Congregational Action Plan

2027 – 2031

Vision for the Future

Kilmacolm Parish Church

Inclusive, welcoming, alive.
A hub for the village, a home for all ages, a people who share what we believe.

Relationship to the approved Presbytery Mission Plan

	Yes	No	Comments
Have you united? (if applicable)	✓		The former congregations in Kilmacolm united in October 2024 to form Kilmacolm Parish Church.
Have you received your full ministry allocation?	✓		Parish Minister inducted November 2025. Confirm whether any other post in the Mission Plan allocation is still to be filled.
Have you sold all buildings as outlined in the plan?	✓		Kilmacolm Parish Church – Cat A Kidston Hall – Cat A Kilmacolm Manse (3 Millburn Drive) St Columba Church – Cat B (sold Sept 2026) Former Manses of Old Kirk & St Columba Sold 2024 & 2025 respectively

Three pictures of 2031

These pictures emerged as imagined scenarios of the futures we may find in Kilmacolm Parish Church. They are not meant to be adopted as a plan in themselves. Each takes a different emphasis.

1. The open door

It is a Sunday in 2031. The doors of Kilmacolm Parish Church are open, and people know it. A young mum who moved into the village last year is greeted by name; nobody tells her she is in someone's seat. Children are up the front helping with the reading, and there is a hymn they chose. The service is shorter than it used to be, the pews are gone, and there is coffee and a good deal of noise afterwards. On Saturday evening a smaller group gathered in the café space within our refurbished hall for a more conversational act of worship and others met for something quieter in the Murray Chapel on Tuesday morning. Some of the people who kept this church going for forty years are still here, and they were a part of the decision making about how we changed. Not everything worked. Some initiatives failed, but we learned from them. Some things we tried, we stopped. But God was already at work in this village before we opened the doors wider, and we have simply tried to keep up.

2. Found in the village

Five years on, if you ask people in Kilmacolm where the church is, they do not point at the building. They tell you about the Wednesday Break, the Bereavement Support Group and the Book Group, the community café, the food bank, the film nights, and the elders who still visit. They tell you about the church folk at the community events, like the rugby club on a Saturday morning, and the short act of worship before practice that some of the parents started coming to. The schools are around the church every week and use it for assemblies and events. Youth organisations use the refurbished hall and know the people who run it. We work alongside St Fillan's, St Colm's and the other churches in the rather than on our own, because there is more need in this village than any one congregation can meet. We are still a small congregation. We are older than we would like to be. But we have stopped waiting for the village to come to us, and we have gone to find where God is already at work in it.

3. A church shaped with the young

In 2031 Kilmacolm Parish Church looks different because we asked the young people what they wanted and then listened. The youth club for 8 to 16s meets on a Friday with baking, games and a lot of laughter, and three of the leaders are under thirty. There is a small team, not one overworked person, and a part-time youth worker we could not have afforded without help from our partners and community. A group of teenagers led worship last month. Some of the older members found it loud. They came anyway, and they brought the soup for lunch afterwards. We share our faith more openly than we used to, at the school gate and over the garden fence, because we noticed that people did not know what we believed. Our roll is not much bigger than it was. But the average age has come down, the building is used every day and our refurbished hall is spoken about throughout the community, and we can see the beginnings of something we did not make happen ourselves.

Worship and Teaching

Desired Outcome:

By 2031 our worship is inclusive, welcoming and alive. We offer it at times and in forms that suit the way people live now, we shape it with younger people and families, and those who have worshipped here for years still feel it is theirs.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Carry out an honest review of Sunday worship: what we offer, when we offer it, and who it reaches. Ask members, families and people who have drifted away. • Trial a short, relaxed service at a different time (in addition to the usual Sunday morning worship) for one term, with refreshments and conversation. • Develop a short, early Sunday morning monthly communion service. • Make the shape and content of the service more varied and engaging, while keeping a balance that existing members recognise. • Form a small worship team, including younger members, to help plan and lead services. • Develop an intergenerational approach to worship • Make Christmas and Easter more celebratory, with personal invitations to the village. • Continue to run short study groups at key points in the year with St Fillan's congregation. • Continue to support and develop Wednesday Break (Ecumenical) • Develop new ways of encouraging engagement with aspects of faith and life using new technologies, such as podcasts. **We will do this in Year 2 by** • Review the trial service, new styles of worship with those who came, and decide whether to keep it, change it or stop it. • Establish a regular pattern of at least two styles of worship each month. • Grow the AV team in the congregation to alleviate the burden on a few. • Young people help plan and lead services several times a year. • Start a short course or Bible study that links faith to current events. **We will do this in Years 3-5 by** • Continue to develop the musical style, song and experience of worship.	Finance	✓	Not Started
	Communication	✓	
	Property	✓	
	HR/Staffing	✓	

