



# **CRAWLEY BAPTIST CHURCH**

## **ANNUAL REPORT (AND AUXILIARY ORGANISATIONS ACCOUNTS)**

**FOR THE YEAR ENDED**

**31<sup>ST</sup> DECEMBER 2009**

**Crawley Baptist Church** is a Registered Charity No: 1134616 and is a Member of the **Baptist Union of Great Britain** and is affiliated to the **Evangelical Alliance** and the **South Eastern Baptist Association**

**CRAWLEY BAPTIST CHURCH**  
**ANNUAL REPORT**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2009**

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# CRAWLEY BAPTIST CHURCH

## 1. - TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2009

### ▪ Reference and Administrative Information

The full name of the Charity is **Crawley Baptist Church**; the Charity is affiliated to the Baptist Union of Great Britain and for the period covered by these financial statements is excepted from separate registration with the Charity Commissioners. The principal office is situated at Crabtree Road, West Green, Crawley, West Sussex RH11 7HJ.

	Trustees		Paid Staff
Senior Minister:	Rev. Ian Phillips	Senior Minister	Rev. Ian Phillips
Deacons:	Mr. Graham Durrant	Administrator:	Mr. J Lansdell
	Mr. Graham Poole	Minister for Pastoral and	Mrs. S Warner
	Mr Alan Michell	Counselling	
	Mrs. Lesley Stroud	Minister for Children's	Mrs. S Lindridge
	Mr. D Molden	and Youth Work	
	Mrs. Nikki Larkham	Minister for Music and	Mrs. M Hayden
	Mr. Maurice Frost	Worship	
		Lounge Project Manager	Mrs. F Banks-Broome (retired Sep. 2009)
		Operations Manager	Mr. Ian Warner (appointed Nov. 2009)
		Receptionist/ Secretarial	Mrs. C Sage
		Support	
		Cleaners	Mr. Brian Carman

Note: the following Paid Staff also became Trustees under the New Constitution adopted by the church in July 2009 (see Structure, Governance and Management below):

Pastoral Care:	Mrs. S Warner
Children and Youth:	Mrs. S Lindridge
Music and Worship:	Mrs. M Hayden

The Church's bankers are the Royal Bank of Scotland, 50 High Street, Crawley, West Sussex. The Church's independent examiner is Grahame Scofield of Baldwin Scofield & Co., 3 Newhouse Business Centre, Old Crawley Road, Horsham, West Sussex.

### ▪ Structure, Governance and Management

At the beginning of the year the Charity was governed by the Fairbairn Trust, a model trust issued by the Baptist Union of Great Britain, and by the **Church Rules** revised 1973 edition and updated by various amendments since that date. During 2009 Crawley Baptist Church adopted a new constitution following the Approved Governing Document provided by the Baptist Union. This new constitution was adopted by Church Members at the meeting on 21st July along with some other locally required practices. This constitution was submitted to the Charity Commission along with our formal application for independent Charity Registration. The constitution defines the trustees of Crawley Baptist Church as the Minister, Deacons, Secretary, Treasurer and those employed staff who by the nature of their role work together with the Minister and the Deacons in the overall leadership of the Church. The Charity Commission confirmed our registration on 2 March 2010 and our Charity Registration number of 1134616.

## 1. The Qualifications of a Deacon:

- A Deacon should be a person:
  - I. Of mature faith
  - II. Filled with the Holy Spirit
  - III. Who supports to the full the worship and witness of the church
  - IV. Who supports a small group as fully as they are able
  - V. Able to work in harmony with the Minister and Fellow Deacons
- A Deacon is a person appointed by the church, under the guidance of the Holy Spirit, to share in the spiritual leadership, oversight and administration of the church.
- A Deacon is a member of 18 years or over and a member not less than six months.

## 2. The Election of a Deacon

- Deacons are elected at the AGM and requires over 50% of the vote cast.
- They serve for a three year term.

## 3. The Responsibility of a Deacon

- Deacons meet on the first Thursday of every month, at least one away day and one weekend away for business, training and development.

Induction and training of the responsibility of Trustees is done on an informal basis as they are nominated for election. They are made aware of the role and responsibilities and relevant information is passed to them as and when it is received either at the regular monthly meeting or on training or planning days.

### ▪ Risk Management Report

Under the Statement of Recommended Practice (SORP) 2005 regulations it is recommended that the Deacons, as Trustees, complete an ongoing Risk Management review. The Deacons have undertaken this review during the year in order to identify and manage the principal risks that may deter Crawley Baptist Church from achieving its main objectives. A copy of the latest review as at 31<sup>st</sup> December 2009 is included as Appendix A.

### ▪ Objectives and Activities

The purpose of the Crawley Baptist Church is to: Declare God's Praise; Develop Christian Disciples; Demonstrate Christian Love.

As a GOSPEL People the church's values are:

<b>Grace</b>	We will be motivated by God's free gift of love in all that we do.
<b>One Another</b>	We will be real as we care for one another and work together.
<b>Servant Hearts</b>	We will serve those in the local community and beyond with integrity and love.
<b>People</b>	We will share the Good News of Jesus with anyone who does not know him.
<b>Equipped</b>	We will identify, develop and use our God given gifts.
<b>Lifestyle</b>	We will be good stewards of our time, talents and possessions.

The church's Vision Statement is that:

**By 2010 Crawley Baptist Church will be a vibrant family of Christians where every person is:**

- **Stepping out in faith**
- **Committed to growing partnerships across churches**
- **Reaching communities with God's love**

The church is committed to enabling as many people as possible to join in its services of worship and its activities and to become part of the church community. The Trustees maintain an overview of all the activities of the church and are constantly monitoring them in order to make any changes necessary in order to involve as wide a group of people as possible.

When planning the year, the Trustees have considered the Commission's guidance on public benefit and, in particular, the specific guidance on charities for the advancement for religion. In particular we try to help people in the community live out their faith by:

- Regular services of worship with teaching and prayer
- Provision of pastoral care
- Missionary work and outreach to the community

In order to facilitate this work it is important to maintain the fabric of the premises.

