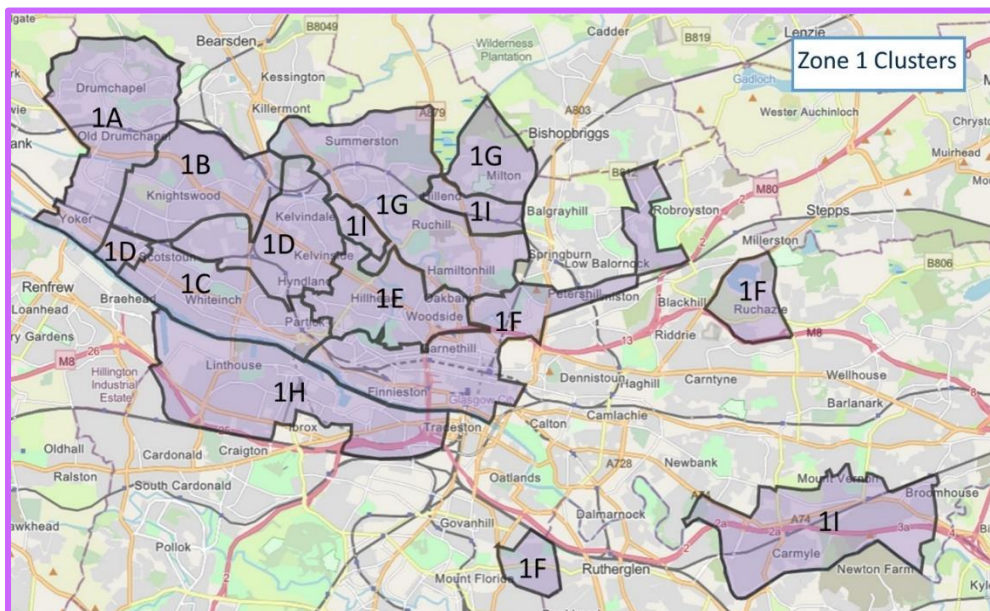
Congregations were invited to explore creative and sustainable partnership by forming themselves in to local clusters as sub-areas within zones. The total ministry allocation available to the zone, but no more, was made available in a flexible manner to enable clusters of varying sizes to form based on feasibility, context and the support the arrangement gave to enabling activity under one or more of the Five Marks of Mission. Clusters were offered up to six sessions of facilitation to help them form their own local mission plans. These cluster proformas were submitted to Presbytery and are contained in *Appendix 4*.

Guardianship has been used in a very limited number of cases and in circumstances where the congregations have been unable to complete cluster conversations and submit a proforma. It is understood that this short-term adjustment provides the necessary breathing space to complete cluster conversations. Other clusters are encouraged to respond positively to approaches from those in Guardianship. These are given the cluster designation of 'U' in the Presbytery mission plan.

2.4 Zone and cluster summary plans

Zone 1

Zone 1 is largely made of clusters north of the River Clyde in north-west Glasgow including the city centre. There are smaller areas to the south, namely Govan, Kinning Park, Mount Vernon and Toryglen, that account for 15% of the total zone population.

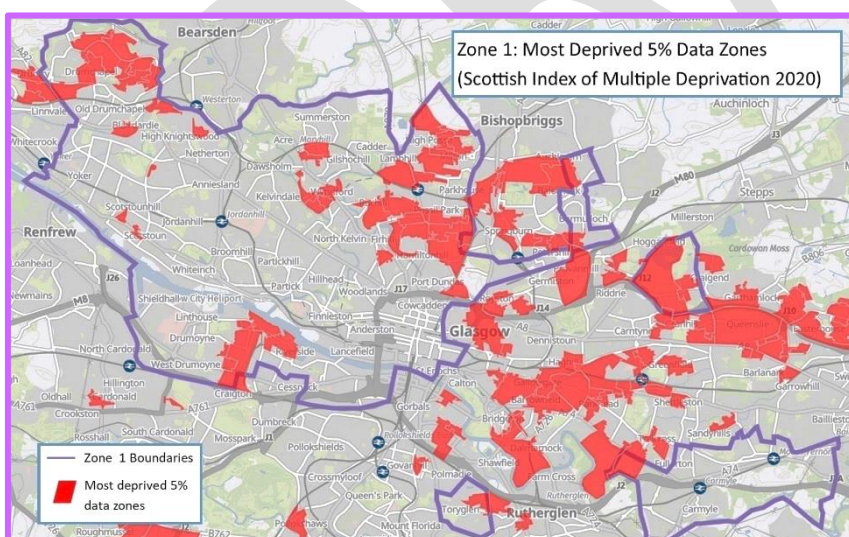


Total population:
264,336

20% are income deprived, with individual clusters ranging from 9-28% income deprived.

Under 45s
Population: 166,034
(63%)

The second highest share - 35% (approximately 34,573 people) of the Presbytery of Glasgow's most deprived 5% areas, (Scottish Index of Multiple Deprivation: 2020 (SIMD)) live in Zone 1.



If Zone 1 was a community of 100 **people**:

- 14 would be aged under 16;
- 12 would be aged over 65;
- 6 would be in primary school;
- 4 would be of pre-school age.

If Zone 1 was a community of 100 **households**:

- 43 households would have one person living alone;
- 22 would have dependent children living there;
- 12 would have one person aged over 65.

35% state that they have no religion;
24% describe themselves as Roman Catholic;
23% as *Church of Scotland*;
5% as *Other Christian*

Zone Overview

Although there is significant diversity in the communities the congregations within this zone serve, there are some consistent themes in how they are approaching mission that, with different expressions, seeks revival and transformation. There is a clear desire to understand their communities and engage intentionally with them to build relationships, to explore new ways of worshipping and sharing the Gospel, and to empower and train people to take a more active part in worship. Hospitality and food feature heavily as a means of engagement, creating spaces of inclusion, and in providing dignified means of addressing food poverty. Joined-up worshipping and working, sharing learning and pooling resources is also a strong theme. Consistently, the zone is committed to using their indoor and outdoor spaces with good stewardship and ecology in mind.

Planned focus on the Five Marks of Mission – a summary

The following points seek to summarise and highlight some of the missional objectives for the Zone contained in the Cluster Mission Plans and give a sense of the missional trajectory of the zone as a whole.

To proclaim the Good News of the Kingdom

- Develop ways of working and worshipping together that enables shared learning and experience and intentional outreach into the communities we serve, including exploring a range of expressions of worship in existing services, fresh expressions and pioneering opportunities.
- Continue to work towards the whole people of God being actively engaged and involved in worship.
- Continue to explore different expressions of worship and outreach that is relevant to the communities served, including distinct people-groups such as students, asylum seekers or the Gaelic community.
- Continue to pray that individuals will experience a transforming move of the Spirit in their lives, relevant to their context.

To teach, baptise and nurture new believers

- Continue to explore and develop discipleship opportunities that enable people to move from taking their first steps in faith to maturity in Christ
- Continue to work in partnership with schools and other agencies to develop youth and children's ministry, and thinking creatively about collaborative innovations that are appropriate to the context. An example of this would be the art ministry project developed in collaboration amongst schools, church and community groups.
- Encourage volunteering and getting involved, providing a framework in which people can be empowered, grow skills and talents, and serve, including mentoring, team-building and providing opportunities to lead and learn.

To respond to human need by loving service

- Continue to develop and provide spaces for healing and wellbeing, including hosting recovery groups, addiction support, capacitar- trauma healing, healing ministry, promoting positive news from the community through partner agencies, spiritual fayres, and providing pastoral care and support.
- Continue to develop and provide spaces to learn and grow, including guitar classes, ESOL and STEM classes.
- Continue to develop and provide spaces of hospitality, including social inclusion, community meals, foodbanks, groups
- To grow our church family by intentionally building relations with community groups.

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

- Continue to provide prayerful, financial and material partnership support to frontline local, national and international charities and mission partners that seek to transform unjust structures, such as Christian Aid, Lodging House Mission, Tearfund, Church of Scotland HIV project.
- Continue to build identified partnerships and advocate for and with those whose voice is not heard
- Explore the possibilities of joint fundraising and other initiatives across clusters.

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

- Encourage cultures of repurposing and recycling through, for example, hosting pre-loved shops and creating opportunities to recycle.
- Encourage cultures where produce is sourced locally and/or Fairtrade/Traidcraft or equivalent, including the creation of community gardens as a direct source of food production.
- Continue to work towards energy-efficient and sustainable spaces.

Zone 1 – Plan for Ministry and Buildings

	Totals
Total Population	264,336
Allocation	18.5
Additional Priority Area resource	3.3
Total Allocation	21.8

Congregational Self-Appointed Clusters

Cluster	Congregation	Population	M&M Contribution	Allocation	Additional Priority Area Allocation	Total Allocation
1A	Cluster 1A	25,696	43,697	1	1	2
	Yoker	8,990	11,730			
	Drumchapel St Andrew's	9,683	26,486			
	Drumchapel St Mark's	7,023	5,481			
1B	Cluster 1B	24,036	131,995	2	0	2
	Knightswood Anniesland	15,827	83,572			
	Knightswood St David's	8,209	48,423			
1C	Cluster 1C	27,111	154,780	2	0	2
	Whiteinch	6,016	32,748			
	Balshagray Victoria Park	9,043	55,790			
	Scotstoun	6,362	33,651			
	Partick South	5,690	32,591			
	Cluster 1D	25,899	313,031			
	Broomhill Hyndland	9,155	100,860			

1D	St John's-Renfield	9,115	87,366	3.5	0	3.5
	Jordanhill	3,826	94,968			
	St Columba Gaelic	0	16,493			
	Blawarthill	3,803	13,344			
1E	Cluster 1E	35,905	187,962	2.5	0	2.5
	Kelvinside Hillhead	4,977	41,131			
	Kelvinbridge	15,134	30,924			
	Wellington	7,692	65,346			
	Partick Trinity	8,102	50,561			
1F	Cluster 1F	46,800	184,389	3	0.5	3.5
	St Andrew's West	16,991	49,765			
	Sandyford Henderson Memorial	9,019	86,998			
	Toryglen	5,035	11,773			
	Ruchazie	2,486	4,063			
	Wallacewell	5,604	1,489			
	St Rollox	3,038	27,539			
	St George's Tron	4,627	2,762			
1G	Cluster 1G	36,826	78,923	2	1.2	3.2
	Possilpark	7,206	17,596			
	Maryhill Ruchill	23,210	51,516			
	Colston Milton	6,410	9,811			
1H	Cluster 1H	23,123	63,385	1	0.6	1.6
	Kinning Park	5,912	20,380			
	Govan and Linthouse	17,211	43,005			

	Cluster 1I	18,940	99,315			
1I	Trinity Possil Henry Drummond	4,337	37,360	1.5	0	1.5
	Gairbraid	5,877	13,871			
	Kenmure Mount Vernon	5,995	35,932			
	Carmyle	2,731	12,152			

Cluster 1A – Missional Aims

Yoker and Drumchapel churches shall form one parish, with one minister of Word and Sacrament and one Kirk Session, and with worship and service shared in three centres. These centres shall be places to engage with local people, work alongside them in their need, offer collaborative and complementary opportunities for worship and to proclaim the Kingdom.

The following will help us achieve our missional aims:

- Simplification of property, including St Mark's building becoming a SCIO and Yoker selling its building and funding an alternative presence in Yoker.
- Joint meetings, including worship services, fellowship groups, and events for children and young people.
- Enabling and training volunteers in leading worship and pastoral care, including Sunday services and worship in a variety of forms and varied times of the week. Some will operate in a single worship setting and others across the three venues. There may also be opportunities to lead events in other community settings.
- Deployment of MDS resource for anti-poverty work in the local community, co-ordinated across the Priority areas.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority area allocation	Form of Adjustment	Planned Buildings designation
Yoker	1 MWS	No	A	1 MWS	1 MDS	Union between St Andrew's and Yoker Deferred linkage of the united charge with St Mark's	B
Drumchapel St Andrew's	1 MWS 0.5 MDS	PA	A				A
Drumchapel St Mark's	1 MWS 0.5 MDS	PA	A				B (Provisional)

Cluster 1B – Missional Aims

In developing our missional aims, we have recently united two charges and have formed a parish grouping, exploring the needs in the area, the capacity of congregations, and are seeking to build up teams, especially in the areas of family work, nurture, discipleship and community links.

Our missional objectives are to

- Nurture the faith of those in church and community
- Engage with our families and young people
- To grow our church family, using our community audit to identify new ways forward and intentionally building relations with community groups
- To develop our cafés and social events, offering a friendly and listening ear and to reach out to our local community

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Knightswood Anniesland	1MWS	No	D	1 MWS 1 MDS (may be part-time posts)	n/a	Deferred union	Knightswood St Margaret's - B (Provisional) Anniesland – B (Provisional) St David's - B (Provisional)
Knightswood St David's	1MWS	No	A				

Cluster 1C – Missional Aims

Our missional aims are:

- To support one another through this period of great transition, through fellowship, prayer, worship and Bible study.
- To build on our individual strengths for the benefit of the cluster.
- To work together to pool resources and look for opportunities to target specific areas of the cluster for mission.

