



Letting it happen!

How to make your church buildings work for you

A HANDBOOK FOR CONGREGATIONS
2009 EDITION

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

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Updates will also be posted to these websites when available.

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A

Introduction

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

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

The handbook is in seven, colour-coded sections:

- A** (this section) – the introduction
- B** some simple tools to get you started
- C** looking after your buildings and grounds
- D** managing and letting your buildings
- E** taking the misery out of health and safety
- F** funding and costs
- G** useful websites

Guide to symbols

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

Here to Help!



Panel with helpful hints and useful sources of information

Red alert!



Panel containing information that you should know



Useful telephone number



Useful website address



Reference to a form or checklist

A1 So who produced the *Letting it Happen* booklet?

This Handbook came from the Priority Areas Consultation in 2006 as one of the priorities for action. Both The Church of Scotland General Trustees and the Church of Scotland Priority Areas Team helped develop the booklet.

A word from the Priority Areas Team

Buildings can be our greatest treasure or a huge drain on our resources, vision and energy. Nowhere is this more true than in our priority area parishes – the economically poorest 58 communities in Scotland. *Letting It Happen* – produced in partnership with the General Trustees – arose out of the real life situations experienced in these communities. However, it was immediately apparent that the struggles faced – and the wisdom gleaned – could be a resource for the whole Church. So here it is. We trust that you will find it useful as together we seek to ensure that our buildings are beacons of light, not just a noose round our neck.

Martin Johnstone, Priority Areas Team

A word from the General Trustees

Who are we?

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

What sort of people are we?

Some of us are Ministers, others are Elders, about half and half of each. Both sexes are represented and all age groups although none of us is particularly young! Quite a number of us have experience in business and the outside world, and many of us carry on the work of our respective parishes as well as attending committees at the church offices in Edinburgh.

Are we approachable?

We like to think so and are perfectly happy to visit congregations and take a hands-on approach to their buildings! As Martin said above, buildings can be one of a congregation's main assets and, like a person, need constant TLC and a generous proportion of income. We can offer advice in writing, by telephone or by email and can be contacted through the Secretary and Clerk of the General Trustees on 0131 225 5722, email gentrustees@cofscotland.org.uk.

How much does your advice cost?

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

We have talked with a lot of people as we prepared this guide. Our particular thanks for advice and assistance:

The Steering Group for this publication: David Branch, Pauline Edmiston, Russell McLarty, Ian McQuaker and Keith Mason;
Church of Scotland Priority Areas Team;
Irene Gibson, Orbiston Neighbourhood Centre;
Joan Hamilton, Glasgow St Andrews Penilee Parish Church;
Jean Armstrong, Glasgow Calton Parkhead Parish Church;
David Locke, Glasgow Barlanark Greyfriars Parish Church;
Graeme Mackie, Glasgow Maryhill Parish Church;
Muriel Pearson, Glasgow Cranhill Parish Church;
Fr Paul McAlinden, St Brendan's Yoker, Glasgow;
Sarah Fisher, Scottish Water.

A2 Who can use it?

Because every denomination has different procedures, we've had to narrow some information down. This means that it will be:

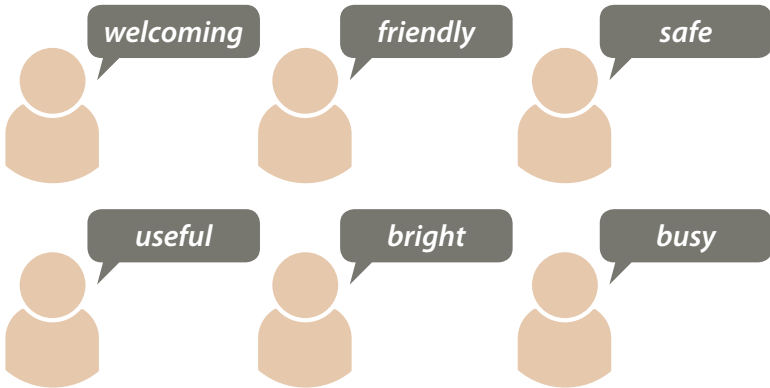
- of most use to Church of Scotland congregations, especially those in priority areas
- useful to Roman Catholic parishes but where we refer to presbytery, you'll need to think of your Archdiocese instead, and you will probably have a management committee rather than a congregational board.

If your congregation is neither Church of Scotland nor Roman Catholic, we hope you will still find it useful – we borrowed ideas from other denominations, so why shouldn't you!

A3 Easy as 1, 2, 3?

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

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



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



2. What is facilities management? How can it help you?

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

- looking after the buildings and grounds themselves
- managing the use of your buildings and grounds

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

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

Getting started

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

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

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

3. But we only have a few people...

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

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

Put together a small group who will be responsible for:

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

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

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

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

Here to Help!

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



www.churchofscotland.org.uk



www.transformationteam.org



B

Some simple tools to get you started

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

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

Red alert!

Remember that you should already have previous Quinquennial Visitation action plans from your Presbytery, which will detail the necessary actions you should be carrying out. The actions will be marked URGENT, ESSENTIAL and DESIRABLE and should be your starting point for your buildings check. It's a good idea to use the buildings checklist here once a year to make sure you can keep your buildings shipshape between visitations.



Checklist
page 68-69



Red alert!

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

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



A church buildings checklist

Once you have completed the checklist, you need to:

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



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

A church facilities health-check

This quick questionnaire should help you find out how much you already know about your facilities and the way they are managed, whilst showing you where you might need to make changes.



Here to Help!

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



Calendar of Care

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



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



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



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

C

Looking after your building and grounds



C1

Building maintenance and renewal

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

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

Where do you start?

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

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

Here to Help!

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



www.maintainyourchurch.org.uk





Red alert!

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

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

Have a look at the brilliant church care website run by the Church of England. If you follow the *Maintenance* link under *Caring for your Church*, you will find a simple calendar of tasks that will keep you on top of the main things you need to do.



www.churchcare.co.uk

Here's an example:

Calendar of Care

Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec

January

- 1 Check the church boiler and make sure that the frost thermostat is working
- 2 Be sure that the rainwater gutters (especially valley gutters), hopper heads, downspouts, gullies and drains are clean and working satisfactorily. The best time to do this is when it is raining
- 3 Double check that all exposed water tanks, water pipes, heating pipes and oilfeed pipes are protected against severe frost.

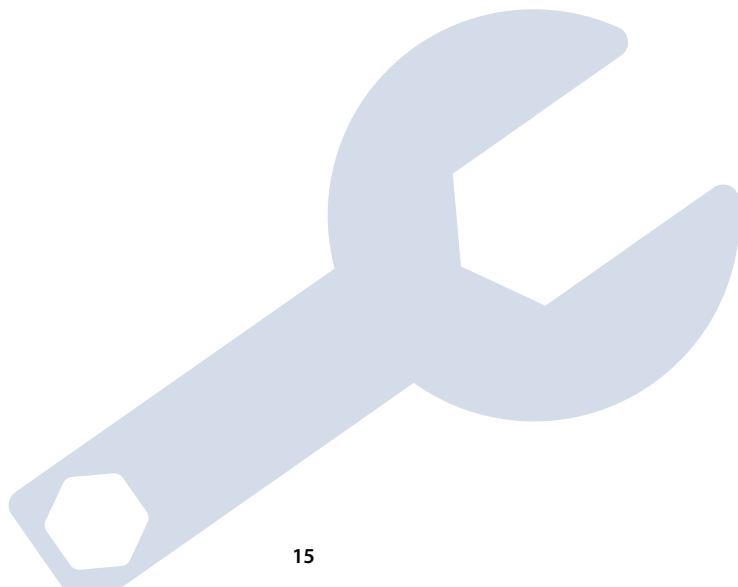
Of course, it never rains much in Scotland, so you might find it difficult to check the gutters!

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

Here to help!

