

PRESBYTERY OF ENGLAND LOCAL CHURCH REVIEW

REPORT ON LONDON: ST COLUMBA'S

INTRODUCTION

The Presbytery Visiting Team, comprising The Reverend Scott J Brown (Chaplain, Royal Navy), Mr Colin Somerville (Elder, London: Crown Court) and Mr George Thain (Elder, Jersey: St. Columba's) met with the Kirk Session, representatives of the congregation and the clergy team of London: St Columba's on Wednesday 11 June 2014.

This Local Church Review (LCR) Report is submitted to the Presbytery of England, with the approval of the Kirk Session of London St Columba's, that together we might work for the advancement of the Kingdom of God.

CONTEXT

St Columba's is a gathered congregation serving Scots in London and beyond, and offers a spiritual home to Presbyterians from around the world. Worship is traditional in style, with an emphasis on liberal preaching and music. Over a quarter of the membership lives outside Greater London or overseas, bringing its own challenges. The current building was dedicated in 1955 after the original building on the site was destroyed in the Blitz in 1941. In December 2013 there were 981 on the Communion Roll with approximately 150 attending Sunday morning worship.

Since the last Presbytery Visitation (under the Quinquennial Review model) there have been a number of changes in personnel, in particular in the clergy team. In Vacancy for 3 years, there was an acknowledgement with the Visiting Team that the congregation had come through a difficult period, but that there is now a shared optimism and a looking forward under their new Minister and Associate Minister to a shared vision and purpose for the future.

The **Mission Statement** of the congregation is:

In the name of Jesus Christ, we, as a congregation of the Church of Scotland, aim to:

Witness to the power of God the Father, Jesus Christ His Son and the Holy Spirit in our lives;

Maintain strong public worship in the Presbyterian style;

Learn more of God and grow in faith and love;

Serve God and His church, each other and those in need both near and far;

Provide a friendly and hospitable welcome to all;

Offer Christian fellowship both at St Columba's and by going out as a community of caring people.

SUMMARY OF THE CHURCH'S WORK, MISSION AND MINISTRY

In addition to the well structured work (Fellowship Committee) being done within the church to promote a warm welcome, pastoral care and fellowship, St Columba's support directly and indirectly a number of outward-facing ventures. These include the Service Unit, providing care and events for the elderly. As part of the West London Churches Homeless Concern charity, the weekly Night Shelter provides a hot meal and care for up to 35 homeless men and women and is a perfect example of love in action. Borderline, the Church of Scotland homeless project in London, continues to be supported with one of St Columba's elders serving as a Borderline Trustee. The Benevolence Committee supports those who may need small amounts of financial assistance.

To support St Columba's work, mission and ministry, the congregation's finances have traditionally been strong. In 2013:

- Offerings of £208,345
- Significant income from hall letting of £151,174
- Ministry and Mission Contribution of £178,974
- Total income of £436,717
- Total expenditure of £482,063
- Deficit of £45,346
- Reserve Funds of £3,779,054

The Visiting Team were encouraged by the Kirk Session's recent decision to launch a 3 year Stewardship Campaign, which highlighted "Money" in 2014, and which will be followed by "Time" and "Talents" in the succeeding 2 years. This campaign is in response to the drop in Offerings since 2010. However, the congregation and Visiting Team acknowledged that this could be reflective of that particular period in the church's life. The Visiting Team urges the Kirk Session, through the Stewardship Committee, to remain focussed on their plan to eliminate the current deficit.

The Visiting Team reached the conclusion that there is much in St Columba's to be highly commended. There is much that could be learned by smaller congregations within the Presbytery. The Visiting Team invite the Kirk Session and congregation to consider ways in which their time and talents could support the Presbytery's work and ministry in other places.

The Visiting Team affirms that London: St Columba's is complying with the law of the Church and the deliverances of the General Assembly.

PLAN OF ACTION

The following points were either raised with the Visiting Team, or were raised and reflected in the work of an Elders' Away Day. The list is not exhaustive of all that was raised with the Visiting Team or of all of the Actions in the Plan,

and are offered here in no particular order of importance or precedence. The Visiting Team are grateful that each has been considered in the Plan of Action, in some way, and have agreed an implementation date of 30 June 2015 with the Kirk Session, unless an alternative date is set in the Plan.

