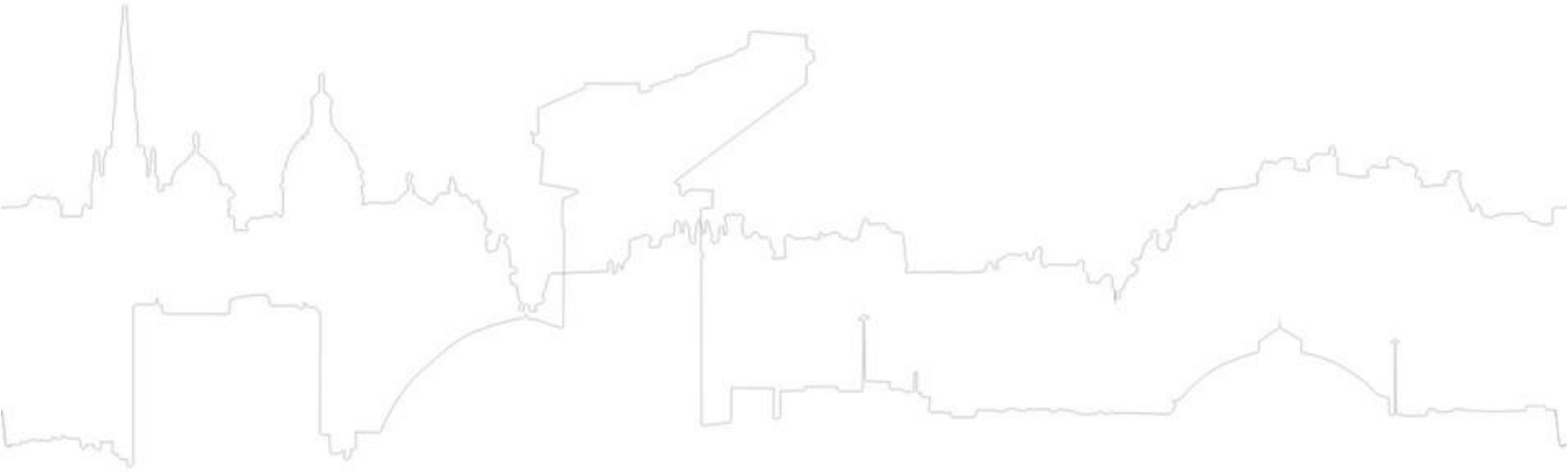
BEFS

BUILT ENVIRONMENT FORUM SCOTLAND

Well equipped spaces in the right places.

A consultation report.

December 2019



Produced by BEFS, analysis and report compilation by DC Research

for The Church of Scotland General Trustees.

The Church of Scotland

General Trustees

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Preface

Built Environment Forum Scotland (BEFS) worked with the General Trustees of the Church of Scotland to undertake a nationwide consultation exercise on the future management of the Church of Scotland's estate – entitled **'Well equipped spaces in the right places'.** The genesis of this process came from the document of the same name forming part of the *Radical Action Plan* presented to the General Assembly in April 2019, and the resultant positive response in relation to further development.

Built Environment Forum Scotland (BEFS) is an umbrella body for organisations working in the built environment in Scotland. Drawing on extensive expertise in a membership-led forum, BEFS informs, debates and advocates on the strategic issues, opportunities and challenges facing Scotland's historic and contemporary built environment.

BEFS holds a wide range of events appealing to decision-makers, policy-setters and those involved with the built environment in all its aspects. BEFS frequently works with partners to bring professionals from across the sector to events which stimulate debate, discussion and action. BEFS have been running events and workshops to gather evidence for 16 years.

BEFS Commentary

Firstly BEFS would like to express their thanks to: all those who took the considerable thought and time necessary to complete the consultation document; all attendees of the workshop consultation events, and those who viewed and participated in the online webinar.

Thanks also go to the General Trustees for having the foresight to engage in a consultation exercise of this scale. And finally, BEFS thanks the staff of the General Trustees who seamlessly enabled a wide range of events to take place across Scotland.

As was expressed during the workshops, any consultation will never ask the questions in a way which pleases all respondents; there will always be aspects which appear missing to some – or over emphasised to others.

A consultation is not a panacea, in itself it provides no solutions – this consultation provides a well-informed compass point to direct further action. When BEFS commenced this process, the request from the General Trustees was to present what people thought in relation to the questions given. Not to hide-away any difficult truths, or to polish any responses to make them more palatable. The following report is designed to accurately reflect the answers of the respondents, not to suggest courses of action for the General Trustees.

Whilst there is a great deal of agreement with both the picture presented within the consultation document, and many agreements (both strong and mild) with the suggestions consulted upon, there may be some comments which are difficult to hear, but these too can help to inform meaningful change.

Where there is disagreement with suggestions this can be as low as a rate 10%. However, supporting those who responded with disagreement (whether strong or mild) and enabling them to see the greater good of the mission (in all senses) and any resultant suggested actions, will be key to the successes of any plans the General Trustees may propose.

The below executive summary highlights key findings drawn from the full report. It is designed to give an accurate taster of the more detailed information. Any conclusions and future courses of action should be informed by the full findings.

The Consultation Report including full statistical analysis, and the following Executive Summary have been produced by Dr Stephen Connolly, Director at DC Research, for BEFS.

DC Research Ltd. is an economics, heritage, and culture research company based in Carlisle and operating across the UK with a well-established portfolio of research work supporting public bodies, government departments, and heritage organisations throughout the UK. Since establishment in 2008, DC Research has developed a national reputation for providing high-quality research across the heritage and cultural sectors. Director, Dr Stephen Connolly has 25 years research experience, and over the last decade has developed a strong portfolio of heritage, historic environment and cultural sector research, evaluation, advocacy support, impact and contribution studies.

Consultation Report - Executive Summary

INTRODUCTION

- Built Environment Forum Scotland (BEFS) worked with the General Trustees of the Church of Scotland to undertake a nationwide consultation exercise on the future management of the Church of Scotland's estate – entitled **'Well equipped spaces in the right places'.**
- The consultation took place between August 2019 and the end of October 2019 and the primary aspect was an online survey, which **received a total of almost 1,300 responses**. In addition, eight workshops to promote and discuss the consultation with Church of Scotland Members took place in a range of locations across Scotland, as well as an online webinar and a further consultation with heritage sector stakeholders.

DEMOGRAPHICS

- Almost **two-thirds (64%) of replies were submitted as a member of a Kirk Session or congregation.**
- The **majority of replies were from Male respondents (55%)** with Female respondents accounting for 41%.
- In terms of **age of respondents, 53% of respondents described themselves as 66 and over.**
- Respondents were asked to identify if the geographic area they are located within was Urban, Rural or Semi-Rural. The results show a fairly even split between the three categories.

KEY FINDINGS - WHERE THE CHURCH IS NOW

- The first aspect respondents were asked about in the online survey was the extent to which they recognised the analysis of the Church of Scotland's current situation and the **majority of respondents (70%) strongly agree with the analysis of the Church's current situation**, with **more than one-quarter (28%) mildly agreeing**. These results **overwhelmingly show that the vast majority (98%) of survey respondents agree with the analysis of the Church of Scotland's current situation**.

KEY FINDINGS - WHERE THE CHURCH GOES FROM HERE

- The General Trustees are proposing a list of principles[i] to underpin proposals, and respondents were asked to rate how strongly they agreed or disagreed with each principle. In general, there is agreement with the principles proposed, with very small proportions of respondents categorising any of them as 'not a priority'. Although the scale of agreement (and the scale of strong agreement in particular) does vary.
- Survey respondents were asked about the extent to which they agreed that a definition of a minimum standard would be helpful, **overall, 88% of respondents agreed (strongly or mildly) that a definition of a minimum standard would be helpful.**
- **Aspect (e – All health and safety requirements met) was ranked highest with 94%** of respondents stating that this should be included, **alongside, d – Regular use for** with c – A welcoming space coming a close second and third.
- The lowest ranked aspects were: (j – A minimum energy efficiency standard) and (i – A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)).
- Survey respondents were asked whether they agreed with the general view of Presbyteries that there should be guidance to define 'in the right place'. Overall, **93% of respondents expressed agreement that there should be guidance to define 'in the right place'**.

KEY FINDINGS - HELPING THE CHURCH DEVELOP 'WELL EQUIPPED SPACES IN THE RIGHT PLACES'

- The survey asked respondents whether they recognised the analysis of Presbyteries in relation to **buildings and land**. The results show that respondents overall do seem to recognise this analysis – at least to somewhat of an extent, if not wholly.
- The survey document suggests two options around future Building Surveys, and respondents were asked which of the two options they prefer[ii]. The results show that there is **no clear preference, with almost equal proportions of respondents in favour of each of the two options**.

- Survey respondents were asked if they agreed that the data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process. The **vast majority (almost 86%) of respondents expressed some level of agreement that data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process**.
- Respondents were asked if they agreed that Presbyteries or groups of Presbyteries should employ professional Building Officers provided the financial arrangements can be made. **88% of respondents expressed agreement on this issue.**
- The survey set out a range of options[iii] in relation to **day-to-day fabric management** and the results show **that Options A and B were identified as being very relevant and helpful by more than half of respondents (59% and 54% respectively).**
- Respondents were asked **whether they thought that a panel of external, professional project managers would be useful in relation to procuring and delivering Major Projects. 89% expressed agreement with this.**
- In relation to **Redundant Buildings**, survey respondents were asked to consider a detailed possibility[iv]. The survey asked respondents about their agreement with the proposal and the suggestion as to how an arrangement might be financed. **91% describe the possibility suggested as helpful (either very or somewhat).**
- The survey asked respondents to consider **Manses** and, in particular, to consider two proposals[v]. Respondents were asked how helpful either of these two options may be, and the results show a mixed response, with neither option garnering high levels of 'very helpful' responses. Both options scored higher on somewhat helpful (40% and 36% respectively),
- Survey respondents were asked whether they agreed that there should be more **sharing of resources** between congregations, **90% of respondents are in agreement that there should be more sharing of resources between congregations**.
- The survey also asked whether respondents agreed that that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy, and **whilst there was general agreement on this, it is notable that the levels of disagreement on this question are higher than on any other question in the survey.**
- On **ecumenical sharing**, respondents were asked whether they agreed that there should be more sharing of spaces with other denominations, and **94% of respondents agree that there should be more sharing of spaces with other denominations**.
- Finally, the survey asked respondents whether there should be more **sharing of spaces with the public, private and volunteer sectors**. **Strong agreement was highest for sharing with the voluntary sector (69%), followed by public sector (57%)** with **less than half of respondents (44%) strongly agreeing about sharing with the private sector**.

[i] The principles were: (A) Buildings and glebeland are simply a means by which the mission of the Church can be achieved. The traditional model which the church currently operates - that of providing space for Church presence through a dedicated building - is not appropriate in every case. A range of models is more appropriate. There are alternative ways of the Church having a 'space' or presence in the community which do not involve ownership of buildings; (B) Presbyteries have the key role to play in encouraging, supporting and supervising congregations and strategic planning, including identifying buildings to be retained or made redundant. Presbyteries need to be strengthened to undertake those roles; (C) The principal contact between the congregation and the General Trustees should continue to be through the Presbytery; (D) While the congregation should continue to have the principal role of managing property assets at a local level, it is recognised that not all congregations are able to fulfil all of the tasks. There should be a variety of supports which would enable individual congregations to take the initiative about the future of their buildings; (E) While the Church values the land and buildings that it has inherited, these have to be suitable to achieve the Church's primary purpose of worship and mission, recognising the tension between buildings as missional assets as well as items of cultural, architectural and historical importance. The Church's charitable purpose is not the conservation of buildings; (F) Working together between congregations and between Presbyteries should be encouraged. Collaboration or partnership with organisations outwith the Church should be developed where these could provide ways in which local congregations can be supported so that they can focus on worship and mission; (G) The Church should by default operate with an ecumenical mindset and should be open to sharing buildings with other Christian denominations where practicable.

[ii] The two options were: (a) A revision of the current arrangements whereby the Presbytery continues to be responsible for commissioning the 5-yearly surveys but using professional surveys for both and ensuring that there is follow up to the survey, but with both a standard format, process and tendering arrangements agreed between Presbyteries and the General Trustees; (b) That the General Trustees take responsibility for commissioning 5-yearly surveys, with the Presbytery responsible for follow up with the congregations.

[iii] The options were: (a) Presbyteries could provide procurement support to local Fabric Conveners, with the General Trustees producing a procurement manual and support similar to the guidance and support provided for Health and Safety. There should be induction programmes for Fabric Conveners and regular sharing of information; (b) A group of congregations could share a Fabric team, whose role would be to share regular inspections, information about contractors and plan a works programme (eg annual roof work) and get the benefit of some form of 'bulk purchasing' and longer-term contracts; (c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance; (d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over.

[iv] The paragraph about Redundant Buildings stated that "However, in many cases - particularly in parish adjustment where a building is identified by the Presbytery as redundant - looking after the building until it is sold can be a distraction from mission. One solution could be that the General Trustees take over day-to-day responsibility for the building from a date to be agreed between the congregation, the Presbytery and the General Trustees, and manage it through the closure programme, and disposal. This would be a voluntary arrangement, and the timing could vary from case to case, depending on when the congregation wants to hand over responsibility. There could be a time limit (say six months) from the decision that the building was 'redundant' and if the building has not been disposed of under the existing arrangements, then the General Trustees could be invited to step in. The cost to the General Trustees for managing the process could be a charge against the net income from the sale. If not already the owners, title would have to be transferred to the General Trustees."

[v] The survey asked respondents to consider the following two options about Manses: (a) That the Kirk Session appoints an agent to look after the manse, including regular inspections, arranging for work to be carried out and reporting to the Session. The Minister would be asked to confirm his or her agreement to this and to allowing the agent regular access for inspection and work to be carried out. This arrangement currently operates for Glasgow Gorbals and is similar to the way many private sector organisations look after their rented houses; (b) That the General Trustees take

on the day-to-day management and upgrading of manses where the Kirk Session, Minister, Presbytery and General Trustees agree that this would enable the congregation to focus on worship and mission. If not already in General Trustees' ownership, title to the manse would need to be transferred. The Kirk Session would pay a service charge, and the Minister would occupy the manse on a 'written agreement' setting out responsibilities on both sides. Again, if this proved popular, the planning and resourcing would take some time.

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Section 1 – Introduction

1.1 Built Environment Forum Scotland (BEFS) has worked with the General Trustees of the Church of Scotland to undertake a nationwide consultation exercise on the future management of the Church of Scotland's estate – entitled 'Well equipped spaces in the right places'.

1.2 The consultation took place between August 2019 and the end of October 2019 and involved the following:

- An online survey, for which a total of 1,288 responses were received[1]. Section 2 of this report provides a breakdown of the characteristics of the respondents.
- Eight workshops with Church of Scotland members. In total the workshops were attended by more than 700 individuals, and the workshops took place in the following locations:
  - Aberdeen
  - Inverness
  - Edinburgh
  - Kilmarnock
  - Glasgow
  - Perth
  - Lockerbie
  - Stirling
- In addition, a webinar event took place on 7th October[2] which was watched by 301 people. BEFS also ran a stakeholder consultation event (a report of which is contained in Appendix 4).

1.3 The survey was structured around three key sections and this has been used as the structure for this report which is as follows:

- Section 2 – Reach of/Engagement with Consultation Exercise, provides a summary of who engaged with the consultation exercise – through both the survey and the workshops.
- Section 3 – Where the Church is now, presents the results from Section 1 of the survey, alongside the findings from relevant aspects of the workshops.
- Section 4 – Where the Church goes from here, presents the results from Section 2 of the survey, and the findings from relevant aspects of the workshops.
- Section 5 – Helping the Church develop 'well equipped spaces in the right places', presents the results from Section 3 of the survey, as well as the relevant findings from the workshops.
- Appendix 1 – provides a summary of the characteristics of survey respondents.
- Appendix 2 – presents a standard summary analysis of the survey results.
- Appendix 3 – presents the assessment of whether the answers provided differed by sub-groups of respondents based on different characteristics (i.e. whether the answers given showed any patterns by sub-groups of survey respondents - in terms of type; gender; age; or location).

[1] This total of 1,288 excludes the responses received from General Trustees that were used to help in the piloting of the survey, although these responses were used in the analysis of the open-ended survey questions.
[2] See https://youtu.be/shtBGVXoWOg.

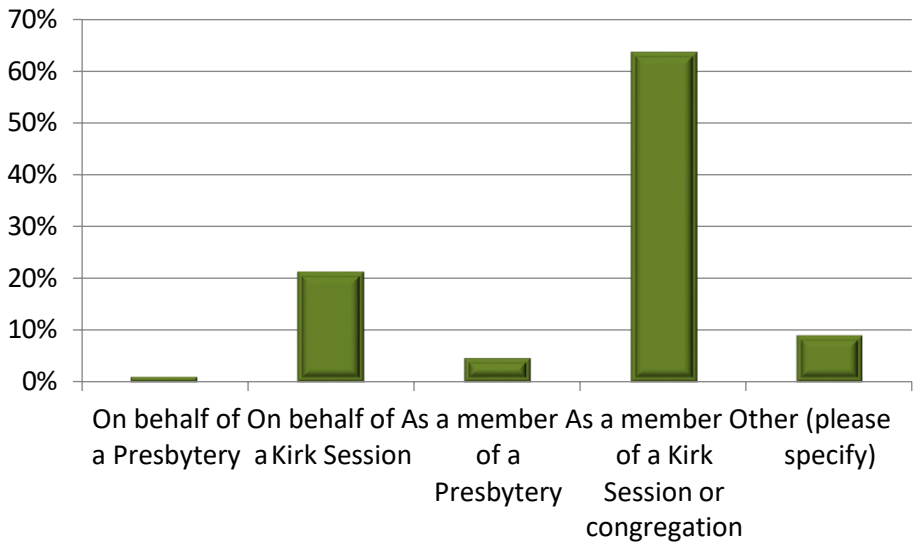
Section 2 – Reach of/Engagement with Consultation Exercise

2.1. This section provides an overview of the respondents to the survey in terms of the key characteristics that were asked about in the survey – namely:

- Who the survey response was submitted on behalf of;
- Gender of respondent;
- Age of respondent;
- Type of area (i.e. Urban, Rural, or Semi-Rural); and
- Presbytery.

2.2. Figure 2.1 below shows that almost two-thirds (64%) of replies were submitted as a member of a Kirk Session or congregation, with the next most common being on behalf of a Kirk Session which accounts for around one-fifth of replies (21%).

FIGURE 2.1: Before you begin it is important for us to understand the context for your responses. Are you responding (please pick one):

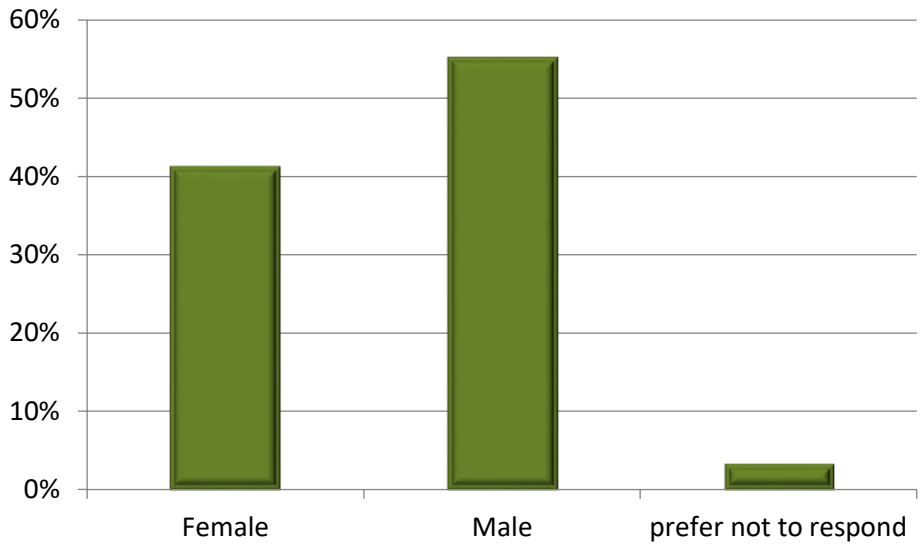


Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1288

2.3. Those respondents that classified themselves as 'Other' included: Ministers; individuals (i.e. people responding on their own behalf); members of various Committees; respondents on behalf of organisations (i.e. Architectural Heritage Society of Scotland (AHSS), Church of Scotland National Youth Assembly, and The Royal Incorporation of Architects in Scotland (RIAS)); and General Trustees (whose responses have not been included in the main survey replies but their comments have been included). Word Cloud A1.1 in Annex 1 provides a summary of the replies received.

2.4. Respondents were also asked their gender and Figure 2.2 shows that the majority of replies were from Male respondents (55%) with Female respondents accounting for 41%. 3% preferred not to respond.

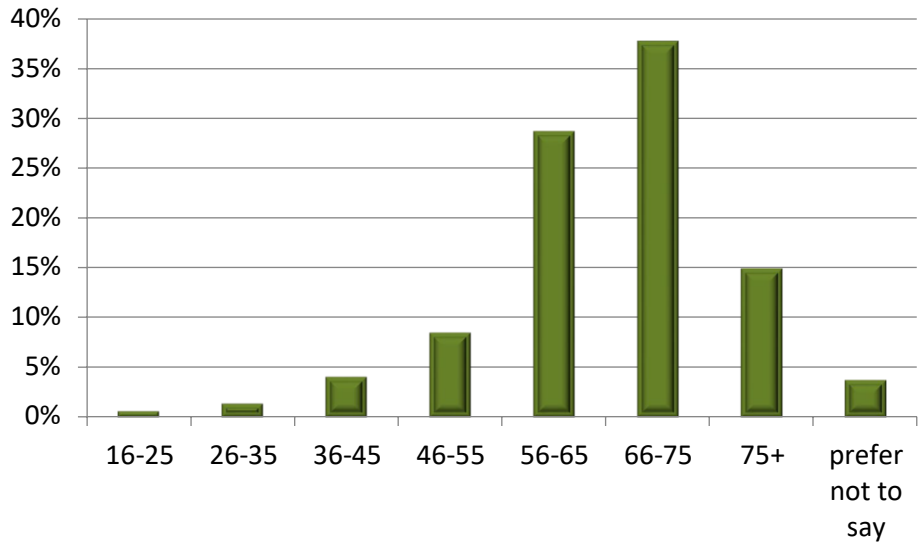
FIGURE 2.2: Gender of respondent?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1277

2.5. In terms of age of respondents, Figure 2.3 shows that the most common category was 66-75 (which accounted for more than one-third of respondents (38%)), followed by 56-65 (29% of respondents), and then those aged 75+ (15% of respondents). Those aged 55 or under accounted for 15% of respondents.

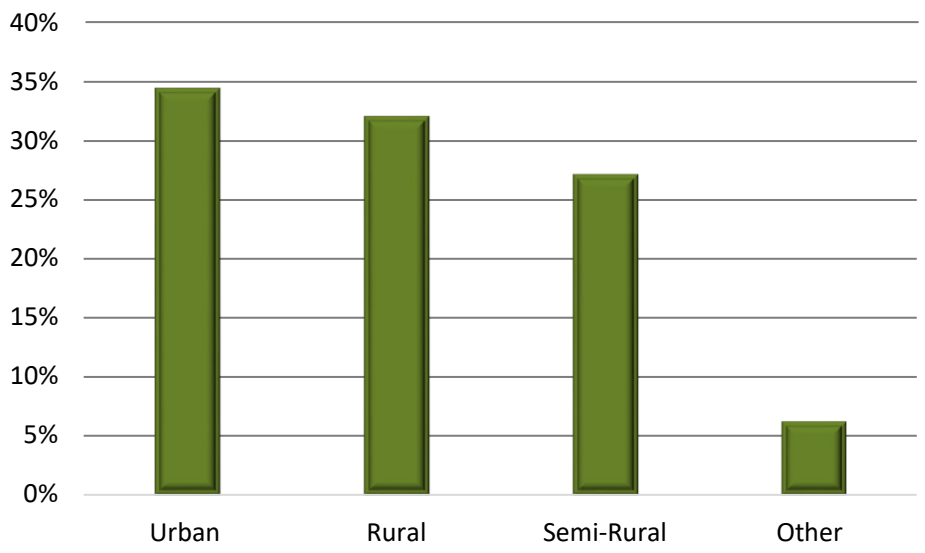
FIGURE 2.3: Age group of respondent?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1294 (NB: total exceeds 1288 due to morethan one age being ticked by one reply)

2.6. Figure 2.4 shows the results from the question that asked respondents to identify if the geographic area they are located within was Urban, Rural or Semi-Rural. The results show a fairly even split between the three categories, with Urban being the most common (35%), followed by Rural (32%) and then Semi-Rural (27%). Those that have been categorised as 'Other' included replies from those that felt they were a mix of these three main categories, others emphasised the island nature or remote nature of their area, and there were also those that described themselves as suburban.

FIGURE 2.4: Do you consider the above to be Urban, Rural or Semi-Rural? Please state: 'Urban' or 'Rural' or 'Semi-Rural'



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1288

2.7. Table 2.1 overleaf summarises the responses by Name of Presbytery and shows that responses covered the overwhelming majority of Presbyteries[3], showing the scope and coverage achieved by the survey.

[3] Comparing the list in Table 2.1 with the list of Presbyteries on: https://www.churchofscotland.org.uk/contact-us/presbytery-list shows that only three are not included – Lewis, Shetland and the International Presbytery.

TABLE 2.1: Name of Presbytery		
	Percent	**Responses**
Aberdeen	2.2%	28
Abernethy	1.7%	22
Angus	3.3%	42
Annandale & Eskdale	1.0%	13
Ardrossan	3.6%	46
Argyll	2.9%	37
Ayr	1.7%	22
Buchan	3.0%	38
Caithness	0.2%	2
Dumbarton	3.7%	48
Dumfries & Kirkcudbright	4.0%	51
Dundee	2.8%	36
Dunfermline	1.8%	23
Dunkeld & Meigle	1.2%	16
Duns	2.0%	26
Edinburgh	6.1%	79
England	0.1%	1
Falkirk	1.9%	24
Glasgow	6.8%	87
Gordon	3.6%	46
Greenock & Paisley	3.9%	50
Hamilton	4.0%	51
International Presbytery	0.0%	0
Inverness	1.3%	17
Irvine & Kilmarnock	2.4%	31
Jedburgh	1.4%	18
Kilmarnock & Irvine	0.2%	3
Kincardine & Deeside	3.7%	48
Kirkcaldy	0.5%	7
Lanark	1.1%	14
Lewis	0.0%	0
Lochaber	1.4%	18
Lochcarron-Skye	0.1%	1
Lothian	2.6%	33
Melrose & Peebles	2.3%	30
Moray	0.7%	9
Orkney	0.9%	11
Perth	4.0%	51
Ross	1.7%	22
Shetland	0.0%	0
St Andrews	4.4%	57
Stirling	4.0%	51
Sutherland	1.9%	24
Uist	0.1%	1
West Lothian	1.9%	24
Wigtown and Stranraer	0.1%	1
Other/Not Spec.	*2.3%*	*29*
TOTAL	100.0%	1288
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1274		

Section 3 – Where the Church is now

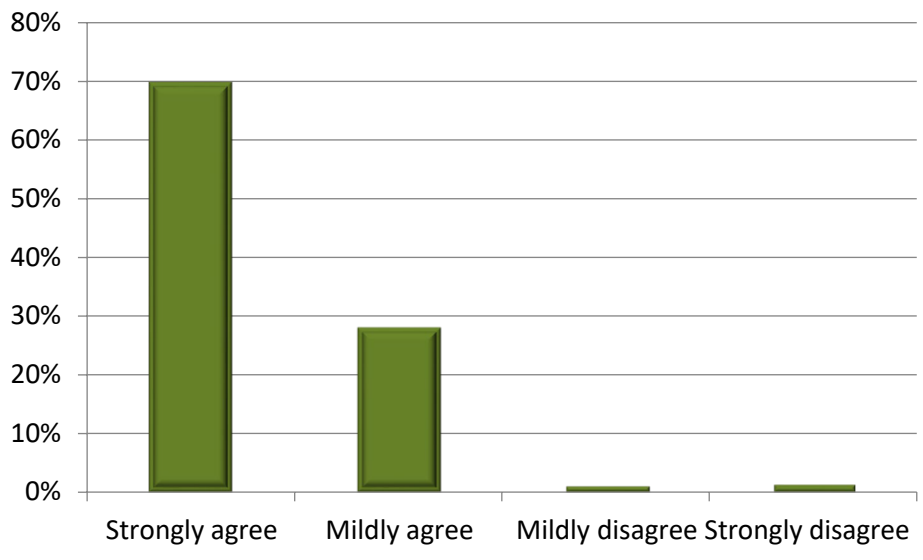
3.1. This section presents the results from Section 1 of the survey, alongside the findings from relevant aspects of the workshops.

3.2. The first aspect respondents were asked about in the online survey was the extent to which they recognised the analysis of the Church of Scotland's current situation (see pages 3-5 of Appendix 5 for the analysis that was provided to respondents).

3.3. Figure 3.1 shows that the **majority of respondents (70%) strongly agree with the analysis of the Church's current situation**, with **more than one-quarter (28%) mildly agreeing**. Overall, 98% of respondents agree to some extent with the analysis, with **only 2% disagreeing**.

3.4. These results **overwhelmingly show that the vast majority (98%) of survey respondents agree with the analysis of the Church of Scotland's current situation**.

FIGURE 3.1: Do you recognise the analysis of the Church of Scotland's current situation?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1122

3.5. Survey respondents were asked if they had any additional comments in relation to this question. The key themes are summarised below, and Figure A2.1 in Appendix 2 presents a word cloud summary of responses.

- Generally, the **comments supported the high levels of agreement reported in Figure 3.1**, with there being strong recognition of the issues and the broad agreement with the analysis presented.
- There were a broad range of replies covering a wide number of issues. There were particular concerns around the phrase 'well equipped' – both in terms of clarity about what that meant and, most often (when this was raised), with reference to the need to recognise that it will mean **different things to different churches in different locations** – i.e. calls for recognition that in terms of any future actions 'one size doesn't fit all' and that each church will have different needs that reflect its own locality and issues.

"One solution will not fill all situations. There is an enormous difference between a rural community and its needs/aspirations and that of a city congregation."

"Rather than "Well-equipped spaces in the right places", I think it should be more along the lines of "Appropriately-equipped places in the appropriate places" - not every church building in every location needs to be equipped to the same level - a small rural church building has very different equipment needs to, say, a town-centre church building."

- Within the comments there were **strong calls for the important community role of churches to be recognised** – especially in more rural/remote areas where it may be the only (or one of the only) community/public venues.

- Concerns were raised about **declining attendance**, and that this is a priority that should be addressed:

  "Once again the Church chooses to address the bricks and mortar issues rather than the real issue of declining membership."

- Another issue raised was about the **reduced capacity and capability of local congregations to help maintain the buildings** – both as a result of declining attendance and a change in the demographic of regular churchgoers:

  "The basic problem would seem to be that essential tradespeople are, in the main, no longer part of most congregations."

  "The current model is unsustainable as there are no longer the necessary skills and resources within congregations to manage their buildings effectively."

  "Like many congregations, the age profile means that less and less people are able to assist with ongoing maintenance of our buildings. Too often the work is having to be done by a very small team…"

- Whilst there was agreement with the analysis, this came (for some) with **concerns around potential centralisation of decision-making** towards the General Trustees…

  "With the proviso that too much centralisation of building responsibility could be disempowering and could lead to either 'its up to the GTs to sort things' or - even worse to 'we used to be able to get things done - now we have to wait for the centre to act'."

- …whilst for others there are issues relating to **congregations only seeing the issues from their own perspective rather than more broadly**:

  "I feel that there is too little interaction between congregations, and between congregations and presbytery. This results in members taking a "congregationalist" approach and not seeing or being aware of the wider context."

  "There is a resistance within congregations to move forward with developing Church Properties"

- There were also concerns expressed that it may be **too late**, that there is a **need for swift action and prompt decision-making**, that time is of the essence, and that the situation is urgent:

  "I agree with the principles as described but strongly feel that the GT's have, through their deplorably slow responses have irreparably denied congregations the opportunity to put 'Well equipped spaces in the right places'"

"Time is of the essence. Congregations continue to decline in attendees- quick deliberation by the GTs is needed and swift action thereafter. 'Clusters' of churches must convene, as soon as possible, to agree which local Church or Churches should remain open and which close."

"Time is running out to make meaningful change with the available resources…"

"Takes too long for decisions to be made and implemented"

- There was also recognition of the **emotional links to churches as the location of key life events** – and a resultant strong feeling about them for local people:

  "Many people have a residual attachment to a building, " I was baptised there so it is my church " no real understanding of the many demands that keeping a building open places on the congregation especially the fabric convenor."

  "Many people in congregations have long family links to specific parishes and buildings, and their desire not to move is based upon this, even if the reality is that the congregation's numbers could be below a viable level in 5-10 years."

  "We disagree with the assertion that we have been taught to worship our buildings. The analysis put forward ignores that members of a congregation will have an affection for Church buildings because they associate them with major life events i.e. baptism, marriage and death…"

- Clear concern from some that there is **too much of a focus on the buildings, rather than the mission of the Church**:

  "Jesus command was to" go and make disciples" NOT "Go and build buildings". I didn't hear much in your webinar about Christian community or gospel message. We're lumbered with the past generations excesses. As a congregation we are fortunate in having a building in the right place but what constitutes 'well equipped' in terms of 21st century?"

  "Any vision for buildings needs to be mission led. Before any money is spent on buildings, we need to ask the question, 'What are we going to use our buildings for'. And, 'A home for the worshipping congregation' is not a sufficient answer."

  "I am glad that we are finally facing up to this. One of my concerns is the disproportionate amount of money, time and effort, not to mention anxiety, which is spent on buildings maintenance &c., compared to what is expended on worship and mission."

  "In practice, too much of our time is put into maintaining old buildings which are no longer fit for purpose. We have put the cart before the horse for too long in the C of S and the unhealthy focus on buildings has often been a barrier to mission in terms of time, talents and money."

Section 4 – Where the Church goes from here

4.1. This section presents the results from Section 2 of the survey – namely 'so where does the church go from here', as well as the findings from relevant aspects of the workshops.

4.2. The survey notes that out of discussions around these issues, the General Trustees are proposing a list of principles to underpin all the proposals. Survey respondents were asked to rate how strongly they agreed or disagreed with each principle and Table 4.1 (overleaf) shows the responses to this.

4.3. In general, there is agreement with the principles proposed, with very small proportions of respondents categorising any of them as 'not a priority', although the scale of agreement (and the scale of strong agreement in particular) does vary.

4.4. The **principle with the highest level of strong agreement is (d):** "*While the congregation should continue to have the principal role of managing property assets at a local level, it is recognised that not all congregations are able to fulfil all of the tasks. There should be a variety of supports which would enable individual congregations to take the initiative about the future of their buildings.*" **with more than three quarters of respondents (77%) strongly agreeing with this**.

4.5. This is **followed (in order) by principles (f), (e), and (g) where 73%, 69% and 68% of respondents respectively strongly agreeing** with these principles.

4.6. The **principle with the lowest level of strong agreement** (and also the highest levels of mild or strong disagreement) **was (c)** *"The principal contact between the congregation and the General Trustees should continue to be through the Presbytery."* **with 42% *of respondents* strongly agreeing with this, and 21% disagreeing with it**.

4.7. The results are summarised in Table 4.2 which ranks the principles in order of proportion of respondents agreeing (either strongly or mildly) with the principle, and shows (d), (f), and (g) ranked highest, and (c) ranked lowest – clearly lower than the rest of the principles, albeit still with more than three-quarters of respondents agreeing with it.

4.8. Survey respondents were asked if there were any principles that they would wish to add. The most common themes from the responses are summarised below, and Figure A2.2 in Appendix 2 presents a word cloud summary.