## ▪ **Achievements and Activities**

The "Thrusts 2009" (Appendix B), provides our aims and objectives for the year. In working towards these the church has focused on showing its "True Colours" i.e. living out its faith in the community of the church and in the wider community. This has resulted in greater links with the community, growth in numbers and a deepening of faith.

### **Regular services of worship**

The Church offers a range of services: Sunday morning with teaching and prayer; Sunday evening for prayer and reflection; All Age services; Baptism services and Mission oriented services. We also join on two Sunday evenings per month with other churches in the town. There is a fortnightly mid-week daytime service. We have changed our All Age service to one service instead of two in the hope that it will create a greater sense of community. This has received positive feedback and will continue. The church was packed for the Carol service which continues to be very popular.

Membership of the Church rose to 270 during the year. On a Sunday in September the attendance was 225. Regular services all have provision for children's and youth ministry where all ages are welcomed and catered for. During the week across a range of activities 225 children (up to 11 years) and 66 young people (12 to 18 years) attend at least one activity.

### **Pastoral Care**

The church premises has been used by a number of organisations during the year to help different sections of the local community:

- Parent and Toddlers: on Tuesday and Wednesday mornings with up to 30 families represented each day.
- Holly Hedgehog Pre-School use the premises in Mondays, Wednesdays and Thursday and up to 16 children from the local community attend. This has received commendable Ofsted reports.
- Pilgrims, Friendship Club and "T" Set all cater for senior members of the community on different Tuesday afternoons in the month. A variety of activities are held, some spiritual in nature others practical and others for fun!
- Well Baby Clinic: on Wednesdays mornings parents bring their babies to the clinic held at the church. It has been good to see the variety of people coming into the church where they can receive practical help in this way.
- Local clubs: A local sewing group and art group use the premises to hold their meetings.
- Ward Meetings: The local West Green Ward meeting organised by the West Green PSCO is held regularly in the church. These are attended by local people to express views to the local police on issues of public safety or public concern and issues range from street lighting problems to anti-social behaviour problems to car parking issues.
- Street Pastors have recently started to use the premises as a base from which to go into the town centre of Friday nights to care for the young people if the town enjoying their evenings out. They are there to give support as requested and to support the police in their

work of keeping the tow safe for its users. This is run in conjunction with the local council and the police.

- Other users of the premises include: Southgate Doctor's surgery for training staff; TGI Fridays for a staff training day; the South East Ambulance Service for staff training; Crawley Council for Voluntary Services for meetings of the Core Management Team; The Weald Day Services for work with mentally handicapped adults; The Easter Team (a local Christian Charity) as a base from which to give out over 80 Christmas food hampers.

Small Groups form an important and integral part of the pastoral care of the church for its members and regular attendees. The Listening Ear Team supports those unable to get to church and those who are unwell and regularly meets to discuss who needs help and support. Volunteers and Staff make visits as and when necessary.

## **Mission and Outreach**

- Mission:

Through its Mission Team the church has supported individuals and mission organisations throughout the world during the year. Perhaps the highlight was a trip to the Cameroon by a small team to visit the Bible Translation project in Wum in July. The purpose of the trip was to see how our help is supporting the work and to find out how better we can support it in the future. It was both challenging and inspiring and the welcome we received was humbling.

The Senior Minister meets regularly with other Ministers in the town to share together and to talk about how best the wider community can be served.

- Outreach:

The Rainbow Lounge is open on Wednesday and Thursday lunchtimes for anyone who wants to come in and enjoy a cup of coffee and a light lunch. Many parents from the Parent and Toddlers group make use of it on Wednesday lunchtime when it is often full, and on a Thursday it serves those who attend mid-week church. It provides a place for people to meet and chat and an easy way for people to see the church and find out what it's about.

POD is the after school club run at West Green Primary School for years 1 to 5. Every Tuesday evening up to 55 children attend and they hear the Christian story and enjoy a range of activities. The club is so popular that numbers have to be limited and there is a waiting list.

Go Teams are teams that take practical help into the community. Contacts come through the Ward Meetings primarily, some through the local Council but others have heard about the teams and we have had requests from other areas of Crawley. In Community Week in the summer we helped to redecorate a house for an elderly couple and were involved in a couple of gardening projects where gardens were badly overgrown. Some of these projects are ongoing and we will pick them up next summer. We have received more requests for help than we can deal with and the challenge is to work out how to manage the demand. We also need to invest in some proper equipment to help make the work manageable.

- **Plans for the future**

The "Thrusts 2010" (Appendix C) set out the aims and objectives for 2010 and have been arrived at out of reflection on the Thrusts for 2009 and in the light of the changes and growth we have seen in the community. They are inextricably linked to our Vision Statement and driven by our Values. The new Vision Statement for 2010 has provided us with inspiration and we will work hard to become radically committed followers of Christ living out our faith in the community of the Church and the wider community.

## ▪ Financial Review

The implications of the rebuilding project, completed in August 2003, continue to impact the balance sheet; the church has invested over £2 million in respect of the building and refurbishment costs, architects and other professional fees, loan interest and a commitment to double tithe in support of evangelism, outreach and mission. The total raised as at 31<sup>st</sup> December 2009 in gifts, pledges and associated Gift Aid refunds amounted to £2.2 million.

In the opinion of the Trustees the Church premises are not owned by Crawley Baptist Church but by the Baptist Union Corporation (see Note 1f attached to the Accounts). To enable the work to proceed, the Baptist Union Corporation and Baptist Building Fund initially provided loans of £435,000 as a bridging facility against future pledge commitments and associated Gift Aid refunds. As a consequence the balance of the Premises Fund is now shown in deficit to the extent of £81,528 (2008 £123,964); pledges and Gift Aid refunds outstanding and receivable over the next 4 years are estimated to be just in excess of £90,000.

Pledges received and associated Gift Aid refunds are now sufficient to cover the deficit and it is the Trustees' intention to clear this as quickly as possible from future Gift Day appeals and other donations.

