



The Church of Scotland

General Trustees

# MAKING IT HAPPEN!

How to make your church buildings  
work for you.

Handbook for Congregations



Produced by Church of Scotland Ministries Council (Priority Areas), Safeguarding, Church of Scotland General Trustees and Church and Society. This handbook was funded by the General Trustees.

This handbook is available online through the Church of Scotland website:  
**[www.churchofscotland.org.uk](http://www.churchofscotland.org.uk)**.

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We've written this handbook to help you manage and develop the use of your buildings. By following its advice, you should be able to:

- look after your buildings and grounds better
- manage their use by church groups and others more effectively
- set cost-effective charging

The handbook is in ten, colour-coded sections

### Guide to symbols

This handbook contains a number of symbols and panels to give you useful information and point you in the right direction:



Useful telephone numbers



Useful website address



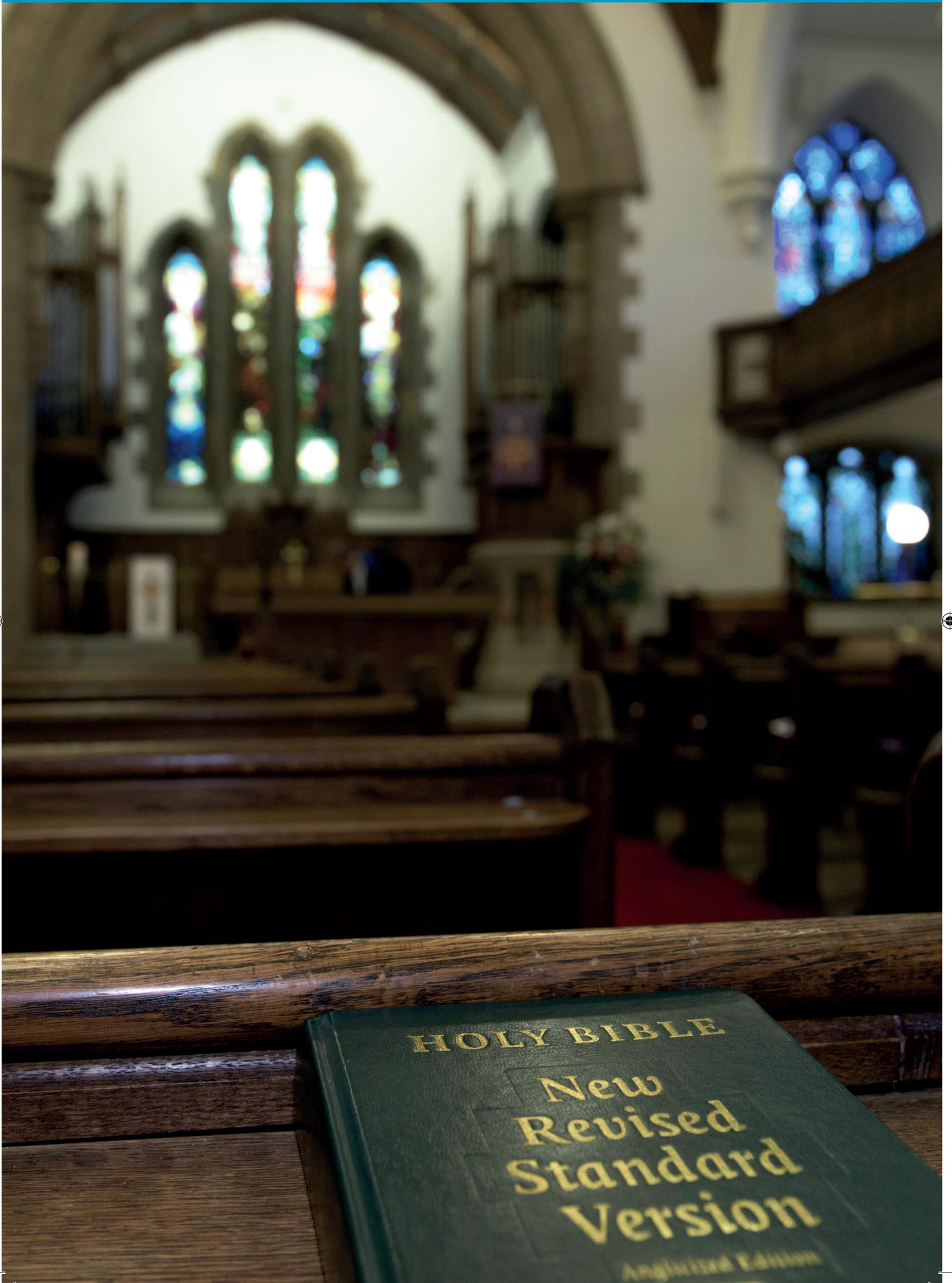
Reference to a form

### Here to Help!

Panel with helpful hints and useful sources of information.

### Red Alert!

Panel containing information that you should know.



# A Introduction

## 1.

### A1) So who produced it?

#### **A word from the Priority Areas Team**

We are delighted to assist in the updating of this booklet, designed to help you understand more about making your church building work for you. In Priority Areas, we are encouraged by how many of our congregations are using their buildings as a tremendous asset in their community. We also know that more want to develop the life, space and buildings, to be alongside people in their local area. One of our key aims is to do all we can to help simplify Church structures; to enable Priority Areas and all those committed to tackling the effects of poverty to do great work. We think Making It Happen will make a great contribution to this.

#### **A word from the Safeguarding Team**

We are delighted to assist in the updating of this booklet, designed to help you understand more about making your church building work for you and how congregations and volunteers can be kept safe. Through Safe recruitment for all employees, including part time staff, and for all volunteers and for all people undertaking 'regulated work' the Safeguarding Service is there to support and advise. We think Making It Happen will make a great contribution to this.

#### **Words from the General Trustees**

The Church of Scotland General Trustees are the property-holding corporation for churches, buildings, halls, manses and glebeland. We also administer a scheme for giving financial assistance to congregations with fabric or repair problems who do not have the resources to cope with them. The Trustees also deal with the appropriate permissions for undertaking alterations and repairs to ecclesiastical buildings. (The Church of Scotland General Trustees, from here onwards, will be referred to as the General Trustees.)

#### **What sort of people are we?**

Some of us are Ministers, others are Elders. All genders are represented and all age groups although none of us is particularly young! Quite a number of us have experience in business and the outside world, and many of us carry on the work of our respective parishes as well as attending committees at the Church Offices in Edinburgh.

#### **Are we approachable?**

We like to think so and are very happy to visit congregations and assist with their buildings! As Shirley said above, buildings can be one of a congregation's main assets and, like people, need constant tlc and a generous proportion of income. We can offer advice in writing, by telephone or by email and can be contacted at General Trustees on 0131 225 5722 or email [gentrustees@churchofscotland.org.uk](mailto:gentrustees@churchofscotland.org.uk).

#### **How much does your advice cost?**

If we visit to give advice it costs you nothing. However, if we ask you to employ a professional architect or surveyor thereafter then you would be required to meet their fees and we could assist with these.

## A2) who is it for?

Because every denomination has different procedures, we've had to narrow some information down.

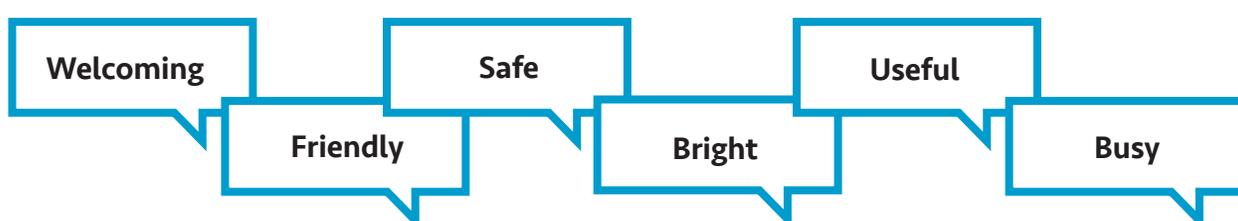
This means that it will be:

- Of most use to Church of Scotland congregations, especially those in priority areas
- Useful to Other Denomination parishes but where we refer to Presbytery, you'll need to think of your local structure instead, and you will probably have a management committee rather than a congregational board.

## A3) Easy 1,2,3

### 1. What sort of place do you want your church buildings to be?

This is probably the most important question you will ask about looking after and managing your buildings. Your answer will depend on many things, especially on how you see your congregation's role in your community. Maybe you would use words like:



Whatever words you choose, this handbook is to help you make your buildings the way you want them. Keep the words you choose in mind whenever you meet to talk about your buildings. You might even find it helpful to write them down somewhere:

**We aim to make our church buildings a warm, friendly, welcoming place**

### 2. What is facilities management?

#### How can it help you?

Facilities management is the best approach to looking after your building and supervising all aspects of its use. It has two aspects, both of which are equally important:

- Looking after the buildings and grounds themselves
- Managing the use of your buildings and grounds

This handbook is a straightforward guide to facilities management for church buildings. With it, you can:

- Develop your own priorities for the use of your buildings and grounds.
- Ensure that you have a safe and pleasant environment for everyone who uses your buildings and grounds
- Check that you have covered all of the necessary financial and legal matters
- Make suitable arrangements for getting things done and providing access.

## Getting started

Unless you're having trouble getting to sleep, you don't have to read this from cover to cover. It's a handbook, not a novel, and you can begin anywhere and read as much or as little as you find useful.

You're best to start by browsing the bits that most interest or concern you – go to the contents list, or have a look at the various section headings as you flick through

Keep it handy for those congregational board or property group meetings. It will not give you all the answers, but it will get you started. If it's complicated, it will tell you where else to look for more detailed information

### 3. We only have a few people...

In an ideal world, you would have someone, paid or unpaid, based at your church building most of the week. However, if you only have a few people available to do everything, this probably isn't possible. Even so, you will find it helpful to put in place some basic procedures for managing your facilities. Here are the basics:

Check who's in charge of property in your congregation – it may be the Congregational Board or a management committee

#### **Put together a small group who will be responsible for:**

- keeping an eye on the condition of your buildings
- making recommendations for essential improvements
- managing negotiations about leasing agreements
- dealing with rental costs for lets, etc.

Three or four people should be enough to do this, but if you're thinking, 'we should be so lucky' to have enough people to form a management committee, don't give up. There are two things you can try:

1. emphasise to your Congregational Board and / or Kirk Session how important it is to look after your buildings properly (and how expensive it is not to)
2. find out if a partner or twin church has any of the right skills to help and support you.  
For more information, contact the Priority Areas Team.

***There's more information on all of this in Section D.***

## Here to Help!

The handbook is available online through the Transformation Team and Church of Scotland websites, where you'll also be able to get updates. Download the forms and checklists and adapt them for your own use. If you don't have a computer or internet access, try your local library or learning centre for access to computers, the internet and free help and advice.



[www.churchofscotland.org.uk](http://www.churchofscotland.org.uk)



[www.transformationteam.org](http://www.transformationteam.org)

## B Some simple tools to get you started

To help you get the most out of this handbook, we have created three simple tools so that you can:

1. work out what the main issues are for your church buildings and the way you use them, using our checklist. **(See Page 56)**
2. prioritise what you need to do to run your facilities more efficiently by completing our quick health check questionnaire. **(See Page 58)**
3. organise the jobs with a calendar of care so you're not trying to do everything at once.

### Red Alert!

Remember that you should already have previous ten yearly and five yearly action plans via quinquennial reports from your Presbytery, which will detail the necessary actions you should be carrying out. The actions will be marked URGENT, ESSENTIAL and DESIRABLE and should be your starting point for your buildings check. It's a good idea to use the building checklist here once a year to make sure you can keep your buildings shipshape between visitations, and the Property Register is a good place to start.

### Red Alert!

Do you know where your building plans are? Or your instructions for operating the boiler? What about the handbooks for your kitchen stuff, or the drawings the architect did for your proposed new toilets?

It's a good idea to gather all these things together and put them in one filing drawer or box. Mark it clearly and don't let people take stuff away from it without permission!

#### **A Church buildings checklist - (See Page 56)**

Once you have completed the checklist, you need to:

- make a note of all matters which need your attention
- prioritise the most important areas for action, particularly those which are most likely to cause an accident or harm on your premises (called 'high risk').

Now use this handbook to start putting things right! There's lots of help around, so don't panic if you find lots of things need changing. **See also Section C on buildings for where to get help.**

#### **A church facilities health-check (See Page 58)**

This quick questionnaire should help you find out how much you already know about your facilities and the way they are managed.

### Here to Help!

If you have answered NO or didn't know the answer to more than 10 of these questions, don't panic! This is what this handbook is designed for. Take a note now of these questions and remind yourself of them as you use the contents page to start working out the answers or follow the red alert directions. Whilst showing you where you might need to make changes.

## Calendar of Care

Why not make up a Calendar of Care? Here are some ideas we've adapted from the Church of England's excellent Church Care website. You can make up your own list for the whole year, so that you deal with everything a bit at a time.