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

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



Most congregations will use this handbook to help them maintain and manage the church buildings and facilities they already have. If you are thinking about upgrading or developing your property, then it helps to follow a clear process. Try to appoint a small team of people to do the legwork at each stage and to report back to you. This will help you make clear decisions without getting bogged down in all the detail.

Where do you start?

Think it through

You are looking for the answers to two simple questions:

- Why do this work? (something funders will ask you!)
- What is possible? (something you will ask funders!)

To answer these questions, you need to talk with:

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

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

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

Make plans

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

Good advice – there will be a lot of decisions to make and options to consider before you settle on what is best for your congregation. You should talk over your ideas with the General Trustees and your presbytery. They can visit your premises to check out your ideas, put you in touch with other churches that have done similar things, and advise you on how to seek permission to alter the church fabric. If your church buildings are in a priority area, you will find the Priority Areas team helpful at this stage.

Red alert!

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



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

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

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

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

Section F gives you more advice on business planning.

Red alert!



Did you know that if you employ a contractor to carry out work on your buildings, you are responsible for making sure the work is carried out safely and is safe to maintain (this is known as **CDM Regulations**)? This means you must be careful to appoint the right people for the job and make sure that they are managed efficiently on your site by:

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

Here to Help!



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



HSE Infoline
0845 345 0055



[www.hse.gov.uk/
pubns/indg411.pdf](http://www.hse.gov.uk/pubns/indg411.pdf)

Get Professional Advice

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

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

Here to Help!

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

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

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

Red alert!

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



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

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

Here to Help!

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



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

**C3**

Security systems

Preventing theft and damage will help reduce your costs. Some funders like to know that you have some basic security in place. How do you do this without making the church like Fort Knox?

Where do you start?

Think like a thief!

This may be difficult, but try. What are the things you need for your building to function? If it contains any of the following then it is a potential target for theft:

- sound systems
- communion silver
- the offering from Sunday before it's banked
- equipment belonging to groups who use the building
- computers.

"Every day ten churches are likely to suffer from theft, vandalism or arson. This equates to an attack on one in every four churches during the course of a year"
Ecclesiastical Insurance website

Even if someone doesn't take much, think of the damage they could cause or how easily they could light a fire.

How can you reduce your risk?

Here to help!

Get advice – ask at your local police station for a visit from the Crime Prevention Officer. This should be your first action. You can also download a useful booklet from the Ecclesiastical Insurance website (enter *church security* into the Search box and click on the link to *church security guidance notes*). You can also phone for a copy.

**0845 777 3322****www.ecclesiastical.com**

Follow the advice!

Whilst each building and its situation is different, some of the things you will need to think about are:

Boundaries

If you have a fence or wall, keep it in good order. Not only will it look better, but it sends a message that you are protecting your premises. If there is a gate, make sure it opens and closes easily, and keep it locked when you're not using your building. Try to have only one way in through the boundary.

Doors and locks

Keep your doors in good order, and make sure you have sufficient modern locks and bolts on them. See Section D2 on key holding and controlling access.

Lighting

Consider having external lighting. It is best to have lighting controlled by a photoelectric cell so that it comes on automatically when it gets dark. You will need to consult an electrician. Certain external lighting requires consent from the General Trustees. You are, therefore, recommended to consult with them prior to going ahead with any such lighting.

If you have a beautiful building, you might want to consider some form of floodlighting, but get advice on running costs and maintenance before you decide. Otherwise, make sure that your external doorways and any paths and steps are lit – as well as showing if anybody is hanging around, this will also help make people feel safer as they use the building.

Any external lighting and wiring will need to be robust so that it can't be damaged easily. It seems obvious, but before you accept a quotation, make sure you know whether it is easy to change bulbs.

Alarms

It might be worth installing an alarm system if you have lot of valuable property. You'll probably get a discount from your insurers if you can show you have a working alarm system.

Where do you start?

If you do decide you want an alarm system, then you must get good advice – talk with the crime prevention officer and with your insurance company. Any



alarm must comply with certain standards set out by the police and insurers. It must be set and unset via a keypad, and you have to have an annual maintenance contract and an approved means of signalling to an alarm response company. In addition, you will rely on people operating the system properly and taking proper care of the alarm codes. If you are not sure you can do this, then an alarm system may be more trouble than it's worth.

Cameras

You might think about putting in CCTV. However, there is a lot to think about, and you should make sure you get proper advice. Start by having a look at Ecclesiastical Insurance's church security guidance notes mentioned above and then speak with your local crime prevention officer. If they think it would be worthwhile, then speak with your presbytery for recommendations on contractors, and get two or three quotes. Before you go ahead, make sure you are satisfied that:

- it is easy to use
- there are enough volunteers to check the footage regularly
- you know how much it will cost to maintain
- Is there similar installation in another church that you can look at and where you can find out if it has been a good investment?

Red alert!

If something was to happen to your buildings, who would you contact? It's a good idea to have a list of emergency contacts:

- insurance company
- locksmith/emergency joiner
- plumber
- electrician
- glazier.

Don't forget to include your own property committee members and the presbytery office! Give each committee member a copy and update it every time you make a change.





In one year recently, there were 16 fires in Church of Scotland buildings. More than half were started deliberately: others were caused by electrical faults and lightning. How can you make sure that your church buildings aren't next? And if the worst does happen, how can you make sure that nobody gets hurt and that damage is kept to a minimum?

The law says that you must carry out a fire risk assessment for your buildings but where do you start?

Take advice

Your local Fire and Rescue Service employs Fire Safety Officers. They are expert in assessing the risks of any kind of building. They will:


- come and have a look around
- ask you about the activities that take place in your buildings
- give you the best possible advice.

Here to help!

Strathclyde Fire and Rescue publishes the names and phone numbers of all its Fire Safety Officers on the web.


[www.strathclydefire.org/
cs/contacts.asp](http://www.strathclydefire.org/cs/contacts.asp)

You can also download a useful booklet from the Ecclesiastical Insurance website (enter *fire* into the Search box and click on the link to *church guidance notes fire*). You can also phone for a copy.




0845 777 3322


www.ecclesiastical.com

Finally, you should make sure that you have the Scottish Government's Fire Safety Guidance Booklet. You can download it from the website or you can order it free of charge from the Fire and Rescue Services Branch of the Scottish Government.



0131 244 3584


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




Red alert!

Do everything you can to prevent fire.

Here are four things you can do that will deal with the main causes of fires:

1 Make your building secure

Follow the advice on security – this will help prevent your buildings being damaged or destroyed by arson.

2 Keep it tidy

Don't leave anything flammable lying around in or outside of your buildings

Don't leave things next to heaters, cookers or light bulbs

Have a list of emergency contact numbers posted in the building in a place where everyone can see them.

3 Call the experts

When it comes to gas and electricity, you must make sure that the only people who install and maintain your supply and equipment are properly qualified. This is the law!

For gas, use only a company that is Gas Safe registered. You must have gas appliances checked every year

For electrical work, use a qualified electrician. Your small electrical appliances (everything from your kettle to your computer) must be checked every year. Your wiring must be checked every five years

To save money, take advice from other congregations – who do they use and are they satisfied with the service?

4 Finally

If you have a tall steeple or tower, or your building is high, ask whether you need lightning protection at your next quinquennial visit.



Here to Help!

Your local authority or community planning partnership may consider grants towards making a building safe for children and young people.

In case of fire...

Fires happen, so you need to be prepared. Every building is different, and the law on fire safety in church buildings is complex. You can look up the Scottish Government’s Fire Law website, which contains lots of useful information.



However, your first point of contact should be your local Fire Safety Officer, who will advise you on:

- what fire extinguishers you need and how to operate them
- what signs you need, including a list of emergency contacts
- what emergency lighting you should have
- what kind of alarm system might be needed?
- evacuation procedures.

Red alert!

Tip: if you’re thinking of upgrading your building, it might be a good time to think of installing a sprinkler system and a modern alarm system. Talk with your local Fire Safety Officer and your architect.