Our future hope is that we as the cluster committee will grow in faith from the support of other leaders in adjoining churches, united in Jesus, sharing the day to day challenges of leadership and necessity of meeting the challenges we face in the Church of Scotland

To help us achieve this, we aim to:

- Develop a feeling of togetherness, transparency, respect, prayer, and communication.
- Commit to meeting together on a regular basis.
- Train members in aspects of community engagement, sharing the gospel, responding to complex needs.
- Develop shared communication of events and prayer requests.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Balshagray Victoria Park	1 MWS	No	D	2 FTE	n/a	TBD (awaiting agreement on union between BVP and Partick South)	B (Provisional)
Partick South	1 MWS	No	A				A
Scotstoun	1 MWS	No	A				A
Whiteinch	1 MWS	No	(Lease)				n/a

Cluster 1D – Missional Aims

Using the 5 marks of mission as a framework we will undertake a planned series of joint initiatives, over the next 5 years, with the aim of demonstrably showing a growth in faith within the cluster community. We will measure this by looking at attendance and involvement in the Cluster, how income is being sustained and the extent to which our initiatives provide a lasting benefit to our communities. These initiatives, which are in addition to the ongoing work of each of the churches, are located in the detailed Plan and will have a particular emphasis on outreach and the under 40 demographic. While the cluster will provide its own investment in these initiatives, it will require support from the Presbytery and national Church in terms of access to the appropriate resources, e.g. the Presbytery Specialist Ministry staff.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Broomhill Hyndland	1 MWS	No	A (Broomhill) D (Hyndland)	3.5 MWS across parish grouping 0.5 FTE locally funded (fixed-term reviewable)	n/a	Form a parish grouping to achieve joint working	Broomhill Hyndland Naseby Park 1 - A B H Kingsborough Gardens Category - B B H Naseby Park Halls Category - A B H Novar Drive Halls Category - A
St John's-Renfield	1 MWS	No	A				St John's- Renfield Church Category- A St J R Halls Category- A
Jordanhill	1 MWS	No	A				Jordanhill Church Category – A Jordanhill Halls Category - A
St Columba Gaelic	0	No	C				St Columba's Church Category - B
Blawarthill	1MWS	No	A				Blawarthill Church and Halls Category - A

Cluster 1E – Missional Aims

Recognising the many kinds of ministry in our congregations, there is a need to form one coherent team from our teams of stipendiary and non-stipendiary ordained staff, the employed youth, community and family workers, and worship leaders (through a process of union and parish grouping.) That team needs to provide lively, varied worship in a range of styles and at a range of times (requiring flexibility from everyone) across the cluster, and quality pastoral care. We have identified shared areas of mission work, with the concern for less affluent areas of the parish being of special importance, along with concern for the university community, asylum seekers and new Scots, developing our online presence and shared work in areas of environmental and social concern. We need to prioritise mission potential over historic building maintenance. To achieve these aims we need to have:

- Vision and prayer
- Willingness to change on the part of everyone: no-one can continue with an unchanged pattern.
- Flexibility—we need to rethink what church is, to get away from old models which no longer serve our communities well.
- Regular communication between congregations as we work towards the five-year end point as detailed in the Mission Plan Narrative Document.

We also seek to retain our local appointments of a Youth and Community Outreach worker in Kelvinbridge, and a Youth and Children's Worker in Partick Trinity and we envisage employing locally funded staff in our planned outreach hub in the eastern part of the Cluster.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Kelvinside Hillhead	0	No	D	0.5 MWS	n/a		B (Provisional)
Kelvinbridge	1MWS	No	D				B (Provisional)
Wellington (Transition Ministry)	1 MWS	No	A	1 MWS		Union	B (Provisional)
Partick Trinity	1 MWS	No	A	1 MWS			B (Provisional)

Cluster 1F – Missional Aims

This cluster reaches a number of geographically disconnected communities. Further, 5 out of its 7 member congregations have recently been replanted, representing a significant investment by the National Church over recent years; an investment that requires to be protected and developed. Our Mission Plan for the cluster chimes closely to the aspiration contained within the Kirk's Radical Action Plan of exploring and developing new forms of expressing church and has two main areas of focus:

- a) The development of a city-centre hub that provides a Church of Scotland presence to minister to people who live, work and play within the city centre.
- b) A focus on supporting mission through the development of church replants, new forms of being church and working with communities of interest like the Student Population or Asylum Seekers and Refugees.

To achieve this, we will strive to utilise resources across the cluster, seeking opportunities to work alongside other like-minded groups.

Many of the congregations are in some form of transition and, whilst people are full of enthusiasm and keen to see growth, there is a desire and recognition that the congregations are interdependent on each other, needing to work together, sharing experience, expertise and good practice. Those embarking on a new ministry or replant need to

- consult with the community in which they hope to work, learning from those who have been on a similar path before them.

Those congregations with a wealth of experience can share expertise in

- church organisation and other governance skills that will build capacity in congregations with less experience in some areas.
- being church in disadvantaged or more challenging communities with those for whom the demographics are unfamiliar.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
St Andrew's West	1 MWS	No	A	1 MWS	n/a	Deferred union of SAW and SGT	B – St A's West A – St G's T
St George's Tron	1 MWS	No	A				
Sandyford Henderson Memorial	1 MWS	No	A	1 MWS 0.5 MDS		Boundary change Wallacewell – Local Mission Church with SHM	A
Wallacewell (NCD)	1 MWS 0.6 MDS	Yes	n/a				A
Toryglen	1 MDS	Yes	D		0.5MDS		A
Ruchazie	1.5 MDS	Yes	D				
St Rollox (Transition Ministry)	1 MWS	No	A	0.5 MWS			A

Cluster 1G – Missional Aims

To come together as a group of parishes, developing and mobilising towards a shared vision. Within the cluster there are already numerous areas of strength, and we begin with each existing congregation and its building already being a centre for different areas of mission, ensuring that all 5 marks of mission are addressed across the cluster. By coming together in unity, we will:

- offer a deeper nurturing experience for new and old believers alike in terms of mentoring and developing new members, alpha courses, bible study, opportunities for volunteering and service, encouraging our leadership team.
- work towards a common worship life which underpins all our work, using the strength and encouragement that unity brings.
- better develop work across the NW Glasgow area in the use of the arts and creativity using social media, physical installations, creative projects and film making.
- continue to offer sought after funerals and bereavement care, weddings and spiritual care for those living in NW Glasgow.

To work in partnership with other Christian churches in our area where possible, eg sharing worship, staff resources, activities (Roman Catholic, Methodist, Scottish Episcopal Church, Praying Hands Asian Fellowship, Clay Community Church), always with creation care and ecological sustainability in mind and a priority to the poorest.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Maryhill	1 MWS 1 DCS	n/a	A	2 FTE	1.2 MDS	Union between Maryhill and Ruchill Kelvinside (effected)	A
Ruchill Kelvinside	1 MWS	n/a	A				A
Colston Milton	1 MWS 0.5 MDS	PA	D				A

Possilpark	1 MWS 0.5 MDS	PA	A				A
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Cluster 1H – Missional Aims

The adopted strapline for GLPC says: ‘Loving God, Loving Govan.’ We want to extend that to include: ‘Loving Kinning Park’. To do so will involve harnessing all that’s outlined in terms of ‘assets’, in conjunction with all that’s outlined in terms of ‘what we can do together which will generate energy and enthusiasm’.

Mix these with prayer and the potential ingredients will exist for the Church to grow, flourish and be of influence for good within the Cluster communities. External funding will be required to supplement cost of ministry provision. Initial exploration of establishing a SCIO as a platform for fundraising is underway although this approach will require time and resources which would otherwise be ministry focussed. GLPC is also separately seeking to appoint a Facilities Worker to act administratively as well as practically in terms of the letting of our premises with this being funded locally. It is envisaged that this could be a resource shared between KPC and GLPC.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Kinning Park	1 MWS	n/a	A	1 MWS	0.6 MDS	TBD	A
Govan and Linthouse	1 MWS 2 MDS	PA	A				A

Cluster 1I – Missional Aims

To see mission opportunities as the priority in everything we do. To encourage and enable the congregations to share the Gospel in their everyday activities through training and encouragement. The priority is not just to save the church, but to save souls.

- Proclaim Christ Jesus as Lord.
- Think about how to foster a new expression of mission and Church.
- Promote Ministry within Parishes, advertising Services and community projects.
- Collaborate with like-minded evangelical denomination/organisations.

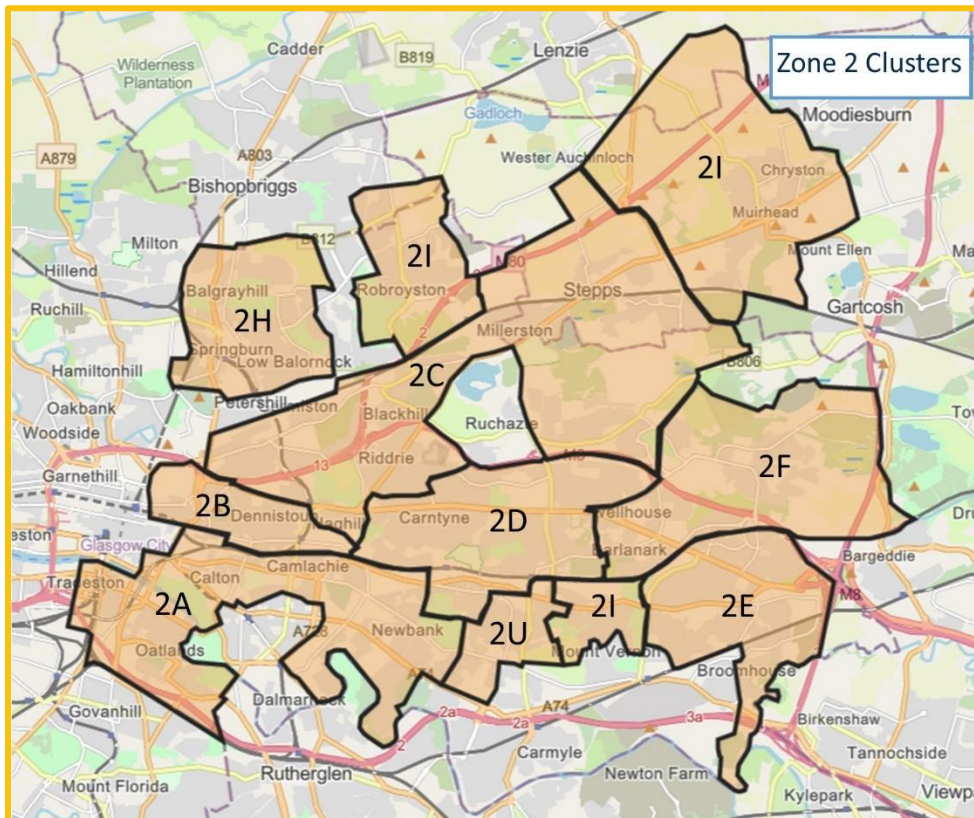
To achieve this, we seek:

- To understand today's society.
- To provide training and encouragement of the congregations to engage with Mission and engage in exercising the priesthood of all believers.
- To see evangelism as the priority in our local situations.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Trinity Possil & Henry Drummond	1 MWS 0.5 MDS	PA	A	1.5 FTE	0	TBD	A
Gairbraid	1 MWS 0.75 MDS	PA	D				B
Carmyle I/w Kenmure Mount Vernon	1 MWS 1 OLM	n/a	Kenmure Mt Vernon – A Carmyle - D				Carmyle – B (provisional) Kenmure MV – A

Zone 2

Zone 2 is largely made up of clusters in the North-East of Glasgow but also includes the Gorbals, located south of the River Clyde, which accounts for 6% of the zone population.