Web: [www.churchcare.co.uk](http://www.churchcare.co.uk)



1. Check the roof for weather damage – a cheap pair of binoculars is a good investment! Make sure your gutters and downpipes aren't blocked or leaking
2. Have a look at your outside walls for any signs of frost damage
3. Oil hinges and locks on doors and windows. How secure are your buildings? – It might be a good idea to have a talk about this at this month's Congregational Board or property team.



1. Organise a spring-cleaning party – get everyone together one Saturday, then have a dance in the evening!
2. While you're at it, give the outside grounds a tidy up. If you have grass, you might want to clear it of any litter before you start cutting
3. Good time of year to review who is responsible for each job in running and maintaining your buildings. See Section D on roles and responsibilities.



1. Get your heating system checked now – don't wait until the cold weather comes back!
2. Get an electrician to check your portable appliances as well as your electrical circuits
3. Check those gutters and downpipes again!
4. Keep on top of grass cutting and cut back any overgrown bits in your grounds – maybe an excuse for another party?

## C Looking after your building and grounds

### C1) Building maintenance and renewal

It's important to look after your buildings, grounds and the fixtures and fittings properly, because:

- It will save you money and inconvenience in the long run
- You and your community will get better use and enjoyment out of the building and grounds.
- You and your visitors will be safer
- It's an important part of your ministry and witness- your church will look more inviting.

### Where Do You Start?

You need to know what you have! This seems obvious, but each building type brings its own advantages and disadvantages:

- What kind of building is it- traditional, modern, pitched roof, flat roof brick, stone, concrete?
- What grounds do you have- large, small, grassed, fenced, car park?
- What about the fixtures and fittings – are they in good order or do they need repaired or replaced?

### Here to Help!

It's worth finding out about these things – information is power! Check the Scotland's Churches Trust website - it has an introduction to building types with clear drawings, so you should easily recognise what kind of building you have. Go to the site and click on Learning Modules.

**Web:** [www.scotlandchurchestrust.org.uk](http://www.scotlandchurchestrust.org.uk)



### Red Alert!

Have a look! Check out your last quinquennial inspection report or professional report – every five or ten years an architect or surveyor or other qualified person has a good poke around your buildings and gives you a report telling you how they are and what needs doing. This is a good starting point, because it gives you an expert opinion and early warning about anything nasty that might happen.

However, you do need to check most things more often than every five years, so go to Section B and use our buildings checklist at least once a year. Then plan your actions using a Calendar of Care like the example in Section B! **(See Page 10)**

[www.churchcare.co.uk](http://www.churchcare.co.uk)



Of course, it never rains much in Scotland, so you might find it difficult to check the gutters!

After making your checks and carrying out any routine maintenance, report what you find to your property committee or Congregational Board so that it can decide what action to take.

## Here to Help!

Sometimes your Quinquennial Report advises that a specialist or consultant should carry out further investigation. Your Presbytery property committee or Buildings Officer can advise on applying for financial assistance from the General Trustees to help you employ a consultant. Some Presbyteries also have a fund for quick access to small grants to help you with this type of cost.

Your local council may be able to provide you with a CSO (Community Service Order) team to help with redecorating your halls free of charge. It's worth exploring.

### **C2) Upgrading and major maintenance**

Most congregations will use this Handbook to help them maintain and manage the church buildings and facilities they already have. If you are thinking about upgrading or developing your property, then it helps to follow a clear process such as, for example, the one developed by Chance to Thrive. This Priority Areas' regeneration initiative is a partnership project between the General Trustees and Ministries Council.

Chance to Thrive supports congregations in their mission of encouraging local aspirations for thriving through: what they offer, eg services of worship, activities and organisations; what they participate in within the community, eg local community council/ partnership; and, what they make available as resources for the community, eg people, finance and buildings. In terms of resources, there is a particular interest in the importance of church buildings as community assets, and how these can resource thriving as they are made available for use by the community, friends and associates/ partners, as well as by the congregation itself.

The programme takes a 'First the Life, next the Space, and then the Buildings' approach to mission, regeneration and thriving where churches are invited to 'honour the past, acknowledge the present and dream the future'. Such a process begins by gaining an understanding of what Life is like for people in the area, eg the good and the challenges. It then secondly, wants to better appreciate how the community's environment impacts people's lives, eg by identifying the places of welcome and warmth, and those avoided. Thirdly, the congregation can be supported as it develops its premises into becoming a 'fit-for-purpose', manageable, sustainable and resource available for the congregation and community.

As a Priority Areas' programme, Chance to Thrive remains focused on supporting mission which is about realising the Priority areas' Vision of 'a reinvigorated and sustainable worshipping people and community life in all priority area parishes'. Such a process begins, for us, by recognising and celebrating the good things already present in a congregation, and its surrounding community, as the starting point in tackling any of the challenges of poverty, deprivation and isolation experienced by people living there.

It may be that your congregation has a clear Vision and a number of associated missional activities it is already delivering and/ or new ideas it would like to explore. As well as these, it might be that your congregation is interested in considering other possibilities to focus on. Whichever way you proceed, it will be helpful to begin by taking some time to systematically draw together your 'core story'. This is effectively about beginning with your ideas and placing them in a coherent framework describing your starting place, how you would like your world to be at some time in the future, how you will get there from here and what resources will be needed to get you there. This should include reflection on how your buildings currently do (or don't!) resource your Vision and missional activity.

The Chance to Thrive process for doing this initial scoping involves considering

1. Our Church
2. Our Context
3. Our Vision
4. Our Mission
5. Our Resources
6. Our Idea/s
7. Our Circle of Support
8. Our Questions
9. Our Criteria
10. Our Next Steps

See Towards Reinvigorating and Sustainable Mission in the Appendices for a more detailed version of using this framework to consider your 'core story'.

When this is complete, and depending on the scale and/ or complexity of your ideas, it will be important to prepare a business plan. This initial process has been akin to an internal scoping exercise. Important as this is, it is now essential to take your idea out to the community to gain a sense of how useful it will be, from their perspective, in resourcing local aspirations for thriving. This is the point at which the business plan, including a full community consultation, comes into the picture.

If your idea requires possible buildings' development, the business plan is usually best prepared ahead of appointing an architect and/ or design team. In saying this, however, it may be necessary to include a buildings' Options review/ Feasibility study as part of the business planning process. Additionally, as well as an understanding of your development rationale as described in your 'core story', a business plan and a review of design options, it will be important to have a capital development funding strategy for the planned buildings' works.

As you might realise, there will be a lot of options to consider and decisions to make before you settle on what is best for your congregation and community. At the outset, remember to talk over your ideas with Presbytery, then the General Trustees.

They can visit your premises to check out your ideas, put you in touch with other churches that have done similar things, and advise you on how to seek permission to alter the church fabric.

## Red Alert!

You should submit details of all your building projects to the General Trustees' Fabric Committee through the Secretary's Department at the Church Offices in Edinburgh before any work starts. You can get application forms relating to the necessary consents for work and possible financial assistance from the Central Fabric Fund online from the General Trustees part of the Church of Scotland website. You'll need to submit them through Presbytery for approval.

You won't know all the answers to these questions right now, but it is always best to begin thinking about them and asking for advice early on. Grant applications take time, and so do fundraising campaigns. Some funders like to have an early discussion with you about your ideas – if so, don't be shy!

## Where Do You Start?

### Think it through

- You are looking for the answers to two simple questions:
- Why do this work? (Something funders will ask you!)
- What is possible? (Something you will ask funders)

To answer these questions, you need to talk with :

- all the groups who use the buildings – what do they need, and what do they want (which may be two different things)?
- people you think might want to use the building – community groups, youth services, local charities
- the Priority Areas Committee
- the General Trustees
- the Church of Scotland Committee on Art and Architecture
- Your local presbytery property/fabric committee.

From these conversations, you will begin to see what is possible. For instance, you might wish to:

- reduce the size of your building
- improve the building's layout
- improve the entrance and sign boards
- develop a new foyer/café area.

### Make plans

Once you have decided that you would like to upgrade your buildings, you need to plan carefully how you will try to make this happen. You will need:

Good advice – there will be a lot of decisions to make and options to consider before you settle on what is best for your congregation. You should talk over your ideas with the General Trustees and your presbytery.

They can visit your premises to check out your ideas, put you in touch with other churches that have done similar things, and advise you on how to seek permission to alter the church fabric. If your church buildings are in a priority area, you will find the Priority Areas team helpful at this stage.

## Red Alert!

You should submit details of all your building projects to the General Trustees' Fabric Committee through the Secretary's Department at the Church Offices in Edinburgh before any work starts. You can get application forms relating to the necessary consents for work and possible financial assistance from the Central Fabric Fund online from the General Trustees part of the Church of Scotland website. You'll need to submit them through Presbytery for approval.

**Money** – you should start looking into funding options. Remember, you might be able to get help with the costs of employing a consultant to help you develop your proposals.

The Transformation Team publishes an excellent Funding Ready Reckoner, and you can also ask your presbytery what help your church bodies can provide. The main thing is to start producing a simple business plan:

- What do you think it might cost to do the work and where will the money come from?
- What extra running costs will there be, and will you be able to cover them?

You won't know all the answers to these questions right now, but it is always best to begin thinking about them and asking for advice early on. Grant applications take time, and so do fundraising campaigns. Some funders like to have an early discussion with you about your ideas – if so, don't be shy!

**Section F gives you more advice on business planning.**

## Red Alert!

Did you know that if you employ a contractor to carry out work on your buildings, you are responsible for making sure the work is carried out safely and is safe to maintain (this is known as **CDM Regulations**)?

This means you must be careful to appoint the right people for the job and make sure that they are managed efficiently on your site by:

- checking there is protection for the public and any employees
- asking the contractor to make sure that they have proper welfare arrangements in place for their employees
- asking your contractor to explain what they are going to do to manage work safely on your premises
- if instructing a contractor, ensure that they've adequate insurance to carry out the work and remember to ask for proof of their insurance

## Here to Help!

If you are undertaking a major upgrading project (more than 30 days), you have to appoint a CDM (Construction Design and Management) co-ordinator to carry out these duties for you. Check out the HSE website for a downloadable leaflet on the regulations or call the HSE Infoline.

**Tel: 0845 345 0055, HSE Infoline**



**www.hse.gov.uk**



### Get Professional Advice

Once you have decided how you want to upgrade your buildings, you have to agree how you are going to make it happen. You need to organise two things – professional advice and money:

**Professional Advice** – There are three main kinds of advice you will need if you are upgrading your building – architectural, project management and legal. How much of each will depend on the size and nature of your project:

## Here to Help!

Good **architects** can save you a lot of money and come up with great ideas to meet your needs. If you haven't been in touch with one as you made your plans, you should ask the General Trustees for their advice on appointing someone. Architects specialise in different areas, from conservation to community development. Find an architect who will work with you to turn your ideas into something that can really be built by:

- suggesting options to achieve your wishes
- preparing drawings to show how it will look and to guide the builders
- preparing planning and building warrant applications required by the Council before you can start works.

**Building surveyors** are specialists in repair work and might be better than some architects in understanding building problems, finding out what needs to be done and supervising the work.

## Red Alert!

Think about whether you should appoint a small architects business where you will get more personal attention or a larger firm where you get a whole variety of different specialist advice.

