

REPORT OF THE ASSEMBLY TRUSTEES TO THE COMMISSION OF THE GENERAL ASSEMBLY TO BE HELD ON 21 NOVEMBER 2019

Proposed Deliverance

The Commission of the General Assembly:

1. Receive the Report.
2.
 - a) Approve the merger of the work of the Ministries Council (other than as set out in paragraph 1.4.6 below and paragraphs 7 and 15 of the remit of the Faith Nurture Forum in Appendix I) with the work of the Mission and Discipleship Council under the working title Faith Nurture Forum, to take effect on 1 January 2020, and to have the structure, principal remits and membership set out in Appendix I to this Report. *(Section 1 and Appendix I)*
 - b) Approve the merger of the work of the Church and Society Council with the work of the World Mission Council (other than as set out in paragraph 1.4.6 below and paragraphs 7 and 15 of the remit of the Faith Impact Forum in Appendix I) under the working title Faith Impact Forum, to take effect on 1 January 2020, and to have the structure, principal remits and membership set out in Appendix I to this Report. *(Section 1 and Appendix I)*
 - c) Thank and discharge the current members of the Church and Society Council, the Ministries Council, the Mission and Discipleship Council and the World Mission Council *(Section 1 and Appendix I)* noting that the Ministries Council shall remain as a constituent committee of the Faith Nurture Forum and that the World Mission Council shall remain as a constituent committee of the Faith Impact Forum for the purposes of acting as the statutory employer for the Church of Scotland Pension Scheme for Ministers and Overseas Missionaries and the Church of Scotland Pension Scheme for Ministries Development Staff. *(Section 1 and Appendix I)*
3.
 - a) Instruct the Assembly Trustees, in consultation with the Faith Nurture Forum, to identify and propose to the 2020 General Assembly a detailed remit setting out those parts of the work of the relevant former Councils which should be carried out by the Faith Nurture Forum, those parts which should be carried out by Presbyteries, those parts which it is no longer necessary to carry out and how the work of the Forum is to be prioritised as from June 2020. *(Section 1 and Appendix I)*
 - b) Instruct the Assembly Trustees in consultation with the Faith Impact Forum to identify and propose to the 2020 General Assembly a detailed remit setting out those parts of the work of the relevant former Councils which should be carried out by the Faith Impact Forum, those parts which should be carried out by Presbyteries, those parts which it is no longer necessary to carry out and how the work of the Forum is to be prioritised as from June 2020. *(Section 1 and Appendix I)*
4. Approve that Ecumenical Relations and the Theological Forum sit within the management and departmental structure of the Faith Nurture Forum. *(Section 1 and Appendix I)*
5. Approve that Interfaith work sits within the management, departmental structure and policy framework of the Faith Impact Forum.
6. Approve the Remit of the Audit Committee set out in Appendix II to this Report. *(Section 1 and Appendix II)*

1. RE-IMAGINING THE CENTRAL WORK OF THE CHURCH OF SCOTLAND

1.1 Introduction

1.1.1 This report by the Assembly Trustees (the “Trustees”) sets out the first steps in the reform which was called for by the General Assembly in May 2019 when they approved the merger of the Ministries Council with the Mission and Discipleship Council and the merger of the Church and Society Council with the World Mission Council into new groupings. The Trustees will play their part in bringing transparency, good governance and financial control to the central instruments of the Church and they will do all they can to ensure that resourcing at local level is a priority, but the revitalisation of the whole Church depends on the imagination, enthusiasm and commitment to doing things better with the people who belong to the community of the Church across the whole of the Church of Scotland.

1.2 The Remit

1.2.1 Since its establishment on 1 June 2019 the Trustees have worked on the steps that would lead to both the Structural Reform and the implementation of the Radical Action Plan. On reform the first step is the creation of two new agencies out of certain of the present Councils. For the time being these two new agencies have been given the working title of Faith Nurture (taking us into the heart of God) and Faith Impact (taking us into the heart of the world). The names of these agencies are the least important part of this report, the focus of the Trustees is on the new way of working which becomes possible as a result of this realignment.

1.2.2 As required by Clause 29 of the Constitution and Remit, the Trustees consulted with the respective Conveners of the Church and Society, Ministries, Mission and Discipleship, and World Mission Councils as to the most effective and efficient manner in which the work of the Ministries Council and that of the Mission and Discipleship Council, and the work of the World Mission Council and that of the Church and Society Council could be carried out in two new groupings.

1.2.3 In accordance with Clause 29 each group was challenged to consider:

- a) an appropriate name for each combined Group;
- b) those parts of the work of the respective former Councils which should be carried out by Presbyteries, those parts which should be carried out by the combined Group and any parts which it is no longer necessary to carry out;
- c) a proposed remit for each combined Group;
- d) a reasoned proposal for the number of members for each combined Group; and
- e) a reasoned proposal as to which areas of work of the combined Groups might most conveniently be carried out through special task groups or working parties.

1.2.4 Also, from the outset, the Trustees had in mind the need, expressed by the 2019 Special Commission on Structural Reform (the “Special Commission”), “that the location of Ecumenical Relations, the Theological Forum, and the Interfaith Officer should be considered in light of this new configuration with a view to developing closer links [with the new groupings], more efficient working and a coherent governance model”.

