



Well equipped spaces in the right places?



The Church of Scotland
General Trustees



**Well equipped spaces
in the right places?**

A future for church buildings?

The General Trustees



of the Church of Scotland

The General Trustees



Major property-owning Corporation established 1921

Separate charity from rest of church, sole purpose –

‘Advancement of Religion’

The General Trustees



- 31 Trustees + 23 Advisory Members
 - accountancy – architecture – engineering - building and land surveying
 - finance – farming – insurance – land and estate management – law - theology
- 13 staff

Mission

*The General Trustees, working in collaboration with Presbyteries and other Church of Scotland agencies, use the land, buildings and investments entrusted to them and offer support and encouragement to congregations to assist them in developing **flexible, robust and sustainable resources capable of supporting local mission and worship.***

Into the Future....

‘Well equipped spaces in the right places’

Buildings and land are a resource for worship, mission and community activities

- 1300 congregations
- 3000 churches and halls
 - 800 manses
 - 500 glebes

Heritable Assets - Churches

Proud (?) owner of the largest collection of Listed Buildings in Scotland – about 1700



A Dynamic church estate - New Buildings



A Dynamic church estate – redundant buildings



Heritable assets - Manses

810 at present

How many
needed in 10
years time?

Most valuable
assets



Heritable Assets - Glebes

500 glebes

Nearly 13,000 acres in
Scotland - agricultural or
amenity use

Asset value £24,000,000



Heritable Assets – others

Church of Scotland Offices

121 George Street

Edinburgh

General Assembly Hall

The Mound

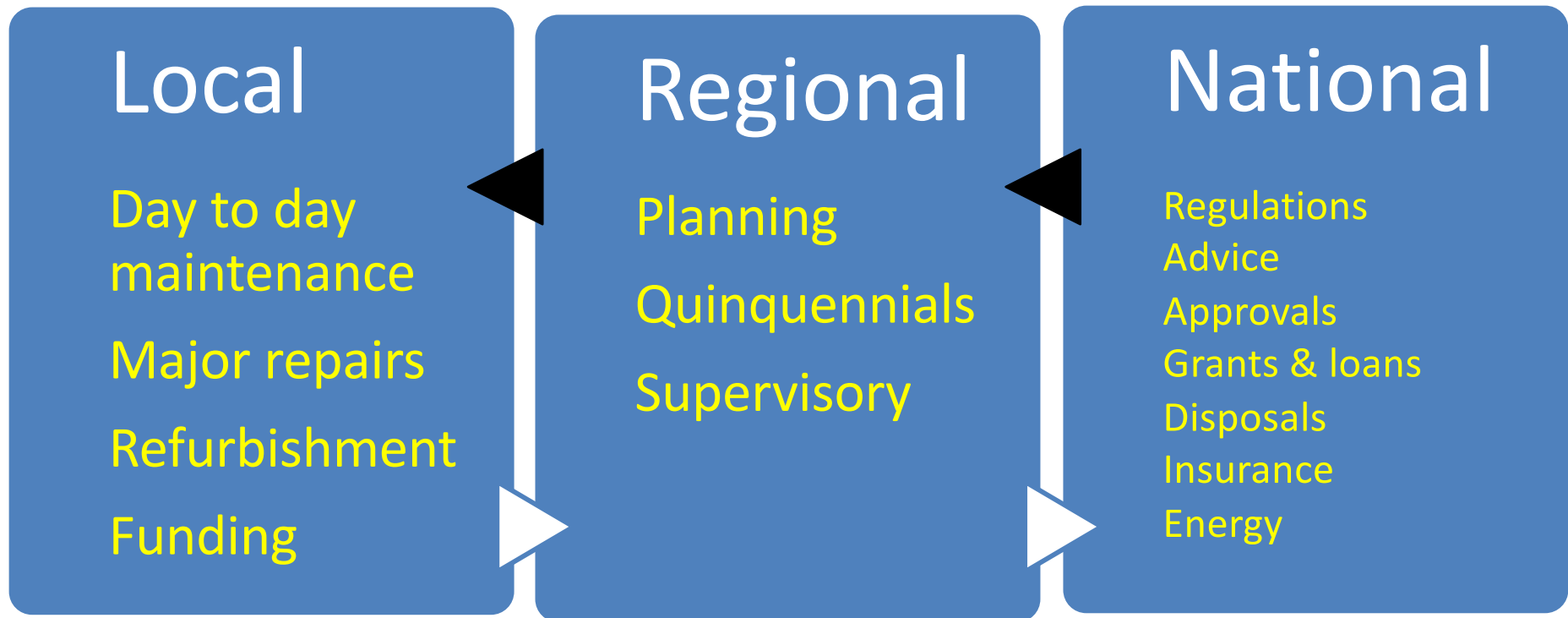
Edinburgh

CROSSREACH

Care you can put your faith in



Looking after congregational assets

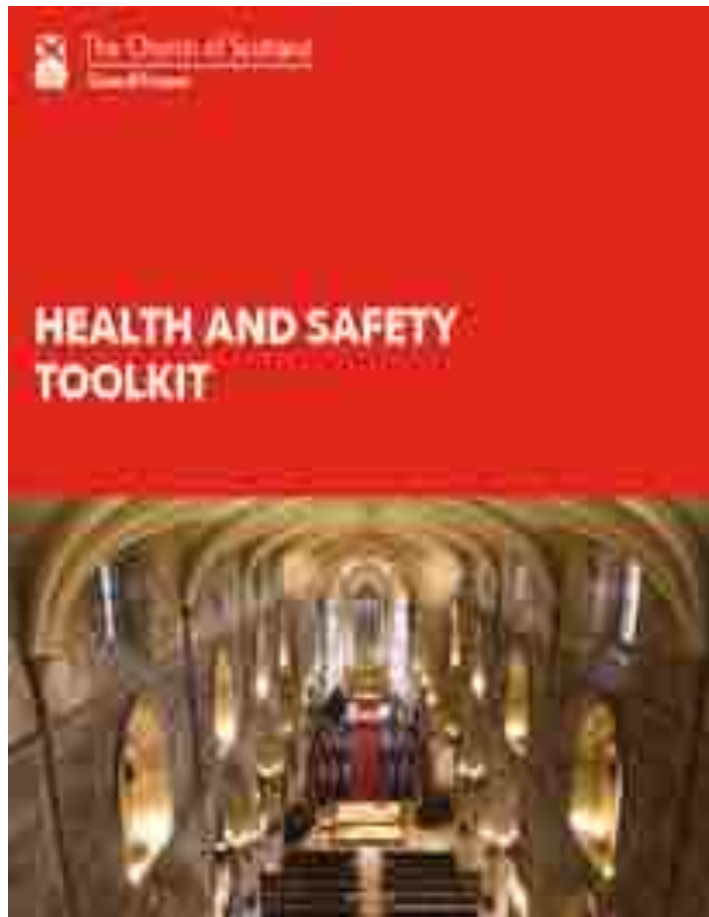


Health and safety



How many elders does it take to change a light bulb?

The little **RED** book



- Launched May 2017 ✓
- Phenomenal feedback ✓
- Updates ✓
- Communication ✓
- Web version ✓
- Case study development and Assurance ✓

Existing model – issues

- Model is based on volunteers at ***local*** level
 - Numbers, age, skills, H&S
 - Need for greater professionalism
 - Four types of congregations
- ***Regional*** level often unable to ‘grasp the nettle’
 - Taking the hard decision about buildings
- ***National*** advice, expertise and role reactive

....and

- Buildings are getting older; more expensive to maintain
 - Impact of climate change
 - Component replacement for later 20th century buildings
- Reducing congregations
 - Reduced incomes
 - New sources required for both revenue and capital