4.9. Many responses did not articulate new principles that were to be added, but commented on, or proposed some amendments to, the principles that were already proposed – including calls to simplify and streamline what was proposed. Others simply used the comments to confirm that there were no other principles they wanted to add. Key other themes that emerged (some of which has a mix of perspectives expressed about them) included:

- Strong calls for there to be **stronger links/more coherent process between congregations, Presbyteries and General Trustees**, and not just between congregations and between Presbyteries (as principle (f) states):

  "There needs to be a more coherent process between Congregations Presbytery and 121. The current tiered system is does not promote positive outcomes but creates barriers which turns Church members and scares them away from being office bearers. That is evident from the decline in numbers in the last 3 or 4 decades"

- There were also comments about the **tensions between different parts of the Church**:

"Past experience indicates that cooperation between Presbytery and congregations and indeed General Trustees has not been seen as mutually successful. In many cases contact has been in vacancy situations where congregations have felt pressure relating to perhaps closure of a church building or difficulty in sale of a manse or a glebe. Clarification of procedures and regulations and in many cases "where the money goes" from a sale. Congregations need to be kept fully appraised of what is being asked of them."

"We have had a bad experience of Presbytery imposing a decision without enough consultation and hence we would like direct contact with the General Trustees."

"…my experience of our presbytery in the past has been poor with a lack of support in areas which I can only put down to the right personnel in the wrong places, or I may even suggest people in positions where they neither have the required skills or understanding…"

"Communication between GTs Presbyteries and congregations needs to be simplified and clarified. Often the GTs can be in sympathy with the desire of a congregation to make changes towards having a well-equipped church in the right place, with a clear commitment to mission but Presbytery does not share the vision with the same enthusiasm and does not have capable people able to articulate the vision, and interrogate a congregation's wishes in the light of that vision. Big picture thinking and local needs need to match up.."

"Support and guidance from Presbytery or General Trustees should not unnecessarily undermine the responsibility of individual congregations"

- Some **concerns about the statement (see principle (e)) that the Church's charitable purpose is not the conservation of buildings**, **alongside support for such an approach**:

  "Whilst "the Church's charitable purpose is not the conservation of buildings" the church does have a considerable heritage in music, art, buildings, membership and worship and this should not be ignored far less discarded simply to match targets for building reduction."

  "We are not the spiritual arm of [Historic Environment Scotland] and need to make sure that the membership understands the buildings are a tool for mission and not the mission of the church"

- Finally, there was a mix between support for the **ecumenical mindset** mentioned in principle (g), alongside other comments that expressed reservations about it:

  "I think it's interesting that you believe 'an ecumenical mindset' should only extend to other Christian denominations"

  "Having witnessed the success of an ecumenical project, later to become an ecumenical partnership between 4 denominations (Anglican, United Reformed, Baptist and Methodist) sharing one building and one service of worship as a member for over 15 years - I strongly commend this mindset."

  "The Ecumenical issue is often a red herring. While a commitment to ecumenism is wonderful in theory, sometimes it actually gets in the way of mission. It focuses energy and attention on the inner life of the church rather than on mission to the world"

  "I'm not sure what an 'Ecumenical Mindset' is. Unfortunately, I have found the ecumenical environment to be somewhat negative. Would it not be better to say 'The Church should be default operate within the mindset of bringing the Good News of Jesus Christ to all, where possible sharing buildings with other Christian groups who share this mission."

  "Reservation expressed about the success of historical ecumenical experiments."

TABLE 4.1: Out of the ongoing discussions the General Trustees are proposing the following principles to underpin all the proposals. The Principles have been expressed in the table below, please rate how strongly you agree or disagree with each principle. If you do not think the Principle is priority, please select 'Not a priority'.						
	Strongly agree	Mildly agree	Mildly disagree	Strongly disagree	Not a priority	Total
(a) Buildings and glebeland are simply a means by which the mission of the Church can be achieved. The traditional model which the church currently operates - that of providing space for Church presence through a dedicated building - is not appropriate in every case. A range of models is more appropriate. There are alternative ways of the Church having a 'space' or presence in the community which do not involve ownership of buildings.	48.8%	36.8%	7.5%	5.6%	1.3%	987
(b) Presbyteries have the key role to play in encouraging, supporting and supervising congregations and strategic planning, including identifying buildings to be retained or made redundant. Presbyteries need to be strengthened to undertake those roles.	52.7%	33.0%	6.9%	6.5%	0.9%	983
c) The principal contact between the congregation and the General Trustees should continue to be through the Presbytery.	42.1%	34.1%	13.2%	7.8%	2.7%	983
d) While the congregation should continue to have the principal role of managing property assets at a local level, it is recognised that not all congregations are able to fulfil all of the tasks. There should be a variety of supports which would enable individual congregations to take the initiative about the future of their buildings.	77.3%	19.7%	1.7%	0.9%	0.3%	984
e) While the Church values the land and buildings that it has inherited, these have to be suitable to achieve the Church's primary purpose of worship and mission, recognising the tension between buildings as missional assets as well as items of cultural, architectural and historical importance. The Church's charitable purpose is not the conservation of buildings.	69.3%	22.4%	5.6%	2.2%	0.5%	984
f) Working together between congregations and between Presbyteries should be encouraged. Collaboration or partnership with organisations outwith the Church should be developed where these could provide ways in which local congregations can be supported so that they can focus on worship and mission.	73.4%	22.7%	2.0%	0.7%	1.1%	985
g) The Church should by default operate with an ecumenical mindset and should be open to sharing buildings with other Christian denominations where practicable.	68.4%	25.7%	2.3%	2.1%	1.4%	987
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=983 to 987						

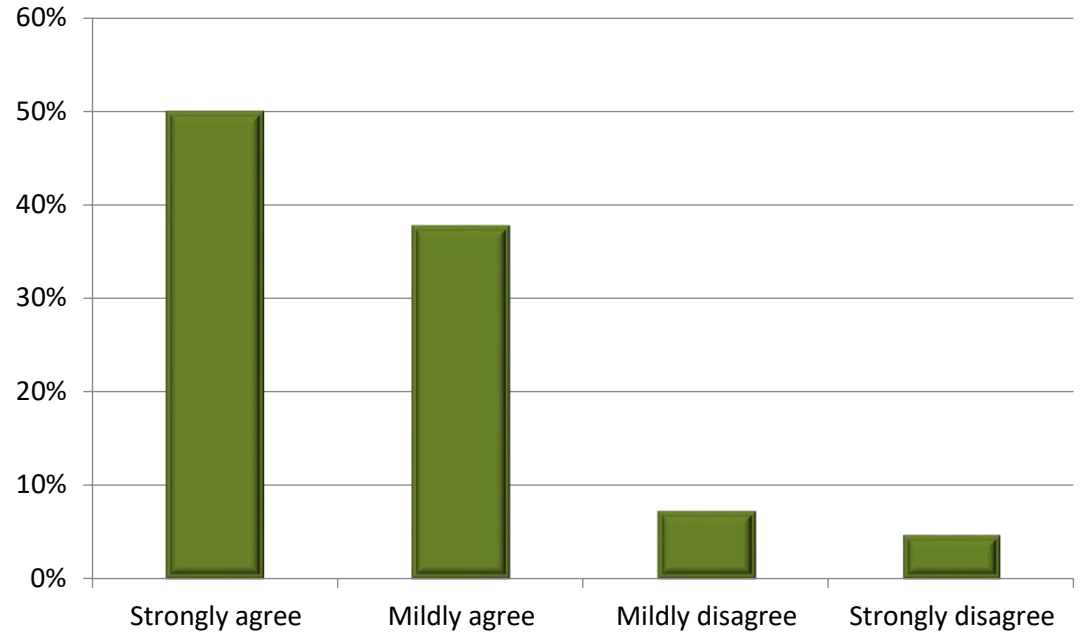
TABLE 4.2: Summary of Agreement (strong or mild) with Principles – Ranked by Level of Agreement	
Principle	Percent of Respondents agreeing (strongly or mildly)
D	97.0%
F	96.1%
G	94.1%
E	91.7%
B	85.7%
A	85.6%
C	76.2%
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=983 to 987	

4.10. Paragraphs 12 -15 of the survey document (see Appendix 5) help to define, 'well equipped spaces in the right places', and question 7 of the survey states that *"Many people have suggested that the Church would benefit from having a definition of what is a 'well-equipped space'. The proposal is that the General Assembly should adopt a minimum standard that would apply to all CHURCHES and HALLS in the same way that there is a minimum standard for manses."*

4.11. Survey respondents were asked about the extent to which they agreed that a definition of a minimum standard would be helpful, and Figure 4.1 presents the results from this.

4.12. The results show **that half of all respondents (50%) strongly agree that a definition of a minimum standard would be helpful** with an additional 38% mildly agreeing. Just over 12% disagree with this, showing that, **overall, 88% of respondents agree that a definition of a minimum standard would be helpful.**

FIGURE 4.1: Do you agree that a definition of a minimum standard would be helpful?

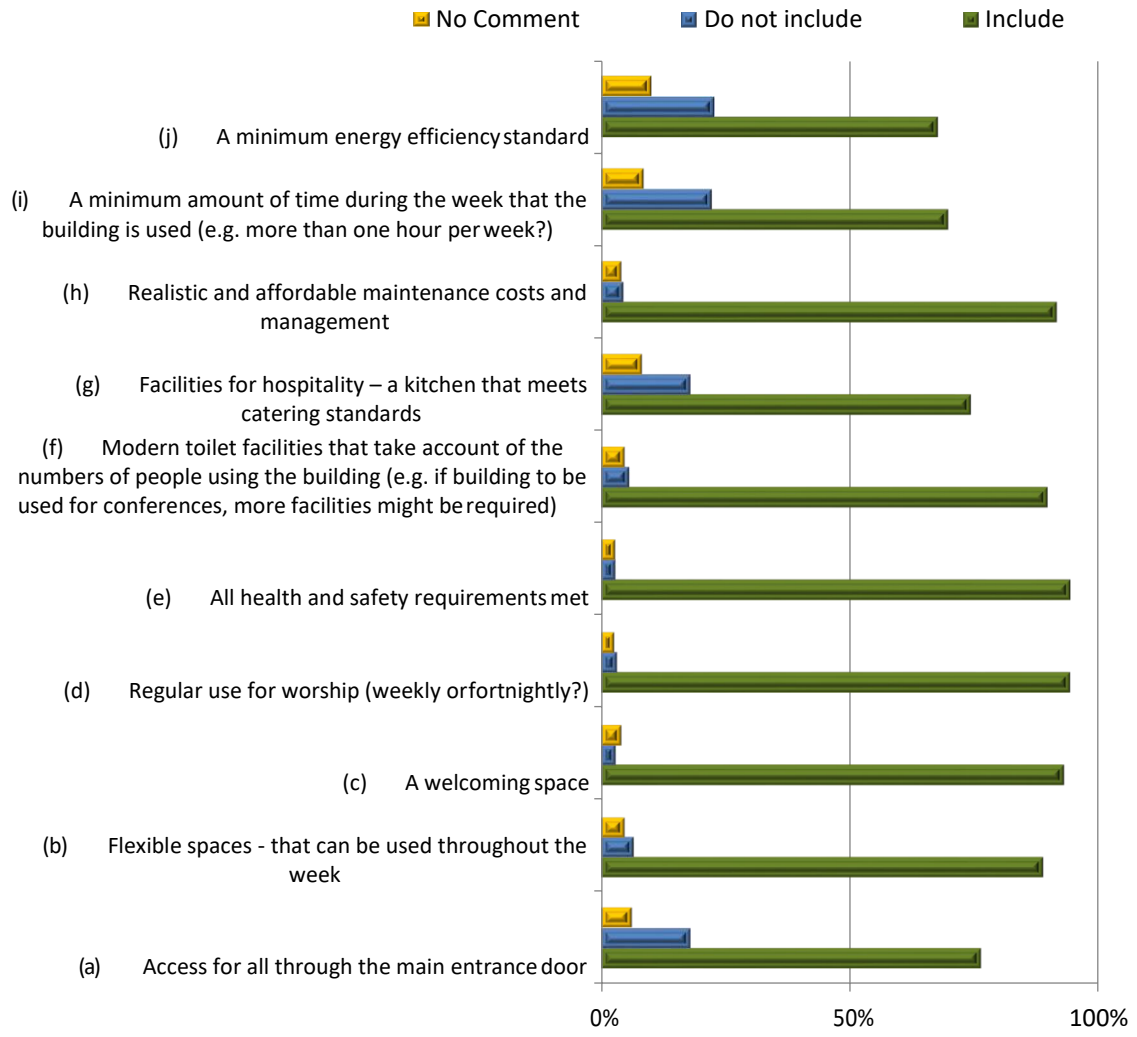


Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=981

4.13. Survey respondents were then asked about which aspects should be included in the minimum standard, and Figure 4.2 summarises the results.

4.14. Figure 4.2 shows that all the aspects had more than two-thirds of respondents reporting that they should be included, with responses ranging from 68% to 94%. (see Table A2.4 in Appendix 2 for the full breakdown).

FIGURE 4.2: This minimum standard could include any of the below aspects. Please let us know which you would like to see included.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=965 to 986

4.15. These responses can be ranked by percent of respondents stating that the aspect should be included, and Table 4.3 shows these results. This shows **that aspect (e – All health and safety requirements met) is ranked highest with 94%** of respondents stating that this should be included, **alongside (d – Regular use for worship (weekly or fortnightly?)) also at 94%**; with (c – A welcoming space) ranked third at 93%.

4.16. The lowest ranked aspects were: (j – A minimum energy efficiency standard) and (i – A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)) with 68% and 70% of respondents respectively stating that these should be included.

TABLE 4.3: Summary of Percent Stating that Aspect should be Included in Minimum Standard - Ranked by Percent of Respondents	
Aspect	**Percent for Inclusion**
(e) All health and safety requirements met	94.4%
(d) Regular use for worship (weekly or fortnightly?)	94.3%
(c) A welcoming space	93.1%
(h) Realistic and affordable maintenance costs and management	91.6%
(f) Modern toilet facilities that take account of the numbers of people using the building (e.g. if building to be used for conferences, more facilities might be required)	89.8%
(b) Flexible spaces - that can be used throughout the week	88.8%
(a) Access for all through the main entrance door	76.2%
(g) Facilities for hospitality – a kitchen that meets catering standards	74.1%
(i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)	69.5%
(j) A minimum energy efficiency standard	67.5%
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=983 to 987	

4.17. Further analysis of the three aspects ranked lowest in terms of the proportion of respondents stating they should be included (i.e. Aspects (j); (i); and (g) - those at the bottom of the list in Table 4.3) was carried out to assess whether there was any particular pattern to the responses in relation to the characteristics of respondents.

4.18. Comparison was made between responses provided and the key respondent characteristics[4]. More detail is set out in Appendix 3, and Tables A3.1 to A3.12 present the key results. The main findings were:

- For Aspect (j) 'A minimum energy efficiency standard' responses submitted 'as a member of a Presbytery' are below average in terms of the proportion of respondents stating that this aspect should be included (57% compared to the average of 67%). Conversely, responses submitted by those responding 'on behalf of a Presbytery' were above average in terms of the proportion of respondents stating that this aspect should be included (75% compared to the average of 67%). There was also some variance in responses based on gender of respondents for Aspect (j), with females slightly more likely to call for its inclusion (73% compared to 67%). Responses from those in Rural areas were less likely to call for inclusion of Aspect (j) – 60% compared to 67%.

- For Aspect (i) 'A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)' responses submitted 'as a member of a Presbytery' are below average in terms of the proportion of respondents stating that this aspect should be included (54% compared to the average of 70%). Conversely, responses submitted by those responding 'on behalf of a Presbytery' were above average in terms of the proportion of respondents stating that this aspect should be included (75% compared to the average of 70%). There was also some variance in responses based on gender of respondents for Aspect (i), with females slightly more

[4] As explained in Appendix 3, the characteristics of respondents that have been used are: type of response (i.e. on behalf of a Presbytery, on behalf of a Kirk Session, as a member of a Presbytery, as a member of a Kirk Session or congregation, other); age of respondent; gender of respondent; and type of area (i.e. Urban, Rural, Semi-Rural)).

likely to call for its inclusion (74% compared to 70%). Responses from those in Rural areas were less likely to call for inclusion of Aspect (i) – 56% compared to 70%.

- For Aspect (g) 'Facilities for hospitality – a kitchen that meets catering standards' responses submitted 'as a member of a Presbytery' are below average in terms of the proportion of respondents stating that this aspect should be included (66% compared to the average of 74%). Conversely, responses submitted by those responding 'on behalf of a Presbytery' were above average in terms of the proportion of respondents stating that this aspect should be included (83% compared to the average of 74%). In addition, those responding 'on behalf of a Kirk Session' were below average (69% compared to 74%). There was no notable variance in responses for inclusion based on gender of respondents for Aspect (g), whilst responses from those in Rural areas were less likely to call for inclusion of Aspect (g) – 67% compared to74%.

4.19. Respondents were asked if they had any additional short comment on the criteria, and the main themes emerging from the responses are set out below (Figure A2.3 in Appendix 2 presents a word cloud summary of replies received).

- Some of the comments reflect the overarching comments in Section 3 of this report, with some concerns around what is meant by 'well equipped' and whether 'appropriately equipped' may be a more relevant consideration. There were also notable levels of comment on the need for any minimum standard to reflect the needs of any specific church – linked to the earlier concerns about 'one size doesn't fit all' and fears about the implications (including financial) of imposing minimum standards. Affordability of achieving these standards was clearly a concern forsome.

  "Generalisation without appreciation of location would be counter productive"

- Others viewed the idea of a list of aspects of a minimum standards as 'a bit prescriptive' and made it clear that they were not in favour of the imposition of minimum or mandatory standards. Given the concerns about any cost associated with achieving such a minimum standard for some churches, a common suggestion was around the idea of splitting the aspects of a minimum standard into 'essential' and 'desirable' aspects, with others suggesting that the aspects could be aspirational standards but not minimum standards.

- Other comments reflected that some of the aspects are linked to the existence of legal requirements or minimum legal standards that already apply anyway – e.g. around health and safety and accessibility.

- Comments about the individual aspects offered related to a lack of specificity around some of them – and suggested there needed to be more detail about what the standard would be, e.g. for (j) around energy efficiency standards; and for (g) around catering standards.

- There was also a suggestion that the premise of minimum standards should ensure that it starts from the perspective of what the Church needs from the building, and that should be the core consideration – with the needs of others coming subsequently.

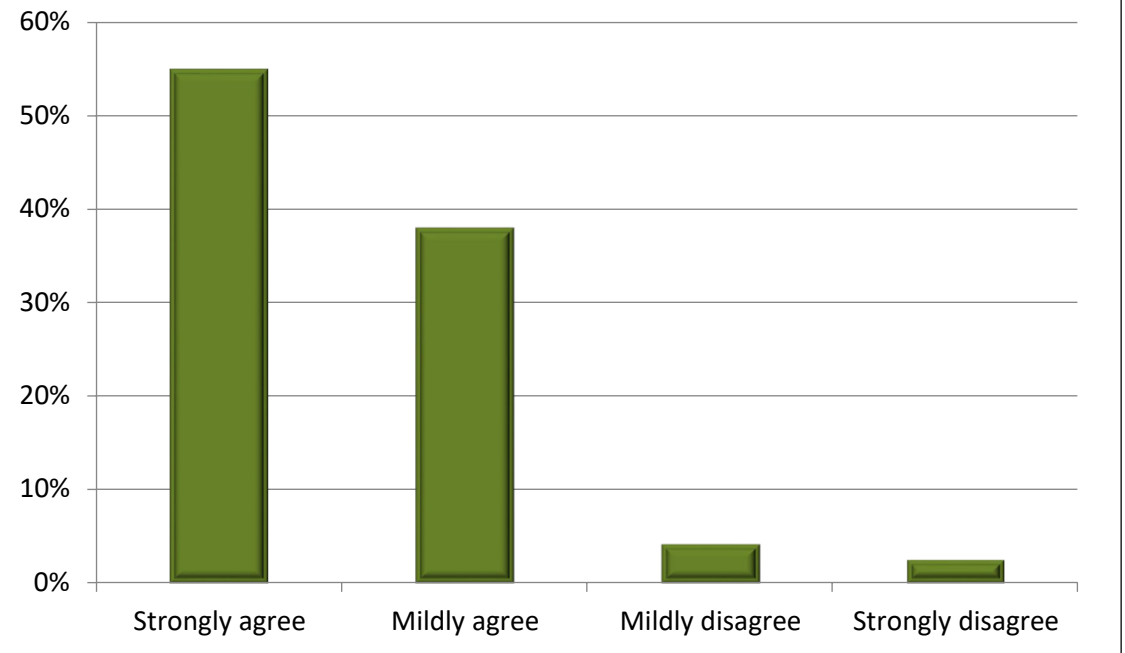
- On specific aspects:
  - For aspect (a) – The importance of access for all was clearly recognised and there were suggestions that access for all should for the entire building not just through the front door. Others acknowledge that access for all is key, but that it may not be through front door depending on specific constraints for individual buildings.

- For aspect (f) – suggestions that it should be explicit that toilet facilities should be accessible for all (including the disabled) and that other relevant facilities (e.g. baby changing) should also be part of the standard.
- For (g) – notable level of questioning around whether every building needs a kitchen that meets catering standards, with suggestions that basic standard would be enough for some buildings dependent upon the use/need of such catering facilities.
- For (i) – strong calls when mentioned for this standard to be more than one hour a week – respondents that noted this aspect regarded the one hour per week as very low.
- For (j) – many asked what the minimum efficiency standard would be – and highlighted the importance of any such energy efficiency standards reflecting the age of the building.
- The more common suggestions of other aspects to include in any minimum standard: audio equipment/sound system; and car parking/transport access.

4.20. The workshops considered the various facilities that make it possible to participate and or enjoy regular activities outside the home, and the most common issues reflect and align with the key aspects above for a minimum standard. Issues around transport to/from the activity were the most commonly mentioned ('transport'; 'parking'; 'car'; 'public transport'; 'bus routes'). Accessibility was also a common theme, as was the welcoming nature of the space ('warmth'; 'attractive space'; 'comfortable') alongside facilities offered – including 'meeting space'; 'toilets'; 'internet' as well as aspects around hospitality ('food and drink'; 'catering').

4.21. The final issue survey respondents were asked about in Section 2 'So where does the church go from here' was about guidance on 'in the right place' (see page 11, Appendix 5) and whether they agreed with the general view of Presbyteries that there should be guidance to define 'in the right place'.

FIGURE 4.3: Please read the guidelines for 'in the right place' as set out in paragraph 16 of the document. Do you agree with the general view of Presbyteries that there should be guidance to define "in the right place"?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=981

4.22. Figure 4.3 shows the results, with 55% of respondents strongly agreeing that there should be guidance to define 'in the right place', and an additional 38% mildly agreeing. Only 7% of respondents disagree (mildly or strongly) about this.

4.23. Overall, 93% of respondents agree that there should be guidance to define 'in the right place'.

4.24. Respondents were asked if they had any additional comment on the guidelines in relation to 'in the right place', and the key issues identified in the responses are set out below. Figure A2.4 in Appendix 2 presents a word cloud summary of replies received.

- **Accepting and acknowledging the differences between urban and rural areas** was one of the most common issues raised (and the need for any guidelines to reflect these differences):

  "Hard to define in rural settings without finding ourselves retreating into towns."

  "It has to be able to serve rural communities. Everything cannot go to the large centres of population."

  "From our current situation it looks as though Presbyteries have led us down the wrong paths for too long. They have alienated so many Congregations through their lack of practical support & 'dithering about' when decisions made by those Congregations would have resolved local issues and saved the drastic loss of Members. Presbyteries and The Church of Scotland-121 have totally lost the plot where it deals with remote rural areas."

  "Who will set out the guidelines? Is it reasonable for these to be similar for urban v. rural locations?"

- Respondents think it **would be difficult to get agreement about any guidance**:

  "Find it problematic to define"

  "Expect there to be a lot of difficulty in framing such guidance."

  "Very difficult to have one definition of "in the right place".

- Linked to this, many respondents call for **any guidance to reflect local circumstances** – there are **concerns about something being imposed that is not able to be flexible** to such circumstances.

  "We need to be careful of 'one size fits all'. There may be, perhaps rarely, locations that are outside where most people live that are presently vibrant places of worship. Thus, Presbytery's must not be too prescriptive."

  "Allowing for flexibility according to the local context"

  "How do you draw up a template/plan when each community is unique, each plan has to be adaptable"

  "There needs to be an overview that is closer than the GTs and wider than local congregations."

  "Past experience suggests when guidelines are introduced they become sacrosanct and flexibility is removed, but I do agree in a structure. It is down to interpretation and implementation."

  "I am aware of a building that is not in the 'right place' according to these criteria but nevertheless much used. Local habits can be quirky and run entirely counter to well thought through criteria."

"in the right place" guidance would be helpful - but it is always in the interpretation that is challenging. However it is done, there needs to be real, meaningful dialogue between presbyteries and congregations in an open & transparent manner."

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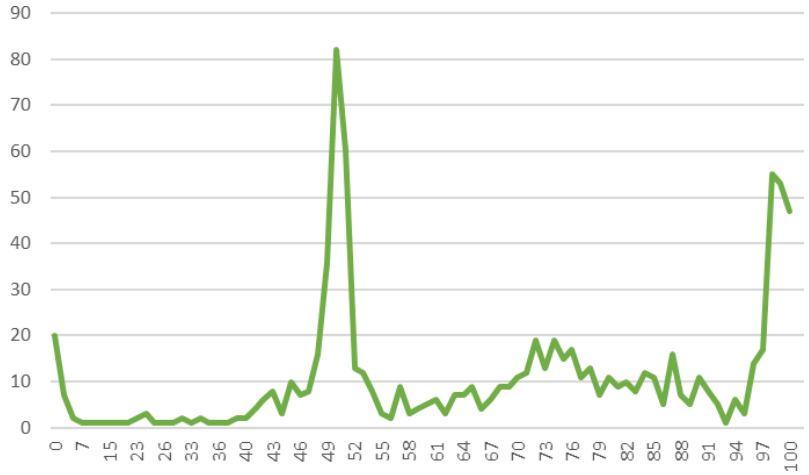
Section 5 – Helping the Church develop 'well equipped spaces in the right places'

5.1. This section of the report presents the results from Section 3 of the survey – "Key Areas to help the Church develop 'well equipped spaces in the right places'", as well as the relevant findings from the workshops.

5.2. The first question in this section asked respondents whether they recognised the analysis (presented in pages 12 to 14 of the survey document - see Appendix 5) of Presbyteries in relation to buildings and land. Respondents were invited to respond on a scale between No (scored as 0) through Somewhat (scored as 50) to Yes (scored as 100).

5.3. Figure 5.1 shows the overall results of this, mapping out respondents scores between 0 and 100. It shows that most common scores are grouped around 50 (relating to 'Somewhat'), with the next highest peak around 100 (relating to 'Yes'). Figure 5.1 also shows that there are greater levels of response between 50 and 100 than there are between 0 and 50.

FIGURE 5.1: Do you recognise this analysis of Presbyteries in relation to buildings and land? *Respondents were invited to respond on a scale: No (0) through Somewhat (50) to Yes (100)*



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865

5.4. To consider this in more detail, Table A2.6 in Appendix 2 has calculated various statistics based on these responses. It shows that the overall average (i.e. mean) number from these responses is 68.4, with the median (i.e. the value in the middle of a series of values arranged in order of magnitude) being 71.

5.5. Overall, these results show that respondents overall do seem to recognise this analysis – at least to somewhat of an extent, if not wholly.

5.6. Further analysis of the scores for this question was carried out to assess whether there was any particular pattern to the responses in relation to the characteristics of respondents.

5.7. Comparison was made between responses provided and the key respondents' characteristics. More detail is set out in Appendix 3, and Tables A3.13 to A3.16 present the key results. The main findings were:

- There were no notable variances in scores when the results were analysed by gender, age, or type of area with scores only varying slightly for each of these characteristics. There was slightly more variance in relation to type of response – with responses submitted 'on behalf of a Presbytery' above average in terms of the score (82.0 compared to the average of 68.4) and those responding 'on behalf of a Kirk Session' also being above average (72.7 compared to 68.4).

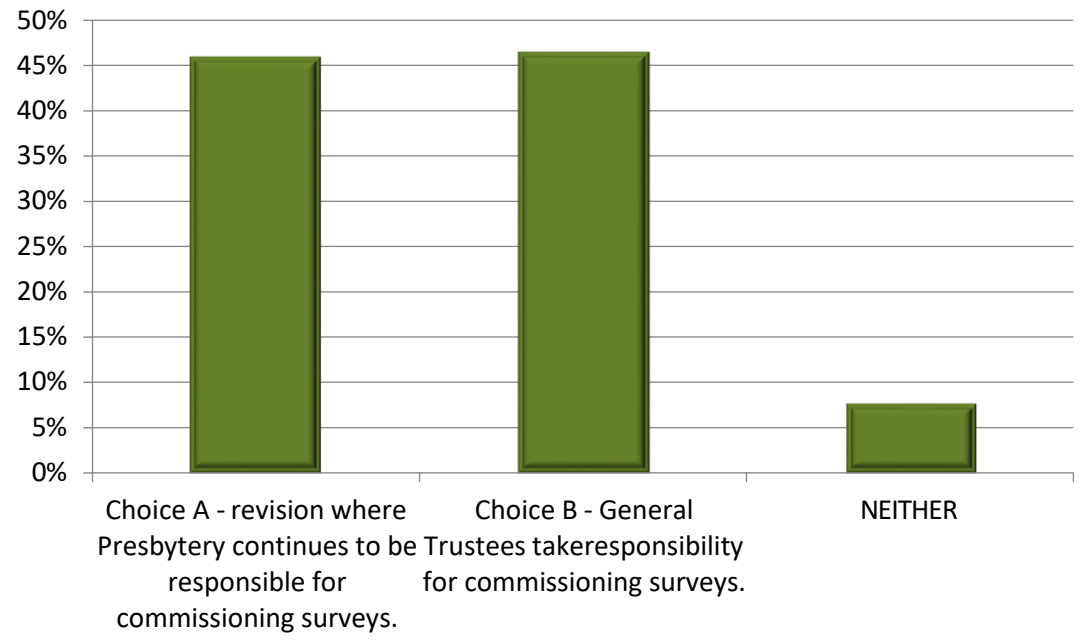
5.8. Paragraph 25 of the survey document (see Appendix 5) suggests two options, and respondents were asked which of the two options they prefer. The two options are:

(a) A revision of the current arrangements whereby the Presbytery continues to be responsible for commissioning the 5-yearly surveys but using professional surveys for both and ensuring that there is follow up to the survey, but with both a standard format, process and tendering arrangements agreed between Presbyteries and the General Trustees.

(b) That the General Trustees take responsibility for commissioning 5-yearly surveys, with the Presbytery responsible for follow up with the congregations.

5.9. Figure 5.2 presents the results and shows that there is **no clear preference, with almost equal proportions of respondents in favour of each of the two options**. 45.9% of respondents identified Choice A as their preference, whilst 46.4% identified Choice B as their preference, with almost 8% stating that neither option was their preference.

FIGURE 5.2: Which of these do you prefer?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=926

5.10. Given that the results are equally split between the two choices, analyses of the results were carried out to assess whether there was any particular pattern to the responses for each of the choices in relation to the characteristics of respondents.

5.11. Comparison was made between responses provided and the key respondents' characteristics. More detail is set out in Appendix 3, and Tables A3.17 to A3.20 present the key results. The main findings were:

- Responses submitted 'on behalf of a Presbytery' were below average for Choice B – General Trustees take responsibility for commissioning surveys (33% compared to the average of 46%), whilst responses submitted 'as a member of a Presbytery' were below average for Choice A – revision where Presbytery continues to be responsible for commissioning surveys (34% compared to the average of 46%).
- There were no notable variations between the choices in terms of gender of respondents, whilst the only notable variance in terms of age of respondents was that those aged 75+ were more likely to select Choice A (54% compared to the average of 46%).
- In terms of type of area, those from Semi-Rural areas were slightly more likely to select Choice A (50% compared to the average of 46%) whilst those from Urban areas were more likely to select Choice B (51% compared to 46%).

5.12. Respondents were asked to give more information on why they gave the answer above (Choice A or B) and, if they answered neither, to suggest what solutions they felt may address this issue. The responses are summarised below and Figure A2.7 in Appendix 2 presents a word cloud summary.

- Strong feeling from those that said **Choice A** is that it **is the best option as it can combine a consistent approach with using local knowledge**. The **benefit of being 'local' was a strong theme** from these respondents:

  "Presbyteries may have better local knowledge."

  "Choice 'A' allows greater local input and flexibility."

  "Presbytery at least has some local & personal knowledge of the congregations, their locations and their needs."

  "Benefits of local knowledge but a consistent approach"

  "Local knowledge is vital in building matters. Presbytery are closer to the action and I would hope will be better placed to operate a revised system of inspection surveys and maintenance supervision. This is also giving Presbyteries real work to do and a raison d'etre."

  "The current system appears to work reasonably well in our Presbytery. Local involvement is always better than remote control."

  "we are a Presbyterian church so the presbytery should remain responsible but with appropriate support"

- **Those that selected Choice A also had some concern about centralisation of control if the General Trustees took on this responsibility:**

  "Presbytery has a better understanding of local situations. A national overview by the General Trustees would be difficult to administer."

  "The General Trustees have to delegate some responsibilities"

  "Generally, the principle of decision making at the "lowest possible level" is a good guide. Giving this responsibility to GTs is likely to lead to a centralisation, which may not be most efficient in practice, and makes congregation feel "us and them" in relation to CofS HQ. However, it is clear that presbyteries need professional support in this role."

  "We feel that Presbyteries have local knowledge whereas the General Trustees have only limited and mainly uninformed knowledge of local facilities."

"Not convinced that GT have capacity for choice B. Also B has potential to further weaken local responsibilities"

"Keep arrangements as local as possible (with standardisation of procedures and interaction with congregations)."

- The respondents that stated a preference for Option B highlighted some key reasons. First, respondents feel that **Option B enables consistency of approach** and could **provide efficiencies…**:

  "Same standards across whole church"

  "There should be a national standard set that all churches should be working to achieve. At present the standards will vary between presbyteries"

  "Central commissioning of surveys will bring economies of scale and tend to guarantee a single consistent standard across the Church"

  "Economies of scale and greater value of comparison."

- …and enable a **more impartial/objective approach**:

  "…A GT-commissioned survey is likely to be more impartial…"

  "Local Presbyteries can become too familiar, whereby the trustees are more distant in making a decision with no distractions."

  "Condition of buildings is paramount in this process. There is a better chance of impartial decisions if taking at the highest level."

- Lack of **professional expertise and general capacity** at Presbytery level were highlighted:

  "…Presbyteries lack the professional expertise to carry out the functions for which they are responsible. The General Trustees ought to take full responsibility for all the buildings…"

  "Currently we do not think our Presbytery is coping with the workload…"

  "It would remove a burden which is becoming more difficult to fulfil given the decrease in ministers and in elders. It would centralise the process which, in this case, make the most sense."

  "The burden on presbyteries is unsustainable in relation to buildings at present and it is too easy to let things slide. With fewer Ministers there will be even less time available for them to undertake presbytery duties - elders are getting older and less able which compounds the problem. Standardisation of surveys and reports would also be desirable"

  "Takes pressure off [P]resbyteries."