**C5**

Energy management

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

Heating

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

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



Robert Lindores
0131 225 5722



[www.srtp.org.uk/
churchen.shtml#Info](http://www.srtp.org.uk/churchen.shtml#Info)

Lighting

With regards to lighting, contact should be made in the first instance with the Congregational Liaison Office of the Committee on Church Art and Architecture at 121 George Street, tel. no. 0131 225 5722.

Here to Help!

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



[www.ecocongregations.org/
Scotland/module7/html](http://www.ecocongregations.org/Scotland/module7/html)





Access for disabled people

The Disability Discrimination Act makes it unlawful to discriminate against anyone with a disability. This affects church buildings as much as any other. The Act means that you must consider the needs of people:

- *with mobility problems – for instance, using a wheelchair or walking frame*
- *with eyesight or hearing problems*
- *who find it difficult to hold or grip things?*
- *who have speech impairment*
- *who have learning difficulties.*

Once you have considered these needs, you have to take reasonable steps to meet them. This might be things like putting in a hearing loop or creating an access ramp.

How will I know what to do?

The best way of finding out is to **commission a professional access audit**. This is a report prepared by a professional surveyor. It will tell you:

- what you should do
- what priority you should give to each item
- an estimated cost of any work needed.

If you already have a trusted architect or buildings surveyor, they may carry this out as part of their wider report to you.

All of this can help you make a funding application to carry out improvements or develop your building. Ask your presbytery to recommend an appropriate surveyor.

Once you have your report, you can begin planning.



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

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

Where do you start?

Use these pointers as a checklist:

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

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

Here to help!

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



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

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

Car park – Grit parking areas in icy weather.

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

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



Building services maintenance



This table gives you a quick guide to looking after your building services, to help you:

- *comply with the law*
- *avoid accidents and injury*
- *save money*


*You'll notice the words **you must** a few times. These are things covered by law – if you don't do them, you could be in trouble!*

<p>Heating, ventilation, air conditioning</p>	<p>Gas <i>You must</i> arrange an annual safety check and servicing by a Gas Safe registered engineer.</p> <p>Oil <i>You must</i> arrange an annual safety check and servicing by a competent person (e.g. OFTEC registered).</p> <p>Ventilation If you have fans, say in the kitchen or toilet, you'll know how much dust they collect. Find out how they should be cleaned. Clean them!</p> <p>Air conditioning If you have air conditioning, <i>you must</i> arrange for it to be cleaned and serviced to the manufacturer's standards. Depending on the system, you may need to carry out regular monitoring.</p>
<p>Lights (internal/ external)</p>	<p>Replace blown bulbs promptly, preferably with low energy equivalents.</p>
<p>Emergency lights</p>	<p><i>You must</i> test these regularly. Consult you local Fire Safety officer.</p>
<p>Plumbing</p>	<p>Deal with leaks and drips promptly.</p>



Lifts/stairlifts	You must arrange a thorough inspection by a competent person every six months.
Legionella	<p>Legionella is a type of pneumonia caused by bacteria in water. Most often it is spread by air-conditioning systems. If you have air conditioning, you must arrange for it to be cleaned and serviced regularly by a competent company.</p> <p>Legionella can also exist in hot and cold water systems, especially in very large buildings. To prevent infection, these need strict temperature control. If you have such a building you should ask a water treatment company to help you carry out a risk assessment and advise you on prevention.</p>
Asbestos	<p>You have a duty to manage any risk from asbestos in your buildings. If you suspect that there is asbestos in your building, you must arrange for an asbestos survey by a competent company who will advise you on any steps you should take; ALL Church of Scotland congregations should already have carried this out. For more information check out the HSE website or phone their advice line.</p> <div data-bbox="393 991 692 1074"> HSE Advice Line 0845 345 0055</div> <div data-bbox="712 991 1003 1074"> www.hse.gov.uk</div>
PAT testing	You should have all portable electrical appliances tested by an electrician every year.
Fixed wire testing	You must arrange for your electrical installations to be checked by an electrician every five years.




Fire alarm	If you have a fire alarm system, you must test it regularly. You will need to keep a logbook showing when you tested it and recording any faults. Your installer may provide one, but if not, you can download one from Strathclyde Fire and Rescue's website.  www.strathclydefire.org/pdfs/FirePrecLogBook.pdf
Fire extinguishers	You must have a maintenance contract for these so that an annual check can be made.



Here to help!

The **Scottish Centre for Healthy Working Lives** can offer you a visit to your premises, free of charge, to assess what changes you may need to make your facilities safe and healthy places to be. This is a useful, free service that will help you assess your priorities.

Phone for instant advice on specific Health and Safety issues or to make an appointment, or go to the Healthy Working Lives website for basic information.

 **0800 019 2211** www.healthyworkinglives.com

D

Managing and letting your buildings



D1

Managing and supervising your building facilities

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

Where do you start?

Who's in charge?

Find out which body in your church carries the legal responsibilities for property – it may well be the Congregational Board depending on how your congregation is governed.

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

- take the lead in monitoring the condition of your buildings
- make recommendations for essential improvements
- manage negotiations about leasing agreements
- review pricing structure regularly.

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

Churches and community projects

If your church operates in partnership with a community project, you may have a different legal framework, on which you should already have taken legal advice. Whatever your arrangement, you still need a management team with clear responsibilities for looking after your premises.



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

Red alert!

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

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



Getting organised!

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

Red alert!

Employees or volunteers?

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





This handbook describes the legal obligations of small employers. However, we also recommend that, if you have volunteer-run premises, you should work towards setting up similar procedures.

You will find more details about the meaning of risk assessment in section D4.



Here to help!

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

It would be wise, and worth the cost of a phone call, to contact one of the Solicitors in the Law Department before entering into any lease as, in many cases, this work would be carried out on behalf of a congregation by the Law Department. A lease is a legal document and must be carefully worded to protect a congregation's interest, as well as those who will be using the building. Some lease arrangements can give liability to payment of rates on the premises and it is important to check that with one of the Solicitors or your own legal advisor.



0131 225 5722



[www.churchofscotlandextranet.org.uk/
xsupportservices/xxscentralservices.htm](http://www.churchofscotlandextranet.org.uk/xsupportservices/xxscentralservices.htm)

**D2**

Key holding and controlling access to your buildings

There are three decisions that you need to make when thinking about welcoming users into your buildings:

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

Access to halls by external groups

Your management team should agree which types of activities run by **non-church organisations**, are eligible for use of your facilities. Which types of activities does your church regard as a priority?

Red alert!

For lets, for instance to certain organisations, like political parties, you require the agreement of everyone on your Congregational Board or Kirk Session and your Minister. If you're not sure what to do, check with the Church of Scotland Law Department.

**0131 225 5722**

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

- displayed within the church premises
- used to assess all letting applications fairly
- given to anyone who enquires about church use
- reviewed regularly to check that it is working well for everyone.



What should we take into account?

Here are some issues to think over:

- All activities should sit comfortably with your own parish's mission statement (if you have one). See **Introduction: What sort of place do you want your church buildings to be?**
- Treating all hirers the same. If you allow one political party to use your halls, are you happy to let all political parties do so?
- Alcohol and temporary licences. Does your church already have a policy on serving alcohol in your facilities (it may be in the title deeds)? If you do want to allow it (for events such as weddings), you need to make hirers aware of their responsibilities to ensure the correct licences are in place
- Private hire: this can be a great source of income for churches, but it does mean that **any individual** would be entitled to hire the halls
- Protecting children: you will need to be satisfied that hirers understand their responsibilities for looking after and working with children (see Section D6)
- The Race Relations Act means that a refusal to provide facilities or services on racial grounds can be seen as direct discrimination. If you are not happy to hire out your premises to other faith groups, you should take legal advice.

Where do you start?

In your management team, think of all the potential activities which your facilities might be used for and divide them into four **types of user groups**. You can use these types to:

- prioritise applications from groups
- help set your scale of hire charges (see Section F3 for calculating costs)
- show funders the groups you provide services to.