1.3 The Process

1.3.1 Pairs of trustees were appointed to liaise with the existing Councils and Committees and detailed discussion on structural reform began. The trustees then met with representatives of the Ministries and Mission and Discipleship Councils and, separately, with the World Mission and Church and Society Councils to consider proposals. The Trustees also met in full session with representatives of each of those Councils together with representatives of the Ecumenical Relations Committee, the Theological Forum and some of those departments whose work is interlinked with the Councils and Committees.

1.3.2 At a very early stage in discussions it became clear that the spatial language of creating “inward” and “outward” facing groupings did not adequately describe the depth of change, both structural and cultural, that is required; so, those involved in this process began speaking of “reimagining” and, as part of the mergers, of building a new overlapping spectrum of initiatives which was aimed at supporting and resourcing the work of Presbyteries and local congregations. We are grateful to all those whose hard work has contributed much to this stage of the report.

1.4 The Proposal to Establish a Two Forum Model

1.4.1 In the course of discussions what has emerged is the idea that there should be two main Agencies, which would work closely with one another, to support and resource all of the Church’s ministries and congregations. One based on faith formation, described as **Faith Nurture**, which would support and resource the whole Church in developing and nurturing those on the journey of faith. The other based on outreach and described as **Faith Impact**, which would support and resource the whole Church to engage positively and in a transformational way with civil society and the world church.

1.4.2 These two new Forums represent the re-imagining of the areas of work of the Ministries Council with the Mission and Discipleship Council and of the Church and Society Council with the World Mission Council. These working titles have emerged because they are dynamic as well as descriptive and it is important to understand that the new structure being proposed is better thought of as a 'living organism' rather than a fixed arrangement. Each Forum, can, and will, continue to change and develop over time and even the name may be subject to change. Each Forum will have as its principal focus that of resourcing, supporting and learning from local congregations and from Presbyteries and each will have a set of high-level outcomes set by the Assembly and monitored by the Trustees. Those outcomes should reflect, in the first instance, the need for prioritisation identified by the Special Commission and endorsed by the General Assembly.

1.4.3 This structure makes way for a new way of working. These Forums will be the bodies which, under the governance of the Trustees, sit at the heart of the administration discharging the remit of the Trustees to seek to ensure the implementation of the policies, priorities and strategic objectives of the General Assembly. The Forums therefore form the executive arm of the General Assembly to advise on policy, make recommendations on priorities and oversee the delivery of those areas of work which the General Assembly has identified as vital to the ministry and mission of the Church. The strength of the proposed new structure is to move away from an emphasis on the individual tasks of a grouping towards core purposes and the constant inter-linking of the nurturing of faith and the demonstration of faith and action.

1.4.4 It is proposed that each Forum will be served by a Convener, a Vice-Convener and 13 Members who will be appointed to serve in accordance with the provisions set out in Appendix I to this report. This structure and the suggested terms of office mirror the framework agreed by the General Assembly for the Assembly Trustees. The Trustees believe that a membership of 15 people is more than adequate to provide good governance and oversight. Wider consultation, when necessary, is possible by other means, but at a time when costs must be reduced by significant levels the Church has to be realistic about the size of these Forums.

1.4.5 The reduction in the membership of central councils and committees was a key tenet of the Report of the Special Commission and it forms another step in the building of a more responsive and transparent culture. The Forums will deliver their work through a series of Implementation Groups and here, we are expecting our professional staff to take the lead. Work will be reviewed and monitored by the Trustees through a Scheme of Delegation. Implementation Groups will be as diverse as the tasks which remain core to the work of the new Forums. These will range from Groups which oversee the assessment and training of candidates for ministry to the Boards of Directors who oversee the Church's interests in Israel and many more in between. For the purpose of good governance each Implementation Group will be overseen by a Forum member but leadership of the Implementation Groups may be taken by members of staff. Members of Implementation Groups will be drawn from across the spiritual and geographical breadth of the Church, but there will be fewer physical meetings and many more meetings and decisions will be made using a variety of digital technologies. The use of Implementation Groups, therefore, does not simply apportion current ways of operation: it identifies the most appropriate way of working for professional staff and for members and volunteers who come from all parts of the Church.

1.4.6 It is necessary for the Ministries Council and the World Mission Council, as the "statutory employers" in terms of pensions law for the Church's Pension Scheme for Ministers and Overseas Missionaries and the Pension Scheme for Ministries Development Staff, to retain their identity for the purpose of fulfilling their obligations under these Schemes. The remits of each Forum accordingly make provision for and recognise the continuing existence and obligations of the Ministries Council and the World Mission Council respectively under these Schemes, including for the avoidance of doubt the obligation to meet their Scheme funding objectives and pay any debt due on the wind-up of the relevant Scheme.

1.4.7 Notwithstanding the terms of Clause 29 of the Constitution and Remit of the Trustees (set out above), it is not yet clear which elements of work should be carried out by Presbyteries, which should be discontinued and how the main elements should be prioritised. This is an urgent matter and the Trustees propose that, in consultation with the Forums, they should report to General Assembly 2020 as to:

- a) a detailed remit setting out those parts of the work of the relevant Councils which should be carried out by each Forum, those parts which should be carried out by Presbyteries, those parts which it is no longer necessary to carry out and how the work of each Forum is to be prioritised as from June 2020;
- b) the development of the operational plan (including an agreed Monitoring & Evaluation Framework) under the management of the Chief Officer;
- c) the work of the Radical Action Plan Implementation Group;
- d) the setting of priorities within the five-year rolling budget system; and
- e) such elements of the process of reforming Presbytery structures as emerge during that period.