**Quantity surveyors** advise on costs and the actual building works – they will:

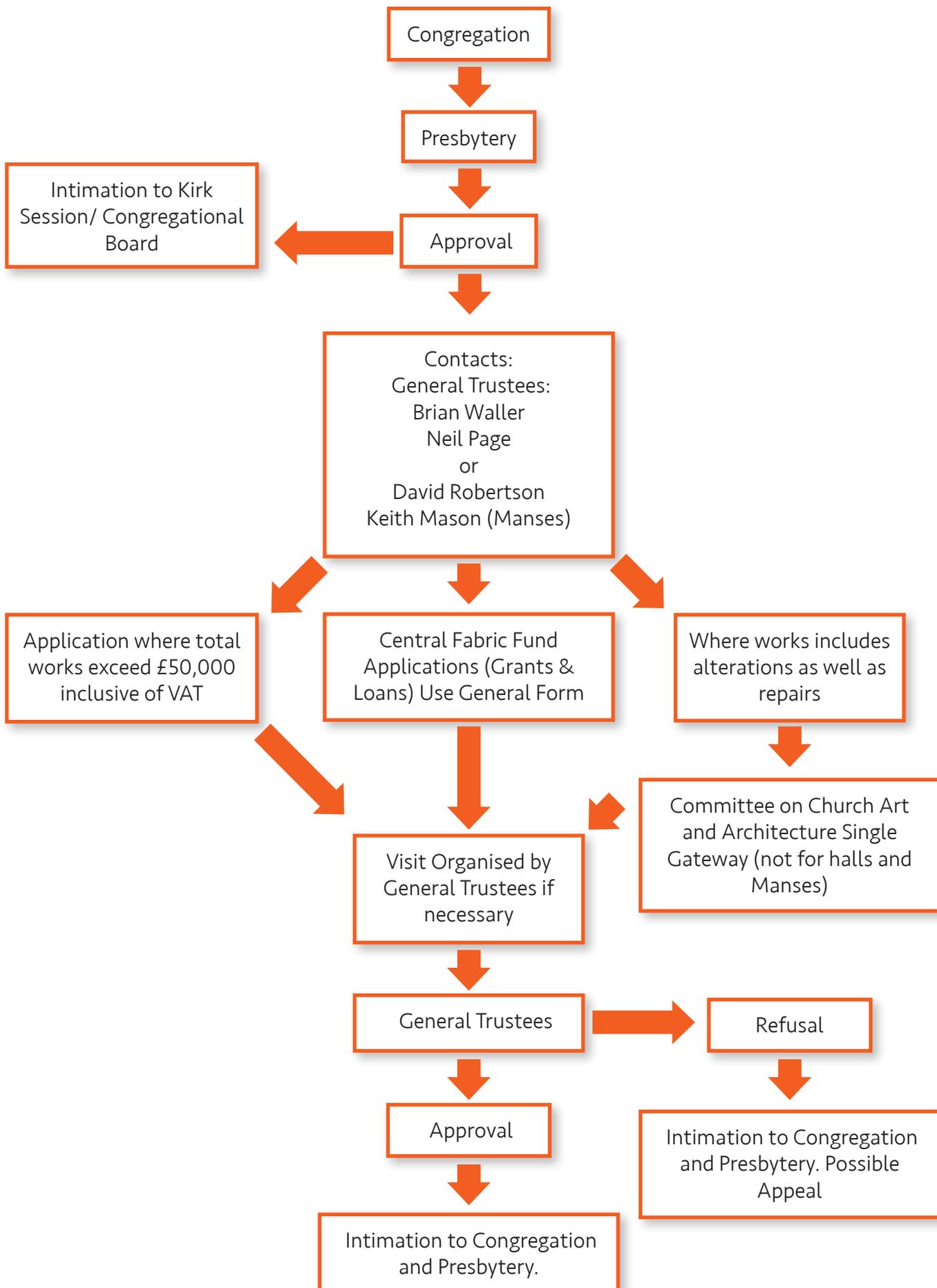
- work with the architect to make sure that things are planned to a proper schedule
- set out a bill of quantities and, if it's a big project, a tendering process to make sure you get the best price from building contractors
- make sure that the building contractors have in place all the proper health, safety and security measures during works
- be your eyes and ears whilst the works are going on and check each stage to make sure it is done properly.

## Here to Help!

You should seek **advice** through the General Trustees to make sure that you have all the permissions you need to carry out alterations to your buildings. This is particularly important if you intend to share any new part of the building or lease it to another organisation.

**Money** – now is the time to finalise your business plan with the final costings and to start looking for the money!

The following flow chart is for guidance only for seeking approvals for building works and financial assistance.



### C3) Church Security

Ensuring that your church buildings are safe, secure and welcoming is very important. Church buildings regularly suffer from theft, vandalism and the threat of fire raising. Many congregations have invested in modern communication, sound and IT systems to ensure that their buildings are attractive to modern day use, both within their church and the wider community. However, this also increases the risk of purposeful criminal activity and practical steps should be taken to protect your congregational assets.

#### Identify items of high value

It is important that you know what items would cost a lot of money to replace if they were stolen or damaged. High value items include those items of historical or sentimental value or importance to the congregation such as:

- Computer equipment
- Sound system
- Communion silver
- Historical records and books
- Offerings
- Art work
- Stained glass windows
- Metal items
- Equipment belonging to groups who use the building
- Church organ

It is recommended that a proper record is kept of all of your valuable items, and where possible a photograph should be taken and kept. Any special features, markings, inscriptions etc should also be recorded. This record should be stored securely, ideally in a safe or other similar lockable cupboard.

#### Decide how someone might access your buildings

Every congregational building is different, but it is important to consider how someone might access your building when your buildings are not open for use. Look at the boundaries to your property and if you have a fence or wall, these should be kept in a good state of repair. Gates should open and close easily and should be kept locked when the building is closed. You should also consider the following:

- Ensure that your doors are suitable and maintained in good order
- Fitted locks and bolts should be suitable for the type of door and regularly checked to ensure that they are working. All damaged locks and bolts should be replaced as soon as possible
- Keep a record of who has keys and who to contact in an emergency if someone breaks in to your buildings. Do not allow anyone to borrow any keys to your building without taking a written record of when they were issued and when they were returned
- Ensure windows have appropriate locks fitted and are locked when the building is not in use

#### Lighting

External lighting can be a useful deterrent in preventing people from attempting to access your buildings. All external lighting must be installed by a competent electrician, be maintained and regularly tested to ensure that the electrical installation is safe.

If you decide that you would like to install external lighting around your building, then it is important that you speak to the General Trustees in the first instance. You should also speak with your Local Authority regarding the installation, as external lighting may cause a statutory nuisance under the Environmental Protection Act 1990. The installation of external lighting may also require planning permission. You will have to investigate the running and maintenance costs of the lighting and you should seek expert opinion as to the scope and range of lighting so that all paths and steps are appropriately lit. This will ensure that there are no unlit areas around your building where someone might hide.

### **Locking up valuables**

Where possible, all valuables such as computers and sound equipment should be locked away in a cupboard or storeroom. Communion items should be locked in a safe where possible with the safe anchored to the ground. The Church of Scotland Insurance Service can provide you with advice on what types of safe are suitable for your buildings.

If your church attracts a substantial number of visitors, then you may wish to consider substituting valuable items with less expensive items to reduce the risk of theft.

### **Intruder Alarms**

Intruder alarms can be useful to deter vandalism and theft, particularly when there is a substantial amount of property to be protected. If you decide that your buildings would benefit from installing an intruder alarm, it is essential that you seek professional advice from the church of Scotland Insurance Service or from a Crime Prevention Officer with Police Scotland.

Intruder alarms have to be installed to the relevant British Standard and consideration to ongoing and annual maintenance cost should also factor in your decision. You should be assured that members of your church who are key holders will be able to operate the alarm properly and have procedures in place for how to respond when the alarm sounds. Some systems can automatically inform the intruder alarm provider or the police if it is activated but this may entail additional costs.

### **CCTV Cameras**

Camera can continuously record the activities within your buildings and can act as a deterrent to vandalism and break-ins. However, there are strict guidelines and legislation in place for the safe use of recording cameras and advice should be sought from the Church of Scotland Insurance Service and the Church of Scotland Law Department before you commit to installing security cameras.

## **C4) Fire Safety**

### **FIRE SAFETY**

The Charity Trustees of the congregation are responsible for ensuring that there are suitable arrangements for fire safety in congregational buildings. The main requirements of the Fire (Scotland) Act 2005 is for duty holders (the Charity Trustees) to undertake a fire safety risk assessment (FSRA) and consider a number of fire safety measures to protect employees and anyone else using the buildings. The Fire (Scotland) Act 2005 is supported by the Fire Safety (Scotland) Regulations 2006, which provide further information and guidance on prescribed fire safety measures and fire safety management.

### **Wilful fire raising**

All public buildings may be at risk of deliberate fire rising and reasonable precautions should be taken to prevent all acts of vandalism within your church buildings. However, some church buildings will be at a higher risk than others, especially those found in larger towns and cities. The best way to reduce the risk of wilful fire rising are to consider building security (please see section ...) and ensure that you have undertaken a Fire Safety Risk Assessment (please see section ...) and implement any improvement actions.

### **Fire Safety Risk Assessments (FSRA)**

Every building is different and the congregation should appoint a small group of individuals to carry out the FRSA. It is important that you include any groups or individuals who hire any part of your building on a regular basis. If your halls are attached to your church then one FSRA should be sufficient. If they are separate buildings, then two FRSA's should be undertaken.

It is important to consider the risk of wilful fire raising as part of your FSRA. You should consider the demographics of your community, previous attempts of fire raising and the security feature of your building.

To carry out a suitable and sufficient FSRA, it is important to consider each of the following five points as described within the Scottish Government's fire safety guidance booklet (ISBN 0-7559-4965-X), available free from [www.gov.scot](http://www.gov.scot).

**Step 1**  
**Identify people at risk** (who uses your buildings?)

**Step 2**  
**Identify fire hazards** (identify sources of fuel, oxygen and ignition)

**Step 3**  
**Evaluate the risk and decide if existing fire safety measures are adequate** (what can you improve?)

**Step 4**  
**Record FSRA information** (write up your FSRA)

**Step 5**  
**Review of FSRA** (review regularly and at least annually)

### **Fire and Emergency action plan**

The charity Trustees must ensure that there is a written emergency fire action plan in place that sets out what action that must be taken by staff and volunteers in the event of a fire, and to ensure the safe evacuation of your buildings.

It is important to consider how staff, volunteers and visitors with disabilities will be helped from properties and also how to evacuate safely any children or young people. For example, during worship, duty elders could be asked to take responsibility for the safe evacuation of a property in case of emergency.

### **Fire Safety Information and Training**

All staff (including stewards, volunteers, performers, visiting contractors and temporary and agency staff) and other relevant persons should be given information, training and instruction on the fire safety measures to be taken or observed on the premises, including the action to be taken in case of fire.

### **Fire Drills**

Fire drills should be carried out at least annually to check that all employees, volunteers and anyone else regularly using a property understand and can implement the emergency fire action plan.

### **Fire alarms and Fire Extinguishers**

Where there are substantial risks of fire and the design and layout of your property is complex, then it may be appropriate to install a fire detection system. Fire extinguishers should be provided in all cases even if you consider the risk of fire to be low in your buildings. It is essential that appropriate professional advice is sought before any decision is made to install a fire detection system within your buildings.

### **Further advice and assistance**

The General Trustees, Law Department and Church of Scotland Insurance Service can provide additional help and support on fire safety. The Scottish Fire and Rescue Service may also be able to provide you with some assistance.

## C5) Energy Management

Is it costing you a fortune to heat and light your building? Church buildings can be very difficult to keep warm, and they can be gloomy, too. You can get help – it will save you money, and you'll be doing your bit for the environment!

### Heating

The General Trustees look after the Better Heating Scheme. The scheme is for any denomination, not just the Church of Scotland. You can get a survey of your premises carried out by an expert. This survey will tell you how you can save energy and reduce your costs. Of the churches that have had surveys, more than half have saved money by following this advice!

Simply contact the General Trustees at 121 George Street, Edinburgh EH2 4YR and ask for an information pack. There is a fee referred to in the pack for the survey but the pack also advises you, if you are a Congregation of the Church of Scotland, how to obtain a grant from the General Trustees to help towards this. Go to the website for more information.

**Tel: 0131 225 5722**



### Lighting

With regards to lighting, contact should be made in the first instance with the development worker of the Committee on Church Art and Architecture at 121 George Street.

**Tel: 0131 225 5722**



## Here to Help!

The Eco-Congregation scheme offers lots of advice to churches who want to make sure they are following good environmental building practice (and save money!). It offers guidance on Caring for Church Premises in Greening the Cornerstone. Go the website for more information and support.

**Web: [www.ecocongregations.org/scotland/module7/html](http://www.ecocongregations.org/scotland/module7/html)**



## C6) Access for Disabled Persons

The Equality Act 2010 replaced the Disability Discrimination Act of 1995 in entirety. The DDA, as it was often called, made it unlawful to discriminate against anyone with a disability, and the Equality Act 2010 contains many similar provisions which have a direct effect on church buildings. The 2010 Act means that you must still consider the needs of people:

- With mobility issues
- With sight or hearing issues
- For those who find difficulty in holding or gripping things
- Who may have a speech impediment and
- Who may have learning difficulties

There remains an obligation on office-bearers to consider all these needs, to take reasonable steps to address them, and also for a period of time to review the steps already taken to comply with the DDA.

At the very least there should be disabled access to the sanctuary, preferably a permanent structure of addition to the building, and a means of providing disabled access to the halls. Many worshippers have hearing difficulties and these can be exacerbated by the characteristics of the building and method of construction. Technical advice should be obtained before a hearing loop or quality AV system is installed.

## What Steps Should You Consider?

It is open to office-bearers to commission a professional access audit. However it is easier to seek advice from the Committee on Church Art & Architecture based at the church offices in Edinburgh and they can arrange a visit, meet with office-bearers and discuss the issues. It is also quite open to contact the General Trustees at the church offices and seek their advice. The initial contact should be made with the Secretary & Clerk's department staff.

If you are already familiar with a trusted architect or surveyor, you can seek initial advice from them and send outline proposals to the Committee on Church Art & Architecture.

Before making an application to the General Trustees or other grant awarding bodies for financial assistance, a firm proposal should be agreed and worked up, and submitted to the Presbytery Property Committee.

The Equality Act 2010 is an Act of the UK Parliament and there is guidance available on line but, for the provision of disabled access, architects have sufficient experience to advise on a range of options and produce initial designs which can then be costed. There can be difficulties where a building is listed and historic in nature but local planning authorities, who are responsible for dealing with applications relating to B and C listed buildings are well aware of the needs of disabled persons and how best to make the necessary adaptations to the buildings.

## C7) Grounds Maintenance

Don't forget to look after the grounds around your buildings that you are responsible for. If they're not looked after, they will look bad and can:

- encourage vandalism and fly-tipping
- provide cover for pests such as rats and mice
- cause trips and falls
- cause damage to tyres

## Where Do You Start?

Use these pointers as a checklist:

Fences and gates – Repair any damage quickly. If you have wooden or metal fencing, you'll need to paint it every few years.