For example, you might divide your types of users into four groups with different charges for each group:

Type 1



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

Type 2



Social benefit (individuals), provided by public sector organisations such as colleges, the NHS or local authorities. Activities could include health and welfare, benefits advice, childcare and learning opportunities.

Type 3



Social support provided by voluntary groups, for instance self-help groups, youth clubs, mother & toddler or OAP clubs

Type 4



Private or commercial events, such as weddings, private parties, dance schools or one-off retail events

Now get this agreed by your Minister, Board and Kirk Session!



Key holding and control access systems

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

Red alert!

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



You should decide:

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

Keep a register!

Ask all key/fob holders to sign a register for the key when they take possession of it and when they return it. The register must be kept up-to-date and checked regularly by the person controlling access to make sure that all keys are returned. If keys or fobs go astray, you must consider changing locks or codes immediately.



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

Who's who in church buildings

The **General Trustees** form a property corporation created by Act of Parliament. They have broad responsibilities for ecclesiastical properties, as well as for administration of funds held on behalf of individual congregations. They administer the Central Fabric Fund, providing grants and loans to congregations undertaking work on their buildings.

The **Trustees' Fabric Committee** is made up of Ministers and Elders, many of whom have professional experience in the property, surveying and architectural world. The Committee considers proposals for work on buildings, including major repairs, and plans for new buildings.

Presbyteries are responsible for conducting Quinquennial visitations and sometimes have not only a property/fabric committee, but also a property advisory committee and a Buildings Officer (an architect or building surveyor). They can all provide good advice.

The **office bearers of local congregations** are, legally speaking, **charity trustees**. This is a very important role, with specific responsibilities. Anyone thinking of taking on a role within your church, whether on the Kirk Session or facilities management team, should understand that they are becoming a trustee of your charity.

Here to help!

OSCR has issued guidance on Trustees' duties, which you can access through the link on its website homepage. Further advice is available from the Church of Scotland's Law Department.



www.oscr.org.uk





At the sharp end!

Of course, you are the folks at the sharp end trying to make your premises work well. There are a number of management and administration tasks that you need to make sure you cover. Use the checklist to make sure that you are covering as many of these as you can, but don't be surprised if you need to ask some people to take on more than one role at a time! You can also use this as a contact list and distribute it to each person with property responsibilities.

Role	Name	Contact no. & email
Management Team Convener		
Management Team member 2		
Management Team member 3		
Management Team member 4		
Property Convener		
Hall Keeper/		
Master key holder/entry control		
Church Treasurer		
Child Protection Co-ordinator		
Facilities Letting Co-ordinator		
Specific additional tasks	Name	Contact no. & email
Health and Safety Policy Statement & monitoring premises safety		
Fire safety procedures		
Heating and lighting safety checks		
Cleanliness audit and cleaning rota		
Letting agreements and negotiations		
Lets timetable and key holder list		
Facility income and expenditure, external funding and treasurer liaison		
Updating and displaying insurance certificates		
Hire of additional equipment/services (if applicable)		

**D4**

Preparing church facilities for use

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

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

Where do you start?

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



Checklist
page 71

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

Red alert!

Do we need to do a risk assessment?

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





What is risk?

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

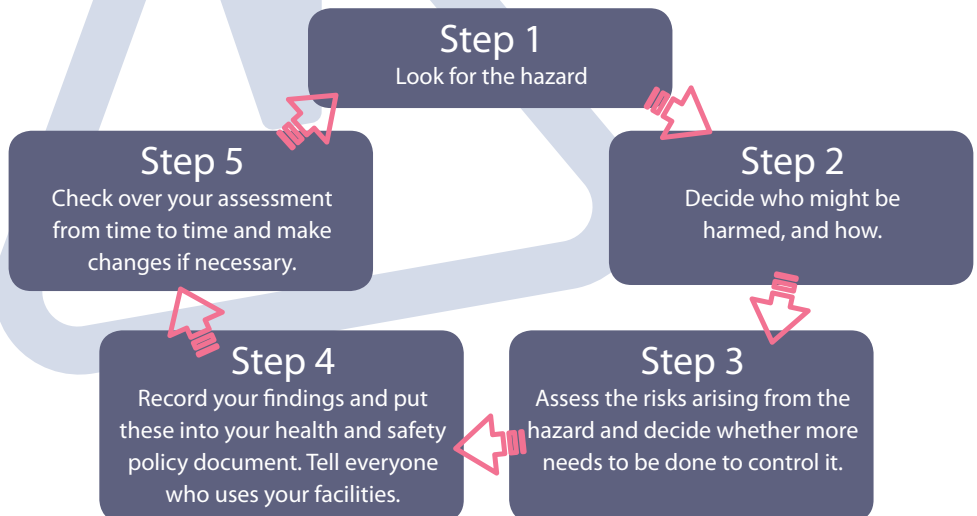
- replacing the danger with something less hazardous
- removing access to the hazard (for example, stopping people entering an area with hot machinery by locking access doors)
- providing clear instructions to tell people how to use equipment or facilities safely
- providing warning signs or posters,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

There's no need to remove all hazards, just manage them and carry out regular checks.

The five steps for risk assessment

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

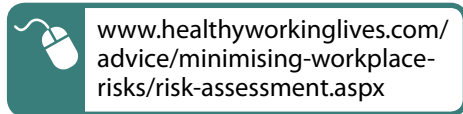
There are five key steps in risk assessment:





Here to help!

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



Regulations and sources of help

A list at the end of this handbook provides details of all the main Health and Safety at Work regulations that churches need to know about. If you have employees working at your facilities these regulations are legally binding. If you have volunteers, you still need to make sure that where they work is safe.



**D5**

Food and catering facilities

Does your church prepare and serve food on its premises, or do you hire your facilities out to other groups who do?

*If your answer is **yes**, you need to be aware that the **Food Hygiene (Scotland) Regulations 2006** apply to you. The person responsible for your congregation's Health and Safety Policy (see Section E for help) needs to review your catering facilities and decide what areas, if any, need to be improved. If you have very busy kitchens, you might need a separate food safety co-ordinator.*

Where do you start?

If you use your kitchens for five or more consecutive days over the course of five weeks, you need to register (free) with your local Council's Environmental Health department. You don't need to do this if you use your facilities only for charitable purposes and if only dry food is stored in the building (tea, coffee, sugar, biscuits).

Try using the checklist to see whether your kitchens meet basic standards.



Checklist
page 73

Red alert!

If you have busy kitchens, where food is prepared regularly, you should be carrying out a food hazard analysis, which uses a tool known as HACCP (Hazard Analysis and Critical Control Points) – for risk assessment. It is a way of identifying actions and steps (critical control points) that are important to food safety, to reduce the risk of ill health.





Here to help!

Don't panic if you answered 'no' to any of the points in the checklist, or if HACCP sounds complicated! A lot of food safety is about common sense and doing what you would do at home. These sources of information and advice should also help you:

- Your local authority Environmental Health department can provide you with advice on carrying out a **Food Hazard analysis and HACCP**, as well as free information leaflets. It should also be able to recommend organisations that offer SVQ level 1 or 2 **training in food handling** and provide advice on the level of training needed for your facilities' purposes
- Food Standards Agency Scotland's **CookSafe** publication was developed for small catering businesses and is available from their website (just search for 'cooksafe') or you should be able to get a copy from your local authority Environmental Health department.



www.food.gov.uk





*Children and young people's organisations may be your main facility user groups, so it is important that you try to make sure that they are safe and looked after responsibly whilst in your buildings. The main law that applies here is the **Protection of Children (Scotland) Act 2003**.*

Where do you start?

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

The Safeguarding Office

The Church of Scotland has its own Safeguarding Office, which advises and trains all those working with children and young people in the church, and expects every congregation to have its own *Child Protection Co-ordinator*.

The Co-ordinator's role is to make sure that all volunteer or paid workers go through the Disclosure application process for church work, which means having a Scottish Criminal Record Check for every volunteer working with children and young people. It doesn't matter if a volunteer is also a teacher or a social worker elsewhere; they must still complete the application process for church work separately. Hall keepers and cleaners who have unsupervised contact with children should also undertake this process.