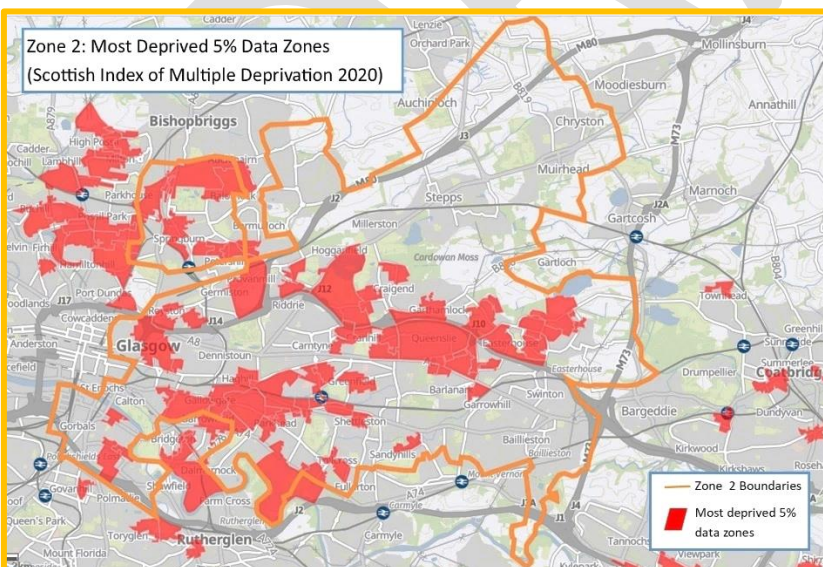


Total population:
186,371

23% of the population are income deprived, with the individual clusters ranging from 11% - 34% income deprived.

Under 45s
Population: 114,392
(61%)

The highest share at 39% (approximately 12,108 people) of the Presbytery of Glasgow's most deprived 5% areas, (Scottish Index of Multiple Deprivation: 2020 (SIMD)) live in zone 2.



If Zone 2 was a community of 100 **people**:

- 17 would be aged under 16;
- 14 would be aged over 65;
- 8 would be in primary school;
- 6 would be of pre-school age.

If Zone 2 was a community of 100 **households**:

- 41 households would have one person living alone;
- 26 would have dependent children living there;
- 14 would have one person aged over 65.

32% describe themselves as *Roman Catholic*;
27% state that they have no religion;
26% as *Church of Scotland*;
3% as *Other Christian*.

Zone Overview

Many of the clusters have articulated that their sharing the Good News of the Kingdom is expressed in everything they do, in word and action. Having thought creatively about partnering with congregations who share an ethos or vision, some of the congregations have expressed a need to get to know one another better. However, there is already a clear recognition of the depth of experience their partner churches have gained in particular ministries that have been established and developed to be relevant to the communities they serve, with strong partnership networks. This experience of partnership working is evident in the planned congregational partnerships across clusters. Their Mission Plans have a particular focus on determining practical ways of sharing learning and experience, and to work collaboratively through sharing resources. This joined-up approach is being employed in areas as diverse as establishing cluster-wide preaching plans, planning a co-ordinated approach to discipleship activities, drawing on the experience of long-established projects that serve and empower the community and providing a Guild that draws its members from five congregations. As with other zones, some buildings are also used for worship services by ecumenical partners and there is a concerted effort to continue to improve energy efficiency. Congregations are also growing their own food to use in times of fellowship, promoting fairtrade, recycling and limiting plastic use.

Planned focus on the Five Marks of Mission – a summary

The following points seek to summarise and highlight some of the missional objectives for the Zone contained in the Cluster Mission Plans and give a sense of the missional trajectory of the zone as a whole.

To proclaim the Good News of the Kingdom

- Source training and provide opportunities for greater involvement in leading worship
- Build up capacity to work with young people, enabling the cluster to engage with youth, children and families with an aim of helping them to develop a faith of their own.
- Continue to explore and develop ways to take the gospel to where the people are, including schools, online streaming, zoom worship and fellowship opportunities, community events, coffee shops, parks, and sheltered housing and care home services, providing special services for particular people groups as appropriate.

To teach, baptise and nurture new believers

- Develop the provision of pastoral groups to provide support networks
- Provide a range of discipleship resources both online and face-to-face, that encourages a culture where people feel enabled to grow in faith and in confidence to share their faith.
- Establish group working to share the development of discipleship materials, outreach events, best practice and to co-ordinate human resources.

To respond to human need by loving service

- Continue to develop how we engage in the community, discerning how we can bless, support and develop relationships with a range of people-groups.
- Continue to develop visibility in the community as a place that is linked into networks and able to effectively give direct support or signpost individuals to specialist agencies.
- Recognising many congregations have a particular missional focus on and expertise in contextually relevant fields of service, nurture existing collaborative working and further develop cross-fertilisation of good practice and learning, identifying opportunities to work together.

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

- Continue to provide prayerful, financial and material support, including hall space, to specialist charities.
- Continue to develop partnership networks with agencies and mission partners locally, nationally and overseas.
- Develop safe spaces to hear each others' stories and build meaningful relationships.

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

- Continue to explore and develop creative use of outdoor spaces, including growing food and providing wildflower gardens.
- Create cultures of sustainable and ethical shopping, including providing a focus on sustainable food use, fairtrade and nearly new shops.
- Developing a common attitude of respect for and stewardship of creation and a shared recognition of the climate emergency.

Zone 2 – Plan for Ministry and Buildings

	Totals
Total Population	186,371
Allocation	13
Additional PA resource	4.7
Total Allocation	17.7

Congregational Self-Appointed Clusters

Cluster	Congregation	Population	M&M Contribution	Allocation	Additional PA Allocation	Total Allocation
2A	Cluster 2A	37,624	44,673	1.5	0.8	2.3
	Gallowgate	11,566	17,026			
	Gorbals	11,839	19,870			
	Calton Parkhead	14,219	7,777			
2B	Cluster 2B	16,115	124,544	1.5	0	1.5
	Cathedral	5,497	74,759			
	Dennistoun New	10,618	49,785			
2C	Cluster 2C	36,182	83,836	2	0.9	2.9
	St Andrew's East	6,092	18,215			
	St Paul's	10,091	5,973			
	St Enoch Hogganfield	5,302	19,920			
	Garthamlock and Craigend	6,822	6,278			
	Stepps	7,875	33,450			

2D	Cluster 2D	24,092	99,994	2	0.9	2.9
	Carntyne	9,172	45,049			
	Shettleston New	10,625	46,628			
	Cranhill	4,295	8,317			
2E	Cluster 2E	17,012	90,997	1.5	0	1.5
	Ballieston St Andrews l/w	9,979	40,696			
	Ballieston Mure Memorial	7,033	50,301			
2F	Cluster 2F	14,729	24,361	1	1.2	2.2
	Barlanark Greyfriars	6,065	14,515			
	Easterhouse	8,664	9,846			
2H	Cluster 2H	17,378	80,185	1.5	0.9	2.4
	Tron St Mary's	4,356	24,794			
	Colston Wellpark	3,647	20,131			
	Springburn	9,375	35,260			
2I	Cluster 2I	14,912	122,340	1.5	0	1.5
	Sandyhills	3,694	41,340			
	Chryston	3,939	75,493			
	Robroyston	7,279	5,507			
2U	Cluster 2U	8,327	30,997	0.5	0	0.5
	Causeway Tollcross	8,327	30,997			

Cluster 2A – Missional Aims

We intend to work together across our three priority area parishes, reaching out to the populations of the parishes in relevant expressions of service and ministry.

To help us achieve this we will

- Get to know each other, developing relationships and synergies across the cluster, at ministry, Kirk Session and congregational levels.
- Encourage each other in our endeavours.
- Share experience and ideas, with the ambition of developing joint and complementary community projects.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Gallowgate	1 MWS	PA (until 2023)	n/a	1.5 FTE	0.8 MDS	Stage 1: Linkage of Gorbals and Gallowgate Stage 2: Deferred union of Calton Parkhead with Gallowgate linked with Gorbals	n/a
Gorbals	1 MWS 1 MDS	PA	A				A
Calton Parkhead	1 MWS	PA	D				A

Cluster 2B – Missional Aims

TBD

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Cathedral	1 MWS	n/a	n/a Historic Scotland	1.5 FTE	n/a	TBD	n/a Historic Scotland
Dennistoun New	1 MWS	n/a	A		n/a	TBD	A

Cluster 2C – Missional Aims

Our shared overriding desire is to be a dedicated Christian presence in the North East of the City of Glasgow and through love and compassion for our communities to display the love of God through our actions over our five parishes. We aspire towards sharing resources and talents/skills as a Cluster and aim to develop one Kirk Session comprising Elders from all five churches.

We hope to support and learn from St Paul's award-winning success with its Youth Forum. Over time, we expect more of our Church members to engage in training to help deliver alternative forms of worship across our Cluster, recognizing that traditional MWS ministry will be difficult to maintain over such a diverse and widespread cluster area. We recognize that a period of adjustment will be essential to allow congregation members and communities to get to know each other and to adapt to the new ways of 'doing church'.

First and foremost, our congregations need to get to know each other in order to recognise our Cluster's strengths and weaknesses.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
St Paul's	1 MWS 1 MDS	PA	A	1 MWS 0.6 Associate MWS 0.4 MDS for St Paul's	0.5 MDS for Garthamlock & Craigend 0.4 MDS for St Paul's	Working towards union, with the aim of this being achieved by December 2023	B (Provisional)
St Andrew's East	1 MWS	PA	D				B (Provisional)
St Enoch Hogganfield	1 MWS	n/a	D				B (Provisional)

Garthamlock and Craigend Stepps	1 MWS 0.5 MDS 1 MWS	PA n/a	A A			B (Provisional) B (Provisional)
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Cluster 2D – Missional Aims

We will seek to go forward as a parish grouping as two congregations: Carntyne & Cranhill and Shettleston New. We will seek to build upon the good relationships formed amongst the cluster group and look for opportunities to work together. (E.g. we are looking at the possibility of the 'Come and Sing' dementia-friendly music sessions that used to run at Cranhill restarting at Shettleston New). As things stand, the three congregations are beginning a journey together. Our main focus so far has been looking at how to continue existing missional activities and we are sure that new ideas will arise as we go forward together.

The existing Discipleship Facilitator role will transition into a more outward facing Community Outreach Worker worker while the work of the Development Worker for Older People will continue, although the scope for both positions is dependent on 'top-up funding'. (see PA Allocation pro-forma for more detail on all this.)

To achieve our aims we will seek to:

- Obtain additional funding to maintain MDS staffing at current levels or higher – i.e to top up the Outreach Worker position to full-time and the Development Worker for Older People up to at least 0.5 FTE, although the hope is that this could be increased to a full-time position.
- Explore a variety of funding options – both within the Church of Scotland and externally.

The plan is for both MDS workers to work across both congregations and the communities which they serve.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation

Carntyne	1 MWS 1.5 MDS	PA	A	1 MWS	0.9MDS 0.3 MDS (Cranhill)	Stage 1: Union of Carntyne and Cranhill Stage 2: Form Parish Grouping	Carntyne Sanctuary – A Carntyne Halls - B
Cranhill	1 MWS 0.5 MDS	PA	(lease)				B
Shettleston New	1 MWS 1 MDS	PA	A	1 MWS	0.6 MDS (Shet- tleston New		A

Cluster 2E – Missional Aims

Having recently concluded a period of Interim Ministry, we are now looking forward to increased opportunities to work and worship together.

To do this, we will engage in good communication, looking at our community together and projecting a joint church approach across the parishes, and hold Kirk Session meetings to discuss shared issues.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Ballieston St Andrew's l/w Mure Memorial	1 MWS 0.5 MDS 1 OLM	n/a	St Andrew's - A Mure Memorial - A	1 MWS 0.5 MDS	n/a	n/a	St Andrew's – A Mure Memorial - A

Cluster 2F – Missional Aims

For both congregations, mission is understood to be anything at all that helps people take one or more steps towards the development of their own personal faith in Jesus Christ. This is prayer-based and informed by scripture, as well as involving a practical outlook where the physical and spiritual needs of those in a priority area are met sensitively.

We recognise that a paradigm shift is needed in both congregations, and indeed in the wider Church of Scotland. People who have been used to “doing” church in a certain way for many years will have to be helped to embrace new ways of working. This is challenging, but not impossible. However, it may seem like a bereavement process for some as they mourn the loss of something very dear. We wonder if there is a role for Presbytery and the national church in this. It is hugely important that we have the staffing and resources to deepen and extend the work we are already doing across both congregations and parishes. Those working outside of priority area congregations perhaps have little appreciation of how challenging it can be to gather a group of capable volunteers. The responsibility often falls on a small number of committed folk. They are getting older and not a little weary. Some account must be taken of this, as people are asked to take on more and more in light of reducing numbers of paid staff. Furthermore, there is a safeguarding issue here, as new people will have to go through the PVG scheme. Delays in achieving that could hold us back.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Barlanark Greyfriars	1 MWS 1 MDS	PA	A	1 MWS	1.2 MDS	TBD	A
Easterhouse	1 MWS 2 MDS	PA	A				A

Cluster 2H – Missional Aims

Our aim is to have one congregation, made up of all three current congregations. The same number of elders from each existing KS will make up the new KS, ie 10 from each, making 30 on the KS. All 3 buildings will be used, with two remaining as community hubs and one will be both community based and the main place of worship on a Sunday morning, with potential for weekday/evening services to be held in other two churches.