- Action to attract and encourage young people and young adults in their faith. Youth Committee to develop programme by Easter 2015, to capture new ideas and review annually.
- To consider ways of developing people's faith, of nurturing, and of walking with them in their discipleship. Deliver study courses in Autumn 2014 and Lent 2015 and review.
- Financial stewardship – a target of a £75,000 increase in offerings and to increase by 80 the number giving through Free Will Offering and giving by Standing Order. Action on Stewardship Committee.
- The development of the theme of stewardship of Time and Talents in consultation with the Stewardship team in Edinburgh. Action on Stewardship Committee.
- To consider an extension of external activities – it was stated that “the Night Shelter was the “best thing the church has done for years”. Action on Kirk Session to consider *Go For It* funding.
- To consider more participation in worship by members. Action on Worship Committee.
- To consider alternative worship opportunities. For example, perhaps more informal worship, whilst recognising that for many members the traditional approach to worship is what they are seeking. Action on Worship Committee.
- To consider opportunities to promote St Columba's in London drawing on our rich heritage in the Reformed Church and in London's academic institutions. Action on Kirk Session to consider.
- To consider ecumenical 'getting to know you' type opportunities with sister denominations in the area. Action on Kirk Session to consider.
- To consider a higher profile communications plan including a greater use of technology and of Social Media. Action on Kirk Session to consider.
- To consider ways of rejuvenating, encouraging and supporting different groups within the life of the congregation. For example, the Flower Guild and the Friends of St Columba's. Action on Kirk Session to consider.
- Invite the Kirk Session to reflect on the potential financial vulnerability relating to the large hall letting element of the church's income and to consider ways to mitigate that risk.

The Visiting Team are grateful to the Kirk Session for their considerable efforts in finalising their Plan of Action¹. The Plan of Action is attached to this Report.

¹ Not all of the 'Actions' are in the recommended SMART format. However, the Visiting Team are satisfied that all relevant matters have been covered in the Plan.

CONCLUSIONS

The Visiting Team are very grateful to the Ministers, Kirk Session and congregation of London: St. Columba's for their sharing of their vision for the years ahead. We are deeply encouraged by all that is being done in the name of Christ. The Plan of Action is comprehensive and lays out a number of initiatives in all areas of Worship, Service, Discipleship and Fellowship. In addition, St Columba's is well connected with the wider Church, and is committed to using its building and resources to best effect. The Visiting Team supports the Presbytery Plan of 2 full-time ministries at St Columba's, and, when available, the additional support of a non-stipendiary Minister (Auxiliary). The Visiting Team also acknowledges that an appropriate amount of Mr MacLeod's time needs to support Newcastle: St Andrew's in this Linked Charge.

St. Columba's has achieved much since their last review and looks forward with confidence to the future. The Visiting Team recommends that the Ministers, Kirk Session and congregation of London: St. Columba's reflects and reviews its Plan of Action over the next 5 years as a continuous process.

The Visiting Team recommends to the Presbytery of England that it finds the congregation of London: St Columba's in a satisfactory state.

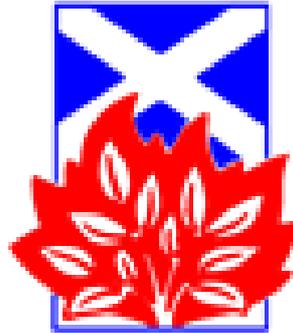
On behalf of the Visiting Team.

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The Reverend Scott J Brown CBE QHC

3 September 2014

Appendix 1



Presbytery of England

LOCAL CHURCH REVIEW

FACTS + FIGURES

BASIC FACTS AND FIGURES

It should be considered a checklist to ensure compliance to Church law.

1.1	Is the administration of the Sacrament of Baptism of infants in accordance with Act V, 2000?	Yes
	Comments: Yes	
1.2	Are office bearers representative of congregation and parish in terms of age and gender?	Yes
	Comments:	
1.3	What constitution do you have and does it serve mission?	Yes
	Comments: QUOAD OMNIA - YES	
1.4	Does the employment status of members of staff, their working relationships and the prioritisation of their work serve effectively the congregation's mission?	Yes
	Comments: SEE 3.3 FOR STAFF MEMBER DETAILS	
1.5	Is the church in compliance with Act XII 2007 re provision and maintenance of manses?	Yes
	Comments:	
1.6	Have recent property survey findings and recommendations been implemented?	Yes

