



The Church of Scotland

**The Presbytery of .....**

**LOCAL  
CHURCH  
REVIEW  
PACK**

**Template 'B'**

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## **INTRODUCTION AND PROCESS**

This form of review is focused on the missional life of a congregation and as such does not take in all of the superintendence information that previous QVs were concerned with.

This Local Church Review (LCR) resource attempts to take a holistic approach to mission and looks not just at congregational life but at the minister’s wellbeing and the parish community as a whole. The benefit of this format of LCR is that it identifies and builds on a congregation’s strengths and assets in taking mission forward.

It is based on the scriptural words from Ecclesiastes 3:

*‘There is a time for everything and a season for every activity under the heavens’*

The Preaching Sunday is an important aspect of this review as a way of acknowledging the process through God’s word and giving all involved the opportunity to give thanks and journey forward in faith.

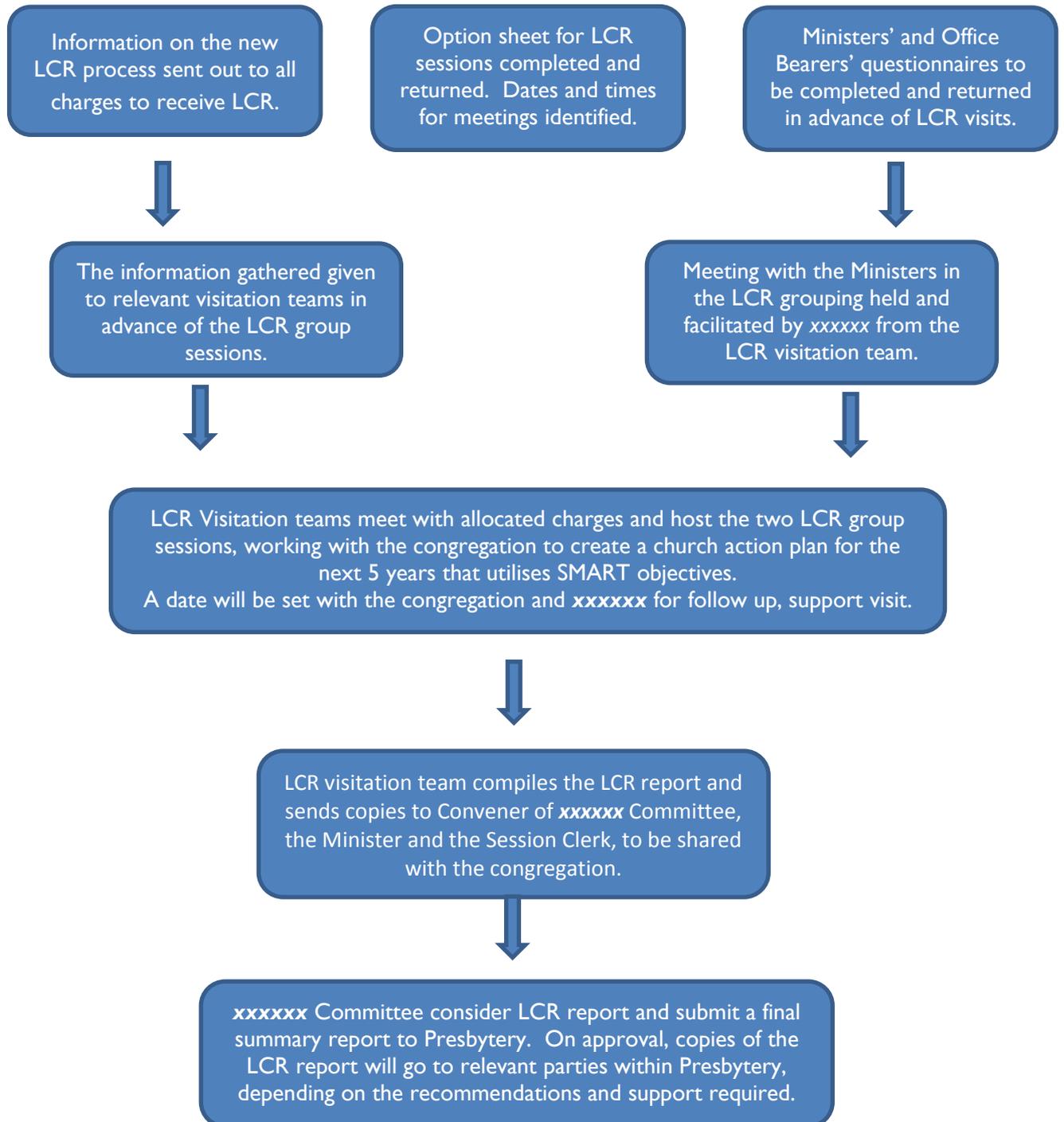
There will be a requirement to have some form of awareness/training session with those who will make up the visitation teams, to allow all parties to be familiar with the group sessions and paperwork.

The final report, including the SMART objectives for each charge, will be presented to the overseeing committee and then presented at Presbytery. This will allow Presbytery to support and resource the congregation’s vision, where appropriate.

It is recommended that there is a follow up support visit scheduled with the charge within the 5-year timeframe, undertaken by a member of Presbytery – ideally it would be one of the original visitation team or, if Presbytery has such a post, the Mission Development Officer.

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LCR PROCESS FLOWCHART



## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template ‘B’]

### Guidance Notes

Please note this form of Local Church Review takes into account that one size does not fit all. It is designed to be flexible:

- If a congregation has recently undertaken a Future Focus session, the information gathered from that process will help inform the review.
- If Health Checks, Future Focus or some other form of self-audit has been undertaken in a congregation recently, it may be sufficient to gather in the Office Bearers’ questionnaire with some of the information that will be available through the Statistics for Mission work, to inform the planning process in Session 2.
- Consideration needs to be given to smaller congregations and rural communities in how to undertake this process. For example, a meeting with one of the visitation team to discuss the review and the questionnaire may be helpful. The group sessions may not require to be as long as 3 hours, depending on numbers.
- Linked charges can undertake the group sessions together, if that is helpful to the planning process.
- Local Church Review is not just about the officer bearers. You may wish to invite other people who have a role to play in the life of the church – and are not on committees, Board or Session – to input into the planning process.
- This form of review takes a holistic approach to mission and therefore it is important to include either a one-to-one meeting or group meeting of the ministers within the charges being reviewed. This is to allow issues or concerns to be discussed, support needs identified and to look at the wellbeing – mental, physical and spiritual – of the ministers and, where applicable, other members of the ministerial team.
- This form of Local Church Review depends on the statutory information that is required of a charge in relation to supervision; that includes safeguarding, finance and buildings to be taken up by the appropriate committee within Presbytery, eg Administration or Superintendence.

## SAMPLE CONGREGATIONAL LETTER

Dear

### LOCAL CHURCH REVIEW

As you will be aware, **XXXXXXXXXX Church** is scheduled to be visited as part of XXXXXXXX Presbytery Local Church Review process. Local Church Review (LCR), under Act I, 2011 of the General Assembly, replaces the former Quinquennial Superintendence system that you will be familiar with.

Enclosed with this letter:

- Background information and timeline for the new LCR process.
- Option sheet for the two participative LCR sessions.
- The Office Bearers’ Questionnaire.
- Information on the two group sessions for Office Bearers /congregations.
- The questionnaire for the ministers involved in this round of LCRs.

It is important that the information requested is completed fully and returned in advance of the LCR sessions. The LCR Visiting Team from Presbytery will have read with great care what you have submitted and will use it as a basis for the interactive sessions.

The overall context of the LCR is mission. One of the aims of the LCR visit is to agree with your church a set of goals by creating a Church Action Plan for the next five years, with Presbytery providing where appropriate the necessary resources at its disposal to help you achieve these goals.

We hope that the questions are clear and that the processes to be followed are understood. If you have any questions at all, then please do not hesitate to contact XXXXXXXXX.

Contact details are:

XXXXXXXXXXXXXXXXXX

The LCR papers have been produced using Microsoft Word and can be completed electronically. As you type, the boxes will expand to accommodate your text. If you would rather receive the documents in hard copy and complete them in writing, please let XXXXXXXX know and arrangements will be made for hard copies to be distributed. It is hoped to keep copies of the reviews in digital format so, where it is possible, please try and complete the paperwork electronically.

In order to ensure that the LCR process is conducted in a timely manner across the whole Presbytery, I would be grateful if you could complete and return the **LCR option form by [insert date] and the Office Bearers’ Questionnaire by [insert date].**

Following the receipt of your completed documents, XXXXXXXX will be in contact with you to arrange the dates for the LCR visits to take place and inform you of the members of your visitation team.

Thank you for your co-operation in this important process in the life of your church and the Presbytery.

XXXXXXXXXXXXXXXXXX

## Background Information

Local Church Review was enacted by the General Assembly in 2011 (Act 1 2011) and replaces the Superintendence Quinquennial Visitation programme [see Appendix 1]. XXXXXX Presbytery has the responsibility for conducting a review of every congregation with its bounds once every five years.

The purpose of the LCR for the Presbytery is:

- To give counsel and encouragement to congregations.
- To facilitate the congregation in setting out their priorities, plans and goals for the next five years with an emphasis on mission.
- To support the congregation with any resources required to pursue and achieve their identified goals.
- To give advice, support or take remedial action where anything is found not to be in accord with Church Law.