• Begin a conversation with the congregation and the General Trustees in respect of whether the sanctuary meets the requirements of the worshipping congregation. **What we might look for as signs of progress (what success looks like in reality)?** • Numbers attending the alternative service, and how many are new to us. • Number of young people and families taking part in leading worship. • Existing members tell us they were listened to and kept informed. **Governance** • Kirk Session approval for any change to service times or pattern. • Safeguarding arrangements for children and young people taking part. • General Trustees and Presbytery consents for any changes to building.			

Finance	Communications	Property	HR/Staffing
• Modest costs for refreshments. • Costs for music resources and licences. • Costs to invest in resources for worship as a priority spend within the life of the congregation. • Support costs for developing new ways of sharing good news message	• Publicise service times widely. • Explain changes to members early and in person. • Utilise new methods of communication to spread message and Good News.	• Heating and set-up for an additional service. • Review of building requirements.	• Volunteers for welcome, music and refreshments. • A worship team to share leading. • Support from parents and volunteers to work with young people.

We will resource this area of mission by … The existing worship budget. Volunteers from the congregation and from families with children. The minister and worship team plan and lead.
We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission … Young people and their parents have many other things competing for their time. The village population is changing, and attendance has not grown since the pandemic. Some members felt that what we currently offer is not reaching people. We must also make changes at a pace that does not alienate those who come now, whilst recognising that given the age profile of the congregation there is a urgency to need to make the changes and develop.

Pastoral Care and Fellowship

Desired Outcome:

Everyone in our church family is known, visited and cared for, and newcomers are welcomed and drawn in. We become more welcoming and more open to change.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Audit the current situation in respect of regular pastoral visiting and develop a system of visiting or contact where members and adherents receive the care which is right for them from the right people. • Appoint a Pastoral Care Convener to support and coordinate elders and visitors. • Ensure the needs of the members we visit are noticed, shared appropriately and met. • Develop the welcome team to move inside the sanctuary at Sunday services. Speak to every stranger. Never say "that's someone's seat". • Create more opportunities for fellowship around a table with more people offering leadership in such areas. **We will do this in Year 2 by** • Offer training for elders and visitors in listening skills and dementia awareness. • Contact members on the roll who no longer attend and invite them back. • Introduce a welcome for new residents of the village, with an information leaflet. **We will do this in Years 3-5 by** • Build on Outlook, Solas and the Bereavement Support Group, and start small groups or house groups. • Every member visited at least once per year, with contact made more often in an appropriate manner for the household. • Develop 'network' groups for fellowship (eg people in streets or those with shared interests being invited to join together) • Notice and follow up when regular attenders stop coming. **What we might look for as signs of progress (what success looks like in reality)?** • High proportion of members with a named visitor have been visited in a year. • Number of newcomers who return and join in.	Finance		Not Started
	Communication	✓	
	Property		
	HR/Staffing	✓	

• Members on the roll who come back as part of regular worshipping congregation. **Governance** • Kirk Session appoints the Pastoral Care Convener and agrees the district arrangements. • Data protection for visiting lists. Safeguarding training for visitors.			

Finance	Communications	Property	HR/Staffing
	• Keep visitors informed of pastoral needs. • Welcome leaflet for newcomers and new residents.		• Pastoral Care Convener (volunteer role). • Recruit visitors beyond the eldership.

We will resource this area of mission by … Elders and a wider team of trained visitors, coordinated by a Pastoral Care Convener. Training through Presbytery and national Church resources.
We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission … We need sufficient people with the time to give to pastoral care. Many elders and visitors are themselves older, and some elders do not feel called to be pastoral visitors.