Checklist: dealing with non-church groups which work with children and young people

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

- Make sure that your premises are safe for use by children and young people



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

Red alert!

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



What about kids' parties?

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

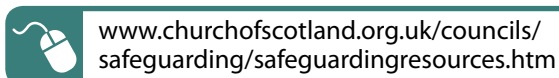
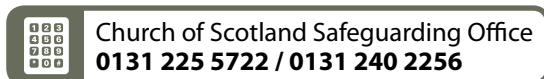
- At least 2 responsible adults should be present at all times and must be introduced to all children attending
- Only invited guests (and, where appropriate, their parents) and organisers should be allowed access
- A record should be kept of all children's names attending and of emergency contact details for their carers

- The adults in charge should have access to a phone in case of emergency
- Make the adults in charge aware of first aid facilities, fire exits and assembly areas (as with all hirers)
- Decide whether it is safe to allow bouncy castles inside or outside of the building.

The Safeguarding Office provides a *Children's Party Guidelines* form for use by hirers, which includes a booking form.

Here to help!

You can find a lot more help on Hirer Agreements and Insurance in Sections D8 and F. The Church of Scotland's Safeguarding Office is happy to help with your enquiries. Your Child Protection Co-ordinator should be your main point of contact. Their website contains lots of information and advice.



The office has produced an excellent short guide **Fact File** (priced £3.50) on child protection, which is a useful addition to the training that the Office also provides.

A voluntary sector guide to the Protection of Children (Scotland) Act 2003 is also available on the website or from **Scottish Council for Voluntary Organisations** (SCVO).



**D7**

Letting your buildings: paperwork and bookings

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



Where do you start?

You need do three things to start organising:

First, you need to divide your premises into the separate units that you want to let out. For example:

main hall

kitchen

large meeting room

small hall

session house

small meeting room

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

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

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

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



Administration and booking checklist

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

Facilities usage table*

Facilities Information Sheet (see below for what this should include)

Application form for hiring facilities*

Invoice for facilities lets*

Letting agreement for all non-church groups*

Child Protection Handbook (for lets involving children and young people)

**Forms**

pages 74-78

Facilities Information Sheet

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

General

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

Pricing policy

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

**Safety**

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

Heating and power circuits or electricity cards

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

Car Parking

- Where cars should be parked to avoid obstruction.

Consideration for others

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

Faults/ damage/ comments

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



Letting agreements

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

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



Top tips

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

What happens when things go wrong?

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

- What you need from the tenant as a minimum - for example, income, timekeeping, respect for the property



- Where you are able to offer a bit of flexibility, for example breakages and accidental damage, hours of use.

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

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

Major partnership projects

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

- Which body (the church or the partner organisation) will own the buildings and be responsible for their maintenance? If it is shared ownership, how are liabilities and maintenance costs divided up?



- What happens to the longer-term upkeep of your buildings? For example, if the external body decides to move its activities to another premises. This is particularly important if you have made substantial alterations or expansion to accommodate them
- If you share responsibility for the project, do you have a fair representation on its management committee?
- Does the project still respect the sacred nature of the worship space within the buildings at certain times of the week (including Sundays)? This is particularly important if you propose to transfer ownership to the external organisation
- What forms of operation are you considering? Forming a social enterprise, separate charitable trust or community interest company?



Here to help!

A sample Letting Agreement pro-forma is provided on the Church of Scotland website. Just go to “safeguarding resources unit 8”. It is also wise to seek guidance from the Law Department of the Church of Scotland.



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

ACRE produces an excellent Model Hiring Agreement, together with a CD for you to download the form and complete for your own purposes. It costs £10.00 and you can order it by phone or by email.



ACRE
01285 653477



acre@acre.org.uk

E

Taking the misery out of health and safety

Your church's health and safety policy

Throughout this handbook you will find references to the various rules and regulations of which you need to be aware, and comply with, in managing and maintaining your church facilities. So that your church can show that it is aware of its health and safety responsibilities, and is taking steps to make sure that people using its facilities are safe, you need to write your own Health and Safety Policy.

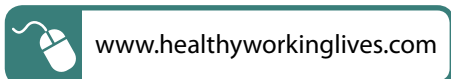
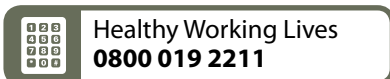
Why do we need one?

If you have five or more employees **you must** have a written health and safety policy statement. But even if your facilities are operated entirely by volunteers, it is good practice to write a simple policy, to get down on paper how you deal with safety matters. If you do have employees, you must register the facilities with your local authority environmental health department.

Here to help!

Contact the Infoline of the Health and Safety Executive (HSE) to check if you need to register.

Contact the Healthy Working Lives advice line (Scottish Centre for HWL) for further advice on writing your policy and for a free adviser visit.



What should it contain?

A Health and Safety Policy usually has three parts to it:

- i A statement on a single page that shows how health and safety is managed and the church's commitment to it.
- ii An organisation section which details who is responsible for what, including individual volunteers and hirer responsibilities.
- iii An arrangements section which covers how individual activities are managed. This includes things like your risk assessments, fire safety, accident reporting, equipment, hazardous chemicals etc and dealing with contractors.

How to write a Health and Safety Policy Statement

The Law Department in the Church of Scotland issue from time to time useful circulars stating any change in the law or alteration to regulations affecting such matters as health and safety. Copies of these circulars can be examined on the Church of Scotland website at www.churchofscotland.org.uk/extranet/xsupportservices/xsscentralervices.htm#circulars or can be obtained direct from the Law Department at 121 George Street, Edinburgh, EH2 4YN.

Although these circulars are meant for Church of Scotland office bearers, you too might find them helpful. They should not, however, be treated as a substitute for specific legal advice concerning individual situations.

Part I: A blank Health and Safety Policy Statement form has been provided.



Part II: A blank form 'responsibilities' section has been provided.



Part III: To write this section all you need to do is ask yourself 'what would I do in this particular situation?' and write it down: these are your procedures. You are probably doing most of it already and as you work through this handbook will be preparing procedures for each relevant area. A checklist of activities has been provided.



This part of your Policy should include your general facilities procedures, as well as specific ones for fire, first aid and food hygiene. All of these have been described in greater detail in Sections C and D of this manual.

Do we need anything else?

There are some items, forms and posters which all church facilities should have:

- A first aid kit and an accident book
- Fire extinguishers, fire blankets and Fire Action poster(s)
- Exit signs which comply with current regulations
- Health and Safety Law poster (available from Health & Safety Executive)
- Health and Safety Policy Statement.

F

Funding and costs



F1

Funding and business plans

'But where's the money coming from?'. This might be your biggest worry. If so, the best way of dealing with it is to work together and get some facts down on paper. This section tells you how.

Where do you start?

When you have a project in mind, you should start looking into funding options as early as possible.

The Transformation Team publishes an excellent **Funding Ready Reckoner**. This should be your first port of call, so make sure your church has one!

You can also ask your presbytery what help your church bodies can provide. The main thing is to start producing **a simple business plan**:

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

You won't know all the answers to these questions straight away, but it is always best to begin thinking about them and ask for advice early on. What you want to end up with is a simple sheet that sets out your predicted income and expenses. This table sets out some of the things you should include. You will almost certainly think of others!

<p>Building costs include</p> <ul style="list-style-type: none"> • Construction - use figures provided by your architect or surveyor • Remember to include professional fees, planning permission and building control fees • Decoration • Any new furnishings and fittings you might want to include • Alarm/sprinkler systems 	<p>Funding for building works</p> <ul style="list-style-type: none"> • Grants • Fundraising • Contribution from funds
<p>Running costs include</p> <ul style="list-style-type: none"> • Gas, electricity, water charges • Telephone • Cleaning materials • Stationery • Repairs and redecoration • Service costs – gas safety check, electrical appliance testing, fire extinguisher maintenance, pest control, grasscutting/grounds maintenance, alarm system • Insurances 	<p>Funding for running costs</p> <ul style="list-style-type: none"> • Offerings • Hires/lets – check out the section on pricing and cost recovery for ideas and guidance • Grants • Fundraising

Once you have the overall figures, have a think about when you need to pay things and when money might come in. You will find it helpful to draw up a calendar, so that you can see when things are going to be tight and when you might be a bit flush (here's hoping!)