To help us achieve this aim, we will implement

- Training for additional worship leaders and for those who wish to conduct funerals.
- Training in creating pastoral care teams.
- Better communication, through the use of social media.
- Prayer support for those engaged in the process.
- Facilitator support in selecting the Sunday place of worship early 2023.
- Developing new teams with a range of key skills e.g., treasurer and ensuring that there is backup so that if one person becomes ill or is unavailable, the projects can continue without pause.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Tron St Mary's	1 MWS	PA	A	1 MWS	0.9 MDS	Union TBD	A
Colston Wellpark	1 MDS 1 OLM	PA	D	0.5 DCS/MWS			A
Springburn	1 MWS 1 MDS	PA	A				A

Cluster 2I – Missional Aims

Our aim is to take clear and challenging Gospel messages out into our Community, and strongly encouraging them to join our Fellowships and seek Pathways to Faith. Further, we seek to grow, make, care for and send disciples, alongside developing effective plans for caring for those in need in our communities

To achieve this,

- Biblical preaching is crucial as it challenges the individual to become involved in the above
- We need much greater freedom to grow our own financial resources to invest in local Gospel Mission activities
- To further develop our teams and make best use of our Congregational skills

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Sandyhills	1 MWS	n/a	A	1.5 FTE	n/a	TBD	A
Chryston	1 MWS	n/a	A				A
Robroyston	1 MWS	n/a	A				A

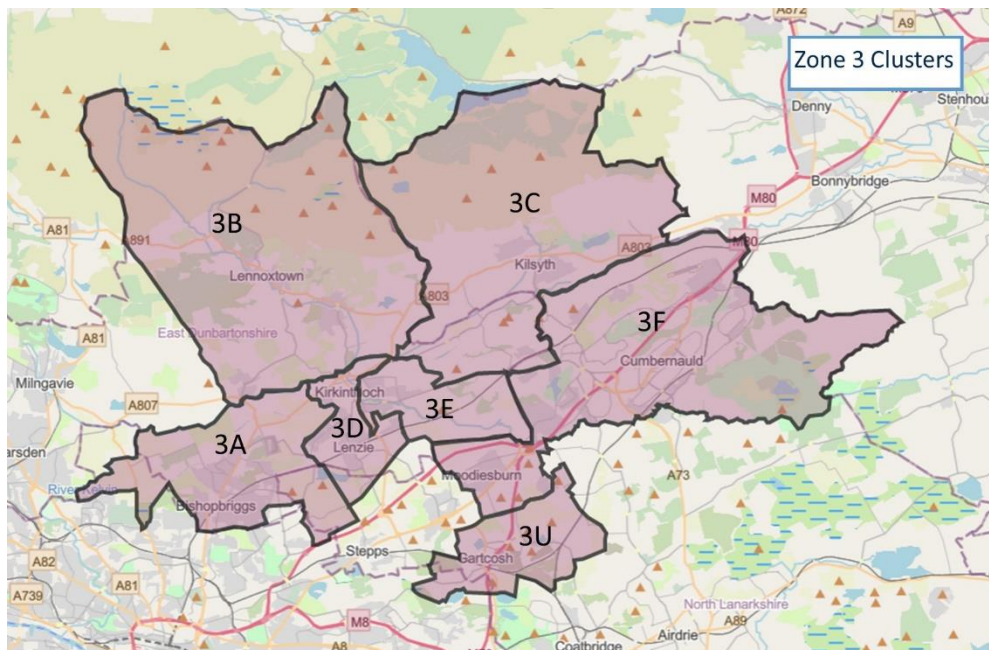
Cluster 2U – Missional Aims

Guardianship has been used in a very limited number of cases and in circumstances where the congregations have been unable to complete cluster conversations and submit a proforma. It is understood that this short-term adjustment provides the necessary breathing space to complete cluster conversations. Other clusters are encouraged to respond positively to approaches from those in Guardianship. These are given the cluster designation of 'U' in the Presbytery mission plan.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	PA Charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Causeway Tollcross	1 MWS 0.25 MDS	n/a	A	0.5 FTE (temporary 0.25 FTE whilst in Guardian- ship	n/a	Deferred Guardianship while considering other options	B

Zone 3

Zone 3 is located in the north-east of the Presbytery of Glasgow and lies mainly within East Dunbartonshire and North Lanarkshire and, to a small extent, Glasgow Local Authority.



Total population:
145,094

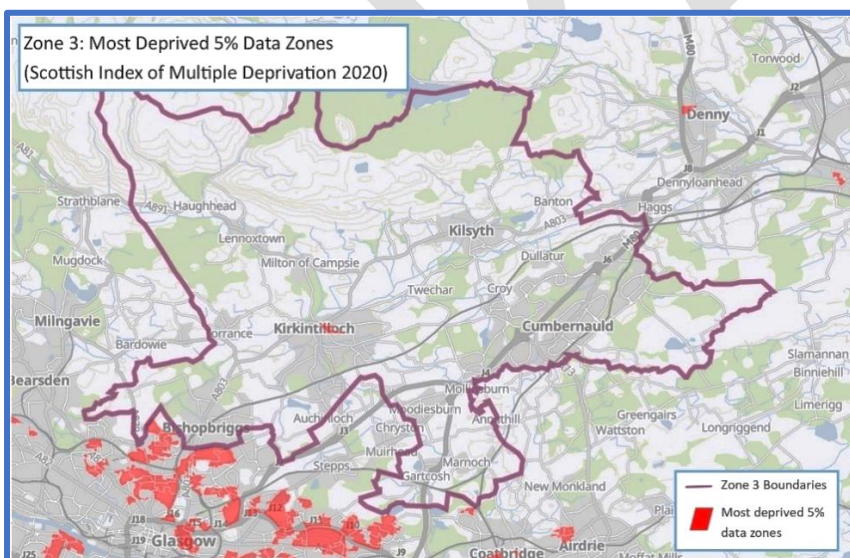
72% of the total population live in the four main towns of Cumbernauld, Lenzie, Kirkintilloch and Bishopbriggs.

35% of people live in the Cumbernauld area alone.

The remaining population live in smaller towns and villages.

Under 45s Population:
76,325 (53%)

Only one data zone in cluster 3E is within Presbytery of Glasgow's most deprived 5% areas, (Scottish Index of Multiple Deprivation: 2020 (SIMD)).



If Zone 3 was a community of 100 **people**:

- 19 would be aged under 16;
- 17 would be aged over 65;
- 9 would be in primary school;
- 6 would be of pre-school age.

If Zone 3 was a community of 100 **households**:

- 30 households would have one person living alone;
- 30 would have dependent children living there
- 12 would have one person aged over 65.

32% describe themselves as *Church of Scotland*;
29% as *Roman Catholic*;
29% state that they have *No Religion*.
4% as *Other Christian*.

Zone Overview

Across the zone, there is a strong sense of churches finding ways to take the Gospel into the community through instigating and collaborating in events, by being in the marketplace, in exploring potential pioneering opportunities, and in making existing worship and outreach initiatives more accessible. There is a sense of balance between listening and discerning what God is already doing in the community and recognising what is in their own hands that would enable them to join in. Supporting wellbeing, social inclusion and accessibility features strongly in the plans, as does partnership working. There is a desire to be good stewards of their resources that includes developing creative ways of using their outdoor spaces.

Planned focus on the Five Marks of Mission – a summary

The following points seek to summarise and highlight some of the missional objectives for the Zone contained in the Cluster Mission Plans and give a sense of the missional trajectory of the zone as a whole.

To proclaim the Good News of the Kingdom

- Training and development of members and elders who feel called to lead worship, including appropriately encouraging people to undergo discernment and explore a call to recognised ministry.
- Determining the most effective mechanism to facilitate continued collaboration in shared missional activities, including the development of pioneering opportunities in identified areas within the cluster.
- Exploring the possibility of virtual worship leading and flexible service times.
- Continue to develop existing innovations that take the church into the community, such as coffee shops in retail units, prayer trees in local shops, and engagement with (or instigation of) high profile community events, such as Christmas lighting up, Plaza Praise, Praise in the Car Park, and Gala days.

To teach, baptise and nurture new believers

- Develop services of worship to make these more accessible to the unchurched, children and families, whilst maintaining a strong Bible teaching focus and enabling them to come to an understanding of Christian faith.
- Continue to develop existing house groups, Bible studies, prayer meetings, new communicants' classes, and other spaces in which to grow and learn, including forming shared discipleship courses, such as Alpha, within clusters, and working in partnership with church, para-church and community organisations.
- Continue to engage with schools eg. SU groups, and other youth outreach and discipleship programmes, including the ongoing development of shared outreach events within clusters.

To respond to human need by loving service

- Undertake community audits to listen and better understand the post-covid community, including looking at where people gather, how we can engage and how our buildings could be developed to better serve the community.
- Increased partnership working with expert agencies, schools, community councils and youth organisations, eg. reviewing and developing engagement and support of children and adults with learning difficulties and additional needs, partnering with the new local ASN school and the continuing provision of a live catering training space to enable ASN students to develop employability skills.

- Continue to develop and provide local practical support, including pastoral care, dementia care and diverse ministry in care homes, school chaplaincy, Youth Café study space and breakfast/after-school clubs, medicine collection, transport to hospital appointments and shopping service, delivery of flowers, bereavement services, groups for widowers, and funeral teas.

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

- Continue to support local, national and overseas agencies, including other CofS churches, working for justice through financial and material donations, fundraisers, making initiatives, Guild projects, ongoing prayer, and the provision of premises.
- Continue to develop, provide and support a diverse range of social and fellowship activities that help promote good mental health and wellbeing and prevent loneliness, social isolation, and food and fuel poverty. These include partnering with agencies such as CAP, CAB Cruse Bereavement Counselling, G64 Support Group, to provide help and advice.
- Continue to develop accessible services for those with additional support needs to ensure the buildings and service provision are spaces for all.

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

- Continue to explore and develop opportunities to be role models in good stewardship of creation and reducing our impact on the planet, both locally e.g. through being a Eco-church or equivalent, and internationally eg by supporting the work of Christian Aid.
- Develop ways to use church grounds and other open spaces, including wild gardens, and intergenerational and children's garden projects, Muddy church and partnerships with eco-projects such as nursery Forest schools.
- Engage in projects that support the wider community to be good stewards alongside partners such as community councils and community restoration projects. These include, litter picking, uniform recycling, becoming a recycling hub for items such as dental products, developing "Warm Space" projects with good wifi, to allow people to gather to work and have fellowship, whilst saving energy.
- Engage in building studies to review the ongoing sustainability of buildings that are fit for purpose and support an outward focus.

Zone 3 – Plan for Ministry and Buildings

	Totals
Total Population	145,094
Allocation	10.5
Additional PA resource	0
Total Allocation	10.5

Congregational Self-Appointed Clusters

Cluster	Congregation	Population	M&M Contribution	Allocation	Additional PA Allocation	Total Allocation
3A	Cluster 3A	22,069	232,390	2	0	2
	Bishopbriggs Kenmure	8,486	91,338			
	Bishopbriggs Springfield Cambridge	3,811	58,657			
	Cadder	9,772	82,395			
3B	Cluster 3B	11,072	144,256	1	0	1
	Campsie	4,668	34,888			
	Milton of Campsie	4,084	49,054			
	Torrance	2,320	60,314			
3C	Cluster 3C	14,067	102,470	1	0	1
	Kilsyth Burns and Old	5,897	49,136			
	Kilsyth Anderson	6,793	42,927			
3D	Cluster 3D	14,965	306,018	2	0	2
	Lenzie Old	5,251	76,342			
	Lenzie Union	3,863	107,453			

	Kirkintilloch St Mary's	2,708	72,032			
	Kirkintilloch St David's Memorial Park	3,143	50,191			
3E	Cluster 3E	15,916	75,362	1	0	1
	Kirkintilloch St Columba	8,334	59,042			
	Kirkintilloch Hillhead	7,582	16,320			
3F	Cluster 3F	58,743	222,163	3	0	3
	Cumbernauld Old	16,349	44,824			
	Cumbernauld Abronhill	8,104	40,739			
	Cumbernauld Kildrum	6,554	32,216			
	Cumbernauld St Mungo's	10,327	25,360			
	Cumbernauld Condorrat	10,450	44,422			
	Moodiesburn	6,689	34,602			
3U	Cluster 3U	8,532	22,794	0.5	0	0.5
	Gartcosh	5,220	13,634			
	Glenboig	3,312	9,160			

Cluster 3A – Missional Aims

Across Bishopbriggs in 5 years' time, our churches will be working closely together, developing spiritual leadership and fellowship opportunities and providing Jesus-centred outreach to our community. The spiritual life of our church family will be strong and deep, and our churches will be places where everyone, regardless of age or experience, feels they have a part to play in sharing Jesus' message. We believe that we are called to serve our Lord by building up disciples and reaching the parish community in a range of endeavours in line with the 5 marks of mission. We have strong ambition to use all our premises to further develop relationships with our neighbours in the parish by providing a range of family-friendly events and worship opportunities so that we can share the gospel with them. We have set realistic and achievable goals aligned to available resources (people, finance, buildings)

We will be helped in this by a shared Jesus-centred vision of what we hope to achieve, alongside effective leadership and good working relationships across the congregations. We look to have effective communication between the churches and out into the community and, as we identify, share and develop the skills required to take forward our mission in the community, we also bring a willingness to share resources.

