



Carshalton All Saints

Mission Action Plan

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1. Aim

What is God doing in Carshalton? And is the Parish Church at the centre of it? This document aims to identify the vision and objectives of Carshalton All Saints, to identify its strengths, weaknesses and opportunities, and use this as a basis to refine its plans into identified actions.

The intention is to identify a vision and objectives which represent God's plan for the congregation and the area. The finished Plan will be copied to Parochial Church Council (PCC) members, the Area Dean, Archdeacon, Area Bishop, and Revd Stephen Hance (Diocesan Missioner) , and a summary will be offered to the congregation (in electronic or paper format) and published on the parish website.

2. Context

The distinctive features of All Saints include a large parish; a long history; an interesting building; musical facilities; good numbers attending; a distinctive tradition.

Government statistics¹ show that the typical parishioner in Carshalton is economically active, working 40 hours per week, living in a semi-detached or terraced house. The area looks prosperous, but the proportion of professional people is not high; the predominant occupation is “lower manager” and 10% are on benefits. There are limited employment opportunities within the parish, so many parishioners commute to Sutton, Croydon or London. 91% of the population is ethnically white (of whom most are British) which is a much higher proportion than that for London as a whole; and those who are not ethnically white seem culturally indistinguishable from their neighbours. 71% of the parishioners described themselves as Christian, most of the rest describing themselves as agnostic or atheistic; other religions are scarcely represented at all.

3. What do we mean by Mission?

We interpret “mission” to mean the whole task of the parish church, including worship, witness, making disciples, and pastoral care including the pastoral offices. The “Five Marks of Mission”² were considered during the preparation of this Mission Action Plan.

The parish's contribution to the wider church, especially the Diocese of Southwark, also needs to be considered.

The congregation's views were sought by means of a questionnaire whose results are shown in Appendix C.

¹ *Neighbourhood Statistics* gives data by local government Ward, accessed 2 July 2009 from <http://www.neighbourhood.statistics.gov.uk>. The parish approximates to Carshalton Central and Carshalton Wrythe Wards added together, though the boundaries do not match exactly.

² <http://www.churchofengland.org/media/1918854/the-five-marks-of-mission.pdf> accessed 1/3/2014. Some churches abbreviate the five marks to five words: tell – teach – tend – transform – treasure.

The community appears to expect the church to supply:

- Pastoral Offices;
- A venue for cultural events;
- Festival Services;
- Maintain the quality of the Church School

4. Method

The aim was addressed by considering the distinctive features of All Saints, its stated objectives, and the expectations of interested parties. Ten main objectives were identified, and a congregational questionnaire was used to rank these ten into a priority order, and to ask whether there were other significant objectives as well. The parish's many activities and objectives were then ranked by identifying them with the ranked priorities.

The potential benefits from an action need to be set against the resources it demands from the parish. The benefits offered might range from something nice to have, through significant benefits, to something absolutely essential in the long term. If the demands are too great, the action will be impractical, no matter how great the benefits.

Some actions may cost the parish money if specialist help or materials are required; on the other hand, some actions might attract grant support. In either case, management and liaison will demand some clerical or lay time.

The potential actions each demand some mix of these scarce resources:

- a. Ordained people's time;
- b. Lay people's time;
- c. Money;
- d. Space;
- e. Third party participation;
- f. Formal permissions (for example, alterations to the listed church building).

The method described above relates to mission within the parish, but not to our responsibilities towards the wider church, or to those in need in distant places.

Our main contribution towards the wider church is a contribution, in money and people, towards the work of the deanery and diocese. The present constitution of the Church of England makes sacramental worship dependent on the availability of ordained priests, which in turn is dependent on the diocese. Therefore, taking a long term view, logic demands that our contribution to the wider church deserves the same priority as that of sacramental worship.

Our responsibility to those in need in distant places comes not from logic but from theology. Jesus's *Parable of the Good Samaritan* demonstrates responsibility for needs that we discover during travel; St Paul told the church in Corinth to make collections for needy Christians in Jerusalem (1 Corinthians 16:1–3).

5. Strengths

Appendix A summarizes a presentation given by Ven Simon Gates at the Croydon Bishop's Study Day on 4 February 2014 concerning statistics about the characteristics of growing churches. All Saints shares the majority of the characteristics of growing churches, so these appear to be strengths to be encouraged and developed.

Traditional language works at All Saints because the beauty of the language matches the beauty of the building.

The potential ecumenical partners within the parish are limited to the church of Rome and the Methodist congregation in Ruskin Road. There is also potential for working with the adjacent parishes (All Saints Hackbridge, Holy Trinity Wallington, Good Shepherd Carshalton, Sutton Team, and All Saints Benhilton) and cooperation with the choir of St Michael South Beddington.

All Saints has a church primary school, and links with many local schools, largely through providing a venue for concerts and carol services.

The Parish Paper distribution system and the Annual Parochial Church Meeting (APCM) are the best means of engaging people from all congregations, through the announcement of Notices, the Social Committee electronic distribution system, the parish website, and the parish Twitter account, are also useful.

6. Weaknesses

Appendix A highlights in red the characteristics of growing churches that All Saints lacks; these factors could be considered weaknesses. Those under our control that might beneficially be developed are: a youth club; a home-grown discipleship course; godly play; charismatic influence; and converts from other faiths. Nevertheless, it seems likely that few if any churches show all of the strengths listed in Appendix A, and nor is it necessary for a growing church to show them all.

Lay resources scarcely cover the existing initiatives, so these take up significant clerical resources. We ought to be doing more, for example tackling loneliness in the parish, but this must remain no more than an objective until more resources can be mobilised. More volunteers are required in most areas.

The lack of a hall, and restricted access from the main road and parking, are weaknesses. There is no local government unit that corresponds to the parish, with whom we might otherwise work. The ecumenical group "Churches Together in Carshalton" seems weak compared with comparable groups nearby.