This new LCR process is undertaken under the remit of the XXXXXXXX Committee with the support of **[the Mission Development Officer]**. The statutory legal information required as part of the LCR process will be requested from the XXXXXXXX Committee.

This is a very different approach from the old QV visits, but through this new form of Local Church Reviews we hope to support your congregation to develop your potential as a faith organisation within your community.

The Local Church Reviews are an opportunity to take time out in a facilitated group session to look at where you have been and where you want to be. It is hoped that this new LCR process will help create principles to shape the life of the congregation. It is aspirational and not prescriptive, and recognises that 'one size does not fit all'.

This process is not intended to give you extra work or burden but it is hoped that, by the end of the facilitated sessions, Presbytery will have a clear picture of your plan for mission and outreach in your community and, where applicable, Presbytery will respond with the appropriate support to assist you in bringing people to faith.

The LCR will take the form of two visits to each congregation. At these sessions, there are group activities that all attending will be asked to participate in. The purposes of these activities are:

- To elicit your congregation's story.
- To look at your parish profile at this moment in time.
- To recognise your assets and strengths.
- To set goals for the next five years through SMART objectives.
- To identify any support/resources required to achieve your identified objectives.

As this is a congregational review, you may wish to consider who should be in attendance at the two LCR sessions. As well as Office Bearers, you can invite additional people from the congregation who have an impact on the life of the parish and are able to assist with the planning process – eg BB Captain.

Those in linked charges may wish to consider completing either both sessions or the second planning session jointly, to ensure that goals set for each congregation are manageable.

## LOCAL CHURCH REVIEW TIMELINE

### The Visiting Team

Will consist of 3 people – MDO\*, Minister and either a Presbytery Elder or member of the Mission Committee. (\* Or another Minister or Presbytery representative if no MDO.)

### Charges to be visited

*[List charges and dates]*

### Questionnaires

Both the Ministers' and the Office Bearers' questionnaires for all the charges in this round of LCR will be sent out after the XXXXXXXX Presbytery meeting.

The Ministers' questionnaire will have a three-week return date.

The Office Bearers' questionnaire will have a four to six week return date that can be extended on agreement, subject to the date of the relevant charge's Session/Board meeting.

The questionnaires will come back to XXXXXXXX to collate and send to the relevant members of the visiting team for information.

Group meeting with the LCR Ministers to be held XXXXXXXX.

### Visits

The option sheet for the visits for Session 1 and Session 2 will be sent out with the Office Bearers' questionnaire and should be returned by *[INSERT DATE]*. The two LCR sessions and the Preaching Sunday to be agreed and confirmed on receipt of the option form.

Two 3hour evening sessions, **OR**

One 3hour Sunday afternoon session and one 3hour evening session, **OR**

Two 3hour Sunday afternoon sessions.

It would also be helpful for the visitation team if you can give an idea of numbers that are likely to attend the two LCR sessions.

The two sessions will require to take place in the church hall or within an open space where tables can be set up, if possible. If there is an issue with this, then please contact XXXXXXXX in advance so that other arrangements can be made.

If it is felt that two 3hour sessions are too much for your congregation, then please contact XXXXXXXX to negotiate visits and group sessions appropriate to your charge.

## **REPORTING**

The full report with any documentation from the two sessions and collated questionnaires will be sent back to the named church, with Presbytery and **XXXXX** holding a copy. A summarised version will be presented at Presbytery. The copies will be in digital format.

### **Proposed Structure of Report**

#### **Section 1**

Details of Church visited and those involved.

Details of LCR Team visiting.

Date and times of visits.

#### **Section 2**

Key background information.

History.

Key events/impacts.

Anything of relevance to note from Minister’s meeting.

#### **Section 3**

Summary of the two group sessions.

#### **Section 4**

Conclusions and recommendations that will include:

- Vision and goals in SMART objective format set at Session 2.
- Any Presbytery input required or requested.
- Time line for revisit.
- Any recommendations.

A full report will be completed and returned to the Presbytery Clerk and the named charge within six weeks of final visit.

**Local Church Review Option Form**

Please complete LCR group session option grid and date preferences.

Return the option form via email to **XXXXXXXXX** by **[insert date]**

This is to allow **XXXXXX** and the LCR visitation teams to set dates for your group sessions, taking into account your preferred dates where possible. Please note that the month you are allocated for review cannot be changed.

If a charge opts for a Sunday afternoon session, the allocated minister from the LCR team will take the service on that particular Sunday where possible.

It would be helpful to have an idea of numbers likely to be attending the two sessions. If you are able to supply that information at the moment then complete the box; if not this can be supplied nearer the LCR visit date.

**Please note**

Times are approximate for group sessions and may not last the full three hours, as it will be dependent on numbers attending.

In some charges, especially rural ones, it may be that a shorter pre-meet with the Office Bearers and representatives from the congregation before the action planning session (Session 2) will be sufficient. If this is the case, please contact **XXXXXXXXX** to arrange.

**Options for group sessions (must be completed):**

**Name of congregation:**

**Minister:**

**Session Clerk:**

<b>Group Sessions</b>	<b>Yes/No</b>	<b>Number attending</b>
<b>Two evening sessions or 3hours, either 6–9pm or 7–10pm.</b>		
<b>One 3hour Sunday afternoon session and one 3hour evening session.</b>		
<b>Two 3hour Sunday afternoon sessions.</b>		
<b>Month LCR due</b>	<b>Preferred dates for visits</b>	

## QUESTIONS FOR THE OFFICE BEARERS

### Rationale

As part of the Local Church Review, this questionnaire has been distributed to Session Clerks involved in the LCR process for **[insert date]** and requires to be completed at the next available Session/Board/Managers’ meeting.

The responses will be collated in advance of the two congregational LCR sessions and distributed to the relevant personnel on your congregation’s visitation team. The key questions within the questionnaire will help inform and lay the basis for the group sessions

### Returns

Please return the completed questionnaire by email if possible to XXXXXXXXXXXXX

**By [insert date]**

If you have any queries about the questionnaire or the LCR process, or if you require paper copies of the LCR documents, then please contact XXXXXXXXX

### Linked charges

If you are in a linked charge, you may wish to consider whether it would be beneficial to all concerned to compete any of this process jointly. It might be that combining the second group session only will be helpful in getting an overview of the goals for both congregations. There is no requirement to do this as you are individual congregations, but it is important to bear in mind the capacity of your Minister and this may be a goal you would like to achieve jointly.

If you decide to complete any of the group sessions together, please inform XXXXXXXX when you return the questionnaire. Thank you.

## OFFICE BEARERS’ QUESTIONNAIRE

Name of Parish:

Session Clerk:

Type of Constitution:

### WORSHIP

1.	<p>Please give details of numbers attending worship on regular basis, age range and gender</p> <p><b>Numbers:</b></p> <p><b>Age range and gender:</b></p>
2.	<p>What opportunities are available to members/Office Bearers to participate in the preparation and leading of worship on a regular basis and/r at specific times throughout the Christian calendar?</p>

### OFFICE BEARERS:

1.	<p>What is the number and age spread of your active Office Bearers?</p>
2.	<p>How are new Office Bearers recruited and trained?</p>
3.	<p>Are there opportunities for training and continuous learning for existing elders?</p>
4.	<p>Do you have committees or subgroups in place, eg Pastoral Care group, Mission group? If so, what is their make-up, eg office bearers only, or office bearers and members of the congregation?</p>

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**CONGREGATION**

<b>1.</b>	<b>Please list the organisations and groups under the auspices of the Kirk Session and how long they run throughout the year, [eg Guild meets weekly on a Mon pm from Aug–May].</b>
<b>2.</b>	<b>Do external groups use the church premises? If so, please list them and as above please note how often they met and how long they run through the year.</b>
<b>3.</b>	<b>Does the congregation employ any paid staff? Who manages such staff?</b>
<b>4.</b>	<b>What proportion of the membership lives outside the parish boundaries?</b>
<b>5.</b>	<b>What opportunities exist for continuing Christian education for all ages?</b>
<b>6.</b>	<b>What involvement is there with community projects/programmes and initiatives?</b>
<b>7.</b>	<b>Is there opportunity to minister in schools, nursing/residential homes, sheltered housing facilities within the parish, and who undertakes this?</b>

## MINISTERS’ QUESTIONNAIRE

### Rationale

It is important that as we undertake these new forms of Local Church Reviews (LCR) we think outside the box a little.

Although ministry is a very autonomous work life, with the parish being the workplace, it is still a workplace and, as such, it is important for Presbytery to support a healthy working environment that supports spiritual, physical and mental health and wellbeing. For the Church of Scotland to be successful as a faith organisation, it needs a resilient workforce.

The incidence of stress and anxiety are on the increase and some of the factors contributing to this are outwith people’s control, but being resilient is a way of ensuring that events that might cause stress do not have a negative impact.

Protective factors that support wellbeing do not stand alone, and that is why it is important within the review to look holistically at the parish, family life, lifestyles, leadership and management, and organisational support. We consider the good health of a church in its worship, service, fellowship, discipleship and evangelism to be important but so, equally, is the good health of those who take on the call to lead this process and God’s work.

### Format

On completion and return of the questionnaire, **XXXXXXXXXX** will host a group session with all the Ministers and ministry team members in this round of reviews. This will give an informal opportunity to discuss the questionnaires/feedback with peers and the team.

Please note that there is still an option for ministers to request an individual meeting, if required, and this can be done by contacting **XXXXXXX**.

