

Congregational Action Plan

Planning for the future

Vision

It is important for us to have a well-defined intention of where we are going in order to properly set our actions. This section should help you articulate where you are and where you are going, with the subsequent action plan showing us how to get from here to there. Your planning should realistically take into account the resources available to you and your local context.

Vision Statement

From the current perspective, our vision is to see the three congregations within this linked charge continuing to grow and nurture its existing membership, whilst each seeking to reach out into our respective communities and contexts. St George's Tron expresses its mission as a city centre church differently from Wallacewell, which has a settled local community on its doorstep, with many of the needs of a Priority Area congregation. St Rollox, by contrast, is on a journey to discover the newly-emerging community of Sighthill, which has been extensively redeveloped following the demolition of the former housing stock and the rebuilding of the community which is far from complete.

Briefly describe the current state of your congregation, indicating areas of strength and growth alongside areas that need development

St George's Tron seeks to minister concurrently to a number of very transient communities: daytime workers and shoppers, night-time 'pubbers and clubbers', students, homeless and vulnerable people, tourists and transients; thus its mission is more opportunistic, and its worshipping congregation very fluid, not least amongst the ever-changing student population.

Wallacewell LMC, as former NCD charge, continues to seek to strengthen its congregational life, whilst building on the strong and positive connections which it has within the community.

St Rollox needs to discover who is in its community now, and how to engage with that new community, whilst nurturing the existing, now largely gathered, Sunday congregation. In addition, it needs to work out how best to build on the excellent reputation of its Outreach Project, which for many years has provided practical help and support to the asylum seekers and refugees, most of whom used to live in the area, and who continue to seek its support, although now they travel from further afield. At the same time, the Project also needs to adapt to learn about and engage with other practical needs in the local community, as an expression of the church's mission and outreach.

Where do you see your congregation in 5 years' time?

St George's Tron will look, and minister, in largely the same or similar ways, but will have seen many, many more people pass through its doors in that time, whether through the ministry of its popular café, or through attendance at Sunday worship, or the midweek service. The rhythm of the church's ministry and mission is shaped largely by its location, but in five years' time, I expect that most of the congregation will have changed. The gallery – currently unused – will have been redeveloped as a suite of office pods, enabling small Christian enterprises, or other appropriate partners, to use the space as a base for its activities throughout the week, so that every part of the building will be in constant steady use for Kingdom purposes.

Wallacewell will have grown, both in numbers as a worshipping congregation, as well as in its impact within the community. There will be a better balance of men and women, and its outreach activities will align with the needs of the local community. It will have continued to grow in its reputation as a place of acceptance and welcome, of prayer and unashamed faithfulness to the Gospel of Jesus. There will be some younger leaders sharing the load of responsibility, although the older, wiser heads will still be respected, and be gently shaping and protecting the life of the church.

St Rollox will have made good connections with its local community. After a slow and rocky start, it will finally be recognised as a space in the community that has an open door, that provides activities and connection points that are relevant for those on its doorstep. It will continue to hold open a door for asylum seekers and refugees, but will include other groups from the local community in the scope of its activities, including provision for children, young people and vulnerable adults. The worshipping congregation on Sundays will have grown, with a wider, and more local, cross-section of people worshipping with the existing congregation. In particular, there will be greater participation by some of the young adults, who will have grown in confidence in

leading worship and in serving as young leaders within the church to bring the perspective of their generation to bear on how the worship, ministry and mission of the church is shaped.

Action Plan

Please identify at least one action for each of the prescribed categories, even if this is only the action(s) required to maintain the existing status.

“Desired Outcome” should help you define actions that are specific to your plan, and that their effectiveness is measurable upon completion.

The “Status” box should be filled in as follows:

- For actions that have not yet reached their start date, enter “Not started”
- For actions that have passed their start date, but have not yet started, please colour the box Orange
- For actions that have started and are on target, please colour the box Green
- For actions that have started but have fallen behind, please colour the box Orange
- For actions that will not meet their target date (or are already overdue) please colour the box Red
- For actions that have been completed, please colour the box Green, but enter “Completed” and the date of completion

There is the opportunity for each section to indicate any areas of resourcing or training that Presbytery could provide to help you with your proposed actions, although individual action points should not solely rely on outside helps for their completion.