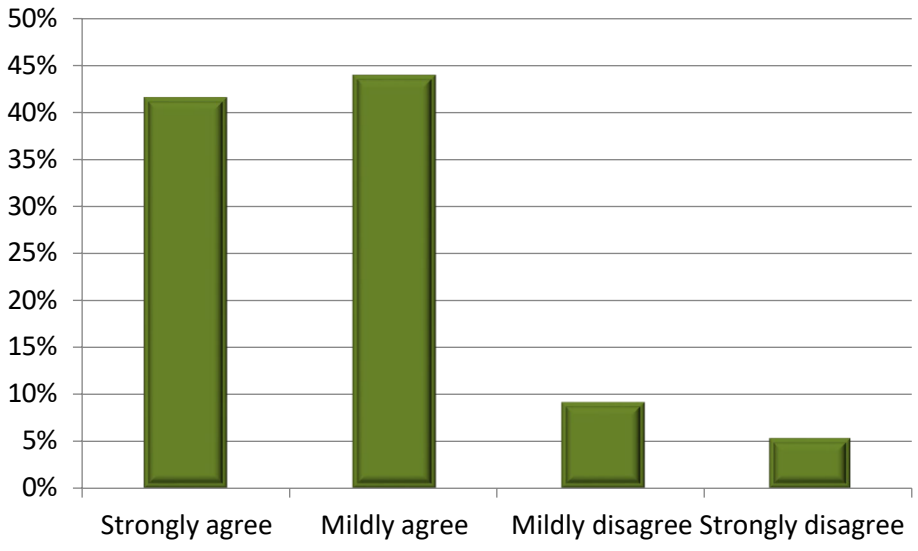
- For those **respondents that did not pick either option**, the most common response was that they felt they **did not know enough, or did not have sufficient information**, to respond to the questions.

- Others that stated 'neither' said that the **commissioning of the surveys was not the issue – it is the lack of follow up and action that is the issue** (i.e. it does not take place), and as such it does not matter who commissions the surveys, implementing any actions is the key.

- Finally, some respondents noted that they thought **Choice B could be seen as centralisation of the process, although others did admit that Choice B would maybe help to ensure that a consistent approach** was adopted.

5.13. Survey respondents were asked if they agreed that the data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process (see paragraphs 26 to 29 of the survey document in Appendix 5 for details). Figure 5.3 below shows that the most common response was mild agreement (44% of respondents) followed by strong agreement (42%). Almost 15% disagreed, showing that the **vast majority (almost 86%) of respondents agreed (mildly or strongly) that data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process**.

FIGURE 5.3: Do you agree that the data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=919

5.14. Respondents were asked to expand their answer (about whether they agreed that the data on buildings and land in the Local Church Reviews is capable of being used in the Presbytery Planning process), and the main themes emerging from the responses are summarised below (Figure A2.8 in Appendix 2 presents a word cloud summary of replies received).

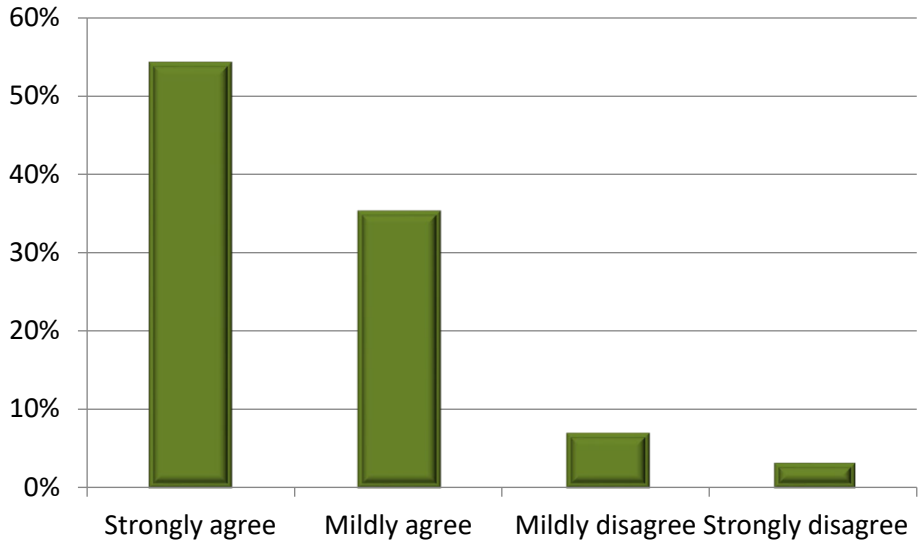
- Those respondents that **agreed** that the data on buildings and land in the Local Church Reviews is capable of being used in the Presbytery Planning process did **frequently acknowledge that there are issues with it that would need to be addressed** for it to be used in this way, but do clearly support its use. Some respondents noted that they are **aware of Presbyteries that already do this**, but the **majority seem to support this as an aspiration and recognise that there would need to be improvements in the LCR process** for the data to be capable of being used in this way.

- Those that **disagreed** highlighted that data from the LCR is **not consistent**, is **not reliable**, is not sufficiently thorough, and there is **variability** within it – and as such those that disagreed do not currently feel it is capable of being used in the Presbytery Planning process. Many who disagreed acknowledge that they would like it to be used in this way – but feel that for the above reasons it is not yet capable of being used as part of the Presbytery Planning process.

5.15. The survey asked if respondents agreed that Presbyteries should take a Presbytery-wide view of future buildings investment, (with particular reference to paragraphs 30 and 31 of the survey

document – see Appendix 5). Figure 5.4 shows that 54% strongly agree with this, and a further 35% mildly agree, only one-tenth of respondents express any level of disagreement, showing that, **overall, 90% of respondents strongly or mildly agree that Presbyteries should take a Presbytery-wide view of future buildings investment**.

FIGURE 5.4: Do you agree that Presbyteries should take a Presbytery-wide view of future buildings investment?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=922

5.16. Respondents were asked to expand their answer (about whether they agreed that Presbyteries should take a Presbytery-wide view of future buildings investment) including detailing any resources Presbyteries would need to do this effectively. The main themes emerging from the responses are summarised below and Figure A2.9 in Appendix 2 presents a word cloud summary of the replies received.

- The respondents who **agreed that Presbyteries should take a Presbytery-wide view of future building investment** highlighted the following in their comments:
- The **Presbytery level is the appropriate level** for this:

  "We really have to be strategic rather than ad hoc in making decisions."

  "Congregations are guilty of looking only at how to improve their own particular situation without regard for the wider picture around them."
- Whilst there is clear support for this**, issues around the capacity of Presbyteries** to be able to do this, as well as the **need for Presbyteries to have the required skills and expertise** as well as **resources** were highlighted by respondents:

  "But must have the expertise to do this - experts not always available - will have to buy in expertise"

  "Presbyteries will need to have people with adequate and relevant experience to manage future investment."

"This is a big task to ask volunteers, within a Presbytery to carry out. I'm sure not all have the skills, time, nor inclination. Administration, inspection, fund finding, business planning skills are all required."

"Bigger Presbyteries will need different/broader/new skills to take a broader view on building investment."

"Need consistency and professionalism. Clearly this will need additional resources."

- The need for Presbyteries to be **consistent, as well as flexible and reflect local circumstances** and issues was highlighted:

  "The advice needs to understand the longer term local community needs as one size does not fit all. This may need to include assistance with engagement, feasibility studies etc"

  "This will depend greatly on what area each Presbytery covers. The same model cannot fit all."

  "There needs to be a set of guidance and principals so that those that are making the decisions are doing so on an informed basis. All congregations need to understand what the criteria is that is being used to ensure it is applied fairly across the presbytery."

  "This decision would require to be flexible dependent upon the relevant circumstances of the churches involved in each case."

- Respondents also highlighted the **role that local churches/congregations should play**:

  "Providing there is local consultation and local situations are taken into account."

  "It would be important be for Presbyteries to ensure that there was fair, appropriate and adequate consultation with individual congregations".

  "It is important that there is time for proper consultation to be done with congregations"

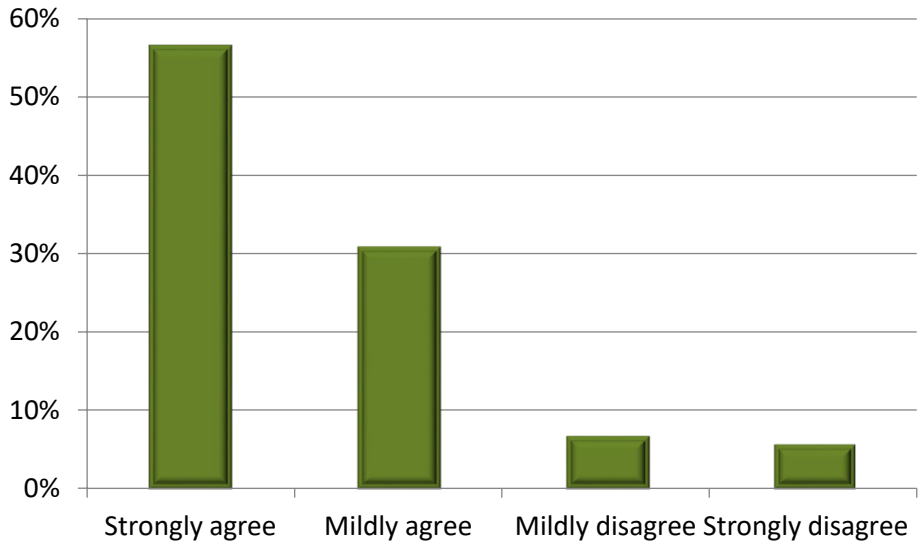
  "Presbytery should have a view on this, but local congregations should know what is required and what is possible better than anyone."

  "Congregations must have a strong voice in their own destinies"

- The small minority (around one in ten) who disagreed that Presbyteries should take a Presbytery-wide view of future building investment expressed concerns about the capacities, capabilities or competencies of Presbyteries to do this, as well as highlighting the potential for Presbyteries to 'favour' particular areas/churches over others.

5.17. With reference to paragraphs 32 and 33 of the survey document about 'Supporting and resourcing' – (see page 17 of Appendix 5), the survey asked respondents if they agreed that Presbyteries or groups of Presbyteries should employ professional Building Officers provided the financial arrangements can be made. Figure 5.5 shows that 57% of respondents strongly agree, with 31% being in mild agreement. Around one-eighth of respondents (12.5%) disagreed strongly or mildly with this, resulting in a total of **88% of respondents agreeing that Presbyteries or groups of Presbyteries should employ professional Building Officers provided the financial arrangements can be made**.

FIGURE 5.5: Provided the financial arrangements can be made, do you agree that Presbyteries or groups of Presbyteries should employ professional Building Officers?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=929

5.18. Respondents were asked to expand their answer if necessary (about whether they agreed that Presbyteries or groups of Presbyteries should employ professional Building Officers), and the main issues emerging from the responses are summarised below. Figure A2.10 in Appendix 2 presents a word cloud summary of the replies received.

5.19. Overall the comments strongly supported the idea of employing professional Building Officers, with many respondents emphasising how useful the think this would be in their comments. Those that agreed that Presbyteries or groups of Presbyteries should employ professional Building Officers emphasised the following:

- Some highlighted the **importance of having access to such expertise and knowledge**…

  "Paid professional advice even at certain points would be much appreciated and probably pay for itself"

  "It is better to have in-house professional instead of those having to service the profits of a company."

  "To say the appointment of Buildings Officers would be extremely helpful is well worth repeating, the costs of such appointments to be discussed/negotiated with Presbyteries. A nationwide network of Buildings Officers would be extremely helpful to secure good deals with appropriate professionals and trades people."

- Especially given the **lack of this expertise at the congregation or Presbytery level**…

  "Many congregations do not have the appropriate skills"

  "Local congregations and even presbyteries do not necessarily have people with the right level of professional expertise who are willing to devote their skills to the church."

  "Many, if not most, congregations do not have sufficient expertise or time to manage major building projects."

"Presbyteries as present constituted do not have the expertise to carry out their managerial functions. Once when the church represented something like the whole population a congregation would include many different kinds of tradesmen and professionals…this is no longer the case."

- And the importance of having **consistent approaches** to this…

  "This would allow more dispassionate decisions about buildings and more realistic plans to be made"

  "When one individual is responsible for the building there is a greater possibility that there is continuity in the criteria used".

  "Agree that for consistency and the need for professional input, the employment of Building Officers may be a way forward…"

  "External, impartial advice is very useful."

- Whilst some noted the **potential costs (and implications)** of such an approach…

  "I agree as long as there is no costly empire building "

  "I have reservations about the financial burden of this when the review highlights the financial burden of so many church buildings."

  "The financial arrangements will be critical to this succeeding. Most congregations could not afford this resource and could possibly be funded centrally."

  "The main problem as I see it will be providing the financial arrangements."

5.20. These survey results on the agreement about Presbyteries or groups of Presbyteries employing professional Building Officers is supported by the workshop findings which show that one of, if not the, most common solutions proposed by workshop attendees to addressing fabric management issues (which was identified in workshops as the area that most commonly took both lots of time and lots of effort) related to the use of professional support for fabric management. Common themes from the workshops included the use of preferred/approved contractors; shared commissioning/procurement of work; and, most notably, calls for Presbyteries to employ professional building officers to help advise congregations, as well as employing professionals to undertake fabric surveys on a regular basis (not just quinquennials) and employing professional factors to help advise congregations.

5.21. Section 3B of the survey focused on 'Unburdening Congregations' (see page 18 of Appendix 5) and set out a number of options in relation to day-to-day fabric management that respondents were asked about. Table 5.2 shows the options and summarises the survey responses.

5.22. The results show **that Options A and B were identified as being very relevant and helpful by more than half of respondents (59% and 54% respectively)** and these options also had the lowest levels of respondents describing them as not relevant and helpful.

5.23. Conversely**, Option C is identified as very relevant and helpful by just over one-third of respondents (35%) whilst just over one-fifth of respondents (22%) described Option D as being very relevant and helpful**. Whilst **Option C** had close to half of respondents identifying it as somewhat relevant and helpful (47%), **resulting in 80% identifying it as either very or somewhat relevant and helpful**, **Option D has the highest proportion (42%) of respondents describing it as not relevant and helpful**.

TABLE 5.2: There are a number of options suggested in relation to day-to-day fabric management. Please use the options below to let us know which of these you feel would be relevant and helpful.				
	Very Relevant and Helpful	Somewhat Relevant and Helpful	Not Relevant and Helpful	Total
(a) Presbyteries could provide procurement support to local Fabric Conveners, with the General Trustees producing a procurement manual and support similar to the guidance and support provided for Health and Safety. There should be induction programmes for Fabric Conveners and regular sharing of information.	58.6%	35.0%	6.4%	909
(b) A group of congregations could share a Fabric team, whose role would be to share regular inspections, information about contractors and plan a works programme (eg annual roof work) and get the benefit of some form of 'bulk purchasing' and longer-term contracts.	53.5%	36.0%	10.5%	914
(c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance.	34.7%	46.9%	18.4%	908
(d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over.	22.1%	35.7%	42.1%	904
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=904 to 914				

5.24. Further analysis of the two options where less than 50% of respondents described them as 'very relevant and helpful' – i.e. options (c) and (d) were carried out to assess whether there was any particular pattern to the responses in relation to the characteristics of respondents.

5.25. Comparison was made between responses provided for these options and the key respondent characteristics. More detail is set out in Appendix 3, and Tables A3.21 to A3.28 present the key results. The main findings were:

- For Option (c) – *'The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance'* – responses submitted 'as a member of a Presbytery' and 'on behalf of a Presbytery' are above average in terms of the proportion of respondents stating that this option was 'very relevant and helpful' (42% compared to the average of 35%), whilst responses 'on behalf of a Kirk Session' were below average (30% compared to 35%). There were no notable variations in terms of gender of respondents, nor in terms of type of area, whilst the only notable variance in terms of age of respondents was that those aged 75+ were more likely to identify Option (c) as 'very relevant and helpful' (42% compared to the average of 35%).

- For Option (d) – *'A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over'* – responses submitted 'as a member of a Presbytery' were more likely to describe it as 'very helpful and relevant' (30% compared to the average of 22%) whilst responses 'on behalf of a Kirk Session' are less likely to do so (14% compared to 22%). There were no notable variations in terms of gender of respondents, nor in terms of age of respondents, whilst the slight variance in terms of type of area was for Urban areas to be more likely to describe Option (d) as 'very relevant and helpful' (26% compared to 22%) whilst Rural areas were less likely to do so (18% compared to 22%).

5.26. Respondents were then asked if there were any other option (beyond the four presented in Table 52) that they felt should be explored. The main themes emerging from the responses are summarised below and Figure A2.11 in Appendix 2 presents a word cloud summary of replies.

- Most of the comments either provided additional feedback on their views on the existing four options or offered suggestions around slightly alternative versions of these. The scale of additional options offered that should be explored was limited.

- Of particular note, there were mixed responses about option (d) in the open-ended answers. Some respondents used the open-ended question to reaffirm their view of (d) as 'not relevant and helpful' whilst others noted that they see merit in this option for some congregations, but feel it would not be appropriate for all. Some respondents emphasised that they feel option (d) goes against the principle of subsidiarity around decision-making:

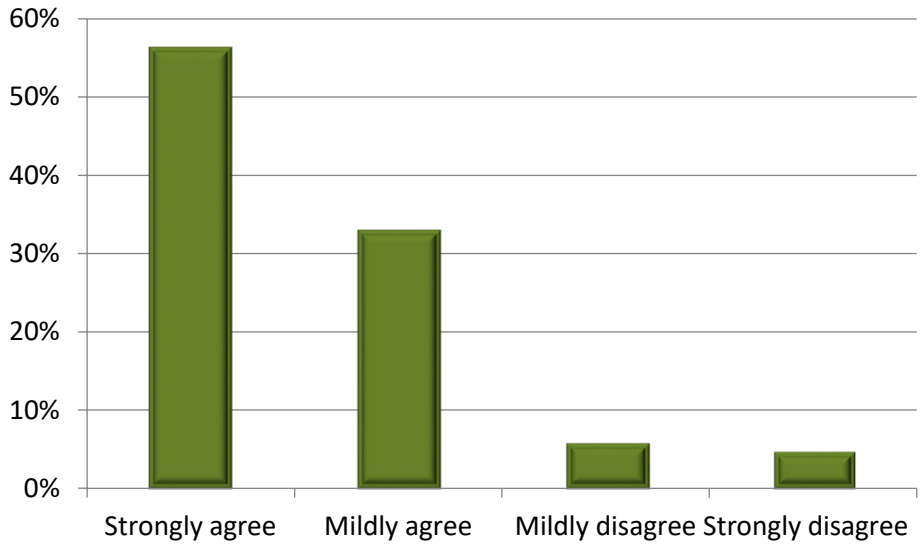
  "It would go against the thrust of the strategies adopted by the 2019 General Assembly to take initiative away from congregations. For the General Trustees to effectively take over building management from small congregations would centralise a problem which should be dealt with locally: how to imagine a realistic and active future for an underused building. If anything it should be Presbytery which would take over, ensuring that the actions taken were in line with their planning."

5.27. As noted earlier in this section, the workshop attendees were asked to consider where their time and effort in relation to church buildings and land is spent, and the most common aspect (by far) that was identified as taking up both lots of time and lots of effort was fabric management.

5.28. In terms of the potential solutions to this (workshop attendees were asked to identify solutions that would help to reduce the time and effort required) these are summarised in paragraph 5.20 earlier in this section, with the only notable addition the suggestion from workshop attendees that congregations should share skills and resources – which is reflected in both paragraph 5.20 and also in the issues around sharing resources set out later in this section (see paragraphs 5.43 to 5.50).

5.29. Respondents were asked whether they thought that a panel of external, professional project managers would be useful in relation to procuring and delivering Major Projects (see paragraphs 36 and 37 of the survey document in Appendix 5). Figure 5.6 shows the results, **with 56% strongly agreeing that a panel of external, professional project managers would be useful in relation to procuring and delivering Major Projects, with a further one-third of respondents (33%) mildly agreeing with this**. Slightly more than one-in-ten respondents (11%) disagreed.

FIGURE 5.6: In relation to Procuring and delivering Major Projects (paragraphs 36 and 37) - Do you think that a panel of external, professional project managers would be useful?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=905

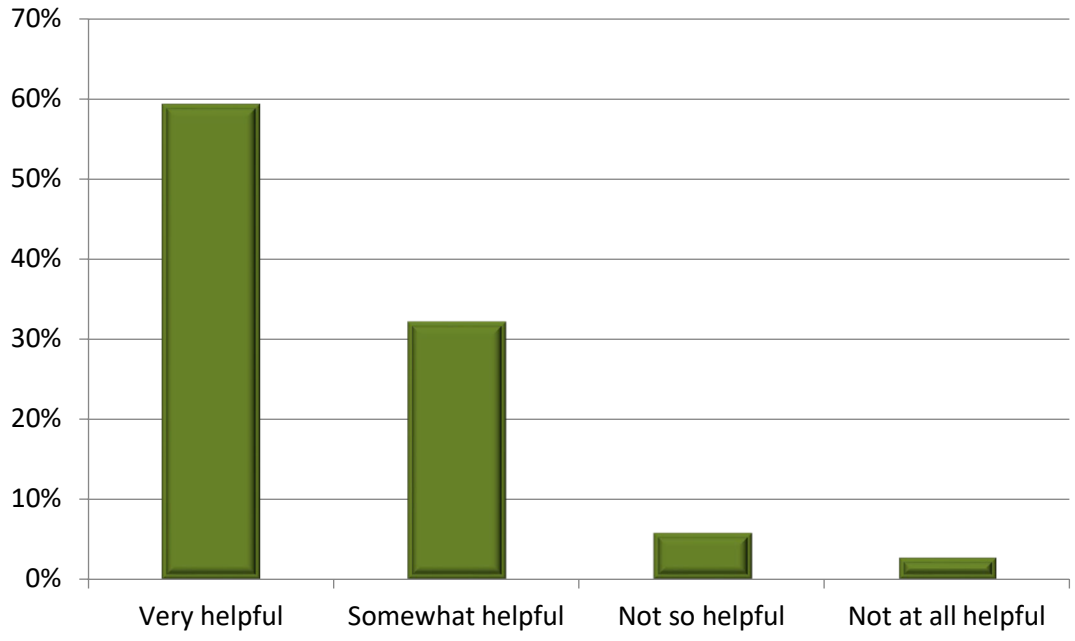
5.30. In relation to Redundant Buildings (see paragraphs 38 to 39 in Appendix 5), survey respondents were asked to consider the following paragraph:

"However, in many cases - particularly in parish adjustment where a building is identified by the Presbytery as redundant - looking after the building until it is sold can be a distraction from mission. One solution could be that the General Trustees take over day-to-day responsibility for the building from a date to be agreed between the congregation, the Presbytery and the General Trustees, and manage it through the closure programme, and disposal. This would be a voluntary arrangement, and the timing could vary from case to case, depending on when the congregation wants to hand over responsibility. There could be a time limit (say six months) from the decision that the building was 'redundant' and if the building has not been disposed of under the existing arrangements, then the General Trustees could be invited to step in. The cost to the General Trustees for managing the process could be a charge against the net income from the sale. If not already the owners, title would have to be transferred to the General Trustees."

5.31. The survey asked respondents about their agreement with the possibility suggested (see Figure 5.7) and also their agreement about the suggestion as to how an arrangement might be financed (see Figure 5.8).

5.32. Figure 5.7 shows that 59% describe the possibility suggested as very helpful, with a further 32% regarding it as somewhat helpful. Less than one-in-ten describe is as either not so helpful, or not at all helpful, showing that the vast majority regard this suggestion as at least somewhat, and more commonly very helpful.

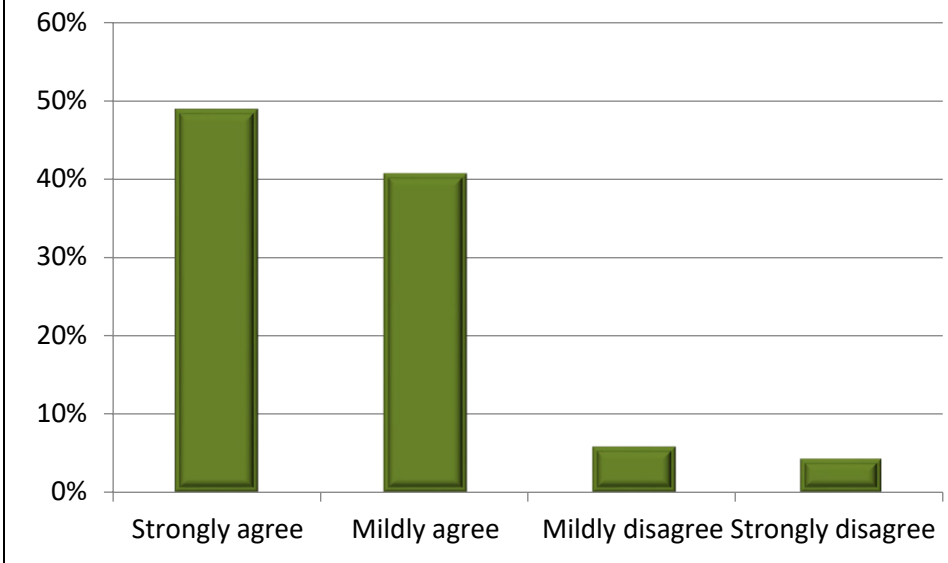
FIGURE 5.7: Do you agree that the possibility suggested in this paragraph would be helpful?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=914

5.33. Figure 5.8 shows that there is broad agreement about how the arrangement might be financed, with 49% strongly agreeing, and 41% mildly agreeing. A small proportion (around one-in-ten) of respondents mildly or strongly disagree – showing again that the **vast majority of respondents (90%) agree with the suggestion as to how an arrangement might be financed** (i.e. the cost to the General Trustees being charged against the net income from the sale).

FIGURE 5.8: Do you agree with the suggestion (in the paragraph above) as to how an arrangement might be financed?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=902

5.34. Respondents were then asked to add any additional comments they may have for potential financing arrangements, and the main themes from the responses are summarised below (Figure A2.12 in Appendix 2 provides a word cloud summary of responses).

- Focusing on those respondents that agreed with the suggestion about how an arrangement might be financed, the following key themes emerged:
- The need to **consider each situation on a case-by-case** basis:

  "I think it would depend on individual circumstances. Each case would need to be considered separately."

- The importance of **transparency of costs, and advance agreement about arrangements**:

  "The cost of such an arrangement would be important to the congregation. The fee could either be a fixed amount irrespective of the market value of the property, or a percentage of the congregation's assets"

  "I think there would be concern about the management charge unless more detail supplied"

  "Fees and costs would have to be known in advance"

  "Maybe a percentage of the sale could be the norm. Instead of an actual amount for cost. That way the amount of cost would vary accordingly."

  "For the General Trustees to take on this function would remove a huge burden from the congregation, but there is a financial cost. It seems reasonable that the Trustees recoup the costs from proceeds of sale."

- Issues around **cost versus sale value**:

  "What happens when sale price doesn't meet the costs?"

  "Sale and disposal may not be the same thing. Support to congregations around 'hard to dispose of' buildings is very necessary. What would be the financial impact to congregations should a building have to be disposed of by means other than a sale?"

  "My concern would be that the full value of the property considered redundant would be "lost" to the General Trustees as a management fee if the sale took some considerable time to come to fruition."

- Considerations around what happens with the **income from any sale**:

  "The finance agreement for the managing by the General Trustees makes sense. However as said in a previous answer we need to change how the money realised from the sale can be used"

  "There needs to be a more equitable use and distribution of proceeds from disposals. As mentioned above some congregations are sitting on very valuable glebes or city centre estate when inner city or priority area congregations do not. "

  "How much money and where does it go? Would the money from the sale of a manse go to the churches it served"

  "Monies raised from the sale of a redundant building should be used to equip well the church in the right place."

  "Agree with the proviso that any remaining proceeds of the sale are credited to the congregation for ongoing mission within the Parish."

5.35. The survey asked respondents to consider Manses – and in particular (see paragraphs 40 to 41 of the survey document in Appendix 5), to consider two proposals:

(a) *That the Kirk Session appoints an agent to look after the manse, including regular inspections, arranging for work to be carried out and reporting to the Session. The Minister would be asked to confirm his or her agreement to this and to allowing the agent regular access for inspection and work to be carried out. This arrangement currently operates for Glasgow Gorbals and is similar to the way many private sector organisations look after their rented houses.*

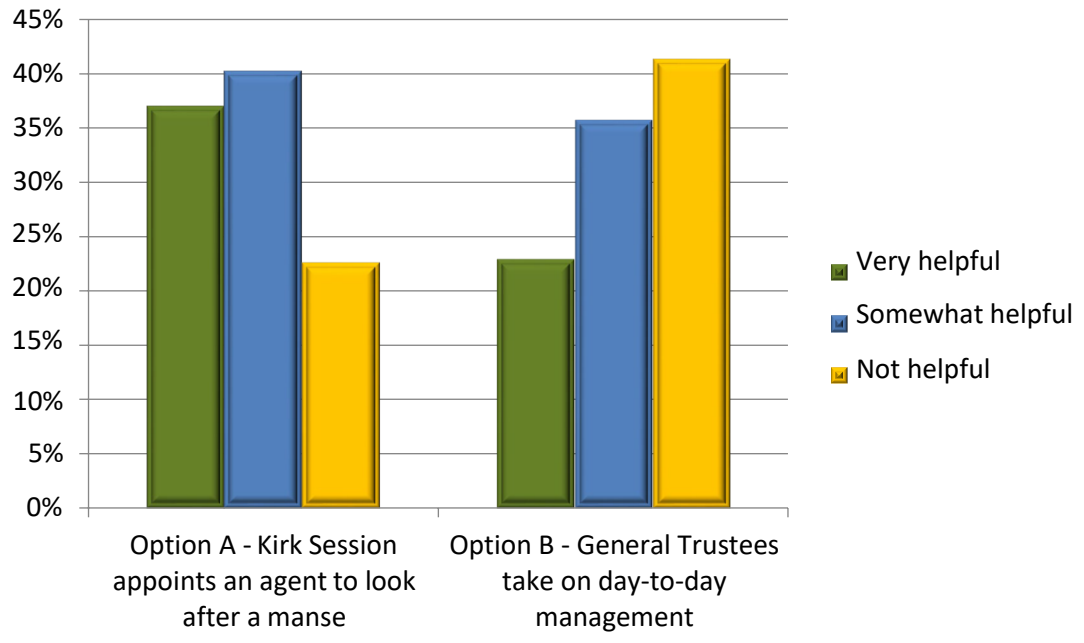
(b) *That the General Trustees take on the day-to-day management and upgrading of manses where the Kirk Session, Minister, Presbytery and General Trustees agree that this would enable the congregation to focus on worship and mission. If not already in General Trustees' ownership, title to the manse would need to be transferred. The Kirk Session would pay a service charge, and the Minister would occupy the manse on a 'written agreement' setting out responsibilities on both sides. Again, if this proved popular, the planning and resourcing would take sometime.*

5.36. Survey respondents were asked how helpful either of these two options may be, and Figure 5.9 shows the results from this.

5.37. The results show a mixed response, with neither option garnering high levels of 'very helpful' responses. **Option A (Kirk Session appoints an agent to look after a manse) was thought to be very helpful by 37% of respondents**, and **Option B (General Trustees take on day-to-day management) by only 23% of respondents** (i.e. less than one-quarter of respondents described this as very helpful).

5.38. Both options scored higher on somewhat helpful (40% and 36% respectively), whilst **Option A is viewed as not helpful by more than one-fifth (23%) of respondents, and Option B is regarded as not helpful by 41% of respondents**.

FIGURE 5.9: Please let us know how helpful either of these options may be.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=829 to 845

5.39. Given the results for both options are spread across the response categories, further analyses was carried out to assess whether there was any particular pattern to the responses in relation to the characteristics of respondents.

5.40. Comparison was made between responses provided for these options and the key respondent characteristics. More detail is set out in Appendix 3, and Tables A3.29 to A3.36 present the key results. The main findings were:

- For 'Option (A) – *Kirk Session appoints an agent to look after a manse'* responses submitted 'as a member of a Presbytery' and 'on behalf of a Presbytery' are above average in terms of the proportion of respondents stating that this option was 'very helpful' (49% and 50% respectively against an average of 37%), whilst responses 'on behalf of a Kirk Session' were below average (29% compared to 37%). There were no notable variations in terms of gender of respondents, age of respondents, nor in terms of type of area.

- For *'Option (B) – General Trustees take on day-to-day management'* responses submitted 'as a member of a Presbytery' and 'on behalf of a Presbytery' are above average in terms of the proportion of respondents stating that this option was 'very helpful' (30% and 40% respectively against an average of 23%), whilst responses 'on behalf of a Kirk Session' were below average (14% compared to 23%). There were no notable variations in terms of gender of respondents, age of respondents, nor in terms of type of area.

5.41. Those respondents that considered neither of the options to be helpful were asked if they had any alternative suggestions. The main themes from the responses received are set out below and Figure A2.13 in Appendix 2 presents a summary of the responses as a word cloud).

- Many of the responses relate to the selection of either of the two options set out rather than the offering of alternative suggestions. Wider issues around provision of Manses to ministers – many views offered on this:

  "In this day and age why does Congregations have to supply and maintain a Manse? Surely Ministers can purchase their own homes with a possible financial benefit to their stipend."

  "I am in favour of ending tied housing for ministers…historically there was an argument to say that a minister required to live in a tied house to be available for work that is no longer the case."

  "It might be sensible to transition away from providing manses full stop. Tied houses used to be common in many areas of life, but have slowly been cut in many places. As usual the church is slow to catch up with the rest of the world."

  "Get rid of most manses. only have them in areas of difficult or expensive housing."

  "Sell all the manses and ministers live in their own houses".

- But some disagree (and are concerned about centralisation and call for keeping management local):

  "I think that a centralised agent is too distant from the local situation to fully appreciate the issues/constraints"

  "Why does the title of the manse need to be transferred to the Trustees? Many congregations would resist this and the requirement would therefore be a stumbling block."

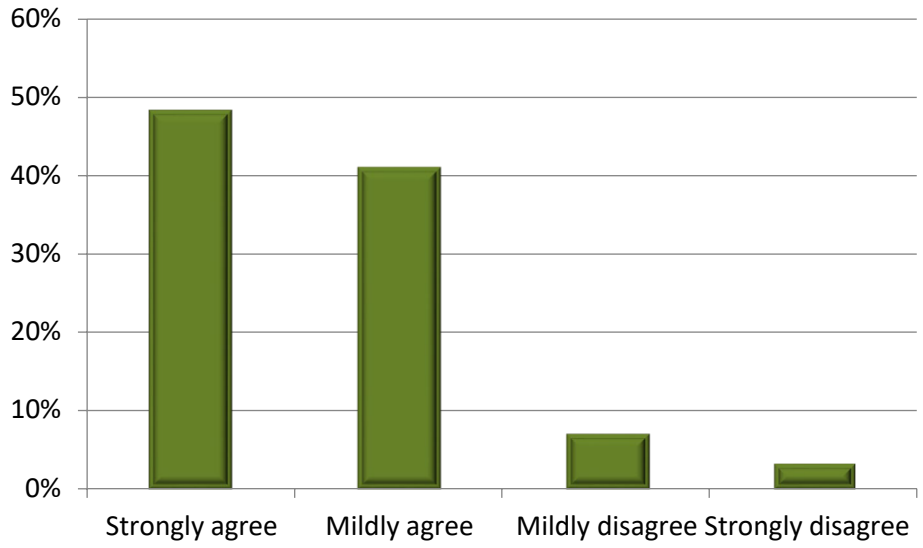
  "Option B looks like too much centralisation again."

  "Fragmentation versus centralisation?"

5.42. The final aspect of this section of the survey was '3C. Sharing the load' (see pages 23 to 25 of Appendix 5), and the first issue asked of survey respondents was whether they agreed that there should be more sharing of resources between congregations.

5.43. Figure 5.11 shows that the most common response was to strongly agree with this (48%), with 41% mildly agreeing with this – showing overall that **90% of respondents are in agreement that there should be more sharing of resources between congregations**.

FIGURE 5.11: Having read paragraphs 42 - 46 please answer the following questions. Do you agree that there should be more sharing of resources between congregations?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=909

5.44. The survey then asked respondents if there were any circumstances when greater sharing cannot be done or would be inappropriate. The main issues emerging from the responses received are set out below and a word cloud summary of responses is provided in Figure A2.14 in Appendix 2.