Youth and Children

Desired Outcome:

We include as many young people as possible, from toddlers to teenagers. Our church is a safe space for every age group, visible in local schools and available to uniformed and community groups.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Re-establish a Carers and Toddlers group in partnership with the Playgroup. • Continue to support and grow the minister's work in schools: assemblies, residential trips, classroom work and allowing him time and space to develop this as a priority of his ministry. • Keep children active in the all-age part of Sunday worship. • Host a gathering of leaders of children and youth organisations in the village to make links and understand pressures and opportunities and explore ways in which the church can assist. **We will do this in Year 2 by** • Start a youth group (focussing on P6-S1 to begin and then grow) • Plan and run a holiday club. • Invite primary classes to experience the church as a building and as a place of worship. **We will do this in Years 3-5 by** • Let groups evolve and adapt as they grow. • Explore funding for a youth worker. • Involve young people in shaping worship, and build links with youth organisations and sports clubs. **What we might look for as signs of progress (what success looks like in reality)?** • Numbers attending Carers and Toddlers and the youth group. • Families moving from groups into wider church life. • Number of school visits and classes coming into church each year. **Governance** • Safeguarding: PVG checks, Safeguarding Coordinator and Panel actively supporting the work, and risk assessments for every group. • Kirk Session approval and intentional budget for each new group.	Finance	✓	Not Started
	Communication	✓	
	Property	✓	
	HR/Staffing	✓	

• Employment processes compliant with the Church of Scotland processes if a youth worker is appointed.			

Finance	Communications	Property	HR/Staffing
• Equipment and budgets for toddler and youth groups. • Future costs of a youth worker, with grant funding.	• Publicise groups to young families, schools and nurseries.	• Suitable, safe hall space and storage.	• Volunteers for each group. • A youth worker in future.

We will resource this area of mission by …

Volunteers from the congregation and from parents. Equipment from congregational funds or grants. School links through the minister's chaplaincy work. Providing a modern, safe hall fin which children and young people can gather.

We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission …

We need enough volunteers to run groups safely. Equipment needs to be financed. Young people and families have many other activities competing for their time.

Local Mission/Community Outreach

Desired Outcome:

We are aware of those living with dementia and support their needs, and the needs of their carers and families. We are a hub in the village, part of the solution to the community's needs.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Support the food bank in a more focused way, and advertise how people can help. • Consider ways in which poverty within an affluent community can be seen and addressed. • Continue to develop Summer Space and Columbas Kitchen to provide food, friendship and support. • Open Murray Chapel regularly for individual prayer, and make this known within community. • Raise awareness of dementia support and explore a dementia café or singing group. • Build relationships with the community council and local council through existing contacts. • Develop the Kidston Hall into a community hub facility. • Develop links with GPs, community prescribers, counsellors to develop and signpost people to Solas Bereavement Support Group. • Continue to develop Outlook Group and consider ways in which the Good News of the Gospel might be shared with those attending. • Continue to develop opportunities for people to gather such as film nights, Book Group, Knifty Knitters. **We will do this in Year 2 by** • Launch a dementia café or singing group if the need is confirmed. • Work towards being a dementia-friendly church. • Ask community partners what needs they see, and where we can help. **We will do this in Years 3-5 by** • Become known in the village as a place of support for people with dementia and their carers. • Build on Solas, Wednesday Break, Outlook, film night, Knifty Knitters, and the Book Group. • Have a visible presence at village events. **What we might look for as signs of progress (what success looks like in reality)?** • Numbers of people with dementia and carers using what we offer.	Finance	✓	Not Started
	Communication	✓	
	Property	✓	
	HR/Staffing	✓	

• Food bank donations and volunteers. • Use of Murray Chapel for prayer. • Community groups approaching us to work together. **Governance** • Kirk Session approval for new groups. • Adult protection and safeguarding for work with vulnerable adults. • Risk assessment and food hygiene for any café.			

Finance	Communications	Property	HR/Staffing
• Ongoing costs to support groups and provide funding to develop work.	• How we tell the village what we offer: website, magazine, social media, local notices.	• Murray Chapel open and staffed at set times. • Suitable space for a dementia café.	• Who will do it: volunteers for the café, food bank support and chapel opening.

We will resource this area of mission by … Volunteers from the congregation, working with existing community groups and partners. [Possible grant funding for a dementia café.]
We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission … People. We need volunteers to make any of this happen.

