



Abbey Church of Dunfermline

Development plan,
incorporating 5 Year Plan 2017-2022

Version 1.0 - 9 March 2017

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Introduction

This Development Plan builds on a very long and successful history of Christian worship, care and support at the Abbey Church of Dunfermline. The Abbey Church has a congregational roll of over 600 parishioners and enjoys an average Sunday attendance of around 220 people of all ages. The Abbey provides a wide range of related organisations, targeted at all age groups and offers services to care for the needs of others both individuals and groups in the area.

Looking ahead, the Abbey faces a similar range of challenges and opportunities as other churches, both nationally and locally. This Plan summarises

- our overall ambition, in the form of a Vision Statement,
- how we intend to achieve that ambition through seven key Aims
- objectives and activities for each of the Aims which are SMART (Specific, Measurable, Assignable, Realistic, Time-related)
- a revised organisation structure to deliver the plan
- Risks to the successful delivery of the plan

The Plan seeks to build upon the good work achieved by teams implementing the previous Five Year Plan. It recognises that we have a number of strong foundations which we can build our future from but that we need to do much more if we are to continue to succeed and flourish in the future.

Introduction (continued)

The Plan has been informed by the recent Local Church Review and Elders Conferences, our Minister's study leave, an analysis of our current situation, by the statistical and financial returns prepared annually and some background research. Additionally, and very importantly, it has been written in consultation with a broad group of individuals and stakeholders.

It sets out a change agenda for the next 5 years and beyond as the Abbey endeavours to ensure that it can successfully adapt to better meet the evolving needs of its parishioners, partners and those requiring support within our communities.

It is hoped that all members of our congregation and other interested groups will be excited by the plan and encouraged to play a part in its delivery.

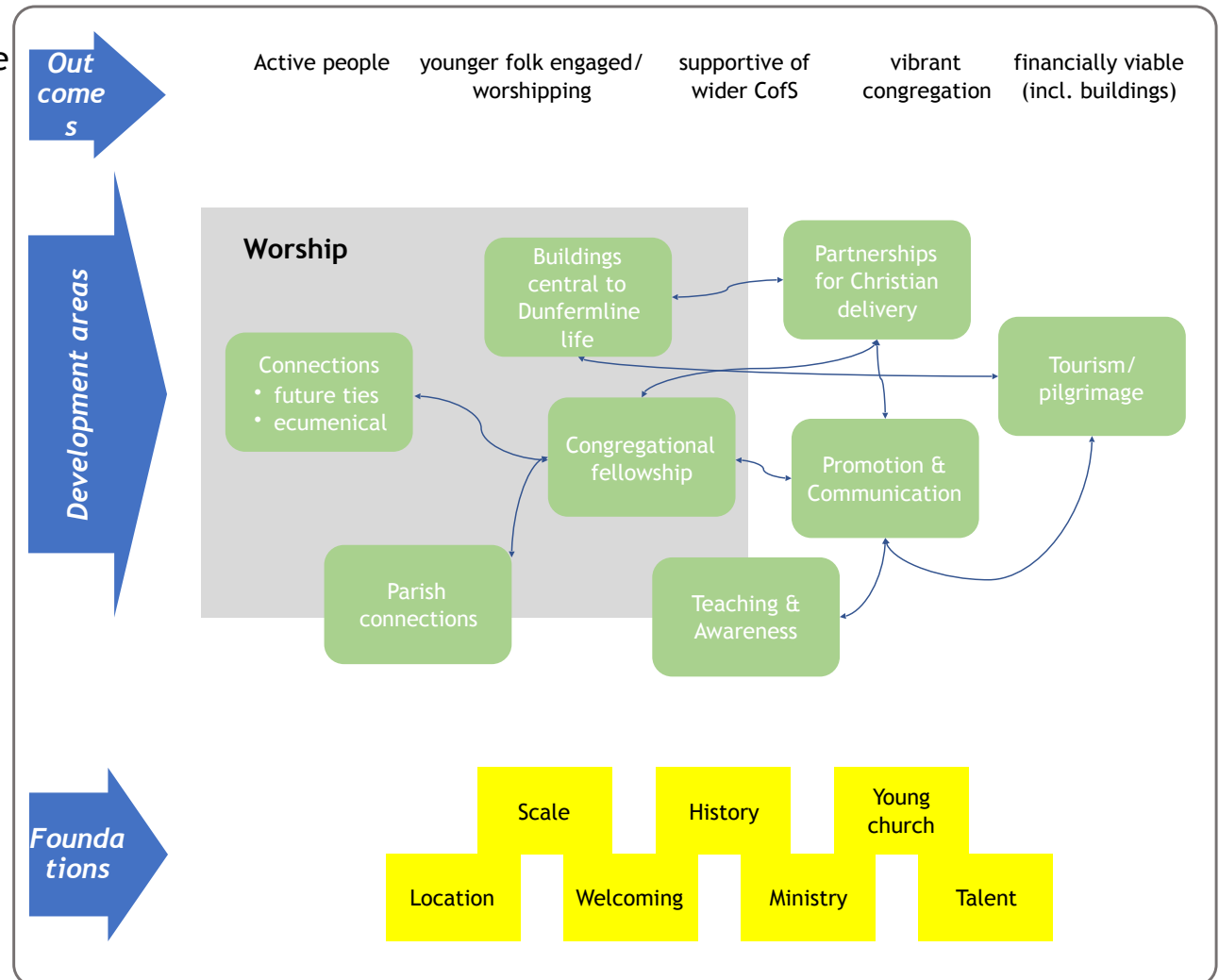
Our Vision statement summarises our ambition