The local appointment of a Family and Development Worker at Kenmure church could be extended across the cluster, sharing costs and therefore being able to extend the duration of the post.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Bishopbriggs Kenmure	1	No	A	2 MWS	n/a	Team Ministry TBD	A
Bishopbriggs Springfield Cambridge	1	No	A		n/a		A
Cadder	1	No	A		n/a		A

Cluster 3B – Missional Aims

As a cluster we will live out the 5 Marks of Mission within our communities. We will achieve this by: -

- Sharing the Good News of the Lord Jesus Christ.
- Prayerfully seeking God for a powerful move of the Holy Spirit that would lead many people in and towards a vibrant profession for Christian Faith and a growing expression(s) of church.
- Increasing our impact within the three communities
- Proclaiming the Word and administering the sacraments.
- Rationalising our infrastructure to support the release of energy and resources.

We will be helped in this by shared prayer, encouragement, accountability, discernment, and training. We will draw upon support from church, para-church and community organisations.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Campsie	1 MWS	No	A	1 MWS	n/a	Stage 1: Deferred union	A
Milton of Campsie	1 MWS	No	A		n/a	Stage 2: Further readjustment	A
Torrance	1 MWS	No	A		n/a		A

Cluster 3C – Missional Aims

Kilsyth Burns & Old Parish Church, working with Kilsyth Anderson Parish Church would become a deferred Linkage working towards a Linkage and ultimately a 'Deferred Union / Union' in order that the Church of Scotland maintains a strong presence in Kilsyth that fulfils the requirements of all the members of the churches we have at present. This could be achieved by cluster group members from both churches working together over the period of time, to consolidate the transition to provide a single Church of Scotland church that is best suited to our community missional needs.

Working as a single cluster group, we could initially bring the congregations together (joint Session meetings, joint services, etc.) interspersed with the normal activities of both churches, but with the aim of getting the message to all members of our congregations that a single Church of Scotland church in Kilsyth is the way forward.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Kilsyth Burns and Old	1MWS	No	A	1 MWS	n/a	Stage 1: Deferred Linkage	A
Kilsyth Anderson	1MWS	No	A			Stage 2: Linkage Stage 3: Deferred Union/Union	A

Cluster 3D – Missional Aims

Our plan is built on working, learning and worshipping together, sharing resources to become more effective in participating in the mission of God in the community and the world.

We will be helped in this by communicating with each other and the community eg Local authorities and other local groups, to understand local needs, and to form joint working groups delegated by Kirk Sessions. We seek to share skills and resources and to learn together, training volunteers to lead worship and funerals, and to provide bereavement support.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Lenzie: Old	1 MWS	No	D	2 MWS	n/a	TBD	A
Lenzie: Union	1 MWS	No	A				A
Kirkintilloch: St Mary's	1 MWS	No	A				A
Kirkintilloch: St David's Memorial Park	1 MWS	No	A				A

Cluster 3E – Missional Aims

Our mission plan is to continue to make use of missional opportunities presented in the personal circumstances of individual church members, through the important work of the groups and activities of the church, and in the regular services, all supported by prayer.

Whilst remaining receptive to the leading of God's Spirit we are hoping to develop our missional strategy in the following three areas:

- the appointment of a Children and Families Worker and the missional opportunities this may lead to
- exploring how we might be able to support people with learning difficulties/additional needs, including through the new ASN school due to be completed by August 2023;
- considering whether there might be further ways in which we can support young families that might run in conjunction with the Little Fishes and Busy Bees groups.

Alongside this, we will look to make the regular services of the church more accessible to people who are unchurched, to children and to young families.

The following will help us to achieve this:

Teaching/Discipleship: having a culture of discipleship where we seek to grow in faith and devotion as we respond in love and obedience to the teaching of God's Word including through the regular services of the church (Sundays and Midweek) and Small Group Bible Studies.

Community Engagement: for the groups and activities of the church to continue and grow in being outward-looking, seeking to engage not only with those inside the church but also those outside the church. To dedicate ministry resources to school chaplaincy work. To seek to respond to the needs of the community where possible and as the opportunity arises.

Communication: to continue to explore and develop ways of communicating with our community as effectively as possible.

The local appointment of a Children and Families Worker is being actively pursued, with fundraising underway.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation

Kirkintilloch: St Columba	1	No	A	1 MWS	n/a	Union (already effected)	St Columba Sanctuary: A Hillhead Sanctuary: A
Kirkintilloch: Hillhead	0 (Guardian- ship)	No	A				

Cluster 3F – Missional Aims

This cluster will be a vibrant local-church, showing and telling the gospel of Jesus Christ to the people of Cumbernauld and Moodiesburn, and to encourage and grow God's kingdom here and now. We seek to achieve this through pooling the human resources and Spirit-given gifts of enthusiastic people, with a confidence in the gospel, caught up in a positive vision, and in concerted prayer.

As we pool resources, we will be helped by the removal of unnecessary admin and governance burdens and will seek to ensure we have well-equipped spaces in the right places, appropriate to the purpose for which we want to use them. As we seek to deepen our understanding of the people who make up the communities of Cumbernauld and Moodiesburn, we will be willing to take risks and even to fail in some areas and to undertake training to develop our skills and gifts.

We will also seek to employ a Community Outreach Worker / Pioneer worker and will explore local and external funding.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Cumbernauld Old	1 MWS 1 DCS	No	A	1 MWS	n/a	Stage 1: Union between Kildrum and St Mungo's	A
Cumbernauld Kildrum I/w Cumbernauld St Mungo's	1 MWS	No	Kildrum: A? St Mungo's: A?			Stage 2: Union between Kildrum St Mungo's & Old	Kildrum Sanctuary: B Kildrum Halls: A St Mungo's: A

Abronhill	1 MWS 1 MDS?	No	A	1 MWS	n/a	Deferred Union	Abronhill Sanctuary: A
Condorrat	1 MWS	No	A				Condorrat Sanctuary: A Condorrat Halls: A
Moodiesburn	1 MWS	No	A	1 MWS	n/a		A

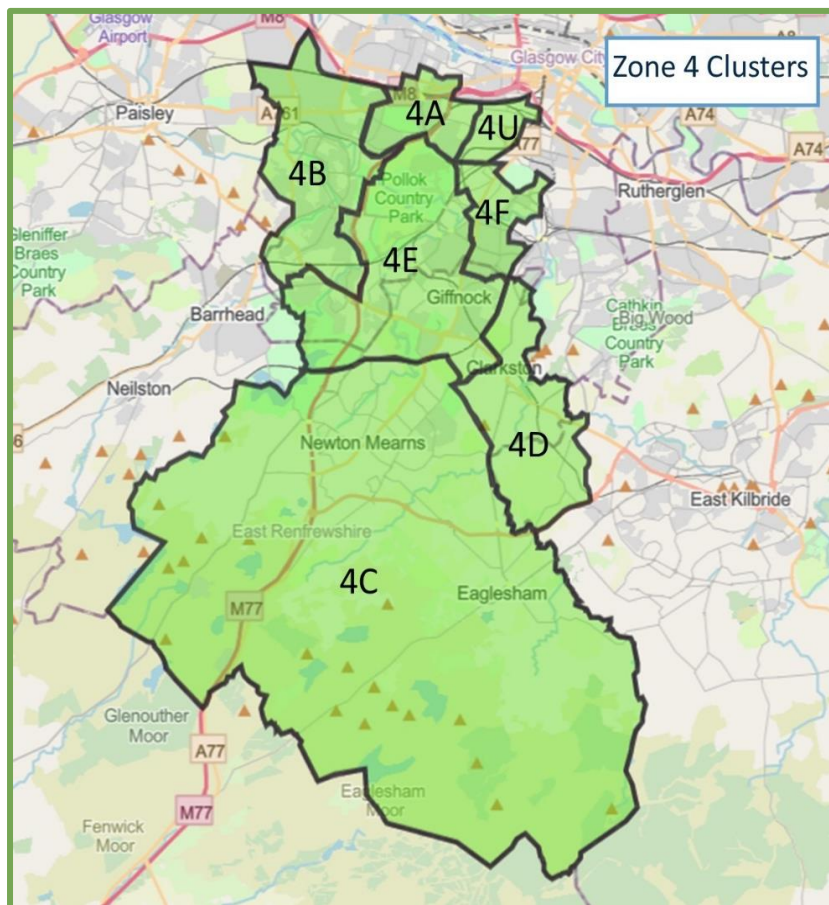
Cluster 3U – Missional Aims

Guardianship has been used in a very limited number of cases and in circumstances where the congregations have been unable to complete cluster conversations and submit a proforma. It is understood that this short-term adjustment provides the necessary breathing space to complete cluster conversations. Other clusters are encouraged to respond positively to approaches from those in Guardianship. These are given the cluster designations of 'U' in the Presbytery mission plan.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Gartcosh I/w Glenboig	1 MWS	No	Gartcosh A Glenboig A	0.5 FTE (temporary 0.25 FTE whilst in Guardian- ship)	n/a	Deferred Guardianship while considering other options	Gartcosh A Glenboig A

Zone 4

Zone 4 is on the south-side of Glasgow and its clusters lie within Glasgow and East Renfrewshire local authorities.



Total population: **193,248**

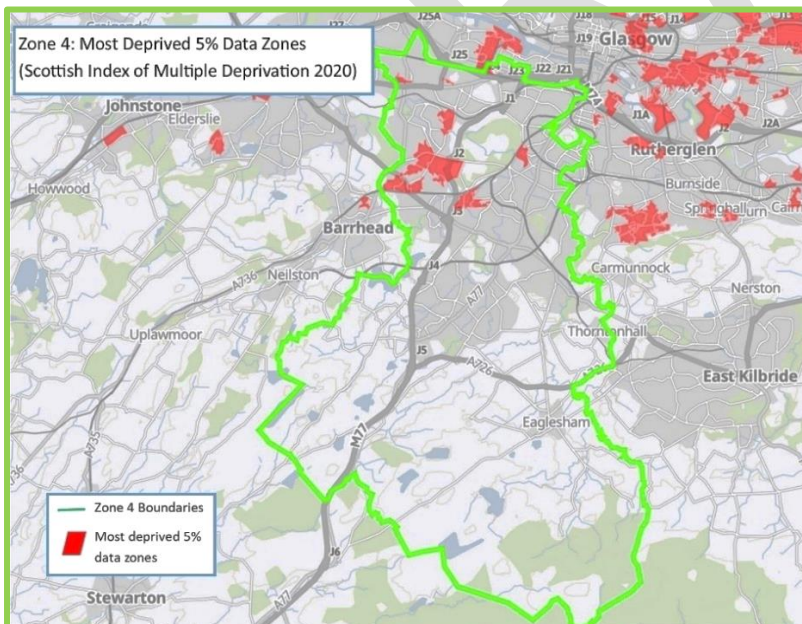
19% of people are aged under 16 – the highest percentage in the Presbytery.

17% are aged over 65.

2.5% are aged over 85 - the highest percentage of this category in the Presbytery.

12% share (approximately 12,108 people) of the Presbytery's most deprived 5% areas, (Scottish Index of Multiple Deprivation: 2020 (SIMD)). These areas are located in the north of the zone.

Under 45s Population: 110,099 (57%)



If Zone 4 was a community of 100 **people**:

- 9 would be in primary school;
- 19 would be aged under 16;
- 17 would be aged over 65;
- 6 would be of pre-school age.

If Zone 4 was a community of 100 **households**:

- 34 households would have one person living alone;
- 29 would have dependent children living there;
- 15 would have one person aged over 65.

28% describe themselves as *Church of Scotland*;
27% state that they have *No Religion*;
23% as *Roman Catholic*; and
4% as *Other Christian*.