1.4.8 The double aim of creating a £20m – £25m Growth Fund and the need to stop recurring operational deficits mean that there can be no delay in the implementation of this next phase, although some changes will have to wait until Presbytery reform has been finalised.

1.4.9 As we have already emphasised, the principal focus of the Forums will be that of resourcing supporting and learning from local congregations and Presbyteries. In so doing, the Faith Nurture Forum will focus on supporting the ministries of the Church and the development of Christian faith; and the Faith Impact Forum will focus on the encouraging of Christians to live out their faith. Appendix I to this report sets out the initial remits of the Forums. These remits are a work in progress.

1.4.10 General Assembly 2019 directed a more accelerated process for the merger of Councils than was envisaged by the Special Commission. This report, therefore, is limited to proposals on the overall structural reform. If approved the next stage will be the development of precision of remit together with alignment with budget 2020 savings and the preparation of budget 2021 proposals.

1.4.11 A further element of this simplified structure relates to roles which bridge Faith Nurture and Faith Impact. These are the Ecumenical Relations Committee, the Theological Forum and Interfaith work, together with the new Growth Fund and the Research Unit (agreed upon the basis of the report of the Special Commission). Each of these matters impact on both Forums and they must continue to do so.

1.4.12 In the opinion of the Trustees, the Ecumenical Relations Committee should be located within the departmental structure of the Faith Nurture Forum. The Radical Action Plan has placed the balance of Church's work in the immediate future on resourcing and growing the local church. Our ability to grow the local church must, in large part, be carried out ecumenically. With regards to the work of the Theological Forum the Trustees understand that the balance of their work relates to the Faith Nurture remit, therefore it should be located within the departmental structure of the Faith Nurture Forum. Notwithstanding their place in the management structure the Ecumenical Relations Committee and the Theological Forum will continue to have their discrete identities and will report separately to the General Assembly. In line, however, with all other committees and central agencies they will be subject to review, and consideration will have to be given to the way in which they relate to the new Forums and to the level of membership required to deliver the work in which they are engaged.

1.4.13 With regard to Interfaith work the Trustees consider that this lies more closely with the relational work of the Faith Impact Forum and that for the purpose of administrative support and policy direction it should sit within the Faith Impact Forum.

1.4.14 In relation to these recommendations above it follows that the staff of Ecumenical Relations and the Theological Forum would be managed within the departmental structure of the Faith Nurture Forum and the Interfaith Officer would be managed within the departmental structure of the Faith Impact Forum.

1.4.15 The Growth Fund will be operated by the Trustees through an operational oversight Committee, the Research Unit will be under the management of the Chief Officer and the executive support for the Nomination Committee will be provided through the Office of the Assembly Trustees.

1.4.16 Accordingly, with the exception of those areas of the central Church structure which directly relate to Presbyterian governance, legislation and discipline, every other element of the central administration (with the exclusion of separate bodies such as the General Trustees, the Church of Scotland Investors Trust and the Church of Scotland Trust) will fall under the management of the Chief Officer. The Trustees believe that this, in response to the instruction of the General Assembly, provides the clarity required to distinguish the responsibilities which fall on the one hand to the Principal Clerk and on the other hand to the Chief Officer.

1.5 Interaction with the Office of the General Assembly

1.5.1 The Trustees believe that the proposals above allow for maximum efficiency within the central administration and that this regrouping frees the Office of the General Assembly (a new title being given to the Office of the Principal Clerk) to focus on the good ordering and discipline of our ecclesiastical life, the development of best practice and procedure to support both congregations and Presbyteries and to work through the process of Presbytery and General Assembly reform.

1.5.2 The Assembly Business Committee, the Legal Questions Committee, the Committee to Nominate the Moderator, the Judicial Commission, the Judicial Panel and the Ministries Appeal Panel will all continue to be serviced by the Office of the General Assembly. As a matter of urgency, the Trustees will consult with the Assembly Business Committee and the Principal Clerk to ensure that the Office of the General Assembly is adequately staffed and that the process of Presbytery Reform is properly resourced and given the highest possibility of early success.

1.5.3 For the avoidance of doubt this re-describing of boundaries in no way precludes access by the Moderator or Principal Clerk to the work of the Forums - with the same being true in reverse. Just as the new Forums are expected to work collaboratively, so too, it is expected that the Office of the General Assembly will work collaboratively with all other central agencies of the Church.

1.6 A New Way of Meeting

1.6.1 In order to make this structure, and the collaborative way of working which lies at its heart, more than a theory it is proposed that the main meetings of the Forums will, on at least two occasions in the working year, be held on the same day and in the same venue. Members would share worship together, they would share updates on their work, they would eat together, if necessary they would hold their separate meetings to deal with particular business, and they would complete their time together with prayer and Benediction. Those who belong to the Ecumenical Relations Committee, the Theological Forum and Interfaith work, would on these occasions be on hand to attend as necessary when agenda items of the Forums required their input. This kind of practice emphasises the organic nature of the Forums and underlines the evolutionary nature of the restructuring process. This way of meeting will require a new mind-set and the Trustees, who would also meet on the same day, hope that this will play a significant part in the change of culture which needs to accompany the reform of our structures.