Grass – Keep it cut during the growing season. If this is difficult for you, ask your local Council if it can help. Is there a local environmental group that might be interested in doing something with your grounds, perhaps by creating a garden or play area?

## Here to Help!

Your Social Work Department may be able to provide a CSO (Community Service Order) Team to help carry out work with landscape, gardening and painting at no cost other than materials.

**Litter** – Organise a rota – if you leave it lying, it will encourage more people to chuck their rubbish in your grounds and attract vermin.

**Paths** – Sweep them regularly. Grit them in icy weather and make sure you have a ready supply of grit and sand.

**Car park** – Grit parking areas in icy weather.

**Lights or security cameras** – Make sure they all work properly.

**Pests** – If you have a problem with mice, rats or insects, contact the pest control officer at your local Council. As well as dealing with any infestation or intrusion, they will give you good advice on how to prevent problems.

## C8) Building Services Maintenance

It is very important that all the services within your building are installed, managed and maintained appropriately. This will help you to comply with the law, prevent accidents and injury and save you money.

The table below provides you with a brief overview of the main types of services you are likely to find within your buildings and what you have to do to ensure that they are maintained safely. Some services must be maintained in a certain way to comply with the law and these are highlighted in yellow.

Heating, ventilation, air conditioning	<p><b>Gas</b> You must have all gas appliances and installations inspected AND serviced annually by a Gas Safe registered engineer (<a href="http://www.gassaferegister.co.uk">www.gassaferegister.co.uk</a>)</p> <p><b>Oil</b> You must arrange an annual safety check and servicing by a competent person. For example, an OFTEC registered engineer (<a href="http://www.oftec.org.uk">www.oftec.org.uk</a>).</p> <p><b>Ventilation</b> Extractor fans in the toilets and kitchens must be cleaner regularly and maintained in line with the manufacturer's instructions. If mechanical ventilation has been installed, then this must be maintained and inspected as recommended by the manufacturer.</p> <p><b>Air Conditioning</b> There are various types of air conditioning systems available and it is very important that these are cleaned, maintained, monitored, serviced and inspected as per manufacturer's instructions (see <b>Legionella</b>)</p>
Lights (internal/external)	<p>You must ensure that you had an adequate number of lights to ensure that people can access/egress and use your buildings safely. Proper lighting will also improve security within your buildings.</p> <p>All broken lights must be fixed and blown bulbs replaced as soon as possible. It is important that expert help and assistant is sought before any work is undertaken which involves working at height.</p>
Emergency Lights	All emergency lighting must be tested monthly and a record of the test kept.
Plumbing	All internal and external water installations must be kept in good working order to prevent leaks and floods. All damaged pipe work, leaks and drips must be dealt with promptly by a competent person.

Lifts/ Stair lifts	All lifts, stair lifts, wheelchair lifts must be examined every 6 months by a competent person. There must also be a system of regular maintenance and inspection in place.
Legionella	<p>Legionella is a potentially fatal infection which can be spread through contaminated water. It is important that if you have air conditioning systems in your buildings that these are maintained in line with the manufacturer's instructions.</p> <p>Legionella can also exist in hot and cold water systems, especially in very large buildings. A risk assessment should be undertaken to identify the likelihood that legionella may be present within your building. In the first instance please refer to HSE guidance on legionella (<a href="http://www.hse.gov.uk/legionnaires/">http://www.hse.gov.uk/legionnaires/</a>). If you are concerned about the risk of legionella within your building, then a water treatment company should be contacted for further advice.</p>
Asbestos	It is a legal requirement that all buildings have an asbestos register and management plan. You have a duty to manage the risk of asbestos within your buildings. You must know where asbestos is, or likely to be, the quantity and condition of the asbestos. The management plan must detail how you will monitor and control the asbestos present within your building. The asbestos register and management plan must be shared with anyone who asks to see it and in particular with anyone carrying out any maintenance or development work within your building. Further information can be found at <a href="http://www.hse.gov.uk/asbestos/">http://www.hse.gov.uk/asbestos/</a>
PAT Testing	All portable electrical equipment must be safe to use and suitable for the job intended. The best way to ensure that your equipment is safe, is to have it inspected by a competent person, usually an electrician. Further information can be found at ( <a href="http://www.hse.gov.uk/electricity/faq-portable-appliance-testing.htm">http://www.hse.gov.uk/electricity/faq-portable-appliance-testing.htm</a> )
Fixed Wire Testing	All electrical installations in your church buildings must be inspected at least once every five years. The electrical installation in the Manse must be inspected at least once every ten years. The inspection must be carried out by a competent electrician. Further information can be found at ( <a href="http://www.select.org.uk/">http://www.select.org.uk/</a> or <a href="http://www.niceic.com/">http://www.niceic.com/</a> )
Fire Alarm	If you have a fire alarm system installed then it must be tested regularly. A logbook must be kept detailing each test and all faults must be recorded. The fire alarm must be inspected annually by a competent person and a record of the inspection kept.
Fire Extinguishers	You must have a maintenance and servicing contract in place for all fire extinguishers, including fire blankets. Records of annual inspections, testing and recharging must be kept.

## D Managing and letting your buildings

### D1) Managing & Supervising your building facilities

In an ideal world, you would have someone, paid or unpaid, based at your church building most of the week. You might have a part-time secretary or even an on-site Project Manager or hall keeper. Even if you have no-one available to take on these roles, it can be helpful to put in place some basic procedures for managing your facilities.

### Where Do You Start?

#### Who's in charge?

Find out which body in your Congregation carries the responsibility for property - it will usually be the Kirk Session or Congregational board but will depend on the Congregation constitution.

From that body form a small management team or group to:

- Take the lead in monitoring the condition of your buildings
- Make recommendations for essential improvements
- Manage negotiations about letting arrangements
- Review pricing structure for lets regularly

This team should have a simple remit from the Session or Board that makes clear what it is responsible for, how often it should meet, and how it reports back to your Board (or equivalent)

#### Congregations and community projects

If your Congregation operates in partnership with a non-church organisation there will be an agreement in place, on which you should already have taken legal advice. Whatever your arrangement, you still need a management team with clear responsibilities for looking after your premises.

Ideally, the management team should be three or four people responsible for specific tasks – it should include your Property Convener (if you have one). Section D3 contains information on roles and responsibilities which you need to consider.

### Red Alert!

If you're thinking we should be so lucky' to have enough people to form a management committee, try:

- emphasising to Congregational Board and Kirk Session how important it is to the financial management of your resources
- finding out if a partner twin church has any of the right skills to help out and support you. For more information, contact the Priority Areas Team
- reading through this section and deciding what your top priorities are.

#### Getting organised!

The rest of Section D will help you organise the different tasks of your management team. Don't get bogged down – focus on the 'Where to Start?' sections and move on from there.

## Red Alert!

### Employees or volunteers?

Your church facilities will be treated the same as a small business if you employ any staff in the buildings, for example a hall-keeper, secretary or project administrator. There are things you must do legally, like carrying out risk assessments and meeting fire regulations. If your church has volunteers only, the Congregational Board (or other responsible body) has a legal responsibility to them and members of the public, known as a duty of care. You must take steps to protect these people from hazards within your facilities.

### D2) Key holding and controlling access to your buildings

## Here to Help!

The General Trustees and the Law department of the Church of Scotland can offer help and advice on property maintenance and letting issues, and financial assistance to make essential improvements. You can access useful information on the website or telephone the General Trustees.

It would be wise, and the worth the cost of a phone call, to contact one of the Solicitors in the Law Department before entering into any arrangement which is more than a short term let, as in many cases, this work requires to be carried out on a behalf of a congregation by the Law Department. If the General Trustees hold the title to the building their consent may be required, especially if the lease requires to put their name as owners. A lease is a legal document and must be carefully worded to protect a congregation's interest, as well as those who will be using the building. Some lease arrangements can give liability to payment of rates on the premises and it is important to check that with one of the Solicitors.



[www.churchofscotland.org.uk/about\\_us/councils\\_committees\\_and\\_departments](http://www.churchofscotland.org.uk/about_us/councils_committees_and_departments) or  
[www.churchofscotland.org.uk/resources\\_subjects/law-circulars](http://www.churchofscotland.org.uk/resources_subjects/law-circulars)

Contact Law department 0131 225 5722



There are three preliminary matters that you will need to consider when thinking about welcoming users into your buildings:

1. Who should we allow to use our buildings and are there organisations or activities that we do not want to have access to our facilities?
2. Who should hold keys and which parts of the premises should they have access to?
3. Because it's a place of worship, does that mean that all church groups (eg Boys Brigade, Guild) take priority for hall usage?

### Access to halls by external groups

Your Congregation Board or Kirk Session with the Minister should agree which types of activities run by non-church organisations, are eligible for use of your facilities, and types of activities your church regards as a priority? The Management Team can then operate within the guidance.

## Red Alert!

Some lets may be of a sensitive nature such as that to other religious bodies or for ecumenical purposes. These should be agreed by the body to which the management team report.

Once you have agreed these points, write down your letting policy and make sure that it is:

- Displayed within the church premises
- Used to assess all letting applications fairly
- Given to anyone enquires about church use
- Reviewed regularly to check that it is working well for everyone
- Complies with Equalities Legislation (discrimination)

Always state that any letting policy is subject to review by and changes as decided by the Kirk Session or if you have one Congregational Board.

### What should we take into account?

Private hire: this can be great a source of income churches, but it does mean that for the period of the hire the congregation will have limited control over who enters the building.

There are laws to prevent discrimination on a number of grounds such as race, religion, etc. If you are concerned you may be drifting into such an area you should speak to the Law department as early as possible for advice.

Type 1 – Community events and public meetings including elections, consultations open to the public.

Type 2 – Activities which are of social benefit regardless of who promotes them, such activities could local authority self-help groups, dementia, singing groups, benefits advice or after school groups.

Type 3 – One off party type lets for weddings, birthday celebration, family gatherings

Type 4 – Commercial events such as dance school or one off retail events. The policy should be agreed by your minister, Board and Kirk session.

### Key holding and control access systems

The second way in which your church controls access to its buildings is through deciding who it will allow to hold keys or entry system codes.

## Red Alert!

If you have very busy facilities you might want to think about installing a controlled entry system with fobs or a number pad. These can be programmed to prevent users entering outwith their agreed hours. A controlled access system will also allow leaders to open the door to participants without leaving the group. Find out if any of your neighbouring churches have done this, and how it has worked for them.

You should decide:

- Who holds the master sets of keys or authorises use of fobs and the controlled access system?
- The master key holder/access controller will usually be responsible for distributing additional keys/ fobs and for ensuring their safe return
- Which groups require their own key/fob to access the premises? This may include groups which have taken a longer lease on parts of the property (such as a community project), or groups who meet when there is no church representative in the building to lock up after them
- Which groups should return the key/fob after their weekly usage?
- To which parts of the building does the group require access? You might want to consider fitting locks on kitchen and office doors or to prevent access to specific areas.

### Keep a register!

Ask all key/fob holders to sign a register for the key when they take possession of it and when they return it.

The register must be kept up-to-date and checked regularly by the person controlling access to make sure that all keys are returned. If keys or fobs go astray, you must consider changing locks or codes immediately.

### D3) Roles and Responsibilities

It's all very well finding out what has to be done, but who does it all? This section gives you a simple breakdown of responsibilities within the Church of Scotland, including your own.

#### Who's who in Church buildings?

The General Trustees are a property holding corporation created by Act of Parliament; they hold the major, but not all the property, for the Church of Scotland.

Guidance is available on the Church of Scotland website

[www.churchofscotland.org.uk/resources/subjects/law\\_circulars#charity\\_law](http://www.churchofscotland.org.uk/resources/subjects/law_circulars#charity_law)



See Charity Trustees liabilities on OSCR

[www.oscr.org.uk](http://www.oscr.org.uk)



The Elders, Minister and members of any separate financial Board are the Charity Trustees of a Congregation.

### Preparing church facilities for use

#### At the sharp end!

Of course, you are the people at the sharp end trying to make your premises work well. There are a number of management and administration tasks that you need to make sure you cover. Use the checklist to make sure that you are covering as many of these as you can, but don't be surprised if you need to ask some people to take on more than one role at a time!

You can also use this as a contact list and distribute it to each person with property responsibilities.

Management Team Convener		
Management Team member 2		
Management Team member 3		
Management Team member 4		
Property Convener/Fabric		
Health and Safety Administrator		
Hall Keeper/		
Master key holder/entry control		
Church Treasurer		
Child Protection Co-ordinator		

Facilities Letting Co-ordinator		
Health and Safety Policy Statement & monitoring premises safety		
Fire safety procedures		
Heating and lighting safety checks		
Cleanliness audit and cleaning rota		
Letting agreements and negotiations		
Lets timetable and key holder list		
Facility income and expenditure, external funding and treasurer liaison		
Updating and displaying insurance certificates		
Hire of additional equipment/ services (if applicable)		

#### D4) Preparing church facilities for use

Health and safety is about understanding the risks involved in the use of your premises, and doing what you can to reduce these. The three main areas to be aware of are:

- the cleanliness of your premises
- furniture and equipment
- hazards

### Where Do You Start?

Use the checklist to do a first check of your premises. This does not replace the need for a full risk assessment (see below and Section C4), but will get you thinking about the main hazards around your buildings and what you can do about them.