### Group meeting

A meeting of all the ministers involved in the LCR’s will be held **[insert date]** to discuss the questionnaires with the LCR team. Please let **XXXXXXX** know when you return the form if there are any dates that are not suitable, eg holidays.

### Returns

Please return the completed questionnaire by **[insert date]** via email to – **XXXXXXXXXXXX**.

If you have any queries about the questionnaire or the LCR process, please contact **XXXXXXX**

## MINISTERS’ QUESTIONNAIRE

Minister’s Name:

Name of Parish:

Length of time in present Parish:

Provision for the Future

1.	Are you aware of/know how to access/who to contact with regard to the Church’s provision for financial assistance, retirement, pensions and housing?
2.	Is there any support or information you require from Presbytery with regards to this?

Pastoral Issues

1.	Are you aware of and do you know how to access the range of pastoral support for you and your family provided by the Church, both at Presbytery and national level?
2.	What kind of fellowship/support do you have with other colleagues, either in this Presbytery or another area?
3.	Is there access to a fraternal or ecumenical partnership/support in the area?

Wellbeing

1.	Do you have a regular day off? Do you take regular holidays? If yes, are those holidays away from the parish?
2.	What kind of things do you do to relax/wind down?
3.	Do you exercise? How often and what kind of activity?

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<b>4.</b>	<b>What sort of lifestyle approaches do you take on a regular basis to keep healthy?</b>
<b>5.</b>	<b>What would be of assistance/beneficial to you as a parish minister in supporting your wellbeing?</b>
<b>6.</b>	<b>How are relationships within the parish with Office Bearers, congregation and the community?</b>
<b>7.</b>	<b>Are there any stressors? Do you feel valued in your ministerial role within xxxxxxxxx Presbytery?</b>
<b>8.</b>	<b>Would you find workshops/awareness sessions in relation to your wellbeing, stress, relaxation helpful? If they were on offer, would you make use of them?</b>

**Development**

<b>1.</b>	<b>What types of training/development have you participated in over the last five years?</b>
<b>2.</b>	<b>What are your plans for personal development in the next five years (including use of Study Leave facilities)? What would you like to access in your development?</b>
<b>3.</b>	<b>How does the learning and development experienced translate into the daily running of the parish?</b>
<b>4.</b>	<b>Are you aware of any new developments within your community that will impact on the parish and your ministry?</b>

**Administrative Support**

<b>1.</b>	<b>Do you currently have administrative support? If so, is this effective?</b>
<b>2.</b>	<b>If not, what would help or could you consider pooling admin support with another parish nearby?</b>

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<b>3.</b>	<b>What role can Presbytery play in supporting this?</b>

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**Other forms of ministerial support**

<b>1.</b>	<b>How easy is it for you to access pulpit supply within the Presbytery?</b>
<b>2.</b>	<b>How easy is it for you to organise organist cover from within the Presbytery?</b>
<b>3.</b>	<b>Do you have other forms of ministerial support within your charge?</b>
<b>4.</b>	<b>If so, what type of support and is this on a regular basis?</b>
<b>5.</b>	<b>If you have another form of ministerial support, have you been on any line management training within the last five years?</b>
<b>6.</b>	<b>How would you describe the team relationship?</b>
<b>7.</b>	<b>Are you a supervisor for candidates in training?</b>
<b>8.</b>	<b>If so, how often have you had a student placement over the past five years, and what type of student was it?</b>
<b>9.</b>	<b>Do you feel you get adequate support from Ministries Council and/or Presbytery with regard to your supervisor’s role?</b>

**Vision**

<b>1.</b>	<b>Under God’s guidance, what is your vision and aspiration for the congregation and parish over the next five years?</b>
<b>2.</b>	<b>What opportunity has there been to share/explore this with the Kirk Session or with other members of the Ministry Team, if there is one?</b>
<b>3.</b>	<b>What would you like to achieve in terms of mission for the congregation and the</b>

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	<b>wider parish?</b>

**Other Issues/ further comments**

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If you would like to discuss anything privately, then please let **XXXXXXXX** know when you return your form and arrangements will be made for a meeting, either with the LCR team or with a member of the LCR team.

**Dates not suitable for the Ministers' Group meeting**

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**XXXXXXXXX PRESBYTERY LOCAL CHURCH REVIEW  
VISITATION TEAM PACK 2013/14**

<b>LCR Visitation team</b>	
<b>Charge/s to be visited</b>	
<b>Month of visits</b>	
<b>Dates for group sessions</b>	
<b>Date of preaching Sunday</b>	

## LOCAL CHURCH REVIEW GROUP SESSIONS

### Session 1

- Welcome and Housekeeping
- Introduction of the Team
- Introduction to the Local Church Review, and scripture reading
- Prayer [20mins]
  
- Session 1: Activity 1 – Timeline exercise [1 hour]
- Session 1: Activity 2 – Mapping exercise [1 hour]
- Session 1: Activity 3 – What does Mission mean to you? [20mins]
  
- Summary of the session, questions and prayer [10mins]

[Please note times are approximate, as timings will be dependent on group size.]

# THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template ‘B’]

## Welcome

Introduce the Local Review Team and their roles in this process.

## Introduction to Local Church review process

This is a very different approach from the old QV visits but, through this new form of Local Church Reviews, we hope to support you and your congregation to develop your potential as a faith organisation within your community.

We are not here to tell you what to do or to grill you on what you have been doing, but to support you in what you would like to achieve.

With the words from Ecclesiastes 3:1 in mind –

*‘There is a time for everything and a season for every activity under the heavens’*

The Local Church Reviews are an opportunity to take time out in a facilitated group session to look at where you have been and where you want to be. There are still the mandatory reporting elements that will go straight to the Administration Committee of Presbytery but it is hoped that, through this new model, Ministers, Office Bearers and congregations feel more valued and supported in Presbytery.

This process is not intended to give you extra work or burden, but it is hoped that by the end of the facilitated sessions Presbytery will have a clear picture of your plan for mission and outreach in your community and, where applicable, Presbytery will respond with the appropriate support to assist you in bringing people to faith.

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

**Timeline exercise:**

**[1 hour]**

*'A time to plant and a time to uproot'*

God has been at work in the church and continues to be at work in this church.

God's story is woven into yours, as the Lord's people in this place.

It is good to begin our focus on the future by recognising and celebrating God's presence and work in the church throughout the years.

Often we only understand life events better when we look back and consider the past.

This exercise will help the congregation to look back on their shared history and reflect, in order to plan better for the future.

What can we celebrate about the past?

What do we look back at as a struggle?

The aim of this exercise:

- To record people's experience of church (not necessarily to create a historically accurate record).
- To create a timeline of congregational life, in order to discover the congregation's story, identity and dreams
- To reflect on the factors that influence church and community.

### **Process: Step 1**

Divide the participants into two or three groups depending on numbers – try and mix the age range and Office Bearers between the groups.

- For each group, prepare a length of lining paper.
- Fold it in half horizontally and mark intervals of five years along the fold line. 2000, 2005, 2010 and present day (2013/14).
- At top of sheet write 'Celebrations', and at the bottom 'Struggles'.
- Issue sheet to each group,
- Using the coloured pens provided, ask people to write on the paper.
- Beginning with the five years and working backwards, noting down key events/happenings that have had an influence/impact on the congregation.
- Encourage people to think beyond the local situation.
- Some comments may reflect the effect of denominational, national or international events that have affected the life of the church, eg Tsunami, G8, Make Poverty History, September 11 2001, elections.
- You may also wish to record trends that have taken place over a longer period of time, eg an increase or decline in something.
- For some congregations, there may be a significant event either in their community or church that is outwith the 20 years but needs noting due to impact, eg industrial accidents, closures and mass redundancies, or new developments.

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### Step 2

If there has been more than one group, allow time for each group to visit the other's timeline. Facilitate a group discussion on the timeline.

- Highlight the best moments and ask how people feel about the struggles or difficulties.
- Are there patterns to be seen?
- Highlight any things that are signs of God at work – where are the key changes, and what led to these?

The facilitator takes note on the flipchart of trends or themes, different perceptions of the same event etc, which you may want to include in the final report.

### Step 3

Leave the timeline(s) on display until the end of the session.

Explain to the group that they will be used at the next session.

If possible, photograph them at the event; if not, take photos of them later.

It is important that all the information is kept carefully, as it will be needed for the next session.

#### **Highlight with the group**

The idea of mapping in five-year sections is that at the next LCR we would revisit the last five years with a brief overview given of the history gathered in the previous LCR.

So, in effect, the next time round the congregation will continue to build their timeline and it is seen as a progressive line/picture that doesn't stop.

**For those charges that are quite small and the MDO/or a member of the visitation team is doing pre-visits, it may be that that this exercise will not be carried out, as some of this information will be gathered at these initial meetings.**

*[This exercise is adapted from the 'Future Focus: The Way Ahead' resource material]*

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

**Mapping exercise:**

**[1 hour]**

### ***'A time to embrace'***

Whether your church sits in the countryside or in the midst of a city, we are called to love our communities, celebrate and understand them. In every congregation there are people who have a real passion for the community on the doorstep and want to see the church being salt and light in the area and others who may not know the community so well.

Many churches have a significant number who do not live in the parish area and may have little day-to-day contact with the community.

The mapping exercise is to assist in raising awareness of the profile of the surrounding parish.

- In conjunction with the Statistics for Mission/parish boundaries work, we will take a closer look at the community in which the church sits and serves.
- Explore people's perception of their locality.
- Reflect on key features, assets and relationships within the community.