1.6.2 It cannot be emphasised enough that collaboration, cooperation and common purpose must sit at the heart of this new structure. The urgency of the challenges that we face and the enthusiasm for change were articulated without ambiguity at the General Assembly in May 2019; but at the heart of the change that is required must be a commitment to a renewal of our culture with an integration of work which has previously been done in discrete units.

1.7 Wider Implications and Staffing Considerations

1.7.1 Alongside the work which is encapsulated within these new Forums is a raft of other work which needs to be reviewed and relocated, curtailed, streamlined or discontinued. For the most part this work will be done alongside the Chief Officer and the new Heads of Department of each Forum as they develop an Operational Plan which delivers the new emphasis that this structure implies.

1.7.2 The most immediate concern for our staff is the impact that this new structure will have on the nature of the jobs which are required for the future. The Trustees acknowledge the anxieties that exist at present and are grateful to the staff who have consistently demonstrated their willingness to work with us through these complex issues. As the 2019 General Assembly reaffirmed, the Church is very fortunate to have such a highly motivated and committed staff team. In the next phase of operational planning our staff, who often know better than most the challenges we are facing, will be consulted as we think about priorities and efficiencies. This will be a key feature of life under the management of our new Chief Officer.

1.7.3 The final point to make at this stage is that it will be a priority to appoint to each of these new Forums settled leadership. With the Heads of the Department of the Faith Nurture and Faith Impact Forums in place it will then be for the Chief Officer to form a Core Management Team and to this team will fall the responsibility of delivering the next phase of our structural and cultural shift at the national level. The appointment of the Head of the Faith Nurture department and the Head of the Faith Impact department will be a priority if the Commission of Assembly agrees the recommendations in this report.

1.7.4 The Core Management Team will replace the existing Senior Management Team, but it will be able to call on other members of staff, as required, in order to implement the changes required under the Radical Action Plan and in accordance with the recommendations of the Special Commission.

1.8 Ongoing Areas of Discussion

1.8.1 The Trustees have begun their engagement with other committees and departments, this work will continue and a more comprehensive revision of particular parts of the central structure will be reported to the 2020 General Assembly.

2. AUDIT COMMITTEE

2.1 General Assembly 2019 instructed the Assembly Trustees to bring to this Commission of Assembly, failing which to the General Assembly of 2020, a clear description of the role and composition of the Audit Committee, including a requirement that the Chair of the Audit Committee is not an Assembly Trustee.

2.2 The Trustees have engaged with the Audit Committee and the terms which are set out in Appendix II.

In the name of the Assembly Trustees

JOHN CHALMERS, *Convener*
NORMA ROLLS, *Vice-Convener*
JAMES McNEILL, *Administrative Trustee*

REMITTS AND MEMBERSHIP OF FAITH NURTURE FORUM AND FAITH IMPACT FORUM

The Objective of the Faith Nurture Forum and the Faith Impact Forum

To give witness to God's concern for and presence in the nation and in the world, by helping local congregations and the wider Church to make a positive difference through worship and service, through Christian discipleship and through engagement in civil society and with the world church.

Definition

The terms 'Agency' and 'Agencies' mean the following bodies being Standing Committees of the General Assembly, namely:

- a) the following Groups: the Faith Nurture Forum and the Faith Impact Forum; and
- b) the following Committees: Assembly Business, Chaplains to Her Majesty's Forces, Ecumenical Relations, Legal Questions, Nominations Committee, Safeguarding, Theological Forum, and Interfaith Programmes.

The terms "Agency" and "Agencies" shall include any successor bodies to each of the bodies named above.

THE FAITH NURTURE FORUM

Membership

1. The Forum shall comprise a Convener, a Vice Convener to deputise for the Convener when unavailable, and thirteen members appointed by the General Assembly through the Nomination Committee. No Assembly Trustee, member of another Agency of the Church or employee of the Church shall be eligible to be a member.
2. The quorum shall be five members. The Convener shall have a casting vote.
3. The Convener and Vice Convener shall serve for three years each, non-renewable, save that the first Vice Convener shall serve for two years. Subsequent to those first appointed, Conveners and Vice Conveners may be appointed from existing members and shall conclude service at the conclusion of their term as Convener or Vice Convener.
4. Members shall serve for three years, renewable for one further term on special cause shown; save that, of the members first appointed, five shall serve until General Assembly 2021, five including the first Vice Convener until General Assembly 2022 and five including the first Convener until General Assembly 2023, in each case non-renewable.