*To be recognised as a vibrant, compassionate,
self-sustaining Christian community, welcoming to all*

This Vision will be achieved through seven Aims

We aim to:

1. increase our appeal to people of all ages through imaginative worship, fellowship, care and outreach
2. reinforce our aim of being a partnership organisation which works with others to support individuals and groups whose needs may not otherwise be met
3. continue to play an active role in the organisation and development of the work of the Church of Scotland
4. expand our relationships with local Christian communities and other non-Christian faith groups
5. promote our beliefs, practices and programmes in order to improve the awareness of our witness and activities
6. establish policies, procedures and structures which will ensure that the Abbey Church of Dunfermline has a self sustaining long term future
7. review and enhance the appropriateness of our physical assets as facilities for worship, fellowship, community engagement and as a visitor attraction



Initial view of the objectives and areas of activity required to achieve them – Increasing our Appeal

Increasing our appeal

Aim Increase our appeal to people of all ages through imaginative worship, fellowship, care and outreach

Within 5 years

<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
1. Identify the needs and aspirations of groups and individuals in the congregation and community which might encourage further use of and visits to our church and/or further use of our facilities	• Audit our existing organisations and activities in terms of age, gender and area of appeal (ie how contact is established).	4 months	PC&F
	• Undertake a Wellbeing survey including review of Bereavement support group.	4 months	
	• Assess (through relevant groups such as Age Concern & Fife Council) where needs are not being met by existing agencies (eg support for carers, loneliness). • Work with relevant bodies to develop the church as a centre of pilgrimage.	1 year and ongoing	
2. Develop a programme of activities targeting specific groups, considering how these could best be organised and promoted	• Establish a calendar of existing activities which is accessible to all.	6 months	PC&F
	• Continue to build on the success of existing activities eg the family ceilidhs, Messy Church.		
	• Research how other churches are working for groups with specific needs eg Dalgety Bay and their dementia group.		
	• Assess possible resources and costs.		
3. Research and assess what other churches are doing to develop worship in varied, imaginative ways, simultaneously considering how these might be applied to our church and our community	• Pilot one new activity group targeted at a specific need.	1 year+	W&E
	• Introduce additional groups and refresh existing ones to meet identified needs.	3 months	
	• Research how other congregations are offering 'different' worship styles, looking at location, timing, music, style and appeal. • Trial different approaches and assess the appeal to our congregation and local community.	Ongoing	

After 5 years

<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
• Consider further new worship initiatives		tbc	W&E
• Regularly review needs and refresh groups as necessary		tbc	PC&F

Initial view of the objectives and areas of activity required to achieve them – Supporting the wider community

Supporting the wider community	
<u>Aim</u>	Reinforce our aim of being a partnership organisation which works with others to support individuals and groups whose needs may not otherwise be met