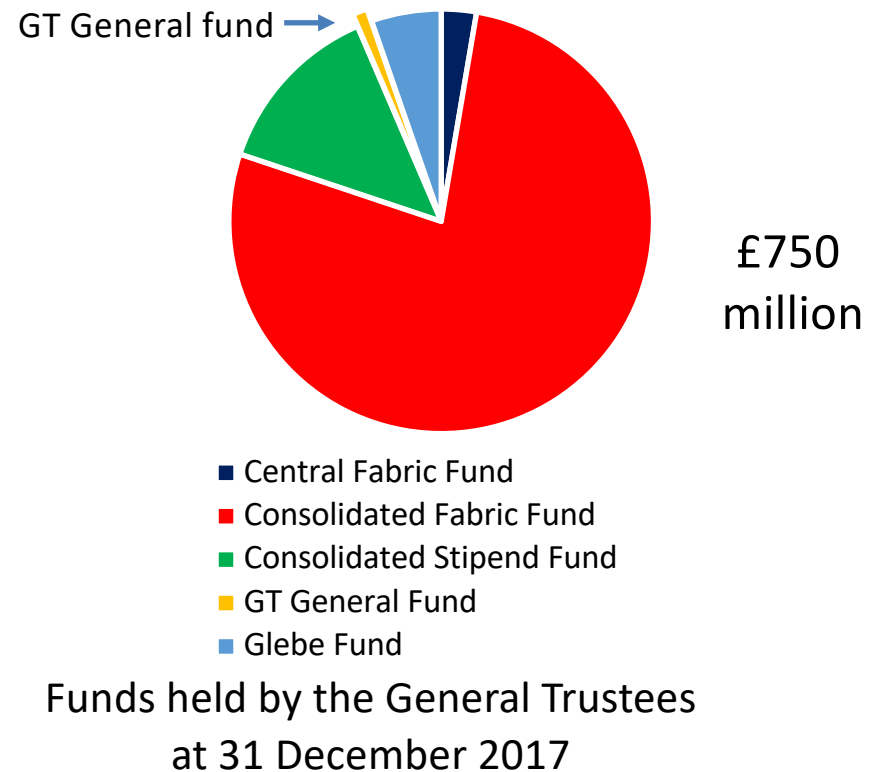
....and

- The estate is too big for its needs,
 - many are in the wrong place,
 - many are not welcoming,
 - many are in poor condition,
 - many do not represent good stewardship
- Buildings can be a distraction from worship and mission
- Conservation of buildings is not our 'raison d'être'

.....and is there enough money?

- GT grants 2018 £1.5m (down from £1.8m in 2017)
- GT loans 2018 estimated £4.4m (£3.9m 2017)
- some small Bequest funding

Changes at HLF



Change model for Asset Management?

- Better information
 - accessible database
- Focus on potential
 - Too much time on redundancies?
 - Relate to mission plan
 - Growth points
 - Investment priorities
 - Criteria for investment



Change model for Asset Management?

- More professional
 - Less reliance on volunteers
 - Supporting Presbyteries
- Unburdening the local
 - Manses
 - Redundant buildings
 - Maintenance support
- Sharing the load
 - Finances
 - Partnerships



Key questions for congregations

- What is the purpose of the building?
- Do you see it as a resource for mission?
- Is it simply a place of worship used once a week?
- Does the community see it as their place? (Oor Kirk)
- Is the church building an asset or a drain on financial resources?
- **What is your mission in relation to the local community?**

The Future – church buildings that ...

- Are welcoming
- Provide regular worship
- Are centred in a community
- Quality compared to other public buildings
 - Accessibility
 - Toilets
 - Warm
 - Hospitality
 - Health and Safety
- Serve the future while recognising the past
- Have realistic maintenance costs and management
- Are sustainable



The Future - reshaping



The Future – renewal



The Future - resurrection



Leading to

- Greater role for better resourced Presbyteries
- Partnership - within and outwith the church
- Fewer but better buildings in the right places
 - Well equipped
 - Well maintained
 - Well managed
 - Well used
- **Mission focused**







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www.churchofscotland.org.uk

Well equipped spaces in the right places

- Four questions
 - **What are the key issues that the plan should address to enable the church to have *‘Well equipped spaces in the right places’*?**
 - **How do your buildings help your Mission?**
 - **What could/should the Presbytery do to help your congregation focus on Mission?**
 - **What could/should the General Trustees do to help your congregation focus on Mission?**



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