Worship and Teaching

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
Integration of Ministry Team across all three church centres	The minister/s have worked out a rhythm and pattern of sharing and shaping ministry which allows for consistency, but which enables the best expression and use of the various gifts within the team.	Autumn 2026	Autumn 2027	Ministry Team	Not started
Continue to develop and build the weekly joint online prayer meeting, increasing the participation and contributions of others.	More members of each congregation are participating in the prayer life of their own congregation, whilst developing familiarity and strengthening relationships with those of the other two congregations.	January 2026	Ongoing	Ministry Team	Subject to review
Develop occasional but regular joint fellowship, praise and prayer evenings on a rotating basis between all three congregations.	The three congregations will develop connection and relationship in a spirit of mutual support and encouragement, with each taking responsibility for hosting the others and helping them to understand and pray for their situation from a place of understanding and a sense of real connection.	March 2026	Ongoing	Ministry Team	Subject to review
[SGT] Introduce a monthly 'This Time Tomorrow' slot into worship, to enable members of the congregation to talk about who they are and what they do.	The desired outcomes would be: 1. to strengthen ties within a disparate, gathered city centre congregation helping them to grow together through sharing their daily lives 2. to get to know each other better 3. to challenge people to think about how their Sunday faith can shape their daily working lives	Summer 2026	Ongoing	Ministry Team	
Develop the existing Bible Read Through groups to incorporate more members of the congregation and to maintain a regular rhythm of small group activity.	Increase Bible literacy and encourage greater numbers to participate in small group life within the congregation.	March 2026	Autumn 2026	Ministry Team	
[WWL]	The quality of worship is more immediate and personal if it is well led by live musicians.	As soon as possible	Ongoing	Jesus! (unless musicians appear)	Not started

Move away from using pre-recorded worship tracks for worship to having live musicians again.				and commit to worshipping at WWL there is little else we can do)	
[WWL] Develop men's ministry to incorporate more men in the life of the congregation	The current imbalance between the male / female ratio in the church will be addressed.	May 2026	June 2029	Existing male elder with support from ministry team	
[WWL] Develop Messy Church as an alternative expression of worship for those who are not yet ready to be part of a Sunday worship gathering	Messy Church will have been established to provide a regular rhythm of simple accessible Christian teaching, worship, activity and fellowship helping unchurched families to find a way into the life of the Wallacewell church community	September 2026	June 2027 (review)	Core Team Apprentices Ministry team	
[SRX] Move away from using pre-recorded worship tracks for worship to having live musicians again. Develop and encourage the musical skills and talents of the young adults in the congregation.	The quality of worship is more immediate and personal if it is well led by live musicians. Young people are developing and using their gifts and worship is being led from within the congregation.	Summer 2026	December 2026	Ministry Team Ministry Apprentice (Naomi Tyre)	
Develop a weekly youth group for nurture and teaching amongst the existing young people in the congregation.	Young people will have their own meeting time and space, using age-appropriate nurture and teaching materials to develop the faith and discipleship of these young adults.	Autumn 2026	June 2029	Ministry Team & Ministry Apprentice (Naomi Tyre)	Not started

What kind of resources and training would assist your congregation in moving forward

Input and encouragement from other worship leaders, particularly in developing the young people's musicianship and worship leading skills. There is an established worship team at SGT, but the overlap in service times makes it difficult for the SGT worship team to help with this.

Pastoral Care and Fellowship

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
Develop occasional but regular joint fellowship, praise and prayer evenings on a rotating basis between all three congregations.	The three congregations will develop connection and relationship in a spirit of mutual support and encouragement, with each taking responsibility for hosting the others and helping them to understand and pray for their situation from a place of understanding and a sense of real connection.	March 2026	Ongoing	Ministry Team	
[SGT] Explore a better model of offering pastoral care and support, especially in a congregation which is gathered and fluid.	People are less likely to 'disappear without trace' and, without creating 'districts', elders will share the load of supporting those who are no longer able to come to worship.	September 2026	June 2027	Ministry Team and Leadership Team	Not started
[SGT] Restart the monthly Men's Breakfast fellowship.	Men who are part of SGT will again have a regular place and time for nurture and fellowship, with the possibility of an annual overnight trip which has proved successful and beneficial in the past	September 2026			Not started
[WWL] Continue to develop existing fellowship groups: Three Lights, How Great Thou Art, Women at the Well, Fit for the Kingdom, Food for the Soul, The Good Cup Café, Men's Outreach	Each of these will have continued to strengthen existing pastoral relationships within the fellowship, as well as making connections to members of the local community	September 2026	June 2027	Core Team	
[SRX] Visit the elders and members of the congregation as part of the "getting to know you" phase of a new ministry	Relationships between the minister and members of the church will be strengthened Any pastoral needs which are not already known will emerge.	Summer 2026	June 2027	Minister	Not started

What kind of resources and training would assist your congregation in moving forward?