Within 5 years			
<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
1. Review the partners that we are currently involved with ^{Note 1} establishing a clear understanding of the involvement and connection		tbc	CE&WI
2. Formalise relationships with specific groups to ensure good and recognised continuing patterns of relationship		tbc	CE&WI
3. Establish at least 3 new formal partnerships, with others in the pipeline	<ul style="list-style-type: none"> Review assessment of need - see “Increasing appeal” activities. Focus on completing and establishing one new relationship at a time to increase chances of success. Potentially use AYG to help launch new partnerships given previous successes. Build case for “pump-priming” financial investment from our funds, if required. 	5 years	CE&WI

After 5 years			
<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
• Establish further formal partnerships		tbc	CE&WI
• Review and refresh existing partnerships as required		tbc	CE&WI

Note 1 – External groups

We currently work with the following in varying forms:-

- Frontline Fife
- Trussel Trust
- Dunfermline Delivers
- Heritage Quarter Forums
- Airborne Alliance
- British Legion
- Fife Migrants Forum
- Playlet for Life

The following have approached us seeking a new relationship:-

- Scottish Pilgrim Ways
- New Abbot House operators

Others with potential or introducers:-

- Historic Environment Scotland
- Age Concern
- Fife Council

Initial view of the objectives and areas of activity required to achieve them – Our role in the national Church

Active role in national Church

<u>Aim</u>	Continue to play an active role in the organisation and development of the work of the Church of Scotland
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Within 5 years

<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
1. Encourage elders to take on role of Presbytery Elder and engage in other roles to build relationship and foster greater understanding	<ul style="list-style-type: none"> Identify current roles. ^{Note 2} 	tbc	N&P
2. Have more individuals serving on National committees	<ul style="list-style-type: none"> Actively identify appropriate candidates early enough for names to be submitted to CofS Nomination Committee each November. 	6 months	N&P
3. Invite representative of National Committees to share the work of their committee with our congregation	<ul style="list-style-type: none"> Organise as part of worship (eg. during Minister's holidays) or as a special event. 	tbc	W&E
4. Engage with Historic Churches Group and Crossreach to identify areas and opportunities of mutual benefit		tbc	CE&WI

Note 2 - Current Presbytery and National Church engagement

Presbytery

- Minister, 1 Elder, 2 retired Ministers, 1 Minister in non-parish post
- An Elder is Presbytery Secretary
- Minister serves on Property Committee & Nomination Committee

National Church

- Minister - Vice Convener of Housing & Loans Fund, Member of Mission & Discipleship, Contributor to Starters for Sunday and Pray Now, Supervisor for all stages on training for ministry
- D Miller - Pension Fund Trustee
- A Hogg - Judicial Commission

Initial view of the objectives and areas of activity required to achieve them – Expanding relationships

Expanding relationships

Aim Expand our relationships with local Christian communities and other non-Christian faith groups

Within 5 years

<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
1. Expand relationships with local Christian communities	• Identify existing areas of co-working with other Christian communities, eg World Day of Prayer, Wedding Fayre.	2 months	CE&WI
	• Establish the present strength of these links and assess how these could be further developed.	2 months	
	• Develop inter-congregation and inter Christian activities eg through our summer walks programme, joint worship, ACTS.	4 months	
2. Expand relationships with other non-Christian faith groups	• Explore opportunities for mutual cooperation and education with the Mosque.	1 year	CE&WI
	• Identify areas where these communities might work together for a local need and/or for an emergency crisis.	2 years	
	• Establish a response network to help with a crisis situation. • Explore opportunities with Fife Interfaith Group	3 years	

After 5 years

<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
• Identify and contact other religious faiths in our area with a view to developing mutual understanding		tbc	CE&WI

Initial view of the objectives and areas of activity required to achieve them – Promoting our presence