7. Opportunities

The mission opportunities that have been identified to date fall in four areas:

1. The unusual and historic building and traditions attract visitors, so we try to foster such visits (e.g. open days) and capitalise on them (welcome, explanation, invitation to further events). Nevertheless, the preservation of the building and other historic artefacts is only a secondary aim.
2. The parish is large and the tradition of church baptisms, marriages and funerals is strong, to the extent that they take up significant resources. We try to capitalise through our welcome and the availability of explanations and other events.
3. The church has a strong musical tradition, a fine organ and piano, seating for about 300 people, and excellent acoustics. Many local people are interested in music and participate in it. Church events and concert by outside performers attract a good audience and present opportunities to introduce people to the building and its signs of our faith.
4. The church has strong links with its church primary school, and occasional contact with other schools who see All Saints as an educational resource and a venue for concerts and Christmas events. Again we try to capitalise on their visits.

8. Motto

The first question in the congregational questionnaire, “How would you summarize All Saints’ overall objective, in ten words or less?” was intended to encourage responders to suggest a motto for the parish church. Some of the responses have some merit for this purpose:

To be a welcoming Christian house of God in Carshalton

To carry on in Carshalton what Jesus began

Maintain a Christian presence in the area

To know Christ and make him known

The worship and service of God

Maintain the tradition of high church worship and teaching

Provide a Christian witness to all in the area

To be the centre of worship and community in Carshalton

An inclusive catholic church to bear witness to God

To be a focus for the Christian community of Carshalton

Learning more about God together

We could say that our aim is “to make God’s glory accessible in Carshalton”. The Rector’s own motto for the parish is “worship, performance, exhibition”, highlighting the strengths that we must build on.

9. Stated Objectives

The PCC has a diverse set of objectives (Appendix B) which are not prioritized.

The Area Bishop has particularly affirmed the objectives of keeping the church open more and of being guided by the character of All Saints. He drew attention to increasing ethnic diversity and deprivation, and the lack of understanding of Christianity which demands that the church members should be able to share their faith with those they meet. He commended home groups as an environment where people can get used to talking about their faith so that they should not be tongue-tied when faced with someone who needs to hear what Christianity is.

The congregational questionnaire indicated the following priorities:

1. Worship God together
2. Maintain our building
3. Baptisms, weddings, funerals
4. Pray and study together
5. Spread the gospel in our area
6. Help our school/other schools
7. Help the local community
8. Social activities
9. Host concerts etc.
10. Tend the graveyard

Each of these is now discussed in turn.

9.1 Worship God together

9.1.1 Why we should do it

O be joyful in the Lord, all ye lands : serve the Lord with gladness, and come before his presence with a song. (Psalm 100:1, Book of Common Prayer)

Worship is a response to a degree of consciousness of God. The Bible encourages Christians to worship corporately, and the way we worship together is a key part of our unique identity.

9.1.2 What we are already doing

All Saints' underlying assumption appears to be that experiences of the transcendental draw people to God. We therefore try to advertise ourselves to attract visitors, to make ourselves as available as we can, and to maximise the extent to which people experience something special when they come.

Four regular public services per Sunday, and masses every day except Monday; special services on feast days, in the evening when these are not public holidays.

We try to maintain the building, access, organ, seating etc. to support our style of the public worship. The building is covered in the next section.

9.1.3 What else we could do

The service pattern seems ample. Perhaps we should do more to encourage attendance at the 8 am, 6:30 pm and weekday services, and especially the evening feast day services which have been poorly attended of late. Adapting the format of festival services to the feast might help.

It may be possible to develop more opportunities for junior servers to participate in worship, so that children can feel that they are involved and contributing.

9.1.4 What resources are required

Section 4 above argues that our contribution to the wider Anglican church deserves the same priority as our own Anglican worship, because the constitution of the Church of England makes us dependent on the wider church structures in the long term.

We should seek vocations to be Priests and Readers, and train new servers, to provide for future worship.

9.2 Maintain our building

9.2.1 Why we should do it

Firstly, the building speaks of the glory of God, and stimulates the sense of sight during worship as well as accommodating the worshippers. The interior has a pleasing acoustic which is beneficial for traditional worship and church music.

Secondly, the building attracts visitors, providing us with opportunities to share our faith and welcome them into worship. Some might say “Surely the Lord is in this place; and I knew it not” (Genesis 28:16).

Thirdly, the building is historically significant and we find ourselves responsible for handing it on to the next generation.

9.2.2 What we are already doing

We are, for the foreseeable future, committed to occupying the existing church building. To do so, we have utilities such as water, gas and electricity; repair the roof and paths; protect the windows; and buy insurance.

We are pursuing faculties to undertake repairs and to protect the stained glass windows with mesh. We are improving the sound system.

Volunteers clean the ground-level parts of the church interior from time to time.

9.2.3 What else we could do

The building, paths and graveyard could look more attractive. We have recently employed a handy-man to look after the graveyard, and are developing a project to refurbish the paths; see section 9.10.

The upper parts of the interior ought to be cleaned occasionally. Cleaning the monuments has been an ambition for many years but has not been considered to be high priority.

We should remove the emulsion paint from the interior in order to prevent damage through dampness, and make spot repairs to the floor.

9.2.4 What resources are required

Cleaning and the most minor like-for-like repairs can be undertaken by volunteers from the congregation; more volunteers are needed. Making decisions and obtaining faculties for major repairs or changes demands considerable amounts of time on the part of the rector and Parochial Church Council. Implementing changes and major repairs requires contractors and hence much money, plus supervision.

9.3 Baptisms, weddings, funerals

9.3.1 Why we should do it

The community seems to expect us to provide a venue and a resource for Pastoral Offices. Parishioners have a common-law right to Christian baptism, marriage and funeral.

In “The Great Commission” (Matthew 28:18–20) Jesus orders us to teach and baptise. Many parishioners only approach us for Pastoral Offices, so these offer us an important opportunity to reach out to them.

“Five marks of Mission”² No. 2 “teach, baptise and nurture new believers”.

9.3.2 What we are already doing

We receive an unusually high number of enquiries for all types of Pastoral Office, and we try to meet the demand. Pastoral Offices make significant demands on the time and energy of the clergy. Those involving church services may require the organist and volunteers to act as stewards, though occasions have arisen when one or other proved to be unavailable.