Grant applications take time, and so do fundraising campaigns. Some funders like to have an early discussion with you about your ideas – if so, don't be shy!



There are two main types of insurance that your church needs:

- *Buildings and contents insurance*
- *Public liability insurance*

Hirers of your facilities also need their own public liability insurance. If they are a small group, they should see if a larger umbrella organisation to which they may have links (like the Scottish Pre-school Play Association for mums and toddler groups) has an inexpensive insurance policy that they can buy into. If they cannot afford insurance at all, you must assess the level of risk their activities would entail before you decide whether to let them use your halls.

Buildings and contents insurance

You must adequately insure your building and its contents against loss and damage. Under an 'all risks' policy, both intentional and accidental damage are likely to be covered, which will cover you against damage caused by hirers.

The General Trustees own most of the buildings used by Congregations within the Church of Scotland and each Congregation using these buildings must arrange for insurance cover through the Church of Scotland Insurance Company, 67 George Street, Edinburgh, EH2 2JG (0131 220 4119). The Company will also insure, on request, other buildings and in each case the premium is charged directly to the Congregation.

Remember, insurance is only as good as information you give to the insurance company!

- Do you review your insurance annually?
- Do you make sure the information you give to the insurance company is up-to-date? This includes the value of the contents (if you have purchased new equipment) and the estimated value of the building and its site
- Do you have an up-to-date inventory of all major furniture and equipment?
- Have you read all your insurance clauses to make sure you have the cover the church really needs?

Some definitions

Liability means what you have legal responsibility for.

Indemnity means security against damage, loss or injury. It can also be used to mean exemption from liability for damages.

Public liability insurance

You must take out insurance against the possibility of a claim made against the management committee of your church for:

- Injury to a member of the public (including members of your own congregation!)
- Damage to the property due to the negligence (which means lack of attention) of the facilities' management committee.

If you cater and/or sell food and drink on the premises, you might want to make sure your insurance covers this too.

If you plan to allow one-off events such as wedding receptions or parties, the individual hirers will almost certainly not have public liability cover. You may want to extend your insurance to protect hirers against third party claims.

Third parties could include the hirer's hall users, members of your congregation, other organisations using the halls or members of the public affected by their use of the hall.

Hirers' public liability insurance

Standard conditions of letting agreements should include a requirement that the hirer indemnify the church facilities against (or exempt from) risks such as damage to the premises or loss to third parties as a result of use of the hall by the hirer.



Red alert!

Top Tips

- Prior to obtaining insurance cover for a specific event, find out what cover you actually need and check if it's already included in your existing insurance.
- Display your insurance certification in a place everyone can see in the buildings
- Keep a copy of the insurance cover off-site in case of emergency/ fire, etc
- Make sure that all users follow the correct lock-up procedures to comply with insurance requirements
- Public liability cover is never extended to commercial hirers; they are expected to provide their own insurance
- For major hires, ask to see a copy of the hirer's insurance certification before signing the letting agreement.





Pricing and cost recovery

Deciding what to charge organisations and individuals who use your facilities can be one of the most difficult decisions you will make. You want to be welcoming to local community groups and don't want high charges to put them off. But you're also aware that you can't continue to meet the increasing costs of fuel charges, etc, and essential adaptations to your facilities (such as disabled loos) without recovering your costs.

Where do you start?

**What are our running costs?**

Start by working out your total running costs for a year. Include cleaning and hallkeeping, electricity, rates, oil/gas, telephone, minor repairs and upgrades.

**How many sessions are the facilities available for?**

Work out how many sessions (morning, afternoons and evenings) the facilities are available for in a year.

**Divide!**

Divide the total expenditure by the total sessions/hours to get the **standard** amount needed for a hirer for using your facilities.

Example of calculating your standard charge:

	The sum
Total running costs in 2008 include installation of disabled toilet and access ramp and redecoration of main halls	£10,000
	DIVIDED BY
Number of sessions facilities available: am, pm and evening (3 sessions) 5 days per week over 46 weeks (the facilities are not open during some holidays)	15 sessions per week x 46 weeks= 690 sessions
Standard charge	£14.50

If you have one heating system for the church's separate worship space and the facilities you want to let out, you will need to estimate the percentage of floor space that the church sanctuary takes up, and take this percentage amount off the total running costs.

Applying your Standard charges

You now have the standard amount per session or per hour, which you need to recover to run your facilities. It is helpful to know this figure, particularly if your hire charges are challenged.

Now you can decide how to apply these charges to your user group types (described in Section D2 of this handbook). For example:

- Charging 75% of standard rate for social benefit user groups
- Offering further reduced rates for not-for-profit, volunteer based activities. NEVER allow a group reduced rates just because it has a strong voice on the management committee
- Charging higher rates for those groups which do not live in your local community if these are commercial (even dancing classes are commercial enterprises!) or are private functions. Remember, for every reduced charge you give to a user group, you need to be thinking about getting the lost income back on higher rate hires.

Here's an example of sliding scale of charges

The standard cost per session you have calculated is **£14.50**. Your Session agrees that social support projects by voluntary organisations take top priority (1) but also want to see income from private events (4). You agree the charges, based on ability to pay in column 2.

Group types and priority	Charges
1 Social support by voluntary organisation	50% of standard charge = £7.25
2 Community events and public meetings	75% of standard charge = 11.00
3 Social benefit provided by public sector	100% of standard charge = £14.50
4 Private hire (e. g. dance classes)	125% of standard charge = £17.80
5 Large events (weddings, sales)	200% of standard charge = 29.00

All-in-one costs?

It's simpler to charge one fee for all facilities, but you do need to be specific about whether they are using the kitchen facilities, particularly if other users are in the building at the same time.

Add on costs

You should consider charging extra for:

- Use of audio-visual equipment: overhead projectors, television and DVD players, stereos
- Assistance to prepare facilities: If you have a hallkeeper on-site, you may be able to offer assistance to put equipment into place or supervise larger events.

Deposits

You are unlikely to want to ask for a deposit in advance of most community bookings, but if the advance booking is made on a busy day for the halls (such as a Saturday) which involves closing the facilities to other users, you may want to ask for a one-off deposit. This protects you against loss of income if the hirer cancels at the last minute.

Red alert!

Top Tips

- Look at the charges of other community halls and facilities to see how they compare
- Make sure you keep a formal note of the management committee's decisions on hirers and charges. If the people on your committee change over time, you don't want to have to re-invent the wheel!
- Review your costs annually – don't become cheap through forgetfulness!



G

Where did all this come from?

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



www.churchofscotland.org.uk

Church of Scotland website.



www.transformationteam.org

Transformation Team website.



www.hse.gov.uk

Health and Safety Executive website, with lots of essential information and free publication ordering service.



www.healthyworkinglives.com

Healthy Working Lives website, part of Scottish Centre for Healthy Working Lives/ services.



www.acre.org.uk

Action of Communities in Rural England. Its Management Toolkit and Model Hirers Agreement are top class and apply equally to urban or rural settings.



www.churchcare.co.uk

Church of England site – simply brilliant.



www.ecclesiastical.com

Insurance company site – excellent sections on security and fire safety.



www.maintainyourchurch.org.uk

Scottish Churches building maintenance site.



www.infoscotland.com/firelaw

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

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

Checklist: Buildings

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

Checklist: Buildings

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

You may find it easier to photocopy each page of this form up to A4 in size.