Zone Overview

Across this Zone, there is both a broad theological and demographic spectrum that creates great diversity in missional focus, priorities and partnership working appropriate to the communities they serve, and in how they share the gospel in word and life. Within this Zone a number of clusters are exploring new ways of being church which include 3 potential team ministries and an ecumenical grouping. There are, however, several areas of commonality. It is encouraging to note that 8 congregations volunteered to cluster together to further the mission of Christ in this part of the city. Music, and particularly singing, features regularly across the zone in expressions of worship, missional outreach and pastoral care and there is active exploration into different styles of worship. Covid has affected youthwork in many of the congregations and finding ways to re-engage and develop existing initiatives features heavily in the missional plans. Similarly, serving people with dementia and their carers, providing respite and activities, also features strongly across the zone, alongside financial and practical support to a wide range of local, national, and international charities. There are a significant number of larger buildings, and these have provided opportunities to develop specialist community projects, nurture on-site partnerships, host the work of specialist agencies and provide space for a range of community ventures. Across the cluster, inclusion and accessibility are strong themes, expressed in a range of ways. Many of the congregations are involved in social activism and advocacy, and are actively working towards more eco-friendly spaces.

Planned focus on the Five Marks of Mission – a summary

The following points seek to summarise and highlight some of the missional objectives for the Zone contained in the Cluster Mission Plans and give a sense of the missional trajectory of the zone as a whole.

To proclaim the Good News of the Kingdom

- Continue to take expressions of church and outreach to where the people are, eg Care Homes, Retirement Homes, cafés, in-school cafés, and online streaming and telephone services.
- Continue to explore and develop a varied and contextually appropriate diet of worship, including reviewing times and styles of worship and ongoing development of eg. café church, use of choirs, musical sermon series, outdoor worship festivals, bereavement services, Praise in the Park, and other services and outreach activities that are accessible and inclusive to the wider communities we serve.
- Develop youth, children and family engagement, making good use of locally employed staff, where applicable, and existing opportunities where relationships have been built up, such as SU groups, Sunday clubs, school and air-cadet chaplaincies, in-school Cosy café's, Messy/Muddy Church, Boys' Brigade, summer clubs and street evangelism.
- Continue to develop innovative adult and all-age outreach activities, including local initiatives and national programmes, such as Christianity Explored and Alpha
- Explore how to be a co-ordinated Christian presence in the community with CofS and ecumenical neighbours, building on existing partnerships and good relations.

To teach, baptise and nurture new believers

- Develop a range of contextually appropriate discipleship opportunities such as prayer meetings, sermon discussion groups, Lenten courses, online and physical Bible Study groups, Men's breakfasts, topical discussion groups, and community specific groups eg Bible studies for parents of Sunday School children, new-communicants classes and pre-marital counselling.
- Continue to develop skills and gifts of congregation, including already accredited worship leaders, praise bands and choristers.

- Create opportunities for congregational members to be involved in the planning and development of worship.

To respond to human need by loving service

- Provide practical, emotional and financial pastoral support, developing and nurturing pastoral teams and exploring collaborative pastoral care across a cluster.
- Continue to support professional agencies and charities, materially, such as providing office space and halls for groups and financially through fundraising and giving.
- Develop provision for the elderly, those with dementia and their carers, such as singing groups, lunch clubs and respite support, partnering with local authorities and expert agencies to promote best practice.
- Develop opportunities to enable wellbeing, including the ongoing work of Finns place, healing groups and blessing services, provision of peace gardens, NHS-led exercise groups, and groups that provide social inclusion and empowerment, such as the Guild, knitting clubs, walking groups, toddler groups and coffee and chat groups
- Develop musical and arts initiatives that provide inclusion and a sense of belonging, including community choirs, community carol services, drama and art groups and singing for fun groups.

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

- Continue to engage in ecumenical Peace and Justice forums, social justice marches, advocacy for those on the margins and the provision of practical support
- Continue to support overseas mission work and international agencies seeking to address poverty and injustice and their effects on communities.
- Continue to provide initiatives and engage with agencies that work with people on the margins both financially and in volunteering. The extensive work, appropriate to the diverse communities within the zone, is detailed more fully in the individual plans.

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

- Set a visible example of a commitment to addressing climate challenge, including sourcing ethical energy suppliers, improving energy efficiency, recycling protocols, using fairtrade products, and moving towards paperless meetings.
- Promote a culture of recycling including facilitating children's clothing, toys and childcare equipment swap events and bring and buys.
- Arrange Eco-challenge events, forums and other opportunities to demonstrate good stewardship of creation.

Zone 4 – Plan for Ministry and Buildings

	Totals
Total Population	193,248
Allocation	13.5
Additional PA resource	0.7
Total Allocation	14.2

Congregational Self-Appointed Clusters

Cluster	Congregation	Population	M&M Contribution	Allocation	Additional Priority Area Allocation	Total Allocation
4A	Cluster 4A	14,503	124,546	1	0	1
	Ibrox	5,205	28,183			
	Sherbrooke Moss park	9,298	96,363			
4B	Cluster 4B	50,428	191,532	2.5	0.2	2.7
	St Andrew's and St Nicholas	10,446	44,472			
	Hillington Park	6,451	37,262			
	Cardonald	6,686	63,467			
	St James' Pollok	9,271	26,365			
	St Christopher's Priesthill & Nitshill	17,574	19,966			
4C	Cluster 4C	33,908	441,461	3	0	3
	Newton Mearns	8,030	70,110			
	Maxwell Mearns	8,477	94,300			
	Mearnskirk	7,310	115,770			
	Eaglesham	4,058	83,434			

	Broom	6,033	77,847			
4D	Cluster 4D	18,811	322,260	2	0	2
	Netherlee and Stamperland	8,247	152,305			
	Busby	5,044	43,440			
	Greenbank	5,520	126,515			
4E	Cluster 4E	39,819	427,860	3	0.5	3.5
	Eastwood	7,364	60,375			
	Thornliebank	7,351	27,526			
	Carnwadric	6,971	20,912			
	Orchardhill	5,825	93,038			
	Giffnock: South	2,835	102,147			
	Giffnock: The Park	2,691	39,356			
	Williamwood	3,529	60,134			
	Pollokshaws	3,253	24,372			
4F	Cluster 4F	26,154	233,677	1.5	0	1.5
	Merrylea	4,661	43,678			
	Newlands South	2,437	77,425			
	Langside	6,285	56,802			
	Shawlands Trinity	12,771	55,772			
4U	Cluster 4U	9,625	39,501	0.5	0	0.5
	Pollokshields	9,625	39,501			

Cluster 4A – Missional Aims

- We will begin to share worship with one another and have multiple opportunities/events to build relationships.
- We will work together and hopefully with other community partners to launch 'Warm Welcome Project' over the winter, which will allow us to work alongside each other putting our faith into action.
- We will develop a cross-congregational messy church to build on our youth engagement.
- We will continue to consider how we can build on our sustainable church environments from both a church building and wider locality perspective.

To support these aims we would:

- Encourage elders to upskill and take on more worship leadership, including the accredited worship leader training course.
- Community engagement/volunteer training: to establish the best approach to the Warm Welcome project, eg Food hygiene training.
- Communication: develop communication between each congregation, eg Group WhatsApp, posters, websites.
- Recruitment: of further volunteers to expand the volunteer base for Messy Church.
- Sharing resources: in key support areas, eg Safeguarding.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Ibrox	1 MWS	No	A	1 MWS	n/a	Union	A
Sherbrooke Mossspark	1 MWS 0.5 MDS	No	A				Sherbrooke – A Mossspark - A

Cluster 4B – Missional Aims

We will work together

- as a Christian Community to share the Good News of Jesus, nurture faith and fulfil our calling as disciples of Christ.
- to become a Parish Grouping with the intention of eventual Team Ministry and the development of Missional Communities.
- through shared worship events and missional outreach, with shared use of buildings and joint Youth and social events.

To achieve this, we will move first towards a Parish Grouping, developing cross-cluster working parties, and then towards a Team Ministry. We will conduct a missional audit of our buildings and create missional teams. Alongside this, we will continue to provide outreach opportunities, such as Alpha.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area Charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
St Andrew's and St Nicholas	1 MWS	No	A	1.5 MWS 1 MDS	0.2 MDS	Stage 1: Parish Grouping Stage 2: Team Ministry	A
Hillington Park	1 MWS	No	A				A
Cardonald	1 MWS	No	A				A
St James' Pollok	1 MWS 0.75 MDS	Yes	D				A
St Christopher's Priesthill & Nitshill	1 MWS 1 MDS	Yes	D				A Dove St - B

Cluster 4C – Missional Aims

The cluster of 5 congregations serve the area of Newton Mearns and the village of Eaglesham. The challenges facing the church nationally in terms of supporting ministry of word and sacrament and the constraints of ageing congregations including future finances have informed the cluster's desire to create a sustainable mission to the Mearns and Eaglesham in the following way:

- Explore the development of a Mearns-wide hub that will serve the Parishes of Broom, Mearns Kirk and Newton Mearns, that will enable a high-profile presence for the Church of Scotland within the community that is well resourced and open to creative and new ways to express mission.
- The continued expression of single parish ministry for each of the communities of the Village of Eaglesham and Maxwell Mearns Castle with a view towards closer collaboration around the sharing of resources and areas of joint missional endeavour.
- The development of cluster-wide activity supported by congregations within the cluster and informed by, but not limited to the prioritization of areas of common missional endeavour.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area Charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Mearnskirk	1 MWS	No	D	3FTE	n/a	2-stage union Stage 1: union between Mearns Kirk and Broom	B (provisional)
Broom	1 MWS	No	D				B (provisional)
Newton Mearns	1 MWS	No	D		n/a	Stage 2: union between united charge and Newton Mearns	B (provisional)

Maxwell Mearns Castle	1 MWS	No	D		n/a		B (provisional)
Eaglesham	1 MWS	No	A		n/a		B (provisional)

Cluster 4D – Missional Aims

For the congregations of St Aidan's Scottish Episcopal Church; Busby; Greenbank and Netherlee & Stamperland to grow and work together in the service of the Gospel to further the mission of Christ's Church and to make God's love known in our communities and beyond.

- Recognition that we are stronger together than as individual congregations.
- Collaboration and pooling of resources to enable us to do more than we can on our own.
- Serving the Gospel; love and support to four Christian Faith to fulfil God's mission.
- Pool resources to provide a Christian purpose to our community/ in our communities.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area Charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Netherlee and Stamperland	1 MWS 0.5 MDS	No	A	1 MWS	n/a	Form parish grouping, including Episcopal Church (2xCofS MWS, 1x Episcopalian) Deferred linkage between Greenbank and Busby	A
Busby	1 MWS	No	D	1MWS	n/a		A
Greenbank	1 MWS	No	A				A

Cluster 4E – Missional Aims

The mission plan for the cluster is:

- to maintain and grow a worshipping presence in every community while integrating the roles of ministry across the cluster
- to focus on and support a variety of engagements with everyone sharing personnel and other resources
- to address social inequalities through mutual support
- to heighten awareness of environmental responsibilities
- through all things to proclaim the Good News of The Kingdom of God and The Gospel of Jesus Christ.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area Charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Eastwood	1 MWS	No	D	3 MWS	n/a	Groupings (TBD) working towards team ministry	B provisional
Thornliebank	1 MWS	No	D		n/a		B provisional
Orchardhill	1 MWS	No	A		n/a		B provisional
Giffnock: South	1 MWS	No	D		n/a		B provisional
Giffnock: The Park	1 MWS	No	D		n/a		B provisional
Williamwood	1 MWS	No	D		n/a		B provisional
Carnwardic	1 MWS 0.75 MDS	Yes	A		0.5 MDS		B provisional
Pollokshaws	1 MWS	Yes	A				B provisional

Cluster 4F – Missional Aims

We see ourselves as a vibrant group of local churches, who will work collaboratively in responding to the faith, social and demographic needs in our parishes and beyond. We will continue to develop visible centres of faith. These will be safe, inclusive and welcoming spaces for worship and community engagement and well-being.