Operation

5. The work of the Forum is to address policy, develop strategy and oversee implementation. The Forum may require to meet in full session on only three or four times during the year with the possible exception of the first year of operation. Implementation Groups will provide the delivery of individual areas of work.
6. Implementation Groups may be headed by a Forum member or by a member of staff and shall be comprised of no more than five individuals (unless otherwise agreed by the Chief Officer), all of whom may be members of staff. The remit, composition and internal budget of each Implementation Group shall be agreed by the Forum and reviewed annually. The number and size of Implementation Groups shall be approved by the Chief Officer.
7. The Ministries Council shall remain as a sub-committee of the Forum, with members appointed from amongst the membership of the Forum and with specific responsibility for acting as the statutory employer of individuals who are members of the Church of Scotland Pension Scheme for Ministers and Overseas Missionaries ("the Ministers Scheme") or the Church of Scotland Pension Scheme for Ministries Development Staff ("the MDS Scheme").
8. Meetings of the Forum shall be attended by the Head of Department or an appropriate member of staff. The work of the Forum shall be serviced by such staff as is agreed in consultation with the Chief Officer.

Finance and Management

9. The General Treasurer will allocate budgets to the Forum in consultation with the Assembly Trustees.
10. The Head of Department shall report to the Chief Officer.
11. The Chief Officer, in consultation with the General Treasurer, shall establish arrangements for internal accountability, reporting and financial controls, including a Scheme of Delegation to the Head of Department.
12. The Head of Department shall be responsible for budgetary control, and accountable to the Chief Officer in that respect.

Remit

13. The Forum shall seek to implement the instructions, policies, priorities and strategic objectives of the General Assembly. In so doing it shall work with other Agencies to achieve a collaborative approach with

- the purpose of nurturing the people of the Church in their witness, worship and service and through assisting the General Assembly in their determination of strategy for the Church for this purpose.
14. In particular the Forum shall support and resource the whole people of God, in congregations and Presbyteries, in their sharing the good news of the Gospel; and will succeed to all of the responsibilities and remits of the Ministries Council (as currently constituted) and the former Mission and Discipleship Council including:-
 - a) engaging in growing the church as part of the mission of God;
 - b) nurturing faith and encouraging discipleship;
 - c) developing individual gifts and talents across all ages;
 - d) developing and resourcing young people in their faith formation and participation in decision-making within the Church;
 - e) working alongside the Church's Stewardship Team to support the promotion of good stewardship across the whole Church;
 - f) building strong, accessible communities of worship and service; and in so doing learning from the successes in local congregations;
 - g) recruiting, training and supporting the recognised ministries of the Church;
 - h) enabling Presbyteries to plan and resource local congregations and mission; and
 - i) resourcing congregations as they seek to give special priority to those living in poverty and at the margins.
 15. The Forum, through the Ministries Council as a constituent committee, shall act as one of the employing agencies of the Church and as a continuing statutory employer for the purposes of pension provision under the Ministers Scheme and the MDS Scheme.

Implementation

16. In organising its work, the Forum shall maintain sufficient agility and flexibility to be able to respond to a changing context and shall seek to ensure that its work is being carried out with the expedition and to the high standards expected in the best traditions of the Church. In the first years it may order its work in the following categories and in such order of priority as seems fit:
 - *Promotion, Assessment and Selection for the Ministries of the Church*
 - *Education and Training*
 - *Ministries Support*
 - *New Worshipping Communities*
 - *Priority Areas*
 - *New Ways of Being Church*
 - *Worship and Theology*
 - *Specialist Deployments*
17. In organising its work, the Forum shall agree with the Assembly Trustees by October in each year a three-year rolling programme with the measurable outcomes which it seeks to achieve during the ensuing three years.
18. The Forum shall collaborate with the Faith Impact Forum, share staff and the work of members, in the first instance with special emphasis on:
 - a) the support of congregations and Presbyteries to access the Growth Fund;
 - b) the support and resourcing of Presbyteries, with particular emphasis on learning with and from the new emerging Presbytery structures;
 - c) the training and support of all those involved in the life of the Church in the sharing, growing and living out of their Christian faith;
 - d) the planting and growing of new contextually relevant worshipping communities;
 - e) the development of work with children, young people and young adults both within and beyond the worshipping life of the Church;
 - f) the encouragement of shared ecumenical work and collaboration with the world Church; and
 - g) the support of those living in poverty and at the margins.

Review

19. During 2020, the Forum, in collaboration with the Assembly Trustees, and where necessary with the Assembly Business Committee and (in the case of CARTA) with the Church of Scotland General Trustees, will review all areas of work and give consideration as to how these might be best managed, devolved or discontinued:
20. During 2021, the Forum, in discussion with the Assembly Trustees and the Assembly Business Committee will consider the appropriate future of Pioneer Ministry Pilots.

General

21. Other than as provided for in terms of paragraphs 7 and 15 of this remit, the Forum shall assume all the rights, assets and responsibilities of the Ministries Council and the Mission and Discipleship Council, whose work and functions are incorporated into the work and functions of the Forum. Any existing trust funds and all future donations and legacies received in connection with these Councils or in connection

with any such work or functions shall be held and applied by the Assembly Trustees on behalf of the Forum, all according to the terms and conditions applying to individual donations.

22. The Forum shall report to the General Assembly at such times, in such manner and by such members or senior staff as the General Assembly shall direct on the work which it has carried out and its proposals for its future work in order to assist the General Assembly to determine strategy for the Church. Drafts of such reports shall be submitted to the Assembly Trustees no later than four weeks before the date on which they are due to be lodged with the Principal Clerk.