Before you start the process, it is important to ask the question.....

***What does community mean to you?***

**Facilitate group discussion**

**[allow 5–10mins]**

#### **Note:**

Hope that the groups will consider the different types of communities there are today:

Family and family trees

Any ethnic group – Chinese community/Polish community

A congregational family

A Coptic, Jewish or other religious community

A neighbourhood

A workplace community

Communities of interest

A virtual, web-based community

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### Process:

#### Step 1: Mapping

[allow 15mins for this activity]

Divide into two groups (if a small gathering, this could be done in one group, with a scribe).

Prepare tables, one for each group, with a large sheet of paper with the boundary map of the parish outlined on it plus a margin area drawn round the perimeter of the map. Invite people to highlighting significant features, eg:

- key buildings or special features – schools, GP surgery, library, dentist.
- residential areas.
- social gathering points.
- other churches or religious centres.
- vulnerable groups in the community.
- community facilities.
- open spaces.
- planned developments (housing, retail, commercial).

#### Step 2: Where are the people?

[allow 10mins for this activity]

Give the groups red and green pens.

- Ask them to mark a dot with the red pen to indicate where they live.
- And for elders to mark where people in their district are.
- Anything outwith the parish boundary should be marked in the margin.

If there is more than one map, allow groups to compare:

- What are the common features?
- What is different?
- Is there anything missing?

#### Step 3: Commentary

[allow 20mins for this activity]

Display the maps on a wall or lay them out on the floor, and allow everyone to view them. Facilitate a discussion/conversation in the groups around the following key questions:

- Where does the church have most presence?
- Where does the church have least presence?
- What sectors of the community are untouched by the church?

What are the main centres of community life?

- What difference does it make to the community that the church is present?
- Would the community miss the church if it wasn't there?
- What is missing from the community?
- What opportunities for mission might this present?

At this point you may wish to discuss some of the statistics gathered so far from the 2011 Census and Statistics for Mission work relevant to the particular charge.

**If this is being done with linked congregations then you may wish to consider:**

- Where do the church buildings sit in relation to the main centres of the communities?

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

- How does the physical make-up of the communities involved shape its life and affect the life of the church?

*[This exercise is adapted from the 'Future Focus: The Way Ahead' resource material]*

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

**What does Mission mean to you?**

**[20mins]**

Ask participants to discuss amongst themselves the question –

**What does 'Mission' mean to you?**

Gather feedback – facilitator will collate responses on flipchart.

Then ask the group as a whole to decide and agree which one of the statements, or indeed another statement, would describe 'mission' for them as a church.

So, for example: **'For XXXXXXXX Church, mission is .....**'

**This agreed statement will head the session on Day 2 looking at Assets and Objectives.**

Quotes on mission from the **Church of Scotland Mission Forum:**

(These could be useful to aiding the conversation if required)

- Mission should be about liberating individuals to find their own way to express their faith, follow Jesus, and show their love for God.
- Therefore mission is messy! There is no 'one size fits all'.
- Mission should also be exciting, spur of the moment, reactive; as well as being ordered, requiring a long-game approach, commitment and patience.
- Mission is 'good news' in practice.
- Mission is meeting the poverty in every situation, whether it is material, physical, emotional or spiritual. What makes this Christian mission though, and not humanist philanthropy, is the intention of making this world more like the Kingdom of God. (Your will be done in earth as it is in Heaven).
- Mission therefore takes many forms – care of the sick, advocacy for the voiceless, mending of broken hearts.
- Mission therefore is good news, which is consistent with the values of the Kingdom, and not pandering to desires.

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

### Summing of the session, questions and prayer

[10mins]

Recap on the session and what those present have achieved:

- They have put together a timeline of their congregation and community.
- They have mapped out their congregation and community, highlighting where there is presence and where there are gaps.
- Have a wider view of the community, congregation and needs of the parish this church serves.
- We have the elements of the template to assist the process of looking at mission.

**Allow time for any question, concerns...**

### **Next steps:**

For participants to consider over the next week/fortnight, 'What are your strengths?'

Hand out cards with two questions on them:

***What are my personal strengths?***

***What are [name of church] strengths?***

Explain that these have to be completed and brought back to the next session. They are anonymous, so ask participants not to put names on them but to make sure they complete them and bring them back for Session 2, as they will inform part of the session.

To consider and pray over mission and the way forward for next meeting on .....

**Close with prayer**

## LOCAL CHURCH REVIEW GROUP SESSIONS

### Session 2

- Welcome & Housekeeping
- Recap on last session
- Prayer
- Outline today’s session [20mins]
- Session 2: Activity 1 – Recognising Strengths and Realising Assets [1 hour]
- Session 2: Activity 2 – Setting goals for mission [1 hour]
- Summing of the session, questions and next steps [15mins]
- Thanks and Closing prayer

#### **Note:**

Please note, as with Session 1, timings are dependent on group size and conversations. You may wish to allocate more time to the goal setting activity once you have discussed assets-based approach.

As people arrive, ask them to put their competed strengths cards up on an allocated flipchart, wall or table.

Throughout this session, where possible try to have displayed on the wall the collated timeline and mapping exercise. It would also be helpful to have the agreed statement on Mission blown up and on display. If venues don’t allow for this, have copies of timeline, mapping and mission statement on the group tables for reference.

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template ‘B’]

### Session 2

#### Recap

In the last session, you looked at where you have been as a church community and where you are now. You looked at your timeline over the last 15 years.

*[By this point the timeline should be collated with all the groups’ input, and displayed on the wall if possible.]*

You mapped your church community and the wider community, acknowledging the external factors and issues that impact on this parish.

*[There should be a visual collated parish map on display.]*

You discussed and agreed what mission is for your church.

*[The agreed statement displayed.]*

You will also have a collated timeline of activities within your church, which was returned as part of the Office Bearers’ questionnaire. This will be used to assist in your planning for mission. The reason for this mapping is to help you see how your church hall/s are being used throughout the year and identify gaps where there is little activity and where there are opportunities for input.

*[Have on display the collated monthly activity.]*

And you identified your individual strengths and those of this church. Why is that important? We all have skills and talents, though sometimes we don’t always recognise them. Indeed, some of you may have found it easy to note down the church’s strengths, but struggled a bit when asked for your own!

The aim of this session is to explore:

- What are your assets?
- How can you build on these assets to achieve your vision of mission over the next five years?
- Looking at your strengths, who can you use to help you achieve your mission?
- Identify objectives for mission that you can progress together over the next five years
- What are you going to need to achieve these objectives in mission?

**Session 2: Activity 1 – Recognising Strengths and Realising Assets**

*'A time to scatter stones and a time to gather them'*

**What are assets?**

**[allow 1 hour]**

An asset is any factor that enhances the ability of individuals, communities and populations to maintain and sustain wellbeing. Assets can be at an individual, family or community level.

**What is an asset?**

Everyone here is an asset. You all have abilities and talents and they will be wide ranging – if you look at the Strengths cards, there will be a range of things on them.

But the key thing to remember is that people are your assets first and foremost, then you can factor in the building, a nice garden etc, but most importantly for us it's how we harness these assets, how to take them and build on them in faith that what you bring can advance God's work. A strong community fundamentally knows 'there is no one we don't need'. Everyone's gifts must be given scope.

The asset approach values the ability, skills, knowledge and connections in the community. It sees the potential, builds on strengths and values what is working well. It is not about focussing on the problems and gaps, as it is a 'glass half full' approach!

**When we start focussing on our assets, what are we looking at?**

You identified your strengths, both individually and as a church. Those individual strengths/assets can be divided into three categories:

- **Gifts of the head** – knowledge and information – what life experiences do I have that I can share with others? What do I know that others do not know? What learning do I have?
- **Gifts of the hand** – practical skills – what am I good at? What are my professional skills? Do I have creative and artistic gifts?
- **Gifts of the heart** – what I am most passionate about, what do I love to do, what do I care most about and what I am most willing to work on with my time and talents?

The individual strength cards that have been returned have been arranged into these three categories. Give people the opportunity to have a look at the cards in the three sections and then ask the whole group:

- **Is there anything you disagree with?**
- **Is there anything you would like to add that you now feel is missing?**

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

There is another element to our assets – the Gifts of the Association – in this case:  
**XXXXXXXXXX** Church.

An association is a group of people joined together with a vision and a common goal. With prayer and guidance, association members:

Decide **WHAT** they want to do.  
Decide **HOW** they want to do it.  
Take action and **DO IT**.  
Churches are vehicles for gift giving

So that is yourselves, as you have an agreed mission statement and vision. You have identified as a church what your strengths are on the statement cards you brought back.

Go over some of the church strengths identified and ask the whole group:

- **Is there anything you disagree with?**
- **Is there anything you would like to add that you now feel is missing?**

*[If this process is being done as a combined exercise with linked charges, then it is important to bring together the various charges' strengths and identify patterns or similarities that exist.]*

Over and above this, you need to consider what others bring to the table and in that you may wish to consider organisations such as:

Other denominations within the locality.  
Community Planning Partners.  
Local Authority – education, housing, social services.  
Community Safety Partnership.  
Universities/College.  
Businesses.  
Rural and farming communities.  
NHS.  
Tourism industry.  
Voluntary sector.

