

**ALL SAINTS  
CHURCH  
DENMEAD**



# *Annual Report 2021*



**Our vision is to be a  
welcoming,  
growing, vibrant  
church for the  
community of Denmead**

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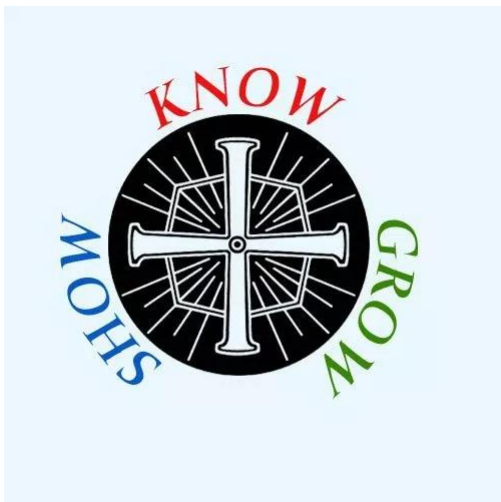
***All Saints, Denmead - Charity Registration No: 1134705***

**We want to be a people who:**

**KNOW** God – Father, Son and Holy Spirit and worship Him in spirit and truth.

**GROW** in our faith and discipleship through prayer, study, and trust in God

**SHOW** God's love by serving our community, sharing the good news of Jesus in the power of the Spirit.



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## ADMINISTRATIVE INFORMATION

All Saints, Denmead is in the county of Hampshire. It is part of the Diocese of Portsmouth within the Church of England. The correspondence address is:

All Saints Church Office  
Hambledon Road  
Denmead  
Hampshire  
PO7 6NN  
Telephone: 023 9226 8757

Incumbent:	The Reverend Emma Racklyeft
Curate:	The Reverend Jack Williams
Licensed Lay Minister (Reader):	Mr Peter Mitchell
Churchwardens:	Mr Mike Gaskin Mrs Amanda Hillyard
Parish Office Administrator:	Mrs Claire Holland

## AIM AND PURPOSES

**Our Vision is to be a welcoming, growing, vibrant church for the community of Denmead.**

All Saints Parochial Church Council (PCC) has the responsibility of cooperating with the Incumbent, Revd. Emma Racklyeft, in promoting within the ecclesiastical parish, the whole mission of the church, pastoral, evangelistic, social, and ecumenical. The PCC is also specifically responsible for the maintenance of the Church and Church Hall complex.

The PCC is committed to our Vision to be a welcoming, growing, vibrant church for the community of Denmead.

We want to be a people who:

**KNOW** God – Father, Son and Holy Spirit and worship Him in spirit and truth.

**GROW** in our faith and discipleship through prayer, study, and trust in God.

**SHOW** God's love by serving our community, sharing the good news of Jesus in the power of the Spirit.

The PCC acknowledges that at the heart of church life is a desire to help as many people as we can to encounter God. Therefore, the PCC has adopted several **Values** which form and shape our corporate church life.

**Loving (Matthew 22: 36-40 and 1 John 4: 7-12)**

In all that we are and do, we will seek to love God with all our heart, soul, mind and strength and to love our neighbour as ourselves.

**Welcoming (Romans 12: 9-18)**

In all that we are and do, we welcome everyone. Every person in our community is important. We want each one to feel at home with us.

**Generous (2 Corinthians 9: 5-7)**

In all that we are and do, we will seek to be a blessing to others, generous with our time and resources.

**Prayerful (Romans 8: 26-27 and Philippians 4: 6-7)**

In all that we are and do, we will be committed to shape our lives by grace. We will be regular and consistent in prayer, encouraging one another to keep God at the centre of personal and community life.

**Missional (John 3: 16 and Romans 8: 18-20)**

In all that we are and do, in every area of life, individually and together, we will reach out to others in the love of God.

**Biblical (2 Timothy 3: 16 and Psalm 119)**

In all that we are and do, we will seek to follow God's ways, understanding and keeping the truths of Scripture interpreted and taught by the church down the centuries.

**Spirit-filled (Acts 2 and Ephesians 5: 18-20)**

In all that we are and do, we will allow the Holy Spirit to lead and guide us. We want to see the fruit, gifts and presence of the Spirit in our lives, an ever-increasing Christlikeness in our character and conduct.

**Courageous (Joshua 1: 9)**

In all that we are and do, we will seek to be a community that has big dreams, courageous hearts, takes risks and is always looking to see where God is at work.

It is this vision, and these values, that focuses the PCC's work and have led the PCC to create a two-year **Mission Action Plan**. This Mission Action Plan is a working document and is constantly under review. The latest version is attached at the Appendix. It shows the work covered by the PCC in 2019 and potential work for 2020. However, with the start of the Covid-19 Pandemic and the ongoing lockdowns and restrictions that followed through 2020 and most of 2021 much of the work was put on hold and will be reviewed again in March 2022.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

The Parochial Church Council is a corporate body established by the Church of England. The PCC operates under the Parochial Church Council Powers Measure. The PCC is a Registered Charity, No: 1134705.

The method of appointment of PCC members is set out in the Church Representation Rules. At All Saints, the membership of the PCC consists of the incumbent (our Vicar), Churchwardens, the Licensed Lay Minister (Reader) and members elected by those members of the congregation who are on the electoral roll of the church. All those who attend our services/members of the congregation are encouraged to register on the electoral roll and stand for election to the PCC.

The PCC members are responsible for making decisions on all matters of general concern and importance to the parish, including deciding on how the funds of the PCC are to be spent. New members receive initial training into the workings of the PCC.

Due to the COVID-19 coronavirus pandemic the usual pattern of meetings was disrupted but the full PCC continued to meet either in person when government legislation allowed, or in Microsoft Teams virtual meetings during lockdowns. The 2021 AGM/APCM was postponed until 4<sup>th</sup> July.

Given its wide responsibilities the PCC has two support committees, each dealing with an aspect of parish life. These committees include Church Fabric and Church Hall Management, and both are responsible to the PCC and submit regular reports.