- Many responses were actually supportive of the idea of greater sharing of resources, offering additional information to explain their reason for agreeing with the idea of greater sharing of resources. Those that did deal directly with the circumstances when greater sharing cannot be done or would be inappropriate noted:
- Issues around **restricted funds or resources/reserves with conditions** attached:

  "When monies from a Legacy / Donation are given for a specific purpose this would be within a Restricted Fund for the recipient Church to use."

  "Restricted funds as opposed to designated funds may be a problem legally"

- **Practical barriers**:

  "This may be difficult in widely-separated ruralcommunities."

  "Concerns were raised about the practicalities of such arrangements and the willingness of members to contribute to buildings outwith their own parish."

  "Rural Churches where the congregations are widely separated"

- Prudent congregations (or affluent churches) have concerns around sharing:

  "My only worry would be that congregations who have managed their resources well and not just saving for the rainy day would end up having funds diverted to others who haven't. However, in principle it would make sense.

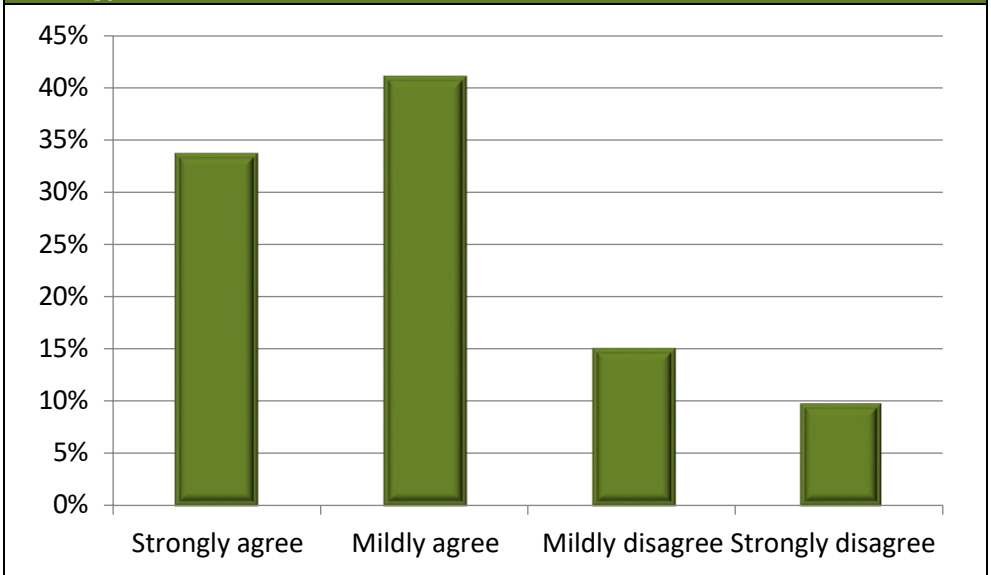
  "Whilst I am all in favour of the sharing of resources, congregations should also be encouraged to take responsibility for their finances - sharing should be an act of ownership rather than avoidance. Additionally, there may be significant tensions if congregations feel that "their" money is not being used wisely by those sharing it.

  "This is easy to support if you are on the receiving end. I'm sure there must be well-off congregations who say "why should we, we accumulated the funds, and now they are being taken from us to fund congregations who cannot support themselves."

5.45. The survey also asked whether respondents agreed that that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy, and **whilst there was general agreement on this, it is notable that the levels of disagreement on this question are higher than on any other question in the survey.**

5.46. The **most common response was mild agreement (41%) whilst one-third of respondents (34%) strongly agreed** that that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy. Of relative note (compared to the scale of disagreement to other survey questions), **one in four respondents (25%) disagreed with this, and within this, one-in-ten (10%) strongly disagreed with this**.

FIGURE 5.12: Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=909

5.47. Given the responses to this question were more varied in terms of level of agreement/disagreement, the results have been analysed to assess whether there was any particular pattern to the responses in relation to the characteristics of respondents.

5.48. Comparison was made between responses provided and the key respondent characteristics. More detail is set out in Appendix 3, and Tables A3.37 to A3.40 present the key results. The main findings were:

- Responses submitted 'as a member of a Presbytery' are above average in terms of the proportion of respondents 'strongly agreeing' that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy (46% compared to the average of 34%). There were no notable variations in terms of gender of respondents, age of respondents, nor in terms of type of area.

5.49. Respondents were asked to list any suggestions for other ways in which the repair, improvement and provision of buildings might be financed (particularly for those congregations which do not have reserves but are delivering effective mission and outreach in their communities) and the most common suggestions are summarised below with Figure A2.15 in Appendix 2 providing a word cloud summary.

5.50. Many of the comments were providing more detail about their response to whether Presbyteries should have more ability to direct the sharing of resources as much (of not more than) providing other suggestions around finance:

- One common suggestion was to adapt/change the **approach to sharing and distribution of funding** within the Church:

  "A more robust and better joined-up approach to Presbytery Planning, to include thorough and reliable property information, at both Presbytery and General Trustees levels would be the justification for a more radical approach to a more equitable distribution of all the financial resources of the church."

  "Sharing of the various resources that are needed to maintain the buildings. This includes knowledge of maintenance and repair and people who are able to do such work."

  "Congregations should be encouraged and supported to share resources but there should be no right to insist…"

  ""Twinning" or getting a richer church to help a struggling church may be more effective than a forced general "tax""

  "Linkages between financially strong and weak congregations - I think you are more likely to get sharing on this scale if folk know each other"

  "One suggestion could be that the wealthier churches are encouraged to invest in a COS trust that could then be used to provide loans to the poorer churches. The wealthier churches would then still have the option to get that money back at some future date if required."

  "A central pot contributed to by all those who can administered by 121"

- **Very strong feelings emerged around whether any 'sharing' should be a request or a directive** (and the importance of a clear mission strategy):

  "Direct - no! Advise - most certainly. The two parties doing the sharing are the only people who can direct how this is done."

  "The resources of the Central Church needs a thorough review to determine if funds can be made available. It is not equitable to expect local churches to share resources but the central funds are not shared."

"Not so much to DIRECT, more to encourage sharing."

"Charity Trustees should not in law be capable of being "directed" by a third party (eg Presbytery) as to how to manage or utilise their individual charity's resources - unless that third party is to be considered a "shadow trustee" - which is undesirable."

"I do not agree with the term 'ability to direct' But make a case for a congregation and ask for donations."

"'Direct' should be replaced perhaps with 'negotiate' or 'facilitate' or 'encourage'"

"Not convinced that Presbytery should direct this - would much rather see this done on the basis of agreement between congregations"

"Forced sharing of resources would sow division."

"There MUST BE a clear Mission Strategy from Presbyteries"

"Emphasis very definitely on 'so long as they have a clear, agreed mission strategy'"

- Suggestions around seeking **funding from elsewhere**:

  "They should make use of any relevant grant-awarding bodies. Congregations need to make an effort to maintain their ministry."

  "Historic Scotland grants."

  "Historic Scotland Lottery local councils"

  "local fund raising, grant applications and legacies."

  "They should make use of any relevant grant-awarding bodies. Congregations need to make an effort to maintain their ministry."

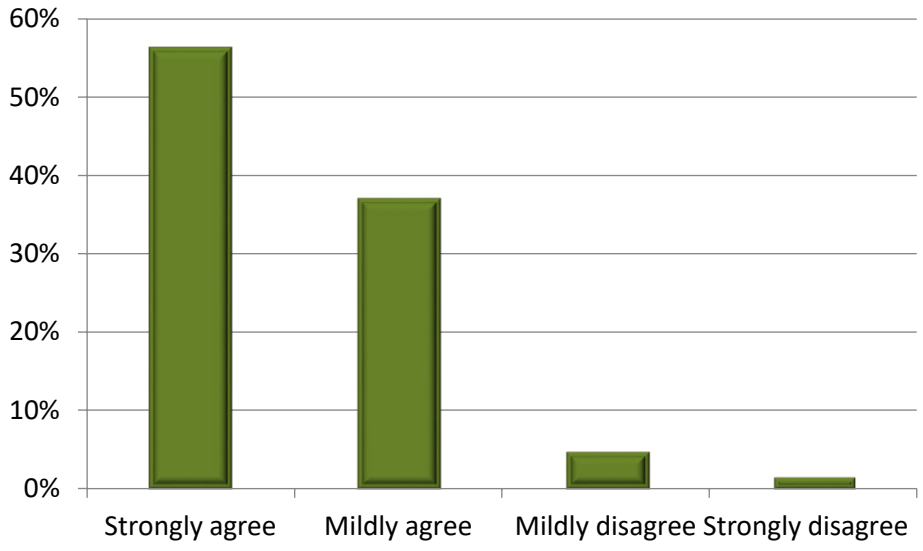
- The potential to **collaborate** was also mentioned:

  "Partnership with other community groups."

  "Partnership with housing associations or local authorities or community development associations."

5.51. Within the considerations around *'Sharing the load'*, the survey also asked respondents about Ecumenical sharing, and whether they agreed that there should be more sharing of spaces with other denominations. Figure 5.13 shows that more than half of respondents (56%) strongly agreed with this, with a further 37% mildly agreeing with it – disagreement was low, with just 6% disagreeing (mildly or strongly) with this, showing that **94% of respondents agree that there should be more sharing of spaces with other denominations**.

FIGURE 5.13: Ecumenical Sharing - Do you agree that there should be more sharing of spaces with other denominations?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=908

5.52. The survey then asked respondents if they could provide any examples where sharing of space already takes place, and the main types of example are summarised below. (Figure A2.16 in Appendix 2 presents a word cloud summary of the replies).

- A **wide range of examples** of the various types of sharing already taking place were offered:

  "In our area […] there are many examples of other groups anxious to use our premises. If it does not conflict with our own ecumenical journey then what is the problem?

  "We have in the past had the RC church use our sanctuary while their building was having new heating installed. Things like our Messy Church, Space (women's ministry), particularly large or small services (Remembrance, Christmas Eve etc) take place in the venue most suited to the nature and size of the event. The denomination is not the main concern."

  "One of our local churches shares their building with the Scottish Episcopal Church. The local Baptist church shares it's buildings with the Chinese Church."

  "Locally there is sharing with Salvation Army, Episcopal, Baptist, Congregational and Methodist communions."

  "Yes - come and visit us. We have a Korean Fellowship that meet in our building on a Sunday Afternoon. We get on well!"

  "Joint services from time to time and Christian Aid"

  "we have allowed the RC church to hold family parties in our buildings. and on once occasion a service. we have helped the salvation army use our hall for informal worship"

- But for some there are **potential issues or a need for guidance**, and a **mix of views on who to share with**…

  "Sharing resources within other Christian communities is to be encouraged. Sharing with other faiths would be more problematic."

  "Specifically Christian denominations"

"No and it shouldn't happen"

"Not only other denominations but also other religions."

"This is where buildings issues may come up against tradition and theology"

"We need shared missional goals Need guidelines on how it can be done = case studies, successes and otherwise"

"In certain places this already happens, but probably not enough. There is also the issue of specific clergy disagreeing with this as an option. Shock horror, congregations don't always agree 100% with their ministers and so Ecumenical sharing would not only have to be agreed in principle but also needs to be able to be put in place in practice."

- Whilst some noted the **particular challenge of this for rural areas:**

"Has been done locally with the Baptist Church and Roman Catholic Church when they were undertaking significant refurbishment programmes in their own buildings. More difficult in rural areas where Church of Scotland is the only presence."

"No! Because in many areas of the region this is not possible as the CoS is the last remaining denomination."

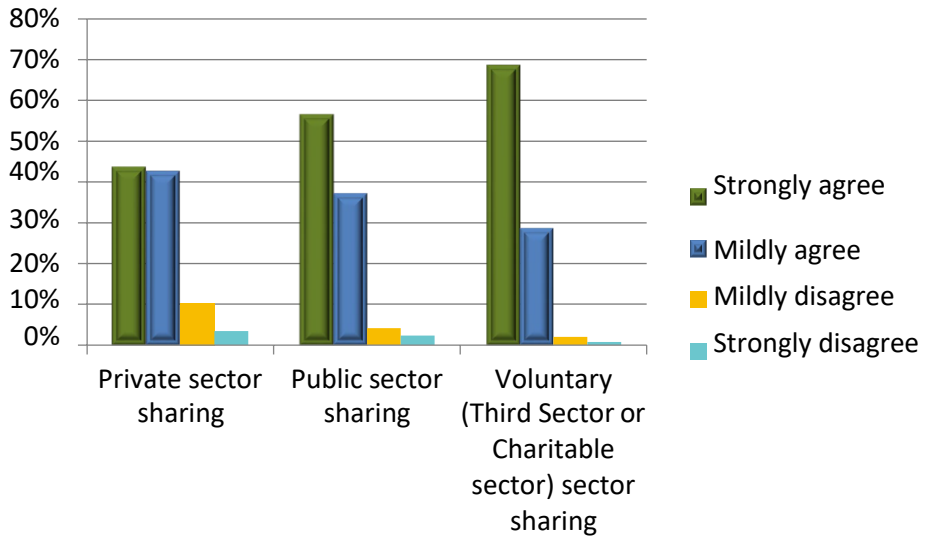
"This already happens in Argyll, however in most remote rural communities the Church of Scotland is 'the' Christian presence."

5.53. Finally, the survey asked respondents whether there should be more sharing of spaces with the public, private and volunteer sectors, and Figure 5.14 shows the results.

5.54. Strong agreement was highest for sharing with the voluntary sector (69%), followed by public sector (57%) with less than half of respondents (44%) strongly agreeing about sharing with the private sector.

5.55. Combining the strong and mild agreement responses, shows that 97% agree that there should be more sharing of spaces with the voluntary sector; 94% agree that there should be more sharing of spaces with the public sector; and 86% agree that there should be more sharing of spaces with the private sector. Therefore, whilst private sector is ranked lowest in terms of agreement, the vast majority of respondents agree about more sharing with all three sectors. More than one-in-eight (14%) of respondents disagree about more sharing with the private sector.

FIGURE 5.14: Public, Private, and Voluntary sector Sharing - Do you agree that there should be more sharing of spaces with the public, private, and voluntary sector?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=877 to 899

5.56. In relation to sharing with the public, private or voluntary sector, respondents were then asked if they could give any example where this type of sharing of space already takes place, and the main types of example are outlined below, with Figure A2.17 in Appendix 2 summarising the responses in a word cloud format.

- Many examples were offered and (as noted by some respondents) these typically relate to sharing of the hall rather than the church, and commonly with local groups ofvarious types:

  "A number of community events have been hosted by CofS congregations."

  "Hall lets are already in place to various local groups in our Community"

  "The halls are already used by every type of group. Christian Aid events as well."

  "We share our spaces with small businesses who run classes in the halls, with the scout and Guide movement, and with the local community who hold children's parties etc there. We also share with St Columba's Hospice, and two local schools who hold their special services there."

  "Halls are used for Brownies and Guides, Baby and Toddler group, yoga groups, exercise groups organised by a company for less able people and pre-school children, embroiderers group, Probus group, local charity groups, local Kindergarten and local Primary School"

  "[our] Church shares with various clubs and societies. We worshiped in the Town Hall while his building was refurbished."

  "Hall cafe and rooms used for dancing, badminton, lunches, keepfit, slimming classes, dementia group, hearing group etc"

  "Boys Brigade, Girls Brigade, Zumba classes, Scottish Country Dancing, Elections, Guild."

  "We have a number of charities using our premises on a weekly basis. Some have funding to pay for the use of space, for others we allow them to use the space for free (Food Bank) as they are providing for the local community. This does cost us - lots of people come and we heat the halls.

There is cleaning to be scheduled afterwards in order that the private sector groups can have a suitably clean space. We would like to provide for council and health services but at present don't have suitable spaces."

"Post office, local councillors, clubs, birthday parties etc. use our Hall"

"Use of church halls on a regular basis by all sections of the community."

"Our halls (and church to a lesser extent) are well used by all. Steps are being taken to introduce a fellowship area to the church which would also be available"

"Our building here is constantly in use for public sector and voluntary / community events. One room was rented out for several years to the local Development Trust as an office. I can name several other examples within this Presbytery where long-term arrangements are happening or have happened."

"Private sector childcare in church buildings"

"Private: Play group, Toddlers group, Weight Watchers"

"Due to a lack of 'community facilities locally, our Church Centre (Halls) are used throughout the week by community and charitable groups, in addition to uniformed youth organisations."

"Various activities, which are approved by [S]ession, take place in our halls, with an economic rent being paid." Our hall is used as a polling station at elections. The university Organ School uses the organ & sanctuary for a week every summer."

- Some of the **challenges identified and issues to be considered** around this include:

"I would think vast amounts of sharing currently goes on in church halls overall but hardly any in churches overall (and most of it performance events) - but this could be aided by making spaces more flexible. I do have concerns over keeping space sacred, future frictions if public or voluntary bodies push to make spaces 'religion-less, religion-free' etc."

"Can deflect congregations into a 'social enterprise' model without mission at the core."

"Public and private sector sharing would require a lot of regulation and monitoring in order to get the trust of congregations"

"Retaining the Veto of Minister and Session essential"

"Great care required over maintaining Kirk Session control of what happens in the building for the sake of the gospel."

"Providing it is appropriate."

5.57. The workshops also considered the issues around sharing spaces, and attendees were asked to consider examples of places and organisations where activities and spaces are shared – with the most common examples identified in the workshops relating to community centres; schools; and church halls.

5.58. In terms of the benefits from sharing spaces that workshop attendees would most like to see realised for their church buildings, the most common benefits (in order of how frequently they were mentioned) are: better use of buildings; social interaction; shared costs; shared responsibilities and cost; community awareness; save money; cost saving; income; convenience; improved facilities; income generation; and making people less intimidated by the church.

Appendix 1 – Overview of Survey Respondents

This Appendix provides a summary of the characteristics of the survey respondents based on their responses to the early questions in the survey, providing in more detail the results used in Section 2 of this report.

TABLE A1.1: Before you begin it is important for us to understand the context for your responses. Are you responding (please pick one):		
	Percent	Responses
On behalf of a Presbytery	1.1%	14
On behalf of a Kirk Session	21.4%	276
As a member of a Presbytery	4.7%	61
As a member of a Kirk Session or congregation	63.7%	820
Other (please specify)	9.1%	117
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1288		

Please note: Tables listing the responses received from those who responded 'On behalf of a Presbytery' and 'On behalf of a Kirk Session' are included at the end of this Appendix.

FIGURE A1.1: Word Cloud of Responses to 'Other' from: Before you begin it is important for us to understand the context for your responses. Are you responding (please pick one):



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=117 (top 50 most common words)

TABLE A1.2: Gender of respondent?		
	Percent	Responses
Female	41.3%	528
Male	55.3%	706
prefer not to respond	3.4%	43
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1277		

TABLE A1.3: Age group of respondent?		
	Percent	Responses
16-25	0.6%	8
26-35	1.4%	18
36-45	4.1%	53
46-55	8.6%	111
56-65	28.7%	372
66-75	37.8%	489
75+	15.0%	194
prefer not to say	3.8%	49
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1294		

TABLE A1.4: Do you consider the above to be Urban, Rural or Semi-Rural? Please state: 'Urban' or 'Rural' or 'Semi-Rural'		
	Percent	Responses
Urban	34.5%	444
Rural	32.1%	413
Semi-Rural	27.2%	350
Other	6.3%	81
TOTAL	100.0%	1288
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1288		

TABLE A1.5: Name of Presbytery		
	Percent	**Responses**
Aberdeen	2.2%	28
Abernethy	1.7%	22
Angus	3.3%	42
Annandale & Eskdale	1.0%	13
Ardrossan	3.6%	46
Argyll	2.9%	37
Ayr	1.7%	22
Buchan	3.0%	38
Caithness	0.2%	2
Dumbarton	3.7%	48
Dumfries & Kirkcudbright	4.0%	51
Dundee	2.8%	36
Dunfermline	1.8%	23
Dunkeld & Meigle	1.2%	16
Duns	2.0%	26
Edinburgh	6.1%	79
England	0.1%	1
Falkirk	1.9%	24
Glasgow	6.8%	87
Gordon	3.6%	46
Greenock & Paisley	3.9%	50
Hamilton	4.0%	51
International Presbytery	0.0%	0
Inverness	1.3%	17
Irvine & Kilmarnock	2.4%	31
Jedburgh	1.4%	18
Kilmarnock & Irvine	0.2%	3
Kincardine & Deeside	3.7%	48
Kirkcaldy	0.5%	7
Lanark	1.1%	14
Lewis	0.0%	0
Lochaber	1.4%	18
Lochcarron-Skye	0.1%	1
Lothian	2.6%	33
Melrose & Peebles	2.3%	30
Moray	0.7%	9
Orkney	0.9%	11
Perth	4.0%	51
Ross	1.7%	22
Shetland	0.0%	0
St Andrews	4.4%	57
Stirling	4.0%	51
Sutherland	1.9%	24
Uist	0.1%	1
West Lothian	1.9%	24
Wigtown and Stranraer	0.1%	1
Other/Not Spec.	*2.3%*	*29*
TOTAL	100.0%	1288
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1274		

TABLE A1.6: Responses to 'Name of Presbytery' provided by those responding 'On behalf of a Presbytery'
Angus
Argyll
Buchan
Falkirk
Greenock & Paisley
Hamilton
Inverness
Irvine & Kilmarnock
Jedburgh
Lochaber
St Andrews
Sutherland
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees. Note: blank responses and duplicate responses have been removed.

TABLE A1.7: Responses to 'Name of Congregation' provided by those responding 'On behalf of a Kirk Session'		
Abbey Church of Dunfermline	Durness and Kinlochbervie	Meadowbank
Aberdour linked with Pitsligo	East Kilbride South Parish	Mearns Coastal Parish Church
Aberdour St Fillan's	East Neuk Trinity	Melrdrum & Bourtie Parish Church
Airdrie New Monkland	Eddrachillis	Menzieshill Parish Church
Airdrie: Clarkston	Eyemouth Parish Church	Mid Strathearn
Airdrie: Jackson	Faifley Parish Church	Middle Church
Alva	Falkland and Frenchie	Middle Church Coatbridge
Appin	Farnell	Moncur Memorial, Stronsay
Arbirlot	Ferintosh Parish Church	Monkton and Prestwick North
Arbroath Old & Abbey	Ferryhill	Montrose Old & St Andrew's
Ardoch	Fetteresso Parish Church	Monymusk Parish Church
Ardrie New Monkland	Forfar: St Margarets	Morvern
Ardrishaig	Fort Augustus	Murrayfield
Ashkirk Parish Church	Fossoway St Serfs and Devonside	Ness Bank
Assynt & Stoer	Foveran	Netherlee
Balfron	Freuchie	Newhaven
Balmerino	Fyvie	Norrieston
Banchory Ternan West Parish Church	Gargunnock Parish	North Leith Parish Church
Barn Church	Giffnock South	North West Lochaber
Bathgate Boghall	Glencoe: St Munda's	Overtown Parish Church
Belhaven Parish Church	Glenrothes: St Columba's	Paisley Glenburn Parish
Belhelvie	Gracemount Church of Scotland, Edinburgh	Palmerston Place Church
Bellshill West Parish	Grahamston United	Parish Church of the Holy Trinity
Bennochy	Greenock St Ninian's	Penicuik North Kirk
Biggar Kirk	Greyfriars Kirk	Perth Presbytery
Bishopton Parish Church	Haggs	Perth St.Matthew's
Blackbraes and Shieldhill	Hamilton St Johns	Peterhead New Parish Church
Blackford Parish Church	Hawick St Mary's & Old Parish Church	Pitlochry
Blairhill Dundyvan,Coatbridge	Hawick Teviot & Roberton	Polwarth Parish Church
Boarhills and Dunino	Hobkirk & Southdean	Pulteneytown & Thrumster
Braemar and Crathie	Holy Trinity	Ratho
Brechin Gardner Memorial Church	Hope Park & Martyrs	Rosehall
Breich Valley	Howe of Fife	Rothiemurchus and Aviemore
Cadder	Insch-Leslie-Premnay-Oyne	Saint Andrew Blackadder
Campsie Parish Church	Inverkip	Sauchie and Coalsnaughton Parish Church
Cardross Parish Church	Inverleith St Serf's	Sorn
Carluke: St Andrew's	Inverness St Columba Church of Scotland New Charge	South Holburn Church
Carnoustie Church	Inverness Trinity	St Andrew's Turriff
Carnoustie Panbride	Inverurie West	St Andrews-Lhanbryd & Urquhart
Castle Douglas	Irvine : Fullarton	St Catherine's Argyle
Cathcart Trinity	Irvine Old Parish	St Columba's

TABLE A1.7: Responses to 'Name of Congregation' provided by those responding 'On behalf of a Kirk Session'		
Cavers & Kirkton	Irvine st Andrews	St Columba's Parish Church
Cleish	John Knox Parish Church	St David's Knightswood
Clincarthill	Jordanhill Parish Church	St Fillan's Aberdour
Cluny	Kelso North and Ednam	St Fillan's Church
Cluny Church of Scotland	Kemnay Parish	St John's Kirk of Perth
Collace	Kilcalmonell	St John's-Renfield Church of Scotland
Colston Wellpark	Kildonan and Loth, Helmsdale	St Kentigern's Church
Corstorphine St Anne's	Killearn	St Luke's and Queen Street
Cowie & Plean	Killearn Kirk	St Mark's
Craiglockhart Parish Church	Kilrenny	St Marys Motherwell
Cranhill	Kilsyth Burns & Old Parish Church	St Maur's Glencairn Parish Church
Creich Parish Church	Kiltearn	St Michaels
Creich, Flisk and Kilmany	Kincardine Croick and Edderton linked with Creich and Rosehall	St Michael's
Crieff	King Edward	St Michaels Linlithgow
Crimond Parish Church	Kingswells	St Ninian's Craigmailen
Cruden	Kingswells Church	St Ninians Old Parish
Culloden: The Barn	Kingussie	St Stephens Comely Bank
Culsalmond & Rayne	Kinlochleven	St. Ninian's
Cumbernauld: Abronhill Parish church	Kinross Parish Church	Stonehaven Carronside
Cupar Old and St Michael of Tarvit Parish Church	Kintore	Strathblane
Dalbeattie & Kirkgunzeon	Kippen	Strathkinness
Dalmeny	Kirknewton and East Calder	Strichen and Tyrie
Dalry Trinity	Kirkurd & Newlands	Stromness
Darvel Parish Church	Kirkwall East Church Church of Scotland	Strontian
Daviot	Laggan and Newtonmore	Tarbolton
Denny Old	Larbert Old	The Abbey Church of Dunfermline
Denny Westpark Church	Largoward	The Steeple Church
Dingwall Castle Street	Lenzie Old Parish Church	Thornliebank Parish Church
Downfield Mains	Lenzie Union Parish Church	Trinity Possil and Henry Drummond
Duffus, Spynie & Hopeman	Liberton Northfield	Uphall South
Dumbarton: Riverside	Lindores	Urquhart and Glenmoriston
Dunbarney & Forgandenny	Logie	Wellesley parish church
Dunblane Cathedral	Longside	Westray
Dundee: Fintry	Lowson Memorial Parish Church, Forfar	Whiting Bay and Kildonan
Dunfermline: Townhill and Kingseat	Luss Parish	Wormit Parish Church
Dunnichen, Letham and Kirkden	Maryculter Trinity	
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees. Note: blank responses and duplicate responses have been removed.		

Appendix 2 – Summary of Survey Results

This Appendix provides a summary analysis of the survey results for Sections 1 to 3 of the survey providing, in more detail, the results used in Sections 3, 4 and 5 of this report.

TABLE A2.1: Do you recognise the analysis of the Church of Scotland's current situation?

	Percent	Responses
Strongly agree	69.8%	783
Mildly agree	28.0%	314
Mildly disagree	1.0%	11
Strongly disagree	1.2%	14
Do you have any other comments in relation to this question?		271

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=1122

FIGURE A2.1: Word Cloud[5] of Responses to: Do you recognise the analysis of the Church of Scotland's current situation? – Do you have any other comments in relation to this question?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=271 (top 50 words presented; words removed: church; building and buildings)

[5] Word Clouds are used within this report and appendices to summarise the common issues from the open-ended survey questions. A word cloud is a visual representation or depiction of a set of words or terms which have been grouped together, in this instance because of their frequency (number of times they appear) in survey responses. In this report, word clouds have been used to summarise the key words and phrases emerging from the analysis of the open-ended responses to specific survey questions. The largest/boldest words can be regarded as the key themes that emerged from the responses to that specific question. Common words (e.g. the) have been removed throughout, the top 50 words are presented, and any additional words that have been removed from specific questions are identified at the bottom of each individual word cloud.

TABLE A2.2: Out of the ongoing discussions the General Trustees are proposing the following principles to underpin all the proposals. The Principles have been expressed in the table below, please rate how strongly you agree or disagree with each principle. If you do not think the Principle is priority, please select 'Not a priority'.											
	Strongly agree		Mildly agree		Mildly disagree		Strongly disagree		Not a priority		Total
(a) Buildings and glebeland are simply a means by which the mission of the Church can be achieved. The traditional model which the church currently operates - that of providing space for Church presence through a dedicated building - is not appropriate in every case. A range of models is more appropriate. There are alternative ways of the Church having a 'space' or presence in the community which do not involve ownership of buildings.	48.8%	482	36.8%	363	7.5%	74	5.6%	55	1.3%	13	987
(b) Presbyteries have the key role to play in encouraging, supporting and supervising congregations and strategic planning, including identifying buildings to be retained or made redundant. Presbyteries need to be strengthened to undertake those roles.	52.7%	518	33.0%	324	6.9%	68	6.5%	64	0.9%	9	983
c) The principal contact between the congregation and the General Trustees should continue to be through the Presbytery.	42.1%	414	34.1%	335	13.2%	130	7.8%	77	2.7%	27	983
d) While the congregation should continue to have the principal role of managing property assets at a local level, it is recognised that not all congregations are able to fulfil all of the tasks. There should be a variety of supports which would enable individual congregations to take the initiative about the future of their buildings.	77.3%	761	19.7%	194	1.7%	17	0.9%	9	0.3%	3	984
e) While the Church values the land and buildings that it has inherited, these have to be suitable to achieve the Church's primary purpose of worship and mission, recognising the tension between buildings as missional assets as well as items of cultural, architectural and historical importance. The Church's charitable purpose is not the conservation of buildings.	69.3%	682	22.4%	220	5.6%	55	2.2%	22	0.5%	5	984
f) Working together between congregations and between Presbyteries should be encouraged. Collaboration or partnership with organisations outwith the Church should be developed where these could provide ways in which local congregations can be supported so that they can focus on worship and mission.	73.4%	723	22.7%	224	2.0%	20	0.7%	7	1.1%	11	985
g) The Church should by default operate with an ecumenical mindset and should be open to sharing buildings with other Christian denominations where practicable.	68.4%	675	25.7%	254	2.3%	23	2.1%	21	1.4%	14	987
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=983 to 987											

FIGURE A2.2: Word Cloud of Responses to: Are there any Principles you would wish to add?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=269 (top 50 words presented; words removed: church; building and buildings)

TABLE A2.3: Paragraphs 12 -15 of the document help to define, 'well equipped spaces in the right places'. Many people have suggested that the Church would benefit from having a definition of what is a 'well-equipped space'. The proposal is that the General Assembly should adopt a minimum standard that would apply to all CHURCHES and HALLS in the same way that there is a minimum standard for manses. Do you agree that a definition of a minimum standard would be helpful?

	Percent	Responses
Strongly agree	50.1%	491
Mildly agree	37.8%	371
Mildly disagree	7.3%	72
Strongly disagree	4.8%	47
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=981		

TABLE A2.4: This minimum standard could include any of the below aspects. Please let us know which you would like to see included.							
	Include		Do not include		No Comment		Total
(a) Access for all through the main entrance door	76.2%	744	17.8%	174	6.0%	59	977
(b) Flexible spaces - that can be used throughout the week	88.8%	876	6.5%	64	4.7%	46	986
(c) A welcoming space	93.1%	904	2.9%	28	4.0%	39	971
(d) Regular use for worship (weekly or fortnightly?)	94.3%	926	3.2%	31	2.5%	25	982
(e) All health and safety requirements met	94.4%	926	2.9%	28	2.8%	27	981
(f) Modern toilet facilities that take account of the numbers of people using the building (e.g. if building to be used for conferences, more facilities might be required)	89.8%	885	5.6%	55	4.7%	46	986
(g) Facilities for hospitality – a kitchen that meets catering standards	74.1%	725	17.8%	174	8.1%	79	978
(h) Realistic and affordable maintenance costs and management	91.6%	892	4.4%	43	4.0%	39	974
(i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)	69.5%	678	22.1%	215	8.4%	82	975
(j) A minimum energy efficiency standard	67.5%	651	22.6%	218	9.9%	96	965
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=965 to 986							

FIGURE A2.3: Word Cloud of Responses to: Do you have any additional short comment on the criteria?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=438 (top 50 words presented; words removed: church; building and buildings)

TABLE A2.5: Please read the guidelines for 'in the right place' as set out in paragraph 16 of the document. Do you agree with the general view of Presbyteries that there should be guidance to define "in the right place"?		
	Percent	Responses
Strongly agree	55.0%	540
Mildly agree	38.1%	374
Mildly disagree	4.3%	42
Strongly disagree	2.5%	25
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=981		

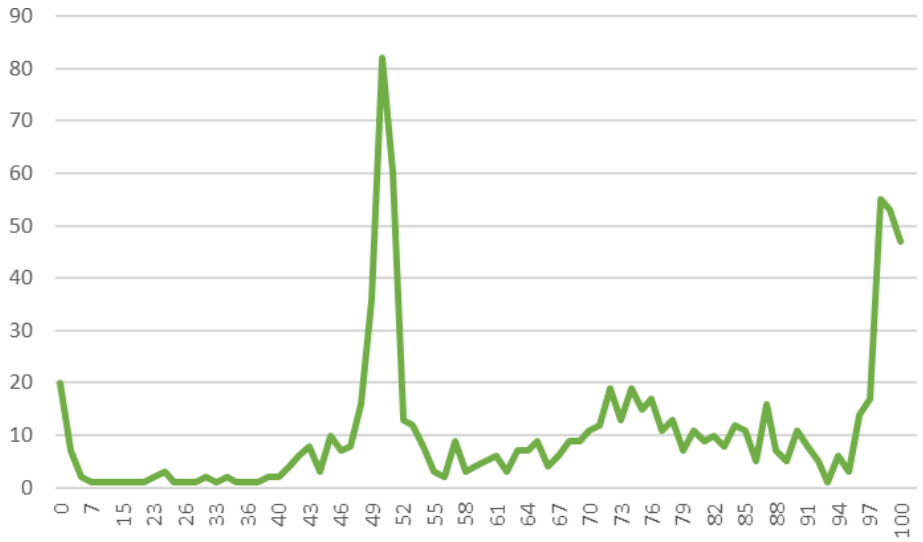
FIGURE A2.4: Word Cloud of Responses to: Do you have any additional comment on the guidelines in relation to, 'in the right place'?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=324 (top 50 words presented; words removed: church; building and buildings)

TABLE A2.6: Do you recognise this analysis of Presbyteries in relation to buildings and land? *Respondents were invited to respond on a scale: No (0) through Somewhat (50) to Yes(100)*				
Average Number	Median Number	Range	St Dev	95% Upper & Lower Confidence Limits
68.41	71	Min: 0; Max: 100	24.1	66.6 to 70.3
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865				

FIGURE A2.6: Do you recognise this analysis of Presbyteries in relation to buildings and land?
Respondents were invited to respond on a scale: No (0) through Somewhat (50) to Yes (100)



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865

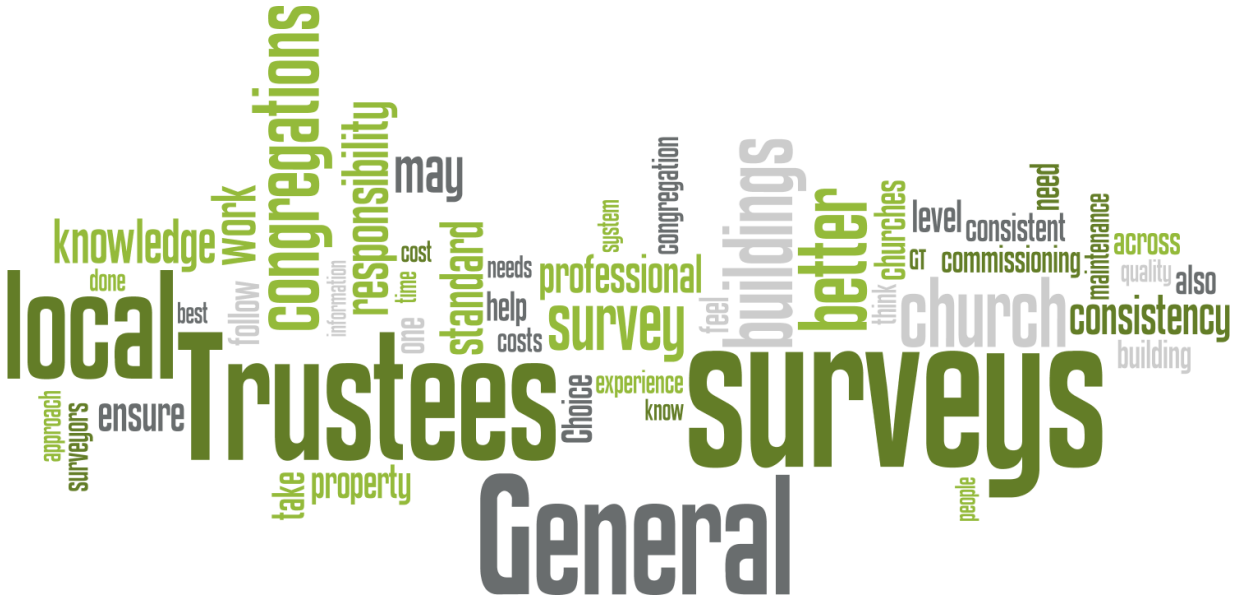
TABLE A2.7: Paragraph 25 suggests two options:
(a) A revision of the current arrangements whereby the Presbytery continues to be responsible for commissioning the 5-yearly surveys but using professional surveys for both and ensuring that there is follow up to the survey, but with both a standard format, process and tendering arrangements agreed between Presbyteries and the General Trustees.
(b) That the General Trustees take responsibility for commissioning 5-yearly surveys, with the Presbytery responsible for follow up with the congregations.