We give cards to godparents to remind them of their duties towards their godchildren.

9.3.3 What else we could do

Seek ways to increase the availability of organists and stewards.

9.3.4 What resources are required

Time and energy of the clergy, organist and volunteers. Weddings and baptism services limit the availability of the building for other activities, especially at weekends.

9.4 Pray and study together

9.4.1 Why we should do it

“seek ye first the kingdom of God, and his righteousness” (Matthew 6:33)

The “Great Commission” (Matthew 28:18–20)

And Jesus came and spake unto them, saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you always, even unto the end of the world.

orders us to teach as well as baptise; and where some teach, others should learn.

“Five marks of Mission”² No. 2 “teach, baptise and nurture new believers”.

9.4.2 What we are already doing

All public worship features prayer, and a short sermon is preached at the majority of services.

A small but effective Bible Study group meets fortnightly in a private home.

The curate distributes Bible Reading Fellowship materials.

Private Bible reading and study is encouraged through sermons.

We are increasingly having the church open during the day, and encouraging those who come to pray individually.

As we grow in Christian characteristics and understanding, we are motivated to pray for those who are in need (hence we offer a Prayer Chain) and to visit them (hence we have a number of trained visitors).

9.4.3 What else we could do

We should take any opportunity to increase the scope of Bible Study groups.

Some individuals see a need for less formal prayer opportunities.

We should seek people with the gifts and calling to become teachers in the church in future.

9.4.4 What resources are required

Praying and studying together requires people’s time and a place to meet.

9.5 Spread the gospel in our area

9.5.1 Why we should do it

The “great commission” bible passage

“And Jesus came and spake unto them, saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world.” (Matthew 28:18–20)

“Five marks of Mission”² No. 1 “proclaim the Good News of the Kingdom”.

9.5.2 What we are already doing

Corporately, the presence of the church (physical and on-line) and the events in it point to God in the midst of the community. Our public worship, open days and concerts invite the timid to cross the threshold. The church interior shows such visitors that they have entered a special place.

We play a key role in public ecumenical events on Remembrance Sunday and Good Friday, helped by the fact that they occur in the park opposite the church building.

Individually, we hope that church members act as witnesses to those they meet, encouraged by preaching, but we cannot monitor this.

9.5.3 What else we could do

One respondent to the congregational questionnaire suggested that we should have a stall at events such as the Charter Fair; but perhaps the church building nearby is our stall, and we should do more to invite people to it.

We should seek vocations to become evangelists.

9.5.4 What resources are required

Spreading the gospel happens mainly through Christian people’s examples, deeds and words.

9.6 Help our school/other schools

9.6.1 Why we should do it

Our links with All Saints church primary school create an opportunity and an obligation to be involved in the education of local children.

Local schools seek access to the church for educational purposes, and these present opportunities to explain our faith and heritage to those who might not otherwise hear it.

9.6.2 What we are already doing

We host school concerts and educational visits. The concerts require furniture and staging to be moved and replaced afterwards.

We have links with our church school: the Rector takes a proportion of the Assemblies, prepares confirmation candidates, and chairs the Board of Governors. Several church members serve as Governors on a voluntary basis.

The Social Committee is developing links with the school Parent-Teacher Association and joint events are emerging.

9.6.3 What else we could do

We live in an age of increasing ignorance about Christianity, so we should take any opportunity that arises to promote faith and godliness.

9.6.4 What resources are required

The school concerts require support from the clergy and other key-holders, and limit the availability of the building for other purposes.

The links with our church school absorb a significant amount of time and energy on the part of the Rector and volunteer governors.

9.7 Help the local community

9.7.1 Why we should do it

It is clear from *The Great Commandment* (Matthew 22:36–40) and the *Parable of the Good Samaritan* (Luke 10:30–37) that Jesus expected people to respond with love and generosity to needs that they encountered.

“Five marks of Mission”² Nos. 3, 4 and 5 “respond to human need by loving service...seek to transform unjust structures of society...challenge violence of every kind and to pursue peace and reconciliation...strive to safeguard the integrity of creation and sustain and renew the life of the earth.”

9.7.2 What we are already doing

We give a little money each year to selected local charities. We make announcements on behalf of charities that undertake community work, seeking support and volunteers. We have on a table at the back of the church building a selection of leaflets about resources to meet need. Some of our members are involved in local charity work. The Pastoral Care Committee looks for evidence of need in the parish to which the church could and should respond, but has yet to come up with a specific proposal.

9.7.3 What else we could do

All Saints is much less active in this field than many comparable churches. Carshalton is a comparatively wealthy area, where people are able to conceal their problems and needs. All Saints’ parish doesn’t correspond with a local government unit, though the Deanery does, so partnering with community organisations might be limited to the music societies and schools. These factors make it difficult to see what we else we should do.

If we cannot see needs in our local community, we might focus on those further away, as discussed in section 4.

We should seek vocations to work in the community.

9.7.4 What resources are required

Helping the needy and lobbying for justice typically require both time and money.

9.8 Social activities

9.8.1 Why we should do it

The passage 1 Corinthians 11:33–1 Corinthians 13:13 makes it clear that early Christians met together for activities other than worship, and that loving cohesion between church members was a thing to be encouraged.

9.8.2 What we are already doing

The addresses in the Electoral Roll show that many of us live a considerable distance from the parish, so coming together requires occasional pre-planned events rather than some sort of casual social club.

Frank Gladwin used to organise numerous visits to places of interest, but following his death it seems natural to give the idea a rest for a while.

The Social Committee organises up to a dozen social events per annum excluding concerts, most of which involve food. The frequency and nature of the events is being adapted in accordance with the available of volunteers to make them happen and the support of those invited to come.

9.8.3 What else we could do

Consider reviving visits to places of interest at some time in the future.

Continue to encourage volunteering.

9.8.4 What resources are required

Social events require much volunteer support plus the support of those invited to come.

9.9 Host concerts etc.

9.9.1 Why we should do it

Apparently, to many parishioners the church is so alien that they never consider coming inside the building, let alone joining us in study or worship. By offering events that seem less alien in the church, this obstacle can be overcome.