### **PCC members currently serving as this report was approved are:**

Incumbent / PCC Chair:	The Reverend Emma Racklyeft
Curate:	The Reverend Jack Williams
PCC Vice Chair:	Mr Derek Gilbert
Licensed Lay Minister (Reader):	Mr Peter Mitchell (Co-opted)
Churchwardens:	Mr Mike Gaskin (H & S Officer and Parish Safeguarding Officer) Mrs Amanda Hillyard (Verger)
Youth & Family Community Leader:	Mr Lewis Jones (Co-opted)
Representatives on the Deanery Synod:	Mrs Julia Parsons Mr Fritz Simpson



Elected PCC members:

Mr Paul Hillyard	PCC Treasurer
Mrs Helen Boundy	
Mrs Diana Dey	
Mrs Samantha Davidson	
Mrs Karen Gaskin	Pastoral Care Team Leader
Mrs Kim Markham	
Mr Don Tocher	GDPR Data Protection Officer
Mr Steve Venn	Chair of Fabric Committee

Independent Examiner:

Mr Steve Furby, 1 Carpenters Way, Denmead, PO7 6GH

Bankers: Lloyds TSB Bank plc & Nat West Bank plc - Waterlooville branches

Church Architect: Christopher C Cook Dip. Arch. R.I.B.A  
Axis Architecture  
The Old Post Office  
Station Road  
Wickham  
PO17 5JA  
01329 832405

## Churchwardens Report

Once again, we saw significant restrictions due to the Pandemic, which like 2020, stifled our worship, witness, and mission. The church building was closed for regular worship from January till Palm Sunday in March. Thankfully, we were able to continue with our Online Services and our Private Prayer sessions, which we know sustained many in their faith, and were warmly received by many far and wide.

Throughout this year we have continued to develop our outreach projects to support our church family and the local community. These include the Easter Daffodil display around the church porch and the Tableaux in the front garden depicting the Easter Story, shared on both our website and Facebook pages.

It never ceases to amaze us just how generous people are of their time and talents to help keep the church building and grounds so beautiful and welcoming. It was lovely to be able

to welcome back our very talented and creative ladies of the Sanctuary Guild, after months of restrictions. The displays for Harvest and Christmas were wonderful.

In September 2021 Steve Venn was relieved of his role as Churchwarden, having served in the post for four years. Mike and I would like to take this opportunity to thank Steve for his hard work and dedication, as at times there were some very difficult decisions to make. Steve has kindly agreed to continue in a support role. From September, after his election in July, Mike was sworn in as the new Churchwarden at the Archdeacon's visitation.

As always, we are very grateful for all the help and support, we have received, in what has been another very difficult year.

***Amanda Hillyard and Mike Gaskin. Churchwardens***

## **Volunteers and Stewardship**

We would like to say a HUGE thank you to all the volunteers who work so hard to make our church the lively and vibrant community it is. Most of the activities mentioned in this report, and many others besides, are carried out by volunteers who give of their time and talents to enable the smooth running of all aspects of church and community life. Thanks also to the generosity of regular financial givers we can maintain the upkeep of our church complex and continue the pastoral work in the community. All Saints would not exist without you all.

**Rev. Emma Racklyeft, Amanda Hillyard and Mike Gaskin - Churchwardens**

## **Safeguarding**

In the last APCM safeguarding update I referred to the findings of the Independent Inquiry into Child Sexual Abuse who published its investigation report into the Anglican Church in England and Wales in October 2020. You may recall that this report made shocking reading.

Much of the 2021 safeguarding work at a National, Diocesan, and Parish level has been to develop a Safeguarding Programme that is fit for purpose and seeks to ensure no repetition of our failures, particularly with the way serious incidents were dealt with. The key components of these changes are:

- It is the responsibility of all of us to build a safer church and our safeguarding provision must be more than a "tick in the box exercise". The core mission is about keeping children and vulnerable adults safe in all church activities/situations.
- The General Synod unanimously approved a safeguarding measure which strengthens and clarifies the obligation to follow safeguarding guidance. This code is intended to replace the existing duty to have "Due Regard" which was criticised by the independent enquiry.
- A new safeguarding learning and development framework is due to be implemented in January 2022. It incorporates several learning pathways aimed at supporting, developing, and maintaining the necessary values, knowledge, and skills to protect children and vulnerable adults.



- Parish Safeguarding “dashboards” will be introduced to make the administration and governance in Parishes consistent and clearer. This is a useful self-assessment tool which has three levels. Every Parish must work towards achieving level three accreditation.

Working with Revd Emma and the PCC we’re now using safeguarding action plans to meet the new requirements for 2022 and beyond.

During 2021 the PCC and Incumbent continued to have in place policies, procedures, processes, training, and reporting to ensure that all our Parish endorsed activities adhered to all Safeguarding obligations to protect children and vulnerable adults. A safeguarding report was prepared and reviewed by the PCC at every meeting.

There was one safeguarding item reported to the Diocese Safeguarding team in 2021. After investigation no further action was deemed necessary. Although the matter did involve a member of our congregation it occurred before this person joined All Saints and did not relate to any of our activities.

Should you have any question or concern with respect to safeguarding please do not hesitate to contact me, or the Diocesan Safeguarding Team.

***Mike Gaskin, Parish Safeguarding Officer.***

## **Health & Safety**

Health and Safety legislation applies to Church buildings and the overall responsibility for adhering to these rules sits with our Vicar, Churchwardens, Health & Safety Officer and wider PCC.

All Saints Health and Safety Policy outlines what we must do in addition to confirming our commitment to the Health and Safety of all people using our building and grounds. The Policy is updated every two years and was last reviewed and approved by the PCC in May 2020 (and is now due for review in April 2022).

External testing was also completed for our fire extinguishers, PAT testing, Microwave (output testing) and the periodic review of our full electrical system. All were completed in accordance with the regulations.

In addition to our core responsibilities the Health and Safety Officer carried out reviews of our church premises and documentation including the accident file reports. All findings are reviewed by the PCC periodically. 3 inspections were carried out in 2021 and four items required follow up:

1. Three items were raised with the church hall committee. The first item agreed was to obtain a quote and to fit fingerguards to doors in the church hall and entrance lobby. The quotes were obtained by the H&S Officer, and these will be fitted in 2022. One item relating to fitting fire extinguisher covers was considered to create a bigger safety risk for access. We

have a simple solution for the third item which is to cover exposed capped gas pipes in church hall floor with tennis balls during Little Stars activity on Friday morning.

2. Some changes were made to the fire notices.

3. A report was conducted by Ecclesiastical Insurance in 2021 that including H&S and fabric matters. This identified that some further work will be required on the lightning conductors which the PCC were already aware of. This item will be reviewed again by the Fabric Committee and remedial work may be required before the next inspection of the conductors due in May 2022.