None required apart from those sourced internally

Youth and Children

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT] Host one or more welcome activities during university Freshers' Week, to engage with new International Students	To welcome new students and use these welcome opportunities to make them aware of SGT, with a view to welcoming some of them to worship.	September 2026	October 2026	Ministry Team / SideDoor Young Adults group	Not started
[SGT] Continue existing partnership with Friends International who will hold their iCafe for international students on our premises	Through this partnership we will have played a part in creating a context for international students to hear and consider the Christian gospel over the course of the new academic year	September 2026	June 2027	Minister Friends international	Not started
[WWL] Run a Holiday Club event over two days for children in the community.	Begin to explore the feasibility of developing a regular Christian activity for children.	May 2026	August 2026	Ministry Team Apprentices Congregational Members	Planning Phase
[WWL] Develop a monthly Messy Church event for children and families	Establish a regular, alternative expression of church which will be fun, inclusive and accessible for local children and families to present the Christian faith in appropriate and relevant ways	May 2026	June 2027 (review)	Ministry Team Apprentices Congregational Members Ministry	Planning Phase
[SRX] Establish a weekly Youth Fellowship type event for secondary-age students and young adults who are already part of the church, but who have no dedicated activity to gather or nurture their faith	Teenagers and young adults will have their own space and activity to grow in faith through age-appropriate activities	September 2026	June 2027 (review)	Ministry Team Apprentice (Naomi Tyre)	Not started
[SRX]	Develop gifts, skills and confidence of the young people in the congregation	Autumn 2025	ongoing	Ministry Team Apprentice	Started but halted

Develop the youth worship band, encouraging the teenagers and young adults to play a more prominent part in leading worship	Incorporating the gifts of the whole people of God			(Naomi Tyre)	
[SRX] Develop a conversation with Scripture union to explore the possibility of hosting a regular weekly children's Christian activity on the premises	Local children will have a regular Christian age-appropriate activity to introduce them to the Christian faith	Summer 2026	June 2027 (review)	Ministry team Apprentice (Naomi Tyre)	Not started

What kind of resources and training would assist your congregation in moving forward?

Messy Church training resources / Learning from existing Messy Church practitioners
Partnership with Scripture Union

Local Mission / Community Engagement

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT] Engage with ecumenical outreach activity within the context of the Commonwealth Games as they take place in Glasgow city centre this summer	Christian literature will be given out, and through engagement with visitors to the city both inside the church and through voluntary participation with others in the streets, the Gospel will be shared with people on the streets	July 2026	July 2026	Ministry Team Café Chaplain	
[SGT] Host one or two welcome events at the start of the new academic year for international students beginning or continuing	We will have extended hospitality and welcome to new students who from home and potentially feeling vulnerable. We will also have extended an invitation to worship at St George's Tron, or to engage with the iCafe run by our partners Friends International, which seeks to share the Gospel of Jesus over the course of the academic year.	September 2026	September 2026	Congregation Ministry Team Apprentices	Not started

studies in Glasgow in the new academic year.					
[SGT] Develop space in the church gallery as office pods for let either on a standing or 'hot desk' basis, to enable small Christian enterprises to have affordable space as a base for their activities	The gallery space is used more effectively than at present, and Christian businesses and parachurch organisations have affordable city centre space	January 2026	June 2029	Ministry Team Leadership Team	Imagination and Exploration Phase
[WWL] Undertake the next phase of door-to-door distribution of a Gospel in the local community	Positive contact will be made with local people in the community and copies of a Gospel will be distributed locally, accompanied by an invitation to 'try church'	Summer 2026	Summer 2026	Core Team Church Members	
[WWL] Develop a monthly Messy Church event for children and families	Establish a regular, alternative expression of church which will be fun, inclusive and accessible for local children and families to present the Christian faith in appropriate and relevant ways	May 2026	June 2027 (review)	Ministry Team Apprentices Congregational Members Ministry	Planning Phase
[WWL] Continue to develop existing fellowship groups: Three Lights, How Great Thou Art, Women at the Well, Fit for the Kingdom, Food for the Soul, The Good Cup Café, Men's Outreach	Each of these will have continued to strengthen existing pastoral relationships within the fellowship, as well as making connections to members of the local community	September 2026	June 2027	Core Team	
[SRX] Develop the partnership with North Glasgow Community Food Initiative to provide a free monthly community lunch in St Rollox Church	Stronger links with local members of the community will develop, and better relationships will be formed with other service providers and activity co-ordinators in the local community.	September 2026	June 2027 (review)	Ministry Team St Rollox Community Outreach Project Apprentices	

[SRX] Develop a conversation with Scripture Union Scotland with a view to setting up a weekly children's / youth outreach event for children and young people in the community.	Children and young people will have access to a programme of activities to seek to lead them to Jesus.	August 2026	June 2027 (review)	Ministry Team Apprentices	Not started
[SRX] Explore and develop a community café at a time and on days which make such an initiative practically and financially possible	The premises will be more widely used by the community, and a base will be developed in which to build stronger connections and relationships with the local community as it continues to be redeveloped	September 2026	June 2027	Ministry Team Apprentices Kirk Session Project Management Team	Not started

What kind of resources and training would assist your congregation in moving forward?