The checklist should give you an idea of the sorts of things you need to look out for as part of your health and safety measures. However, full risk assessment is still one of the things any organisation managing premises should consider.

#### What is *risk*?

Risk is the likelihood of a hazard causing harm and the level of harm it could cause. 'High' risk would be a hazard, such as a faulty electrical socket, that you should eliminate immediately because it could lead to a fatality. You can manage lower risk in other ways such as:

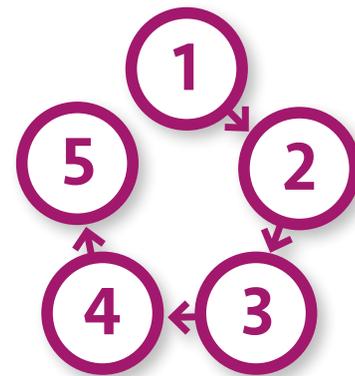
- replacing the danger with something less hazardous
- removing access to the hazard (for example, stopping people entering an area with hot machinery by locking access doors)
- providing clear instructions to tell people how to use equipment or facilities safely
- providing warning signs or posters, for example
- warning of uneven floor surfaces.

### The five steps for risk assessment

Risk assessment needs to be carried out by the people who are most familiar with using your buildings and equipment and should include a member of your property committee.

There are five key steps in risk assessment:

- Step 1:** Look for hazard
- Step 2:** Decided who might be harmed, and how
- Step 3:** Assess the risks arising from the hazard and decide whether more needs to be done to control it
- Step 4:** Record your findings and put these into your health and safety policy document. Tell everyone who uses your facilities
- Step 5:** Check over your assessment from time to time and make changes if necessary



## Here to Help!

You can obtain forms for recording your risk assessment, free of charge, from the Scottish Healthy Working Lives advice line. The helpline\* can also arrange for an adviser to visit your facilities to help you carry out an assessment. Its website also contains a self-completion risk assessment form for you to download.

[www.healthyworkinglives.scot/workplace-guidance/risk-assessment/pages/risk-assessment.aspx](http://www.healthyworkinglives.scot/workplace-guidance/risk-assessment/pages/risk-assessment.aspx)

0800 019 2211\* (FREE)



## Red Alert!

Congregations with no employees working on their premises are not legally obliged to undertake a risk assessment, but it is an excellent way of identifying and overcoming potential problems before they happen. It can also identify priorities and help you decide where to concentrate time and resources when beginning to develop your health and safety instructions.

### D5) Food and Catering Facilities

Many congregations prepare and serve food and/or hire their facilities out to other groups who do. The law concerning food safety is complex and covers any activity that involves the handling, preparation and sale of food (including giving away food free). It is important that you understand the risks involved in handling food.

## **Food Business Registrations**

Some congregations will be required to register as a food business if they regularly prepare and handle food. For example, if you run a community café from your church buildings or host a weekly lunch club providing meals. If you only prepare teas and coffees with pre-packed biscuits, it is unlikely that you will be required to register as a food business.

Please contact your local authority environmental health department for advice on whether you have to register as a food business. If they advise you that you should be registered, then you can do this for free with their assistance.

## **Catering facilities**

You must ensure that your kitchen, food storage and preparation areas are structurally suitable for handling and preparing food. Kitchens must be kept clean at all times and all cooking, storage and food equipment must be maintained in good order.

You must ensure that you have appropriate catering facilities available for the type and quantity of food that you want to prepare. For example, a domestic style cooker is unlikely to provide sufficient facilities for the cooking of a three course meal for 120 guests; however it would be suitable to make soup and cakes for a smaller number of people.

## **Hiring out your catering facilities**

If you agree to hire your kitchen facilities to an external group, then you must ensure that the kitchen and equipment is clean and safe to use. Full instructions of the use of kitchen equipment must be provided as well as what to do in an emergency. It is important that you make all groups aware of what equipment is available so that they can be sure that the facilities on offer meet their requirements.

For example, a small kitchen with limited cooking facilities is unlikely to be suitable for catering for a large reception. You must also ensure that everyone knows what their responsibilities are for cleaning the kitchen and equipment and for removing rubbish before the end of the hire agreement period.

## **Hazard Analysis Critical Control Point (HACCP)**

If you have a busy kitchen where food is prepared regularly, then you must have a food safety management system in place based on the principles of HACCP. This may sound complicated, however it is relatively straight forward and involves the identification of actions and steps (critical control points) that are important to food safety, and implementing simple measures to reduce food safety risks. This, in practice includes:

- Buying food from reputable suppliers
- Handling food hygienically and safely
- Protecting food from the risks of contamination
- Preventing multiplication of bacteria which might be present in food
- Destroying harmful bacteria by ensuring that food is cooked properly
- Throwing away any unfit or contaminated food.

## **Training**

Everyone who handles food must be trained and supervised to a standard relevant to the risk presented by the types and quantity of food handled. For example, if you only make teas and coffees after Sunday Worship, it is unlikely that you will require any formal training. However, if you're regularly make cakes, biscuits, soups and sandwiches then you will require some structured training in food safety and hygiene.

The General Trustees are a registered training centre to deliver a number of food safety and hygiene training courses approved by the Royal Environmental Health Institute of Scotland (REHIS).

You are advised to contact the General Trustees to discuss what training you are likely to require before employing an external training company

## **D6) Letting your building: paperwork and bookings**

You've done all your checks on your premises to make sure it's up to scratch for letting out: now you want to review how you go about letting the facilities.

### **Where Do You Start?**

You need to do three things to start letting:

First, you need to divide your premises into the separate units that you want to let out. For example: Main hall - Small hall - Kitchen - Large meeting room - Session house - Small meeting room

Second, you'll need to decide on the charges for each of these units, based on the type of users you want to encourage (see Section D2 on user groups and F for details on price setting). You also need to decide:

- The weeks of the year that the facilities are open for use
- The opening times for each day of the week

For example, if you have a hall keeper on site, you may want to restrict the hours of activities to give her/him a break, or close the halls during some holiday periods.

Third, you need to develop a few forms for your own and hirers' use and make sure that everyone dealing with facilities bookings uses them. The checklist below gives you a quick list of the individual bits of paperwork that will help make sure that your lettings go as smoothly as possible.

#### **Administration and booking checklist**

(There are sample forms for all those with an asterisk [\*])

- Facilities usage table\*
- Facilities Information Sheet (see below for what this should include) Application form for hiring facilities\*
- Invoice for facilities lets\*
- Letting agreement for all non-church groups\*
- Child Protection Handbook (for lets involving children and young people)

#### **Facilities Information Sheet**

An information sheet puts all the information you want to get across to hirers all in one place. It should include:

##### **General**

- A brief paragraph about your church's general approach (see Section A1) and lettings policy, emphasising that the hirer must accept the policy and respect the church's approach (or mission)
- Opening and closing times of the facilities and any weeks of the year the facilities are closed
- Where keys/fobs should be obtained and returned
- Name and contact details of facilities letting co-ordinator, including telephone number in case of emergencies
- When users are expected to leave the premises, after the end of the letting period (e.g. within 15 minutes).

### **Pricing policy**

- List of charges for each 'unit' and the maximum number of people allowed in each room (for reasons of fire safety)
- Explanation of scale of charges, for example, % of full charge according to user type (see section F)
- The hirers' responsibility for their own public liability insurance and child protection procedures

### **Safety**

- The strict no-smoking policy on the premises
- Procedure in the event of fire, and where fire exits and extinguishers are located. Note that the hirer should make sure they know where these are before occupying the premises
- Location of the premises' Health and Safety Policy and Record incident book
- Where the First Aid box is located
- Where the telephone (for emergencies) is located (if there is one) or if they need to have their own mobile phone for emergencies
- Sketch map of premises showing fire exits and muster points.

### **Heating and power circuits or electricity cards**

- Note to make sure hirers do not attempt to adjust radiators, etc, themselves
- Where essential equipment is located
- If electricity is powered by cards, where these may be purchased.

### **Car Parking**

- Where cars should be parked to avoid obstruction.

### **Consideration for others**

- Noise, use of drawing pins, sellotape on walls etc
- Bans (if any) on chewing gum/stiletto heels etc
- Cleaning: the hirers' responsibility for checking the facilities that have been used, cleaning up after themselves and replacing furniture to its original position
- Particular mention of the need to keep the kitchen clean and remove any items from the fridge/freezer after the hire
- Instruction not to move any semi-permanent fixtures (e.g. cupboards and bookshelves) to avoid risk of accident.

### **Faults/damage/comments**

- Who to report damage and faults to
- Welcome feedback.

### **Letting agreements**

Your letting agreement is the one legally binding document that must be agreed between your management committee (the landlord) and the hirer (your tenant). It is extremely important that you include all the basic terms laid out on the following pages. This is so you can be sure to:

- protect the church from liability for accidents and incidents which happen on the premises over which you have no control
- make clear what tenants are responsible for
- protect your right to terminate the hire agreement if the tenant does not follow the terms you have set out.

## Top tips

- Make all agreements a maximum of one year, to be then subject to review and renewal
- In general, take legal advice on any agreement lasting more than one year or if your buildings are occupied by an external body for more than half its available opening hours. If you are a Church of Scotland congregation whose building is owned by the General Trustees, you must inform them since they will, in effect, be the body negotiating directly with your tenants
- All external users must complete a letting agreement, no matter what charges (if any) are levied
- For church groups, be clear who the responsible person is and that the information leaflet guidance also applies to them
- Make sure you show new tenants around your facilities, before they start their activities on your premises, pointing out fire exits, equipment and escape routes.

## What happens when things go wrong?

If you conclude the letting agreement terms and conditions provided in this manual, you will be able to negotiate from a position of strength rather than confusion. You need to be clear about:

- What you need from the tenant as a minimum - for example, income, timekeeping, respect for the property
- Where you are able to offer a bit of flexibility, for example breakages and accidental damage, hours of use.

Here are three examples of the type of situation you might find your church in:

- 1 Dealing with a tenant whose noise levels have caused complaints: you require written assurance that difficulties with noise will be addressed within a set period or the agreement will be terminated
- 2 Flouting of the smoking ban: you need the tenant to confirm that it will take responsibility for making sure hall users respect the ban. You can set a date to review progress
- 3 Facility adaptations: a playgroup wants to make a secure outside play area for children but asks the church to pay for it. You should consider:
  - Is the group a commercial operation?
  - How important the group is to the local community?
  - Whether planning permission would be needed
  - Other sources of external funding that the group could access
  - Who will maintain the ground and protect it from vandalism?
  - Whether you can come to an agreement about sharing the costs and,
  - If so, who owns any equipment?
  - If you decide to fund the development, whether you will alter the hire charges to reflect this.

## Major partnership projects

Some churches may be seeking to share their premises on a partnership basis with an external body, such as a local authority education department, a healthy living centre or a major caring charity. You must take legal advice on these developments. In the case of property owned by the General Trustees, you must consult them at an early stage. This handbook does not attempt to provide legal guidance on these complex partnership arrangements, but here are some basic questions you need to think about if partnerships seem the way forward for you:

- Which body (the church or the partner organisation) will own the buildings and be responsible for their maintenance? If it is shared ownership, how are liabilities and maintenance costs divided up?
- What happens to the longer-term upkeep of your buildings? For example, if the external body decides to move its activities to another premises. This is particularly important if you have made substantial alterations or expansion to accommodate them
- If you share responsibility for the project, do you have a fair representation on its management committee?

- Does the project still respect the sacred nature of the worship space within the buildings at certain times of the week (including Sundays)? This is particularly important if you propose to transfer ownership to the external organisation
- What forms of operation are you considering? Forming a social enterprise, separate charitable trust or community interest company?

## Here to Help!

A sample Letting Agreement pro-forma is provided on the Church of Scotland website. Just go to Law Circulars Letting Property. It is also wise to seek guidance from the Law Department of the Church of Scotland.

**Web:** [www.churchofscotland.org.uk/resources/law/circulars](http://www.churchofscotland.org.uk/resources/law/circulars)



## E. Business Planning for Mission

### E1. The Business/ Mission Plan - Rationale

The purpose of the business planning process is to systematically gather, collate, present and review information about your proposed project which will allow your group to make decisions about it. In other words, it will help your group gain a considered understanding of whether its proposed initiative will do what it is hoped it will do, and keep on doing it in a sustainable way for its natural life span!

When reviewing the information gained, a number of criteria may be used to facilitate your group's decision-making about the viability of a project. These can include (these are listed in alphabetical order and not ranked; also, it may be some of these are more or less relevant for your group and you may have others you would like to include):

1. Believability – What is the apparent likelihood of success of the project, eg the difference between working to achieve employability for everyone in the town as opposed to improving employability prospects for ten young people in the local community?
2. Capacity – What is the capacity available within your group to deliver the project in terms of knowledge, skills and experience, and time?
3. Coherence – To what degree does everything in the project fit together and flow from A to B to C...?
4. Confidence – What is the likelihood of raising the amount of funding required to complete and/ or sustain the project?
5. Distinctiveness – What difference will the project make, without duplication or competition, that isn't already being done/ achieved by anyone else?
6. Impact – What benefit will the project bring for the target group/ community?
7. Potential – What other as yet unidentified possibilities could arise from the project that will contribute even more to enhancing the outcomes and impact of the project?
8. Risk – What are the challenges to making it all work, and how will these be managed?
9. Strategic Fit – How might the project facilitate government, local authority and other strategic partners' policy (and funding) agendas?
10. Sustainability – How sustainable is the project, and how do we keep the doors open into the future?
11. Timeliness – How timely is the project at this point in the congregation's and/ or community's life?
12. Value – What is the likely Social Return on Investment
13. An Other – ie, ...???