*[Adapted from 'An introduction to asset based community development for church leaders' by Jan Van Gronigen, Christian Reformed World Relief Committee and Communities First]*

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

### Session 2: Activity 2 – Setting goals for mission

[allow 1 hour]

#### *'A time to break down and a time to build'*

And now it's time to look at what is working well and to build on that.

#### **What do you wish to achieve for the future of your church and community?**

**The model we use will be group size dependent, but it is important that one of the visitation team helps facilitate each group discussion – would have minimum of three groups.**

#### **Using the 'World Café' model:**

- Facilitate a group session on 'identifying goals for mission'.
- Divide into three groups.
- Each group gathers round a table with flipchart paper and pens. One of the visitation team will act as host for each group.
- On the table will be key questions to assist the conversation about mission and goals for that particular charge.
- Each group is to identify one or two actions/ideas and note them down.
- Each group to consider also who has the skills to help with this action/idea.
- After 15mins, the groups move to another table.
- The host (visitation team member) remains at the table and updates the next group on the previous group's discussions. As the groups move round the tables, you may wish to remind them that they can:
  - add to the previous discussions;
  - or identify who can help or how you could get the process started ;
  - or you may have another action you wish to add.

Key questions will be:

#### **What is it you want to achieve in mission?**

#### **Who has the skills to help you?**

#### **How are you going to do it?**

At end of the session, pull all the ideas together. If there are several different ideas/actions, then a discussion needs to take place on what is manageable over the next five years.

In larger congregations, they may need to prioritise and vote on what their goals will be for the next five years.

And agree on a set of goals for the next five years which, in accordance with the Act, need to be turned into SMART objectives.

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

### Appendix to Act I, 2011

#### Local Church Review Guidelines (extract)

- a) A Plan of Action for the forward mission and ministry of the Church with goals that are Specific, Measurable, Achievable, Realistic and Time-limited (SMART goals).
- b) Resources available locally – including human resources, buildings and finance.
- c) New resources required and who shall provide them.

Dependent on time and individual charges – agreement on the wording of the SMART objective can be drawn up with the MDO from the agreed actions/goals set within the planning session and approved by all parties before being submitted to Presbytery as part of the final report.

#### **Note:**

It is important that if this session is being done with linked charges, that the congregations come to an agreement about actions/goals for the next five years. Depending on communities, they will either be able to have shared actions or they will have separate ones, but as a whole linked charge they need to ensure that it is manageable.

Equally, it is important that if this is a linked charge and the congregations are not sharing in this session together as a combined group, that they need to be aware of each other's actions for the next five years and ensure as a whole linked charge that it is manageable, as it will have an effect on the ministry team.

#### **Summing of the session, questions and next steps**

The convener or lead person in the visitation team will explain the reporting process and timescale for the report to go to Presbytery.

Any additional resources required to deliver on the objectives set by a charge should be identified and returned with the report being submitted to Presbytery.

A timescale will be set for any return visits/follow up support visits from the visitation team or members of the visitation team at the end of the review meeting.

#### **Thanks & Closing prayer**

**Appendix I:**

**Anent Local Church Review – General Assembly 2011**

**Act I, 2011 Anent Local Church Review**

Edinburgh, 21 May 2011, Session I

The General Assembly, with the consent of a majority of Presbyteries, hereby enact and ordain as follows:

1. The Presbytery shall conduct a review of every congregation in the Presbytery, normally once every five years. This is without prejudice to the right and responsibility of the Presbytery to make other superintendence visits as it deems necessary.
2. The object of the review by members of the Presbytery is to give counsel and encouragement to the congregation; to facilitate the congregation in setting out their priorities and plans for at least the next five years; and where anything unsatisfactory is found in the state of the congregation or not in accord with Church law and order they shall give advice or take supportive or remedial action.
3. The review may be conducted as two separate exercises (and if appropriate by different representatives of the Presbytery), for the purposes of sections 4 and 5 below.
4. The Presbytery shall satisfy itself on the following matters and any other matters relating to the implementation of the law of the Church and the deliverances of the General Assembly:  
(To aid the Visiting Team initial information on these areas should be provided by the congregation as part of the advance information sent to the Visiting Team before the visits begin.)
  - a) the administration of the Sacrament of Baptism to infants in accordance with Act V 2000;
  - b) whether office-bearers are representative of the congregation’s life, for example in terms of age and gender;
  - c) whether the congregation’s current form of constitution serves its future mission;
  - d) whether the employment status of members of staff, the formal relationships among them and the prioritisation of work amongst them serves the congregation’s mission effectively;
  - e) compliance by the Kirk Session with the Church law and civil law relating to Safeguarding;
  - f) compliance with those provisions of Act XII 2007 regarding the provision and maintenance of manses;
  - g) implementation of the findings of the most recent property surveys.
5. The Presbytery shall undertake a review of the work of the congregation and an exploration of the future direction of the mission of the congregation using guidance materials provided by the Mission and Discipleship Council. The purpose of the review is to establish:
  - a) The congregation’s own analysis of its purpose and vision for the future: this should include all aspects of the Church’s work as defined by that congregation, including worship, service, fellowship, discipleship, evangelism, social outreach, congregational life, Christian education, finance, fabric, and ministries support in relation to the local, national and international mission of the Church.
  - b) The nature of the working relationships amongst office-bearers, and between the office-bearers and the minister.
  - c) The values that shape and direct the life of the congregation.

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

- d) How the life and work of the congregation has developed since the last review.
  - e) What challenges have been encountered, and how these have been or can be dealt with.
  - f) How the congregation plans to implement its vision for the future.
  - g) What resources the congregation needs for its development, change and growth, and the source of such resources.
6. The process of review shall involve the production of an action plan for the congregation, expressing a vision of the local church for its mission over at least the next five years, taking account of the resources available and the current Presbytery Plan.
  7. The review shall include a visit by a team appointed by the Presbytery to the local church, where they will meet with members of the ministry team, elders and other representative members of the congregation.
  8. The structure of the review by the Presbytery representatives shall reflect the needs of the local church. It may include more than one visit, different meetings with different groups, follow-up meetings, separate meetings with the minister, separate meetings with office-bearers and such other meetings as it considers necessary. The leader of the Visiting Team or his or her duly appointed deputy shall take the chair at all aforementioned meetings.
  9. In all cases, the Visiting Team (or teams) shall submit a full report (or reports) to the Superintendence Committee of the Presbytery and to the minister and Kirk Session. The Visiting Team shall make every effort to agree the terms of its report with the Kirk Session, and shall indicate in the submitted report any outstanding areas of disagreement. The report shall narrate the current circumstances of the congregation, the intentions and plans of the minister and Kirk Session, the action plan referred to in section 6 and make recommendations for action and support by the Presbytery, and a timetable for subsequent superintendence and congregational action.
  10. The Superintendence Committee shall, after due and careful consideration of the report of the Visiting Team, submit a final report to the Presbytery with its findings and a note of any comments received from the minister or Kirk Session. The minister or Kirk Session or any other party having an interest shall have the right to be heard by the Superintendence Committee and/or the Presbytery when the report is being dealt with by either body.
  11. Once approved by the Presbytery, the Superintendence Committee shall forward a copy of the report to other relevant Committees of the Presbytery mentioned as part of the report's recommendations for action and support.
  12. In the event of the Presbytery finding itself unable to express satisfaction with the state of any congregation, it shall instruct the Superintendence Committee to make further inquiry and to endeavour to remedy what is deemed to be unsatisfactory. If, after this further enquiry, the Presbytery finds that it is still unable to express satisfaction, it shall proceed under Act I 1988.
  13. In the case of a Single Congregation Local Ecumenical Partnership (LEP) and Churches in Covenanted Partnership, which are recognised by the National Sponsoring Body for Local Ecumenical Partnerships (NSBLEP), an Ecumenical review in the form approved by the NSBLEP on 14 March 2008 shall be deemed to fulfil the requirements of this Act for the Church of Scotland. For the avoidance of doubt,

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template ‘B’]

this is without prejudice to the general right and responsibility of the Presbytery to exercise superintendence in other ways, and it is without prejudice to the requirement of the regulations of any other denomination that is a partner in the same LEP.

14. The Presbytery shall have the ability to develop the process to fit its own needs, provided only that the requirements set out in this Act are fulfilled.

### **Consequential Amendments**

15. The following Acts and Regulations are hereby repealed or amended:

- a) Act II 1984 is hereby repealed.
- b) Act III 2000 s.39 is hereby amended by the deletion of the words “Act II 1984 anent Presbytery Visits (as amended)” and the substitution of the words “Act XXX 2011 anent Local Church Review”.
- c) Act VI 2002 s.2 is hereby amended by the deletion of the words “Act II 1984 anent (as amended)” and the substitution of the words “Act XXX 2011”.
- d) Act VI 2004 is hereby amended by the deletion of section 20.
- e) Regulations 2 2004 is hereby amended by the deletion of the words “Presbytery visits” and the substitution of the words “Local Church Reviews”.

### **Appendix to Act I, 2011**

#### **Local Church Review Guidelines**

The specific aims of Local Church Review and the requirements to be met are laid out in the Act anent Local Church Review. Beyond that, Presbyteries may develop their own systems within the stated requirements. The following guidelines are designed to help Presbyteries develop a system of Local Church Review appropriate to their needs. It is important to note that these guidelines are not exhaustive and are not intended to restrict Presbyteries to a particular way of fulfilling their obligations in terms of the Act.