	<p>Comments:</p> <p>The recommended work is underway; some work has been done and other work is planned, according to the time schedule set out in the Surveyor's Report.</p>	
1.7	<p>Are Trustees or connected persons are in receipt of payments from the Church. Have such payments been disclosed.</p>	<p>Yes</p>
	<p>Comments: PAYMENTS TO MRS A I WILSON (A TRUSTEE) AS RELIEF CHURCH OFFICE ADMINISTRATOR AUTHORISED BY CHARITY COMMISSION ORDER DATED 10 NOVEMBER 2004. NO OTHER PAYMENTS TO TRUSTEES OR CONNECTED PERSONS.</p>	
1.8	<p>Has your financial court adopted the General Assembly approved Bribery and Procurement Policy .</p>	<p>Yes</p>
	<p>Comments: ADOPTED BY KIRK SESSION ON 27 APRIL 2012</p>	

2. BASIC FACTS AND FIGURES continued - Safeguarding

		Yes	No
2.1	Is the Church's 2010 Policy Statement on Safeguarding displayed in church premises and made accessible to the congregation? One on main notice board, one outside Sunday school room and one in Crèche	Yes	
2.2	Has Kirk Session appointed a Safeguarding Co-ordinator?	Yes	
2.3	Has the Co-ordinator's name been passed to the Presbytery Safeguarding Contact and the Church of Scotland's Safeguarding Service?	Yes	
2.4	Has the Co-ordinator undergone training by a trainer accredited by the Safeguarding Service? Yes in 2007 and updated in 2013	yes	
2.5	Has the Kirk Session appointed two or more others to work with the Co-ordinator in operating a Safeguarding Panel? Safeguarding Panel has 3 members inc coordinator	yes	
2.6	Are all appointments of persons working with children and/or protected adults reported to and minuted by the Kirk Session? No-one starts work until approved by the Kirk Session	yes	
2.7	Is a register of all workers maintained by the Safeguarding Co-ordinator; has this been inspected and found to be up to date and in order, and has the Presbytery's Safeguarding Contact received two copies? Are past years' copies of the form stored? Checked by Presbytery at March 2014 meeting along with other records	Yes	
2.8	Are all completed application forms, job descriptions and other schedules retained on file, viewed and found to be in order? These files are kept in a locked file box as per Safeguarding guidelines	yes	
2.9	Have all workers been issued with the Church's ' Safeguarding and adults at Risk ' Summary Card? Most have and at the time of form completion we have more cards coming from Safeguarding Office	yes	
2.10	Have all volunteers/employees been encouraged to attend Safeguarding training? ALL volunteers and employees are asked to attend and our next training session is at the end of Sept 2014- training will be led by Presbytery Trainer	yes	
2.11	Have all volunteers/employees been made aware of the procedures to be followed in the event of an allegation or declaration of harm or abuse?	yes	
2.12	Are Kirk Session, Minister, Co-ordinator and Safeguarding Panel aware of the policy for 'Including Those Who May Pose a Risk' and the procedures and support for working with convicted offenders? Minister, Session Clerk, Coordinator have all attended training in 2013 where this was discussed, safeguarding panel have copies of the 'including those who may pose a risk' and this will be dealt with in Septembers training by the presbytery trainer	Yes	
2.13	Have members of the Kirk Session attended Safeguarding Training for the recruitment, management & support of workers they appoint? In 2009 , this will be updated in 2014 training – safeguarding coordinator has been to Church of Scotland training and outside agency training on this		
2.14	Is the Kirk Session implementing the Church's Safeguarding policies & procedures? Through the safeguarding Coordinator	yes	
Date:	Signature of Leader of Visiting Team:		

4 September 2014

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3. Statistical Information

Much of the foregoing requires only yes/no or numerical answers. Where explanation or detail is required please type in the relevant box and it will expand to fit your text. Where approximations are requested there is no need to be precise.

3.1 Worship

Average weekly attendance at Sunday morning worship:	Total No:	Age profile of attendees (approximate):	under 16	15
	150		16 - 24	15
			25 - 44	20
			45 - 64	40
			65+	60

Other worship services:	Type of service (evening, lunchtime, local care home, etc.)	Total attending	Ave. age
	WEEKLY COMMUNION SERVICE	5	65
	MONTHLY EVENING SERVICE	25	60
	FORTNIGHTLY HILL HOUSE SCHOOL SERVICE EARLY SUNDAY SERVICE IN JULY EACH YEAR	800 25	9 30