Promoting our presence

<u>Aim</u>	Promote our beliefs, practices and programmes in order to improve the awareness of our witness and activities		
Within 5 years			
<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
1. Develop a rolling communications calendar covering digital and offline media	<ul style="list-style-type: none"> Perform an audit of all existing communications, channels and frequency (“the what and how”) Create a communications strategy/calendar covering all channels considering Communication type (activities, updates etc), distribution channel (websites, social media, press etc), frequency & content Ensure member data is up to date and maintained to include communication preferences (e-mail etc) Put measurements in place to monitor effectiveness of communications eg. preference data, surveys, performance data Publish a calendar of activities based on the above 	12 months	D&C
2. Ensure the Abbey has a strong presence in digital media	<ul style="list-style-type: none"> Carry out a digital audit specifically looking at all channels currently used Review and update existing channels as required including existing websites and social media Create new channels as deemed appropriate including campaign sites linked to other objectives i.e. weddings, conferences etc Create an ‘umbrella’ linking together separate sites as required Trial emerging technology/functionality such as live feeds, 360o tours etc 	12 months	D&C
3. Ensure the Abbey has effective offline communications	<ul style="list-style-type: none"> Review and audit all existing offline communications Update communications as required Integrate with digital as appropriate Review signage 	12 months	D&C
4. Ensure all communications reflect the Abbey vision and ‘brand’	<ul style="list-style-type: none"> Develop brand guidelines which reflect the ‘voice of the Abbey’ i.e. tone of voice, language etc & distinguish between sources 	12 months	D&C
5. Establish relevant presentations within our church building to promote the activities and history of our community	<ul style="list-style-type: none"> Enhance the presentation facilities within the church building. Establish a rolling programme and refresh of presentation material. 	6 months	D&C
6. Deliver a series of open events to celebrate appropriate upcoming events & anniversaries	<ul style="list-style-type: none"> Identify appropriate events eg. Anniversary of the Reformation, Laying of Foundation stone - 2018, Opening of current church building - 2021 	6 months	D&C

Initial view of the objectives and areas of activity required to achieve them – Enhancing our facilities

Enhance our facilities

<u>Aim</u>	Review and enhance the appropriateness of our physical assets as facilities for worship, fellowship, community engagement and as a visitor attraction
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Within 5 years

<u>Objectives</u>	<u>Activities</u>	<u>End date</u>	<u>Owner</u>
1. Create & agree a Vision for the future Flexible internal configuration of the Church and Hall buildings which satisfies the needs of our community & partners and is affordable	<ul style="list-style-type: none"> Assess the current estate with regards to usability & affordability. Understand requirements from other groups. Consider long term needs and affordability. Consider long term management options for our property portfolio. (Likely to need external professional support eg architect) Create a plan for the restoration of the organ. 	12 months	Estates
2. Relaunch the programme for the restoration of the external fabric of the Church building and establish programme for Hall	<ul style="list-style-type: none"> Understand the previous restoration programme for the Church, of which 4 of 7 phases of are outstanding. Complete at least one phase of the refreshed Restoration programme. 	6 months	Estates
3. Identify funding requirements to complete 1 & 2	<ul style="list-style-type: none"> Engage QS to provide estimates. 	5 years	Estates
4. Complete disabled access and remodel entrance to church	<ul style="list-style-type: none"> If progress remains blocked, consider reclaiming project ownership while being mindful of HES rights of review. 	18 months	Estates
5. Complete a programme of “quick wins” to improve internal configuration	<ul style="list-style-type: none"> Consider signage, presentation space, choir stalls, regular & emergency access. 	2 year	Estates

After 5 years

<u>Objectives</u>	<u>Activities/considerations</u>	<u>End date</u>	<u>Owner</u>
<ul style="list-style-type: none"> Complete the external restoration and internal refurbishment of the Church and Hall buildings, equipment, fixtures & fittings to meet current and future usage and affordability requirements 		tbc	Estates
<ul style="list-style-type: none"> Establish a rolling review and an ongoing preventative maintenance programme 		tbc	Estates

Initial view of the objectives and areas of activity required to achieve them – Ensuring a self-sustaining future