The Church reserves policy is to retain at least one month's expenditure as "free" reserves, to meet future shortfalls in income or unexpected expense. All cash reserves, other than those referred to above, are held with the Baptist Union Corporation in an interest earning deposit account. When the Church committed to the rebuilding project it set up the double tithe in support of the External Tithe Fund (support to outside organisations) and Evangelism, Outreach and Mission Fund (support for these activities from within the Church). Whilst it has been the policy to distribute the External Tithe Fund as money becomes available, the Evangelism, Outreach and Mission Fund has been allowed to accumulate. This Fund now stands at £153,422 and the Trustees will be considering during 2010 how best to use this fund for the purposes agreed.

The main points to note from the detailed accounts attached are shown overleaf (figures in brackets relate to the year ended 31<sup>st</sup> December 2008):-

- Revenue income amounted to £244,412 (£232,408) (up 5.2%) and comprised General Offerings, miscellaneous donations, tax refund on Gift Aid, interest received and income from use of premises.
- Revenue expenditure amounted to £242,508 (£223,225) (up 8.6%).
- The net surplus of income over expenditure for the year amounted to £1,904 (£9,183) and has been added to the General Fund.
- Additional capital giving to the Gift Day and Premises Funds amounted to £55,909 (£169,145) with a further £7,766 (£27,435) being received by way of tax refund on capital Gift Aid donations. Capital Costs of £12,422 (£9,627) were incurred and related to the building redevelopment.
- All debtors are considered good for the full amount owing; all obligations have been and will continue to be met as they fall due.

Charity law requires the Trustees to prepare financial accounts for each financial year that give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources for that period. In preparing those accounts, the Trustees are required to:

- a) select suitable accounting policies and apply them consistently;
- b) make judgements and estimates that are reasonable and prudent;
- c) prepare the financial accounts in accordance with the methods and principles set out in the Statement of Recommended Practice Accounting and Reporting by Charities and to state whether or not the financial accounts have been prepared in accordance with that statement and applicable accounting standards;
- d) prepare the financial accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which are sufficient to show and explain the charity's transactions and to disclose with reasonable accuracy at any time the financial position of the charity, and to enable them to ensure that any statements of account comply with the requirements of the Charity (Accounts and Reports) Regulations 2005. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Deaconate on 4<sup>th</sup> February 2010

and signed on their behalf by .....

**2. - INDEPENDENT EXAMINER'S REPORT**  
**TO THE TRUSTEES OF CRAWLEY BAPTIST CHURCH**

I report on the accounts of the charity for the year ended 31 December 2009, which are set out on pages 8 to 16.

**Respective responsibilities of trustees and examiner**

As the charity's trustees, you are responsible for the preparation of the accounts; you consider that the audit requirement of section 43(2) of the Charities Act 1993 (the Act) does not apply. It is my responsibility to state on the basis of procedures specified in the General Directions given by the Charity Commissions under section 43(7)(b) of the Act, whether particular matters have come to my attention.

**Basis of independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, 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:

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

**Grahame Scofield**

Baldwin Scofield & Co  
Chartered Accountants  
Unit 3, Newhouse Business Centre  
Old Crawley Road  
Horsham, West Sussex  
RH12 4RU

Dated.....

# CRAWLEY BAPTIST CHURCH

## Statement of Financial Activities for the Year ended 31st December 2009

	Notes	Unrestricted £	Designated £	Restricted £	TOTAL 2009 £	TOTAL 2008 £
<b>Incoming Resources:-</b>	<b>1c</b>					
Voluntary Income	<b>2</b>	234,986	1,052	4,588	240,626	231,571
Investment Income	<b>1d, 3</b>	9,426			9,426	7,632
Incoming resources from Charitable activities	<b>4</b>		72,068		72,068	192,543
<b>Total Incoming Resources</b>		<b>244,412</b>	<b>73,120</b>	<b>4,588</b>	<b>322,120</b>	<b>431,746</b>
<b>Resources Expended:-</b>						
Charitable Activities	<b>5</b>	241,473	38,417	4,845	284,735	268,298
Governance costs	<b>1b, 6</b>	1,035			1,035	1,322
<b>Total Resources Expended</b>	<b>7</b>	<b>242,508</b>	<b>38,417</b>	<b>4,845</b>	<b>285,770</b>	<b>269,620</b>
<b>Net Incoming Resources before trs</b>		<b>1,904</b>	<b>34,703</b>	<b>-257</b>	<b>36,350</b>	<b>162,126</b>
Gross transfers between funds	<b>15/17</b>	0	0	0	0	0
<b>Net Movement in Funds</b>		<b>1,904</b>	<b>34,703</b>	<b>-257</b>	<b>36,350</b>	<b>162,126</b>
Balance brought forward 1 Jan 2009		28,906	54,564	3,988	87,458	-74,668
<b>Balance carried forward 31 December 2009</b>		<b>30,810</b>	<b>89,267</b>	<b>3,731</b>	<b>123,808</b>	<b>87,458</b>

The Notes on pages 12-17 following form an integral part of these accounts.

# CRAWLEY BAPTIST CHURCH

## Balance Sheet as at 31 December 2009

	Notes	2009		2008	
		£	£	£	£
<b>Tangible Fixed Assets</b>	<b>1f</b>	0		0	
<b>Investments</b>		0	<u>0</u>	0	<u>0</u>
<b>Current Assets</b>					
Stocks		0		0	
Debtors	<b>11</b>	11,551		13,897	
Investments (non cash)		0		0	
Bank and Cash	<b>12</b>	<u>128,005</u>		<u>90,570</u>	
		<u>139,556</u>		<u>104,467</u>	
<b>Current Liabilities</b>					
Creditors: amounts falling due within one year	<b>13</b>	<u>15,748</u>		<u>12,009</u>	
<b>Net Current Assets</b>		123,808		92,458	
Creditors: amounts falling due after one year	<b>14</b>	<u>0</u>	<u>123,808</u>	<u>5,000</u>	<u>5,000</u>
<b>Net Assets</b>			<u>123,808</u>		<u>87,458</u>
<b>Charitable Funds</b>					
Restricted	<b>15</b>		3,731		3,988
Designated	<b>16</b>		89,267		54,564
Unrestricted	<b>17</b>		30,810		28,906
			<u>123,808</u>		<u>87,458</u>

The notes on pages 12-17 form an integral part of these accounts

These accounts were approved by the Trustees on 04/02/2010  
And signed on their behalf by

**A** Trustee

**B** Trustee

# CRAWLEY BAPTIST CHURCH

## NOTES TO THE ACCOUNTS

YEAR ENDED 31 DECEMBER 2009

### **1 Accounting Policies**

#### **a Basis of preparation:**

The accounts are prepared in accordance with the Accounting Regulations set out under the Charities Act 1993, and with the Charities Statement of Recommended Practice 2005. The accounts of the Church's auxiliary organisations are appended to these accounts but have not been audited or independently examined.