Also, the church has a strong musical heritage, a large meeting space, and a fine organ, piano and choir. These advantages help us to become a focus for the community, showing that God ought to be at the centre of the community.

9.9.2 What we are already doing

We host many public concerts each year, and normally provide advertising and refreshments for them. The style is usually vocal, ranging from “easy listening” to serious classical pieces.

In about 2010 the number of public concerts seemed to exceed the willingness of the audiences to attend, and support fell. Since then the number of concerts has stabilized at about ten per annum, which appears to be sustainable.

The purchase of a grand piano, the refurbishment of the pipe organ, the purchase of portable staging and seating, the acoustics of the building, the standard of our choirs, and the growing experience of the Social Committee are giving All Saints an increasing reputation as a venue, despite the limited car parking.

In addition we host school concerts, discussed in Section 6 above.

9.9.3 What else we could do

The limited parking is a hindrance for both performers and their audiences, so we should look out for any opportunity to improve it, though none seems to be available at present.

The piano is not quite in tune with the organ, and the scope for concerts would be greater if it was tuned to the organ.

There is some difficulty in coordinating the demands of outside concerts and their rehearsals with the other church activities.

9.9.4 What resources are required

The concerts require much volunteer effort and coordination with other activities, plus on-going maintenance of the organ, piano, seating and staging to a good standard.

9.10 Tend the graveyard

9.10.1 Why we should do it

Those who come to church see the graveyard as they approach, and will tend to form a good or bad impression according to their experience of it. Also, the church sold grave spaces to families in years gone by, and those families can expect the graves to be accorded a degree of respect, though the condition of several graves shows that some families understand that it is their responsibility to maintain their relatives' graves.

9.10.2 What we are already doing

The local council has been responsible for the upkeep of the graveyard since it was declared full, but their contribution is limited to occasional basic vegetation control. We have started employing a handy-man to maintain the graveyard to a better standard than the council is able to do. We are developing plans to improve the paths.

The Rector is putting the records of burials into electronic format, to make it easier to assist those who make enquiries about historical burials.

9.10.3 What else we could do

Continue to develop the plans for improving the paths, particularly the specification and a list of potential contractors.

Consider putting the details of burials on the church website, for the benefit of researchers and relatives.

Consider putting a proportion of funeral fees into a capital fund whose interest could fund the maintenance of the graveyard; this should have been done decades ago.

9.10.4 What resources are required

Improving the paths will be a major project, requiring much planning and energy. It will probably cost about £100,000 which will need to be raised, and will require much administrative effort. It will require an experienced contractor.

10. Task Priorities

This document has captured a large number of actions that are being carried out or that have been suggested by members of the congregation. In order to assign a priority to each, they were compared with the ten “stated objectives” in section 8. The actions are listed below along with columns showing which objective each one supports. In the “From section” column, a number on its own points to a numbered section in the main part of this document; a letter and a number points to a numbered item in the appendix identified by that letter.

An action that supports a high priority objective is considered a high priority action. The actions were then sorted to show the highest priority ones at the top of the table. Priority 1 is the highest, priority 10 (or unclassified) is the lowest. Where an action supports more than one objective, it takes its priority from the highest-priority objective that it supports.

<i>Action</i>	<i>From section</i>	<i>1</i> Worship God together	<i>2</i> Maintain building	<i>3</i> Baptism, wed, funerals	<i>4</i> Pray and study together	<i>5</i> Spread the gospel	<i>6</i> Help our/ other schools	<i>7</i> Help the local community	<i>8</i> Social activities	<i>9</i> Host concerts, etc.	<i>10</i> Tend the graveyard	<i>P</i> <i>r</i> <i>i</i> <i>o</i> <i>r</i> <i>i</i> <i>t</i> <i>y</i>	<i>Status</i>
1. Improve access to the church building	6	1	2						8	9	10	1	Ongoing
2. Praise God, maintain the building, spread the word	C1	1	2									1	Ongoing
3. To welcome people without smothering them	C9	1		3			6			9		1	Ongoing
4. To be a community of worship and keep C of E tradition alive for a new generation	C25	1		3	4							1	Ongoing
5. To be the centre of worship and community in Carshalton	C26	1		3								1	Ongoing
6. Develop charismatic influence	6	1			4							1	Not something that happens by Church Council decision

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7. To lead and inspire us in our journey through life	C14	1			4							1	Ongoing
8. Maintain the tradition of high church worship and teaching	C21	1			4							1	Ongoing
9. Maintain and strengthen Christian life and worship	C32	1			4							1	Ongoing
10. Better engagement with Churches Together (ecumenical projects) and churches in our deanery.	C70	1			4							1	“Churches Together” is weak in our area
11. Seek vocations and volunteers	6, 9.1, 9.5, 9.7	1	2	3		5	6	7	8	9	10	1	Some progress
12. Get full benefit from musical tradition	7	1					6		8	9		1	Ongoing
13. Provide transport to church for the infirm	B2	1						7				1	Seems only to work informally
14. Improve the sound system	9.2	1							8	9		1	Ongoing
15. Increase the availability of organists and stewards	9.3	1							8	9		1	Needs more donations and/or volunteering
16. Celebrate what has been achieved and what is going on	B21	1							8	9		1	

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17. Encourage attendance at 8 am, 6:30 pm and festival weekday services	9.1	1										1	Make festival services more distinctive
18. Develop more junior servers' roles	9.1	1										1	
19. Get the 9 am congregation to commit to their rota	B20	1										1	Ongoing
20. Identify and develop the parish's characteristics	B26	1										1	Ongoing
21. To be a welcoming Christian house of God in Carshalton	C10	1										1	Ongoing
22. The worship and service of God	C20	1										1	Ongoing
23. Encourage spirituality in the local community (to those who are open to it)	C24		2	3								2	
24. Educational resource	7		2		4	5	6		8	9	10	2	Website and leaflets
25. Keep the church open more	8, B11, B25		2			5				9		2	3 days per week for 2 years
26. Provide the community with opportunities for performance & exhibition	B16		2					7	8	9		2	Building needs to be presentable
27. Raise money to meet the costs of our activities /commitments	B19		2						8	9	10	2	Ongoing
28. Quinquennial repairs	9.2		2						8	9		2	Ongoing