2021 has been another difficult with respect to Covid 19 compliance but we have diligently kept abreast of the changes and complied with Covid-19 guidance; a particular thanks to Revd. Emma, and Amanda, our Churchwarden, for managing this and ensuring we are kept safe and that appropriate risk assessments were completed and adhered to.

Also, thanks should be given to the Church Fabric Committee and those volunteers who continue to maintain our premises.

***Mike Gaskin – Health & Safety Officer***

### **General Data Protection Regulation (GDPR)**

Since 2018, All Saints, Denmead has spent a significant amount of time: planning, identifying and managing data, to maintain GDPR compliance.

All new and existing parishioners have been requested to complete a GDPR form to ensure we have up-to-date contact details and that we can comply with their contact requirements.

***Don Tocher – GDPR Data Protection Officer***

### **Church Fabric Committee**

No major work needed doing during 2021, but repair and maintenance jobs continued as required. Working parties at various times throughout the year tackled a lot of the tidying around the grounds, and virtually all the lighting in Church has now been updated to energy-efficient LED type. Also, the lighting for the church car park has been upgraded.

One major project was the installation of a permanent projector, a camera for streaming services, and upgraded sound system – all of which have greatly enhanced and extended our worship and witness particularly for those still unable to join us in person week by week.

Thanks to all the helpers for keeping on top of these jobs, and particular thanks to Mike Barge (who is sorely missed now that he and Gill have moved away).

***Steve Venn – Chair of Fabric Committee***

### **Parish Office**

2021 has continued as an unusual year for the Parish Office, as it has been for everyone during the Covid Pandemic. With more lockdowns and restrictions, we were able to open the office and the hall to the public, after writing and implementing comprehensive Risk Assessments, ensuring that we wore face masks, kept the windows open and cleaned down all surfaces after each day.

With the departure of Mike Barge as Treasurer, his role was divided up between several people, with the Church Hall finances, and access to our online banking, coming to the church office. This has added a new aspect to my work: being able to track and trace payments into the account as they happen and being able to make payments directly from the office, giving a more coherent approach to keeping the church hall finances flowing.

It remains, after four years, a pleasure and a privilege to be able to work and worship at All Saints.

***Claire Holland- Parish Office Administrator***

### **Sanctuary Guild**

2021 saw the start of another quiet year for the Sanctuary Guild due to the ongoing Covid restrictions. Each week we placed a vase of flowers next to the Lectern. At last, in August some normality had been resumed and once again we could 'do the flowers' each week and when requested for special services including Weddings and Funerals.

We decorated for Harvest and at Christmas the theme 'at the heart of Christmas' was enthusiastically interpreted.

On a side, the Church Flower Club, also resumed its meetings in September and is now 44 years old!

***Lesley Hallett – Chair of Sanctuary Guild***



### **Church Hall Management**

Following the pattern established through 2020, the Hall Committee held two extraordinary meetings in May and July to review and revise the Conditions of Use as we progressed towards the easing of Covid regulations and the re-opening of the Hall. Following from this a more formal meeting was held in September as a new pattern of regular usage was likely to evolve in the coming months. This was followed by a further formal meeting in November at which the refurbishment of the servery was approved together with a proposal to increase hire charges for the coming period from January 2022.

***Trevor Wright – Chair of Management Committee***

### **Havant Deanery Synod**

Havant Deanery Synod has met six times in 2021, four on zoom and twice in person. Much of the year has been devoted to a consultation process involving various conversations, debates and discussions trying to establish a new Havant Deanery Plan. Initially, this plan was shaped by the Diocesan Senior Leadership Team who due to financial constraints were looking to make cutbacks across all Deaneries (including many clergy posts!) whilst still promoting growth and mission!

The draft Havant Deanery Plan suggested the formation of Team Ministries (formal, legal entities merging several parishes into a new super parishes/teams) but after significant opposition this has now been put on hold, and instead Parishes are being encouraged to work on an in-formal basis, in local *clusters*. All Saints is part of a cluster with Hart Plain, COGS at Crookhorn, Christchurch at Widley, St John's at Purbrook and St. George's

Waterlooville. By the year end these clusters were (and still are) in their infancy as they look to see how parishes can best work in partnership on projects/events and mission opportunities. We look in anticipation to see what might develop in 2022 and beyond.

In 2021 the Deanery Administrator, Anne Grove retired. Charley Williams was recruited and appointed on a temporary basis to this post. When the Deanery Synod then met on 22nd November at Hart Plain Church, Charley was also elected as Deanery Synod Secretary. At this meeting Angela Herring gave an update about IDWAL and her visit to Ghana, in October, to the celebration and service for the 40<sup>th</sup> Anniversary of Koforidua Diocese.

***Julia Parsons and Fritz Simpson – PCC Reps on Havant Deanery Synod***

## **WORSHIP AND PRAYER**

### **Vicar's Report**

On reflection I found 2021 much harder than 2020 in many, many ways.

The year did not start well for me; sadly, and suddenly my father died at the end of 2020 after a short-lived battle against Pancreatic Cancer. So, I began the year mourning and taking some compassionate leave. At the same time, the nation faced great uncertainty as Covid infections, hospitalizations and deaths took a significant turn for the worse and we were all thrust back into Lockdown Number 3. This lockdown, although not quite as restrictive as previous Lockdowns, seemed harder and bleaker during the miserable winter months. I know many people really struggled during these weeks; a sense of despondency hung over us all. In terms of our worship and services at All Saints it meant we were again back to online services only. It was good we had the technology to cope – but it further eroded the sense of community and family we've always enjoyed at All Saints, and indeed across the village.

By Palm Sunday, it was safe to return once more to gathered, public worship. We still couldn't sing inside, and we all had to wear facemasks – but we could at least sing outdoors with the warmer weather. It was wonderful to celebrate Easter even in a smaller format. To counter this limited approach, we decided to take the story and message of Easter outside and like at Christmas 2020, created a beautiful tableau in our front garden, sharing the good news of Christ's death and resurrection with our wider community. We also shared photos on our Facebook page, and I know many people engaged online and in person. It was also great to see the next stage of *Jesus, Light Up Denmead* – but I'll let Lewis share this in his report.

Over the Summer months gathered worship remained small scale, limited by capacity and people's reluctance to return to community events (quite understandably!) We were allowed to sing again, but face masks remained. National Covid restrictions kept moving, and we regularly had to keep abreast of the changing protocols and procedures, juggling countless Risk Assessments - a time consuming job – but necessary to keep everyone safe and secure.