THE FAITH IMPACT FORUM

Membership

1. The Forum shall comprise a Convener, a Vice Convener to deputise for the Convener when unavailable, and thirteen members appointed by the General Assembly through the Nomination Committee. No Assembly Trustee, member of another Agency of the Church, employee of the Church shall be eligible to be a member.
2. The quorum shall be five members. The Convener shall have a casting vote.
3. The Convener and Vice Convener shall serve for three years each, non-renewable, save that the first Vice Convener shall serve for two years. Subsequent to those first appointed, Conveners and Vice Conveners may be appointed from existing members and shall conclude service at the conclusion of their term as Convener or Vice Convener.
4. Members shall serve for three years, renewable for one further term on special cause shown, save that, of the members first appointed, five shall serve until General Assembly 2021, five including the first Vice Convener until General Assembly 2022 and five including the first Convener until General Assembly 2023, in each case non-renewable.

Operation

5. As the overarching work of the Forum will be to implement policy and help to develop strategy the Forum may require to meet in full session only on three or four times during the year. Implementation Groups will supervise the delivery of individual areas of work by the staff of the Forum.
6. Implementation Groups may be headed by a Forum member or by a member of staff and be comprised of no more than five individuals (unless otherwise agreed by the Chief Officer), all of whom may be members of staff. The remit, composition and internal budget of each Implementation Group shall be agreed by the Forum and reviewed annually. The number and size of Implementation Groups shall be approved by the Chief Officer.
7. The World Mission Council shall remain as a sub-committee of the Forum, with members appointed from amongst the membership of the Forum and with specific responsibility for acting as the statutory employer of individuals who are members of the Church of Scotland Pension Scheme for Ministers and Overseas Missionaries ("the Ministers Scheme").
8. Meetings of the Forum shall be attended by the Head of Department or an appropriate member of staff. The work of the Forum shall be serviced by such staff as is agreed in consultation with the Chief Officer.

Finance and Management

9. The General Treasurer will allocate budgets to the Forum in consultation with the Assembly Trustees.
10. The Head of Department shall report to the Chief Officer.
11. The Chief Officer, in consultation with the General Treasurer, shall establish arrangements for internal accountability, reporting and financial controls, including a Scheme of Delegation to the Head of Department.
12. The Head of Department shall be responsible for budgetary control, and accountable to the Chief Officer in that respect.

Remit

13. The Forum shall seek to implement the instructions, policies, priorities and strategic objectives of the General Assembly. In so doing it shall work with other Agencies to achieve a collaborative approach with the purpose of nurturing of the people of the Church in their witness, worship and service and through assisting the General Assembly in their determination of strategy for the Church for this purpose.
14. In particular the Forum shall support and resource the whole people of God in their sharing the good news of the Gospel, working with the Church's partners both locally and globally; and will succeed to all of the responsibilities and remits of the former World Mission Council (as currently constituted) and Church and Society Council including
 - a) giving life to the Church's understanding that it is part of the Universal Church committed to advance the Kingdom of God throughout the world;
 - b) developing and maintaining mutually enriching relationships with partner churches overseas;
 - c) resourcing congregations to grow in faith and witness through engagement in the life of the world church, in friendship and solidarity;

- d) hearing the concerns of those directly impacted by injustice, locally and internationally, and encouraging action through advocacy and practical support;
 - e) supporting relationships for friendship and renewal as we learn from and are shaped by what the Holy Spirit is doing in the Church and the world;
 - f) engaging with the whole people of God in order to determine which current issues are worth further evaluation and action;
 - g) assisting the whole people of God to hear and respond to the work that God is doing in the world and through the Church, at home and internationally;
 - h) developing individual gifts and talents across all ages;
 - i) building strong, accessible communities of worship and service, and in so doing learning from local congregations;
 - j) enabling Presbyteries to plan and resource local congregations and mission; and
 - k) resourcing congregations as they seek to give special priority to those living in poverty and at the margins.
15. The Forum through the World Mission Council as a constituent committee shall act as one of the employing agencies of the Church and as a continuing statutory employer for the purposes of pension provision under the Ministers Scheme.

Implementation

16. In organising its work, the Forum shall maintain sufficient agility and flexibility to be able to respond to a changing context and shall seek to ensure that its work is being carried out with the expedition and to the high standards expected in the best traditions of the Church. In the first years it may order its work in the following categories and in such order of priority as seems fit:
- *Resourcing congregations*
 - *Building and sustaining Christian relationships globally and locally*
 - *Advocating Peace and Justice globally and locally*
 - *Advocating societal changes globally and locally*
17. In organising its work, the Forum shall agree with the Assembly Trustees by October in each year three-year rolling programme with the measurable outcomes which it seeks to achieve during the ensuing three years.
18. In carrying out the following work the Forum shall collaborate with the Faith Nurture Forum and shall share staff and the work of members, in the first instance with special emphasis on:
- a) the support of congregations and Presbyteries to access the Growth Fund;
 - b) the support and resourcing of Presbyteries, with particular emphasis on learning with and from the new emerging Presbytery structures;
 - c) the training and support of all those involved in the life of the Church in the sharing, growing and living out of their Christian faith;
 - d) the planting and growing of new contextually relevant worshipping communities;
 - e) the development of work with children, young people and young adults both within and beyond the worshipping life of the Church;
 - f) the encouragement of shared ecumenical work and collaboration with the world Church; and
 - g) the support of those living in poverty and at the margins.