Wider Mission, including Ecumenism, Interfaith Relations and World Church

Desired Outcome:

We are a congregation that looks beyond Kilmacolm. We work alongside other churches in the village and beyond, we build friendship and understanding with people of other faiths through Interfaith Inverclyde, and we stay connected to the world Church through prayer, giving and partnership.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Continue working with other churches on Bible study, shared worship, shared events and school participation. • Agree with St Fillan's and the other churches in the village a shared calendar of worship and events for the year, including the Week of Prayer for Christian Unity. • Continue to develop links with Interfaith Inverclyde and host conversations to learn from, and engage with, those from other faiths. • Name a Wider Mission contact from the congregation to link with Interfaith Inverclyde and our partner churches. • Continue retiral offerings and fundraising for disasters and areas of concern around the world and beyond the church in the UK. • Tell the congregation what our retiral offerings and appeals have achieved. **We will do this in Year 2 by** • Arrange, through Interfaith Inverclyde, a visit to a nearby place of worship of another faith [mosque, gurdwara or synagogue], or a shared learning event. • Develop the Church Angels Partnership and links with churches across Inverclyde • Giving thanks for previous partnerships that have come to a natural end, develop a World Church partner for Kilmacolm Parish Church through the Church of Scotland's partner church links to learn about and pray for regularly in worship. • Identify a group with a specific need, and find out whether we can help meet it with partner churches. **We will do this in Years 3-5 by** • Run shared projects with partner churches, sharing resources and volunteers. • Hold a regular interfaith learning event open to the village, involving young people and schools where possible.	Finance	✓	Not Started
	Communication	✓	
	Property	✓	
	HR/Staffing	✓	

• Build a lasting relationship with our World Church partner, exchanging news and prayer and, if possible, a visit. • Explore with the other churches in Kilmacolm whether joint mission, or shared use of buildings such as the redeveloped Kidston Hall, would serve the village better. **What we might look for as signs of progress (what success looks like in reality)?** • Number of shared ecumenical services, studies and events each year. • Members taking part in Interfaith Inverclyde events, and people of other faiths welcomed to ours. • An established World Church link that the congregation knows and prays for. • Giving to retiral offerings and appeals sustained. **Governance** • Kirk Session approval for partnerships. • Presbytery involvement in any formal ecumenical agreement. • Shared safeguarding arrangements for joint activities with partner churches. • Retiral offerings and appeals recorded and passed on in line with charity accounting rules.			

Finance	Communications	Property	HR/Staffing
• Share costs with partner churches. • Retiral offerings and appeals passed on in full.	• Publicise shared events jointly. • Share news and prayer points from our World Church partner. • Report what our giving has achieved.	• The redeveloped Kidston Hall available for ecumenical and interfaith gatherings.	• A named Wider Mission contact. • More people needed to take part and lead.

We will resource this area of mission by … Sharing resources with partner churches. Existing groups and their volunteers. A named Wider Mission contact. The support of Interfaith Inverclyde and national Church resources.
We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission … We need more people on board. We need funds, and to share resources with partners. Other faith communities are based outside the village, so building relationships takes deliberate effort. Some members may be unfamiliar with interfaith engagement and will need time and good information.

Uniting the sections where noted above

Section	Desired Outcome	How Will This be Achieved	Status
Finance	With the exception of the redevelopment of the Kidston Hall, the plan's new costs are modest: equipment for youth and children's groups, refreshments, training and materials. We meet them within budget, and seek grants for larger costs such as a youth worker, but recognise the need for a significant Stewardship Programme within the congregation to increase regular giving with urgency following the ringfencing of funds to support the Kidston hall redevelopment.	• Cost each Year 1 action. • Seek grants for youth and dementia work. • Encourage review of giving with stewardship campaign in latter part of Year 1, following redevelopment of Kidston Hall. • Apply for grants towards the Kidston Hall redevelopment and sanctuary toilets.	Not Started
Communications	Everyone is kept in the loop as changes go forward, and the village knows what is on and that our doors are open to all.	• Regular updates in the weekly email, magazine and website. • Develop new methods for sharing the Good News with the community. • Publicise groups, Murray Chapel opening and new services. • Explain changes to members early and in person.	Not Started
Property	Our buildings support work with all ages and are open beyond Sunday.	• Undertake a comprehensive redevelopment of the Kidston Hall. • Install toilet facilities in the sanctuary. • Open Murray Chapel at set times. • Consider the suitability of the sanctuary space for ongoing needs of the congregation.	Not Started