Church facilities health check

1. How you are organised

What is your registered charity number? _____

Who owns the church building? _____

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

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

Do you have a separate group/ committee which takes responsibility for the running of your facilities? Yes No

Do the people managing your facilities hold regular meeting and record their decisions? Yes No

 **Red alert!** Go to section D for help & advice!

2. Health and Safety

Do you have any employees working on-site in your church buildings (such as Church Secretary)? Yes No

Did you know that you have responsibilities under the Health and Safety at Work Act? Yes No

Is any member of your congregation a qualified first aider for the premises? Who? Yes No _____

Do you have a Health and Safety Policy? Yes No

Do you have an up-to-date First Aid kit and Accident Report Book on the premises? Yes No

 **Red alert!** Go to section D for help & advice!

3. Letting your halls

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

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

Are all relevant Insurance certificates on display? Yes No

Do you issue all hirers with a copy of your church's Policy statement? Yes No

Do you have fixed hire charge costs for the premises? Yes No


If yes, when was it last updated to reflect increase in costs? _____

Do you have one named contact responsible for all facilities letting? Yes No

Do you issue an information sheet about your facilities to all hirers? Yes No

Do you have a standard letting agreement which you make all hirers (whether or not they currently pay) sign? Yes No

Do you make sure that all hirers working with children & young people are aware of the Protection of Children (Scotland) Act 2003 and agree to put into place their own child protection procedures? Yes No

 **Red alert!** Go to sections D & F for help & advice!

Checklist: Hazards

- Storage:** are stored items below shoulder height to prevent things falling onto people?
- Stacking chairs:** are chairs stacked in small numbers to stop them toppling onto people?
- Trailing cables:** are there any loose cables that might cause a trip? Use gaffer tape or cable protectors.
- Cleaning chemicals:** do you keep all cleaning materials in a locked cupboard?
- Flooring:** do you have signage to warn people if the floor is either wet or uneven? Try to avoid using loose mats and rugs.
- Lighting:** is the lighting in all parts of the building adequate, in particular emergency lighting (at fire exits)?
- Boilers and heaters:** are there suitable safety guards to prevent burns and are other items stored an appropriate distance from heat sources?
- Windows:** if you have any above ground-floor level, are they fitted with restricting hinges or locks?
- Exits and fire exits:** are they clear from obstructions at all times?
- Fire doors:** are they always closed and never propped open? It's amazing how fast smoke can go through a door propped held open with a fire extinguishers!
- First aid:** do you have at least one first aid box on the premises?

The HSE provides information on what your first aid box should hold. Check www.hse.gov.uk/pubns/indg214.pdf, or its leaflet, *First aid at work - Your questions answered*. You should also ideally have a trained First Aider.

Health and safety regulations

<i>What does it cover?</i>	<i>More help?</i>
The Management of Health and Safety at Work Regulations 1999 and Amendment 2006	
Ensures all H&S legislation is put in place in workplaces: risk assessment and dealing with hazards; slips and trips; providing H&S training for employees	Risk assessment: Scottish Centre for Healthy Working Lives advice line 0800 019 2211 Training courses provided by your local council for voluntary service and SCVO itself www.scov.org.uk
The Workplace (Health, Safety and Welfare) Regulations 1992	
Protecting employees from injury or long-term illness; proper ventilation, temperature, lighting, cleanliness etc; safety of flooring, stairs, equipment, etc	Preventing slips and trips at work: free HSE leaflet INDG225 (rev1) Workplace, health, safety and welfare: free HSE leaflet - INDGG244 (rev1)
The Provision and Use of Work Equipment Regulations 1998 and Work at Height Regulations 2005	
All equipment provided by employer (e.g. computer, vacuum cleaner, ladder) should be suitable for purpose, maintained, risk assessed and training provided to people using the equipment.	The Work at Height Regulations 2005: A brief guide ING401: free HSE leaflet Simple guide to the Provision and Use of Work Equipment Regulations 1998 INDG291: free HSE leaflet
The Manual Handling Operations Regulations 1992	
Employees who have to lift, carry, push or pull items as part of their employment; avoiding manual handling likely to cause injury; providing training in correct lifting.	Getting to grips with manual handling: A short guide INDG143(rev2): free HSE leaflet www.workingbacksscotland.scot.nhs.uk and advice line 0800 019 2211
The Personal Protective Equipment at Work Regulations 1992	
Clothes and equipment necessary to protect employees for risks which cannot be controlled in other ways (e.g. removing the hazard altogether). For example, protective gloves when handling hazardous chemicals.	
The Health and Safety (Display Screen Equipment) Regulations 1992	
Use of visual display units (VDUs) as a significant part of an employee's work. For example, church centre administrator.	Working with VDUs INDGG36(rev2): free HSE leaflet
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) and The Health and Safety (First Aid) Regulations 1981	
Recording of all accidents at workplace in an accident book and reporting of serious accidents to HSE and having basic first aid provision on site (a first aid kit, or if you have employees, someone trained as a first aider).	RIDDOR explained HSE31(rev1): Free HSE leaflet. Basic Advice on First Aid at work INDG347(rev1) First aid training provided by St Andrew's Ambulance, telephone 0141 332 4031
Control of Substances Hazardous to Health (CoSHH)	
The need for workplaces to carry out an assessment of risks to health from substances used there. For churches, this most likely will mean cleaning materials, or even photocopying fluid, stored on the premises.	CoSHH: a brief guide to the Regulations ING316(rev3): FREE HSE leaflet ALL HSE leaflets are available from HSE Books, Telephone 01787 881165 or go to www.hsebooks.co.uk . Scottish Healthy Working Lives advice line should be able to help with questions about all regulations - 0800 019 2211

Checklist: Kitchen facilities

- Is your kitchen clean and has it suitably hard wearing and easily cleaned work surfaces with sealed edges and joints?
- Does your kitchen have a separate area for cleaning food and washing utensils? (such as double-bowl sink)
- Is the kitchen well ventilated (either openable windows or an extractor fan)?
- Are raw foods prepared on a separate counter from ready-to-eat foods (to prevent cross-contamination)?
- Are refrigerators set below 8 degrees Celsius? (necessary for high-risk foods such as meat or dairy).
- Do you check your fridges regularly for food beyond its 'use by' date and dispose of it?
- Have you set your freezers below minus 18 degrees Celsius and do you check them regularly for ice building up?
- Do you keep a record of temperature checks (if you have fridges/freezers)?
- Do you have a food probe thermometer to check that food is properly cooked (very useful if preparing meat dishes on the premises)?
- Do those using your kitchen use food-safe chemicals (disinfectants or sanitizers) to clean it? (for example, bleach is not food safe and is not acceptable except for cleaning floors).
- Are all food equipment and utensils made of smooth, non-absorbent material with no spaces where food could be trapped? (for example, teapot spouts) and are there cleaning aids available to help with this?
- Has everyone who prepares food in the kitchens been trained to an appropriate level in food handling?
- Do you ask those who bring in home-prepared foods not to bring pre-prepared high-risk food items (like cream cakes)? These foods should be prepared within the church premises or bought commercially.
- Do you have written instructions for the use of the kitchen facilities for church and non-church groups? Have you displayed them in the kitchen?
- Is the rubbish bin emptied regularly and are cleaning cloths regularly replaced?

Sample: Facilities usage table

e.g. charity,
educational, church
group, private class

e.g. monthly,
weekly, daily

average attendance
figures

Room/ hall name	Name of user group	User types	Time of day and hours	How often?	Period of let	How many people	Age profile
Main hall							
Kitchen							
Small hall							
Meeting room 1							
Meeting room 2							

name of group
attending

include the hours
of usage

e.g. calendar year,
summer term

e.g. pre-school,
6-16, 17-25,
26-50, 50+

Notes:

- Depending on how busy your facilities are, you can use this table to produce weekly/monthly timetables of usage to display on your notice boards.
- Why do we need to record how many people attend?** You can use this information, together with the user group profile, in any funding application you make to show how vital your facilities are to the local community.