#### **Advance preparation:**

The Leader of the Presbytery Visiting Team should contact the minister of the congregation in advance to outline the process and to suggest dates for the visit or series of visits. A group of key office-bearers should be appointed to:

- a) Provide information in advance of the Presbytery Visit (see Appendix 3). [This information should become part of a database of basic statistical and contextual information on the congregation, and on the parish that the local church seeks to serve. Presbytery should keep a record of this to assist with future reviews.] and
- b) To meet with the Presbytery Visiting Team prior to the Presbytery Visit to the whole congregation.

#### **Pre-Meeting with key office-bearers**

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template ‘B’]

The Presbytery Visiting Team should meet with the group of key office-bearers to explain the new process in detail, and to confirm the date(s) of the visit(s). The meeting with key office-bearers should review at least the areas set out in section 5(a) to (g) of the Act anent Local Church Review.

This visit should encourage the key office-bearers to:

- a) Express the life of the congregation as they see it, sharing what has gone well in the past 10 years, what has been difficult, where they see the congregation’s strengths and weaknesses and how they discern God to have been at work in their midst.
- b) Look forward for at least the next five years to identify the changes that are likely to take place in the congregation and parish as well as the opportunities and challenges that might present themselves within the same time-frame.
- c) Review the database of basic statistical and contextual information on the congregation, and on the parish that the local church seeks to serve.
- d) Discuss how the congregation understands its role within the Presbytery Plan.
- e) Express what resources might help the congregation to better worship, witness, nurture and serve.
- f) Satisfy itself on the matters listed in section 4(a) to (g) of the Act anent Local Church Review. [This may also be done as a separate exercise under the terms of section 3 of the Overture.]

### **The Presbytery Visit**

Having reflected on the meeting with key office-bearers, the Presbytery Visiting Team will meet with the other office-bearers and members of the congregation. Already having a picture of the work and future desires of the congregation, the Presbytery Visiting Team will review the congregation’s work and explore the future direction of the mission of the congregation in a way that is appropriate to the congregation, by facilitating a wide-ranging discussion on the life of the congregation and parish and the mission of the congregation locally, nationally and globally.

### **Plan of Action**

The process should result in a Plan of Action for the congregation. The plan should bring together the vision of the congregation for its mission over the next five years, taking account of its present position, its capacity and finances. This should highlight the following as a minimum:

- a) A Plan of Action for the forward mission and ministry of the Church with goals that are Specific, Measurable, Achievable, Realistic and Time-limited (SMART goals).
- b) Resources available locally, including human resources, buildings and finance.
- c) New resources required and who shall provide them.

### **The Final Report**

The report should set recommendations, give advice, and where appropriate it should set a timetable for action, preferably a timetable agreed with the Kirk Session. The Plan of Action outlined above should be included in the report. The report should outline the achievements of the congregation, any difficulties faced, and what Presbytery or the congregation itself can do to contribute to the welfare and development of the congregation.

*The following questions are given as a helpful guide for the Presbytery Visiting Team to consider as they write their report. These are to be seen as neither exhaustive nor prescriptive:*

*Where things are going well:*

- a) How can the Presbytery affirm and nurture this further?
- b) How can the Presbytery encourage the sharing of this vitality with others?

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template ‘B’]

Where the congregation is facing up to specific challenges (internally or externally):

- a) What changes are needed in attitudes, relationships, strategy or structure?
- b) What specific resources are needed to meet this challenge, eg developing worship, discipleship, practical skills in finance/fabric, deepening spirituality?
- c) What are the potential partnerships with other agencies, other churches?
- d) What support is needed to resolve internal conflict/dysfunction?

Where the congregation can no longer sustain this model of Church life or engage in effective mission:

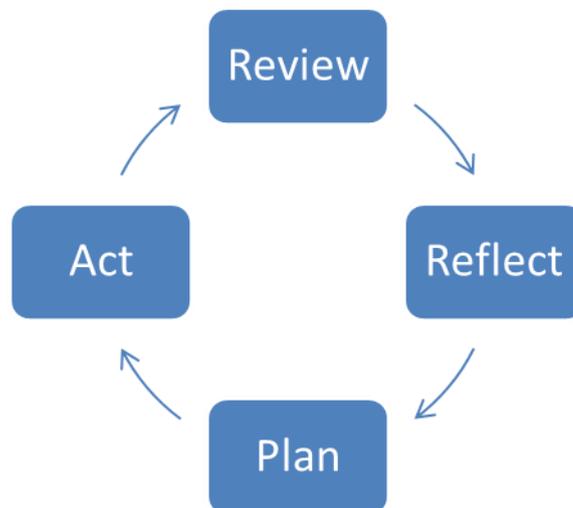
- a) What other form of Christian presence would they consider?
- b) What other partnerships would they consider?
- c) What resourcing is needed to equip the congregation for a new future?
- d) What is the pastoral process of closure and/or dissolution?

Where the congregation is no longer in synch with the community:

- a) What long-term process is needed to help them reconnect?
- b) How will this process be facilitated, and by whom?

### Review as a Continuous Process

The process of review should be a continuous process and not just seen as that which is done by the Presbytery Visiting Team. The provision of good data provides the basis for good reflection, and is not an alternative to the reflection; the reflection provides the basis for a plan of action, and the plan of action leads to action. The cycle then repeats, the actions that are undertaken should be reviewed and reflected upon with a view to further improvement. This continuous cycle may be represented as follows:



### LOCAL CHURCH REVIEW INFORMATION REQUIRED IN ADVANCE

#### Factual Information

Please provide information and comment on the following areas of congregational life:

## THE PRESBYTERY OF ..... – LOCAL CHURCH REVIEW [Template 'B']

- a) Membership: statistics for the past 10 years, including estimated age profile.
- b) Worship: average weekly attendance (numbers, age profile, gender), style, musical range, use of audiovisual equipment, innovations.
- c) Pastoral Care: number of baptisms, weddings, funerals per year, specific demands of the situation, ways of sharing responsibilities.
- d) Christian Nurture: numbers involved in Christian nurture: children, young people, young adults, adults; resources used.
- e) Mission: specific mission initiatives – local or international, school involvement or other chaplaincies, evangelism training and strategies, communication.
- f) Leadership: staffing, numbers of office-bearers including age and gender profile, training, structure, constitution.
- g) Buildings: usage, state of repair, suitability, projects.
- h) Finance: accounts, budget, allocations, shortfalls, Christian giving plans, special projects, statistics for givings over 10 years.
- i) Support for Minister or Ministry Team: administrative support, travelling expenses, study leave, additional staff needs.
- j) Wider Church: relationship with Presbyteries, Councils of the Church and ecumenical relationships.
- k) Community: relationship with community groups or agencies.
- l) Presbytery Plan: what are the interim steps and 10 year conclusions for your congregation in the Presbytery Plan? How do you see these working out?

### Legal Information

Please provide information on the following legal requirements that a congregation must fulfil:

- 1. The administration of the Sacrament of Baptism to infants in accordance with Act V 2000.
- 2. Whether office-bearers are representative of the congregation's life, for example in terms of age and gender.
- 3. Whether the congregation's current form of constitution serves its future mission.
- 4. Whether the employment status of members of staff, the formal relationships among them and the prioritisation of work amongst them serve the congregation's mission effectively.
- 5. Compliance by the Kirk Session with the Church law and civil law relating to Safeguarding.
- 6. Compliance with those provisions of Act XII 2007 regarding the provision and maintenance of manses.
- 7. Implementation of the findings of the most recent property surveys.

## APPENDIX 2

### ACT 5, 2000 CONSOLIDATING ACT ANENT THE SACRAMENTS (AS AMENDED BY ACT 9, 2003)

Edinburgh, 20 May 2000, Session I

(incorporating Acts XXI 1956, XVII 1963, IV 1975, III 1985 and XV 1992)

The General Assembly enact and ordain as follows:–

#### Administration of the Sacraments

- I. The Sacraments of the Church may be administered only by the following persons:–
  - (1) a person who has the status of a minister of the Church of Scotland and who (a) has been ordained by a Presbytery of the Church of Scotland; or (b) has been inducted to a charge of the Church of Scotland; or (c) has been admitted by the General Assembly as a minister of the Church of Scotland;
  - (2) a person who has the status of an ordained minister of the United Reformed Church in England and Wales or any Presbyterian Church in Great Britain or elsewhere, whose Constitution is in agreement with the doctrine and practice of the Church of Scotland and who has been duly authorised to administer the Sacraments by the Presbytery of the bounds. Such authority may be given only in special circumstances (e.g. *locum tenens*, exchange minister) of which the Presbytery shall be the sole judge.
  - (3) a person who has the status of an ordained minister of one of the Lutheran and Reformed Churches in Europe along with Union Churches which grew out of them, and the related pre-Reformation Churches, the Waldensian Church and the Church of the Czech Brethren, and who has been duly authorised to administer the Sacraments by the Presbytery of the bounds; such authority may be given only in special circumstances (e.g. *locum tenens*, exchange minister) of which the Presbytery shall be the sole judge;
  - (4) a person who has the status of an ordained minister of a non-Presbyterian Church who has obtained a certificate issued on the authority of the Ministries Council to the effect that his or her ordination is in accordance with the standards of the Church of Scotland, and who has been duly authorised to administer the Sacraments by the Presbytery of the bounds. Such authority may be given only in special circumstances (e.g. *locum tenens*, exchange minister) of which the Presbytery shall be the sole judge.
2. Notwithstanding the foregoing provisions, ministers of the Church of Scotland may occasionally invite ministers of other Churches whose orders are in accordance with the standards of the Church of Scotland to administer the Sacraments. Any minister whose invitation to a minister of another Church in terms of this section has been accepted shall intimate the same in writing to the Clerk of Presbytery within fourteen days thereafter.