#### **b Governance costs:**

This represents direct expenditure on the governance of the Church. Most of the management is carried out without charge by volunteers. This intangible cost is not included in the Statement of Financial Activities since there is no measurable cost to the volunteers for their service.

#### **c Income:**

Donations and legacies are accounted for when received. Other income is accounted for on an accruals basis as far as it is prudent. Income includes income tax recoverable.

#### **d Investment income:**

Investment income is included in the accounts in the year in which it is receivable.

#### **e Fund raising and publicity costs:**

The Church does not make formal appeals for funds, and expenditure on these items is therefore not material.

#### **f Fixed Assets:**

The Baptist Union Corporation Limited are Custodian Trustees of the Church and Manse premises in Crabtree Road, West Green, Crawley. The Church is required to retain and maintain the properties for its own use and may not dispose of them without the permission of the custodian trustees. The Church premises have recently undergone redevelopment and the construction, furniture, fittings and equipment costs plus associated professional fees and loan interest charges are charged. Income and Expenditure account in the year in which costs are incurred.

The redevelopment costs have not been capitalised as, in the opinion of the Church Trustees, ownership of the property and the Manse are in the name of the Baptist Union Corporation Limited; the value of these assets is thus excluded from the Balance Sheet of Crawley Baptist Church for accounting purposes. It is the ongoing practice of Crawley Baptist Church to write off 100% of the capital value of all fixed assets in the year of purchase. All plant and equipment is therefore shown as having a nil value for accounting purposes.

**2 Voluntary Income**

	<b>Unrestricted</b>	<b>Designated</b>	<b>Restricted</b>	<b>2009</b>	<b>2008</b>
Offerings and other income	193,448	1,052	4,588	199,088	191,962
Associated Tax Refunds	41,538			41,538	39,609
<b>Total</b>	<b>234,986</b>	<b>1,052</b>	<b>4,588</b>	<b>240,626</b>	<b>231,571</b>

**3 Investment Income**

	<b>Unrestricted</b>	<b>Designated</b>	<b>Restricted</b>	<b>2009</b>	<b>2008</b>
Bank and BU interest	1,165			1,165	1,502
Income from use of premises	8,261			8,261	6,130
<b>Total</b>	<b>9,426</b>			<b>9,426</b>	<b>7,632</b>

**4 Incoming resources from charitable activities**

	<b>Unrestricted</b>	<b>Designated</b>	<b>Restricted</b>	<b>2009</b>	<b>2008</b>
Gift Day & Koinonia income		64,302		64,302	165,108
Associated Tax Refunds		7,766		7,766	27,435
<b>Total</b>		<b>72,068</b>		<b>72,068</b>	<b>192,543</b>

**5 Charitable Activities**

	<b>Unrestricted</b>	<b>Designated</b>	<b>Restricted</b>	<b>2009</b>	<b>2008</b>
Releasing People into Ministry	145,750			145,750	132,845
Supporting Mission	36,228	35,284	4,588	76,100	66,546
Developing Ministry	16,188			16,188	21,337
Providing Premises and					
Administrative Support	43,307	3,133	257	46,697	47,570
<b>Total</b>	<b>241,473</b>	<b>38,417</b>	<b>4,845</b>	<b>284,735</b>	<b>268,298</b>

**6 Governance Costs**

	<b>Unrestricted</b>	<b>Designated</b>	<b>Restricted</b>	<b>2009</b>	<b>2008</b>
Independent Examinations costs	1,035			1,035	1,322
<b>Total</b>	<b>1,035</b>			<b>1,035</b>	<b>1,322</b>

**7 Total Resources Expended**

	Direct Charitable Costs	Donations	Support costs	Total 2009	Total 2008
Releasing People into Ministry	99,504		46,246	145,750	132,844
Supporting Mission	5,628	70,472		76,100	66,546
Developing Ministry Providing Premises and	16,188			16,188	21,337
Administrative Support	46,697			46,697	47,570
Governance costs	1,035			1,035	1,322
<b>Total</b>	<b>169,052</b>	<b>70,472</b>	<b>46,246</b>	<b>285,770</b>	<b>269,619</b>

**8 Donations Payable**

	Unrestricted	Designated	Restricted	2009	2008
BUGB (Home Mission)	14,400			14,400	13,800
BMS (World Mission)	12,600			12,600	12,000
Lighthouse	3,600			3,600	3,600
Double Tithe		27,422		27,422	30,000
Other Missionary Donations			4,588	4,588	2,379
<b>Total</b>	<b>30,600</b>	<b>27,422</b>	<b>4,588</b>	<b>62,610</b>	<b>61,779</b>

**9 Support Costs**

	Unrestricted	Designated	Restricted	2009	2008
Administrative Staff	14,167			14,167	13,426
Other administrative costs	32,079			32,079	23,991
<b>Total</b>	<b>46,246</b>			<b>46,246</b>	<b>37,417</b>

**10 Staff costs and Trustees expenses**

	2009	2008
Salaries	113,141	103,147
Social security costs	9,326	8,475
Pension costs	17,467	12,788
Other costs	6,072	8,011
<b>Total</b>	<b>146,006</b>	<b>132,421</b>

The average number of employees during the year was 7.8.