We will achieve this by:

- Developing worship teams locally and jointly across congregations
- Creating a range of opportunities to interact with people at all stages of the faith journey and paying particular attention to the under 40s
- Expanding existing youth ministry across the congregations
- Nurturing pastoral care teams across the congregations
- Furthering the current work in areas of justice, peace and environmental issues
- Extending a holistic well-being model across the congregations
- Initiating fora for office bearers
- Experiencing opportunities to develop spirituality together and ecumenically
- Developing a joint communication and digital strategy.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area Charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Merrylea	1 MWS	No	D	1.5 MWS	n/a	Team Ministry / linkage TBD	B (Provisional)
Newlands South	1 MWS	No	D		n/a		B (Provisional)
Langside	1 MWS	No	A		n/a		A
Shawlands Trinity	1 MWS	No	A		n/a		B (Provisional)

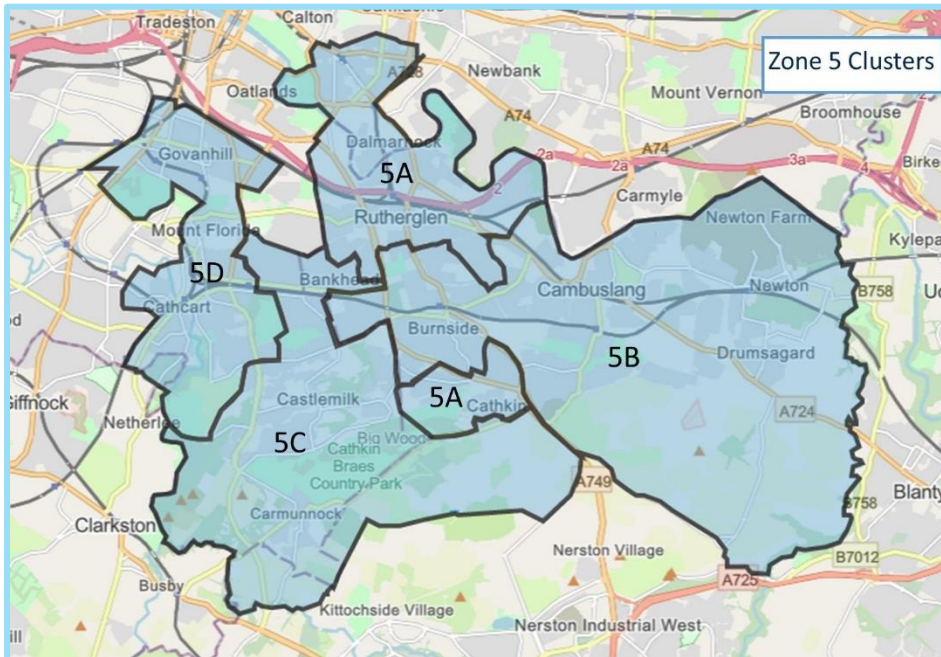
Cluster 4U – Missional Aims

Guardianship has been used in a very limited number of cases and in circumstances where the congregations have been unable to complete cluster conversations and submit a proforma. It is understood that this short-term adjustment provides the necessary breathing space to complete cluster conversations. Other clusters are encouraged to respond positively to approaches from those in Guardianship. These are given the cluster designation of 'U' in the Presbytery mission plan.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area Charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Pollokshields	1 MWS	No	A	0.5 FTE (Temporary 0.25 FTE whilst in Guardianship)	n/a	Agreed temporary Guardianship for 1 year to allow time to find a cluster	B provisional

Zone 5

Zone 5 is located predominately on the south-east of Glasgow, with a smaller area of Bridgeton (located north of the River Clyde) which accounts for 6% of the total zone population. The clusters lie within Glasgow and South Lanarkshire local authorities.

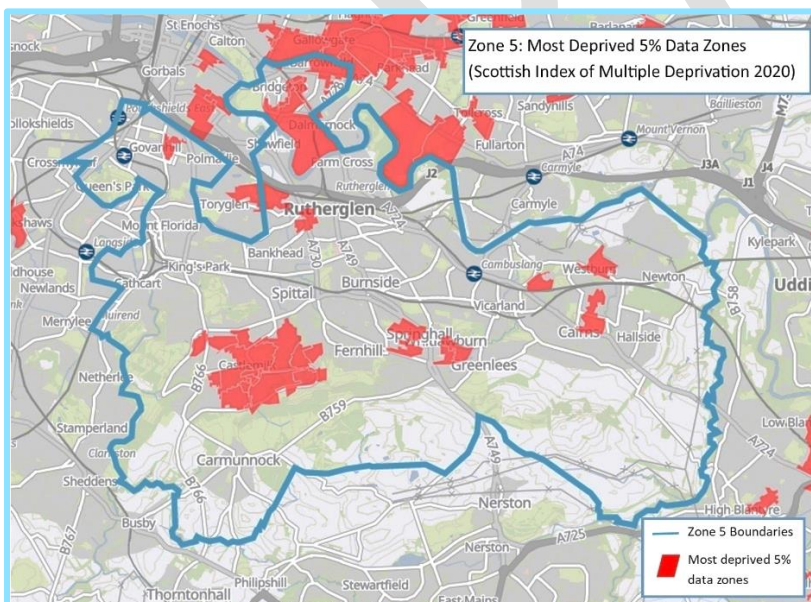


Total population:
131,749

17% of the population are income deprived with the percentage of people income deprived within clusters ranging from 12% to 24%.

Under 45s Population:
76,205 (58%)

14% share (approximately 13,716 people) of the Presbytery of Glasgow's most deprived 5% areas, (Scottish Index of Multiple Deprivation: 2020 (SIMD)). Pockets of deprivation are found throughout Zone 5, with the highest concentration in Bridgeton & Castlemilk.



If Zone 5 was a community of 100 **people**:

- 8 would be in primary school;
- 18 would be aged under 16;
- 16 would be aged over 65;
- 4 would be of pre-school age.

If Zone 5 was a community of 100 **households**:

- 39 households would have one person living alone;
- 26 would have dependent children living there;
- 13 would have one person aged over 65.

31% describe themselves as *Roman Catholic*;
28% state that they have *No Religion*;
27% as *Church of Scotland*; and
3% as *Other Christian*.

Zone Overview

Within this zone, there is a strong focus on discipling, training and empowering members to explore and develop their gifts so that churches embrace the gifts of all God's people, and to work in partnership with other congregations, prayerfully discerning how to meet the needs of the diverse communities they serve and share the Good News. There is a desire to develop new expressions of worship and outreach, both inside the church and in the open air, with congregations already exploring a creative range of initiatives. Engaging with the community is a high priority, where they seek to build on the existing relationships built up with agencies, schools, community groups and other churches. Advocacy and social justice also feature strongly, with direct action being taken in areas such as addressing food and fuel poverty, creating spaces of social inclusion and supporting emotional and mental wellbeing, with several congregations exploring developing healing ministries within a range of contexts. Congregations are also engaging with creating sustainable, energy efficient spaces and seeking to influence their surrounding communities to become more green.

Planned focus on the Five Marks of Mission – a summary

The following points seek to summarise and highlight some of the missional objectives for the Zone contained in the Cluster Mission Plans and give a sense of the missional trajectory of the zone as a whole.

To proclaim the Good News of the Kingdom

- To continue to explore and develop new expressions of worship and missional outreach, including Café church in church, cafes and gardens, puppet ministry, concerts, ensuring an online/recorded presence for those unable to attend in person.
- Children and youth ministry is a high-priority theme in this zone. For some clusters, this is an existing area of strength they seek to build upon, whilst others are committed to exploring new ways to develop youth and children's ministry post-covid.
- To engage with diverse communities who live or gather in our clusters, including outreach to new migrant communities, providing space for other denominations to worship, and feeding the football fans who gather for major matches.
- To develop a co-ordinated approach to outreach and missional events.

To teach, baptise and nurture new believers

- To develop cluster-wide discipleship opportunities.
- To encourage whole-life discipleship, including helping others to identify and use the skills of all God's people.
- To provide opportunities for people to grow in God, in their understanding of scripture and in confidence to share their faith.
- To develop a culture that is less minister-dependant, including encouraging more people to be involved in leading worship

To respond to human need by loving service

- To continue to provide and nurture a culture of practical pastoral care that also makes the church visibly engaged, including pastoral networks, prayer groups, partnerships with Health centres, looking out for neighbours, day-to-day encounters, delivering flowers and Christmas gifts to local children
- To continue to partner with local agencies, gala groups, community groups and forums to inform our response.

- To continue to provide chaplaincy and build relationships with communities such as local schools, Police Scotland, RAFA and the Royal Marines
- To continue to provide contextually relevant spaces for the community to find fellowship and respite in common interest groups, offering practical support social inclusion, and a means of collective empowerment, such the Guild, parent and toddler groups, qualified day care, dementia-focussed outreach, knitting and craft groups, and cafés.
- Provide appropriate training for those involved in working with vulnerable people, including bereavement and counselling training.

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

- To continue to provide local support to those affected by violence and domestic abuse, through initiatives such as trauma healing and support for torture victims and supporting individuals in our congregations and agencies who work in these fields.
- To continue partnering with local and national agencies, to engage directly in supporting those experiencing fuel poverty, food poverty and social isolation through initiatives such as Christmas Day meals, Holiday food programme, community meals, thrift shops, and hosting space for agencies such as CAB, foodbanks, pantries, AA and action groups.
- Recognising our collective voice is louder, to collaborate in advocacy with other churches, including sharing information and understanding, and developing a cluster approach in our engagement with local authorities, MSPs, MPs, NHS and Education
- To continue to provide material and financial support to local, national and international expert agencies who are engaged in social justice, such as LHM, Glasgow the Caring City, Christian Aid, Tearfund, Release International Network and Trussell Trust.

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

- Explore fresh expressions of church that engage more directly with nature and wellbeing eg Outside park, Muddy Church, forest church, fit church.
- Continue to develop an eco-focus, including participation in the Eco-church programme, selling Fairtrade products, providing practical eco-tips in community-accessed publications, making our buildings more energy efficient, recycling, moving towards a paperless environment, and providing eco-friendly and Fairtrade hospitality.
- Continue to engage with local gardening groups, schools and congregations in ways that demonstrate God's care for creation and our stewardship responsibilities.

Zone 5 – Plan for Ministry and Buildings

	Totals
Total Population	131,749
Allocation	9.5
Additional PA resource	1.7
Total Allocation	11.2

Congregational Self-Appointed Clusters

Cluster	Congregation	Population	M&M Contribution	Allocation	Additional Priority Area Allocation	Total Allocation
5A	Cluster 5A	24,079	130,882	1.5	0.5	2
	Rutherglen West and Wardlawhill	3,931	45,351			
	Bridgeton St Francis in the East	7,491	21,432			
	Rutherglen Old	7,637	37,719			
	Fernhill and Cathkin	5,020	26,380			
5B	Cluster 5B	42,463	340,093	3.5	0	3.5
	Burnside Blairbeth	8,691	136,385			
	Cambuslang	17,186	84,845			
	Cambuslang Flemington Hallside	13,305	40,015			
	Rutherglen Stonelaw	3,281	78,848			
	Cluster 5C	26,517	169,998			

5C	Carmunnock	3,909	27,881	2	1.2	3
	Castlemilk	12,390	16,178			
	Croftfoot	4,500	48,805			
	King's Park	5,718	77,134			
5D	Cluster 5D	38,690	265,584	2.5	0	2.5
	Queen's Park Govanhill	19,924	65,158			
	Clincarthill	6,175	51,166			
	Cathcart Trinity	7,147	99,665			
	Cathcart Old	5,444	49,595			

Cluster 5A – Missional Aims

Our missional aim is to share the Gospel of Jesus Christ and show the love of God in action. Based in the heart of our local community we will be inclusive and welcoming for the whole community, providing a variety of worship experiences and opportunities for personal and communal growth.

The following will help us reach these aims.

Prayer - Taking a prayerful approach to moving forward together.

Communication - Communicating effectively within the cluster and the wider community, including using social media

Vision - Developing a collective vision and agenda and a willingness to embrace change, adapting to changing circumstances together and undertaking to re-visit and evaluate our aims.

Resources - Make best use of the talents, technology and other resources available, sharing these across the cluster to have the greatest impact and secure funding for congregational training and for cluster events.

Involving People – Securing volunteer training in a variety of areas and evaluating required staffing levels, that demonstrates an understanding of the role of Church House within the cluster.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Rutherglen West and Wardlawhill	1 MWS 0.5 MDS	No	A	1MWS 0.5 MDS	0.5 MDS (Church House)	Deferred linkages, leading to possible 4-way union	B (Provisional)
Bridgeton St Francis in the East	1 MWS 1 MDS	Yes	D				A
Rutherglen Old	1 MWS	No	A				B (Provisional)

Fernhill and Cathkin	1 MWS 0.5 MDS	No	A				A
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Cluster 5B – Missional Aims

Our mission plan aims to focus on engaging with each other to meet the needs in our communities as an out-pouring of our commitment to Christ. We will endeavour to support each other in discipleship and sharing of the Good News of Jesus Christ.

As our congregations face unprecedented change, we agree to do so prayerfully, looking to Jesus. We agree to continue Cluster meetings, sharing outcomes with Presbytery, Sessions and congregations. We agree to explore examples of Christian ministry which are less minister-centric and seek to use the gifts of all God's people. We agree to nurture and encourage our congregations towards becoming fully devoted followers of Jesus. We agree to refocus our activities on engaging with our communities afresh.