Which of these do you prefer?

	Percent	Responses
Choice A - revision where Presbytery continues to be responsible for commissioning surveys.	45.9%	425
Choice B - General Trustees take responsibility for commissioning surveys.	46.4%	430
NEITHER	7.7%	71

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=926

FIGURE A2.7: Word Cloud of Responses to: Please give more information on why you gave the answer above. If you answered NEITHER please let us know what solutions you feel may address this issue.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=417 (top 50 words presented; words removed: church; building and buildings; presbytery/ies)

TABLE A2.8: Please read the paragraphs on Presbytery Planning (26 -29) before answering the following question. Do you agree that the data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process?		
	Percent	Responses
Strongly agree	41.6%	382
Mildly agree	44.0%	404
Mildly disagree	9.1%	84
Strongly disagree	5.3%	49
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=919		

FIGURE A2.8: Word Cloud of Responses to: Do you agree that the data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process? - Please expand on your answer if necessary.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=289 (top 50 words presented; words removed: church; building and buildings; presbytery/ies; LCR)

TABLE A2.9: Please read the paragraphs on Managing future investment (30 - 31) before answering the following question. Do you agree that Presbyteries should take a Presbytery-wide view of future buildings investment?		
	Percent	Responses
Strongly agree	54.3%	501
Mildly agree	35.4%	326
Mildly disagree	7.0%	65
Strongly disagree	3.3%	30
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=922		

FIGURE A2.9: Word Cloud of Responses to: Do you agree that Presbyteries should take a Presbytery-wide view of future buildings investment? – Please expand on your answer if necessary, detailing any resources Presbyteries would need to do this effectively.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=296 (top 50 words presented; words removed: church; building and buildings; presbytery/ies)

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TABLE A2.10: Please read the paragraphs on Support and resourcing (32 - 33) before answering the following question. Provided the financial arrangements can be made, do you agree that Presbyteries or groups of Presbyteries should employ professional Building Officers?		
	Percent	Responses
Strongly agree	56.6%	526
Mildly agree	30.9%	287
Mildly disagree	6.8%	63
Strongly disagree	5.7%	53
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=929		

FIGURE A2.10: Word Cloud of Responses to: Provided the financial arrangements can be made, do you agree that Presbyteries or groups of Presbyteries should employ professional Building Officers? – Please expand on your answer, if necessary.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=311 (top 50 words presented; words removed: church; building and buildings; presbytery/ies)

TABLE A2.11: There are a number of options suggested in relation to day-to-day fabric management. Please use the options below to let us know which of these you feel would be relevant and helpful.							
	Very Relevant and Helpful		Somewhat Relevant and Helpful		Not Relevant and Helpful		Total
(a) Presbyteries could provide procurement support to local Fabric Conveners, with the General Trustees producing a procurement manual and support similar to the guidance and support provided for Health and Safety. There should be induction programmes for Fabric Conveners and regular sharing of information.	58.6%	533	35.0%	318	6.4%	58	909
(b) A group of congregations could share a Fabric team, whose role would be to share regular inspections, information about contractors and plan a works programme (eg annual roof work) and get the benefit of some form of 'bulk purchasing' and longer-term contracts.	53.5%	489	36.0%	329	10.5%	96	914
(c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance.	34.7%	315	46.9%	426	18.4%	167	908
(d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over.	22.1%	200	35.7%	323	42.1%	381	904
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=904 to 914							

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FIGURE A2.11: Word Cloud of Responses to: Is there any other option you feel should be explored?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=199 (top 50 words presented; words removed: church; building and buildings)

TABLE A2.12: In relation to Procuring and delivering Major Projects (paragraphs 36 and 37) - Do you think that a panel of external, professional project managers would be useful?

	Percent	Responses
Strongly agree	56.4%	510
Mildly agree	33.0%	299
Mildly disagree	5.9%	53
Strongly disagree	4.8%	43

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=905

TABLE A2.13: In relation to Redundant Buildings (paragraphs 38-39) please consider the detail in 39 (shown below):

However, in many cases - particularly in parish adjustment where a building is identified by the Presbytery as redundant - looking after the building until it is sold can be a distraction from mission. One solution could be that the General Trustees take over day-to-day responsibility forthe building from a date to be agreed between the congregation, the Presbytery and the General Trustees, and manage it through the closure programme, and disposal. This would be a voluntary arrangement, and the timing could vary from case to case, depending on when the congregation wants to hand over responsibility. There could be a time limit (say six months) from the decision that the building was 'redundant' and if the building has not been disposed of under the existing arrangements, then the General Trustees could be invited to step in. The cost to the General Trustees for managing the process could be a charge against the net income from the sale. If not already the owners, title would have to be transferred to the General Trustees.

Do you agree that the possibility suggested in this paragraph would be helpful?

	Percent	Responses
Very helpful	59.3%	542
Somewhat helpful	32.2%	294
Not so helpful	5.8%	53
Not at all helpful	2.7%	25
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=914		

TABLE A2.14: Do you agree with the suggestion (in the paragraph above) as to how an arrangement might be financed?

	Percent	Responses
Strongly agree	49.0%	442
Mildly agree	40.8%	368
Mildly disagree	5.9%	53
Strongly disagree	4.3%	39
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=902		

FIGURE A2.12: Word Cloud of Responses to: Please add any additional comments you may have for potential financing arrangements.



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=164 (top 50 words presented; words removed: church; building and buildings)

TABLE A2.15: In relation to Manses (40 - 41) - please read the following two proposals.
(a) That the Kirk Session appoints an agent to look after the manse, including regular inspections, arranging for work to be carried out and reporting to the Session. The Minister would be asked to confirm his or her agreement to this and to allowing the agent regular access for inspection and work to be carried out. This arrangement currently operates for Glasgow Gorbals and is similar to the way many private sector organisations look after their rented houses.
(b) That the General Trustees take on the day-to-day management and upgrading of manses where the Kirk Session, Minister, Presbytery and General Trustees agree that this would enable the congregation to focus on worship and mission. If not already in General Trustees' ownership, title to the manse would need to be transferred. The Kirk Session would pay a service charge, and the Minister would occupy the manse on a 'written agreement' setting out responsibilities on both sides. Again, if this proved popular, the planning and resourcing would take some time.
Please let us know how helpful either of these options may be.

	Very helpful		Somewhat helpful		Not helpful		Total
Option A - Kirk Session appoints an agent to look after a manse	37.0%	313	40.2%	340	22.7%	192	845
Option B - General Trustees take on day-to-day management	22.9%	190	35.7%	296	41.4%	343	829

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=829 to 845

FIGURE A2.13: Word Cloud of Responses to: If you consider neither answer to be helpful do you have an alternative suggestion?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=274 (top 50 words presented; words removed: church; building and buildings; manse(s))

TABLE A2.16: Having read paragraphs 42 - 46 please answer the following questions. Do you agree that there should be more sharing of resources between congregations?		
	Percent	Responses
Strongly agree	48.4%	440
Mildly agree	41.1%	374
Mildly disagree	7.2%	65
Strongly disagree	3.3%	30
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=909		

FIGURE A2.14: Word Cloud of Responses to: Are there any circumstances when greater sharing cannot be done, or would be inappropriate? Please expand on your answer where necessary?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=277 (top 50 words presented; words removed: church; building and buildings; congregation(s); sharing; resources)

TABLE A2.16: Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy?		
	Percent	Responses
Strongly agree	33.8%	307
Mildly agree	41.1%	374
Mildly disagree	15.2%	138
Strongly disagree	9.9%	90
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=909		

FIGURE A2.15: Word Cloud of Responses to: If you have any suggestions for other ways in which the repair, improvement and provision of buildings might be financed (particularly for those congregations which do not have reserves but are delivering effective mission and outreach in their communities) please list them here?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=182 (top 50 words presented; words removed: church; building and buildings; presbytery/ies; sharing; resources)

TABLE A2.17: Ecumenical Sharing - Do you agree that there should be more sharing of spaces with other denominations?		
	Percent	Responses
Strongly agree	56.4%	512
Mildly agree	37.2%	338
Mildly disagree	4.8%	44
Strongly disagree	1.5%	14
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=908		

FIGURE A2.16: Word Cloud of Responses to: Can you give any example where sharing of space already takes place?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=212 (top 50 words presented; words removed: church; building and buildings)

TABLE A2.18: Public, Private, and Voluntary sector Sharing - Do you agree that there should be more sharing of spaces with the public, private, and voluntary sector?									
	Strongly agree		Mildly agree		Mildly disagree		Strongly disagree		Total
Public sector sharing	56.5%	508	37.0%	333	4.1%	37	2.3%	21	899
Private sector sharing	43.7%	383	42.5%	373	10.4%	91	3.4%	30	877
Voluntary (Third Sector or Charitable sector) sector sharing	68.6%	612	28.6%	255	2.0%	18	0.8%	7	892
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=877 to 892									

FIGURE A2.17: Word Cloud of Responses to: Can you give any example where this type of sharing of space already takes place?



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=307 (top 50 words presented; words removed: church; building and buildings; sharing; share)

FIGURE A2.18: Word Cloud of Responses to: If you have any short additional comments relevant to the questions asked in this consultation please leave them here:



Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=247 (top 50 words presented; words removed: church; building and buildings)

Appendix 3 – Assessing Results by Survey Respondent Characteristics

This Appendix presents the results from the relevant cross-tabulation analyses of survey responses to consider any variances in responses by characteristics of respondents.

The characteristics of respondents that have been used are: **type of response** (i.e. on behalf of a Presbytery, on behalf of a Kirk Session, as a member of a Presbytery, as a member of a Kirk Session or congregation, other); **age of respondent**; **gender of respondent**; and **type of area** (i.e. Urban, Rural, Semi-Rural).

Given the high levels of agreement/consensus (i.e. by combining the typical top two reply categories - strongly and mildly agree) that occur across many of the questions throughout the survey, cross-tabulations (which are intended to identify any differences or variance by characteristics of respondents) are only carried out where the overall responses show less than 75% of respondents are in agreement about a particular question.

Adopting this approach results in cross-tabulation analysis being carried out for the following questions. In each case, cross-tabulation was carried out across the characteristics listed above.

- Question 8 – for those aspects (j, i, g) where less than 75% of respondents state they should be included.
- Question 10 - given it is a scored response, the results for this question can be assessed to look for any patterns by respondent characteristic.
- Question 11 – given the results for this question are fairly equally split between the two choices, the results have been assessed by respondent characteristic to look for any patterns.
- Question 15 – for the aspects (c and d) where less than 50% describe them as 'very relevant and helpful'.
- Question 19 – given the results for this question are spread across the options, the results have been assessed by respondent characteristic to look for any patterns.
- Question 21 – given the responses are more varied in terms of level of agreement/disagreement than for other questions, the results have been assessed by respondent characteristic to look for any patterns.

The tabular results are presented below, and where there are any variances/differences by characteristics of respondents these are highlighted in the relevant sections of the main report (i.e. within Sections 3, 4 and 5). For completeness, even if there are no notable differences by respondent characteristic, the cross-tabulation results are still included within this appendix. (NB: statistical tests on any variances have not been carried out – the results described in the report based on the findings in this Appendix are purely descriptive).

TABLE A3.1: Cross-tabulation of (j) A minimum energy efficiency standard from aspects that could be included in the minimum standard against type of response

	Do not include	Include	No Comment		Count
As a member of a Kirk Session or congregation	22%	68%	9%	100%	614
As a member of a Presbytery	23%	57%	19%	100%	47
On behalf of a Kirk Session	24%	66%	10%	100%	209
On behalf of a Presbytery	8%	75%	17%	100%	12
Other (please specify)	20%	72%	7%	100%	83
Total	23%	67%	10%	100%	965
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=965					

TABLE A3.2: Cross-tabulation of (i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?) from aspects that could be included in the minimum standard against type of response					
	Do not include	Include	No Comment		Count
As a member of a Kirk Session or congregation	23%	70%	8%	100%	617
As a member of a Presbytery	39%	54%	7%	100%	46
On behalf of a Kirk Session	20%	71%	9%	100%	213
On behalf of a Presbytery	17%	75%	8%	100%	12
Other (please specify)	16%	72%	11%	100%	87
Total	22%	70%	8%	100%	975
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=975					

TABLE A3.3: Cross-tabulation of (g) Facilities for hospitality – a kitchen that meets catering standards from aspects that could be included in the minimum standard against type of response					
	Do not include	Include	No Comment		Count
As a member of a Kirk Session or congregation	16%	76%	8%	100%	617
As a member of a Presbytery	28%	66%	6%	100%	47
On behalf of a Kirk Session	22%	69%	9%	100%	214
On behalf of a Presbytery	17%	83%	0%	100%	12
Other (please specify)	17%	73%	10%	100%	88
Total	18%	74%	8%	100%	978
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=978					

TABLE A3.4: Cross-tabulation of (j) A minimum energy efficiency standard from aspects that could be included in the minimum standard against gender of respondent					
	Do not include	Include	No Comment		Count
Female	18%	73%	9%	100%	368
Male	25%	65%	10%	100%	534
prefer not to respond	33%	48%	18%	100%	33
Total	23%	67%	10%	100%	953
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=953					

TABLE A3.5: Cross-tabulation of (i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?) from aspects that could be included in the minimum standard gender of respondent					
	Do not include	Include	No Comment		Count
Female	17%	74%	9%	100%	372
Male	26%	66%	8%	100%	537
prefer not to respond	21%	59%	21%	100%	34
Total	22%	70%	8%	100%	962
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=962					

TABLE A3.6: Cross-tabulation of (g) Facilities for hospitality – a kitchen that meets catering standards from aspects that could be included in the minimum standard against gender of respondent					
	Do not include	Include	No Comment		Count
Female	15%	76%	9%	100%	373
Male	19%	74%	7%	100%	539
prefer not to respond	24%	62%	15%	100%	34
Total	18%	74%	8%	100%	965
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=965					

TABLE A3.7: Cross-tabulation of (j) A minimum energy efficiency standard from aspects that could be included in the minimum standard against type of area					
	Do not include	Include	No Comment		Count
Other	16%	75%	9%	100%	44
Rural	26%	60%	14%	100%	311
Semi-Rural	22%	70%	8%	100%	276
Urban	21%	71%	8%	100%	334
Total	23%	67%	10%	100%	965
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=965					

TABLE A3.8: Cross-tabulation of (i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?) from aspects that could be included in the minimum standard against type of area					
	Do not include	Include	No Comment		Count
Other	18%	70%	11%	100%	44
Rural	32%	56%	13%	100%	319
Semi-Rural	20%	75%	5%	100%	277
Urban	15%	78%	7%	100%	335
Total	22%	70%	8%	100%	975
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=975					

TABLE A3.9: Cross-tabulation of (g) Facilities for hospitality – a kitchen that meets catering standards from aspects that could be included in the minimum standard against type of area					
	Do not include	Include	No Comment		Count
Other	7%	86%	7%	100%	44
Rural	22%	67%	11%	100%	317
Semi-Rural	17%	77%	7%	100%	278
Urban	16%	78%	6%	100%	339
Total	18%	74%	8%	100%	978
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=978					

TABLE A3.10: Cross-tabulation of (j) A minimum energy efficiency standard from aspects that could be included in the minimum standard against age of respondent					
	Do not include	Include	No Comment		Count
16-25	33%	33%	33%	100%	3
26-35	11%	89%	0%	100%	9
36-45	16%	71%	13%	100%	31
46-55	25%	62%	13%	100%	77
56-65	24%	68%	9%	100%	278
66-75	22%	69%	9%	100%	364
75+	19%	71%	10%	100%	134
prefer not to say	30%	55%	15%	100%	40
Total	22%	68%	10%	100%	953
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=953					

TABLE A3.11: Cross-tabulation Cross-tabulation of (i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?) from aspects that could be included in the minimum standard against age of respondent					
	Do not include	Include	No Comment		Count
16-25	67%	0%	33%	100%	3
26-35	11%	78%	11%	100%	9
36-45	19%	71%	10%	100%	31
46-55	21%	67%	12%	100%	76
56-65	21%	70%	9%	100%	280
66-75	22%	70%	8%	100%	370
75+	26%	67%	7%	100%	135
prefer not to say	17%	69%	14%	100%	42
Total	22%	70%	8%	100%	963
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=963					

TABLE A3.12: Cross-tabulation of (g) Facilities for hospitality – a kitchen that meets catering standards from aspects that could be included in the minimum standard against age of respondent					
	Do not include	Include	No Comment		Count
16-25	0%	67%	33%	100%	3
26-35	22%	56%	22%	100%	9
36-45	10%	81%	10%	100%	31
46-55	28%	66%	7%	100%	76
56-65	21%	70%	9%	100%	284
66-75	14%	79%	7%	100%	369
75+	16%	80%	4%	100%	135
prefer not to say	19%	67%	14%	100%	42
Total	18%	74%	8%	100%	966
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=966					

TABLE A3.13: Cross-tabulation of Do you recognise this analysis of Presbyteries in relation to buildings and land against type of response		
	Average	Count
As a member of a Kirk Session or congregation	66.87	539
As a member of a Presbytery	70.45	42
On behalf of a Kirk Session	72.70	195
On behalf of a Presbytery	82.00	10
Other (please specify)	65.54	79
Total	68.41	865
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865		

TABLE A3.14: Cross-tabulation of Do you recognise this analysis of Presbyteries in relation to buildings and land against gender of respondent		
	Average	Count
Female	67.54	327
Male	68.69	477
prefer not to respond	71.63	32
(blank)		29
Total	68.41	865
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865		

TABLE A3.15: Cross-tabulation of Do you recognise this analysis of Presbyteries in relation to buildings and land against age of respondent		
	Average	Count
16-25	63.00	3
26-35	72.14	7
36-45	67.44	25
46-55	68.14	66
56-65	68.98	252
66-75	68.40	328
75+	66.32	117
prefer not to say	74.93	40
(blank)		27
Total	68.41	865
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865		

TABLE A3.16: Cross-tabulation of Do you recognise this analysis of Presbyteries in relation to buildings and land against type of area		
	Average	Count
Other	64.68	38
Rural	67.03	284
Semi-Rural	68.70	246
Urban	69.97	297
Total	68.41	865
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=865		

TABLE A3.17: Cross-tabulation of which of these options do you prefer against type of response					
	Choice A - revision where Presbytery continues to be responsible for commissioning surveys.	Choice B - General Trustees take responsibility for commissioning surveys.	NEITHER		Count
As a member of a Kirk Session or congregation	45%	48%	7%	100%	581
As a member of a Presbytery	34%	51%	15%	100%	47
On behalf of a Kirk Session	50%	42%	8%	100%	201
On behalf of a Presbytery	50%	33%	17%	100%	12
Other (please specify)	48%	45%	7%	100%	85
Total	46%	46%	8%	100%	926
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=926					

TABLE A3.18: Cross-tabulation of which of these options do you prefer against gender of respondent					
	Choice A - revision where Presbytery continues to be responsible for commissioning surveys.	Choice B - General Trustees take responsibility for commissioning surveys.	NEITHER		Count
Female	43%	49%	8%	100%	343
Male	47%	45%	8%	100%	524
prefer not to respond	42%	48%	10%	100%	31
Total	46%	47%	8%	100%	913
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=913					

TABLE A3.19: Cross-tabulation of which of these options do you prefer against age of respondent					
	Choice A - revision where Presbytery continues to be responsible for commissioning surveys.	Choice B - General Trustees take responsibility for commissioning surveys.	NEITHER		Count
16-25	50%	50%	0%	100%	4
26-35	29%	57%	14%	100%	7
36-45	41%	41%	19%	100%	27
46-55	40%	49%	11%	100%	75
56-65	43%	48%	9%	100%	268
66-75	46%	47%	7%	100%	351
75+	54%	43%	3%	100%	128
prefer not to say	50%	43%	8%	100%	40
Total	46%	47%	8%	100%	914
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=914					

TABLE A3.20: Cross-tabulation of which of these options do you prefer against type of area					
	Choice A - revision where Presbytery continues to be responsible for commissioning surveys.	Choice B - General Trustees take responsibility for commissioning surveys.	NEITHER		Count
Other	49%	41%	10%	100%	41
Rural	48%	46%	7%	100%	304
Semi-Rural	50%	42%	8%	100%	259
Urban	41%	51%	8%	100%	322
Total	46%	46%	8%	100%	926
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=926					

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TABLE A3.21: Cross-tabulation of (c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance - against type of response					
	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
As a member of a Kirk Session or congregation	17%	48%	35%	100%	563
As a member of a Presbytery	16%	42%	42%	100%	45
On behalf of a Kirk Session	24%	46%	30%	100%	202
On behalf of a Presbytery	8%	50%	42%	100%	12
Other (please specify)	20%	44%	36%	100%	86
Total	18%	47%	35%	100%	908
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=908					

TABLE A3.22: Cross-tabulation of (d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over - against type of response					
	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
As a member of a Kirk Session or congregation	40%	37%	24%	100%	561
As a member of a Presbytery	24%	46%	30%	100%	46
On behalf of a Kirk Session	56%	31%	14%	100%	200
On behalf of a Presbytery	58%	17%	25%	100%	12
Other (please specify)	34%	38%	28%	100%	85
Total	42%	36%	22%	100%	904
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=904					

TABLE A3.23: Cross-tabulation of (c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance - against gender of respondent					
	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
Female	14%	48%	38%	100%	337
Male	21%	45%	34%	100%	509
prefer not to respond	25%	56%	19%	100%	32
Total	18%	47%	35%	100%	896
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=896					

TABLE A3.24: Cross-tabulation of (d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over - against gender of respondent

	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
Female	41%	36%	23%	100%	332
Male	41%	36%	23%	100%	510
prefer not to respond	56%	31%	13%	100%	32
Total	42%	36%	22%	100%	892

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=892

TABLE A3.25: Cross-tabulation of (c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance - against age of respondent

	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
16-25	33%	33%	33%	100%	3
26-35	13%	63%	25%	100%	8
36-45	18%	36%	46%	100%	28
46-55	21%	38%	42%	100%	72
56-65	14%	51%	35%	100%	260
66-75	21%	48%	31%	100%	345
75+	17%	41%	42%	100%	124
prefer not to say	28%	43%	30%	100%	40
Total	18%	47%	35%	100%	896

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=896

TABLE A3.26: Cross-tabulation of (d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over - against age of respondent

	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
16-25	33%	67%	0%	100%	3
26-35	25%	38%	38%	100%	8
36-45	29%	39%	32%	100%	28
46-55	30%	41%	29%	100%	69
56-65	39%	34%	27%	100%	261
66-75	44%	35%	21%	100%	348
75+	47%	39%	14%	100%	120
prefer not to say	62%	31%	8%	100%	39
Total	42%	36%	22%	100%	892

Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=892

TABLE A3.27: Cross-tabulation of (c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance - against type of area					
	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
Other	14%	31%	55%	100%	42
Rural	23%	45%	32%	100%	296
Semi-Rural	14%	53%	34%	100%	256
Urban	18%	46%	35%	100%	314
Total	18%	47%	35%	100%	908
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=908					

TABLE A3.28: Cross-tabulation of (d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over - against type of area					
	Not Relevant and Helpful	Somewhat Relevant and Helpful	Very Relevant and Helpful		Count
Other	24%	41%	34%	100%	41
Rural	49%	33%	18%	100%	298
Semi-Rural	43%	36%	21%	100%	252
Urban	37%	37%	26%	100%	313
Total	42%	36%	22%	100%	904
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=904					

TABLE A3.29: Cross-tabulation of Option A - Kirk Session appoints an agent to look after a manse against type of response					
	Not helpful	Somewhat helpful	Very helpful		Count
As a member of a Kirk Session or congregation	21%	40%	38%	100%	526
As a member of a Presbytery	19%	33%	49%	100%	43
On behalf of a Kirk Session	31%	41%	29%	100%	190
On behalf of a Presbytery	10%	40%	50%	100%	10
Other (please specify)	16%	43%	41%	100%	76
Total	23%	40%	37%	100%	845
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=845					

TABLE A3.30: Cross-tabulation of Option B - General Trustees take on day-to-day management against type of response					
	Not helpful	Somewhat helpful	Very helpful		Count
As a member of a Kirk Session or congregation	39%	37%	24%	100%	509
As a member of a Presbytery	33%	37%	30%	100%	43
On behalf of a Kirk Session	54%	32%	14%	100%	189
On behalf of a Presbytery	30%	30%	40%	100%	10
Other (please specify)	33%	37%	29%	100%	78
Total	41%	36%	23%	100%	829
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=829					

TABLE A3.31: Cross-tabulation of Option A - Kirk Session appoints an agent to look after a manse against gender of respondent					
	Not helpful	Somewhat helpful	Very helpful		Count
Female	20%	40%	39%	100%	309
Male	23%	41%	35%	100%	477
prefer not to respond	47%	20%	33%	100%	30
Total	23%	40%	37%	100%	834
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=834					

TABLE A3.32: Cross-tabulation of Option B - General Trustees take on day-to-day management against gender of respondent					
	Not helpful	Somewhat helpful	Very helpful		Count
Female	38%	40%	22%	100%	304
Male	42%	33%	25%	100%	467
prefer not to respond	61%	26%	13%	100%	31
Total	41%	36%	23%	100%	819
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=819					

TABLE A3.33: Cross-tabulation of Option A - Kirk Session appoints an agent to look after a manse against age of respondent					
	Not helpful	Somewhat helpful	Very helpful		Count
16-25	33%	33%	33%	100%	3
26-35	13%	38%	50%	100%	8
36-45	15%	52%	33%	100%	27
46-55	12%	51%	37%	100%	67
56-65	20%	45%	35%	100%	249
66-75	27%	36%	36%	100%	317
75+	18%	39%	43%	100%	111
prefer not to say	45%	18%	37%	100%	38
Total	23%	40%	37%	100%	835
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=835					

TABLE A3.34: Cross-tabulation of Option B - General Trustees take on day-to-day management against age of respondent					
	Not helpful	Somewhat helpful	Very helpful		Count
16-25	25%	0%	75%	100%	4
26-35	25%	38%	38%	100%	8
36-45	25%	54%	21%	100%	28
46-55	32%	46%	22%	100%	65
56-65	37%	41%	22%	100%	245
66-75	43%	31%	26%	100%	318
75+	48%	32%	20%	100%	100
prefer not to say	65%	24%	11%	100%	37
Total	41%	36%	23%	100%	818
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=818					

TABLE A3.35: Cross-tabulation of Option A - Kirk Session appoints an agent to look after a manse against type of area					
	Not helpful	Somewhat helpful	Very helpful		Count
Other	17%	31%	53%	100%	36
Rural	27%	39%	34%	100%	276
Semi-Rural	21%	42%	37%	100%	238
Urban	21%	41%	38%	100%	295
Total	23%	40%	37%	100%	845
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=845					

TABLE A3.36: Cross-tabulation of Option B - General Trustees take on day-to-day management against type of area					
	Not helpful	Somewhat helpful	Very helpful		Count
Other	25%	39%	36%	100%	36
Rural	43%	34%	22%	100%	276
Semi-Rural	46%	35%	19%	100%	228
Urban	38%	38%	25%	100%	289
Total	41%	36%	23%	100%	829
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=829					

TABLE A3.37: Cross-tabulation of Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy against type of response						
	Mildly agree	Mildly disagree	Strongly agree	Strongly disagree		Count
As a member of a Kirk Session or congregation	43%	15%	33%	9%	100%	567
As a member of a Presbytery	26%	17%	46%	11%	100%	46
On behalf of a Kirk Session	41%	16%	30%	14%	100%	200
On behalf of a Presbytery	50%	17%	33%	0%	100%	12
Other (please specify)	36%	14%	45%	5%	100%	84
Total	41%	15%	34%	10%	100%	909
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=909						

TABLE A3.38: Cross-tabulation of Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy against gender of respondent						
	Mildly agree	Mildly disagree	Strongly agree	Strongly disagree		Count
Female	41%	16%	36%	7%	100%	338
Male	42%	15%	33%	10%	100%	512
prefer not to respond	23%	23%	13%	42%	100%	31
Total	41%	15%	34%	10%	100%	899
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=899						

TABLE A3.39: Cross-tabulation of Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy against age of respondent						
	Mildly agree	Mildly disagree	Strongly agree	Strongly disagree		Count
16-25	60%	20%	20%	0%	100%	5
26-35	25%	25%	50%	0%	100%	8
36-45	43%	7%	46%	4%	100%	28
46-55	42%	16%	34%	7%	100%	73
56-65	42%	18%	32%	7%	100%	261
66-75	42%	13%	35%	10%	100%	346
75+	42%	15%	34%		100%	122
prefer not to say	21%	26%	18%		100%	39
Total	41%	15%	34%	10%	100%	897
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=897						

TABLE A3.40: Cross-tabulation of Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy against type of area						
	Mildly agree	Mildly disagree	Strongly agree	Strongly disagree		Count
Other	33%	17%	50%	0%	100%	42
Rural	38%	15%	34%	13%	100%	298
Semi-Rural	44%	18%	29%	9%	100%	252
Urban	43%	13%	35%	9%	100%	317
Total	41%	15%	34%	10%	100%	909
Source: 'Well equipped spaces in the right places', BEFS Survey for the Church of Scotland General Trustees, n=909						

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Appendix 4 – Heritage/Stakeholder Organisations Workshop Summary

Workshop 28th October 2019

Attending Organisations:

Historic Environment Scotland (HES)
Corra Foundation
Institute of Historic Building Conservation – Scotland (IHBC)
National Lottery Heritage Fund (NL-HF)
Architectural Heritage Fund (AHF)
Scotland's Churches Trust (SCT)
City of Edinburgh Council - Bereavement Services (CEC)
Heads of Planning Scotland (HOPS)
Architectural Heritage Society of Scotland (AHSS)
Churches Building Renewal Trust (CBRT)
Association of Local Government Archaeological Officers (ALGAO)
Community Ownership Support Service COSS/DTAS
Scottish Futures Trust (SFT)
Churches Conservation Trust (CCT)
Church of Scotland - General Trustees
Royal Incorporation of Architects in Scotland (RIAS)
Stirling University
Scottish Land Fund (SLF)
Historic Churches Scotland (HCT)

Main message The overriding message from attendees was that when congregations and presbytery's are considering the future of their buildings, benefits could occur through including wider communities of place and interest as early as possible in the decision making process.

BEFS Members, sector funders and stakeholders were invited to a workshop designed to widen the understanding of changes being considered for The Church estate. The background to the survey process was introduced by Raymond Young (Chair of the General Trustees of The Church of Scotland) and Euan Leitch, BEFS Director, gave further information about the direction of travel as indicated by early assessment of the survey results. Indications from survey responses had, at this point, suggested that the respondents were broadly in agreement with proposals within the document.

Whilst the online consultation was aimed at individuals responsible for the maintenance and management of Church of Scotland property ,the outcomes are likely to be of interest to stakeholders external to The Church; to communities of place and communities of interest, both of whom may have skills and expertise in securing the future of these buildings 'after worship' has ceased.

> Attendees were asked to consider what *support* and *assistance* the organisations they were representing could offer the Church to aid people and place - now, and as changes take place across the estate.
>
> Attendees were also asked if there were any factors that were not being fully considered by the General Trustees consultation document.

Missing aspects/ further consideration

The comment consistently made related to *significance* not being given due consideration in relation to both the unique historic aspects of many of the buildings, but also the emotional and social value of the buildings to their local communities and to communities of interest.

These comments included a suspected lack of holistic consideration about the cultural significance of church buildings and land collectively forming 'places'. This expanded to concerns over a need for joined-up thinking about the implications for cultural heritage due to a lack of strategic overview and fragmented decision-making.

The Church's *Radical Action Plan* embraces glebes and manses as well as churches. There was mention throughout the workshop that this includes sub-surface archaeology, carved stones, links to graveyards etc. The cultural significance of glebes (includes archaeological potential, not least for some of Scotland's earliest Christian places of worship) and manses (not just buildings, but could be places where communities / past ministers collected things of heritage interest from around the parish, such as carved stones) also needs appropriate consideration.

Matters ongoing

The issue of the current Ecclesiastical Exemption was raised by a number of organisations and the Church and HES will be in detailed discussion on this issue.

The Church is also working on a new database of its land and property – this is in development, but will help to give a better overview of its estate, and the uses of that estate.

Almost all comments related to involving, engaging and consulting with the communities related to the individual properties in question.

Assistance/Support

HOPS: Most Local Authorities offer free planning advice. It was observed that there was a long-history of the CofS not making representation and engaging with Local Development Plans (and other aspects of planning).

ALGAO: Members, in their role within Local Authorities exist to enable asset holders to understand the places and the regulations and policies affecting those places. They can provide conservation/management change advice, and help promote the heritage of a site.

IHBC: Working in England the IHBC has offered training for the DAC Secretary training with the CofE/ ChurchCare (https://ihbconline.co.uk/newsachive/?p=12569) . The systems and drivers were (and are) very different, but the idea of local training and awareness-raising on conservation matters for church advisers has helped build connections and understanding of ecclesiastical resource management.

Historic Churches Scotland: Offers community consultation with wider community (current pilot ongoing). Also suggested - **Plunkett Foundation**: community business in places of worship funding (ongoing project in development) UK wide.

Suggestion raised - **SPAB** Faith in Maintenance programme - https://www.spab.org.uk/campaigning/faith-maintenance

Under HCS's previous name 'Scottish Redundant Churches Trust' a Ten Point Plan (in the annex to this summary) was drafted for comment from CofS GTs and HES. This identified steps and stages when decisions are being made about the future of a church building – this could benefit from revisiting and perhaps further development.