#### Administration of Baptism

3. Baptism signifies the action and love of God in Christ, through the Holy Spirit, and is a seal upon the gift of grace and the response of faith.
  - (a) Baptism shall be administered in the name of the Father and of the Son and of the Holy Spirit, with water, by sprinkling, pouring, or immersion.
  - (b) Baptism shall be administered to a person only once.

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4. Baptism may be administered to a person upon profession of faith.
  - (a) The minister and Kirk Session shall judge whether the person is of sufficient maturity to make personal profession of faith, where necessary in consultation with the parent(s) or legal guardian(s).
  - (b) Baptism may be administered only after the person has received such instruction in its meaning as the minister and Kirk Session consider necessary, according to such basis of instruction as may be authorised by the General Assembly.
  - (c) In cases of uncertainty as to whether a person has been baptised or validly baptised, baptism shall be administered conditionally.
  
5. Baptism may be administered to a person with learning difficulties who makes an appropriate profession of faith, where the minister and Kirk Session are satisfied that the person shall be nurtured within the life and worship of the Church.
  
6. Baptism may be administered to a child:
  - (a) where at least one parent, or other family member (with parental consent), having been baptised and being on the communion roll of the congregation, will undertake the Christian upbringing of the child;
  - (b) where at least one parent, or other family member (with parental consent), having been baptised but not on the communion roll of the congregation, satisfies the minister and Kirk Session that he or she is an adherent of the congregation and will undertake the Christian upbringing of the child;
  - (c) where at least one parent, or other family member (with parental consent), having been baptised, professes the Christian faith, undertakes to ensure that the child grows up in the life and worship of the Church and expresses the desire to seek admission to the communion roll of the congregation;
  - (d) where the child is under legal guardianship, and the minister and Kirk Session are satisfied that the child shall be nurtured within the life and worship of the congregation;and, in each of the above cases, only after the parent(s), or other family member, has received such instruction in its meaning as the minister and Kirk Session consider necessary, according to such basis of instruction as may be authorised by the General Assembly.
  
7. Baptism shall normally be administered during the public worship of the congregation in which the person makes profession of faith, or of which the parent or other family member is on the communion roll, or is an adherent. In exceptional circumstances, baptism may be administered elsewhere (e.g. at home, in hospital). Further, a minister may administer baptism to a person resident outwith the minister's parish, and who is not otherwise connected with the congregation, only with the consent of the minister of the parish in which the person would normally reside, or of the Presbytery.
  
8. In all cases, an entry shall be made in the Kirk Session's Baptismal Register and a Certificate of Baptism given by the minister. Where baptism is administered in a chaplaincy context, it shall be recorded in the Baptismal Register there and, where possible, reported to the minister of the parish in which the person resides.
  
9. Baptism shall normally be administered by an ordained minister. In situations of emergency (a) a minister may, exceptionally, and notwithstanding the preceding provisions of the Act, respond to a request for baptism in accordance with his or her pastoral judgement, and (b) baptism may be validly administered by a person who is not ordained, always providing that it is administered in the name of the Father and of

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the Son and of the Holy Spirit, with water. In every occurrence of the latter case, of which a minister or chaplain becomes aware, an entry shall be made in the appropriate Baptismal Register and where possible reported to the Clerk of the Presbytery within which the baptism was administered.

10. Each Presbytery shall form, or designate, a committee to which reference may be made in cases where there is a dispute as to the interpretation of this Act. Without the consent of the Presbytery, no minister may administer baptism in a case where to his or her knowledge another minister has declined to do so.

11. The Church of Scotland, as part of the Universal Church, affirms the validity of the sacrament of baptism administered in the name of the Father and of the Son and of the Holy Spirit, with water, in accordance with the discipline of other members of the Universal Church.

### **Admission to the Lord's Table**

12. The Lord's Table is open to any baptised person who loves the Lord and responds in faith to the invitation "Take, eat".
13. In accordance with the law and practice of this Church a Kirk Session is obliged to test the response in faith of a baptised person before authorising admission to the Lord's Table. The Kirk Session requires to be satisfied that the baptised person has received instruction in the faith and order of the Church, is of Christian character and is ready to make public profession of faith, whereupon such person is admitted to the Lord's Table and his or her name is added to the Communion Roll of the congregation.
14. Notwithstanding the terms of Section 13 above there is nothing in the law of the Church which would automatically disqualify a person with learning difficulties from admission to the Lord's Table and from having his or her name added to the Communion Roll of a congregation.
15. Notwithstanding the terms of Section 13 and recognising the free discretion of the Kirk Session in this matter, where a Kirk Session is satisfied that baptised children are being nurtured within the life and worship of the Church and love the Lord and respond in faith to the invitation "take, eat", it may admit such children to the Lord's Table, after pastorally overseeing the response of faith of such children to see when it is right for them to come to the Lord's Table. The names of such children shall be admitted to the Communion Roll of the congregation when they have made public profession of their faith.
16. For the avoidance of doubt:
  - (1) The Sacrament of the Lord's Supper shall normally be celebrated in Church at stated times determined by the Kirk Session.
  - (2) The Sacrament of the Lord's Supper may be administered privately in Church or elsewhere at the discretion of a minister.
17. The elders normally assist the minister in the distribution of the elements at the Lord's Supper.
18. This Act shall come into force on 1 January 2001 and Acts XXI 1956, XVII 1963, IV 1975, III 1985 and XV 1992 shall be repealed as at that date.

## APPENDIX 3

### ACT 12, 2007 ANENT CARE OF ECCLESIASTICAL PROPERTIES

Edinburgh, 25 May 2007, Session 8

The General Assembly enact and ordain as follows:-

#### Definitions

1. (a) *Ecclesiastical buildings*: All properties pertaining to a congregation whether or not in use for the purposes of the congregation and in particular but without prejudice to the foregoing generality all Churches, Church Halls, Manses, houses for assistant or associate ministers, Church Officers’ houses, retirement houses, ancillary buildings or outbuildings and properties which are let.
- (b) *Financial Board*: The Kirk Session, Congregational Board, Deacons Court, Committee of Management or other congregational authority responsible for finance and for the maintenance of the ecclesiastical buildings pertaining to the congregation.
- (c) *Manse Condition Schedule*: The document contained in Appendix III of the Joint Report of the General Trustees and the Ministries Council to the General Assembly of 2007 and referred to in the Regulations for Manses 2007.
- (d) *Professional Reporter*: An Associate or Fellow of the Royal Incorporation of Architects in Scotland or of the Royal Institution of Chartered Surveyors and who has satisfied the Presbytery that he or she carries appropriate Professional Indemnity Insurance of at least £500,000 or such other professional person nominated by the Presbytery and approved by the General Trustees.

#### Duties of Congregations

2. The Financial Board shall in each congregation set up a Fabric Committee to take care of the ecclesiastical buildings of the congregation. The Fabric Committee shall be empowered to co-opt persons with appropriate skills to enable it to carry out its work.
3. (a) The Fabric Committee shall complete and maintain a Property Register and a Manse Condition Schedule.
- (b) The Property Register shall be in the form approved and issued by the Church of Scotland General Trustees (“the General Trustees”) and shall contain the following sections in respect of the ecclesiastical buildings except the Manse of the charge:
  - (1) A list of the ecclesiastical buildings of the congregation and the title upon which each is held;
  - (2) The level of insurance cover in respect of each ecclesiastical building;
  - (3) An inventory of furnishings and equipment wherever located;
  - (4) Details of all repairs and improvements undertaken to the ecclesiastical buildings other than those identified by the Professional or Interim Reports;

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- (5) A summary of the urgent and essential items of repair identified by the Professional or Interim Reports.
- (c) The Manse Condition Schedule shall be in the form approved and issued by the General Trustees and the Ministries Council and shall contain the following information in respect of the Manse of the charge:
- (1) Basic information as to address, building type, Listing, insurance cover and service contracts;
  - (2) A description of the internal condition by reference to each room, its current condition, when it was last decorated and/or up-graded and at what cost;
  - (3) A description of the external condition including the garden; and clarification of the relative responsibilities of the Financial Board and Minister with regard to garden upkeep;
  - (4) Details of items such as floorcoverings, curtains, and white goods which are provided and maintained by the Financial Board.
4. The Fabric Committee shall inspect all ecclesiastical buildings including the Manse by the end of May each year. All matters which are found to require attention at the annual inspection, and at any other time, shall be recorded in the Property Register or the Manse Condition Schedule along with a note of the action taken thereon.
5. (a) The Property Register and the Manse Condition Schedule shall be submitted annually to the Financial Board when it considers its budget for the following year so that reasonable provision may be made for the repairs and renovations required. At the same time, the Financial Board shall consider the levels of insurance cover in respect of all ecclesiastical buildings including the Manse to ensure that they are realistic and to make allowance for increased premiums in the following year.
- (b) At least once in each ten year period the Financial Board shall instruct a valuation for insurance purposes of all the ecclesiastical buildings and heritable fittings and fixtures. A Financial Board which has not obtained a valuation for insurance purposes of any ecclesiastical building and heritable fittings and fixtures since 1 July 1997 shall instruct such a valuation no later than 1 July 2009. The Fabric Committee shall implement the recommendations as to the appropriate level of insurance cover.
- Nothing in this section shall preclude Presbyteries from instructing valuations for insurance purposes on the ecclesiastical buildings of congregations within their bounds.
- (c) The Property Register, incorporating the revised insurance values, shall be attested and thereafter submitted to the Presbytery when called for.
- (d) The Manse Condition Schedule need not be submitted annually to Presbytery but shall be submitted:
- (1) to quinquennial visitors appointed by the Presbytery;
  - (2) to the Presbytery upon a vacancy in the charge;
  - (3) when permission in terms of the Work at Ecclesiastical Buildings Regulations 1998 (as amended) in respect of the Manse is being sought;
  - (4) at any other time when requested by the Presbytery or the General Trustees.