3.2 Fellowship

Number on Communion Roll at 31 December:	2012 -	999	Current age profile of members (approximate):	16 - 24	5%
	2011 -	1007		25 - 44	20%
	2010 -	1018		45 - 64	30%
	2009 -	1069		65+	45%
	2008 -	1063			

3.3 Service

	Male	Female	Average age
Elders	24	35	

Board Members or Deacons' Court (if appropriate)	N/A	N/A	
Staff member details other than minister (associate minister, secretary, youth worker, etc.)	THE REVEREND ANDREA PRICE – ASSOCIATE MINISTER LUCY LLEWELLYN - CHURCH OFFICE ADMINISTRATOR MICHAEL DEMPSEY – CARETAKER PHILIP COURSE – RELIEF CARETAKER DAVID TERRY – ORGANIST AND DIRECTOR OF MUSIC BENEDICT LEWIS-SMITH – ASSISTANT ORGANIST		
How many baptisms per annum?	2012 -	22	
	2011 -	29	
	2010 -	31	
	2009 -	32	
	2008 -	22	
How many weddings per annum?	2012 -	5	
	2011 -	4	
	2010 -	5	
	2009 -	1	
	2008 -	7	
How many funerals per annum?	2012 -	22	
	2011 -	17	
	2010 -	32	
	2009 -	27	
	2008 -	26	
Please tell us about specific demands of your situation (exceptional number of funerals, Chaplaincies, etc.) and ways of sharing responsibilities.	The majority of funerals are for non-members, in response to requests for a “Scottish Minister.” The Ministry Team rarely decline such a request believing it to be a significant part/role of the Church of Scotland presence and ministry in the London area. The linkage with St Andrew’s, Newcastle places an additional demand on the Minister. Currently he leads worship at St Andrew’s six times a year in support of Revd Dorothy Lunn, Auxiliary Minister.		

3.4 Discipleship (Sunday School, Teens’ Groups, Bible study, etc.)

Numbers involved in Christian nurture		
Children	Up to 15	45
Young adults	16 - 24	10
Adults	25+	

3.5 Finance

	2008	2009	2010	2011	2012
Total income (1)	374,356	381,726	415,707	435,263	443,155
Total offerings (2)	204,406	245,059	267,282	264,852	220,415
Per capita giving (3)	166	202	224	229	193
Number of people giving under Gift Aid	490	530	490	530	460

Ministries and Mission	133,175	133,791	132,080	142,489	154,156
Balance in reserve funds	2,964,915	3,002,796	3,209,529	3,348,522	3,413,468

* These figures should be taken from the Schedule of Financial Statistics completed by the Treasurer and submitted to the Stewardship and Finance Department.

Note 1 - Total income includes Total Offerings together with income from annual sales of work, donations from organisations plus extraordinary income used for general purposes; for example, the income from an invested legacy. Figures do not include income from restricted funds, legacies, general trustees and fundraising.

Note 2 - Total offerings includes offerings from Plate, WFO, Banker's Orders, Gift Aid, Tax recovered on Gift Aid, other donations including Gift Days, etc. (It should be the bottom line figure at end of part 1 of the Financial Schedule)

Note 3 - Per capita giving is total offerings divided by membership roll plus adherents.

Note 4 – Figures for Gift Aid to include spouse members – a couple equals 2 Gift Aid givers.

Congregational Action Plan

1.1 Tell us how you plan to explore and develop (in SMART goal format) new **Worship** initiatives.

Response:

Continue to develop All Age Early Summer Service by the encouragement and resourcing of congregational volunteers (2014)

Investigate development of occasional family services during the year (2015.)

Develop a pattern of visiting preachers e.g. Scottish University chaplains (2015.)

Encourage congregational leading of prayers (2015.)

1.2 Tell us how you plan to explore and develop (in SMART goal format) new **Evangelism** initiatives.

Response:

1.3 Tell us how you plan to explore and develop (in SMART goal format) new **Service** initiatives.

Borderline:

SPECIFIC: Benevolence to work together with St Columba's Borderline Trustee to ensure that the work of Borderline is more fully appreciated and supported within the Church and the Session. Borderline speaker to attend worship and speak Sun 01 Jun 14.

MEASURABLE: Getting more people to sign up as contributors to the Saltire Club with regular direct debit contributions

APPLICABLE: Borderline is stated to "be supported by the two Churches of Scotland in London" and there is little visible support as a Congregation (although it is known that there is a number of individual contributors)

RESOURCED: Only people needed! Talks could be given to the Congregation either by Benevolence Committee members, the Borderline Trustee or by Borderline staff.