A business plan is probably an awkward name when considering church and its mission. Perhaps, it might be better if this was recognised as a Mission Plan/ Parish Development Plan or some other...That said, it's probably easier to call it a business plan for the moment as that is a recognised format for those outside the church from whom various permissions and/ or funding is going to be sought.

The business plan may be prepared internally by your group itself or externally by inviting someone else to do it, such as a consultant. When deciding whether to do the business plan in-house, or use an external consultant, there are some questions which may assist you in your decision:

- How complex is the project?
- Do we have the necessary expertise?
- Do we have the time?
- Do we have the capacity?
- Do we have the energy?
- Do we have the independence?
- Do we need someone with professional accreditation, and associated insurance?

The business plan process takes time to be done well. A timeframe of twelve to fourteen weeks from the time of starting would not be unusual.

The project business plan is first and foremost for you, the Project group. It may then also be helpfully made available for

- 'Partners' and other contributors
- The local community
- Funders
- Church – Presbytery/ GT's – where property is involved

It is important to take some time to reflect on your story, vision and mission and to get these stated and recorded as initial steps in the development process (See C2). When complete the group will have a clearer understanding of its proposed project: your vision, how the proposal sits with the mission of the group, and the resources available to it at the outset. This will provide you with a clear understanding of any proposed work, which can then be formatted to act as a Brief for putting out to tender for an external consultant or to guide your in-house business planning.

## **E2 The Business Plan: Contents**

With the focus clearly stated, the group can decide how it wishes to act on its 'next steps'. Where this includes moving on to prepare a full business plan, it can be decided whether it is preferable to do this in-house or out-of-house. Either way, it will be helpful to have an idea at the outset about what should be included in the plan, particularly due to the level of consultation required.

The proposed Contents for a Business Plan suggested here, though it should be noted that this is a 'kitchen sink and everything in it' approach to begin with. When looking through these Contents, it may be that not everything is relevant for your project. Take some time to consider what is particularly important for the project your group is interested in progressing.

The Contents can be used as a check-list that will assist in ensuring everyone you want to include is included, and also highlighting some whom you may not have initially thought of including but who actually are/ could be important to involve. This can be further tailored to any specific situation by actually naming groups/ individuals, etc whom you want to ensure are included.

Now that the group has a focus and agreed Contents for a business plan, a Brief can be prepared for either: going out to tender, or the in-house group taking on the responsibility for preparing the Plan to follow and deliver similarly.

### **Business/ Mission Plan Contents**

1. Executive Summary
2. Our Story
  - a. Who are we? - Summary
  - b. The Business Plan Proposal
    - 1) The Background
    - 2) The Statement in Summary
      - i. Our Congregation
      - ii. Our Vision...
      - iii. Our Context...
      - iv. Our Mission...
      - v. Our Resources...
      - vi. Our Circle...
      - vii. Our Ideas...
      - viii. Our Questions...

- ix. Our Criteria...
  - x. Our Direction...
- 3) The Brief/ Scope of Report
  - 4) The Approach/ Methodology
  - 5) The Outputs
  - 6) The Time-frame
3. Our Community of Life, Space and Buildings – What is the world we live within like?
    - a. Asset-Mapping – Regional, Local Community
    - b. Policy Context – National, Regional, Local Authority
    - c. Sectoral Context – Research: primary/ secondary & quantitative/ qualitative
      - 1) Public Sector
      - 2) Third Sector
      - 3) Private Sector
      - 4) Church
        - i. Local (+ Ecumenical)
        - ii. Presbytery
    - d. The Local Voice –
      - 1) Neighbours - Essential!
      - 2) Strangers
      - 3) User Groups, etc
      - 4) Friends
      - 5) Partners – Community Council/ Partnerships
      - 6) Networks
    - e. The Congregation
    - f. Letters of Support
    - g. Summary Conclusions – Assets/ Strengths/ Challenges/ Interests/ Capacity/ Resilience/ Reputation/ Capital/ Aspirations/ Needs
  4. Our Future Together - Project Proposal – Programmes, Services and/ or Facilities (PSF)
    - a. Output Deliverables – What exactly is the (Big Idea) ‘project’ the group wishes to make happen?
      - 1) Programmes
      - 2) Services
      - 3) Facilities – Background/ usage/ condition/ limitations? What buildings belong to the congregation as opposed to buildings which belong to the community? How will buildings development better resource/ facilitate missional Vision, Impact and Outcomes?
        - i. Best Site option?
        - ii. Best Design option?
        - iii. Best Design and Site option?
    - b. Demand Analysis
      - 1) SWOT
      - 2) Distinctiveness/ Duplication/ Competition
    - c. Summary Conclusions: Connected/ Appropriate/ Distinctive/ Added Value
  5. Summary - To what degree does the Proposal (4c) resource the group’s Vision and Mission through connecting effectively with the Context (3g)?
  6. Operating Framework
    - a. Legal structure
    - b. Governance

- c. Policies & Procedures
  - d. People – Virtuous Circle
  - e. IT
  - f. Partnerships & Networks
  - g. Quality Standards
  - h. Risk and Contingency/ Amelioration
  - i. Brand/ Marketing/ Campaign Strategy – How going to promote?
    - 1) 'Product'
    - 2) Price
    - 3) Promotion
    - 4) vPlace
  - j. Monitoring, Evaluation and Learning
7. Finance
- a. Capital – Budget – getting facility built and open and/ or project started (Funding Strategy)
  - b. Revenue – Financial Forecasts – keeping it open/ going – 5/ 10 years projections
8. Funding Strategy (see separate report if applicable)
- a. Availability of required level of funding
  - b. Strategy for successful fundraising
  - c. Probability of raising the required amount
  - d. Confidence that this can be done for this project
9. Conclusions and Recommendations
- a. Criteria of Viability:
    - 1) Believability – What is the apparent likelihood of success of the project, eg the difference between working to achieve employability for everyone in the town as opposed to improving employability prospects for ten young people in the local community?
    - 2) Capacity – What is the capacity available within your group to deliver the project in terms of knowledge, skills and experience, and time?
    - 3) Coherence – To what degree does everything in the project fit together and flow from A to B to C...?
    - 4) Confidence – What is the likelihood of raising the amount of funding required to complete and/ or sustain the project?
    - 5) Distinctiveness – What difference will the project make, without duplication or competition, that isn't already being done/ achieved by anyone else?
    - 6) Impact – What benefit will the project bring for the target group/ community?
    - 7) Potential – What other as yet unidentified possibilities could arise from the project that will contribute even more to enhancing the outcomes and impact of the project?
    - 8) Risk – What are the challenges to making it all work, and how will these be managed?
    - 9) Strategic Fit – How might the project facilitate government, local authority and other strategic partners' policy (and funding) agendas?
    - 10) Sustainability – How sustainable is the project, and how do we keep the doors open into the future?
    - 11) Timeliness – How timely is the project at this point in the congregation's and/ or community's life?
    - 12) Value – What is the likely Social Return on Investment
    - 13) An Other – ie, ...???
  - b. Summary Conclusions/ Recommendations

## F. Funding

### F1 - Capital Development Funding Strategy

The development of a funding strategy begins with your vision and mission. It does not begin by identifying a list of potential funders. For any funding campaign to be successful, there needs to be a clear appreciation of the difference for the good your project is going to resource/ make.

Please don't see funders as the equivalent of charitable bank ATM's! It is better to see funders as 'investors in vision' and 'partners in change'. When you are applying for any funding, it is good to think of your application being an invitation to a funder to be an investor/ partner, and treat them accordingly.

Also, it is usually better to have a whole cost budget available, even if this has to be broken down into phases or units, rather than partial or piecemeal budgets, eg if VAT has to be included, make sure it is. Similarly, professional fees and so on.

When looking for funding, there are a number of questions that might be helpful to consider while forming a strategy for your project:

- a. How available is the required level of funding?
- b. What strategy will offer the highest possibility of raising the funding?
- c. How probable is it that the amount required can be raised?
- d. What is the confidence level of raising the amount required within a timeframe of X?

At some point during this exercise, it will be helpful to consider where your project funding might come from. There are approximately fifteen different types of funding streams. Many of these will also be available on a 'restricted' basis (ie, can only be spent on what specifically given for) and an 'unrestricted' basis (ie, can be spent anyway the charity thinks best suits its overall needs and purposes).

The following table can offer a couple of possibilities for developing a funding strategy through reviewing your income streams:

- a. A Reactive Review: take all the group's current income, and divide it up according to its type. When this is done, an indication will be gained of areas of high proportions of receiving, and hence high dependency, and areas of potential target. So for example, it might be the group receives a lot of income through 'committed giving' but low take-up of tax-efficient giving, eg Gift Aid. The question then arises how best to increase not just committed giving but the potential from Gift Aid.
- b. A Proactive Review: It is helpful if the project seeking funding (especially for capital development work) can put together the cause, the means, the requirements and hold this all together in a campaign strategy of project name, 'brand', communications and marketing. In this way, the project can develop a funding strategy with a targeted focus on any or all of the named funding streams.

## Strategic Fundraising - Funding Streams (In alphabetical order...)

		Organisation Project	
	Funding Mechanism	Restricted	Unrestricted
1.	Cash Donations		
2.	Committed Giving		
3.	Corporate Giving		
4.	Crowdfunding Initiatives		
5.	Emergency Donations		
6.	Enterprise (Profit Distribution)		
7.	Gift Purchases		
8.	Institutional Giving		
9.	Legacy Giving		
10.	Major Donor/ Donations		
11.	New Initiatives eg Online/ Social Media/ Texting, etc		
12.	Personal/ Community Events		
13.	Sponsorship		
14.	Tax Efficient Giving		
15.	Trust & Foundation Giving		

### F2 A starter list of Trusts and Foundations capital development funders

When beginning to look for capital development funding, it will be useful to speak with the community development/ regeneration staff in your local council. They will have a good awareness of funding available generally, and specifically to the council area. This funding may be a combination of local grants from council and/ or funding through the likes of the European Social Fund which is being managed by the council. These people may also be available to support your group as it plans a project.

In most cases, there will be a Grants/ Funding tab on the council website which is probably easiest found by typing 'funding'/ 'grants' into the search facility, eg for Stirling Council:



<https://my.stirling.gov.uk/services/community-life-and-leisure/community-advice/community-advice-grants>

Other generic funding streams include checking whether your project is within a ten miles' radius of amenity landfill sites, renewable energy initiatives (ie windfarms) and/ or transport sites (ie airports such as the Glasgow Airport Flightpath Fund - <https://www.glasgowairport.com/flight-path-fund/> ). There are usually community benefit funds for groups within certain distances of these sites.

While Go for It (the Church of Scotland's mission funding provider - [http://www.churchofscotland.org.uk/serve/go\\_for\\_it](http://www.churchofscotland.org.uk/serve/go_for_it)) does not provide funding towards capital development costs, it does provide funding for community consultation and research. This can be very helpful when initially thinking about the rationale for your proposed project.

The Trusts' and Foundations' funders' list below consists of a number of the most well-known funders of capital development projects. That said, please note:

1. It is trying to only focus on capital funding rather than identify revenue funding
2. It only identifies grants so there is no listing for prospective loan based funding
3. The funds listed are almost all nationally available. There are quite a number of funds which are geographically specific to an area or place which are not named here.
4. A number of the funds listed have very specific interests, eg sport, arts, horticulture, conservation, etc. It is essential that any application reflects the interest of the prospective funder
5. Similarly, there may be some funders who have clearly named themes which are excluded from access to their grants. Should 'religion' be such an exclusion, and if wishing to apply to any of these funds, it is important to clearly show how the proposed work is about promoting something other than religion, ie community benefit. If in doubt, please speak with the funder ahead of making application.
6. The list was last revised on 30th October 2018. Information was correct at time of compilation but please note the list is not regularly updated.
7. Neither the General Trustees of the Church of Scotland nor local Presbyteries are included in the list. Contact with both however is essential for any church based capital development project for at least three reasons
  - a. No work can be carried out on buildings without each of their respective permissions (presbytery first, then General Trustees)
  - b. There may be some funding possibilities with local presbyteries, eg M & M funds; and, separately from the General Trustees in the form of the Consolidated Fabric Fund ,
  - c. Even if funding is not available, there is a huge amount of helpful support available from each group

Finally, it may be worth noting that the list is produced in alphabetical order as opposed to size of potential grant. This means there are some very small grants mentioned here beside some potentially large ones.

It is important to acknowledge this list has been collated from searching through the enormously helpful Funding Scotland website (<http://fundingscotland.com/>). This is a huge resource and will benefit anyone from carrying out their own specific searches on it.