As the Spring and Summer months continued to unfold, we were slowly and carefully able to extend and open more of our 'normal' activities and services. It was wonderful to open again for Little Stars, to see the return of The Bereavement Support Group and Coffee and Chat – plus many other groups – each crucial in offering love, friendship, support, and community.

As the Autumn term arrived things initially looked very promising; restrictions continued to ease, and we were able to re-launch more services and events. However, each time, it was like starting from scratch, looking for new resources, or finding people to serve, or re-forming good practice. We were able to mark Harvest and collect a large donation (items and finance) for the Waterlooville Foodbank. It was good to work again in partnership with the Parish Council and Scouts and join for a community Act of Remembrance involving young and old from across the village. We were able to hang once more the wonderful cascading river of poppies across our porch – a reminder to all who passed. As a staff team we tried to plan and offer a varied approach to worship, prayer and witness – but this was often hampered either by ill health, or a lack of helpers, or uncertainty for the future.

We were all geared up to go full steam with Christmas plans, services, and lots of events, only to find at the last minute that the Omicron Covid variant swept through the village, which in turn hindered what we could safely do over Christmas – and indeed people's ability to attend services safely. But services did go ahead, and we marked Christmas with many still choosing to attend either Midnight Mass, or a Carol Service or Christingles. Once again, we made the most of our outside space, and re-used the Christmas stable and nativity characters to share the hope of Christmas; a Saviour is born – Emmanuel.

During 2021 Revd. Jack, our Curate, experienced ill-health and needed to address some formational issues, and so was absent for nearly five months. This meant his Ordination as a Priest was unable to take place as planned. Jack returned on a phased return in October and continued to serve as a Deacon for the rest of the year. The hope is Jack's Priesting may be able to take place in 2022. Meanwhile it is lovely to have Jack back on board and sharing in the ministry here at All Saints.

In all honesty 2021 felt like just as much of a whirlwind as 2020. Restrictions constantly kept changing and it made planning and preparing anything very, difficult. We did the best we could, with the resources we had to sustain a basic form of worship and prayer for our church community.

With many restrictions still in place during 2021 my involvement with wider community groups was again vastly reduced. Where possible I have stayed in good touch with the Infant School, either leading online Assemblies or offering RE teaching to specific year groups, and from September returning to fortnightly in-person assemblies. Sadly, I was only able to return to our care/residential homes in September – November before Omicron hit. Thankfully visiting people at home for Communion or a Pastoral visit did increase as the year passed, but only of course where both parties were happy with arrangements.

During 2021 we continued to offer Pastoral Offices for our wider community. Sadly, there were a great number of funerals, several of which were Covid deaths. During the year we did manage to squeeze in a couple of smaller, private baptisms as children began their journey of faith. And again, we managed to fit in four weddings (Aug-Oct), each a real pleasure and delight.

My role as Vicar at All Saints is only eighty percent of my time. With my other twenty percent I serve as an Assistant Director for Diocesan Ordinands. This role involves working with a small vocations team to discern, guide and lead candidates through a discernment process ready for training and study before Ordination within the Church of England. I really enjoy this role and it allows greater flexibility with my time here in parish.

And so, 2021 has proved to be a difficult and challenging year to say the least. But I am ever hopeful that 2022 will provide opportunity for us to re-assess and evaluate where we are at, and to plan again, and discover new ways of reaching out to our community with the good news of Jesus, in the power of the Spirit – that All saints may be a church that is growing, vibrant and welcoming for all in Denmead. In February 2022 the PCC are hoping to meet, all being well, and to pray, reflect and plan with the aim of forming a new Mission Action Plan, shaped, and inspired as God leads us.

*I want to express my thanks to the team, Peter, Claire, Lewis and Revd. Jack, to the Churchwardens Amanda, Steve followed by Mike, to Gill and Mike Barge (who of course have now moved away and are greatly missed) and to the wider PCC who encouraged, prayed, went above and beyond to support me, and to ensure that where ever possible, we remained fixed in our focus on God, resolute in our desire to worship and deepen discipleship, and intentional in sharing God's love, mercy and forgiveness with our community.*

**Revd. Emma Racklyeft**

## **Congregation Statistics**

The numbers attending All Saints are measured each October in order that the church can report to the Diocese its average weekly attendance, a statistic used in the assessment of the church's Parish Share payment. However, the figures for this year, like 2020, were reduced, due to the restrictions still in place with social distancing required and limited capacity. In 2020 average weekly attendance at services: Adults: 61. Under 16: 8. By 2021, although still reduced in comparison to 2019, average weekly attendance at services had increased to: Adults 94. Under 16: 19. This is much to be thankful for – and a big welcome to many new members who joined with us in 2021.

Many members of our congregation were not able to worship with us in person week by week, so instead joined us for online worship. Combining statistics from services available on Facebook and our website we saw approximately another 10-12 households engaging with weekly worship. We continued to offer Morning Prayer three times a week online also. On these days 3-6 people join live each day, combined with 3-8 people gathered in chapel. Many people watch Morning Prayer later in the day, rather than live, meaning overall viewing figures fluctuated between 30-60 engagements daily. These online numbers are



reduced from last year, but that's no surprise as many people are now back to employment, education and normal-ish routines.

## CHILDREN, YOUTH and FAMILY WORK



### Little Stars Baby and Toddler Group

Meets on Fridays from 9:15-11:15 during term time. At the start of the year, we were still actively reaching our families online with a video each week via Facebook. Thankfully from 30th April we were able to meet again in person, but this had to be done safely with bookings of no more than 15 grown-ups – so we ran two sessions back-to-back. Later in June thanks to yet another change in government guidance we were able to open our sessions to 30 grown-ups so moved back to a single session on a Friday but continued with bookings. It was great to be back together again and building relationships with families and especially for those new parents out there who had nothing else. We were so grateful that in September we were able to start back with no limits, but a lot of hand sanitiser. We were also blessed to have Tracy Ahearn join our team. Sadly, facemasks were back in November, Lewis came down with COVID before the end of the year but thanks to Emma and team, we were still able to bless our Little Stars with a Christmas Party and send them home with a wonderful book re-telling the Christmas story. All in all, it has been a crazy year for both our families and us, but we have consistently been reaching out to 28+ families each week and meeting many new families regularly. **Lewis Jones – Youth and Family Community Leader**



### Youth at 10am (previously known as Youth Explorers)

Meeting on the first and third Sundays of each month, for young people aged 11-18 years. We have had an interesting year with meeting online, outside, with facemasks and without. But through all of this we have met at every opportunity and supported each other through a tough year. We look forward to 2022 as we dig deeper into Scripture whilst having fun, sharing our thoughts, and encouraging each other as we get to know God personally, grow in our faith and look at how we can show God's love as we live out our lives. We are planning some socials for 2022 and sharing with our church family as we start a Youth Bake Off, yummy... ! **Lewis Jones – Youth and Family Community Leader**

### Messy Church

Messy Church usually meets once a month, on the third Saturday at 3.30-5.30pm. It involves art, craft, singing, games, stories, prayers and sharing a meal together. Sadly, Messy church has not been able to run consistently throughout 2021 with either COVID getting in the way, families not booking on, or not having a large enough team for us to run it safely and well.