Whilst not present attendees mentioned the **Heritage Trust Network** : their peer support network has geographical coverage across large parts of Scotland and members could offer congregations and presbyteries the benefit of their experience in reusing, and adapting historic buildings, and in introducing mixed/extended uses to buildings. HTN members could offer advice/support in piloting activities/meanwhile uses, carrying out community consultation, engaging communities of place and interest, viability appraisals, and much more. HTN membership might also be relevant to some congregations where there is a specific heritage aspect to the church (eg Kilmun Kirk which has a visitor centre, and Dunscore which also promotes local heritage within the church) not least because membership brings access to skills training and to the excellent member toolkit.

Additionally - **Scottish Civic Trust** – have My Place mentoring which could be extremely beneficial to some communities and congregations.

DTAS/COSS: Can provide access to resources for community asset ownership, including understanding community and wider resource implications. Signposting to other community organisations, particularly those using church buildings for other activities – new uses for old buildings! Feeding in experience from a community (ownership) perspective – wider than congregation alone.

AHSS: Aid with review of statutory protections – assist with early engagement and conservation plans.

RIAS: Conservation Committee might be able to review/comment on/contribute to Quinquennial formats and maintenance plans. Perhaps pro-formas for use by churches? Conservation is not just preservation it is managing the process of change in a way that preserves significance.

RIAS noted that conservation architects are the right professionals to design innovative interventions in existing church buildings that preserve / conserve their significance whilst meeting the needs of the church - as people.

The CCT: Has a strategy for places of worship (see the graphic included in the annex to this report), information, expertise and guidance – but caution that funding remains an ongoing issue. Suggest examining their Maintenance model – eg Norfolk Quakers.

HES: Appreciate the scale of their organisation and know that sometimes a single point of contact who can then direct appropriate advice may be more useful. HES can then co-ordinate wider organisational input (strategic level). Suggest: pilot projects with key agencies to develop an approach.

Corra Foundation: Potential to support difficult conversations at community and strategic level. Use Corra community links to widen the Church's conversation. The Place Principle provides opportunities for Church, public and Private sector resources to be combined for better use. Consider also Community Wealthy Building – can local procurement needs to met – eg, can local food be grown on glebe lands?

Local Authority perspective: They understand local engagement and appreciate the local and national P/politics involved in decisions. A note of caution that early engagement and community involvement will be of greater benefit that attempting to plead as a 'special case' much later down the line.

Discuss with Local Authorities the use of new buildings (eg schools) in places where new houses are built. They are often petitioned for many services, but not necessarily for places of worship.

Statutory advice in terms of listed buildings and planning legislation is available from LAs. CoS can work more proactively with LAs to fund shared use of resources, austerity has seen many closures of council buildings (eg libraries).

Planning policies are generally flexible enough to enable change of use of redundant churches or agree allocation of land for new-build.

Community empowerment is now business-as-usual for LAs; Church could use charrette process to raise community awareness of potential change of use for their buildings.

NB: Local authorities hold responsibility for graveyards, sale of churches may be restricted by legislation. Perhaps an opportunity to sell both together.

Scotland's Churches Trust: Small grants for maintenance and smaller scale projects are available from them now.

Church Buildings Renewal Trust: already has store of information on their website concerning congregations that have already sustained their future as places of worship by engaging with their communities; or transfer of ownership examples where worship and other public benefit now occurs. However, the website resource is difficult to maintain and keep relevant and up-to-date.

University of Stirling: Further research including: how cultural values significance of church places can be harnessed for church mission etc; research to understand (at different scales) cultural significance of CoS buildings and land and assess the implications of the Action Plan; research understanding social value (including tool kits for assessment) – what church places (not just buildings) mean to both congregations and wider communities.

National Committee on Carves Stones in Scotland (NCCSS): http://www.carvedstones.scot/ can signpost to appropriate sources of advice for carved stones (including recording, understanding significance, preservation, interpretation and presentation).

Scottish Future's Trust: Government funding interested in the whole place, the entire community. Changes that increase inclusive growth and support sustainable and environmental options are more attractive from their perspective. Establishing what communities want and need, being open to various opportunities for full-use and being part of place-based strategies will be essential to meaningful change.

Can CoS consider engagement with public sector partners to create a rural-hub approach. SFT has a rural hub kit supporting use by multiple partners.

Scottish Land Fund: Supports communities to acquire an asset. SLF can work with communities to establish if there is a sustainable use. (eg Bellfield, Portobello; and Anderston, Glasgow).

Suggestions

The Church was considered to need to carry out planned maintenance, suggestion this implementation lags behind currently.

Place planning – mapping community assets including churches linking in with public and community bodies. Forthcoming, Local Place Plans and current Local Outcome Improvement Plans are the mechanisms where engagement should be taking place.

Consider exploring the range of **meanwhile uses** available.

Questions / Further development proposals

It was acknowledged there is a maintenance backlog, how this will be address and where the property management and heritage specific skills sit within the Church when decisions are made was questioned?

Do congregations recognise other communities of interest and have a desire to work with them?

Will a strategic 'Environmental Impact Assessment' (or similar) form part of the Action Plan?

Role of Visit Scotland?

Would statements of significance be considered for these places?

Could development briefs with local partners be formed?

Could 'tourist tax' benefit rural church communities/buildings?

Defined charitable purpose of CoS in relation to the churches current actions – are they being met?

How does the Presbytery consult already?

What do we know so far? What statistics about current/recent disposals and transfers exist? What are the case studies to learn from? What impact (positive and negative) of redundancies/sales are known?

AHF & SLF: Who decides how much the asset is worth? Some churches have been transferred for nominal sums, some have a large purchase price. The reasoning behind this would help some communities make more informed decisions.

Much of what is offered for the future, is also offered now. These avenues of advice, guidance, and funding streams exist, but are not currently being effectively accessed. Potential reasons for this were touched on by the General Trustees, perhaps the Church has been too reserved in 'fixing its own problems' from within, not seeking external help. However, specialist organisations can also seem daunting to approach – particularly if there are concerns that (in relation to repairs and conservation) more detailed work will be called for, potentially increasing costs with little obvious benefit to those using the building.

It was widely acknowledged by all in the room that people (non-congregants) feel strongly about *their kirk* – (whether by close geographic or emotional association). Without the investment of time, energy and resources – 'feeling strongly' is not enough to maintain the Church's current estate. Which changes occur, and how that strength of feeling manifests as places evolve, will remain to be seen.

Annex:

- Historic Churches Scotland – Ten Point Plan, derived in 2017.
- The Churches Conservation Trust – Strategy Diagram

10 POINT PLAN TO PROTECT SCOTLAND'S ECCLESIASTICAL HERITAGE			
GOOD PRACTICE GUIDE			
• **during a union or linkage proposal** • **before a church closure decision is made**			
		Actions	**Lead body**
Pause	Retain all fixtures, fittings, furnishings, movables and architectural elements (pews, stained glass, monuments) in situ until the future of the building has been determined	Congregation provided with written guidance on procedures to prevent short-term change/loss	Denomination
Maintain	Continue building maintenance. Regularly inspect/monitor condition and maintain security	Ensure congregation has necessary knowledge and resources to continue appropriate maintenance	Denomination, Congregation
Inform	Inform all stakeholders (congregation, community, local authority, and heritage organisations) of the intent to consider the future of the building; establish communication to allow information exchange and update	Written notice given to all stakeholders	Denomination
Assemble	Assemble information (designations, condition reports/quinquennial inspection reports/ surveys, records)	Congregation provides locally-held information to Denomination	Denomination
Evaluate	Assess local, regional, national, international significance (heritage, townscape, landscape)	Considered by advisory panel	HES, Historic Churches Scotland

Record	Commission surveys and inventories to provide record of building and contents at an appropriate level to lodge in local, regional and national archives	Advisory panel recommend recording level/type to be undertaken and relevant recording body	HES
Review	Review statutory protection (Listing / Scheduled Monument status) Consider downgrading or de-listing where significant change or loss has occurred, or upgrading where there is new information on significance		HES
Commission	Prepare brief and commission a simple Options Appraisal to determine which property/ies the Union or Linked Charge will retain		Denomination
Consult	• Community – potential for building to benefit local people • Local Authority – capacity for change and suitability for reuse addressed through development brief • Historic Environment Scotland – need for State or trust care; input into development brief		Denomination
Plan	Compile a concise plan, including re-use options, as the basis for decision-making about the future of the building(s); consider need for relocation of monuments or other items; ensure, where possible, that public use and access is maintained during any transition - even in a limited way – either for secular or religious purposes, to prevent the building becoming disused and vulnerable to theft or vandalism	Provide support for congregation throughout the process of decision-making and in maintaining use and access	Denomination


Strategy Map
How we empower and support communities to care for historic places of worship
Learning
Culture
Art
JOIN US
Local Community Officers
Historic Church
Fundraising
Filming
Consultancy
Technical advice
Cleaning
maintenance service
Volunteers
Building Maintenance
TEA PARTY TODAY
Promoting the value of our shared cultural heritage
Supporting communities to use and love their historic places of worship
Sharing our skills to sustain churches

Appendix 5 – Copy of Electronic Survey Consultation Document

<see following pages>

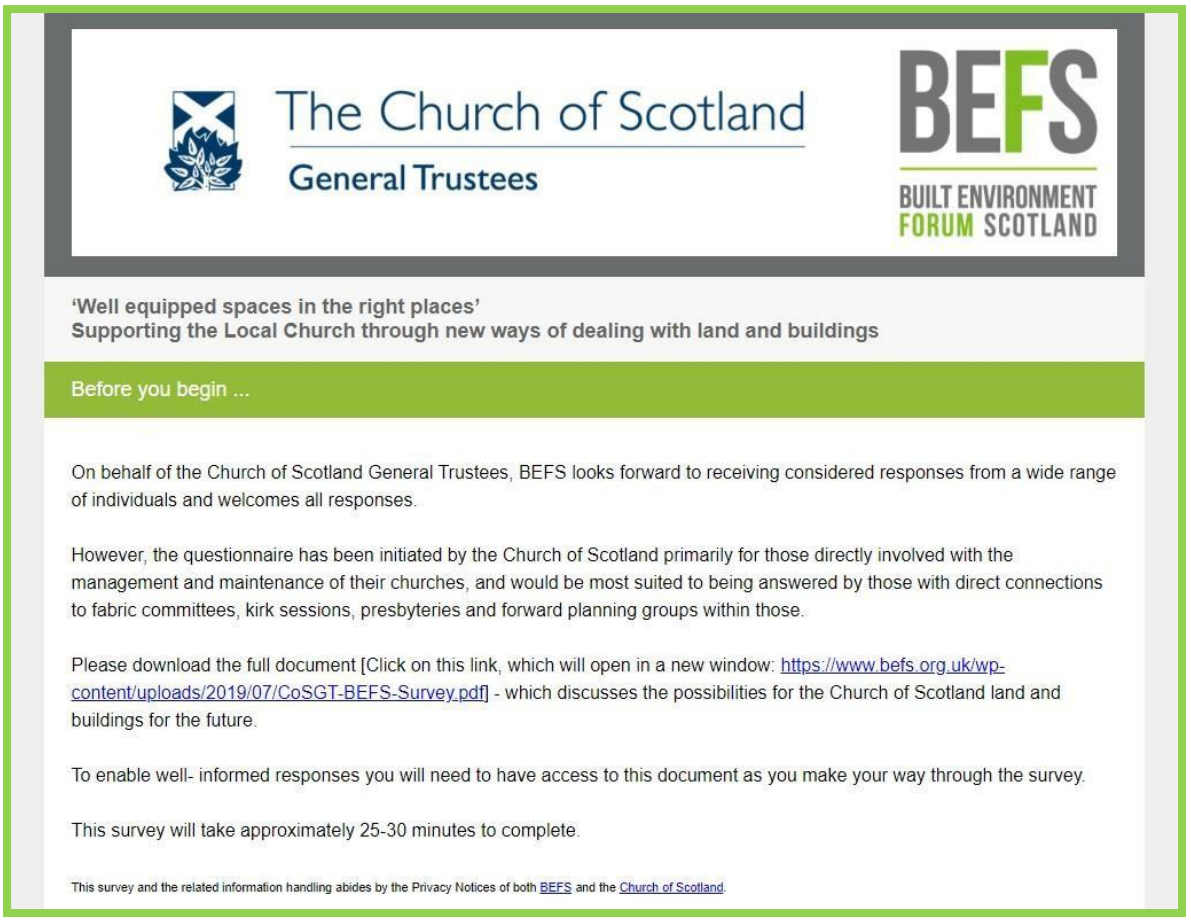
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Church of Scotland General Trustees

'Well equipped spaces in the right places'

Supporting the Local Church through new ways of dealing with land and buildings

Many thanks for reading this document which contains all the background information you will need to answer the Survey Monkey questionnaire [WEB LINK: **https://www.surveymonkey.co.uk/r/COSBuildingsPlan**] – the questionnaire, and data analysis is being run by BEFS for the Church of Scotland General Trustees.



Please fill in and submit answers only through Survey Monkey – if you do not have online access yourself please complete this with a friend who does. Unfortunately we cannot accept paper responses for analysis.

Each section of this paper has a number of related questions where we will gather your views on what has been discussed or suggested. We start by gathering some information through Survey Monkey which helps us to understand what perspective you are answering the questions from.

We also gather some geographic data and Church data. This helps us to understand the differing needs and views of different areas and congregations. It also helps us to find any similarities which may be helpful for future planning for the Church.

This document will show examples of the screens you will see throughout the survey, as well as providing information from the Church of Scotland to help inform your thinking.

* 1. Before you begin it is important for us to understand the context for your responses.

Are you responding (please pick one):

- ○ On behalf of a Presbytery
- ○ On behalf of a Kirk Session
- ○ As a member of a Presbytery
- ○ As a member of a Kirk Session or congregation
- ○ Other (please specify)

2. Gender of respondent?

- ☐ Female
- ☐ Male
- ☐ prefer not to respond

3. Age group of respondent?

- ☐ 16-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56-65
- ☐ 66-75
- ☐ 75+
- ☐ prefer not to say

* 4. We will gather no personal data during this questionnaire, but there are some Church and geographic details which will help to provide a more detailed analysis of the information we receive.

Please provide (where known and relevant to your answers):

Name of Presbytery	
Name of Congregation	
Please provide 6 digit CoS number (Congregation Number) if known	
Please enter the first part of the post-code (eg EH2)	
Do you consider the above to be Urban, Rural or Semi-Rural? Please state: 'Urban' or 'Rural' or 'Semi-Rural'	

Church of Scotland General Trustees

'Well equipped spaces in the right places'

Supporting the Local Church through new ways of dealing with land and buildings

Please read each section before answering the questions in the survey.

SECTION 1:

Introduction & Background

1. The General Assembly of 2018 'encouraged the General Trustees to develop an Asset Plan for the Church of Scotland's estate with a view to recommendations being made to the Assembly in 2020'. This Consultation Paper is designed to seek views within the Church and beyond to enable the Plan to be presented to the Assembly next year. The paper considers the congregational estate of both land and buildings. It starts with an analysis of the current position and puts forward proposals for change.

2. From the outset it is important to be clear what is meant by a 'Plan', or equally important, what a 'Plan' will not be. It will not be a detailed plan for each building in the Church's ownership. It will be about direction, principles, policies and processes. It will be a framework for action by Presbyteries, local congregations and the General Trustees. Further information on the General Trustees is given in Appendix X on the website.

3. The 2018 Assembly asked the Council of Assembly for a *Radical Action Plan*. The 2019 Assembly approved a *Radical Action Plan*, this document, survey, and the resultant report are part of the process that was approved to continue that work. The Church is in the process of change. And its buildings are integral to that plan. No organisation with the buildings and land on the scale owned and used by the Church can afford not to have a plan that sets a direction for its physical assets and provides the tools to enable that plan to be delivered. Like the Radical Action Plan, this Plan is designed to liberate the local church to be as effective as possible.

4. The Church has 1,250 congregations in 43 Presbyteries in Scotland and 1 in England. The Church owns around
   - 3,000 churches and halls
   - 800 manses
   - 500 Glebes amounting to 12,458 acres

   These basic figures do not disclose the dynamic nature of the estate. In the last ten years, 11 new churches have been built involving an investment of £14m; 26 existing churches have undergone major (more than £400,000) refurbishment/repair, with an overall investment of £21m ; and 153 church buildings have been sold. Over the same period, the number of communicant members has reduced by about 29% (2008 – 471,894; 2017 – 336,831).

Well-equipped spaces in the right places?

5. The overall vision of the Plan is of a church estate that has 'well equipped spaces in the right places'. In preparing this consultation paper, the General Trustees have already informally consulted with Fabric Conveners, Presbyteries and others. Many of the proposals have been 'trailed' at seminars in 2017 and 2018 where over 1000 congregational representatives were present. The General Trustees have visited over 200 congregations over the last few years, supporting them and listening to the issues that affect them. Conversations have taken place with Presbyteries from Glasgow to Uist – from the largest to the smallest. So much of what is being proposed will not come as a surprise to many people.

Looking After Congregational Assets		
Local	**Regional**	**National**
Day to day maintenance Major repairs Refurbishment Funding	Planning Quinquennials Supervisory	Regulations Advice Approvals Grants and Loans Disposals Insurance Energy

6. The General Trustees' assessment is that many good things are happening – there are many 'well equipped spaces in the right places' – but there are some fundamental concerns that need to be addressed. The current way of managing and developing the congregational estate no longer meets the needs of much of the Church. The Church operates with one traditional model: congregations have day-to-day responsibility for repairing and improving the church buildings and manses which they operate and for financing their operation. Many congregations (probably the majority) are increasingly finding this model difficult to manage and/or a distraction from their principal tasks of worship and mission. Outdated or deteriorating buildings, the effects of climate change, and increased responsibilities in respect of buildings many of which are open to the public all add to the burden.

7. Although glebeland can bring financial benefits to congregations, local involvement can be burdensome. To explain the position a simple typology of congregations has developed from discussions with Presbyteries. It is not a scientific exercise but does reflect the current situation for many people. There are four kinds of congregations:

   (a) Those with both financial resources and skills to look after and develop their land and buildings
   (b) Those with the skills but not the resources
   (c) Those with the resources but not the skills
   (d) Those with neither skills nor resources

   The anecdotal evidence is that about 20% of congregations fall into category (a), with more than 50% in category (d) - and it is growing. Change is needed.

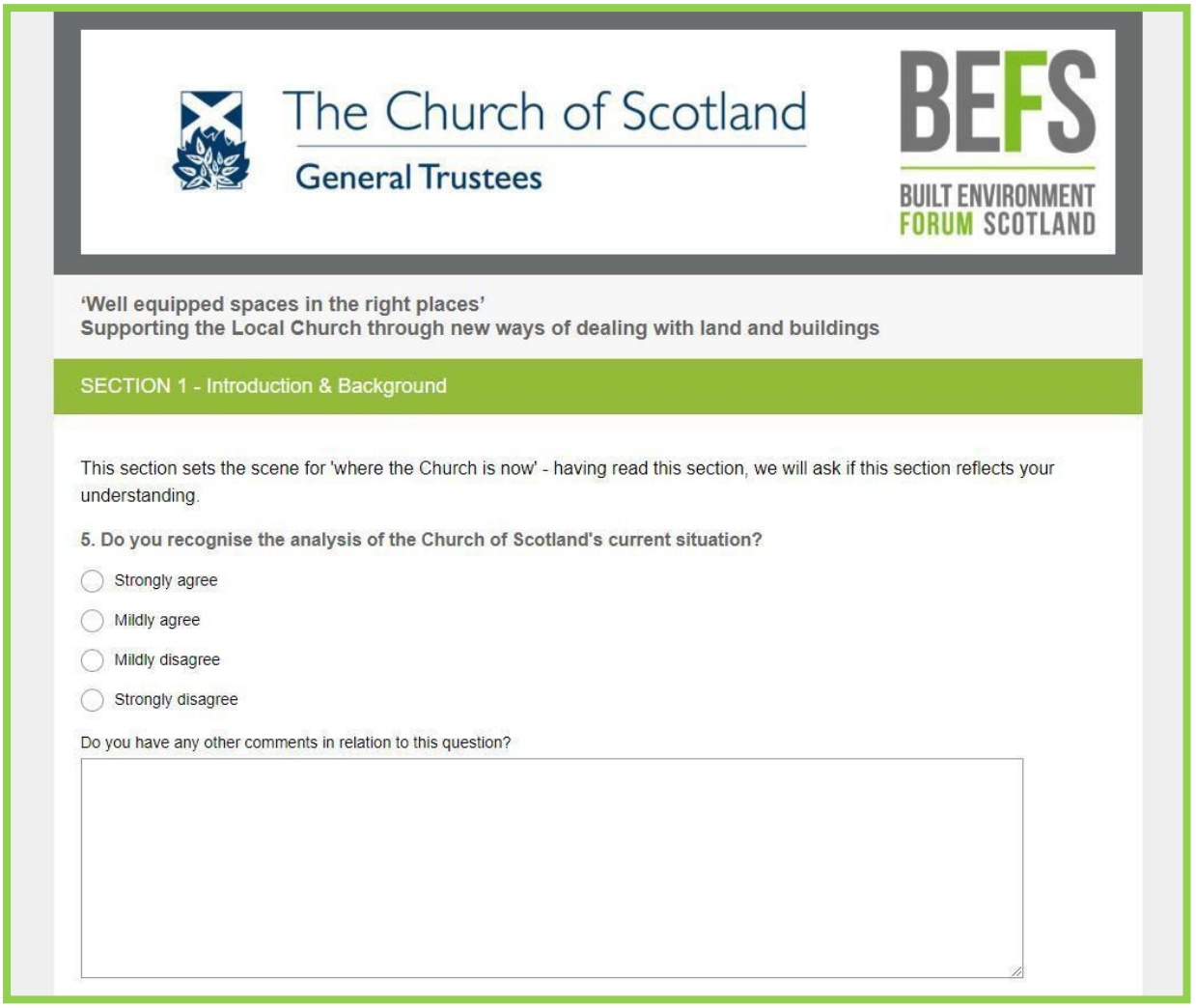
8. Many Presbyteries are also finding it difficult to exercise their responsibilities in relation to planning of buildings and supervision. Overall, the evidence points to the need for a reduction in the number of buildings, a continuing improvement in the quality of the church's congregational buildings and changes in the management model reflecting the skills available to congregations and Presbyteries (a more detailed analysis can be found in Appendix X)

9. It is not all 'doom and gloom'. Exciting things are happening, and the opportunity is there to build on the good things. Many congregations are already meeting the challenges and are looking at the need to adapt, change or rationalise their buildings or even physically move to enable them to focus on worship, discipleship and mission. They are already working on achieving 'well equipped spaces in the right places' and this Plan builds on their experiences. For them, change involves developing new forms of management and development. Change is not going to be cost free, either emotionally or financially. It may mean major change to, or giving up, long cherished spaces. Similarly, there are Presbyteries such as St Andrews, Aberdeen and Shetland undertaking major overviews

of the entire presbytery estate. The work so far indicates that a greater level of professionalism will be required at every level - at Presbytery and local level as well as nationally. Some of the key changes will be in the support that Presbyteries are given to deal with property issues, taking a greater level of involvement in the buildings within their bounds, so that congregations can focus even more on worship and mission.

10. While there are good things happening, this is far from universal. As one person has said "in my Presbytery, and probably most others, all buildings are classified as A, essential, and every congregation wants tenaciously to hold onto their beloved buildings. We have been taught to worship our buildings and our Ministers, and to keep buildings open at all costs is an action of devotion". There is much work to be done to change this kind of attitude. It holds the Church back from fulfilling its potential to follow Jesus. And as the command "Follow me" means now, the need to make our places fit for purpose, both in terms of 'well equipped' and 'in the right place' is urgent. The Church has a limited time and opportunity to improve and rationalise its estate.

Many thanks for reading the introduction to this survey giving some background information and setting the scene of, 'where we are now'. With that in mind, please answer the Section 1 survey question through Survey Monkey.



SECTION 2:

So where does the church go from here?

Please now examine the second section of the document, which covers a number of areas for future development.

So where does the Church go from here?

11. Out of these discussions the General Trustees are proposing the following **principles** to underpin all the proposals:
    (a) **Buildings and glebeland are simply a means by which the mission of the Church can be achieved.** The traditional model which the church currently operates - that of providing space for Church presence through a dedicated building - is not appropriate in every case. A range of models is more appropriate. There are alternative ways of the Church having a 'space' or presence in the community which do not involve ownership of buildings.
    (b) **Presbyteries have the key role to play in encouraging, supporting and supervising congregations and strategic planning,** including identifying buildings to be retained or made redundant. Presbyteries need to be strengthened to undertake those roles.
    (c) The principal contact between the congregation and the General Trustees should continue to be through the Presbytery.
    (d) **While the congregation should continue to have the principal role of managing property assets at a local level, it is recognised that not all congregations are able to fulfil all of the tasks.** There should be a variety of supports which would enable individual congregations to take the initiative about the future of their buildings.
    (e) **While the Church values the land and buildings that it has inherited, these have to be suitable to achieve the Church's primary purpose of worship and mission,** recognising the tension between buildings as missional assets as well as items of cultural, architectural and historical importance. The Church's charitable purpose is not the conservation of buildings.
    (f) **Working together between congregations and between Presbyteries should be encouraged.** Collaboration or partnership with organisations outwith the Church should be developed where these could provide ways in which local congregations can be supported so that they can focus on worship and mission.
    (g) The Church should by default operate with an ecumenical mindset and should be open to sharing buildings with other Christian denominations where practicable.

The Principles have been expressed in the table below which should be completed via Survey Monkey.

SECTION 2 - So where does the Church go from here?

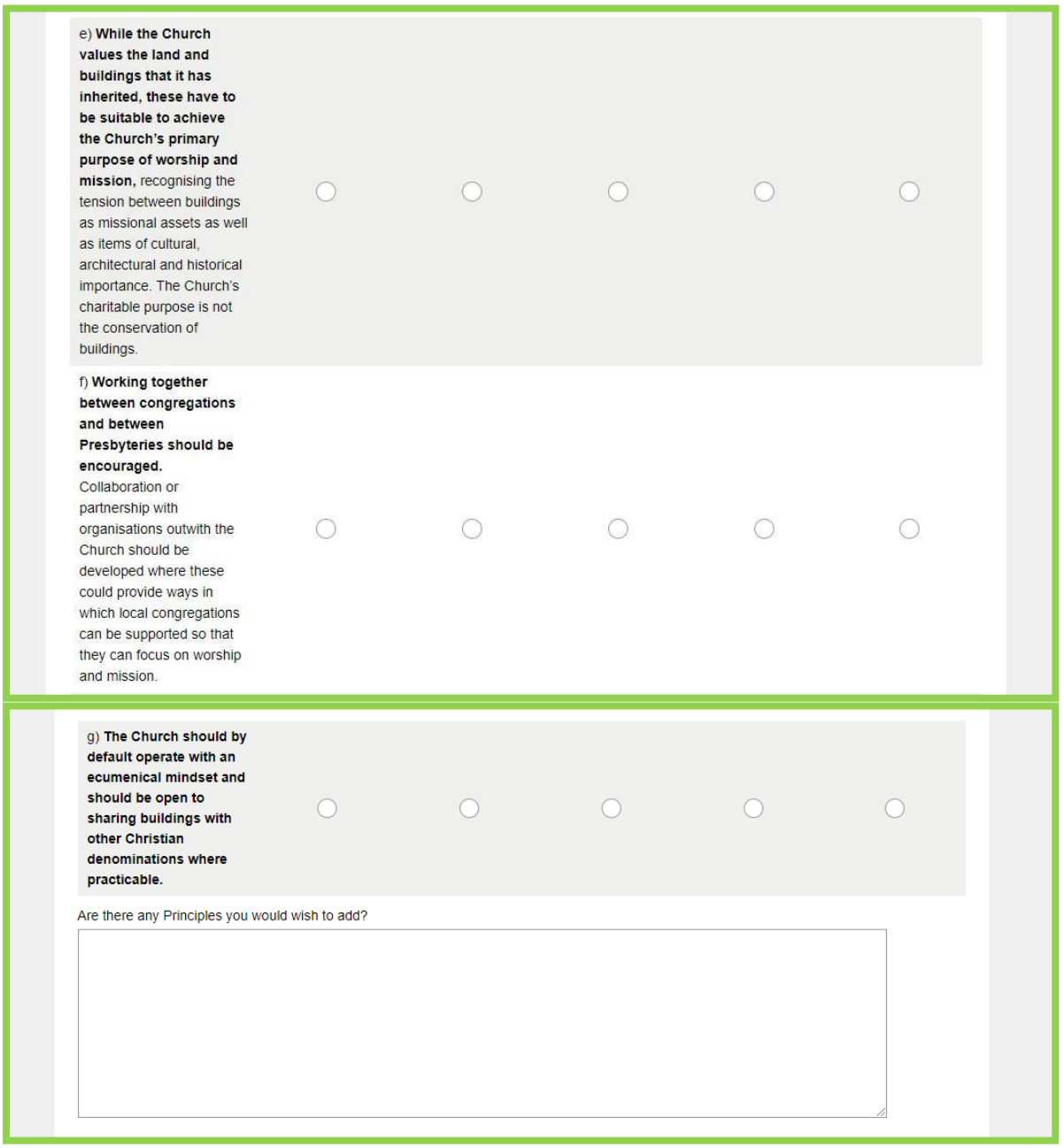
Please now examine the second section of the document, this covers a number of areas for potential proposals for the future.

6. Out of the ongoing discussions the General Trustees are proposing the following principles to underpin all the proposals.

The Principles have been expressed in the table below, please rate how strongly you agree or disagree with each principle.

If you do not think the Principle is priority, please select 'Not a priority'.

	Strongly agree	Mildly agree	Mildly disagree	Strongly disagree	Not a priority
(a) **Buildings and glebeland are simply a means by which the mission of the Church can be achieved.** The traditional model which the church currently operates - that of providing space for Church presence through a dedicated building - is not appropriate in every case. A range of models is more appropriate. There are alternative ways of the Church having a 'space' or presence in the community which do not involve ownership of buildings.	○	○	○	○	○
(b) **Presbyteries have the key role to play in encouraging, supporting and supervising congregations and strategic planning,** including identifying buildings to be retained or made redundant. Presbyteries need to be strengthened to undertake those roles.	○	○	○	○	○
c) **The principal contact between the congregation and the General Trustees should continue to be through the Presbytery.**	○	○	○	○	○
d) **While the congregation should continue to have the principal role of managing property assets at a local level, it is recognised that not all congregations are able to fulfil all of the tasks.** There should be a variety of supports which would enable individual congregations to take the initiative about the future of their buildings.	○	○	○	○	○



What is meant by 'well equipped spaces in the right places'?

12. In looking to define 'well equipped', the following questions have been raised across the Church. The crucial question is 'well equipped for what?' Form should follow function. What does the building say to others about what it means to be a Christian congregation? How open and welcoming is it to the parish and community it serves? How do the Church's sanctuaries and halls, most of which are open to the public to a greater or lesser extent, compare to other public buildings? Does the state of decoration tell of people who are proud to share their congregational 'home' with other people? Is it too expensive for its missional needs? Is it good Christian stewardship to have a small congregation rattling around in a huge building? Is it sufficient that the church (or sanctuary with a church complex) is only used for a short time each week as a worship space? What is the purpose of the building? Is it needed?

13. And what is meant by 'in the right places'? Is the location of the building where it is best needed? How does it relate to the wider community? Should congregations be encouraged to ask the question - 'what kind of Christian witness could we give if we didn't have this building? And what does this currently say about the kind of Christian witness given? How close to other Church of Scotland or other Christian denominations buildings is it? Can the locality sensibly support as many churches over the next 10-15 years?

14. But this is not simply about existing buildings. Scotland's population is both growing and moving. New residential areas are being created. Regeneration sees communities changing. So new churches are still being built. And the potential for planting new Christian communities is still there. How well does the Church plan where its building resources should be for the next 20 years? How many buildings are needed in a particular village, town or city? Where should they be? How far should there be criteria about where the Church should invest over the next 10 years, and on the other hand setting out where the Church should disinvest? What criteria could Presbyteries (who have the overall planning responsibility) use in determining both where investment should take place and where longer-term investment is not to take place? And how should investment be funded, given the limited resources available? Could a glebe offer a location for a new church or manse or offer general or social housing development with a new worship and outreach facility as part of the deal?

15. Many people have suggested that the Church would benefit from having a definition of what is a 'well-equipped space'. The proposal is that the General Assembly should adopt a minimum standard that would apply to all church buildings in the same way that there is a minimum standard for manses. And in a similar way, in special circumstances, derogations from the standard would be possible when approved by the Presbytery. This minimum standard could include:

    (a) Access for all through the main entrance door
    (b) Flexible spaces - that can be used throughout the week
    (c) A welcoming space
    (d) Regular use for worship (weekly or fortnightly?)
    (e) All health and safety requirements met
    (f) Modern toilet facilities that take account of the numbers of people using the building (e.g. if building to be used for conferences, more facilities might be required)
    (g) Facilities for hospitality – a kitchen that meets catering standards
    (h) Realistic and affordable maintenance costs and management
    (i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)
    (j) A minimum energy efficiency standard

7. Paragraphs 12 -15 of the document help to define, 'well equipped spaces in the right places'.

Many people have suggested that the Church would benefit from having a definition of what is a 'well-equipped space'. The proposal is that the General Assembly should adopt a minimum standard that would apply to all CHURCHES and HALLS in the same way that there is a minimum standard for manses.

Do you agree that a definition of a minimum standard would be helpful?

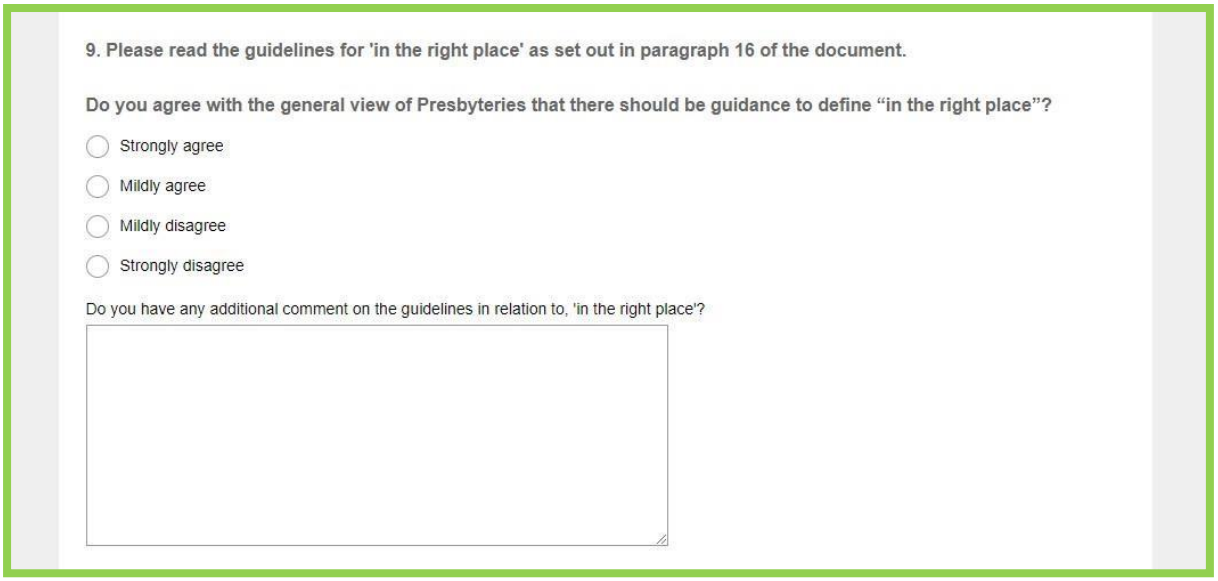
- ◯ Strongly agree
- ◯ Mildly agree
- ◯ Mildly disagree
- ◯ Strongly disagree

8. This minimum standard could include any of the below aspects. Please let us know which you would like to see included.