The list also includes information previously available from the General Trustees, Sources of Finance for Repair and Improvement.

Additionally, a funding search resource overseen by The Heritage Alliance and Architectural Heritage Fund has recently come on stream and may offer a range of other funding possibilities...



<https://www.heritagefundingdirectory.org/>

## A List of Capital Development Funders

Allchurches' Trust  
[www.allchurches.co.uk](http://www.allchurches.co.uk)

Architectural Heritage Fund (AHF)  
<http://ahfund.org.uk/>

Baird Trust  
<http://www.clydeserver.com/bairdtrust/>

Big Lottery - Community Assets  
<https://www.biglotteryfund.org.uk/funding/programmes/community-assets>

Carbon Trust  
<https://www.carbontrust.com/resources/faqs/services/grants/>

Central Scotland Green Network  
[http://www.centernalscotlandgreennetwork.org/resources/funding/csgn-development-fund?utm\\_source=CSGN+Newsletter&utm\\_campaign=0f3fb0c87a-Development+Fund+16%2F17+launch&utm\\_medium=email&utm\\_term=0\\_284b36b61e-0f3fb0c87a-43678457](http://www.centernalscotlandgreennetwork.org/resources/funding/csgn-development-fund?utm_source=CSGN+Newsletter&utm_campaign=0f3fb0c87a-Development+Fund+16%2F17+launch&utm_medium=email&utm_term=0_284b36b61e-0f3fb0c87a-43678457)

Climate Challenge Fund  
<https://www.keepsotlandbeautiful.org/sustainability-climate-change/climate-challenge-fund/>

Communities' Trust (SUEZ - Landfill)  
<https://www.suezcommunitiestrust.org.uk/>

Corra Foundation (Lloyds TSB Foundation)  
<https://www.corra.scot/>

Dalrymple Donaldson Fund  
<https://www.socantscot.org/grants-awards/the-dalrymple-donaldson-fund/>

Foundation Scotland  
<https://www.foundationscotland.org.uk/>

G & H Roberts Community Trust  
<http://www.ghrcommunitytrust.org/>

Garfield Weston  
<https://garfieldweston.org/>

Henry Moore Foundation  
<http://www.henry-moore.org/grants/grants-programme>

Heritage Lottery Fund  
<https://www.hlf.org.uk/>

Historic Environment Scotland  
<https://www.historicenvironment.scot/>



Hugh Fraser Foundation

<http://fundingscotland.com/Funds/Fund/a0Rb000000Ng6MEAS-hugh-fraser-foundation>

Joseph Rank Trust

<http://www.ranktrust.org/>

Laing Family Trusts

[http://www.laingfamilytrusts.org.uk/kirby\\_laing\\_foundation.html](http://www.laingfamilytrusts.org.uk/kirby_laing_foundation.html)

LandTrust

<http://www.landtrust.org.uk/>

Listed Places of Worship

<http://www.lpwscheme.org.uk/>

Local Energy Scotland

<http://fundingscotland.com/Funds/Fund/a0Rb000000HR3P9EAL-local-energy-scotland-cares-innovation-fund>

National Churches' Trust (NB other funds accessed here as well)

<https://www.nationalchurchestrust.org/our-grants>

National Lottery Heritage Fund

<http://www.heritagefund.org.uk>

National Lottery

<https://www.lotterygoodcauses.org.uk/>

- People's Postcode Lottery
- Postcode Trust - <http://www.postcodetrust.org.uk/>
- Postcode Dream Trust - <http://www.postcodedreamtrust.org.uk/>
- Postcode Local Trust - <http://www.postcodelocaltrust.org.uk/>
- Postcode Community Trust - <http://www.postcodecommunitytrust.org.uk/>

Renewables Benefits Funds

<https://www.foundationscotland.org.uk/communities/funds/>

Resilient Scotland

<https://www.resilientscotland.org.uk/>

Robert Barr's Charitable Trust

<http://fundingscotland.com/Funds/Fund/a0Rb000000Ng4nEAC-robert-barr-s-charitable-trust>

Scotland's Churches' Trust

<https://scotlandschurchestrust.org.uk/fabric-grants/>

Scott Fund

<http://fundingscotland.com/Funds/Fund/a0Rb0000007Zr10EAS-scott-fund>

Scottish Government – Regeneration Capital Grant Fund (RCGF)

<https://beta.gov.scot/policies/regeneration/capital-investment/>

Scottish Land Fund

<https://www.biglotteryfund.org.uk/funding/programmes/scottish-land-fund>

Scottish Rural Development Programme - LEADER  
**<http://www.ruralnetwork.scot/funding/leader>**

SSE  
**<http://sse.com/>**

Sport Scotland  
**<https://sportscotland.org.uk/funding/sport-facilities-fund/>**

The Bailey Thomas Charitable Fund  
**<http://www.bailythomas.org.uk/>**

The Barcapel Foundation  
**<http://www.barcapelfoundation.org/>**

The Barrack Charitable Trust  
**<http://thebarrackcharitabletrust.co.uk/>**

The Carbon Trust  
**<https://www.carbontrust.com/>**

The Coalfields Regeneration Trust  
**<https://www.coalfields-regen.org.uk/>**

The Esmee Fairbairn Foundation  
**<https://www.esmeefairbairn.org.uk/home>**

The Ferguson Bequest Fund  
**<http://www.clydeserver.com/ferguson/>**

The Gannochy Trust  
**<http://www.gannochytrust.org.uk/>**

The GC Gibson Charitable Trust  
**<http://www.gcgct.org/>**

The Joseph Rank Trust  
**<http://www.ranktrust.org/>**

The MacRobert Trust (NB: Religious organisations excluded)  
**<http://www.themacroberttrust.org.uk/>**

The Rank Foundation  
**<https://rankfoundation.com/>**

The Robertson Trust  
**<https://www.therobertsontrust.org.uk/>**

The Tudor Trust  
**<https://tudortrust.org.uk/>**

The Wolfson Foundation  
**<http://www.wolfson.org.uk/>**



Transform Foundation

**<https://www.transformfoundation.org.uk/grants-overview>**

Trusthouse Charitable Foundation

**<http://trusthousecharitablefoundation.org.uk/>**

Viridor Credits

**<http://www.viridor-credits.co.uk/>**

War Memorials Trust

**<http://www.warmemorials.org/>**

WREN

**<http://www.wren.org.uk/>**

Zero Waste Scotland

**<https://www.zerowastescotland.org.uk/search/node/funding?tid=183>**



## G Safeguarding

### G1) Children and Young People's or Protected Adults groups

Children and young people's or protected adults organisations may be your main facility user groups, so it is important that you try to make sure that they are safe and looked after responsibly whilst in your buildings. Volunteers who are undertaking regulated work with these groups must have a current PVG Registration.

### Where Do You Start?

- If you are based in Church of Scotland premises, the Safeguarding Office and your Safeguarding Co-ordinator will help you make sure your Church organisations are doing the right things to protect these people in your care
- If you let your facilities to external groups dealing with these groups, follow the checklist below to make sure you are promoting children's safety, whilst protecting the church if anything goes wrong.

### The Safeguarding Office

**The Church of Scotland has its own Safeguarding Office, which advises and trains all those working with children and young people or protected adults, and expects every congregation to have its own Safeguarding Co-ordinator.**

The Co-ordinator's role is to make sure that all volunteer or paid workers go through the Protection of Vulnerable Group (PVG) application process for church work, which means having a Protection of Vulnerable Group Check for every volunteer working with one or both of these groups. It doesn't matter if a volunteer is also a teacher or a social worker elsewhere; they must still complete the application process for church work separately. Hall keepers and cleaners who have unsupervised contact with either or both groups should also undertake this process.

Checklist: dealing with non-church groups which work with children and/or protected adults

Churches cannot be held responsible for all the activities of external organisations that take place within their buildings. Nevertheless, you can:

- Make sure that your premises are safe for use by children and young people
- Ask external groups to confirm that they have their own Safe guarding policies and procedures in place ask to see copies, including a recruitment procedure for working with children and young people and protected adults (including PVG)
- Expect the group to have its own public indemnity insurance. If it is a small group, for example, a private dancing class or mums and toddlers, ask it to see if its affiliated body (e.g. Scottish Pre-School Play Association) has an affordable insurance policy that it can purchase
- Decide how you expect groups to control access to the building during their use of it and communicate this to your hirers. For example, do you want to restrict access by those waiting for friends or children to the lobby of the building?
- Insist that the hirer agrees to read and follow your church's own child protection guidelines. For the Church of Scotland, this means asking them to read its Safeguarding Handbook.

## Red Alert!

Make sure that all hirers complete and sign a hiring agreement, confirming the above points, even if you make no charge for use of the facilities. This is very important in order to ensure that your church is not held responsible if anything goes wrong.

### What about kids' parties?

Kids' parties can be a good source of income for churches and a great way of welcoming the wider community into the church, so long as you make responsibilities clear:

- At least two responsible adults should be present at all times and must be introduced to all children attending
- Only invited guests (and, where appropriate, their parents) and organisers should be allowed access
- A record should be kept of all children's names attending and of emergency contact details for their carers
- The adults in charge should have access to a phone in case of emergency
- Make the adults in charge aware of first aid facilities, fire exits and assembly areas (as with all hirers)
- Decide whether it is safe to allow bouncy castles inside or outside of the building.

The Safeguarding Office provides a number of Guidelines forms to be used.

## Here to Help!

You can find a lot more help on Hirer Agreements and Insurance in Sections D and H. The Church of Scotland's Safeguarding Office is happy to help with your enquiries. Your Safe guarding Co-ordinator should be your main point of contact. Their website contains lots of information and advice.

**Tel: 0131 225 5722, Church of Scotland Safeguarding Office or 0131 240 2256**



**Web: [www.churchofscotland.org.uk/about\\_us/safeguarding\\_service](http://www.churchofscotland.org.uk/about_us/safeguarding_service)**



Refer to Safeguarding Handbook 1 2017 can be downloaded

### G2) Volunteers

Churches rely on volunteers for many areas of church life and ministry. Volunteers often see their work as part of their Christian service and contribution to the church and community. It is important that the church and the volunteers are clear about what they are being asked to do, that they are supported and equipped to contribute and that this service is appreciated and valued.

The following areas need to be carefully considered and put in place:

- Recruitment, screening and selection

All volunteers must be safely recruited which requires completion of an application form and two references.

- Volunteer roles and responsibilities
- Time required and available
- Induction & Training
- Safeguarding and PVG

Some volunteer roles, those involving 'regulated work' will require membership of the PVG Scheme. Further information can be obtained from the Safeguarding Service.

Email: [safeguarding@churchofscotland.org.uk](mailto:safeguarding@churchofscotland.org.uk) Tel: 0131 240 2256



- Supporting & Supervising Volunteers
- Insurance and Health & Safety
- Expenses

## H Insurance and Liability

As a minimum there are two main types of insurance that your church needs:

- Buildings and contents insurance
- Liability insurance – Public and Employers' Liability

Hirers of your facilities should also have their own public liability insurance.

If they are a small group, they could see if a larger umbrella organisation to which they may have links has an insurance policy that they can benefit from. If they cannot afford insurance at all, you must assess the level of risk their activities pose before you decide whether to let them use your premises.

### **Buildings and contents insurance**

You must adequately insure your building and its contents against loss and damage. A policy with accidental damage is desirable as this should cover you against most damage caused by hirers.

The General Trustees own most of the buildings used by Congregations within the Church of Scotland and each Congregation using these buildings must arrange for insurance cover through the Church of Scotland Insurance Services, 121 George Street, Edinburgh, EH2 4YN (0131 220 4119).

Remember, the protection provided by any insurance contract is dependent upon the fullness and accuracy of the information that you give to the insurance company. In this context, be aware that a Duty of Fair Presentation was introduced in the Insurance Act 2015, effective from August 2016. This duty means that:

“You must clearly disclose every material circumstance which you, your senior management, (Kirk Session or Congregational Board), or persons responsible for arranging your insurance, know or ought to know following a reasonable search. A material circumstance is one that may influence an insurer's judgement over whether to take the risk and, if so, on what terms.”

If you are in any doubt as to whether a circumstance is material you are advised to disclose it. Please note that failure to disclose a material circumstance may entitle the insurers to impose different terms on your cover or reduce the amount of a claim payable. In some cases your cover could be invalidated, which would mean that a claim would not be paid.

**Actions that will help you fulfil this duty include:**

- Reviewing your activities regularly, asking whether anything has changed. If it has and it is material you must advise the insurance company. For example if your church or church hall is no longer used and has become unoccupied.
- Ensuring that the information you give to the insurance company is up-to-date. This includes the replacement value of the contents including any recent purchases, the estimated reinstatement value of the building and its site, plus any changes to the use of your buildings.
- Maintaining an up-to-date inventory with the replacement values of all your contents including major furniture and equipment.
- If you are planning to make any major alterations to your premises or build an extension to a church, church hall or manse please tell your insurer, your cover may be affected and you may require what is known as Contract Works insurance.
- Taking some time to read all your insurance documents – the policy schedule, policy and its terms and conditions to make sure you have the cover you require and are complying with any requirements.