We continue to work towards getting Messy Church back up and running in 2022 and ask for prayer, specifically for us to grow team and for people to step forward to help.

**Lewis Jones – Youth and Family Community Leader**

### **Jesus, Light Up Denmead**

A new initiative started in October 2020 to shine the light and love of God to our young families across Denmead. After a successful start in 2020 we got to work planning for the major events in 2021.

Starting with Easter, in April, we painted Easter rocks, put up the Easter story in windows across Denmead for our Easter Story trail, covered out church fence in decorated easter egg pictures for a colouring competition and blessed over 260 people with bags of Easter joy. In the July we gave out bags of Summer Fun and treated our local families to an ice cream from an ice cream truck we hired and paid for in our car park. We actively chose not to do anything later in the year but to encourage people to attend our Christmas services. We have more plans to continue this great work in 2022, starting with a Pancake Party for Shrove Tuesday.



Please continue to pray for our Children, Young People and Families, that they may come to know the love and hope of Jesus. As our work grows, we need more people to join our teams with all our groups. If you are interested in giving your time or skills, please get in touch with me at [lewis.jones@allsaintsdenmead.org.uk](mailto:lewis.jones@allsaintsdenmead.org.uk)

***Lewis Jones – Youth and Family Community Leader***

### **Kids at Ten (formerly known as Sunday School)**

Kids at 10 is for children aged three to eleven and is currently held in the church hall at the 10 am service every first and third Sunday of the month. Because of Covid restrictions, for the first few months of last year we couldn't meet at all. Then from Easter, and through the summer we still couldn't meet as a group, but we could offer craft and activity packs for children to use/complete during church services.

**ALL SAINTS  
KIDS  
AT 10AM**

Kids at 10 has been attended by 21 different children over the past year. There is now a core group of 9 or 10 children who attend most sessions, with several other children attending regularly. We have a group of 7 leaders and helpers and are very grateful to them for continuing to give up their time to plan, prepare and lead our young children in deepening their understanding of our faith. Each week we aim to follow the Gospel reading for that Sunday morning, ensuring that our children are receiving the same message as the wider church, exploring this through illustrated Bible readings, games, discussions, and craft which the children enjoy sharing with the congregation at the end of our services.

Our weekly register and individual registration forms are completed, in line with our Health and Safety and Safeguarding policies, and we meet occasionally as a Kids at 10 Team to offer guidance, discuss issues, and share ideas for future Kids at 10 sessions.

We have lots of fun and are a welcoming team of people, so if you are interested in volunteering to help with Kids at 10, please speak to Revd Emma, Lewis Jones or to either of us. We work as a team of two each week, with one main leader and a helper, so if you don't fancy the planning but do enjoy having fun and doing crafty things, we'd love to hear from you too.

***Helen Boundy and Peter Mitchell***

## MISSION AND OUTREACH

### Mission Group

At All Saints we support five main mission partners/charities – in prayer, sharing of news and financial support.

Unfortunately, activity was reduced again in 2021. The agreed programme of invited mission partners to visit and speak at All Saints was cancelled, but we were able to share updates, on our mission partners from members of the group over a period of 4 months.

We still managed to support our five mission partners - CMS (Church Mission Society), MAF (Mission Aviation Fellowship), The Children's Society, Friends Without Borders and IDWAL (Inter Diocesan West Africa Link) with monetary donations and correspondence.

The Children's Society box opening was deferred to a later date, but still took more than £500. Our Christingle Services was held on Christmas Eve 2021. Unfortunately, these services were hindered by the Omicron variant which limited attendees...however, we still took just over £230 for their work.

We received regular updates from the young CMS family that we support in East Asia, but distributing their letters is not encouraged – although now the church has reopened, they can be read on the mission noticeboard in our welcome area. We also received letters and prayer diaries from MAF, Children's Society and Friends without Borders, again all news and information can be found on our mission noticeboard.

In October 2021, Angela Herring and Nicola Ellis travelled to our link church in Ghana, St Paul's Tafo and they also attended the 40<sup>th</sup> Anniversary of the foundation of Koforidua Diocese – a unique and emotional celebration. Angela was also installed as a Lay Canon of the Cathedral.

In addition to our five main mission partners, we also support Christian Aid and Fairtrade. Christian Aid deliveries did happen, and people were asked to return the envelopes to All Saints during the week. There was also a stall outside of church on the Saturday with thank you cakes and chocolate!!

A Traidcraft Christmas Open Day (along with the delayed Children's Society box opening) took place in November and we managed to sell about £600 of Christmas cards and Traidcraft goods.

We hope that 2022 provides fresh opportunities to renew and deepen our links with our mission partners.

***Angela Herring and members: Revd Emma Racklyeft, Diana Dey, Nicola Ellis, Peter Dickinson, Jane Dickinson, Julia Parsons, Mike Gaskin, and Claire Thompson.***

## Mothers' Union

Due to Covid restrictions we only had 3 meetings in 2021. We have still managed to send funds for MU projects to help families in need. Two of our more elderly members moved away to be nearer family but we have had several other people join us and we have 21 members at the end of 2021. Non-members are always welcome at our meetings.

**Liz Venn, on behalf of the MU committee.**



## Pastoral Care

At the beginning of 2021 All Saints was closed due to the Pandemic and restrictions meant that we could not visit in person, relying on phone calls and sometimes sending cards of encouragement.

In late January clergy and other members of our church family made a concerted effort to ring members of the congregation. This was to say hello, enquire after their well-being and offer to pray for them. We were really trying to say that they hadn't been forgotten!



As restrictions were eased, we were able to resume visiting and taking Home Communion. We were able to have two Pastoral Care meetings, one in May and the next in September. We were blessed to enrol four new Visitors, three in June and one in October, very fortunate as we had new parishioners to visit.