HR/Staffing	More people share the work, with leaders for separate groups rather than one person. See the HR/Staffing page.	• Pastoral Care Convener. • Youth and uniformed groups link person. • Volunteer recruitment and training. • Explore funding for a youth worker.	Not Started

We will resource these areas of mission by … Volunteers from across the congregation, coordinated by named leads for each area. The existing budget for modest costs. Grants and partner churches for larger costs.
We have identified the following possible challenges for us in resourcing (including human resources) or achieving these areas of mission … Every group at the Kirk Session named volunteers, people or time as its main constraint. Much of the congregation is retired, and many have already given years of service. Money for a paid post is not yet identified.

Finance: Stewardship and Sustainable Giving

Desired Outcome:

By 2031 our week-by-week income meets our week-by-week costs, so that our mission is sustainable. Every member has been invited to review their giving, most give regularly by Weekly Freewill Offering or standing order, Gift Aid is claimed wherever possible, and funds for the Kidston Hall are ringfenced and reported separately.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Ringfence the funds for the Kidston Hall redevelopment and sanctuary toilets, and report them separately from our week-by-week finances. • Explain honestly to the congregation the size of the week-by-week deficit and what it means for our mission. • Build a clear, confidential picture of how people currently give, and encourage those who give by cash or occasionally to move to WFO or standing order. • Encourage every eligible giver to sign a Gift Aid declaration. • Run a stewardship campaign in the latter part of the year, with the support and guidance of a stewardship consultant from the national offices. • Agree a budget that sets out how the deficit will be closed over the life of the plan. **We will do this in Year 2 by** • Follow up the campaign: thank everyone who responded, welcome new regular givers and report the results. • Introduce simple ways to give online and by card. • Develop lettings income from the redeveloped Kidston Hall. • Set a budget for each area of mission in this plan. **We will do this in Years 3-5 by** • Hold an annual invitation to review giving, so stewardship becomes part of the life of the congregation. • Reach a balanced week-by-week budget by Year 4. • Agree a reserves policy, and encourage members to consider a legacy to the church. • Explore whether income allows us to fund a youth or children's worker. **What we might look for as signs of progress (what success looks like in reality)?**	Finance	✓	Not Started
	Communication	✓	
	Property	✓	
	HR/Staffing	✓	

• The week-by-week deficit falls each year, and is closed by the end of the plan. • The number and proportion of members giving by WFO or standing order. • The amount of Gift Aid reclaimed. • Hall funds reported separately and on track. **Governance** • Kirk Session approval of the annual budget and the stewardship campaign. • Annual accounts independently examined and submitted to OSCR and Presbytery. • Giving records held confidentially by the Treasurer and WFO Organiser, in line with data protection. • Ringfenced funds properly designated in the accounts.			

Finance	Communications	Property	HR/Staffing
• Modest costs for campaign materials. • Increased regular giving and Gift Aid. • Lettings income from the hall.	• Honest, regular reports on our finances in the weekly email and magazine. • Campaign materials and a personal letter to every member. • Separate reporting of hall funds.	• Hall funds ringfenced. • Lettings income from the redeveloped Kidston Hall.	• A small stewardship team. • Treasurer and WFO Organiser. • A stewardship consultant from the national offices.

We will resource this area of mission by …

The support and guidance of a stewardship consultant from the national offices. A small stewardship team from the congregation, working with the Treasurer and WFO Organiser. National Church stewardship resources.

We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission …

A deficit of almost £50,000 in 2025 and a forecast deficit of £44,000 in 2026 are not sustainable, and congregational offerings are at least £50,000 below what they need to be. Many members of our newly united congregation do not give by WFO or standing order, and the time is right to encourage people to review their giving especially after a period of years which has resulted in closure of buildings, loss of individuals to the congregation and a union. The campaign must be kept clearly separate from fundraising for the Kidston Hall. Some members live on fixed incomes, so the invitation to give must be made with care.