Ensure a self-sustaining long term future			
Aim	Establish policies, procedures and structures which will ensure that the Abbey Church of Dunfermline has a self-sustaining long term future		
Within 5 years			
Objectives	Activities	End date	Owner
1. Review the appropriateness of the constitution and implement changes as necessary to support the delivery of the Plan		3 months	Session
2. Establish an organisation structure to facilitate the successful delivery of the Plan.	<ul style="list-style-type: none"> Establish clear remits for groups and key individuals, along with delegated authorities, reporting and means of communication. Consider alternative “ownership” options for our property portfolio. Consider modern technologies to improve internal communications. 	1 month 3 months?	Session
3. Establish a more robust system of financial planning and control appropriate for the plan, including rolling 3 year budgets with a more conditional forecasting approach to years 4 and 5	<ul style="list-style-type: none"> Consider how costs might be reduced without adversely affecting functionality. 		Finance
4. Increase regular annual income by 10-15% to cover our existing cost base	<ul style="list-style-type: none"> Seek a range of approaches to increasing income sources in order to meet the aspirations of this Development Plan eg. Friends of Dunfermline Abbey scheme. Establish a programme of regular income attracting activities which cover costs and make a contribution to the general funds. ^{Note 3} 	2 years	Finance
5. Raise funds to support the buildings Restoration and Renewal plans and new initiatives	<ul style="list-style-type: none"> Establish a fund raising team and programme. 	tbc	Finance
6. Establish financial best practice across all areas and groups	<ul style="list-style-type: none"> Liaise internally with forums/committees, groups and teams to assist and offer support as required. 	1 year	Finance
After 5 years			
Objectives	Activities	End date	Owner
<ul style="list-style-type: none"> Income and expenditure is at least in balance over a rolling three year period 	<ul style="list-style-type: none"> Likely to require completion of Estates programme. 	tbc	Finance

Note 3 - Possible income attracting activities

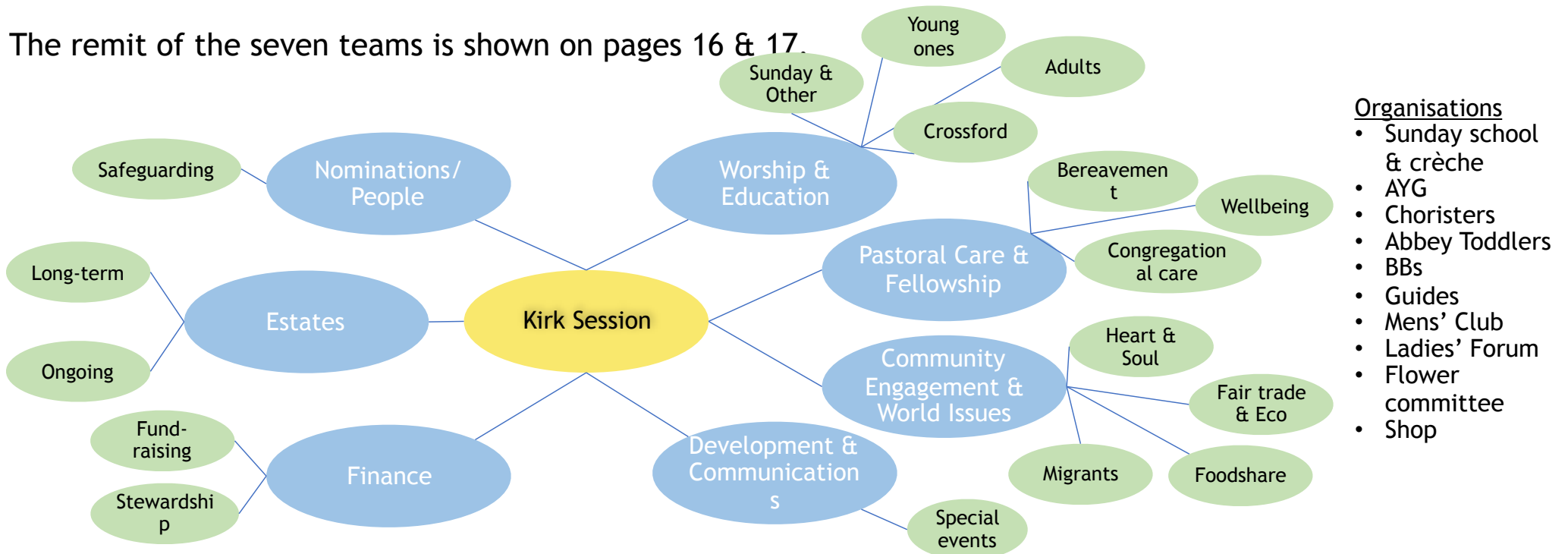
1. Young Choir of the Year Competition, a Wholeness programme covering physical, mental, emotional and spiritual support to members and non-members (this may include any/all of the following activities - tai chi, yoga, diet & nutrition, ayurveda, stress/anxiety, pilates, golf simulation)
2. Support income-attracting activities which are primarily targeted at delivering non-financial objectives. For example, "Faith & Fellowship Symposiums" aimed at improving interfaith dialogue and understanding.
3. A series of "Life & Soul" presentations involving well known Christian personalities. The format would include three elements - a self perspective on life and belief, an interview and a questions from the floor.
4. A "Last Sermon" programme following the USA academic model with a high profile minister explaining how they have reached this point and the forces that have helped and hindered progress.
5. Organ recitals
6. Gift shop financial arrangements and long term plans.