A culture of encouragement and empowerment, alongside teaching, discipleship, communication and training will help us achieve our plan.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Prior-ity Area charge ?	Current Buildings Designa-tion	Planned Ministry alloca-tion	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Burnside Blairbeth	1 MWS	No	A	1.5 FTE	n/a		Burnside building – A Blairbeth building – B

Rutherglen Stonelaw	1 MWS	No	A			TBD	A
Cambuslang	1 MWS 1 DCS	No	A	2 MWS			A
Cambuslang Flemington Hallside	1 MWS	No	A				A

Cluster 5C – Missional Aims

The basis of our mission plan is to establish a successful linkage between Castlemilk & Carmunnock and work and grow together to further the mission of the Gospel message through action and love to our joint community and further afield. To grow in faith and strengthen our own spiritual confidence. (At this time we remain open to continue discussions with King's Park and Croftfoot and finalise the relationships within our cluster when they are ready to do so). Our missional aims are to

- See the church as relevant and active working at the heart of the communities we serve - a visible and respected presence.
- Build on relationships from secondary, primary and special needs schools through to community activities and grow as congregations both spiritually and practically through sharing, training, prayer, worship and outreach.
- Do these things in innovative ways to maximise resources and ministry, mindful of costs, ECO considerations.
- Be a voice for Christian concerns in society with courage and competence, when opportunity arises and within the limit of our knowledge and resources.
- Work on our own and with other partners to support those in need. Assist them build resilience in life's journey through a greater understanding of the love of Christ.

Congregations	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned PA allocation	Form of Adjustment	Planned Buildings designation
Carmunnock	0.5 or 1 MWS??	No	D	1 MWS	1.2 MDS (Castlemilk)	Linkage	A
Castlemilk	1 MWS 1 DCS 1 MDS	Yes	A				A
Croftfoot	1 MWS	No	D	1 MWS	n/a	Reviewable ministry leading to deferred union	A
King's Park	1 MWS	No	D				A

Cluster 5D – Missional Aims

For our National Church of Scotland to continue to be the Church in Scotland we must endeavour to have a positive outcome from all the clusters across our Presbyteries.

God sent his Son, our Lord Jesus. He took on his Mission, called the 12 and nurtured, cared, encouraged and taught them all they needed to know, to form his Church. Yes they had problems and disagreements along the way, but they succeeded. 2000 years later it is now OUR TURN to show we are God's People and through prayer and encouragement, WE CAN MAKE THIS PLAN WORK.

For the 0.5 MDS role our aim is to secure additional funding from such as the Pioneer Ministry Fund to create a 1 FTE post as stated above. Other funding opportunities may arise along with help from the 4 congregations. The two ministers will be supported by worship teams. We have a detailed staged plan of adjustment and, as we move forward together, we will develop a shared missional focus, based on the many potential opportunities identified in our Plan.

Congrega- tions	Current Position			Planned Position			
	Current Ministry allocation	Priority Area charge?	Current Buildings Designation	Planned Ministry allocation	Planned Priority Area allocation	Form of Adjustment	Planned Buildings designation
Queen's Park Govanhill	1 MWS 1 MDS	Yes (Govanhill)	A – Queen's Park B - Govanhill	1 MWS 0.5MDS (Govanhill)	n/a	<u>Stage 1:</u> Parish Grouping pairing QPG with Clincarthill and CT with CO	Queens Dr - A Daisy Street - B
Clincarthill	1 MWS	No	A				A

Cathcart Trinity	1 MWS	No	A	1 MWS		respectively, leading to <u>Stage 2:</u> Linkage of QPG and Clincarthill Linkage of Cathcart Old and Cathcart Trinity Stage <u>Stage 3:</u> Seek to develop 2 unions.	A
Cathcart Old	1 MWS	No	A				A

Part 3 Buildings

3.1 Background

Presbyteries are charged as part of their Presbytery Mission Planning Act (PMPA) to categorise their buildings into either A or B, A being those to be retained for the next five years or B, those to be disposed of/repurposed in the same period. We summarise below how this work was carried out across all churches in the Presbytery.

3.2 Asset Management Buildings Audit (AMBA)

3.2.1 Background

The PMPA stipulates that Presbyteries should use the recently developed Asset Management Building Audit (AMBA) process/Questionnaire for assisting in this important assessment. Under the General Trustees (GT) guidelines for the roll out of this work across all churches in Scotland, it is recommended that each church AMBA Questionnaire be completed “face to face” at each church between, in our case, a member of our Presbytery Property Committee with either the church Fabric Convener and or nominated officer. Once completed, it was left for our Property Committee to pass all completed AMBA Questionnaires to the GTs for scoring and uploading to the main GTs AMBA Database. Reports on the progress of the AMBA work were regularly passed from the GTs to the Property Committee for review and appraisal to ensure progress was being made in accordance to plan.

3.2.2 Resources

Presbytery have 130 church buildings so planning, controlling, and carrying out the AMBA work was quite a challenge.

Presbytery has a well-motivated Property Committee of 14 members who meet monthly and are familiar with the requirements of the PMPA and AMBA priorities. In addition to this, Presbytery have a full-time Buildings Officer who is a qualified Architect who provides advice and support to local churches and members of our Property Committee. Our Buildings Officer has also carried out over 65 detailed property reviews for certain churches where there may have been specific property issues which was also used as part of the audit assisting in the A and B categorisation process.

3.2.3 Methodology

As part of the planning of carrying out the work our Property Committee received an induction on the AMBA process by a member of the GT team responsible for the project. We developed our local “master” AMBA database to record and track the progress of all church audits.

From our regular scheduled AMBA project team meetings we agreed that each Property Committee member would be allocated 12-15 churches, usually in a local geographic area to contact each church and arrange for a face-to-face visit to complete their AMBA Questionnaire.

We had regular “AMBA team meetings” to discuss and monitor progress as well as ensuring we had a consistent approach to the audit across all churches in Presbytery. This work was carried out early in the year.

3.2.4 Issue of AMBA Scores

After the completion of all the church AMBA Questionnaires we agreed with the AMBA Officer that each church's data be grouped into their respective Clusters.

It was further agreed by Presbytery that we could release each church summary AMBA scores on a cluster-by-cluster basis which we believed would assist with local planning issues.

The Property Committee was pleased that only 9 churches disputed their AMBA score. We are further pleased to say we have been able to reconcile these differences.

3.3 Mission Priorities and Categorisations

3.3.1 Mission

The initial local planning process in Glasgow Presbytery is that each Cluster should be "mission-led" and once these priorities were determined discussion should be had as to which buildings were best placed to deliver this. Clusters were asked to score their own buildings (A or B) in the first instance.

3.3.2 Categorisation

During the initial process of Clusters completing their Mission Plan submissions to Presbytery we became aware that there were a significant number of churches who felt that whilst they had carried out significant work, they were not ready to categorise their buildings as either A or B as they were genuinely still carrying out building appraisal work and felt that they required more "thinking time" to carry out further work and this was supported by their congregations in their respective clusters. As an example of this, one group of three well established churches in Glasgow considered they would have to close one building but were still carrying out extensive work to determine which one but at this stage they were not able to do so.

We also became aware that one or two clusters wished to categorize their buildings as "A" as being essential to their local mission, whilst knowing that a significant amount of work required to be done to ensure that these buildings could be developed and maintained at an appropriate standard.

In view of both of the above cases, we felt that we should categorise these church buildings as "B (Provisional)" - indicated in the table below by "B*" - i.e. more options/work being considered with the objective of completing this work by the end of the first year of implementing the plan (2023) at the latest.

We are very conscious that this should not be an excuse for churches/clusters from taking known difficult decisions and we have taken that into consideration before we allow this categorisation to be used.

3.3.3 Audit Process

The Convener and Vice-convener of the Property Committee were invited to review each cluster's submission with particular reference to the categorisations used A, B (Provisional) or B. The appraisal work on each church's categorisation used was as follows:

- Reference to each church AMBA score

- Buildings Officer review report
- Local Property Committee member knowledge

The summary of the church categorisations results as determined by the Property Committee are highlighted in the schedule below. The overall results of this are as follows:

		%
- Category A	76	58
- Category B (Provisional)	36	28
- Category B	18	14
	<hr/>	<hr/>
	130	100
	<hr/>	<hr/>

It is anticipated that of the B (Provisional) categorisations, these will split to either A or B in 2023 as the mission plan progresses.

In the following table “#” indicates that a local cluster grading differs from the Presbytery’s Property Committee designation.

GRADING OF CHURCH BUILDINGS							
				CATEGORIES			
				A	B (provisional)	B	DISPOSAL DATE
ZONE/ CLUSTER							
1A	Yoker					*	2024
	Drumchapel St Andrew’s			*			
	Drumchapel St Mark’s				*		
1B	Temple Anniesland				*		
	Knightswood St David’s				*		
	Knightswood St Margaret’s				*		
1C	Whiteinch (rented premises)			n/a			
	Balshagray Victoria Park				#	*	2024
	Scotstoun			*			
	Partick South			*			
1D	Broomhill Hyndland			*			
	BH Kingsborough Gardens Sanctuary					*	2023
	St John’s-Renfield			*			
	Jordanhill			*			
	St Columba Gaelic (in process of being marketed)					*	2023

	Blawarthill			*			
1E	Kelvinside Hillhead				*		
	Kelvinbridge				#	*	
	Wellington				#	*	
	Partick Trinity			*	#		
1F	St Andrew's West			*	#		
	Sandyford Henderson			*			
	Toryglen			*			
	Ruchazie			*			
	Wallacewell			*			
	St Rollox			*			
	St George's Tron			*			
1G	Possilpark			*			
	Maryhill			*			
	Ruchill Kelvinside			*			
	Colston Milton			#	*		
1H	Kinning Park			#	*		
	Govan and Linthouse			*			
1I	Trinity Possil and Henry Drummond			#	*		
	Gairbraid				#	*	2023
	Kenmure Mount Vernon			*			
	Carmyle				*		
2A	Gallowgate (share with C Parkhead)						
	Gorbals			*			
	Calton Parkhead			*			
2B	Cathedral (Historic Scotland)			n/a			
	Dennistoun New			*			
2C	St Andrew's in the East				*		
	St Paul's				*		
	St Enoch Hogganfield				*		
	Garthamlock Craigend				*		
	Stepps				*		

2D	Carntyne				*			
	Carntyne Halls						*	
	Shettleston New				*			
	Cranhill (being sold)						*	
2E	Baillieston St Andrew's				*			
	Baillieston Mure Memorial				*			
2F	Barlanark Greyfriars				#		*	
	Easterhouse				*			
2H	Tron St Mary's				*			
	Colston Wellpark				#	*		
	Springburn				*			
2I	Sandyhills				*			
	Chryston				*			
	Robroyston				*			
2U	Causeway Tollcross						*	
3A	Bishopbriggs Kenmure				*			
	Springfield Cambridge				*			
	Cadder				*			
3B	Campsie				*			
	Milton of Campsie				*			
	Torrance				*			
3C	Kilsyth Burns and Old				*			
	Kilsyth Anderson				*			
3D	Lenzie Old				*			
	Lenzie Union				*			
	Kirkintiloch St Mary's				*			
	Kirkintilloch SDMP				*			
3E	Kirkintilloch St Columba				*			
	Kirkintilloch Hillhead				#	*		
3F	Cumbernauld - Old				*			
	Abronhill				*			
	Kildrum Sanctuary						*	2024

	Kildrum Halls			*			
	Condorrat			*			
	Moodiesburn			*			
	St Mungo's			*			
3U	Gartcosh			*			
	Glenboig			#		*	
4A	Ibrox			*			
	Sherbrook			*			
4B	St Andrews and St Nicholas			*			
	Hillington Park			*			
	Cardonald			*			
	St James' Pollok					*	2025
	St Christopher's Priesthill and Nitshill (sanctuary)			*			
	St C P and N (Dove St)					*	2023
4C	Mearns Kirk				*		
	Maxwell Mearns				*		
	Newton Mearns				*		
	Eaglesham				*		
	Broom				*		
4D	Netherlee Stamperland			*			
	Busby			*			
	Greenbank			*			
4E	Eastwood				*		
	Thornliebank				*		
	Carnwadric				*		
	Orchardhill				*		
	Giffnock: South				*		
	Giffnock: The Park				*		
	Williamwood				*		
	Pollokshaws				*		
4F	Merrylee			#	*		
	Newlands			#	*		
	Langside			*			
	Shawlands Trinity			*	#		
4U	Pollokshields				*		
5A	Rutherglen West and Wardlawhill				*		

	Bridgeton St Francis in the East		#	*		
	Rutherglen Old			*		
	Fernhill and Cathkin		#	*		
5B	Burnside Blairbeth		*			
	Blairbeth building				*	2023
	Cambuslang		*			
	Flemington Hallside		*			
	Rutherglen Stonelaw		*			
5C	Carmunnock		*			
	Castlemilk		*			
	Croftfoot		*			
	King's Park		*			
5D	Queen's Park Govanhill		*			
	Daisy Street building (in process of being marketed)				*	2023
	Clintcarthill		*			
	Cathcart Trinity		*			
	Cathcart Old		*			
	Twechar building (in process of being marketed)				*	2023
TOTAL			76	36	18	
			58%	28%	14%	