Review

19. During 2020, the Forum, in collaboration with the Assembly Trustees, and (in the case of the Companies in Israel) with the Church of Scotland Trust, will review all areas of work and give consideration as to how these might be best managed, devolved or discontinued.
20. During 2021, the Forum, in discussion with the Assembly Trustees, and the Church of Scotland Trust where appropriate, will consider the appropriate future of:
- Tabeetha School, Jaffa, Israel; and
 - The Society, Religion and Technology Project.

General

21. Other than as provided for in paragraphs 7 and 15 of this remit, the Forum shall assume all the rights, assets and responsibilities of the Church and Society Council and the World Mission Council whose work and functions are incorporated into the work and functions of the Forum. Any existing trust funds and all future donations and legacies received in connection with these Councils or in connection with any such work or functions shall be held and applied by the Assembly Trustees on behalf of the Forum, all according to the terms and conditions applying to individual donations.
22. The Forum shall report to the General Assembly at such times, in such manner and by such members or senior staff as the General Assembly shall direct on the work which it has carried out and its proposals for its future work in order to assist the General Assembly to determine strategy for the Church. Drafts of such reports shall be submitted to the Assembly Trustees no later than four weeks before the date on which they are due to be lodged with the Principal Clerk.

23. In respect that the Forum is inheriting the rights, assets and responsibilities of the World Mission Council, five members of the Forum shall constitute the trustees of the Salvesen Trust and that trusteeship shall be exercised in accordance with the provisions of the Schedule hereto.

SCHEDULE

The Salvesen Trust

1. The Salvesen Trust is administered under a Decree of the Court of Session dated 18 October 1991.
2. The purpose for which the trustees of the Salvesen Trust (the "Trustees") hold the trust fund is to apply the fund for any purposes (including, where appropriate, the rendering of financial assistance to indigenous Churches) which provide or assist in providing the ordinances of religion to Scots in any part of the world outwith the United Kingdom of Great Britain and Northern Ireland.
3. There shall be five trustees, each nominated by the Faith Impact Forum, and each of whom, at the time of nomination, shall be a member of the Forum. Of those first nominated after 1 January 2020, two shall serve for three years, two shall serve for two years and one shall serve for one year. Thereafter each trustee nominated shall serve for three years, non-renewable whether or not that term exceeds her or his term of office as a member of the Forum.
4. In carrying out their duties as trustees, the Trustees may delegate to a committee (to be known as the "Salvesen Expenditure Group") the day-to-day administration in advertising the existence of the trust and its purposes, in maintaining records of applications, in engaging with applicants, in considering applications and their adherence to the trust purposes and in making recommendations to the trustees as to the suitability of applications for consideration for grants. The Salvesen Expenditure Group shall be convened by the Head of Department of the Faith Impact Forum. The Group shall comprise, in addition to the Head of Department, four other persons chosen by the Trustees, each of whom shall serve for three years, non-renewable; save that, of those first appointed, two shall serve for three years, two shall serve for two years and one shall serve for one year. Trustee members shall serve their appointed term, whether or not that term exceeds her or his term of office as a member of the Forum.
5. The Trustees shall meet at six monthly intervals to consider applications. The Solicitor of the Church or a deputy shall attend all meetings of the Trustees. On special cause shown the Trustees may consider an application outwith those times; but if so doing the Trustees must determine both that there is an urgency as to the application which requires a special meeting and also that the application is of such importance that to consider it without comparison with other applications would not improperly disadvantage such potential applications.
6. The trustees shall maintain Minutes of their meetings, duly approved by all trustees attending within two weeks of the meeting. The Minutes shall include a full account of the work of the Expenditure Group with a synopsis of all applications received and the reasoning for recommendations made to the Trustees.
7. In respect that the Assembly Trustees are the Charity Trustees for the Salvesen Trust Fund:-
 - a) the Minutes of meetings of the Trustees shall be sent to the Assembly Trustees within one month of the meeting;
 - b) in carrying out their duties as trustees, the Trustees shall submit an annual report to the Assembly Trustees as to their administration of the trust purposes and any proposed strategy for future operation;
 - c) the Trustees shall maintain such accounts as the Assembly Trustees require; and
 - d) the work of the Trustees in considering and granting applications shall be carried out in accordance with a budgetary framework, agreed with the Assembly Trustees, as to the use of revenue, maintenance of revenue reserves and ability to use capital.

REMIT OF THE AUDIT COMMITTEE

Introduction

1. The Assembly Trustees (the "Trustees") are the Charity Trustees of the Church of Scotland, (the Unincorporated Entities) Scottish Charity No. SC011353 (the "Charity") and have general control and management of the administration of the Unincorporated Entities. The General Assembly has established the Audit Committee (the "Committee") to advise and assist the Trustees in the oversight of financial reporting, systems of internal control and risk management and processes related to these systems.
2. Membership of the Committee shall be as set out in the Annex below. The Committee shall review its terms of reference and its own effectiveness annually and shall recommend any changes to the Trustees. The Committee's review and work shall be appraised by the Governance Group of the Trustees.
3. The Convener of the Committee shall be entitled to attend a meeting of the Trustees or their Governance Group of the Trustees on any matter which the Committee believes to be of sufficient importance.
4. The Convener of the Committee shall be entitled to report directly to the General Assembly on any matter which the Committee believes to be of sufficient importance.