**Karen Gaskin – Pastoral Care Visitors Team Leader**

## ALL SAINTS BEREAVEMENT SUPPORT GROUP

### Bereavement Support Group

As with all Church groups the Bereavement Support Group was unable to meet for the first half of last year, however, in June a small group of longstanding helpers and new volunteers met for a refresher training in the Church. We decided to have a social meeting in July for all group members old and new. During tea and catch up we circulated some questionnaires to members asking what topics they would like to cover in the months ahead and what activities they valued and would like to retain as part of the group programme.

It was clear that the Bereavement Support Group meant a great deal to those who attended, and they were delighted that it had reopened. They enjoyed the social aspect of the group, the tea, the quizzes and supporting Charities. However, one of the challenges we faced was that many members had been coming for a long time and their bereavement happened several years ago. At the same time, we had new members joining, some of whom had been very recently bereaved during Covid. The first group did not want to focus too much on grief and the difficulties faced in the early stages of bereavement, whereas for the new people, everything was still very raw, and they had a need to address those issues.

In order to cater for all members, it was decided that a varied programme would be designed with sessions on practical issues, such as 'personal security' and 'maintaining health and well-being', as well as more specifically grief related topics, such as 'facing a new year, being able to plan ahead' and 'dealing with overwhelming emotions'. Our hope was that the people who had been coming to the group for a long time would be able to share

their experience of how they had coped and what had helped them most with those who were recently bereaved, during group discussions and informal chat.

With that in mind we met in September to look at issues around loneliness, especially during Covid lockdowns. The October meeting was a general tea and chat session due to the absence of many members of the team and the November meeting was our usual early Christmas Lunch in the White Hart. Unfortunately, a spike in Covid numbers and the concerns around a new variant caused the cancellation of the December meeting.

I would like to thank all those Church volunteers who support the work of the Bereavement Support Group with the gift of their time and experience. We have been very fortunate to retain many longstanding volunteers and to welcome new members to the team. I would particularly like to thank Bernard and Julia who ran the group faithfully for many years and have been kind enough to remain involved with the team as time and health allows. The group meets on the fourth Wednesday of every month from 2-4pm in the Church Hall. A printed copy of the programme is available on the carousel in the Church. New members of the group or new helpers are always welcome.

***Jeanette Power***

## **Home Groups**

We started 2021 with four home groups meeting. Often these groups had to maintain contact with each other by Zoom or MS Teams, or phone calls or even doorstep visits! By the end of the year a new, fifth group was established.

These groups meet (fortnightly or thereabouts) to study the Bible, share together, pray, encourage one another, and share together socially. If you're not yet in a home group, I'd really encourage you to join one, they are great place of care, friendship, and fun! Information about the groups can be found on our church noticeboards.

***Revd Emma Racklyeft***

## **Coffee & Chat Mornings**

Coffee & Chat resumed, after nearly a 2-year break due to COVID, albeit with a limited number of attendees (due again to Covid restrictions) and a very reduced number of hosts, willing or able to carry out the invaluable task of making teas & coffees. However, gradually, the attendances have built up, after the COVID restrictions had reduced.

Unfortunately, a fair number of our previous attendees have not returned because of the fear of Covid, us included. We are pleased, however, that the attendances on a Tuesday morning have built up to almost what it was in 2019. We urgently need more hosts, especially as we look to extend to a Thursday morning session again during 2022.

To find out more please contact us on 9243 9037.

***Sylvia & John Morphet***

**ALL SAINTS  
COFFEE  
AND CHAT**

## **Men's Group**

The group met four times during the year beginning with a memorable August Guided Walk around Chichester city centre which included the walls, St Nicholas Hospital (the ancient almshouses founded by The Bishop of Chichester in 1228 and still in use today), the City Council Chamber and the Mayor's Parlour. It was a revelation to those of us who had only visited the shops or the theatre previously! In September we gratefully renewed friendships over a breakfast together at The White Hart and October saw a competitive(!) Skittles evening. November concluded with a breakfast (again!) and hearing something of Paul Over's life and faith. All in all, we were grateful to God and to one another for renewed opportunities to meet.

***John Byrne, Paul Over and Don Tocher***

**ALL SAINTS  
MEN'S  
GROUP**

## **The Parish Chronicle**

The Parish Chronicle was not published at all during 2021, despite the decrease in Covid restrictions. This was due to the difficulty of finding more people to make up a team to put the magazine into production again. However, towards the end of the year there were promising signs that there were some new volunteers willing – even keen – to be involved. So, it's looking good for 2022!

***Steve Venn – Parish Chronicle Editor***

## **Church Website & Facebook**

The website and Facebook page continue to be an extremely beneficial means of making regular connections with our local community. Morning Prayer is normally live streamed on three mornings per week, as are the majority of Holy Communion Services (10am on the first and third Sundays). Although it is impossible to know exact figures, many people clearly appreciate these services being available online.

***Steve Venn***

## **Art Exhibition**

For the second year running it was felt that it was impossible to safely run the exhibition, but hopes are high for 2022. Soon after Christmas our artist contacts will be notified of our intention to hold the exhibition.

***Steve Venn on behalf of the Art Exhibition team.***

## **Royal Marines Concert**

This year we were able to host a restricted concert with tickets limited to 100 guests. As you can imagine, tickets went in an instant. The concert was fabulous, and once again the Royal Marines were delighted to be with us and playing to the public, after months and months of no performances. It was wonderful to gather for this amazing concert and we are hopeful that next year we can return to full-scale event.

***Tina Cottam – Concert organizer.***



## FINANCIAL REVIEW

**Overall.** 2021 was another challenging year for the church in most respects including its finances. During the various lockdowns we were deprived of income from collections, weekly envelopes, one-off giving envelopes and a fundraising event. Fortunately, we have a high percentage of givers in the Parish Giving Scheme or who give via Standing Order. At the end of the year, we were left with a budget deficit of £18,300 from the General Fund.

**General Fund.** The General Fund is the main fund operated by the PCC and is used for income and expenditure relating to the running of the church, church services, churchyard upkeep, Outward Giving, and the Parish Share. The Parish Share is by far the largest commitment and is paid to the Portsmouth Diocese for clergy salaries and pensions and the central costs of all mission and administration in the diocese. In 2021 General Fund income was £94,960, a 22.5% decrease on the previous year when we had some last-minute generous donations. Expenditure was £109,509, a 1.6% decrease in 2020. We therefore achieved a deficit of £18,300.