No employee received emoluments in excess of £60,000 during the year or preceding year.

One Trustee, who is also an employee, lived in housing provided by the church.

No sums were reimbursed either this year or the preceding year to the Trustees for their work as Trustees.

The Church pays pension contributions for its Minister to the Baptist Ministers Pension Trust Limited, which is a final salary defined benefit scheme, which is not contracted out of the State second pension. The scheme is a multi-employer scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the church. In accordance with FRS17 therefore, the scheme is accounted for as a defined contribution scheme. The Church makes pension contributions to a stakeholder pension scheme for other employees.

#### 11 Debtors

	<b>2009</b>	<b>2008</b>
HMR&C Charities	10,944	13,817
Bank Interest	544	24
Photocopier Invoices	63	56
Total	<u>11,551</u>	<u>13,897</u>

#### 12 Bank and cash balances

	<b>2009</b>	<b>2008</b>
Baptist Union Deposit Account	113,893	73,893
RBS Current Account	200	200
RBS Deposit Account	13,912	16,477
Total	<u>128,005</u>	<u>90,570</u>

#### 13 Creditors: amounts falling due within one year:

	<b>2009</b>	<b>2008</b>
Pilgrims Account	343	533
Football Account	390	275
Bookstall Account	625	347
Contact Centre Account	2,778	1,882
Loans received	1,000	1,000
HMR&C	2,774	2,631
Southern Water	378	342
Baptist Building Fund	5,000	5,000
Barclays Bank Claim	2,460	0
Total	<u>15,748</u>	<u>12,010</u>

#### 14 Creditors: amounts falling due after more than one year:

	<b>2009</b>	<b>2008</b>
Baptist Building Fund	0	5,000
Total	<u>0</u>	<u>5,000</u>

## 15 Restricted Funds

	1.1.2009	Incoming Resources	Resources Expended	Transfers	31.12.2009
Aquila Fund	3,988	0	257	0	3,731
Other Missionary Donations					
BMS World Mission	0	213	213	0	0
BUGB Home Mission	0	15	15	0	0
Easter Team	0	1,016	1,016	0	0
L Webb Sierra Leone	0	65	65	0	0
Crawley Open House	0	278	278	0	0
Wycliffe Aghem Project	0	3,000	3,000	0	0
Totals	3,988	4,587	4,844	0	3,731

Aquila Fund: this fund represents donations received from the Aquila Trust to be used for running Breakthrough courses.

Other Missionary Donations: this fund represents donations received for specific mission organisations.

## 16 Designated Funds

	1.1.2009	Incoming Resources	Resources Expended	Transfers	31.12.2009
Gift Day	0	55,909	0	-55,909	0
Premises	-123,964	1,052	3,133	44,517	-81,528
Memorial	773	0	0	0	773
Evangelism, Outreach & Mission	160,148	0	12,422	5696	153,422
External Tithe	15,350	0	15,000	5696	6,046
Koinonia	2,257	16,159	7,862	0	10,554
Totals	54,564	73,120	38,417	0	89,267

Gift Day Fund: this fund receives donations for general use from Gift Days held throughout the year. It also receives donations from pledges made on previous Gift Days which are now being fulfilled.

Premises Fund: this fund relates to the development of the Church premises.

Memorial Fund: this fund represents donations and legacies received *in memoriam*.

Evangelism, Outreach & Mission Fund: this tithe fund is used to support evangelism projects.

External Tithe Fund: this tithe fund is used to support various external projects.

Koinonia Fund: this fund is used to help those in pastoral need.

## 17 Unrestricted Fund

	1.1.2009	Incoming Resources	Resources Expended	Transfers	31.12.2009
General Fund	28,906	244,412	242,508	0	30,810
Totals	28,906	244,412	242,508	0	30,810

## 18 Related Charities

The custodian Trustee of the church is the Baptist Union Corporation Limited which is charity number 249635, and which is controlled by the Baptist Union Council. The church is also a member of the Baptist Union of Great Britain, and the South Eastern Baptist Association.

The Church is in receipt of a loan from the Baptist Building Fund as set out in note 14.

The Church made a donation to the Baptist Union Home Mission Scheme as set out in note 8.

## 19 Connected Charities

Ian Phillips is also a Trustee of *The Easter Team*, a separate registered charity.

## 20 Pensions

The Church is an employer participating in a pension scheme known as the Baptist Ministers' Pension Fund ('the Ministers' Fund'). The Senior Minister is eligible to join the Fund which is a multi-employer defined benefit scheme, which is funded and not contracted out of the state scheme.

The main benefit provided by the Ministers' Fund is a pension of one eightieth of final Minimum Pensionable Income together with additional pension in respect of premiums paid on Pensionable Income in excess of the Minimum Pensionable Income. From 1 January 2009 Ministers pay 8% of their Pensionable Income and the employer pays 16%. The Scheme started in 1925. A formal valuation was performed at 31 December 2007 by a professionally qualified Actuary using the Projected Unit method. The market value of the Scheme's assets at the valuation date was £119,486,000.

As there are a number of contributing employers to the scheme, the Church is unable to identify its share of the underlying assets and liabilities of the scheme.

Due to the nature of the scheme, the profit and loss charge for the period represents the employer contribution payable. The total pension cost for the Church in respect of the Senior Minister was £5,198 (2008 £3,756).

The financial assumptions underlying the valuation were as follows:

Discount rate pre retirement	7.00%
Discount rate post retirement	5.00%
Rate of price inflation	3.40%
Rate of revaluation on deferred pensions	3.40%
Rate of pension increases on benefits accrued to 5 April 2006	3.40%
Rate of pension increases on benefits accrued after 6 April 2006	2.40%

The valuation of the Ministers' Fund revealed a deficit of assets compared with the value of liabilities of £17,826,000 (equivalent to a past service funding level of 87%). The employer's ongoing future service contribution rate, to include eliminating the deficit, was assessed at 16% of pensionable salaries.

The next actuarial valuation of the Ministers' Fund will be at 31 December 2010.