	Include	Do not include	No Comment
(a) Access for all through the main entrance door	◯	◯	◯
(b) Flexible spaces - that can be used throughout the week	◯	◯	◯
(c) A welcoming space	◯	◯	◯
(d) Regular use for worship (weekly or fortnightly?)	◯	◯	◯
(e) All health and safety requirements met	◯	◯	◯
(f) Modern toilet facilities that take account of the numbers of people using the building (e.g. if building to be used for conferences, more facilities might be required)	◯	◯	◯
(g) Facilities for hospitality – a kitchen that meets catering standards	◯	◯	◯
(h) Realistic and affordable maintenance costs and management	◯	◯	◯
(i) A minimum amount of time during the week that the building is used (e.g. more than one hour per week?)	◯	◯	◯

16. Similarly, Presbyteries have indicated that guidance on 'in the right place' would be helpful for the buildings part of Presbytery Planning. The General Trustees' suggestion is that the General Assembly should set guidelines for Presbyteries and congregations. These could be in the form of a set of questions looking at a timescale of 10-15 years ahead, including:

    (a) Where should the Church invest in the future? What are the top priorities for investment? And where should the Church be operating only on a 'care and maintenance' or 'palliative care' basis?
    (b) Where are the growth points within the Presbytery? The answer would involve consultation and potentially joint planning with local authorities' planning committees, other denominations, statutory bodies like NHS, and the wider community.
    (c) If there is a glebe, does it provide an opportunity for a new-build manse or church or outreach centre?
    (d) What is the prognosis for existing church buildings in terms of need within a 15-year period (eg congregational age profile)? How 'well equipped' are these buildings? What are the likely maintenance demands for each building (drawn from regular surveys)?
    (e) How well located are the buildings within a community?
    (f) Are there buildings that could be operated in partnership with other bodies (particularly other Christian denominations) so that the costs could be shared?
    (g) How many church buildings should the Church of Scotland maintain in towns? What would be the justification for more than one in most communities? Would this include theology, age, worship style?



SECTION 3:

Key Areas to help the Church develop 'well equipped spaces in the right places'.



How can the Church develop 'well equipped spaces in the right places'?

17. To deliver 'well equipped spaces in the right places', the General Trustees believe that there are three key areas that require attention, all of which involve the General Trustees playing a proactive and supportive role. The General Trustees suggest that these should not be viewed as being in order of importance but are inter-connected:

    - Supporting Presbyteries
    - Unburdening Congregations
    - Sharing the load

18. A word of caution. For each of these areas, the proposals that follow are 'in principle'. If welcomed and then agreed by the General Assembly in 2020, there will need to be further, more detailed work on resourcing, funding, and processes. Some changes could be delivered without the need for Assembly approval, while for others to be fully effective would depend on decisions being made out-with the control of existing Presbyteries, congregations or the General Trustees, such as the size or shape of Presbyteries.

Key area: 3A Supporting Presbyteries

19. Presbyteries are the key to ensuring that the Church's estate is both 'well equipped' and 'in the right place'. Presbyteries have three current roles in relation to buildings and land: obtaining information on buildings within their bounds (particularly regular building surveys), planning, and supervision/approval. There is no proposal to change these, but to define more clearly what these roles could entail, how they could be carried out, how they might be supported by the General Trustees, and how they might be financed.

Better information

20. The General Trustees recognise that Presbyteries and congregations hold a vast amount of useful information relating to their buildings. The General Trustees have commissioned an IT systems developer to design a bespoke and fit for purpose web-

based database that will support Presbyteries and congregations in the administration of their buildings and glebes. The database will allow each congregation to upload and manage relevant information and documents such as inspection and survey reports, condition schedules, health and safety information, grant and loan applications, energy procurement information and leases and plans of glebeland. Presbyteries will be able to see all the information relating to the buildings and land within their bounds. There are many benefits to using a web-based platform to support the management of congregational buildings including improved communication between Presbytery, congregations and the national office, streamlined applications to the General Trustees for financial and resource assistance, more efficient and effective annual Presbytery Inspection of Congregational Records process, and the ability to improve the governance arrangements within congregational boards. The General Trustees are committed to working collaboratively with all Presbyteries and congregations in the development and implementation of the web-based platform and full training and support will be provided as part of this major improvement project.

Better Awareness of Glebes and Planning

21. It is important to remember that glebeland can play a critical role in Presbytery and congregational planning. Some glebes have development potential either for general or affordable housing. This can range from small scale individual house plots to larger scale housing land. When sold, this capital can provide a significant improvement to a congregation's financial position and a larger income to help with parish ministry costs. Housing development can also be a benefit, particularly to rural communities, attracting new populations to support local businesses, services and young families to reinvigorate local schools.

22. Even if sale for development is not an option, glebeland can be used as part of a congregation's mission and outreach including peace gardens and walks or for community benefit such as playparks, sports facilities and car parking. New churches, halls and manses have been built on glebe land thereby reducing project costs.

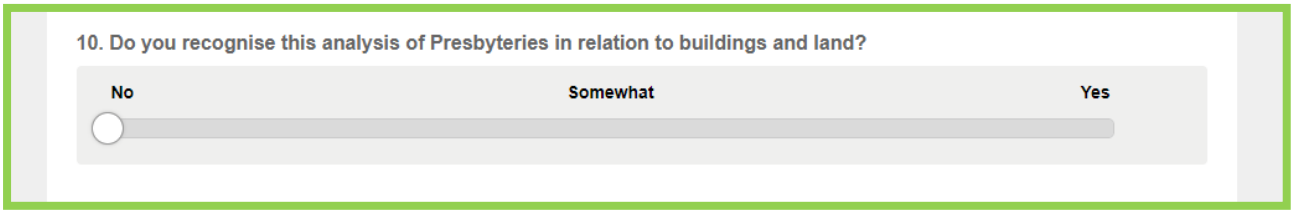
Building Surveys

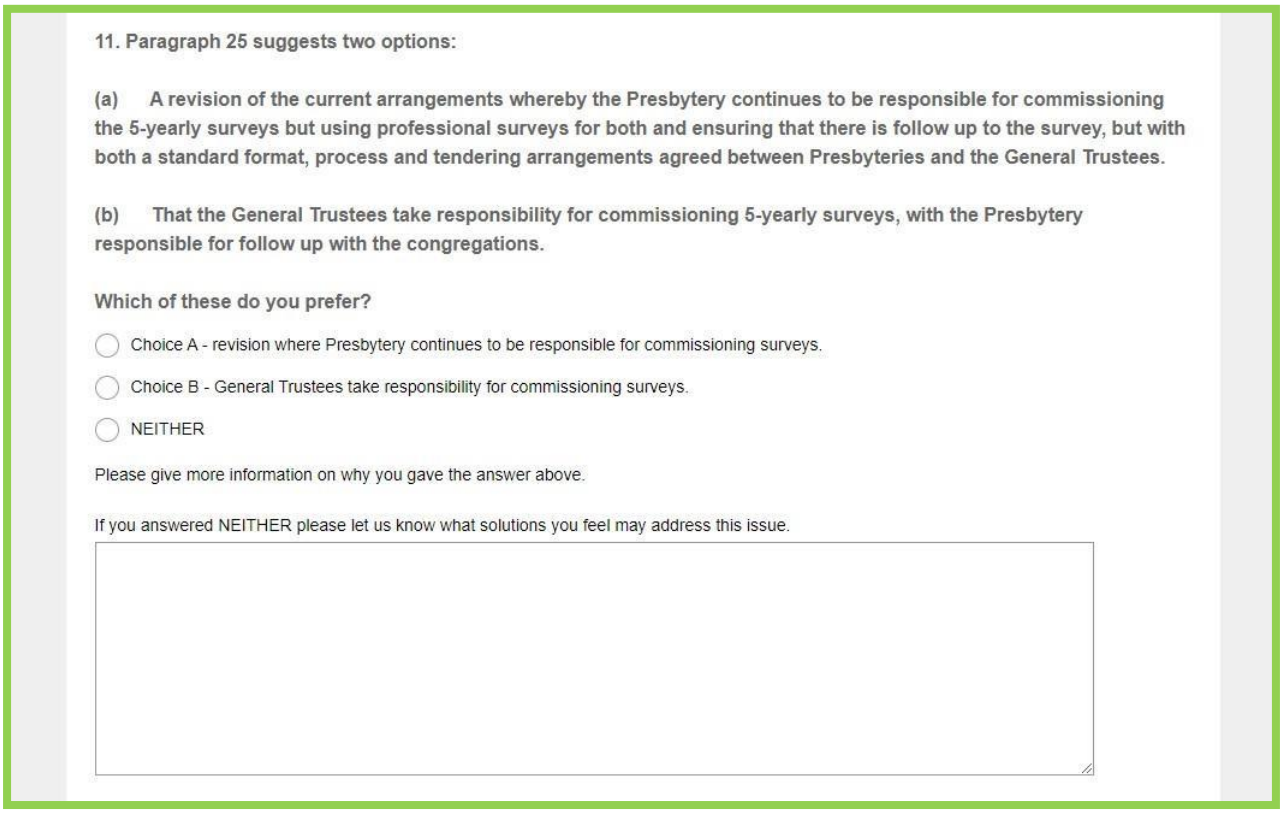
23. One of the key components of the database is the condition of the estate. This information is collected through five-yearly building surveys (currently known as Quinquennials) which should provide the base information about the condition of buildings. The current arrangement has the Presbytery responsible for commissioning and paying for the surveys using a standard format of a professional survey at least every ten years, with an intermediate one which can be conducted by the Presbytery Property Committee itself. A copy of the survey is provided to the congregation's Fabric Convener and the congregation then produces a maintenance plan to ensure that the identified 'urgent' and 'essential' items are carried out. Presbytery representatives are expected to meet or correspond with the congregation to ensure that a plan of works has been prepared and work carried out.

24. There are a number of issues with the current approach in respect of buildings:
    (a) Not all Presbyteries have up-to-date surveys - smaller Presbyteries have difficulty in funding a proper programme, while others find it difficult to organise a regular programme. In 2018, of the 28 Presbyteries that submitted the required Diligence Report (out of 44), 6 reported they were behind schedule – 21%.
    (b) There is a lack of consistency in the quality of the surveys, their costs and in the follow up.

(c) Many congregations do not produce a maintenance plan nor carry out the 'urgent' or 'essential' repairs.
(d) Because of these issues, there is no reliable overall information about the condition of the estate in Presbyteries or held by the General Trustees.

25. A regular inspection, reporting and maintenance system is needed, and most Presbyteries agree that the current one should be reviewed or replaced. Producing a new system is the easy part. Making it work is more difficult. Clearly the Presbytery has a key role. Consistency matters, for which there are two options - both of which continue to include a role for the Presbytery:
    (a) A revision of the current arrangements whereby the Presbytery continues to be responsible for commissioning the surveys but using professional surveys for both and ensuring that there is follow up to the survey, but with both a standard format, process and tendering arrangements agreed between Presbyteries and the General Trustees.
    (b) That the General Trustees take responsibility for commissioning surveys, with the Presbytery responsible for follow up with the congregations.





Presbytery Planning

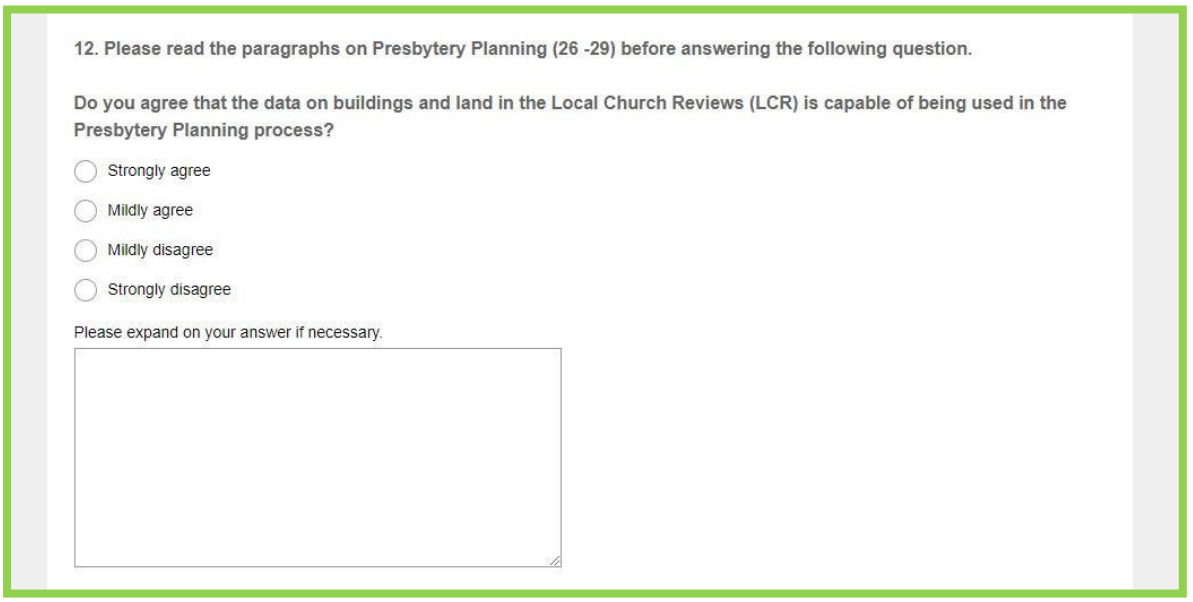
26. Current Presbytery Plans centre round the allocation of ministry 'people resources' with buildings being identified in one of four categories (often just in one simple column with no explanation for why the building is in that category):

    A that the building is expected to remain in use beyond the lifetime of the plan
    B that the building is expected to be closed during the lifetime of the plan, under an adjustment contained therein or otherwise
    C that the building is expected to be disposed of as soon as possible under an adjustment contained in the plan or otherwise
    D that the Presbytery is unable to make a determination in relation to a building

27. At 31 December 2018, Presbytery Plans reveal that Presbyteries have identified 86% as category A, 4% as B, 2% as C and 8% as D.

28. Presbyteries have been encouraged to deal with 'D' buildings - most of which end up in 'A'. Historically, most congregations want to have their building designated 'A'. The inclusion of a building in one of the other categories does not always come as a result of agreement with the congregation. However, there are indications that Presbyteries and congregations themselves are facing up to the need for change and recognising that many buildings do not meet the needs of the future and should be closed. The congregation of the Howe of Fife in the Presbytery of St Andrews voted in June 2018 to dispose of all four buildings in the parish and agreed to investigate ways of having a meeting space. The Presbytery of Shetland, in reviewing the Presbytery Plan (which will see the Presbytery merged with the Presbytery of Aberdeen) developed a priority list of buildings to be kept and a list of buildings that should be disposed of. The General Trustees have been working with these and other Presbyteries in developing their plans and are keen to support more Presbyteries in the development of their Plans.

29. In supporting Presbyteries with planning, the General Trustees would urge the use of buildings and land information from Local Church Reviews (LCR) as a fundamental input into the preparation of the Presbytery Plan. LCR gives congregations the opportunity to set their mission plan and priorities for the next five years. The Act I 2011 requires the Presbytery visiting teams to carry out a due diligence function in conducting the review, satisfying itself that the congregation has complied with the provisions of the Act regarding the maintenance of manses, and that the congregation has implemented the findings of the most recent property surveys. The visiting team should be provided with information regarding the congregation's buildings, their usage, state of repair, suitability and any projects being carried out or proposed, along with detailed financial information. If all this information is used, along with the results of property surveys and the adoption of more objective criteria for 'well equipped space' and 'right place', Presbyteries should have a better and more objective basis for future planning and determining which of the four categories is appropriate for each building. And it should enable congregations themselves to plan their own future with more objective criteria.


12. Please read the paragraphs on Presbytery Planning (26 -29) before answering the following question.

Do you agree that the data on buildings and land in the Local Church Reviews (LCR) is capable of being used in the Presbytery Planning process?

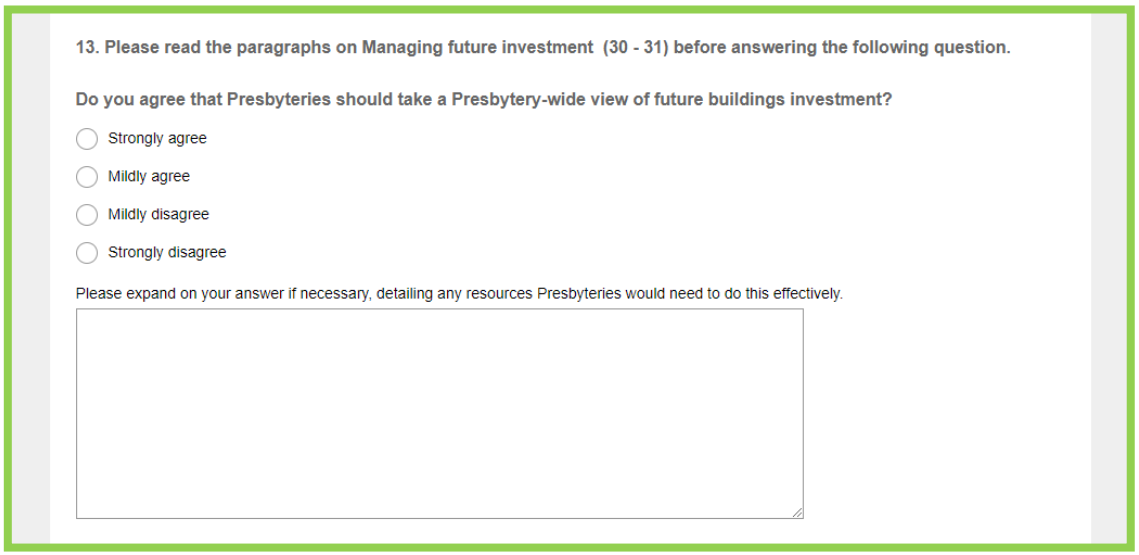
- Strongly agree
- Mildly agree
- Mildly disagree
- Strongly disagree

Please expand on your answer if necessary.

Managing future investment

30. To ensure that their buildings are 'well equipped' for future mission, many congregations will wish to carry out a major refurbishment project or even build a new church building. Often the decision as to which building should be upgraded and when the work should be done has been made locally and the congregation has been enthused to undertake the work without Presbytery support in principle and without the General Trustees being consulted. With the limited resources available to the Church, there should be a more planned approach to refurbishment and the provision of new buildings. The General Trustees would urge that Presbytery Plans should produce priorities for investment, identifying a Presbytery wide programme of major capital investment for churches and halls within the Presbytery bounds. This should be based on each Presbytery's overall mission plan.

31. While looking at investment priorities within their bounds, Presbyteries would also be able to help congregations look realistically at fundraising (both capital and future revenue) for any capital project. The average cost of a new building is currently over £2million; the cost of major refurbishment can be about £1million. Raising funds for capital projects is becoming more difficult. The Heritage Lottery Fund that was specifically designed for places of worship has gone and congregations now have to compete with everyone else under the National Lottery Heritage Fund scheme. Grants from the General Trustees average £10,000 for non-Priority Area projects. And raising the capital funds might be the easiest part of the project; many projects can fail on unrealistic revenue expectations. Business plans are now an essential part of any capital project and the General Trustees are developing advice and support for congregations on the preparation of business plans.


13. Please read the paragraphs on Managing future investment (30 - 31) before answering the following question.

Do you agree that Presbyteries should take a Presbytery-wide view of future buildings investment?

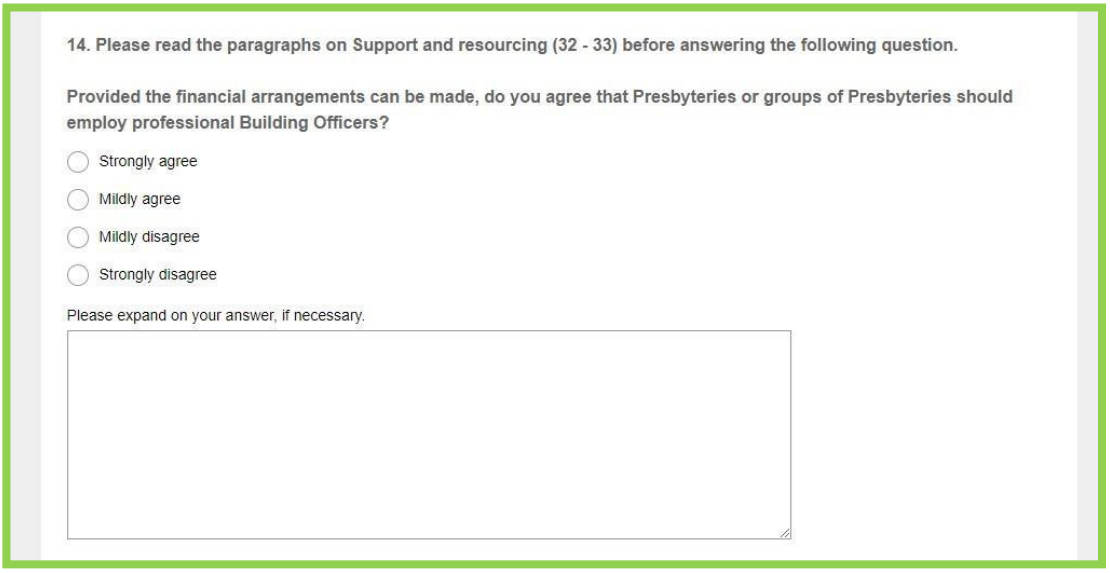
- Strongly agree
- Mildly agree
- Mildly disagree
- Strongly disagree

Please expand on your answer if necessary, detailing any resources Presbyteries would need to do this effectively.

Support and resourcing

32. The General Trustees are keen to support Presbyteries in their planning role. For some time, the General Trustees have regularly met with Glasgow Presbytery to discuss future planning and investment priorities as well as fabric maintenance issues. A similar initiative is now being undertaken with Edinburgh Presbytery. The five Presbyteries on both sides of the Tay have been looking at how the General Trustees could support them with planning. St Andrews has been working on a 'cluster' based approach to planning, with two General Trustees acting as sounding boards, helping the Presbytery and its congregations to think through which buildings to keep and invest in and those which should not be kept. These have benefited from building up a relationship between specific General Trustees and the Presbyteries with the General Trustees getting to understand the particular local issues and concerns – essential for partnership working. The General Trustees would be willing to develop this approach with other Presbyteries, effectively allocating a Trustee or two to an individual or groups of Presbyteries. Could the General Trustees have a role in developing support for planning?

33. In carrying out their surveying, planning and support/approval roles for local congregations, many Presbyteries need to be much better resourced than they are at present. Relying on voluntary Fabric Conveners and Committees will not necessarily provide the level of expertise that is required for the future. Not all Presbyteries can assume that their Fabric Committee members will have the professional expertise that will enable it to do its job properly. Two Presbyteries (Glasgow and Hamilton) have part-time paid professional advice. These 'Buildings Officers' are able to give advice on a range of issues, commission regular surveys, assist with the buildings part of Presbytery Planning and support local Fabric Conveners. The General Trustees would urge Presbyteries (or groups of Presbyteries) to consider similar paid professionally-qualified Buildings Officers.


14. Please read the paragraphs on Support and resourcing (32 - 33) before answering the following question.

Provided the financial arrangements can be made, do you agree that Presbyteries or groups of Presbyteries should employ professional Building Officers?

- Strongly agree
- Mildly agree
- Mildly disagree
- Strongly disagree

Please expand on your answer, if necessary.

Key area: 3B Unburdening Congregations

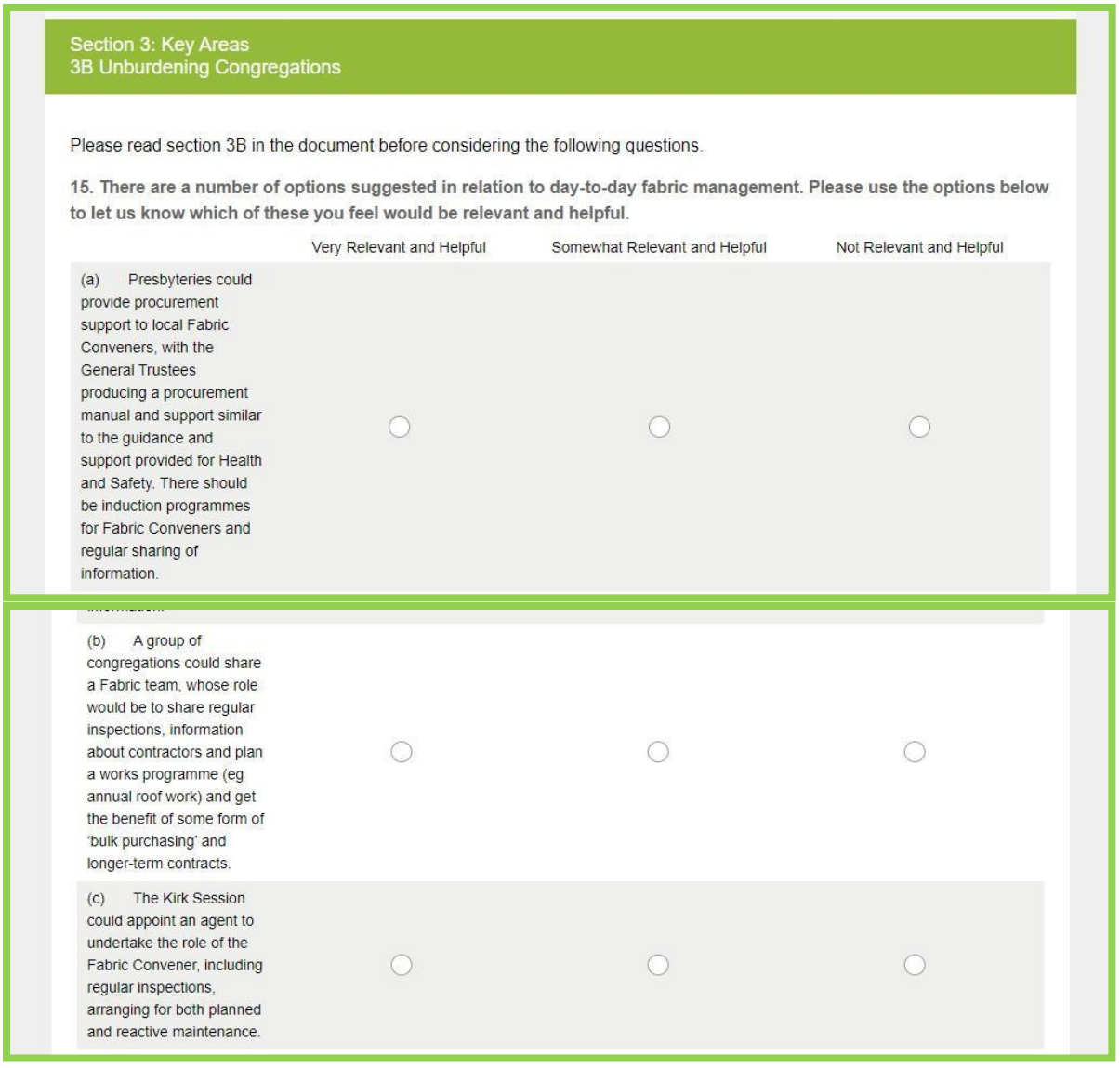
34. To help congregations focus on worship, discipleship and mission, there are some key areas where the Presbytery and the General Trustees can help reduce the building administration burden on congregations who do not have the skills to undertake all of the responsibilities themselves.

Day to Day Fabric Management

35. Fabric Conveners are becoming more difficult to find - particularly those with qualifications or experience in estate or property management. The buildings they are asked to manage are becoming more challenging. Many Fabric Conveners report that they find specifying the work that needs to be done, procuring architects, surveyors and contractors and supervising work, onerous. The Church's buildings need a more professional approach. Other (non-Church) organisations faced with an estate of the scale and complexity of the Church of Scotland have developed a more rationalised approach to management and maintenance. Having already proposed a more professional approach to regular surveys as the basis of understanding the condition and suitability of the estate, the General Trustees are considering ways in which management and maintenance of the Church's estate could be rationalised and thus enable congregations to focus on worship and mission. There is not one simple solution; the proposal is that a variety of options should be developed:

    (a) Presbyteries could provide procurement support to local Fabric Conveners, with the General Trustees producing a procurement manual and support similar to the guidance and support provided for Health and Safety. There should be induction programmes for Fabric Conveners and regular sharing of information.
    (b) A group of congregations could share a Fabric team, whose role would be to share regular inspections, information about contractors and plan a works programme (eg annual roof work) and get the benefit of some form of 'bulk purchasing' and longer-term contracts.
    (c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance.
    (d) A longer term (and more centralised possibility) is that congregations (on a voluntary basis) could agree with the Presbytery and the General Trustees that responsibility for the day-to day management of their buildings be handed over to

the General Trustees (along with any fabric reserves whether locally or centrally-administered) and with the congregation occupying the buildings on the basis of a service charge. If this were to prove a popular proposal, there would be resource and timing issues for the General Trustees, and any implementation would require a planned change-over.

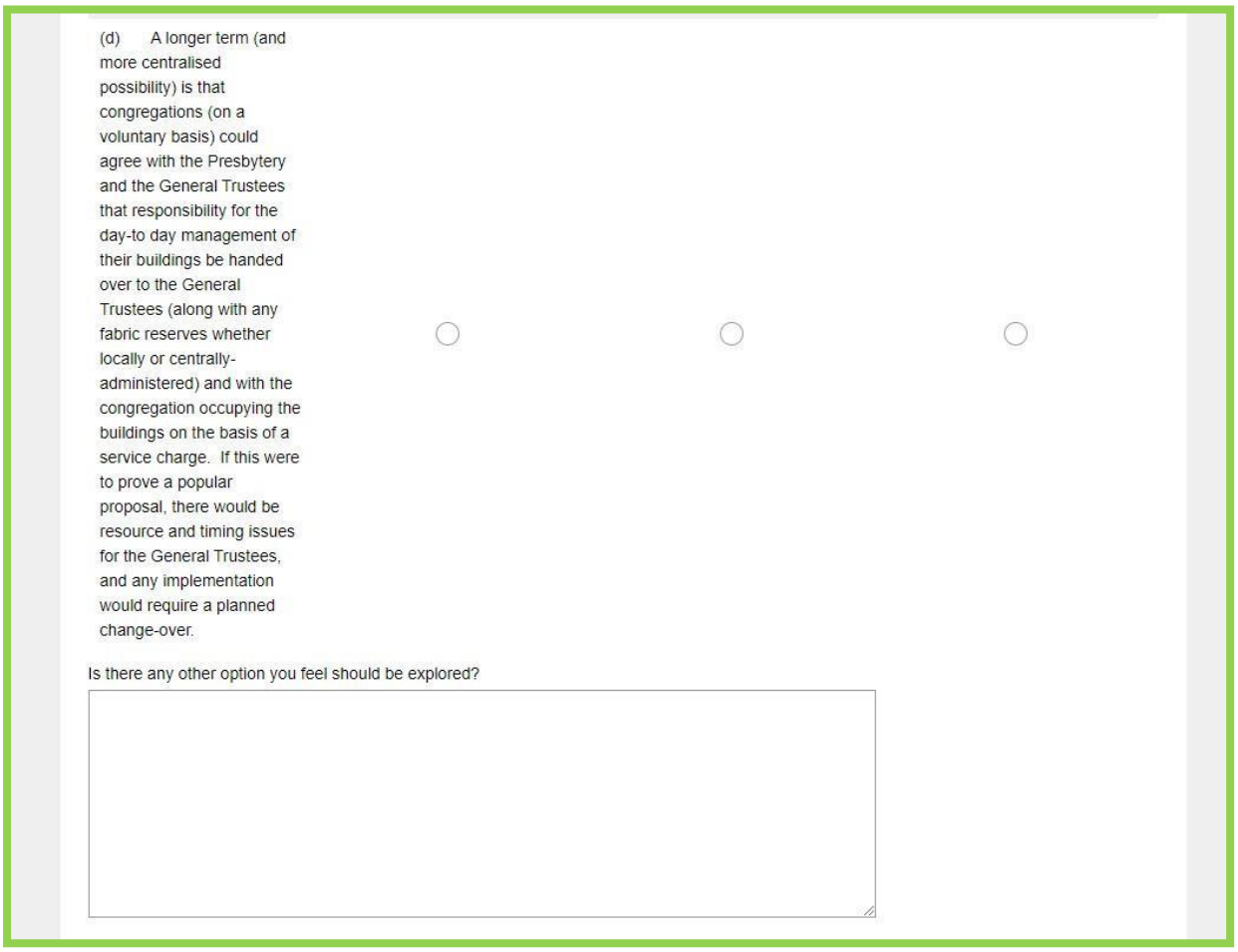


Section 3: Key Areas
3B Unburdening Congregations

Please read section 3B in the document before considering the following questions.

15. There are a number of options suggested in relation to day-to-day fabric management. Please use the options below to let us know which of these you feel would be relevant and helpful.

	Very Relevant and Helpful	Somewhat Relevant and Helpful	Not Relevant and Helpful
(a) Presbyteries could provide procurement support to local Fabric Conveners, with the General Trustees producing a procurement manual and support similar to the guidance and support provided for Health and Safety. There should be induction programmes for Fabric Conveners and regular sharing of information.	○	○	○
(b) A group of congregations could share a Fabric team, whose role would be to share regular inspections, information about contractors and plan a works programme (eg annual roof work) and get the benefit of some form of 'bulk purchasing' and longer-term contracts.	○	○	○
(c) The Kirk Session could appoint an agent to undertake the role of the Fabric Convener, including regular inspections, arranging for both planned and reactive maintenance.	○	○	○

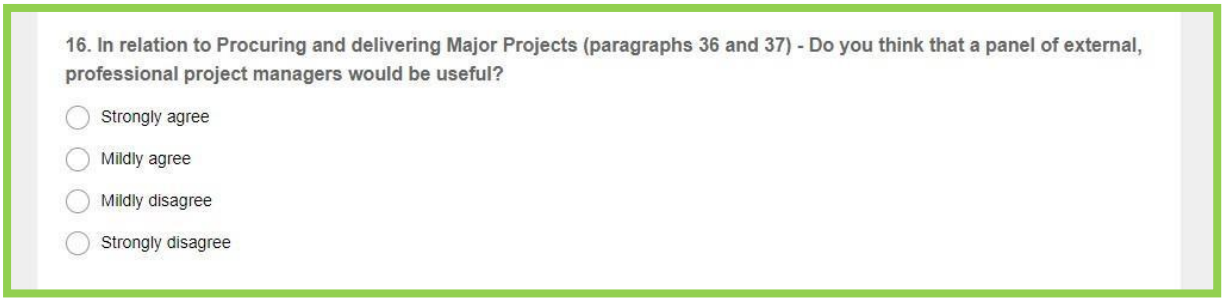


Procuring and delivering Major Projects

36. In the past, the Church of Scotland centrally-managed programmes such as the Church Extension and New Charge Development with the buildings provided for the congregation. In recent years the task of procuring and delivering major projects – both new buildings and refurbishment - has relied on congregational volunteers. Recently, the General Trustees have procured a replacement church building working very closely with the congregation to ensure the building meets its anticipated needs, but this is unusual. Large building projects are a fundamental challenge for any congregation, often involving complex issues and negotiations which require development skills. This is a particular challenge for those which do not have members of the congregation with the experience or skills of managing a building project. Ministers, in particular, who aspire to modernising the sanctuary, to equip the halls for developing mission and community use, rarely have the skills, far less the time, to run a building project of any scale. The most successful projects have been where someone who has the skills has acted on behalf of the Kirk Session as 'client project manager' as would be the case in any large project carried out in the public or private sector.