Information leaflets on the Saltire Club can be made readily available and these include the direct debit form.

TIME-BOUND: This one is open-ended! There is an on-going need for support for homeless folks and others in need. The Borderline fundraiser would be asked to report regularly on an increase in Saltire Club members.

Mission Committee:

A previously mentioned, the request for proposals for the Lent Appeal can generate a large number of suggestions. A proportion of these proposals often fall outside the funding criteria and are not appropriate for the Lent Appeal. The Mission Committee will continue to formalise the selection process so that less viable proposals are identified early and the majority of the Committee's time is spent assessing and researching proposals with best fit for the Appeal.

The Committee will also seek out ways of maintaining a relationship with former Lent Appeal recipients through practical appeals, requests for volunteers or other forms of support as suggested by the charities. This will be primarily through direct appeals to the congregation at Harvest and Advent. In tandem with this, the Committee will also occasionally highlight small charities that we could not support through Lent but which we believe may be of interest to the congregation for individual personal giving. This will be through leaflets, the website and/or the magazine.

Credit Unions:

Specific – raise awareness by holding a meeting in Autumn 2014 to inform the congregation about the work of local debt advice agencies and credit unions and encourage them to participate. Make premises available as required. Planned and resourced by a special sub-committee. Continue to provide a director of CMCU. Continue to support Churches' Mutual Credit Union by providing a director who will also continue to be a member of the Archbishop of Canterbury's Task Force on Credit Unions. School Chaplaincies: Continue existing support and develop associations via musical/social invitations, sporting fixtures and awareness of the worshipping community.

Night Shelter: Explore application for *Go For It* Funding

Fairtrade: Support Fairtrade Fortnight (2014)

1.4 Tell us how you plan to explore and develop (in SMART goal format) new **Discipleship** initiatives.

Explore additional location for *Happy Hour* group.

Develop Congregational Prayer by Congregational Quiet Day on Prayer (2015.)

Develop confidence and best practice in elders' visiting and pastoral care of congregation. (Elders' Away Day 2014.)

York Bible Course – Oct-Nov 14 & Lent Study (2015)

Investigate Young Adults supper club.

Youth Ministry: Looking forward, our aim is to improve the links with baptismal families, offer activities that appeal to the 12+ which is when attendance falls away. (Teen BBQ Sep 2014), increase the opportunities for participation on an ad hoc basis (e.g. identifying some young IT/graphics enthusiasts who would enjoy making flyers for events) and being more ambitious generally.

School Chaplaincies: Develop and expand links between St Columba's and school families.

1.5 Tell us how you plan to explore and develop (in SMART goal format) new **Fellowship** initiatives.

Service Unit:

Continue with the current four Service Unit events per annum and review after each event to ensure quality is maintained and improved.

Dovetail the Service Unit guest list with the Pastoral List in liaison with the Associate Minister. Meeting set up for May 2014 with Service Unit chair & guest list coordinator and Associate Minister to discuss the way forward with immediate effect.

Maintain and moderately increase the guest list. Service Unit chair has already discussed with the Minister making contact with another church (e.g. Crown Court) or similar organisation to extend our invitation to them. Aim to increase guest list by c.6 people in the next 12 months. The possibility of displaying open invitations at the book stall will be addressed by the Service Unit committee at the next meeting, with a view to beginning this by the Autumn party.

Members outside London:

Review elder support to those members of the congregation and adherents who live out with the greater London postal area.

We will approach all individuals in this category and ask them firstly for an email address if possible, and secondly what type of elder contact they would appreciate. This might be a quarterly email newsletter, or in some cases personal email or telephone contact at times of illness or bereavement. They will be offered a named elder and his/her email contact details. We will review responses to this invitation and aim to respond appropriately.

After a year of this system being in operation, we will ask those who have requested it if this has made them feel closer to St Columba's in spirit, and also if they have any specific comments or suggestions for improving this contact.

We would hope to be able to achieve this extension of elder support and evaluate it by the end of 2015.

Hospitality Committee Lunch teams:

Specific – To advertise for new Lunch Team Leaders and team helpers in the Intimations, Magazine and on the Lunch Tables and to train and nurture them.

Measurable – When teams are fully staffed.

Applicable – To keep operational.

Resourced – Money is not the problem – recruiting people to commit is!

Time-bound – On-going.