Sample: Facilities booking application form

Your address / letterhead
including registered
charity number

**Church
Address**
Charity number

APPLICATION FORM FOR HIRING OF CHURCH FACILITIES

Please complete the following application form and return to the Facilities Letting
Co-ordinator *person's name* at the Church Office. *Co-ordinator's name*

Organisation applying _____

Activities you wish to use the facilities for _____

e.g. playgroup; elderly lunch club; advice service; private fitness class; education class; children's party

Contact details

Name _____

Telephone _____ Email _____

Address _____

Is your organisation a registered charity? Yes No

FACILITIES REQUIRED (please tick the rooms and the times you wish to hire them)

Unit	How often? (e.g. weekly, monthly)	Day(s) of the week	Morning	Afternoon	Evening
Large Hall					
Kitchen					
Small Hall					
Meeting Room 1					
Meeting Room 2					

list all your facilities
available for hire

Period of let applied for: e.g. January - December 2009 _____

Please sign the statement below:

I have read the Church's facilities information sheet and understand the costs that will be charged for hiring the premises.

Signed _____

Date _____

The Facilities Letting Co-ordinator will let you know within xx days of the Church's decision on your application.

timescale for decisions

Sample: Invoice

CHURCH OF SCOTLAND

XXXXX Parish Church, 22 Church Street, Anytown AB1 3CD
Charity Registration Number SCO 000000

Name
Address

Name and address of person/organisation to be charged

Your address / letterhead including registered charity number

Invoice Ref
Invoice Date

number your invoices to help identify where cheques are received from, perhaps using a different reference for each year e.g. 2008/01 (first invoice issued in 2008)

INVOICE

fill in the appropriate hire details and costs (including extra equipment or expenses)

<i>Description</i>	<i>Cost</i>
To: hire of room name @ £xx per hour for xx hours per week For x weeks from start date	£ xx.xx
Additional equipment hired (if applicable)	£ xx.xx
Any additional expenses incurred	£xx.xx
TOTAL	£xx.xx

Please make cheques payable to: XXXXX Parish Church and send payment quoting invoice number, to the address above.
Payment strictly within 30 days of invoice date

Include any payment information and terms

Essential terms and conditions for letting agreements

All the following terms should be included within your letting agreement. You can use this as a checklist to make sure you have covered all parts of an agreement.

- 1 The Parties (the church and the hirer) to the agreement** – This section confirms that the church agrees to let the named hirer use the premises for the amount of the times given and subject to the conditions of the agreement.
Your details: the church's name, address, registered charity number and address, as well as the name of **two** people your management committee authorised to sign the agreement on your behalf.
The hirers' details: name of the organisation, address and name of **two** people responsible for signing on behalf of the organisation and their telephone numbers. Include registered charity number.
- 2 The Premises** – Description of the 'units' within your facilities which the tenant is hiring. Include all facilities you agree they can use (including toilets). If necessary, include additional space hired for storage of equipment.
- 3 The Period of the Let** – The day and time of the let, whether it is weekly or monthly; when the letting period starts and finishes. How many weeks' notice that either you or the hirer need to give to cancel (terminate) the agreement.
- 4 Hire fees** – Details of the hire charges, any deposit fee and when payments are to be made (for example, prior to hire, weekly, monthly)
- 5 The purpose of the hire** – This should be a description of the activities to take place during the letting period. Confirmation as to whether food is to be prepared at the event. Confirmation from the hirer that the facilities are only to be used for the activities described.

Standard conditions of hire

1. **Age:** person responsible for the hire should not be younger than 18 years of age
2. **Supervision:** the hirers' responsibilities for making sure the premises and their contents are treated with care and safety. This should also make clear that the hirer must pay for all damage to the property, the facilities, fixtures and (including accidental damage) fittings or for loss of contents
3. **Public safety:** the hirer must confirm that they have received instructions on the action to be taken in case of fire, the location and use of the fire equipment, escape routes and the need to keep them clear, how the escape doors work, understanding of the importance of fire doors and of closing fire doors at the time of fire. The hirer must call the Fire and Rescue Service to any outbreak of fire, even if slight.
4. **Health and hygiene:** the hirer must observe all relevant food health and hygiene regulations, including handling dairy and meat products and use of the refrigerator (if you have one).
5. The hirer must make sure that any **electrical appliances** they bring with them are safe, in working order and used in a safe way.
6. **Alterations and stored equipment** – The hirer cannot make any alterations to the facilities, or add any fixtures or fittings without the approval of the Facilities Letting Co-ordinator. The Management Committee must be happy that any such alterations are safe. If the hirer has arranged to store equipment (e.g. play equipment) in the premises, this section should outline where the equipment is to be stored and that it will be removed if it is not stored in the correct (safe) place.
7. **Insurance and indemnity** – The hirers are responsible for providing insurance cover for themselves, their users and their equipment and any other property they bring into the premises. They should have their own Public Liability Insurance Cover (for use of the building) and Professional Indemnity Insurance (for specific activities). The church is not responsible for any loss, damage or claim by any users associated with the let, including claims against the premises. *See section F of the handbook.*
8. **Reporting of accidents** – Any incidents involving injury must be reported to the Management committee as soon as possible.
9. **Alcoholic drink, smoking and supply of illegal drugs** – The hirer is responsible for ensuring that no smoking is permitted on the premises and that alcohol is not consumed (unless it is an event with a specific licence for this) and that any user found smoking, consuming alcohol, using or supplying illegal drugs on the premises must be asked to leave immediately.
10. **Child Protection** – This condition of hire is necessary for ALL hires that include use of the facilities by children and young people. Hirers must confirm that they understand the regulations of the Protection of Children (Scotland) Act 2003. In the Church of Scotland, they should confirm that they have read the Church of Scotland Child Protection Manual and understand their responsibility for following the regulations for work with children and young people. The hirers should also agree that they have a recruitment procedure for taking on volunteers or paid workers and carry out Scottish Criminal Record Checks.

Health and Safety Policy Form Part I

HEALTH AND SAFETY POLICY STATEMENT **Health and Safety at Work etc. Act 1974**

This is the Health and Safety Policy Statement of: *(name of church)*

- Our policy is to provide healthy and safe working conditions, equipment and systems for all our employees, volunteers, congregational members and facility users.
- We will provide necessary information and instructions to ensure that employees and volunteers are able to carry out their activities safely.
- We will consult with our employees on matters affecting their health and safety. *(delete if not applicable)*
- This policy will be kept up-to-date, particularly as our facilities and the activities taking place in them change and develop. The policy will be reviewed at least once a year.

The Church's Management Committee has overall responsibility for the policy. It is signed on their behalf by:

Name: _____

Position: _____

Date: _____

Health and Safety Policy Form Part II

HEALTH AND SAFETY POLICY

RESPONSIBILITIES

1. Overall responsibility for health and safety in the church is that of:

Name: _____

2. Day-to-day responsibility for ensuring this policy is put into practice is delegated to:

Name and job title: _____

(this may apply if you have a Project Administrator on-site, for example).

3. The following people have responsibility for the following areas:

Name	Responsibility
_____	Fire Safety
_____	Insurance
_____	First Aid (the First Aider in your organisation)
_____	Recording and reporting of accidents/ incidents.

4. All volunteers, employees and users of facilities must:

- co-operate with the management committee and staff on health and safety matters
- not interfere with anything provided to safeguard their health and safety
- take reasonable care for their own health and safety
- report all health and safety concerns to the appropriate person.

Checklist: Health and Safety Policy Part III

General procedures

- Procedure for reporting accidents (who to?)
- Procedure for reporting maintenance or health& safety issues
- Regularly recorded maintenance checks
- Risk assessment
- Details of particular hazards
- Instructions on safe storage of equipment (e.g. tables, chairs) and material (e.g. chemicals)
- Annual inspection of electrical equipment
- Guidelines on use of computers (if relevant)

Food Hygiene

- Rules for hirers
- Procedures for reporting concerns

First Aid

- Local of first aid box
- Responsibility for checking contents of first aid box
- Names of qualified first aiders

Fire

- Regular testing of fire alarm, if you have one
- Fire procedure and assembly point
- Procedure for checking signs and exits
- Fire extinguishers and blankets: checking