**Stewardship.** We did not hold a Stewardship campaign in 2021 and so it has been three years since the last one. With the current strain on everyone's resources it may be prudent not to ask for more giving with the current state of our finances. We will review in late 2022/2023.

**Parish Giving Scheme.** The Parish Giving Scheme is now in its fifth year and 57% (£34,968) of our planned giving came via this scheme. 37 of our 74 donors are in the scheme and we are expanding this number as it eases local administration and improves the church's cash flow with monthly payments of Gift Aid.

**Charitable Giving.** The PCC has agreed to give 7% of its 2020 income to selected charities at home and overseas. In 2021 charitable giving totalled £8,300 which was given to our 5 Mission Partners: CMS - £3,000; Mission Aviation Fellowship - £2,000; Friends Without Borders - £1,500; The Children's Society - £1,300; the Ghana link - £500.

**Church Hall.** Hall income was up from £7,778 to £8867 (a 14% increase) while expenditure was down by £3044 to £12,638 leaving a deficit for the year of £3,700. This reduced the balance on the Hall account to £12,789. Towards the end of the year, we were opening more for casual users and hopefully will be back to normal in 2022.

**Parish Chronicle.** We did not publish the Parish Chronicle during 2021 and transferred all the assets to the general fund.

**Projects.** The installation of LED lighting and PIRs in church and hall are now almost complete. A fixed projector, camera and improvements to the sound system were completed.

**Investment Policy.** The PCC continues to invest its reserve funds in the following accounts: £68,633 in the CBF Global Equity Income Fund; £80,674 in the CBF UK Equity Fund; £16,388

in the CBF Property Fund; £56,241 in the CBF Investment Fund; and £30,640 in M&G Charifund. All these accounts are specifically designed for charities and are aimed at the lower risk end of the market. The CBF funds are managed in accordance with the policies of the Church of England's Ethical Investment Advisory Group. The PCC also holds £4,792 in HSBC shares which were bequeathed to the church.

**Risks and Reserves Policy.** Most of the church's income comes from Planned Giving. The loss of 10 key donors would have the effect of reducing the church's income by 33%. The PCC needs to have contingency plans for the loss of key donors and therefore it is PCC policy to maintain a balance of unrestricted funds which equates to 6 months unrestricted payments (equivalent to £48,000). This money is contained in the General Fund and General Reserve accounts which combined stood at £171,000 at year end. It is forecast that our reserves would be expended in approximately 10 years if there were not substantial unpredicted one-off donations.

**Thanks.** Our grateful thanks go to Steve Furby, our Independent Examiner, who undertook the examination of the funds.

## Independent Examiner's Report

### Independent Examiner's Report

This report on the accounts of the PCC for the year ended 31 December 2021, which are set out in the following pages, is in respect of an examination carried out in accordance with the Church Accounting Regulations 2006 ('the Regulations') and the Charities Act 2011 ('the Act').

### Respective responsibilities of the PCC and the Examiner

As members of the PCC you are responsible for the preparation of the financial statements; you consider that the audit requirement of the Regulations and section 43(2) of the Act does not apply. It is my responsibility to issue this report on those financial statements in accordance with the terms of the Regulations.

### Basis of this report

My examination was carried out in accordance with the General Directions given by the Charity Commission under section 43(7) (b) of the Act to be found in the Church guidance, 2016 edition. That examination includes a review of the accounting records kept by the PCC and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the financial statements and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

### Independent Examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements
  - to keep accounting records in accordance with section 41 of the Act; and
  - to prepare financial statements, which accord with the accounting records and comply with the requirements of the Act and the Regulations have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:



Date:

27/4/22

2022

Mr Steve Furby

1 Carpenter's Way  
Denmead  
PO7 6GH

## Accounts 2021

## Summary of Financial Activities

Parish of All Saints, Denmead  
Summary of Financial Activities  
For the year ended 31 December 2021

	Unrestricted Funds	Restricted Funds	TOTAL FUNDS £	TOTAL FUNDS £
			2,021.00	2,020.00
Incoming Resources				
Planned Giving (Gift Aid)	£ 62,012.28	£ -	£ 62,012.28	£ 61,687.55
Planned Giving (non GA)	£ 3,841.00	£ -	£ 3,841.00	£ 2,219.00
Gift Aid recovered	£ 13,632.54	£ -	£ 13,632.54	£ 15,434.44
Gift Aid accrued	£ 1,795.86	£ -	£ 1,795.86	£ 9,933.75
Collections & other giving	£ 9,532.78	£ 200.00	£ 9,732.78	£ 28,622.07
	£ 90,814.46	£ 200.00	£ 91,014.46	£ 117,896.81
Other voluntary receipts				
Receipts from fundraising	£ 1,386.00	£ -	£ 1,386.00	£ 533.15
Receipts from Church activities	£ 8,888.75	£ -	£ 8,888.75	£ 12,472.05
Insurance claim	£ -	£ -	£ -	£ 2,337.52
Fees	£ 2,005.00	£ -	£ 2,005.00	£ 1,818.00
Fees accrued	£ 563.00	£ -	£ 563.00	£ -
Investment income	£ 170.11	£ 7.61	£ 177.72	£ 1,325.83
	£ 13,012.86	£ 7.61	£ 13,020.47	£ 18,486.55
Total Income	£ 103,827.32	£ 207.61	£ 104,034.93	£ 136,383.36
Resources Expended				
Church activities				
Diocesan parish share	£ 66,632.04	£ -	£ 66,632.04	£ 68,166.00
Grants (charitable giving)	£ 8,375.00	£ -	£ 8,375.00	£ 9,650.00
Mission, Education & Support costs	£ 2,067.62	£ -	£ 2,067.62	£ 1,113.61
Directly relating to work of the Church	£ 9,275.31	£ 14,868.00	£ 24,143.31	£ 11,862.80
Salaries & pensions	£ 19,691.36	£ -	£ 19,691.36	£ 17,342.91
Church admin.	£ 3,056.42	£ -	£ 3,056.42	£ 2,772.49
Church Hall running costs	£ 12,638.42	£ -	£ 12,638.42	£ 15,682.71
Parish Chronicle costs	£ -	£ -	£ -	£ 2,352.33
Organ costs	£ -	£ 447.60	£ 447.60	£ 198.00
Cost of activities for generating funds	£ 412.22	£ -	£ 412.22	£ 374.40
Other expenditure (depreciation on hall)	£ -	£ 10,000.00	£ 10,000.00	£ 10,000.00
Total Expenditure	£ 122,148.39	£ 25,315.60	£ 147,463.99	£ 139,515.25
Gross transfers between funds		£ -		£ 0.54
Net incoming / (outgoing)	-£ 18,321.07	-£ 25,107.99	-£ 43,429.06	-£ 3,131.35
Other gains and losses				
Realised (sale of investments)	£ -	£ -	£ -	£ -
Unrealised (revaluation of investm'ts)	£ 28,920.29	£ 9,013.72	£ 37,934.01	£ 3,448.13
Net movement in funds	£ 10,599.22	-£ 16,094.27	-£ 5,495.05	£ 316.78
Balance b/f 1 January	£ 624,840.03		£ 624,840.03	£ 624,523.25
Balance c/f 31 December	£ 635,439.25	-£ 16,094.27	£ 619,344.98	£ 624,840.03