- 1.6** Tell us how you plan to explore and develop (in SMART goal format) your **relationships with the wider church**.
 Seek continued support from Stewardship (121 George Street) re: St Columba's Stewardship Campaigns 2014-16
 Host ecumenical clergy event in 2015
 Follow up World Mission POC re: Kenyan community in London
 Programme of congregational talks from representatives of Church Councils organised by Assembly & Presbytery Committee
 Host Moderator's Reception Nov 14
 Explore a suggested a post Scottish Independence Referendum Presbytery Service Sep 14.
- 1.7** Tell us how you plan to explore and develop (in SMART goal format) new ways to equip your **ministry team** and encourage more people to take up **leadership roles**.
 Associate Minister to attend Church of Scotland Working with Adolescents course Sep 14
 Staff Committee to establish appropriate additional training for Office Administrator and caretaker.
- 1.8** Tell us how you plan to explore and develop (in SMART goal format) new initiatives to maintain and enhance your **property/properties** so that they better support the delivery of your mission and vision.
 St Columba's has a wide range of rooms/Halls at its disposition. Making changes to them might be difficult because of our listed status. Having said that, the suite of rooms available should (subject to outside lets) provide a wide range of possible uses.
- 1.9** Tell us what plans you have (in SMART goal format) to promote **stewardship**.

Stewardship Campaign Sep-Oct 2014

Specific: Increase number of those committed to planned giving to 33% of congregational roll, an increase of *c.* 80

Increase total voluntary income by £75,000 - 100,000 *p.a.*

Measurable: We already maintain records of those who have committed to giving by banker's standing order or under the Freewill Offering scheme.

Applicable: We do not wish the activities of the church to be constrained by lack of funds and

we do wish to reduce our dependence on hall rental and legacy income.

Resourced: Yes – a committee has already been appointed and can be augmented if the need arises for specific skills or extra manpower.

Time-bound: There should be significant (> 50%) progress by the end of the month's campaign.

We shall be able to measure success in terms of annualised income and numbers enrolled in planned giving schemes at 31 December 2014.

- 1.10** Tell us what plans you have (in SMART goal format) in support of the **Plan for Presbytery**.

- 1.11** Tell us what plans you have (in SMART goal format) to sustain and improve how you **communicate**.

Furtherance of the use of technology

- Contact 121 George St for assistance
- Investigate the use of Soundcloud
- Investigate the use of YouTube
- Investigate the issues created by the use of a professional choir

Measure - further use of technology

Applicable - to further the reach of St Columba's

Resource - Some funding may be required. This will involve liaison with Finance but is not likely to be a show stopper

Time - On going but we would hope to get sermons on line within 12 months

Digitalising the cine film of the laying of the Foundation Stone in 1950

- Investigating the technological options available
- Production of DVDs
- Liaison with the 60th anniversary committee

Measure - production of DVDs

Applicable - part of the history of St Columba's

Resource - some cost will be involved. This will involve liaison with Finance but is not likely to be a show stopper

Time - In time for the 60th anniversary

Revisiting Weekly Intimations

- Ensuring that the hard copy weekly intimations are provided in an efficient, ecological and useful format

Measure - production of intimations (which may not change)

Applicable - traditional part of information distribution

Resource - no additional resource required

Time - On going

Feedback from Congregational Survey

- Ensuring that the congregation receives feedback from the exercise
- Ensuring that any suggestions and comments are dealt with appropriately

Measure - Reports to Session/Congregation/Relevant Groups

Applicable - Essential to know what our congregation is thinking

Resource - No financial resource required at this stage

Time - By autumn (this timescale is realistic bearing in mind e.g. magazine deadlines, given this is the likely mode of communication to the congregation)

Dissemination of Session Papers

- investigate alternative methods of distributing papers
- suggest best practice

Measure - less paper

Applicable - ongoing bugbear for elders

Resource - some (small) financial outlay may be required but there is potential for individual savings in terms of time/ paper/printing etc

Time - Main June Session meeting

Noticeboards

- Working with Finance and Fabric to consider the internal and external (fixed and moveable) notice boards
- External notices may require Listed Building consents

Measure - Improved communication of events etc

Applicable - To promote activities of St Columba's

Resource - some expenditure necessary, hence liaison with Finance and Fabric

Time - On going but moveable notice boards within next 6 months and possibly sooner.

1.12 Any other **actions/goals/aims** you would like to share?

Establish 60th Anniversary Committee by Jun 2014 to plan events, in liaison with Stewardship Campaign for Dec 2015.