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29. Fit mesh over stained glass windows	9.2		2						8	9		2	Ongoing
30. Church cleaning, including high-level areas and monuments	9.2		2						8	9		2	Needs more donations and/or volunteering
31. Remove paint from the walls	9.2		2						8	9		2	
32. Repair the floor	9.2		2						8	9		2	
33. Seek improved parking and access	9.9		2						8	9		2	Impractical?
34. Tune the piano to the organ	9.9		2						8	9		2	Easily done, giving flexibility
35. Improve the paths	9.10, B12		2						8	9	10	2	Scheme in development
36. Restore monuments	B4		2									2	Needs a grant
37. Clean the exterior of the church	B5		2									2	Needs a grant
38. A good place to be at all times	E6		2									2	Ongoing
39. Peaceful, friendly place to be with God when you need him the most makes you feel a lot better and at peace	C8		2									2	Ongoing
40. To bring the community together in a Christian atmosphere	C29		2									2	Ongoing

Carshalton All Saints — Mission Action Plan

Action	From section	1 Worship God together	2 Maintain building	3 Baptism, wed, funerals	4 Pray and study together	5 Spread the gospel	6 Help our/ other schools	7 Help the local community	8 Social activities	9 Host concerts, etc.	10 Tend the graveyard	Priority	Status
41. Encourage volunteers to help with: garden and graveyard maintenance, cleaning etc.	C63		2										Needs more donations and/or volunteering
42. Follow up Baptisms, Weddings and Funerals	B17			3		5		7				3	
43. Publish burial registers on the internet	9.10			3							10	3	Registers now digitized
44. To evangelize; help develop the faith; and support the needy	C5			3		5		7				3	Vague
45. To look after the spiritual needs of the community	C12			3		5		7				3	Vague
46. Maintain a Christian presence in the area	C15, C23			3		5						3	Vague
47. An inclusive catholic church to bear witness to God	C27			3								3	Vague
48. To be a focus for the Christian community of Carshalton	C28			3								3	Vague
49. Good work in the community: lead community projects that help others and so spread the Word through visible good example	C50			3				7				3	Needs more donations and/or volunteering
50. Get our worshippers to identify with our mission objectives	B18				4	5	6	7				4	This document

Carshalton All Saints — Mission Action Plan

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51. Develop a home-grown discipleship course	6				4	5						4	Ongoing
52. Introduce godly play	6				4	5						4	Best in small groups
53. Equip members to share their faith	8				4	5						4	
54. Develop lay involvement	6				4			8				4	
55. Young Peoples' Group	B15				4			8				4	
56. Foster ecumenical and inter-parish partnership	5				4				9			9	Lent Groups, Good Friday, Remembrance
57. Increase Bible study	9.3, 9.4				4							4	
58. Follow up Electoral Roll members	B14				4							4	
59. House Groups are a place where people can get used to talking about their faith so that they should not be tongue-tied when faced with someone who needs to hear what Christianity is	8, B13, B24				4							4	
60. Help the sick	C13				4							4	Vague
61. To know Christ and make him known	C16				4							4	Vague
62. To grow and care	C22				4							4	Vague
63. Learning more about God together	C30				4							4	Vague

Carshalton All Saints — Mission Action Plan

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64. Open the church at least one afternoon a week for visiting or private prayer	9.3, 9.4, C57				4							4	Set up for next 2 years
65. Develop links with a youth club	6					5	6	7	8	9		5	Methodists? Mosque? What would we offer?
66. Explain the church building and its worship	7					5	6		8	9		5	Could be expanded
67. Develop closer links with the school, e.g. PCC/PTA liaison	5, B9					5	6		8	9		5	Ongoing via Social Committee
68. Link with other schools for concerts and carols	5, B10					5	6			9		5	Ongoing
69. Partnership with community, deanery and ecumenical organisations	9.3, 9.7					5		7	8	9		5	To what end?
70. Establish contact with nursing homes in the parish	B1					5		7				5	Attempted without effect
71. Open days	7					5			8	9		5	Ongoing
72. Welcome visitors	7					5			8	9		5	Ongoing

Carshalton All Saints — Mission Action Plan

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73. Members (not just the clergy) need to talk to people about their faith; ... an increasing proportion of the population has no idea of what the church is about ... primary evangelisation is needed and we need to be friendly, interesting and attractive, not simplistic	6, B23, C11					5			8	9		5	Not measurable, nor amenable to planning, being opportunistic
74. Direct people from fairs to the open church	9.3, 9.5					5			8			5	Achieved
75. Contribute to the wider church	9.1					5						5	Quota and Christmas donations
76. To develop the faith of all and help the needy	C4					5		7				5	
77. Encourage more people to attend	C7, C31					5						5	
78. Nurturing faith in young people post 11 years	C54					5						5	
79. Support work for the Gospel elsewhere	C59					5						5	
80. Have a stall promoting the church at local events such as Charter Fair	C67, C69					5						5	Needs volunteers and a message

Carshalton All Saints — Mission Action Plan

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81. Advertise social events more widely, more people visit the church, may even be tempted to become practicing Christians!	C68					5						5	Ongoing
82. Get full benefit from our history	7						6		8	9	10	6	How?
83. Tackle loneliness	6							7	8			7	How?
84. Continue to encourage volunteering	9.8							7		9		7	Ongoing
85. Coordinate outside users with church activities	9.9							7		9		7	Administrator appointed
86. Keep in mind the demographic changes ... more ethnically diverse ... less prosperous	4, 8, B22							7	8			7	
87. Help the community live as God would want us to, by example and support	C3							7				7	Ongoing
88. To be a focus of family life in the parish	C19							7				7	How?
89. Regular visiting of sick at home and in hospital	B3, C51, C52							7				7	Ongoing and developing
90. Love God and love our neighbours	C53							7				7	Vague
91. Write a regular column in local newspaper	C56							7				7	To what end?