## 6 - CRAWLEY BAPTIST CHURCH - Auxiliary Organisations

ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2009

### Pilgrims

(Treasurer: Mrs P Phillips)

#### Income

Lunches	£ 854.00
Offerings	£ 308.60
Donations	£ 178.94
Sundries	£ 12.70
	<hr/>
	£ 1,354.24

#### Expenditure

Lunches	£ 709.21	
Donations	£ 555.00	
Speakers' Travel	£ 10.00	
Sundries	£ 218.66	
	<hr/>	
		£ 1,492.87
		<hr/>
Loss for year		-£ 138.63
		<hr/>
Balance brought forward from 2008		£ 531.41
		<hr/>
		£ 392.78
		<hr/>

Represented by:

Bank Account at 31.12.09	£ 501.56	
less unpresented cheques		
418	£ 43.83	
419	£ 100.00	
420	£ 35.00	
	<hr/>	
	£ 178.83	
		£ 322.73
		<hr/>
Cash in hand		£ 70.05
		<hr/>
		£ 392.78
		<hr/>

**Parent & Toddler Group**  
(Treasurer: Mrs Annette Benham)

**Receipts**

Subs	£ 2,093.00
Sales/Other	£ 148.28
Photographs	£ 886.00
Outings	£ 23.00
	<hr/>
Total of Income	£ 3,150.28

**Expenditure**

Refreshments	£ 300.00
Activities	£ 230.13
Equipment	£ 31.00
Donations	£ 750.00
Parties/Outings	£ 994.53
Gifts/Cards/Stationery	£ 172.94
Photocopying	£ 54.73
Photographs	£ 712.65
	<hr/>
Total of Expenditure	£ 3,245.98

Balance B/Fwd from 2008	£ 389.85
Income for year 2009	£ 3,150.28
	<hr/>
	£ 3,540.13
Less Expenditure for 2009	£ 3,245.98
	<hr/>
	£ 294.15
	<hr/>

**Represented By**

Bank Account	£ 261.99
Cash In Hand	£ 32.16
	<hr/>
	£ 294.15
	<hr/>

# Appendix A - Risk Management Report

Potential risk	Potential impact	Steps to mitigate risk
<b>Finance</b>		
<b><i>Pledges and tithe commitments made in respect of the development project not being fulfilled, and/or outstanding deficit not being resolved.</i></b>	<ul style="list-style-type: none"> <li>* Inability to sustain development and outreach programmes.</li> <li>* Inability to meet the BBF loan repayment programme.</li> <li>* Cash flow management impaired.</li> </ul>	<ul style="list-style-type: none"> <li>* Monthly financial reports to the Deacons showing actual income compared with projections.</li> <li>* Any donor not fulfilling their pledge is approached within the time scale promised for that pledge. Pledges reassessed and rescheduled as required.</li> <li>* Adequate cash reserves held on deposit with the BU.</li> </ul>
<b><i>Revenue income does not increase at the rate required to sustain the increase in budgeted expenditure.</i></b>	<ul style="list-style-type: none"> <li>* Cut back on revenue expenditure thus reducing overall outreach and impact.</li> </ul>	<ul style="list-style-type: none"> <li>* Monthly financial reports to the Deacons showing actual income compared with projections.</li> <li>* Bi-monthly reporting to Church Members to indicate need to increase giving after tax changes.</li> </ul>
<b><i>Loss of key personnel/data with specialist knowledge of financial support systems.</i></b>	<ul style="list-style-type: none"> <li>* Loss of all financial management and control.</li> </ul>	<ul style="list-style-type: none"> <li>* All data backed-up three-way, with one copy being held off-site.</li> <li>* Additional system operator trained.</li> </ul>
<b>Personnel</b>		
<b><i>Loss of Staff and other key personnel, e.g. through relocation, promotion, retirement or burn out.</i></b>	<ul style="list-style-type: none"> <li>* Loss of direction and/or control of key areas of Church life.</li> <li>* Additional pressure on remaining staff.</li> <li>* Reduction in the Church's activities.</li> </ul>	<ul style="list-style-type: none"> <li>* Risk reduced as far as practical by devolving responsibilities amongst teams led by staff and other key personnel.</li> <li>* Sharing responsibilities through regular staff and team meetings.</li> <li>* Encouraging open channels of communication with Deacons.</li> <li>* Review Job Descriptions and procedures for regular appraisal, review and development, including succession planning.</li> <li>* Annual budget review of staff remuneration package.</li> </ul>

Potential risk	Potential impact	Steps to mitigate risk
<b>Contact Centre or CYM child(ren) being abducted.</b>	* Adverse publicity and/or claim for negligence.	* Ongoing training of Contact Centre and CYM staff to deal with such situations.  * Close liaison maintained with local Police.
<b>Child abuse allegations made against an individual or individuals as part of CYM or other Church organisations.</b>	* Legal or other claim against individuals and/or the Church.  * Adverse public reaction towards the Church.  * Damage to the children, parents and families resulting in a decline of young people in the Church.  * Damage and loss of confidence by and in Children and Youth Ministry leaders affecting purpose, values and vision of the Church.	} } } } * Crawley Baptist Church Child Protection Policy implemented and subject to regular review with referral to the Criminal Records Bureau as appropriate. } } * Regular training in Child Protection issues. } } }
<b>Abuse by member of the public or accident otherwise incurred causing harm/damage to other people, staff or premises.</b>	* Legal claim against the Church.  * Adverse public reaction towards the Church.	} * Appropriate/relevant insurance cover held relating to the premises. } Stewards appointed and staff aware } of need for vigilance and support, and building security procedures.
<b>Allegations made against staff, pastoral and counselling workers and other leaders.</b>	* Adverse public reaction towards Crawley Baptist Church and/or legal claims against individuals and/or Crawley Baptist Church.	* Insurance protection held through the Baptist Union Minister's Insurance, subject to regular review.  * Additional insurance cover held through the Association of Christian Counsellors.  * Adherence to established good practice.
<b>Trustees make unintentional mistakes and/or bring the Church into disrepute through their actions.</b>	* Possible legal action against the Charity.	* Greater training of Trustees in respect of their legal duties.  * Appropriate insurance cover to be considered.