Partnership working with Scripture Union

Wider Mission (including ecumenism, interfaith and world missions)

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT] Continue to develop relationships with mission and ministry partners operating on the SGT premises who draw volunteers from a range of other churches, e.g. Upper Room Iranian Fellowship, Glasgow Street Pastors, Glasgow City Mission and Friends International	Through partnership working, we demonstrate that we recognise our fellowship with brothers and sisters in other denominations and congregations.	September 2026	ongoing	Ministry Team	
[SGT] Partner with other agencies on a rolling programme to make a display area in St George's Tron available for one month at a time, on which those agencies can promote their ministries, to encourage all forms of support.	Hundreds of people will have passed the table on a daily basis, giving excellent opportunity for partner mission organisations to promote their activities, raise awareness of their work, and potentially benefit from new supporters.	August 2026	August 2027 (review)	Ministry Team Leadership Team Apprentices	
[WWL] Develop prayer and financial support for Pete and Hannah Crockett, former members and worship leaders at WWL, who are now serving as	The congregation will support a missionary family working in a potentially difficult part of the world, and will gain better understanding of the challenges and opportunities of serving abroad	September 2026	ongoing	Ministry Team Core Team	

missionaries in the Middle East.					
[SRX] Continue to develop support for Anne Davidson, a former Sunday School teacher at SRX, who now serves with Operation Mobilisation in Zambia.	Links with Anne's work at Mercy House will be strengthened, with up-to-date news and prayer requests stimulating a more active level of engagement and support with Anne's work and ministry there.	June 2026	ongoing	Ministry Team Prayer Group	

What kind of resources and training would assist your congregation in moving forward?

None required apart from those sourced internally

Finance

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT] Move towards receiving regular management accounts	The Leadership Team will have a regular clear picture of the financial health or otherwise of the congregation	September 2026	ongoing	Treasurer Leadership Team	
[SGT] Identify funding sources with a view to developing gallery space as office pods to increase developed an improved financial sustainability model	Through developing use of the gallery - which has lain unused apart from storage for over ten years – a significant additional financial sustainability stream might be realised	January 2026	June 2029	Senior Minister Leadership Team Project Group	Not started
[SGT] Apply for grant and loan funding from the General Trustees towards the ~£150k cost of high-level repair work to the church tower	Repairs to ensure the safety and integrity of an A-listed city centre property of particular historic significance will be undertaken	Summer 2026	June 2027	Leadership Team	

[WWL] Recruit a local Treasurer to oversee all financial transactions and to liaise with the SGT treasurer	Proper financial record-keeping of all local income and expenses will be ensured	June 2026	December 2026	Core Team Leadership Forum	
[WWL] Seek a more cost-efficient contract for the supply of water services used by the private nursery which rents space in the church hall.	Current high expenditure will be curtailed and a more affordable supplier identified	June 2026	September 2026	Core Team Leadership Forum	
[SRX] Address the potential budget deficit which will ultimately call into question SRX's ability to cover its liabilities	St Rollox will be able to cover its financial obligations	August 2026	December 2026 (ongoing)	Kirk Session	
[SRX] Begin to use the donated income from Torrance Paish Church for its intended purpose in developing parish mission and outreach	Money gifted from Torrance Parish Church to support local mission and outreach will be used appropriately as new initiatives are developed and resourced	May 2026	June 2026 (review)	Ministry Team Kirk Session	

What kind of resources and training would assist your congregation in moving forward?