An emerging view of the teams required to deliver the plan

The plan and our ongoing operations will be delivered through seven permanent teams, overseen by the Kirk Session. These teams will be supported by sub-teams, short term work groups to deliver specific initiatives eg. anniversary events, Heart & Soul and Organisations.

The successful operation of this organisation depends upon providing a clear focus and the unambiguous delegation of authority to the key teams and to other short life working groups in order to facilitate flexible and timely decision making. The authority of each team/group, and its associated chairperson, will be delegated by the Kirk Session, which will receive regular monitoring reports and other updates as necessary. The overall responsibility for delivering the plan and all of the actions associated with it will rest with the Kirk Session.

The remit of the seven teams is shown on pages 16 & 17.



An initial view of the remit for each team (1)

Team	Purpose	Remit
Nominations/ People (N&P)	<ul style="list-style-type: none"> ➤ Manage the people aspects of the organisation such as the congregational roll, nominations and all issues involving employment. 	<ul style="list-style-type: none"> ➤ Monitor and report on the composition of the congregational data base, nominations to key posts and staffing/employment matters.
Worship & Education (W&E)	<ul style="list-style-type: none"> ➤ Support the Minister in organising and delivering worship in its many forms 	<ul style="list-style-type: none"> ➤ Work with the Minister to provide opportunities for worship appropriate to the needs of our communities along with some innovative approaches to stimulate interest amongst more diverse groups. ➤ Identify training/education needs and propose programmes to meet those needs.
Pastoral Care & Fellowship (PC&F)	<ul style="list-style-type: none"> ➤ Progress a range of pastoral care and fellowship activities to meet the needs of our congregation and our parish 	<ul style="list-style-type: none"> ➤ Monitor, evaluate & propose programmes and changes to enhance pastoral care and fellowship.
Community Engagement & World Issues (CE&WI)	<ul style="list-style-type: none"> ➤ Promote the interaction of the Abbey Church with its wider communities locally, nationally and internationally 	<ul style="list-style-type: none"> ➤ Manage ongoing and develop new activities in support of identified needs both internal and external to the Abbey Church ➤ Explore possible new relationships within the wider community to support the needs and aspirations identified in the Plan

An initial view of the remit for each team (2)

Team	Purpose	Remit
Development & Communications (D&C)	<ul style="list-style-type: none"> ➤ Lead on initiatives to raise awareness of our congregation, it's activities and our heritage and increase engagement with others ➤ Identify and support a forward programme of activities designed to help deliver our Vision 	<ul style="list-style-type: none"> ➤ Develop and implement a communications strategy to regularly promote our activities, covering both internal & external channels and formal & informal communications. ➤ Prepare a programme of events aimed at attracting a growing and diverse range of people to the Abbey.
Estates	<ul style="list-style-type: none"> ➤ Ensure that the physical assets of the Abbey Church are fit for purpose and appropriately maintained and enhanced to meet changing needs. 	<ul style="list-style-type: none"> ➤ Manage (within delegated authority levels), monitor and regularly report on the maintenance, repair and enhancement of the Abbey Church, the Church halls and the manse. This will involve long term estates planning, planning for maintenance & repair, energy planning, health & safety, fabric replacement and the periodic assessment and reporting on space needs and utilisation.
Finance	<ul style="list-style-type: none"> ➤ Manage the financial matters of the congregation and associated organisations in accordance with delegated authority from Session, best practice, seeking to maintain a healthy and sustainable position in the short and long terms. 	<ul style="list-style-type: none"> ➤ Manage, monitor and regularly report on the financial affairs – both revenue and capital – of the congregation and its associated organisations. This will involve financial planning, budgeting, and the management of the preparation and presentation of the accounts. ➤ Fund-raising to support the agreed needs of new initiatives ➤ Meet our Stewardship obligations to the national church