REMIT

General

5. To oversee the financial and other relevant reporting processes implemented by management.
6. To work with the Trustees in setting appropriate standards of financial management and in overseeing compliance.
7. To keep under review the effectiveness of the systems for internal financial control, financial reporting and risk management, including compliance with the legal and regulatory environment.

Financial Reporting

8. Prior to consideration and approval of the annual report and accounts of the Unincorporated Entities by the Trustees, the Committee shall consider the integrity of the annual accounts, reviewing significant financial reporting issues and judgments which they contain. In particular, the Committee shall review and challenge where necessary:
 - a) The suitability, consistency of, and any changes to, accounting policies on a year by year basis;
 - b) The methods used to account for significant or unusual transactions where different approaches are possible;
 - c) Whether the Unincorporated Entities have followed applicable financial reporting standards and made appropriate estimates and judgements, taking into account the views of the external auditor;
 - d) The clarity of disclosure in the accounts of the Unincorporated Entities and the context in which the accounts are to be published; and
 - e) All narrative reports presented with the accounts.

Internal control and risk management arrangements

9. To keep under review the adequacy and effectiveness of the internal financial controls and internal control and risk management arrangements of the Unincorporated Entities. The Committee shall consider the scope and effectiveness of the systems established by the Chief Officer to identify, assess, manage and monitor financial and non-financial risks. This shall include periodic review of the principal risk register and, where applicable, the Chief Officer's assessments and reports on the effectiveness of the systems for risk management.

Internal Audit and Compliance

10. To monitor and review the effectiveness of the Unincorporated Entities' internal audit and compliance functions in the context of the Unincorporated Entities' overall arrangements.
11. To consider and make recommendations to the Trustees on the appointment, re-appointment and removal of the internal auditors.
12. To oversee the relationship with the internal auditors, including approval of their terms of engagement and remuneration and assessing their effectiveness and compliance with relevant professional and regulatory requirements.
13. To consider and approve the remit of the internal audit and compliance functions and programme of work, ensuring that it is adequately resourced and has appropriate access to information to enable it to perform their functions effectively and in accordance with relevant professional standards.
14. To receive reports on the internal audit and compliance work on a periodic basis.
15. To review and monitor management's responsiveness to internal audit and compliance findings and recommendations.
16. To meet with the internal auditors at least annually without the presence of management to discuss their remit and findings.

External Audit

17. To oversee the relationship with the external auditors, including: the terms of their engagement; proposed scope of work; remuneration; provision of any non-audit services; and assessing their effectiveness and compliance with relevant professional and regulatory requirements.
18. To consider and make recommendations to the Trustees on the appointment, re-appointment and removal of the external auditors.
19. To review with the external auditors: the findings of their work, including any major issues that arose during the course of the audit and have subsequently been resolved and those issues that have been left unresolved, key accounting and audit judgements, levels of errors identified during the audit. They shall obtain explanations from management and, where necessary, the external auditors as to why certain errors might remain unadjusted.
20. To review the audit representation letter before consideration by the Trustees, giving particular consideration to matters that relate to non-standard issues.
21. To assess, at the end of the audit cycle, the effectiveness of the audit process.
22. To review and monitor the content of the external auditors' management report in order to assess whether it is based on a good understanding of the business of the Unincorporated Entities and establish whether recommendations have been acted upon and, if not, the reasons they have not been acted upon.
23. To meet with the external auditors at least annually without the presence of management to discuss their remit and findings.

Other

24. To review procedures established by management for detecting fraud and whistle blowing and ensure that arrangements are in place by which staff may, in confidence, raise concerns about possible improprieties in matters of financial reporting or financial control.
25. In the event of the review raising a matter of concern, to raise the matter with the Trustees or their Governance Group.

Reporting

26. The minutes of meetings of the Committee, once approved, shall be circulated to the Trustees or their Governance Group.
27. The Committee shall prepare an annual report to the Trustees on its role and responsibilities and the actions taken to discharge those responsibilities, including, if appropriate, such information as may be required for inclusion in the annual report of the Unincorporated Entities.

Liaison with the Trustees

28. Minutes of the meetings of the Trustees, once approved, will be exhibited to the Committee; under exception of any confidential paper apart on matters such as employment which will be disclosed by the Administrative Trustee in confidence to the Convener of the Committee.

ANNEX

Membership

The Audit Committee shall comprise the following:

1. A Convener, who shall not be an Assembly Trustee, and three members appointed by the General Assembly through the Nomination Committee, all of whom shall be independent of the Unincorporated Entities and at least one of whom shall have recent and relevant financial experience.
2. Two members appointed by the Trustees, with a right to vote.
3. The quorum shall be three voting members, at least one of whom is a trustee member.
4. The Chief Officer without a right to vote or make a motion.
5. The General Treasurer without a right to vote or make a motion.
6. Other officials, as required by the Committee, to be in attendance from time to time without a right to vote or make a motion.
7. Representatives of the External and Internal Auditors, who shall be entitled to attend all meetings but without a right to vote or make a motion.

Meetings

1. Executive support will be provided from Central Services to the Committee and its meetings.
2. Meetings shall be held four times a year, subject to change.