Property

Desired Outcome:

Our buildings are safe, accessible and fit for mission. By 2031 the Kidston Hall has been redeveloped as a modern community hub for all ages, the sanctuary has toilet facilities, and we have reached a shared view on how well the sanctuary serves the worshipping congregation.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Take forward a significant redevelopment of the Kidston Hall as a modern, accessible community hub for all ages. • Install toilet facilities in the sanctuary. • Apply for grants towards the costs of both projects. • Form a Redevelopment Project Group, reporting to the Kirk Session, to oversee the work, the budget and the contractors. • Keep the congregation and hall users informed at each stage. **We will do this in Year 2 by** • Open the redeveloped Kidston Hall and promote it to community groups, families and partners. • Agree a lettings policy that balances income with community benefit. • Review how the new facilities are being used, and adjust. **We will do this in Years 3-5 by** • Begin a conversation with the congregation and the General Trustees about whether the sanctuary meets the requirements of the worshipping congregation. • Agree a long-term maintenance plan for both buildings, informed by the quinquennial inspection. • Improve the energy efficiency of both buildings. **What we might look for as signs of progress (what success looks like in reality)?** • Toilet facilities in the sanctuary in use. • Kidston Hall redevelopment completed on time and within budget. • Grant funding secured. • Number of groups and community users in the hall each week. • A clear, shared view on the future of the sanctuary. **Governance**	Finance	✓	Not Started
	Communication	✓	
	Property	✓	
	HR/Staffing	✓	

• General Trustees consent for all works, and Presbytery approval where required. • Planning permission and building warrant [and listed building consent if required]. • Kirk Session approval of the budget, funding strategy and contracts. • Health and safety and accessibility requirements met during and after the works.			

Finance	Communications	Property	HR/Staffing
• Significant capital cost for the Kidston Hall redevelopment and sanctuary toilets. • Grant applications, fundraising and reserves. • Future running costs and lettings income.	• Regular updates to the congregation on progress and fundraising. • Publicise the new hall to the community and potential users.	• Kidston Hall redevelopment. • Sanctuary toilet facilities. • Future of the sanctuary.	• A Property Project Group with relevant skills. • Professional advisers: architect and quantity surveyor. • Support to manage lettings.

We will resource this area of mission by … A combination of grant funding, congregational fundraising and reserves [including fabric funds held by the General Trustees]. Professional advice from an architect and quantity surveyor, with guidance from the General Trustees. A Property Project Group drawn from the congregation.
We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission … This is the largest financial commitment in the plan and depends in part on grant applications succeeding. The work will take significant time and energy from a small group of people. Building works will disrupt the hall and the groups that use it, and costs may rise during the project. The conversation about the sanctuary needs care, because many members are deeply attached to it.

HR/Staffing: Volunteers and Shared Leadership

Desired Outcome:

More people share the work of the church. By 2031 each mission area has its own lead and team, rather than relying on one person or the minister.

How will this be achieved	Other Areas Impacting this Outcome		Status (Not Started/In Progress/Complete)
We will do this in Year 1 by • Consider and develop the structure of the Kirk Session, including size and composition of Trustee body, committee structure and the involvement of those beyond the eldership • Carry out a simple time and skills survey of the congregation. • Invite people personally to take on specific, time-limited tasks. • Appoint a Pastoral Care Convener and a youth and uniformed groups link person. **We will do this in Year 2 by** • Offer training and support for new leaders and volunteers. • Pair new volunteers with experienced ones. **We will do this in Years 3-5 by** • Each mission area has a named lead and team. • Explore funding for a paid youth or children's worker. **What we might look for as signs of progress (what success looks like in reality)?** • Number of active volunteers, and how many are new. • Number of people under 60 in leadership roles. **Governance** • Kirk Session appoints leads. • PVG and safeguarding checks for relevant roles. • Employment processes through the Church of Scotland for any paid post.	Finance	✓	Not Started
	Communication	✓	
	Property		
	HR/Staffing	✓	

Finance	Communications	Property	HR/Staffing
• Training costs. • Future salary for any paid post.	• Personal invitations, and thanking and recognising volunteers.		• Volunteer roles and leads for each area. • Possible paid post.

We will resource this area of mission by …

Personal invitation, training through Presbytery and national resources, and support from experienced volunteers.
We have identified the following possible challenges for us in resourcing (including human resources) or achieving this area of mission … An older congregation, many of whom have already given years of service. Volunteer fatigue. No funding yet identified for a paid post.