## Premises

***Inadequate Health & Safety procedures and measures.***

\* Claims from staff and/or voluntary staff due to actual or potential accidents occurring.

\* Ongoing training arranged in H&S, first aid, fire safety and food hygiene procedures, and personnel appointed in key areas.

\* Adverse inspection from H & S officials resulting in legal action being taken against the Trustees.

\* H&S Policy approved and implemented.

\* Deficiencies in Health and Safety provisions prevent the use of the premises, resulting in curtailment of the Church's activities.

\* Risk Assessments carried out, implemented and under regular review.

***Premises left unlocked when unattended.***

\* Unauthorised access, possible theft and/or damage.

\* All Key Holders and leaders are briefed on security and lock-up procedures. Car park gates are normally closed and secured when there is no one in the building.

***Loss of external door keys.***

\* Unauthorised access, possible theft and/or damage.

\* Intruder alarm system is normally set when no one is in the building.

***Unauthorised parking in the car park.***

\* Restricted/limited use by authorised users.

Car park gates are normally closed and secured when there is no one in the building.

## APPENDIX B

### Thrusts 2009 – “True Colours”

#### Developing Lifestyle

<b>We will be people who understand and can apply the teaching of Jesus in all areas of our lives: at home; at work and in the church.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>• Testimony – looking back</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the sharing of testimony</li> <li>• Adults and children</li> </ul>	<ul style="list-style-type: none"> <li>• From January 2009</li> <li>• Morning services</li> <li>• Small Groups</li> </ul>	All
<ul style="list-style-type: none"> <li>• “Stepping out in faith”</li> </ul>	<ul style="list-style-type: none"> <li>• Throw out the challenge – Vision Day</li> <li>• Regularly ask the question – Sundays and Small Group</li> <li>• Encourage Small Groups to teach in this way</li> </ul>	<ul style="list-style-type: none"> <li>• Vision Day – 7<sup>th</sup> February 2009</li> <li>• Sunday mornings</li> <li>• Small Groups</li> </ul>	Ian, Marian and all!

#### Changing Attitude

<b>We will be people who understand who we are in Christ and are secure in that knowledge, enabling us to serve freely and look first to the interests of others at all times and on all occasions. We will see things first and foremost from the perspective of the Kingdom.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>• Prayer</li> </ul>	<ul style="list-style-type: none"> <li>• Sunday mornings: kids in / creative praying</li> <li>• Prayer diary: “Thank God for...”</li> <li>• Teaching series:</li> </ul>	<ul style="list-style-type: none"> <li>• From January 2009</li> <li>• Monthly prayer diary</li> <li>• Beginning September 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Worship leaders</li> <li>• Deacons</li> <li>• Ian</li> </ul>
<ul style="list-style-type: none"> <li>• Money</li> </ul>	<ul style="list-style-type: none"> <li>• Teaching series: “The Gift of Giving”</li> <li>• Financial Management Course: short courses</li> <li>• Clinic: gathering a team – see where it goes</li> <li>• IT Café – to help access the internet</li> <li>• Church bank!</li> </ul>	<ul style="list-style-type: none"> <li>• March - April 2009</li> <li>• Throughout 2009</li> <li>• From Jan 2009</li> <li>• Begin now!</li> <li>• Begin thinking now</li> </ul>	<ul style="list-style-type: none"> <li>• Ian</li> <li>• Finance folk!</li> <li>• Financial folk</li> <li>• Colin</li> <li>• Bankers!</li> </ul>
<ul style="list-style-type: none"> <li>• Evangelism</li> </ul>	<ul style="list-style-type: none"> <li>• Prayer: “I am especially fond of...”</li> <li>• Relationships: encourage one another</li> </ul>	<ul style="list-style-type: none"> <li>• Now</li> <li>• Now</li> </ul>	<ul style="list-style-type: none"> <li>• All</li> <li>• All</li> </ul>

## Seeing Opportunities

<b>We will be fully informed and aware of the opportunities there are to serve and to participate both in the church and through the church into the local community and beyond.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>• Encouraging “serving” opportunities for families, couples, friends</li> </ul>	<ul style="list-style-type: none"> <li>• Telling story e.g. Phillips’ family and POD</li> <li>• Team CBC “On the Move”: going to other communities to serve!</li> </ul>	<ul style="list-style-type: none"> <li>• When opportunity arises</li> <li>• Summer 2009</li> </ul>	<ul style="list-style-type: none"> <li>• All</li> <li>• X-Generational Teams</li> </ul>
<ul style="list-style-type: none"> <li>• Growing links</li> </ul>	<ul style="list-style-type: none"> <li>• New Community</li> <li>• Go Teams</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Summer</li> <li>• When need arises</li> <li>• Specified meeting dates</li> </ul>	<ul style="list-style-type: none"> <li>• All</li> <li>• Anyone</li> <li>• Representatives</li> </ul>
<ul style="list-style-type: none"> <li>• Community Survey</li> </ul>	<ul style="list-style-type: none"> <li>• West Green: to find what happens already; what the needs are; what is offered and what resources are needed!</li> </ul>	<ul style="list-style-type: none"> <li>• Summer 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Team!</li> </ul>

## Real in Relationships

<b>We will be open and honest with one another and able to appreciate and celebrate our similarities and differences right across the age ranges.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>• Listening Skills Course</li> </ul>	<ul style="list-style-type: none"> <li>• To help any who want to become better listeners</li> <li>• Small Groups – develop and encourage “The Empty Chair”</li> </ul>	<ul style="list-style-type: none"> <li>• Now and ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Sandra</li> <li>• Small Groups</li> </ul>
<ul style="list-style-type: none"> <li>• Think Again!</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding “Think Twice” to develop the culture of the church</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Ian and Deacons</li> </ul>
<ul style="list-style-type: none"> <li>• Relationships Matter</li> </ul>	<ul style="list-style-type: none"> <li>• A GOSPEL People: Teaching series</li> <li>• Small Groups</li> </ul>	<ul style="list-style-type: none"> <li>• May to July 2009</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Ian</li> <li>• Small Groups</li> </ul>