Support from the Presbytery Buildings Office
Support from the Cofs Health & Safety Officer

Communications

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT] The rebranding and marketing project, which is currently underway, will be completed, with new external and internal physical signage, together with a new website and updated online presence	Signage and branding will be clearer, fresh and will have a higher level of impact within a busy city centre where businesses and other notices are competing for the public's attention	July 2026	December 2026	Digital Outreach Co-ordinator Minister Leadership Team	
[SGT] In addition to the Sunday service which is already livestreamed, the midweek service will also be livestreamed	Two opportunities will be provided each week for the housebound or those who watch from further afield, to engage with worship	April 2026	August 2028	Apprentice	
[WWL] The newly formed media team will develop its work to ensure that all physical and online communication	The services and activities of WWL church will be advertised and promoted within the local community	April 2026	December	Core Team Apprentice Media Team Administrator	
[SRX] An external notice board will be purchased and displayed, giving more information about St Rollox, its services and activities, to build better links with local community	Stronger links to the local community will be developed as information about the church and its activities are displayed for the benefit of the local community and to raise the profile of SRX in an area of significant new development	September 2026	December 2026	Ministry Team Congregational Board	Not started
[SRX] Current livestream issues will be overcome, in order that the services can be broadcast	Worship opportunities for those who are physically unable to attend will be restored, as well as providing a 'shop window' opportunity for	Summer 2026	September 2026	Minister External AV Adviser External AV Company	

over YouTube and not only TikTok as is presently the case	those who may want to visit the church virtually before attending in person				
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What kind of resources and training would assist your congregation in moving forward?
None required apart from those sourced internally

Property

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT] Repairs to the Tower will be undertaken	The safety and integrity of an A-listed city centre property of particular historic significance will be ensured, particular given the church's city centre location and the numbers of pedestrians	Autumn 2026	Spring 2027	Minister Session Clerk Presbytery Buildings Officer CofS Health & Safety Officer	
[SGT] The gallery area will be re-developed as office pods as part of a future sustainability project	The space will be used to greater effect, providing hot-desk and/or office working opportunities for small Christian businesses or enterprises for whom city centre office space is unaffordable	January 2026	June 2029	Senior Minister Leadership Team Project Group	
[WWL] Discuss developing the use of the community garden adjacent to the church	Benefit to the local community of outdoor space will be reviewed and maximised	September 2026	June 2027	Core Team Ministry Team Apprentice	Not started
[SRX] Long-overdue repairs to the automatic doors on both sides of the church will be undertaken	Access to the premises will be easier for the elderly and for those with disabilities, and making entry to the church a more welcoming experience	July 2026	July 2026	Minister Congregational Board External Company	
[SRX] The entrance atrium will be adapted to make it a 'softer' space with less echo, including soft lighting and plants to develop it as a welcoming community café	The premises will be more widely used by the community, and a base will be developed in which to build stronger connections and relationships with the local community as it continues to be redeveloped	September 2026	June 2027	Ministry Team Apprentices Kirk Session Project Management	
[SRX] The quiet room will be furnished to make it usable both as a creche room and a	Space which is currently only used once a week on a Sunday morning for creche facilities will be redeveloped to make it more flexible for use by other groups throughout the week	September 2026	December 2026	Ministry team Kirk Session Congregational Board	

space suitable for small informal meetings for Bible study or prayer					
[SRX] The outstanding furnishing of the minister's office will be completed including book case and a floor lamp	The office space will become more comfortable and appropriately furnished for use by the ministry team	September 2026	June 2027	Senior Minister Congregational Board	

What kind of resources and training would assist your congregation in moving forward?

Support from the Presbytery Buildings Office
Support from the Cofs Health & Safety Officer

MDS / Staffing

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT – WWL – SRX] Recruit to the 0.5 FTE MWS post to bring the ministry team up to its full complement	The ministry team will be completed and the significant workload of ministry and mission to three congregations in three separate and discrete parish areas will be shared	April 2026	September 2026	Nominating Committee	
[SGT – WWL – SRX] Recruit to the 0.5 FTE MDS post to bring the ministry team up to its full complement	The ministry team will be completed and the significant workload of ministry and mission to three congregations in three separate and discrete parish areas will be shared	Summer 2026	September 2026	Senior Minister CofS HR Department Local Reps Presbytery Rep	

What kind of resources and training would assist your congregation in moving forward?

Support from the Presbytery MDS support officer
Support from HR in '121'

Relationship to Presbytery Plan

Planned Action	Desired outcome	Aim to start by	Aim to complete by	Who will take this forward?	Status
[SGT – WWL – SRX] Recruit to the 0.5 FTE MWS and 0.5 FTE MDS posts to bring the ministry team up to its full complement	The ministry team will be completed as per the Mission Plan and the significant workload of ministry and mission to three congregations in three separate and discrete parish areas will be shared	April 2026	September 2026	Nominating Committee Senior Minister CofS HR Department Local Reps Presbytery Rep	

What kind of resources and training would assist your congregation in moving forward?

Support from the Presbytery MDS support officer
Support from HR in '121'