Carshalton All Saints — Mission Action Plan

Action	From section	1 Worship God together	2 Maintain building	3 Baptism, wed, funerals	4 Pray and study together	5 Spread the gospel	6 Help our/ other schools	7 Help the local community	8 Social activities	9 Host concerts, etc.	10 Tend the graveyard	Priority	Status
92. If food bank donations were encouraged, a volunteer would be needed to take the items to the foodbank centre.	C62, C64							7				7	We have called for volunteers
93. When the new rectory is built, include a church hall on the rectory grounds, which could be used for community activities.	C66							7				7	Impractical
94. Invitation to events	7								8	9		8	Ongoing
95. Flower festival	B8								8	9		8	
96. Parish Paper	5								8			8	Intermittent
97. Consider reviving visits to places of interest at some time in the future	9.8								8			8	Reviewed by Social Committee
98. Develop socialisation	B6, C2, C17, C18								8			8	Ongoing
99. Use Facebook, Twitter etc to publicise ourselves	C58								8			8	Twitter is in use
100.If we don't socialise as a family, then we can't expect the community to join us, as they will feel like strangers	C60								8			8	
101.Care for one another	C61								8			8	Ongoing

Carshalton All Saints — Mission Action Plan

Action	From section	1 Worship God together	2 Maintain building	3 Baptism, wed, funerals	4 Pray and study together	5 Spread the gospel	6 Help our/ other schools	7 Help the local community	8 Social activities	9 Host concerts, etc.	10 Tend the graveyard	P r i o r i t y	Status
102. Following 10am service: have a drop in morning with coffee & cake etc., which could focus on a knitting circle and/or gardening seed & plant swap of home produced veg, craft items etc, a percentage of takings for the church or a price for a table space (more volunteers!)	C65								8			8	Those who attend the week-day services are free to do this if motivated
103. Fund maintenance of the graveyard	9.10										10	10	Regular work funded
104. Church shop (not just postcards)	B7											-	To foster spirituality?
105. Speaking out against arguably unchristian practices e.g. same sex marriage, assisted dying	C55											-	Inconsistent with C27

11. Conclusions and Further Work

This Plan should be regarded as a living document, reviewed from time to time to make sure that actions are being given appropriate priority, and to see what new opportunities have arisen.

This Plan is based on priorities derived from responses to a congregational questionnaire. Where the Marks of Mission and biblical Christianity are not reflected in the questionnaire responses the disparity should be addressed in teaching in the first instance.

Section 9 is the heart of the document from the point of view of connecting our work with the gospel. In Section 10 this is developed into ranked actions. Some of these actions are already happening, but could be fostered and extended. Some have been explored but not found practical so far.

The PCC has considered the actions near the top of the table in Section 10 which require development, and has identified shortage of volunteering and giving as the factors limiting what we achieve. The main action arising from this Plan will therefore be a drive to encourage volunteering and giving, and the next step is to devise and implement a diverse selection of actions to achieve these aims.

The Rector, addressing the PCC on 8 December 2014, commented that “we would only be sacrificial in our giving if we really took to heart the sacrifice of our Lord, and that our faith is crucifixion–resurrection; not one, not the other, but both.”

Appendix A: Characteristics of growing churches

According to a presentation given by Ven. Simon Gates at the Croydon Bishop's Study Day on 4 February 2014, statistics show that growing churches have the following characteristics:

Factor	Found in growing churches	Applies to All Saints	All Saints Score
A1. Large congregation	Y	Y	1
A2. Incumbent over 60 years old	Y	Y	1
A3. Mothers' Union	N	N	1
A4. Choir or music group	Y	Y	1
A5. Provision for parents and toddlers	Y	Y	1
A6. Youth club	Y	N	0
A7. Home-grown discipleship course	Y	N	0
A8. Godly play	Y	N	0
A9. Coffee bar	N	N	1
A10. Over 60s club	N	N	1
A11. Church primary school	Y	Y	1
A12. Stretched lay team (perhaps posts unfilled)	Y	N	0
A13. Distinct worship tradition	Y	Y	1
A14. Charismatic influence	Y	N	0
A15. Modern bench seating	Y	Y	1
A16. Re-ordering	Y	N	0
A17. Re-decoration	N	N	1
A18. 0–16s and 30s well represented	Y	Y	1
A19. Some not baptised, communicant or on ER	Y	Y	1
A20. Converts from other faiths	Y	N	0
A21. Many occasional attenders	Y	Y	1
A22. Some travel significant distances to church	Y	Y	1
A23. Many visitors and attenders for less than 1 yr	Y	Y	1
A24. People also attending other denominations	Y	Y	1
A25. Fluid population	Y	Y	1
A26. Varied ethnicity	Y	N	0
Total			18 / 26

The characteristics that apply to All Saints have been coloured green and those that do not apply are coloured red. It is apparent that All Saints shows the majority of the characteristics of growing churches.

Appendix B: Parochial Church Council Objectives

On 3 December 2013 the Parochial Church Council met with the Bishop of Croydon, and the Rector summarized the parish's mission objectives as follows:

- | | | |
|--|-----|--|
| FAITH | B1 | establish contact with nursing homes in the parish; |
| | B2 | provide transport to church for the infirm; |
| | B3 | minister to the housebound. |
| HOPE | B4 | restore monuments; |
| | B5 | clean the exterior of the church; |
| | B6 | develop socialisation; |
| | B7 | church shop (not just postcards); |
| | B8 | flower festival; |
| | B9 | develop closer links with the school, <i>e.g.</i> PCC/PTA; |
| | B10 | link with other schools for concerts and carols. |
| LOVE | B11 | keep the church open; |
| | B12 | improve paths; |
| | B13 | house groups; |
| | B14 | follow up ER membership; |
| | B15 | Young Peoples' Group; |
| | B16 | provide the community with opportunities for performance & exhibition. |
| MISSION
<i>outside
the building</i> | B17 | follow up Baptisms, Weddings and Funerals;
31% of Baptismal families worship for at least 6 months;
2.5% return for another Baptism; 45% have not returned yet;
Weddings: 11% worship for at least 6 months;
Funerals: some bereavement support. |
| CHALLENGES | B18 | get our worshippers to identify with our mission objectives; |
| | B19 | raise money to meet the costs of our activities /commitments; |
| | B20 | get the 9 am congregation to commit to their rota. |