Risks to the successful delivery of the plan

A number of risks to the plan will need to be managed to enable successful delivery

Risk	Possible mitigating actions
Insufficient numbers of people volunteer to lead and deliver the plan or have insufficient time, resulting in too much being expected of too few	Seek to inspire people to care enough to get involved and remain involved. Cast the recruitment net wide, providing support and encouragement for all who are willing, whether members or not
Unable to raise sufficient funds to cover existing costs, support the new initiatives and pay for the Restoration & Renewal programme	Stewardship campaign to address congregational giving Establish separate fund-raising team to focus on new sources of funding
Key external stakeholders (e.g. HES, FC) unable to support or not aligned with plan	Reach out to stakeholders and seek their “buy-in”
Delivery teams have an inconsistent understanding of the plan and activities don’t join up	Deploy a small team to coordinate delivery and as “keepers of the plan”
We try to take on too much, too quickly, leading to a lack of delivery	Identify & celebrate “quick wins” Focus on achievable scope and see activities through to completion
We are distracted by the scale of the task to complete the restoration and renewal of the Church building	Ring-fence activities to create and implement the Vision for the renewed building, including assessing alternative management options

Appendices

- Analysis of Strengths, Weaknesses, Opportunities & Threats
- References
- Evolution of existing teams into new teams

The Vision is based upon the following analysis of Strengths, Weaknesses, Opportunities & Threats

Strengths

- Scale
- Talented congregation
- Energy / enthusiasm of congregation, when engaged
- Dynamic and passionate Minister
- Breadth of age group
- Outward looking
- Young church
- History
- Signature (iconic) building & civic role
- Local tourism initiatives
- Finances afford us time to develop
- Space/facilities

Weaknesses

- Complacency
- Formality
- Resistance to try different things
- Communication and marketing
- Trends
- Cost of building to run
- Kirk session
- Sunday-Sunday nature of congregation
- Imposed isolation of minister
- Accessibility for different ages

Opportunities

- Breadth of age group touches all areas of congregation/community life.
- Filling gap as a place to worship
- Communication and marketing
- Outreach - growing population
- Upcoming anniversary
- Underutilised buildings
- Rethink how we use building
- Community use - identified by Carnegie and community trusts
- Building partnerships

Threats

- Falling church attendance
- Decreasing income & growing deficits
- Unsustainability of asset base
- Changing directions of national church - we may not fit model
- High expectation of leadership leading to burnout
- External perception of exclusivity and insufficiently diverse

Background research

- Examples of outreach through partnerships
 - [Greyfriars Kirk, Edinburgh](http://www.greyfriarskirk.com/community-action) - <http://www.greyfriarskirk.com/community-action>
 - [St Martins in the Fields](http://www.stmartin-in-the-fields.org/about/) - <http://www.stmartin-in-the-fields.org/about/>
- Example of a dynamic city-centre congregation offering a range of practical support services for a range of needs
 - [St James Piccadilly](http://www.sjp.org.uk/groups.html) - <http://www.sjp.org.uk/groups.html>
- Further reading
 - The Great Spiritual Migration by Brian D McLaren
 - And You Welcomed Me by Amy G Oden
 - [Heartedge initiative](#)
 - [Carnegie UK report on Wellbeing](#)
- Source of funding to support change in the church and community
 - [Church of Scotland “go For It” Fund](http://www.churchofscotland.org.uk/serve/go_for_it/about_the_fund) - http://www.churchofscotland.org.uk/serve/go_for_it/about_the_fund

Evolution of existing teams into new organisation