## Some definitions

Liability means what you have legal responsibility for.

Indemnity means putting you back in the same position that you enjoyed prior to the damage, or loss. It can also be used to mean exemption from liability for damages.

## Public liability insurance

Public liability insurance is designed to protect the Policyholder (typically the Congregational Board and/or the Kirk Session) against claims made by third party persons for injury loss or damage alleged to have been caused through the Policyholder's negligent acts, errors or omissions. For example:

- Injury to a member of the public (including members of your own congregation!)
- Damage to third party property.

If you cater and/or sell food and drink on the premises, you should make sure your insurance covers this too. Whilst most simple activities such as provision of soup and sandwiches are likely to be easily covered, if you are involved in large scale food production or using deep fat frying equipment for example you should advise your insurer. You should also ensure that you have appropriate licenses and certification to prepare food and comply with all food hygiene standards.

If you plan to allow one-off events such as wedding receptions or parties, the individual hirers will almost certainly not have public liability cover.

The guidance provided by the Law Department of the Church of Scotland is that third party users of church property should be asked to provide documentary evidence that they have their own public liability cover in place.

However, Public Liability insurance isn't required by law and some small unincorporated associations/ local groups (and even individuals) who are looking to hire or use church property may have decided not to insure their own Public Liability risk (or may have found it difficult to obtain). In such circumstances, each Financial Board/Court is entitled to make its own informed decision as to whether or not they will insist that the third party has the cover in place before they will permit the proposed use of the premises. If you have any doubts, please contact the insurers.

## Hirers' public liability insurance

Standard conditions of letting agreements should include a requirement that the hirer indemnify the congregation against the risks of damage to the premises or loss to third parties as a result of use of the premises by the hirer.

## Red Alert!

### Top Tips

- Church of Scotland Insurance Services provide helpful information regarding the use of church premises. See their website or contact them directly if you have any queries about a proposed use [www.cosic.co.uk](http://www.cosic.co.uk)
- Prior to obtaining insurance cover for a specific event, find out what cover you actually need and check if it's already included in your existing insurance.
- Display your insurance certification in a place everyone can see in the buildings.
- Keep a copy of the insurance cover off-site in case of emergency/fire, etc.
- Make sure that all users follow the correct lock-up procedures to comply with insurance requirements.
- For commercial and other major hires, ask to see a copy of the hirer's insurance certification before signing the letting agreement to ensure that they have their own cover in place.
- Ensure that all hirer's are briefed on the safety regulations for the church and halls and understand fully the arrangements for fire safety – including exiting the buildings safely in the event of fire and the use of any fire safety equipment. It is good practice to ensure that they are shown round the premises and asked to sign a document that confirms that they have been briefed regarding fire safety arrangements.

## I Church in the Community

### Church in the community

"the Church exists not for itself and not for its members but as a sign and agent and foretaste of the kingdom of God" - Lesslie Newbigin (The Gospel in a pluralist society)

It has been suggested that the gospel can only be understood in the life and actions of Christian community. We and others can only fully understand the bible and its implications for our lives, as we see it lived out and live it out in our midst. If then the role of the Church is to be this community, to provide the context in which the gospel can be more fully understood, what does that mean for our church buildings and how we use them? This section explores how some congregations have sought to use their buildings in a way that responds to this question; seeking to provide a sign and a foretaste of the Kingdom of God.

### The Shed, St Martins Memorial Church

"We were convinced there was a need for something like The Shed in Stornoway," says the minister Rev Tommy McNeil. "I strongly felt God was calling us to build bridges with our community. We had just completed the total refurbishment of our main sanctuary, but I knew we could do more and with wonderful support from our congregation we were able to raise the necessary finance to turn this dream into a reality."

The Shed at Martins Memorial Church in Stornoway is a project working in partnership with local agencies to provide services that the Congregation identified as lacking in Stornoway. The mother and toddler group has quickly become so oversubscribed it has been moved into the main church hall. Youth activities, particularly a much needed after school club on a Friday lunchtime, have also grown rapidly thanks both to word of mouth and social media."

"When we first told people we were going to do this for the community with no hidden agenda I could sense some folk were thinking 'aye, right'", says Tommy. "But now we've been open for 6 months, people can see we meant what we said. They are not going to come in here and get hit over the head with a bible. We are here to meet people wherever they are in life, whatever challenges they are facing, and we want to let them know that we care about them and through

Tommy believes this is a vital aspect of the congregation's mission. "I think many churches feel challenged by the sense of a growing distance between them and their community. But I feel we are living in days of profound opportunity, where communities, families and individuals are struggling, relationships are suffering, there's unemployment, financial worries and all these issues. One of the phrases that's driven our vision and work is 'we wanted to move from being a one day a week service church, to being a seven day a week serving church. The Shed enables us to do that!'"

Putting that plan into action needn't require a large financial outlay, or even significant direct support towards maintaining the services. Tommy says "I would just encourage people to look at their communities and ask the question, what could we do to help people? You might not need a purpose built new facility.

If you look to partner with local agencies and contact them offering the right facilities (church halls, etc) you can form partnerships and benefit from their resources and expertise. I think communities throughout Scotland would welcome this, and it's up to us to show the gospel as well as preach the gospel."

### **The Drop Inn, Lochee Parish Church**

Over 5 years ago, the Mission Group of the Church organised a door-to-door survey asking if the people of Lochee could see a roll for the Church in the community and what could the Church best do to help with the issues that had been highlighted.

The report indicated that there was a lack of services for people affected by drugs/alcohol misuse and that young people, socially isolated older residents and families in the area had no safe place to meet and to get information and help.

A group of volunteers set up a Community Café meeting in the Church Hall each Tuesday morning serving teas, coffees and biscuits but more importantly offering a friendly, non-judgemental atmosphere in which to meet together.

Numbers attending were low to begin with but since then, The Drop Inn now opens two days a week, Tuesday, from 11.00am until 1.00pm and Sunday from 2.00pm until 4.00pm and feedback is very positive with many new people attending.

Healthy lunches of homemade soup, toasties, fruit, teas/coffees and juices are served while also provided are health checks, information about local services and a listening ear to all community members.

A qualified therapist also provides massages weekly.

Teams of volunteers both Church and Community undertake the duties of providing and servicing the lunches using funding from local providers, and are supported by a number of Health and Welfare Agencies. Because the lunch is free of charge no one is excluded from using the service and a play area for children is provided so that parents can attend. In the Café substance users mix with others, no one feels singled out, and all come to accept one another.

The Drop Inn was awarded an NHS Quality Award recently in recognition of its contribution to the health of the Lochee Community and has become a model which is being copied by other Church groups in the city.

## J Useful Links

Amongst the many websites we consulted, we found the following ones to be the most useful:

**The Church of Scotland:**

[www.churchofscotland.org.uk](http://www.churchofscotland.org.uk)

**Health and Safety Executive, with lots of essential information and free publication ordering service:**

[www.hse.gov.uk](http://www.hse.gov.uk)

**Healthy Working Lives, part of Scottish Centre for Healthy Working Lives/services:**

[www.healthyworkinglives.com](http://www.healthyworkinglives.com)

**Guidance on who may be a Protected Adult:**

[www.gov.scot/publications/201/0629093004/2](http://www.gov.scot/publications/201/0629093004/2)

**The Church of England – simply brilliant:**

[www.churchcare.co.uk](http://www.churchcare.co.uk)

**Insurance company – excellent sections on security and fire safety:**

[www.ecclesiastical.com](http://www.ecclesiastical.com)

**Scottish Churches building maintenance:**

[www.scotlandschurchestrust.org.uk](http://www.scotlandschurchestrust.org.uk)

**Church of Scotland Insurance Services:**

[www.cosc.co.uk](http://www.cosc.co.uk)

**Scottish Government, setting out more than you ever wanted to know about your legal responsibilities for fire safety. Very helpful:**

[www.infoscotland.com/firelaw](http://www.infoscotland.com/firelaw)

You should also have a look at the websites for your local Police and Fire & Rescue Services for crime prevention and fire safety advice and contacts.

**Useful links for other ways in which you can use your buildings:**

**Using your buildings to help end homelessness:**

[www.churches-housing.org/what-we-do/church-property/](http://www.churches-housing.org/what-we-do/church-property/)

**Using your buildings to help end Food poverty:**

[www.resourcingmission.org.uk/](http://www.resourcingmission.org.uk/)

[www.trusselltrust.org/](http://www.trusselltrust.org/)

**Using your church buildings to care for creation:**

[www.ecocongregationscotland.org/](http://www.ecocongregationscotland.org/)

**Using your buildings to welcome refugees:**

[cos.churchofscotland.org.uk/blogs/go\\_for\\_it/2017/01/30/i-went-to-st-rollox-and-met-the-world/](http://cos.churchofscotland.org.uk/blogs/go_for_it/2017/01/30/i-went-to-st-rollox-and-met-the-world/)

**Using your buildings to engage in politics:**

[www.scpo.scot/wp-content/uploads/2017/03/Local-Election-2017-Explore.pdf](http://www.scpo.scot/wp-content/uploads/2017/03/Local-Election-2017-Explore.pdf)

## Checklist: Buildings

Date of Inspection:	OK?	What action needed and where? High/Medium/Low Priority	Action taken and date
<b>Building Structure</b>			
External Walls Indication of damp penetration Flues and combustion vents clear from obstruction Damage to essential fabric due to vandalism			
<b>Grounds</b>			
Grounds appearance and safety? Are noticeboards in good condition and information up to date? Roof and covering Slates, tiles and felt covering needing attention Flashings Water penetration Is roof-space insulation in place? (Storage in roof space: this should be moved to overcome fire hazard).			
<b>Guttering and drainage</b>			
Have all gutters been cleared out in the last year? Down pipes Gullies and grates clear? Roof and ground surfaces drained adequately?			
<b>External doors, windows and paintwork</b>			
Condition of doors and windows, window guards Is external paintwork in Ok condition? When was external painting last undertaken			
<b>Internal fabric</b>			
Condition of internal doors, partitions and walls Any timber decay? Are ceilings satisfactory - any cracks? Is there any dampness? Are floor coverings safe? Are handrails and bannisters safe for small children?			

<b>Date of Inspection:</b>	<b>OK?</b>	<b>What action needed and where? High/Medium/Low Priority</b>	<b>Action taken and date</b>
Heating and electrical systems and appliances			
<p>Is the main heating system in good working order?            Has the boiler been inspected and serviced in the last year?            Condition of any supplementary heaters?            Is there a current electrical safety certificate?            Has an inspection of the electrical system been made by qualified inspector in the last year?            Are all lights working?            Have electrical appliances been inspected in the last year?</p>			
<b>Sanitary and Kitchen facilities</b>			
<p>Are kitchen facilities in good order?            Are toilets in an acceptable condition?            Are hazardous cleaning chemicals locked up?</p>			
<b>Facilities for the disabled</b>			
<p>Wheelchair access to the building            Wheelchair accessible toilet            Induction loop system</p>			
<b>Fire safety</b>			
<p>Are fire doors and exits in working order and free from obstruction?            Do you have designated assembly points in the building?            Where are they?            Fire extinguishers? When were they last serviced?            Do you have a fire alarm and if so, is it tested regularly?</p>			
<b>First Aid</b>			
<p>Do you have an up-to- date first aid kit on the premises? When it was last checked?</p>			

## Church facilities health check

YES NO

### 1. How you are organized

What is your registered charity number? .....

Who owns the church building? .....

Do you know if there are any special restrictions in its title deeds (e.g. no consumption of alcohol?) if yes, what are they?.....

What body in your church carries the legal responsibilities for the property?.....

Do you have a separate group/committee which takes responsibility for the running of your facilities?.....

Do the people managing your facilities hold regular meeting and record their decisions?.....

### 2. Health and Safety

Do you have any employees working on-site in your church buildings (such as Church Secretary)?.....

Did you know that you have responsibility under the Health and Safety at Work Act?.....

Is any member of your congregation a qualified first aider for the premises?.....    
Who?.....

Do you have a Health and Safety Policy?.....

Do you have an up-to-date First Aid Kit and Accident Report Book on the premises?.....

### 3. Letting your halls

When did you last check that you have up-to-date buildings insurance and public liability insurance cover? .....

Who is the insurance broker and for what amount are you insured? .....

Are all relevant Insurance certificates on display?.....

Do you issue all hirers with a copy of your church's Policy statement?.....

Do you have a fixed hire charge costs for the premises?.....

If YES, when was it last updated to reflect increase in costs? .....

Do you have one named contact responsible for all facilities letting?.....

Do you issue an information sheet about your facilities to all hirers?.....

Do you have a standard letting agreement which you make all hirers (whether or not they currently pay) sign?.....

Do you make sure that all hirers working with children & young people are aware of the Protection of Children (Scotland) Act 2003 and agree to put into place their own child protection procedures?.....



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Sick **an** Well

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er **IS** Greatest **u** are weak

Jesus is the

God

DON'T WORRY ABOUT ANYTHING BUT IN YOUR PRAYERS ALWAYS ASKING HIM A THANKFUL

All things according to and decisions chose us to people.

HE SUPPLIES OF THOSE WHO HE HEAR AND SAVES

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