## APPENDIX C Thrusts 2010

### “Radical Followers of Christ”

#### Rooted and Established

<b>We will be kingdom people who live balanced lives at home, work and church and are growing in faith and maturity.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>▪ Small Groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refocus: New focus with intent</li> <li>▪ How is your group going to own the Vision?</li> <li>▪ How will you become “radical disciples”?</li> <li>▪ Personal vision</li> </ul>	<ul style="list-style-type: none"> <li>▪ Begin now and ongoing – a process!</li> <li>▪ Vision Day (Sat. 6<sup>th</sup> Feb 2010)</li> <li>▪ Leaders Vision Morning (13<sup>th</sup> March)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ian, Sandra, Steve</li> <li>▪ Church</li> <li>▪ S/G Leaders</li> <li>▪ S/G Members</li> </ul>
<ul style="list-style-type: none"> <li>▪ Existing Ministries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Teaching with intent on Vision: using existing opportunities to teach into the Vision e.g. Men’s Ministry weekend talk about “Balanced Lifestyle”</li> <li>▪ Best Practices: adapting or making easier ways of doing things!</li> <li>▪ Teaching on Sunday: making connections</li> </ul>	<ul style="list-style-type: none"> <li>▪ From now and when opportunities arise</li> <li>▪ Ongoing</li> <li>▪ Now and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ All</li> <li>▪ Ministry leaders</li> <li>▪ All</li> <li>▪ Ian and other preachers</li> </ul>
<ul style="list-style-type: none"> <li>▪ Intentional on maturing!</li> </ul>	<ul style="list-style-type: none"> <li>▪ Runs through everything we do!</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing – a process</li> </ul>	<ul style="list-style-type: none"> <li>▪ All</li> </ul>

#### Wholeheartedly Together

<b>We will be kingdom people who fully embrace community and are able to celebrate variety in order to serve one another authentically.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>▪ Small Groups: re-valuation</li> </ul>	<ul style="list-style-type: none"> <li>▪ All groups: links with Rooted and Established above!</li> </ul>	<ul style="list-style-type: none"> <li>▪ Starting now (Jan 2010)</li> <li>▪ Small Group Leaders Vision morning (13<sup>th</sup> March)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ian, Sandra, Steve P and leaders</li> </ul>
<ul style="list-style-type: none"> <li>▪ Small Groups: re-investing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Small Groups Fare</li> </ul>	<ul style="list-style-type: none"> <li>▪ May: between services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Small Groups</li> </ul>
<ul style="list-style-type: none"> <li>▪ Celebrating Variety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intentional through Small Groups: walks, meals, socials...Listening and understanding one another</li> <li>▪ International Meal</li> <li>▪ BBQ</li> <li>▪ Variety Evening</li> <li>▪ Network: invite people to revisit the course and identify new course leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Now and ongoing</li> <li>▪ March 2010</li> <li>▪ Part of Men’s Ministry w/e in June 2010</li> <li>▪ September 2010</li> <li>▪ As appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Small Groups and in preaching</li> <li>▪ Small Groups</li> <li>▪ Mission Team</li> <li>▪ Men’s Ministry team</li> <li>▪ Small Team!</li> <li>▪ Network Team</li> </ul>
<ul style="list-style-type: none"> <li>▪ Church Membership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review list and follow up as appropriate</li> <li>▪ What is membership?</li> <li>▪ Encourage “Looking Out” for those who are missing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Now and ongoing</li> <li>▪ Now and ongoing</li> <li>▪ Now and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ian, Sandra and Deacons</li> <li>▪ Preaching and S/Groups</li> <li>▪ All</li> </ul>
<ul style="list-style-type: none"> <li>▪ Teaching</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate as part of ongoing series and subsequent ones (what is the Body of Christ?)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ian</li> </ul>

## Lights on a Hill

<b>We will be kingdom people whose lives shine in the darkness and are attractive to others because God's light and love can be seen in all we do, helping them to find faith.</b>			
<b>Project</b>	<b>Scope</b>	<b>When?</b>	<b>Who?</b>
<ul style="list-style-type: none"> <li>▪ Encourage "Bright Lights"</li> </ul>	<ul style="list-style-type: none"> <li>▪ Teaching as parts of series and in Small Groups: Kingdom people; True Colours</li> <li>▪ Testimony</li> </ul>	<ul style="list-style-type: none"> <li>▪ Now and ongoing</li> <li>▪ Now and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ian, S/G Leaders</li> <li>▪ Worship leaders, S/G Leaders</li> </ul>
<ul style="list-style-type: none"> <li>▪ Making Connections</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meal4Nothing: invite non-church friends for lunch on a Sunday</li> <li>▪ Making Time: encourage people to think about time spent in non-church activities as part of Kingdom</li> <li>▪ External groups: invite to Vision Fare; questionnaire – is there anything else we can do for you?</li> <li>▪ Rainbow Lounge: explore new possibilities with outside users</li> <li>▪ Sports evening: bring friends</li> <li>▪ Welcome Team: revisit and reinvent</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early summer and Carol Service</li> <li>▪ Now and ongoing</li> <li>▪ Vision Fare: 6<sup>th</sup> Feb 2010 and ongoing</li> <li>▪ Begin process now</li> <li>▪ Find new venue then begin</li> <li>▪ Now</li> </ul>	<ul style="list-style-type: none"> <li>▪ All</li> <li>▪ All</li> <li>▪ Ian initially</li> <li>▪ Ian Warner and Deacons</li> <li>▪ Richard?</li> <li>▪ Ian and Sandra</li> </ul>
<ul style="list-style-type: none"> <li>▪ Evangelistic Events</li> </ul>	<ul style="list-style-type: none"> <li>▪ Light Party: alternative to hallowe'en</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hallowe'en</li> </ul>	<ul style="list-style-type: none"> <li>▪ Marian, Sue</li> </ul>