In response, the bishop urged the Parochial Church Council:

- B21 to celebrate what has been achieved and what is going on;
- B22 to keep in mind the demographic changes in this area; London's outer suburbs are much more ethnically diverse than they were, and the outer suburbs are becoming less prosperous and there is more deprivation than hitherto;
- B23 to recognise that an increasing proportion of the population has no idea of what the church is about; grandparents of the present young largely stopped going to church, and the parents of the present generation of children have never been involved; primary evangelisation is needed and we need to be friendly, interesting and attractive, not simplistic;
- B24 to urge members of the church (not just the clergy) to talk to people about their faith; if we are diffident about doing this we could start by talking to one another before tackling newcomers; House Groups are a place where people can get used to talking about their faith so that they should not be tongue-tied when faced with someone who needs to hear what Christianity is;
- B25 to keep the church open and accessible;
- B26 to urge worshippers to identify and develop the parish's characteristics.

Appendix C: Congregational Questionnaire Results

Thirty-nine people responded to the questionnaire. It is disappointing that despite much urging only about 10.4% of the Electoral Roll (who numbered 376 at April 2014) responded.

The first question was:

“How would you summarize All Saints’ overall objective, in ten words or less?”

To facilitate analysis, the responses to this question were grouped by theme as follows.

	<i>Topic (most popular first)</i>	<i>Votes</i>
C1.	Evangelism	8
C2.	Community engagement	7
C3.	Worship	5
C4.	Fellowship	5
C5.	Encourage Christian Living	5
C6.	Welcome people	4
C7.	Help the needy	4
C8.	Uphold tradition	3
C9.	Maintain the Building	2
C10.	Provide a refuge	2
C11.	Support parenting	2
C12.	Support marriage	2
C13.	Help the sick	1
C14.	Engage teenagers	1
C15.	Use social media	1
C16.	Support mental health	1
C17.	Inclusivity	1

Overall, the responses give the promotion of specifically Christian activities higher priority than activities that respond to the needs of the community; or one could say, the congregation is more keen on broad principles than concrete proposals.

Detailed responses, of which the preceding table is a summary

C18. Praise God, maintain the building, spread the word
C19. To create a happy church community
C20. Help the community to live as God would want us to, by example and support
C21. To develop the faith of all and help the needy
C22. To evangelize; help develop the faith; and support the needy
C23. A good place to be at all times
C24. Encourage more people to attend
C25. Peaceful, friendly place to be with God when you need him the most makes you feel a lot better and at peace
C26. To welcome people without smothering them
C27. To be a welcoming Christian house of God in Carshalton

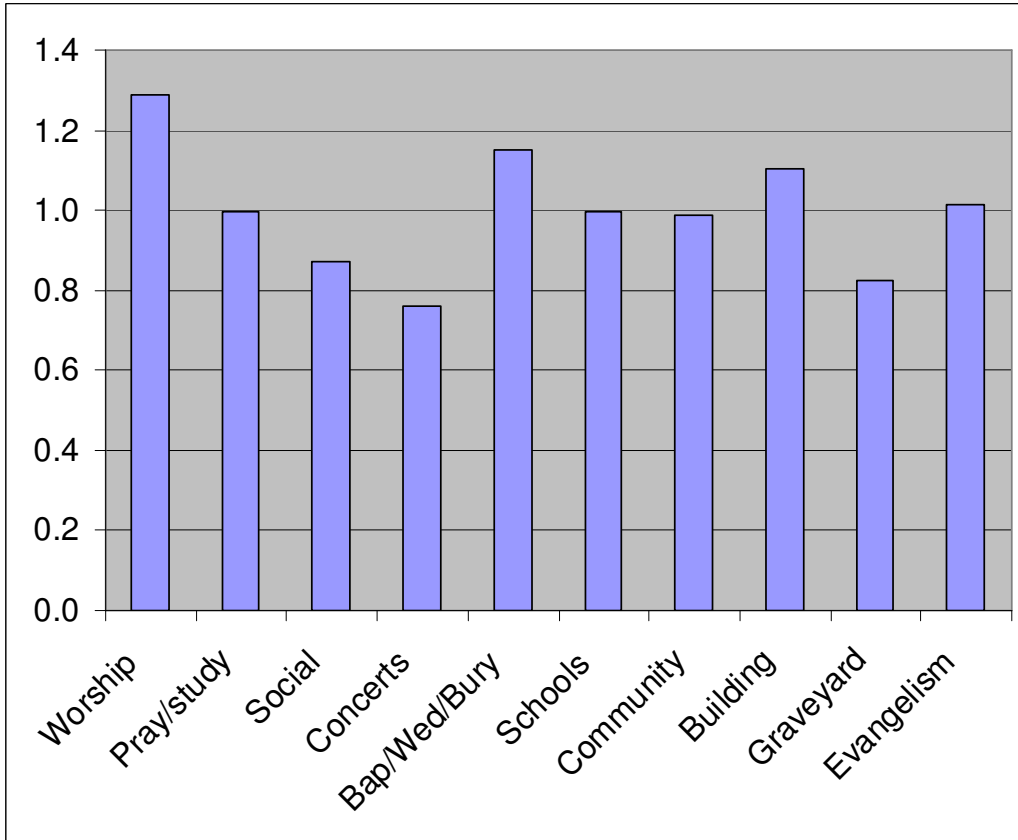
C28. To encourage Christians to witness
C29. To look after the spiritual needs of the community
C30. To carry on in Carshalton what Jesus began
C31. To lead and inspire us in our journey through life
C32. Maintain a Christian presence in the area
C33. To know Christ and make him known
C34. Be more like a family
C35. Family / Oneness / Transparency / Support / School support / Parenting / Crisis at home / Marriage breakdown / Mental health / The elderly
C36. To be a focus of family life in the parish
C37. The worship and service of God
C38. Maintain the tradition of high church worship and teaching
C39. To grow and care
C40. Provide a Christian witness to all in the area
C41. Encourage spirituality in the local community (to those who are open to it)
C42. To be a community of worship and keep C of E tradition alive for a new generation
C43. To be the centre of worship and community in Carshalton
C44. An inclusive catholic church to bear witness to God
C45. To be a focus for the Christian community of Carshalton
C46. To bring the community together in a Christian atmosphere
C47. Learning more about God together
C48. Try and increase the congregation
C49. Maintain and strengthen Christian life and worship

“Here are some things we do now, or would do if resources were available. Mark each scale to show what priority you would give the item.”