37. Project Management involves acting as client in the building contract with responsibilities that include health and safety, coordinating a number of participants in the development programme process, drawing up briefs, appointing and supervising a design team, processing applications, working within an agreed budget and fundraising. While some Presbyteries and the General Trustees are able to give advice on procurement, there have been a number of cases where the congregation has looked

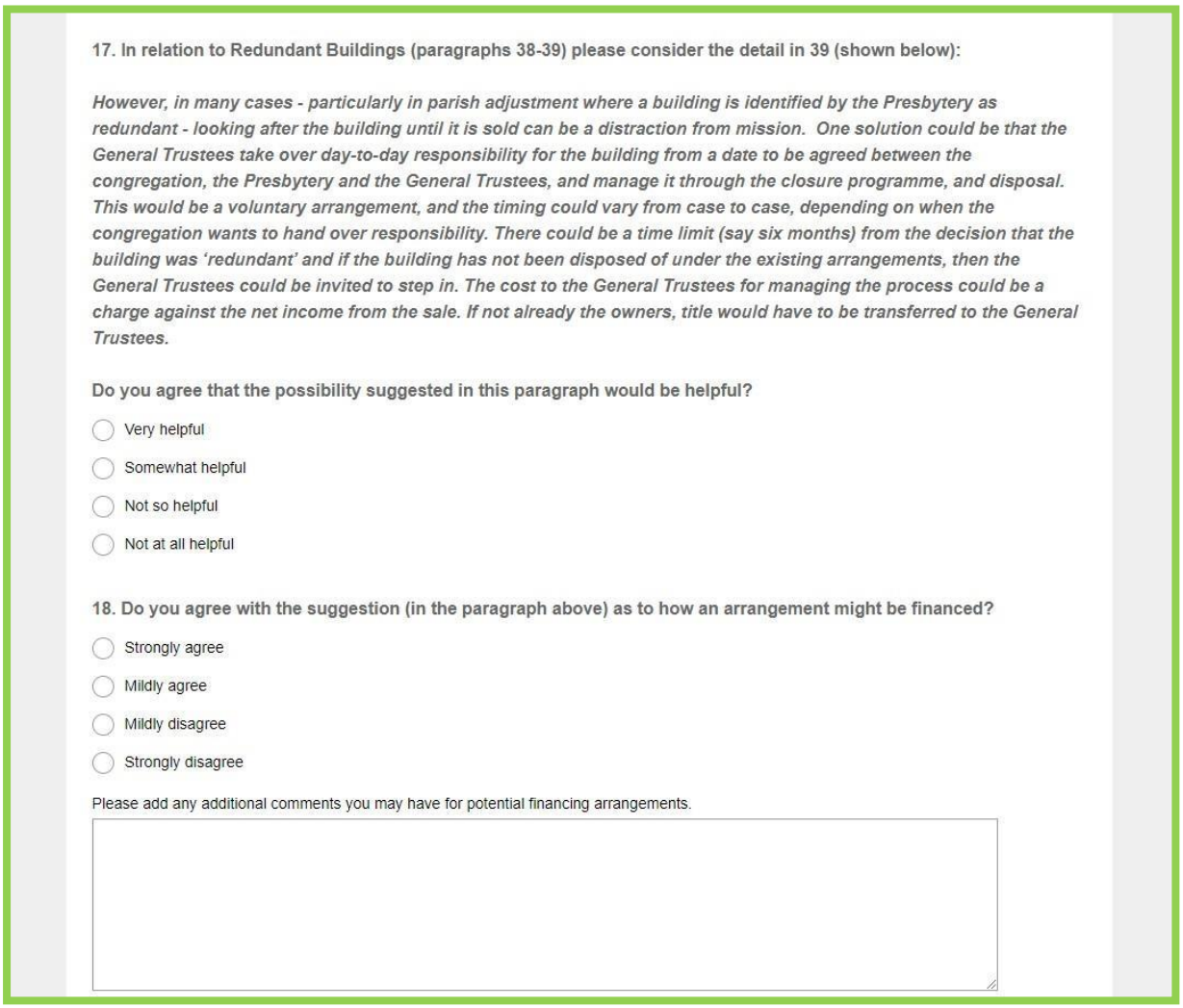
for more than advice. Both new build and major refurbishment can prove to be more complex and disruptive. In some recent cases, the General Trustees have provided a 'mentor' to walk alongside the congregation, helping a member of the congregation with at least the initial stages of the project - including the design team appointments. The General Trustees do not have enough people or time to look after all the projects, or to act as mentor. Expecting the architect to take on the role of 'client project manager' blurs the roles and is not sustainable in the long term. If relationships are not properly established at the beginning (eg proper contracts, role definition and clarity) then this can lead to difficulties later in the project. And all of this can be a distraction from mission. To help congregations, the General Trustees are proposing to create a panel of external professional Project Managers to support congregations and help with procurement.



Redundant Buildings

38. When the Presbytery decides that a building is no longer required, the current arrangement leaves the congregation with the responsibility for looking after the building until it is disposed of or sold. The General Trustees' involvement in the disposal process is to approve the principle of the sale and the sale price and arrange for the marketing and legal work to be carried out by the Law Department. Where the title is subject to the control of the General Assembly, the General Trustees give authority to sell and the application of the sale proceeds, the terms of the sale being decided by the financial board of the congregation. In both cases, the proceeds of sale are credited to the congregation after deduction of the levy, if applicable, and the legal and marketing fees.

39. However, in many cases - particularly in parish adjustment where a building is identified by the Presbytery as redundant - looking after the building until it is sold can be a distraction from mission. One solution could be that the General Trustees take over day-to-day responsibility for the building from a date to be agreed between the congregation, the Presbytery and the General Trustees, and manage it through the closure programme, and disposal. This would be a voluntary arrangement, and the timing could vary from case to case, depending on when the congregation wants to hand over responsibility. There could be a time limit (say six months) from the decision that the building was 'redundant' and if the building has not been disposed of under the existing arrangements, then the General Trustees could be invited to step in. The cost to the General Trustees for managing the process could be a charge against the net income from the sale. If not already the owners, title would have to be transferred to the General Trustees.



17. In relation to Redundant Buildings (paragraphs 38-39) please consider the detail in 39 (shown below):

However, in many cases - particularly in parish adjustment where a building is identified by the Presbytery as redundant - looking after the building until it is sold can be a distraction from mission. One solution could be that the General Trustees take over day-to-day responsibility for the building from a date to be agreed between the congregation, the Presbytery and the General Trustees, and manage it through the closure programme, and disposal. This would be a voluntary arrangement, and the timing could vary from case to case, depending on when the congregation wants to hand over responsibility. There could be a time limit (say six months) from the decision that the building was 'redundant' and if the building has not been disposed of under the existing arrangements, then the General Trustees could be invited to step in. The cost to the General Trustees for managing the process could be a charge against the net income from the sale. If not already the owners, title would have to be transferred to the General Trustees.

Do you agree that the possibility suggested in this paragraph would be helpful?

- ○ Very helpful
- ○ Somewhat helpful
- ○ Not so helpful
- ○ Not at all helpful

18. Do you agree with the suggestion (in the paragraph above) as to how an arrangement might be financed?

- ○ Strongly agree
- ○ Mildly agree
- ○ Mildly disagree
- ○ Strongly disagree

Please add any additional comments you may have for potential financing arrangements.

Manses

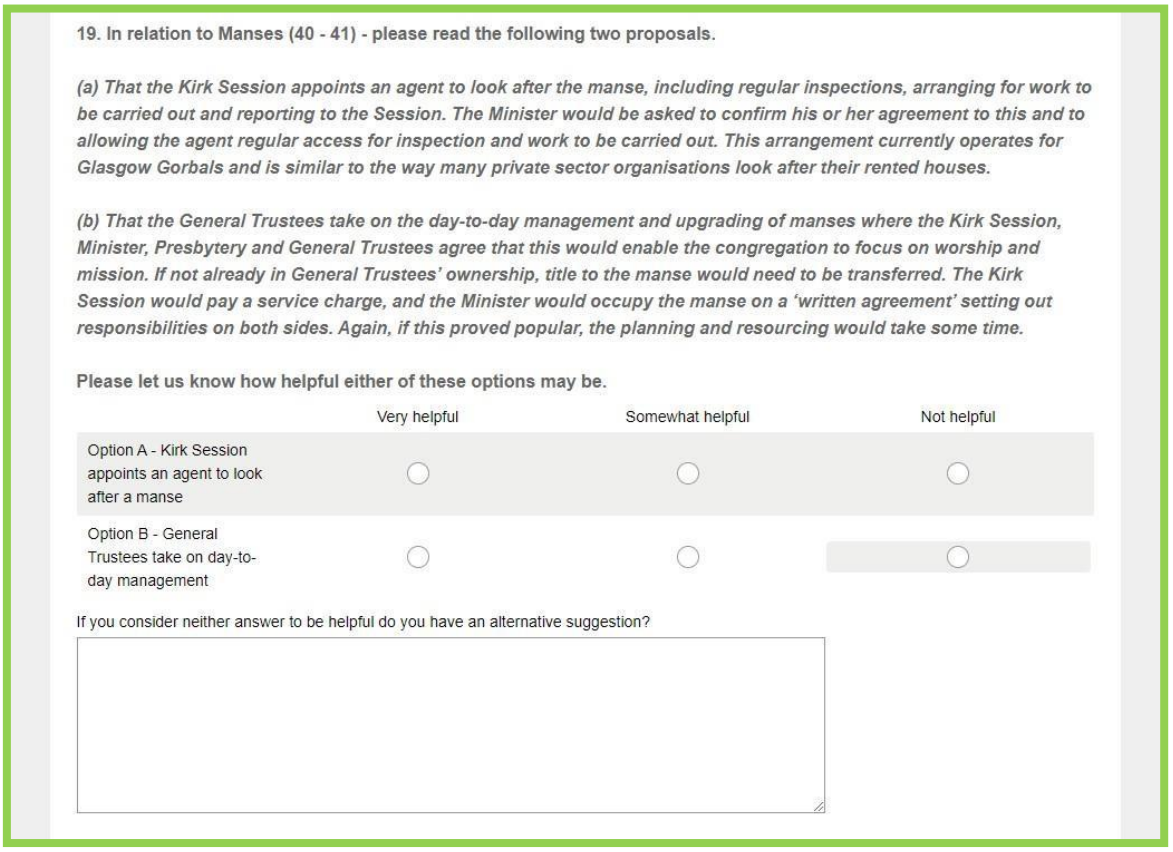
40. Manses can be a major source of friction between Minister and Kirk Session. Despite the manse regulations, some Ministers report that Sessions do not take seriously their responsibility to maintain and upgrade the manse, while some Kirk Sessions complain that Ministers do not allow them to carry out the annual inspection. The reasons given are often that Ministers (or their partners/spouses) are concerned about members of the congregation 'snooping' around their home, and on the other hand that Sessions can be frustrated by finding major problems in the manse only after the Minister has left.

41. The General Trustees have been working with the Ministries Council looking at ways in which the housing of Ministers can be better undertaken by the Church. At this point in time, there are no proposals to abandon the arrangement whereby a manse is provided as part of the stipend of the minister. The Session should continue to be responsible for housing their Minister. But new ways of supporting the accommodation for Ministers may be required, which would 'unburden' the Kirk Session. Two proposals are:

    (a) That the Kirk Session appoints an agent to look after the manse, including regular inspections, arranging for work to be carried out and reporting to the Session. The Minister would be asked to confirm his or her agreement to this and to allowing the agent regular access for inspection and work to be carried out. This arrangement

currently operates for Glasgow Gorbals and is similar to the way many private sector organisations look after their rented houses.

(b) That the General Trustees take on the day-to-day management and upgrading of manses where the Kirk Session, Minister, Presbytery and General Trustees agree that this would enable the congregation to focus on worship and mission. If not already in General Trustees' ownership, title to the manse would need to be transferred. The Kirk Session would pay a service charge, and the Minister would occupy the manse on a 'written agreement' setting out responsibilities on both sides. Again, if this proved popular, the planning and resourcing would take some time.



19. In relation to Manses (40 - 41) - please read the following two proposals.

(a) That the Kirk Session appoints an agent to look after the manse, including regular inspections, arranging for work to be carried out and reporting to the Session. The Minister would be asked to confirm his or her agreement to this and to allowing the agent regular access for inspection and work to be carried out. This arrangement currently operates for Glasgow Gorbals and is similar to the way many private sector organisations look after their rented houses.

(b) That the General Trustees take on the day-to-day management and upgrading of manses where the Kirk Session, Minister, Presbytery and General Trustees agree that this would enable the congregation to focus on worship and mission. If not already in General Trustees' ownership, title to the manse would need to be transferred. The Kirk Session would pay a service charge, and the Minister would occupy the manse on a 'written agreement' setting out responsibilities on both sides. Again, if this proved popular, the planning and resourcing would take some time.

Please let us know how helpful either of these options may be.

	Very helpful	Somewhat helpful	Not helpful
Option A - Kirk Session appoints an agent to look after a manse	○	○	○
Option B - General Trustees take on day-to-day management	○	○	○

If you consider neither answer to be helpful do you have an alternative suggestion?

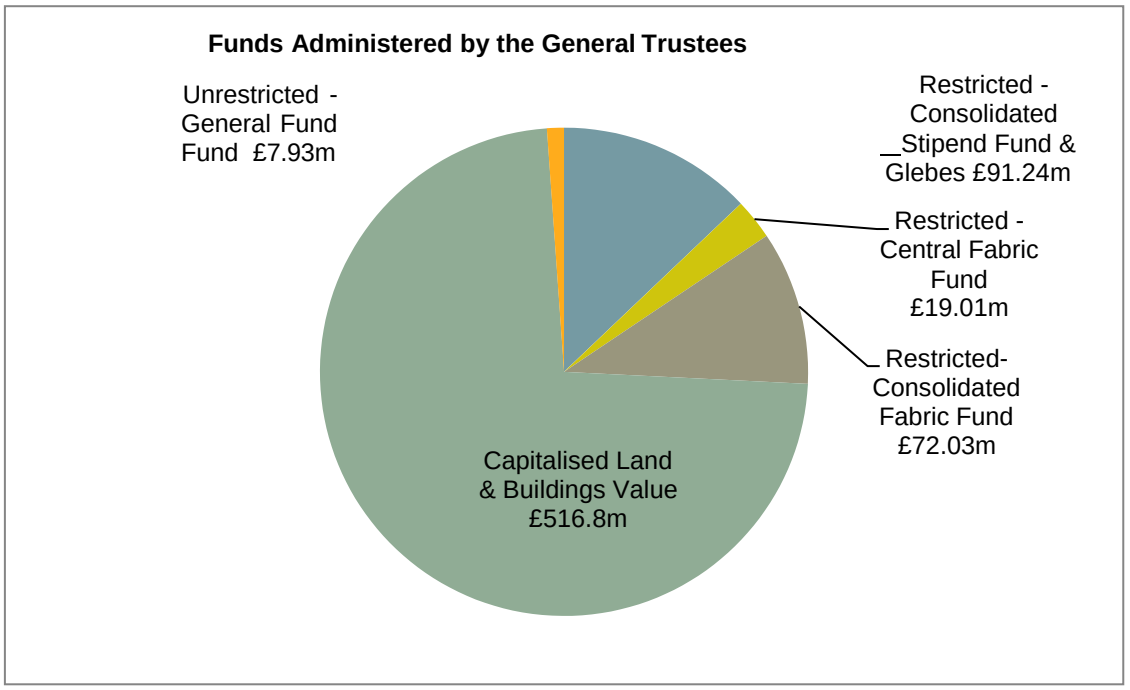
Key area: 3C Sharing the load

42. While these are ways in which Presbyteries and the General Trustees could help congregations focus on worship, mission, and discipleship, there are other ways in which congregations could be helped to 'share the load' - within the church, between denominations and with external parties. Following the 2018 General Assembly deliverance, the General Trustees have set up a Working Group 'with representatives from both the Church and wider society with experience of planning and funding innovative building arrangements to help congregations be both missional and sustainable'. Ideas from this Group are developing, including a clearer understanding of the legal and fiduciary parameters within which the General Trustees and the Church must operate.

Sharing financial resources within the Church

43. The possibilities of groups of congregations 'sharing the load' in respect of day-to-day maintenance has already been mentioned. Rationalisation of the estate should - in the

longer term - result in reduced costs for the estate as a whole, but not necessarily for individual buildings. The current model, whereby each local congregation is expected to be responsible for both capital and revenue expenditure, and where the Presbyteries have minimum resources to carry out their roles as they should, is unlikely to be sustainable in the longer term. The resources available to the General Trustees are significantly less than is widely perceived. The attached diagram shows that the vast majority of funds looked after by the General Trustees belong to individual congregations (See Appendix X for an explanation of the various accounts and more details of the financial position). New ways will have to be found of financing the management, maintenance and development of the estate, including payment-in-kind, advice and support.

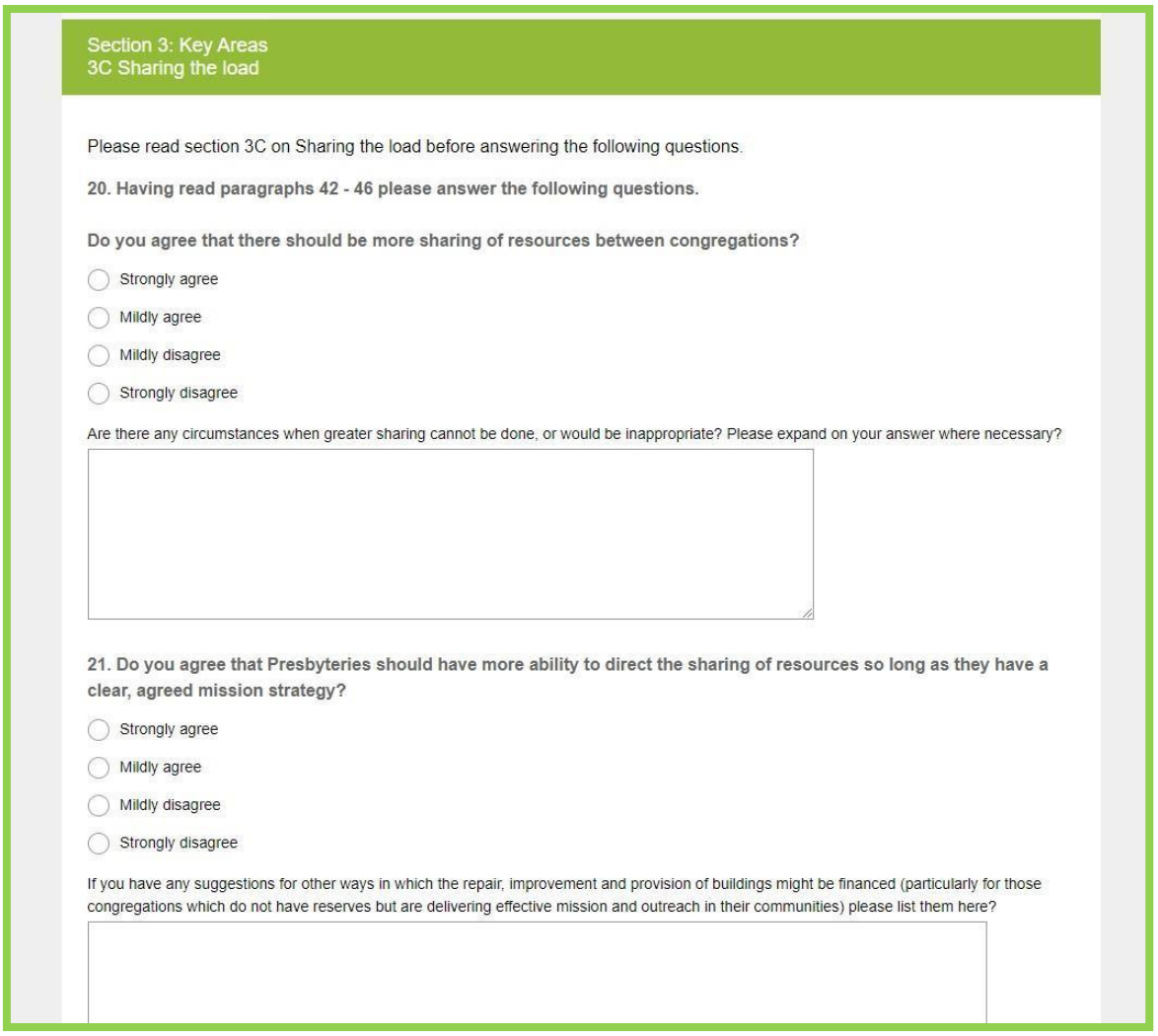


44. The amount of funds for buildings or fabric collectively held within the Church of Scotland is not easy to calculate. Centrally-held funds which are looked after by the General Trustees are known, as is the amount in the Church of Scotland Investors Trust for fabric. There is no central record of the amounts held locally by congregations in their Fabric account, nor how much of that is locally controlled and restricted for a specific building, organ or type of fabric investment. So, the publicly known figures are likely to be an underestimate of the resources available for the estate as a whole. To help forward planning, there needs to be transparency about resources.

45. Acts Chapter 4 recounts that the early Christian church pooled its resources to ensure that each received what it needed. As the Church of Scotland's estate develops to have more 'well equipped spaces in the right places', with a greater level of professional input, and with a higher level of Presbytery oversight, the question is 'how could the resources held within the church overall best be deployed? Could there be a fair distribution of resources that reflects the need for resources in relation to worship and mission? Could this involve those with more resources helping those with less, by sharing their resources'? A legitimate concern of many congregational trustees is that giving away funds of which they are trustees which are needed to meet building costs or M&M contributions is a breach of that trusteeship. However, but the General Assembly has already approved the voluntary donation of resources from one congregation to

another within the same Presbytery and the legal advice is that transferring of resources in this way between charities with the same purpose is currently acceptable to general trust law where the Board and/or Session, the Presbytery and the General Trustees have approved. Are congregations storing up resources simply for that 'rainy day' when they could be used elsewhere in the Church like the man in the parable who stored up extra food in his barn (Luke 12, 16-21)?

46. Is it possible to have such a transparent and robust system of strategic missional planning by Presbyteries whereby they can identify where resources are being retained beyond any reasonable congregational need and direct these resources to where they are going to be most effective? This is not simply about buildings - this an issue for the Church as a whole and needs to be looked at in the widest possible context.


Section 3: Key Areas
3C Sharing the load

Please read section 3C on Sharing the load before answering the following questions.

20. Having read paragraphs 42 - 46 please answer the following questions.

Do you agree that there should be more sharing of resources between congregations?

- Strongly agree
- Mildly agree
- Mildly disagree
- Strongly disagree

Are there any circumstances when greater sharing cannot be done, or would be inappropriate? Please expand on your answer where necessary?

21. Do you agree that Presbyteries should have more ability to direct the sharing of resources so long as they have a clear, agreed mission strategy?

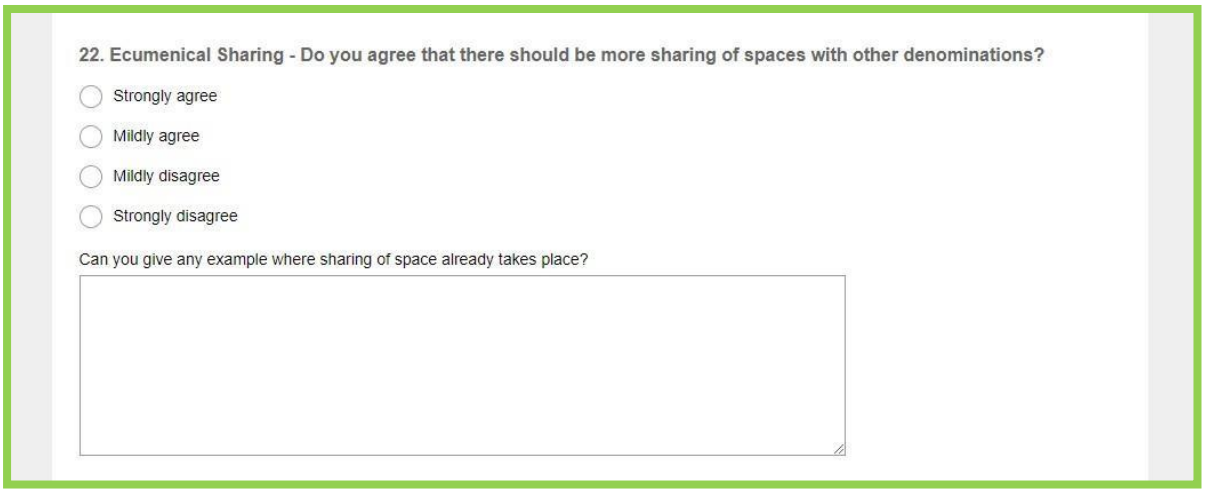
- Strongly agree
- Mildly agree
- Mildly disagree
- Strongly disagree

If you have any suggestions for other ways in which the repair, improvement and provision of buildings might be financed (particularly for those congregations which do not have reserves but are delivering effective mission and outreach in their communities) please list them here?

Ecumenical Sharing

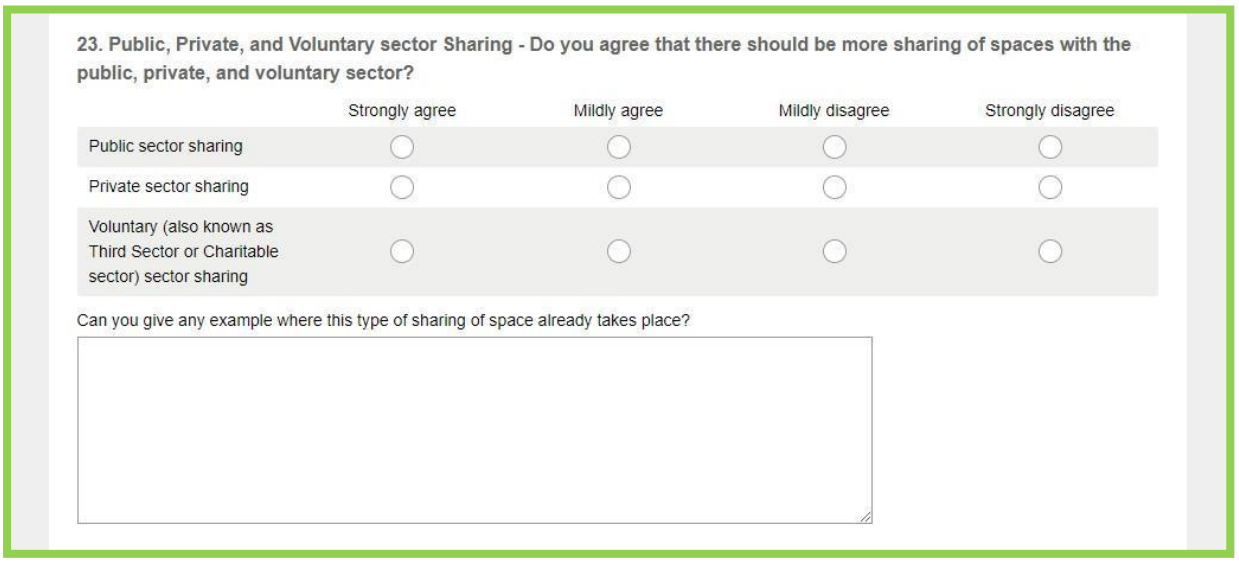
47. While sharing resources within the Church could unlock some funds that can be used to promote mission in areas of need, such sharing is unlikely to meet all of the fabric needs or ensure the future sustainability of all church buildings. While the lack of finance or skills may not be the best reason for ecumenical working, the Church of Scotland is not the only denomination which has challenges with its buildings. And given that the need is for 'well equipped spaces' rather than sole use of a building, the possibilities of sharing space with another denomination are to be encouraged. This could particularly

apply to new plantings of congregations. And maybe not only with the established denominations but with the independent denominations. Already a number of Church of Scotland congregations share their sanctuary with smaller denominations – often those from other countries. The Church is therefore sharing a safe space for those who seek refuge and come to live in our country.



Sharing with the public, private and voluntary sectors

48. Many congregations already share their space with others through letting halls or more permanent arrangements with groups such as Foodbanks, mothers and toddlers, and Scouts, so are used to other organisations being part of life in their building. Church buildings, while owned and looked after by the church are (with a few exceptions) community facilities, and landmarks. Some buildings have potential for developing closer working or more formal partnership with public, private and third sector organisations. Other organisations are already willing to work and share spaces with the Church. In Glasgow Drumchapel, discussions are underway with the NHS about the local doctors moving in and creating what would be a 'wellbeing centre' – providing spaces for physical, mental and spiritual well-being. The Mission and Discipleship Council Rural Working Group and the General Trustees are part of discussions on the provision of Rural Hubs, commissioned by the Scottish Futures Trust, where a number of services can share one building (e.g. police, post offices, housing management). Church of Scotland buildings could become the Hub (some Churches already house the post office), or congregations could move to a Rural Hub (which follows the use some congregations already make of schools, community or village halls). Partnership brings opportunities. However, working together also means not only sharing the use and funding of the church's 'well equipped spaces', but also sharing responsibility, power and control. There may need to be new forms of management in which other stakeholders have a say in the use of the buildings in return for financial support to ensure long term sustainability.



23. Public, Private, and Voluntary sector Sharing - Do you agree that there should be more sharing of spaces with the public, private, and voluntary sector?

	Strongly agree	Mildly agree	Mildly disagree	Strongly disagree
Public sector sharing	○	○	○	○
Private sector sharing	○	○	○	○
Voluntary (also known as Third Sector or Charitable sector) sector sharing	○	○	○	○

Can you give any example where this type of sharing of space already takes place?

Listed Buildings

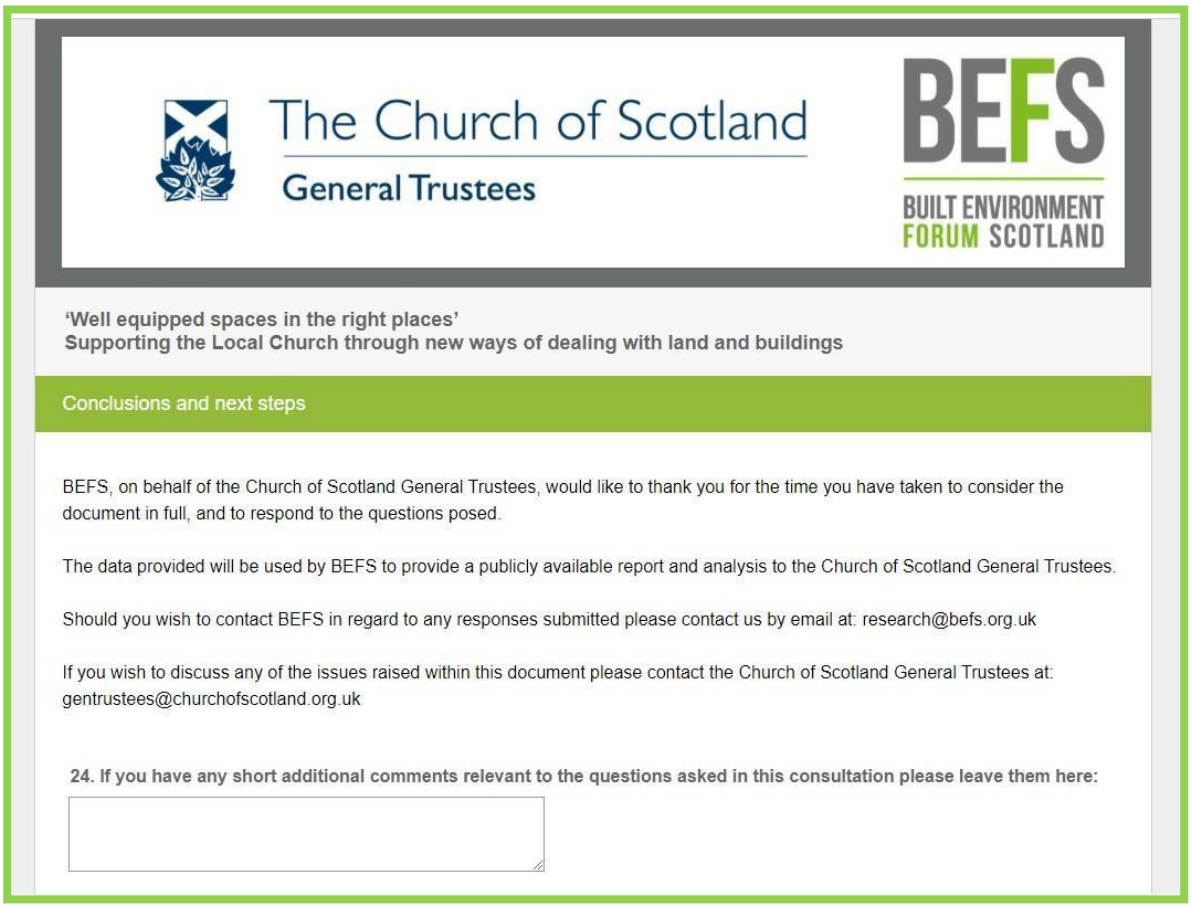
49. Many of the Church's buildings are costly to maintain because they are of national or local historical importance, and a disproportionate share of the income of some congregations is going to support the buildings rather than mission. Listed buildings bring additional responsibilities to congregations. Until the database is complete the total number of listed buildings (and the listing category) in the ownership of the Church will not be known. The estimate is around 1700 - the largest collection of listed buildings of any one organisation in Scotland. The Church owns the majority of medieval churches, has a large portfolio of important 17th, 18th and 19th century churches - many of which are prominent features in towns and cities - and a number of significant modern listed churches. These churches tend to be listed (of special architectural or historic interest), category A (outstanding examples of a particular period, style or building type) or B (major examples of a particular period, style or building type). There are also a number of buildings which are representative examples and graded C. Many buildings (and not just listed buildings) are in Conservation Areas and subject to enhanced planning supervision.

50. Taking these buildings into the care of Scottish Ministers (such as Glasgow Cathedral) or the Local Authority (as St Magnus Cathedral in Orkney) is very unlikely. A recent report for the Church of England (the Taylor Report) recognises that Government funding has been necessary to ensure the sustainability of English major churches and cathedrals. But the Church of England has a different relationship to the Government and therefore can access resources not available to the Church of Scotland. The General Trustees are working closely with Historic Environment Scotland and other Heritage bodies as part of the national 'Our Place in Time' Strategy to develop strategies for listed buildings, including 'de-listing', sharing skills, and working together to find technical and financial solutions. These are not yet at the stage where there are particular proposals for consultation; there is a small Working Group representing a number of congregations with listed buildings and the outcome of that Group will be shared.

Conclusion and next steps

51. The General Trustees recognise that there is a major task facing the Church of Scotland to ensure that congregations have 'well equipped spaces in the right places'. However, the General Trustees are encouraged by the positive developments that are already

happening and would like to see the Church building on these. This Plan, taking into account the comments during the consultation process and if adopted by the General Assembly in 2020, will have to be implemented on a planned basis but with urgency, There is not a lot of time to determine and implement changes in ways that the estate is managed and developed.. It will have to be resourced and those resources will have to be looked at alongside other priorities identified within the Church. But carrying out a Plan, even over a period of time, should result in a slimmed down estate, of better quality, in the right place and managed on a more professional basis. And most importantly, provide spaces from which congregations can focus on worship and mission.


The Church of Scotland
General Trustees
BEFS
BUILT ENVIRONMENT FORUM SCOTLAND

'Well equipped spaces in the right places'
Supporting the Local Church through new ways of dealing with land and buildings

Conclusions and next steps

BEFS, on behalf of the Church of Scotland General Trustees, would like to thank you for the time you have taken to consider the document in full, and to respond to the questions posed.

The data provided will be used by BEFS to provide a publicly available report and analysis to the Church of Scotland General Trustees.

Should you wish to contact BEFS in regard to any responses submitted please contact us by email at: research@befs.org.uk

If you wish to discuss any of the issues raised within this document please contact the Church of Scotland General Trustees at: gentrustees@churchofscotland.org.uk

24. If you have any short additional comments relevant to the questions asked in this consultation please leave them here:

Many thanks for taking the time to go through this document, and to answer the survey questions online – if you are reading through and have yet to respond, the online survey can be found here:
https://www.surveymonkey.co.uk/r/COSBuildingsPlan