Parish of All Saints', Denmead  
Balance Sheet as at 31 December 2021

# Summary of Financial Activities

	2021	2020
	Notes	
Fixed assets		
Tangible fixed assets	3 £ 320,000.00	£ 330,000.00
	£ 320,000.00	£ 330,000.00
Current assets		
Stock	£ -	£ -
Debtors (Accruals)	4 £ 2,358.86	£ 9,933.75
Short term deposits	5 £ 13,426.04	£ 14,291.15
Current investments (current market value)	£ 241,204.16	£ 167,713.03
Cash at bank and in hand	6 £ 42,587.14	£ 102,902.10
Creditors due within one year	7 -£ 231.22	£ -
	£ 299,344.98	£ 294,840.03
Net current assets		
	£ 619,344.98	£ 624,840.03
Total assets - current liabilities		
Creditors due after one year	£ -	£ -
Provisions	£ -	£ -
NET ASSETS	8 £ 619,344.98	£ 624,840.03
Funds	9	
Unrestricted funds	£ 242,079.61	£ 231,480.39
Restricted funds	£ 57,265.37	£ 63,359.64
Endowment funds	£ -	£ -
	£ 619,344.98	£ 624,840.03

Approved by the Parochial Church Council on 28/4/22 and signed on its behalf by :

Reverend. Emma Racklyeft

*ERacklyeft* (Chair)

## **APPENDIX 1**

### **All Saints, Denmead - Mission Action Plan (April 2019 – April 2021)**

*This is a working document and is regularly discussed and reviewed by the PCC*

<b>Year One</b>	<b>Year Two</b>
<p><b>PRAYER</b></p> <ul style="list-style-type: none"><li>• Introduce LYCIG prayer to our services</li><li>• Reshape Morning Prayer</li><li>• Introduce a 'Praying for Growth' Informal Evening Service</li></ul>	<p><b>PRAYER</b></p> <ul style="list-style-type: none"><li>• Ensure LYCIG Mission Prayer is embedded in every service</li><li>• Possible 'crib sheet' of Morning Prayer for people to use at home on Facebook each day</li><li>• Encourage attendance at 'Praying for Growth' Informal Evening Service</li><li>• Develop a Prayer Team Ministry to offer prayer ministry in the chapel after Sunday morning services</li></ul>
<p><b>WELCOME</b></p> <ul style="list-style-type: none"><li>• Rework entrance area to church incl. new noticeboards/furniture</li><li>• Sidespersons/welcome team – sharing of good practice</li><li>• Badges for church wardens/sidespersons/welcomers</li><li>• Update welcome leaflets</li><li>• Continue work on Website, Parish Chronicle and Facebook page</li><li>• Possible 'welcome event' for newcomers</li><li>• Social events – lunches, quiz nights, walks</li></ul>	<p><b>WELCOME</b></p> <ul style="list-style-type: none"><li>• Enhance lighting in welcome area – Fabric Committee</li><li>• Worship Services Audit – form a team to develop a questionnaire for congregation feedback</li><li>• Investigate a projector/screen to enhance services and provide flexibility</li><li>• Urgently improve sound system, starting with replacing radio microphones.</li><li>• Review services/times</li><li>• Develop more social events and invite/encourage everyone to attend</li><li>• Website, Parish Chronicle and Facebook - look to maximise engagement</li></ul>



<p><b>MISSION SUPPORT</b></p> <ul style="list-style-type: none"> <li>• Restructure – Choose 5 mission partners to support with prayer and finance</li> <li>• ‘Launch BBQ’ to create awareness</li> </ul>	<p><b>MISSION</b></p> <ul style="list-style-type: none"> <li>• Develop awareness and links with 5 mission partners</li> </ul>
<p><b>PROCLAMATION AND PERSUASION</b></p> <ul style="list-style-type: none"> <li>• Invites to key events... Easter, Harvest, Christmas, Teddy Bears Picnic, CTD Carol Service etc.</li> <li>• Introduction to Faith course - ? Alpha</li> <li>• Form new Home Groups</li> </ul>	<p><b>PROCLAMATION AND PERSUASION</b></p> <ul style="list-style-type: none"> <li>• Develop Home Groups</li> <li>• Review/repeat Introduction to Faith course</li> <li>• Build on last year’s key events and plan future events that encourage the whole church community to participate</li> </ul>
<p><b>CHILDREN/YOUTH</b></p> <ul style="list-style-type: none"> <li>• New Youth Leaders?</li> <li>• Develop Messy Church – particularly the worship/discipleship element</li> <li>• Develop Family Praise/Baptism and All Age Communion services</li> <li>• Continue work with Baptism families</li> <li>• Establish new Playgroup/Toddler Group</li> </ul>	<p><b>CHILDREN/YOUTH</b></p> <ul style="list-style-type: none"> <li>• Employ a p/t family worker (cover family and youth)</li> <li>• New volunteers for Messy Church team</li> <li>• Strengthen Little Stars – our baby and toddler group</li> <li>• Encourage Messy Church and Little Stars families to attend Family Praise services/Sunday school</li> </ul>
<p><b>PASTORAL CARE</b></p> <ul style="list-style-type: none"> <li>• Strengthen Pastoral Care Team</li> <li>• Consolidate Home Communion Team</li> </ul>	<p><b>PASTORAL CARE</b></p> <ul style="list-style-type: none"> <li>• Continued development of Pastoral Care Team</li> <li>• Strengthen Bereavement Support Team – establish the nature of the group and support accordingly</li> </ul>