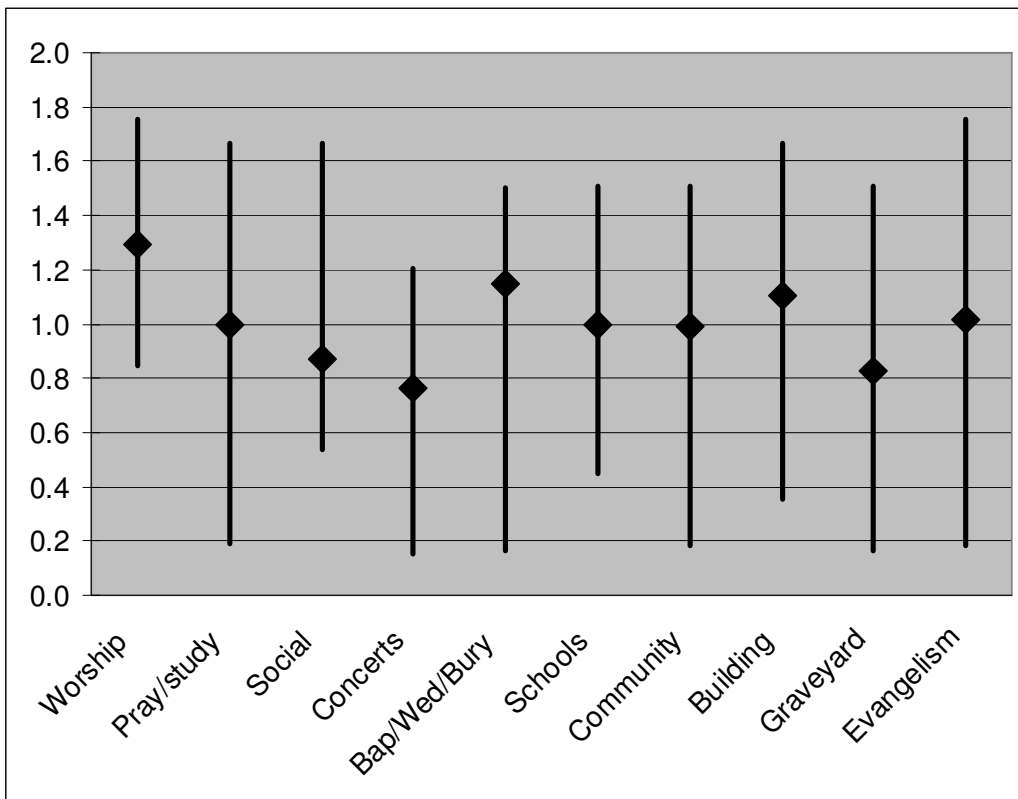
<i>Topic (most popular first)</i>	<i>Normalised³ Score</i>
Worship God together	1.3
Baptisms, weddings, funerals	1.1
Maintain our building	1.1
Pray and study together	1.0
Spread the gospel in our area	1.0
Help our school/other schools	1.0
Help the local community	1.0
Social activities	0.9
Host concerts etc.	0.8
Tend the graveyard	0.8

³ Some people clustered their scores towards the high end of the scales, others towards the lower end. In order to combine them meaningfully into a comparison of the relative priority of the various items, the individual scores were divided by the responder’s average score. A score above 1 shows a higher priority than a score below 1.

These results are shown graphically here:



And the spread of scores given to each item is shown here:



While worship is the thing that unites us, the scores show that each item received significant, though not unanimous, support.

“Something else?”

The responses were:

C50. Good work in the community: lead community projects that help others and so spread the Word through visible good example
C51. To visit the sick and housebound
C52. Regular visiting of sick at home and in hospital
C53. Love God and love our neighbours
C54. Nurturing faith in young people post 11 years
C55. i) Speaking out against arguably unchristian practices eg same sex marriage, assisted dying;
C56. ii) writing a regular column in the local newspaper;
C57. iii) opening the church at least one afternoon a week for visiting or private prayer
C58. Use Facebook, Twitter etc to publicise ourselves
C59. Support work for the Gospel elsewhere
C60. If we don't socialise as a family, then we can't expect the community to join us, as they will feel like strangers
C61. Care for one another
C62. Have container for contributions to the Food bank at Sunday Services.
C63. Encourage volunteers to help with: garden and graveyard maintenance, cleaning etc.
C64. If food bank donations were encouraged, a volunteer would be needed to take the items to the foodbank centre.
C65. Following 10am service: have a drop in morning with coffee & cake etc., which could focus on a knitting circle and/or gardening seed & plant swap of home produced veg, craft items etc, a percentage of takings for the church or a price for a table space (more volunteers!).
C66. When the new rectory is built, include a church hall on the rectory grounds, which could be used for community activities.
C67. Have a stall promoting the church at local events such as Carshalton Charter Fair (Muslims and Humanists have stalls at the environmental fair).
C68. Advertise church social events more widely outside the church community, so that more people visit the church and become familiar with the religious events and services (they may even be tempted to become practicing Christians!).
C69. Should take part in local events such as the Charter Fair
C70. Better engagement with Churches Together (ecumenical projects) and churches in our deanery.

The only common threads in these suggestions seem to be:

- ◆ participation in wider church initiatives such as the food bank;
- ◆ visiting (elderly and sick); and
- ◆ publicity (at fairs and via social media).