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6. Where a Manse serves as the Manse of a linked charge, the Fabric Committee shall give a copy of the Manse Condition Schedule to the Fabric Committee of the other congregation or congregations in the linking.

### Duties of Presbyteries

7. Each Presbytery shall set up a Fabric Committee (the “Presbytery Committee”) to which it shall appoint persons with technical knowledge and experience and appropriate skills and shall empower it to co-opt persons with such knowledge, experience and skills or to obtain such assistance as it may deem necessary.
8. The Presbytery Committee shall consider all Property Registers of congregations within the bounds on an annual basis and shall report thereon to the Presbytery. The Presbytery shall have power to instruct a congregation to undertake such repairs as it may deem necessary and to implement the recommendations of insurance valuations.
9. (a) At least once in the five year period beginning on 1 July 2007 and thereafter at intervals of not more than five years from the date of the previous inspection and report, the Presbytery Committee shall instruct an inspection and report on the ecclesiastical buildings of each congregation within the bounds. The said reports shall take one of two forms:
  - (1) A Principal Report which shall be carried out by a Professional Reporter at least once in each ten year period beginning on 1 July 2007.

Instructions for Principal Reports shall be given jointly on behalf of the following bodies which are directly interested in the maintenance, or the supervision of the maintenance of all ecclesiastical buildings: (1) the Presbytery of the bounds, (2) the Financial Board of the congregation concerned and (3) the trustees in whom the ecclesiastical buildings are vested; and the Presbytery is hereby authorised to act on behalf of such bodies.
  - (2) In Presbyteries where a Principal Report is carried out once in each ten year period, the intervening Report shall be carried out by a person approved by the Presbytery and shall be known as an Interim Report.
- (b) Reasonable notice of intended inspections shall be given to the Clerk of the Financial Board and to the Minister of the charge and it shall be their duty to afford all reasonable facilities for the carrying out of inspections.
- (c) All Principal and Interim Reports shall be in such form and shall contain such information as may be decided by the General Trustees and shall identify as “Urgent” all works required for the safety of the public or persons using the buildings; as “Essential” all works required to keep the buildings wind, water-tight and fit for use; and as “Desirable” all other works including works of modernisation and improvement.
- (d) Professional and Interim reporters shall also have regard to the terms of the previous Report and shall comment on whether the Financial Board has dealt with the Urgent, Essential and Desirable works identified therein.

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- (e) On receipt of either a Principal or Interim Report, the Presbytery Committee shall transmit a copy to the Financial Board of the congregation and to the Church of Scotland General Trustees for their records. The Financial Board shall engross a summary of the report in the Property Register and, with regard to the Manse, in the Manse Condition Schedule to be taken into consideration at its annual budget meeting.
  - (f) The cost of all Principal Reports shall be met by the Presbytery.
10. The Presbytery Committee shall consider Principal and Interim Reports with particular reference to the items identified as Urgent and Essential in the immediately preceding Report. It shall consult with the Fabric Committee of the congregation concerned before presenting the Report to the Presbytery with instructions as to the timescales, prior to the next Report, within which the said Financial Board shall complete the works classified as “Urgent” and those classified as “Essential”. The Presbytery may instruct an energy survey to be carried out by the General Trustees’ Heating Consultant. The Financial Board shall advise the Presbytery when these works have been completed and, if required by the Presbytery, when an energy survey has been undertaken. The Presbytery Clerk shall inform the Presbytery if such advice from the Financial Board is not to hand within the stated timescale and the Presbytery shall take such action as it deems appropriate.
  11. Each Presbytery shall annually prepare and transmit to the General Trustees not later than 31 December, and containing such information as may be prescribed by the General Trustees, a report on its diligence in carrying out the provisions of this Act within its bounds. The General Trustees shall report thereon to the General Assembly.
  12. The Act will not apply to (a) congregations and Presbyteries outwith the United Kingdom but these Presbyteries shall take such steps as they deem wise in their own circumstances for the inspection of all ecclesiastical buildings within their bounds and (b) congregations of Church Extension Charges or New Charges until they attain full status.
  13. The Act shall come into force on 1 July 2007.
  14. Act IX 1979 (as amended) is hereby repealed.

## APPENDIX 4

### CHURCH OF SCOTLAND LAW DEPARTMENT CIRCULAR CHARITIES AND TRUSTEE INVESTMENT (SCOTLAND) ACT 2005 REMUNERATION FOR SERVICES

Sections 67 and 68 of the Charities and Trustee Investment (Scotland) Act 2005 deal with charity trustee remuneration. Charity trustees must not be remunerated from charitable funds unless certain conditions are met. These provisions apply not only to payments made direct to the charity trustee but also to connected persons who include:

- A person, married to, the civil partner of or living with the charity trustee.
- The child (including stepchild), parent, grandchild, grandparent, brother or sister of the charity trustee (or the spouse of such person).
- A company where the charity trustee or connected person has a substantial interest.
- A Scottish partnership where the charity trustee or connected person is a partner.

What steps require to be undertaken to comply with the Act if a charity trustee or connected person is to be employed, e.g. where a member of the Session or the Board is the Church officer, cleaner or organist?

The Congregational (or other Financial) Board, if there is one, or the Kirk Session will require to enter into a written agreement with the charity trustee or connected person, i.e. a contract of employment, which should set out the services to be provided and the maximum amount of remuneration to be paid for these services. This agreement will have to be agreed at a Board or Session meeting, as appropriate, and in addition the charity trustees will have to agree that the remuneration is reasonable in the circumstances and that it is in the interests of the charity that these services are provided by the charity trustee or connected person. The charity trustee in question should be required to leave the meeting whilst this item was discussed.

The Minute of the meeting should clearly specify the services being provided, the maximum amount of remuneration and that it is considered that this is reasonable in the circumstances. The Minute must also state that it is considered to be in the interests of the charity that these services be provided by the charity trustee or connected person. It should also indicate who is authorised to execute the written agreement on behalf of the Board/Session. In the case of employment the Board or Session will have to Minute any future change to the salary of the charity trustee or connected person and affirm that it is reasonable etc

If the Charity Trustee or connected person was employed when the 2005 Act came into force in April 2006 the Board/Session requires to review the position and Minute (a) the services being provided, (b) the maximum amount of remuneration, (c) that the remuneration is considered reasonable in the circumstances and (d) that it is considered to be in the interests of the charity for these services to continue to be provided by the charity trustee or connected person. There should already be a written agreement in place but if there is not a written agreement will be required.

It should be noted these provisions also apply where other types of services are being provided by charity trustees or people connected to the charity trustee, e.g. a plumber mending a burst pipe; a builder repairing the church roof etc. Therefore, if a charity trustee or connected person is to be engaged to say paint the Church halls then it will be necessary to minute:

- the services being provided,
- the maximum amount to be paid for these services

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- that the payment is considered reasonable in the circumstances and
- that it is considered to be in the interests of the charity for these services to be provided by the charity trustee or connected person.

The Law Department is happy to advise further should any particular points of difficulty arise.

## APPENDIX 5

### BRIBERY ACT 2010 BRIBERY AND PROCUREMENT POLICY

Following the publication of the Bribery Act 2010 the Church is obliged to state in all levels of Church courts that bribery is unacceptable. This statement should be incorporated into the minutes of Presbytery and of Kirk Sessions.

Bribery is a broad concept. In the supplementary guidance published alongside the Act, it is very generally defined as ‘giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so. This could cover seeking to influence a decision-maker by giving some kind of extra benefit to that decision-maker rather than by what can legitimately be offered as part of a tender process.’

Under the new Act there are two general offences:

1. **Active Bribery** – Section 1 of the Act prohibits offering, promising or giving a financial or other advantage (a bribe) to a person with the intention of influencing a person to perform their duty improperly.
2. **Passive Bribery** – Section 2 of the Act prohibits a person from requesting agreeing to receive or accepting a bribe for a function or activity to be performed improperly.

The Act also contains a new ‘corporate’ offence which provides that an organization will be guilty of bribery if an ‘associated person’ bribes a third party.

Congregations and their financial boards are not regarded as being corporate bodies. However given the nature and position occupied by the Church of Scotland, it is not unforeseeable that it might in the future be argued that this new ‘corporate’ offence could be extended and applied to the church in its capacity as a charity. As a result members of Kirk Session/Congregational Board; Elders; members of the congregation; volunteers; contractors or agents could all be deemed to be associated persons.

Guidance notes and a draft policy are available from the Church of Scotland Law Department [www.churchofscotland.org.uk](http://www.churchofscotland.org.uk) (search ‘Law Department Circulars’)

These should be circulated to your financial board and you must ensure that members read it.