

# ALL SAINTS PECKHAM

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Parish Profile



# WELCOME!

**WELCOME TO ALL SAINTS  
PECKHAM, A DIVERSE  
EVANGELICAL CHURCH  
LOCATED PHYSICALLY AND  
SPIRITUALLY IN THE  
HEART OF PECKHAM,  
SOUTH EAST LONDON.**



This vacancy period has come at an interesting time in the story of our church and our world, following the global pandemic and the cultural awakenings and shifts that have happened in the last few years. It has been a good time to ask questions of what it means to be God's people, here in Peckham and now in 2022. We have sought the Lord prayerfully, involving the PCC, staff team and church family, exploring what is important to us, where we want to see growth and what the Lord might be calling us into in the next season.

This **PARISH PROFILE** tries to describe our church less by what we do and more by who we are (or perhaps who we long to be). We'll share the context we exist in, followed by the things that are most important to us

## **Where we are now:**

- Expectant of God
- Diverse
- Messy
- Fellowship as Family
- Committed to Children and Young People

## **What we are aspiring to further grow and mature in:**

- Being Biblical, Being Prayerful, Being Worshipful
- Authentic Inclusion
- Discipleship and Growth
- Mission Minded and Sharing our Faith
- Serving Our Peckham Community

## **What might be next for All Saints?**

- Called to reconciliation where there has been division
- Called to deeper encounter with God
- Called to serve Peckham

***We pray that as you hear where we are at this particular moment and all that we aspire to, you will be able to discern whether God may be calling you to lead us on the next stage of our journey with Him, walking into what we can't yet see. Read on!***





# PECKHAM

Peckham, part of the London Borough of Southwark, is located south of the River Thames, about 3 miles from Westminster and central London.



PECKHAM RYE  
STATION

The wider Peckham area is home to around 70,000 residents and is one of the most ethnically diverse areas of the UK, with black people making up 40-50% of the population depending on the ward. Only around half of the people living in Peckham were born in the UK, with significant representation from Nigeria, Ghana, the Caribbean, South America and more recently, Eastern Europe. This is reflected in the vibrant buzz of life found on our main shopping street, Rye Lane, which is home to West African food shops, Halal butchers, hair and nail salons, and classic high street staples like McDonalds and Primark. We are hemmed in by two excellent parks helping Peckham to feel pretty green for a Zone 2 community. Burgess Park to the north is home to Peckham BMX Club where Tokyo Olympic silver medallist Kye White trained. To the south, Peckham Rye Park and Common claims to be the spot where William Blake saw his vision of a tree filled with angels, and today provides a place for exercise and fun for Peckhamites all year round.

Named the 'most desirable place to live in London' by The Sunday Times (2020) and the '11th coolest neighbourhood in the world' by Time Out (2019), Peckham has been experiencing huge interest and popularity. With endless options for global eating, art galleries and performance spaces and a vibrant nightlife including some of London's greatest rooftop experiences, we can see why! Some highlights include; the self-named 'cultural quarter of Peckham', Copeland Park; The Palms, an Afrocentric retail space primarily led by black women; Peckham Levels, a redeveloped multi-storey carpark housing over 100 independent businesses; and the famous Peckhamplex, our multi-screen independent cinema with an intentionally preserved £4.99 entry fee. These are all a stone's throw from our church. The introduction of the London Overground to Peckham in 2012 opened new commuter routes to east London and the City and led to a sharp increase in the price of housing with today's average price in SE15 around £450,000. In the coming years Peckham Rye station is set for major redevelopment and Peckham square, around our Stirling Prize-winning Will Alsop library, is also getting a revamp.

Named the 'most desirable place to live in London' by The Sunday Times (2020) and the '11th coolest neighbourhood in the world' by Time Out (2019)





All of this change has raised questions for those who call Peckham home. It has the potential to drive a wedge between those who are newer arrivals and those who have been investing in the area for many years. The relocation of black-owned businesses to clear the way for redevelopment has led to hurt and distrust. And the rising house prices make it ever harder for people on low incomes or the young people born and brought up in Peckham to stay and make their homes here. All Saints sits geographically right next to Peckham Rye Station and Rye Lane shopping street on a side street called Blenheim Grove. Our neighbours include a Sardinian restaurant serving tasty dishes

since the 1980's, some Black hair salons, a brand-new cafe under the arches and a burger chain restaurant. We're challenged about what it looks like to be a good neighbour in this context.

**We're challenged about what it looks like to be a good neighbour in this context.**

Peckham is seen as a Labour stronghold and our local MP, Rt Hon Harriet Harman has been our elected representative since 2010 but is due to step down at the next election.

## THE VICARAGE

Talfourd Road



The vicarage is a generously sized five-bedroom family home with garden and off-street parking in a desirable location. It's on the edge of our parish and a 10-minute walk to the church site. There are a number of good schools in the area and excellent transport links to central London.



### 1. WALK OF WITNESS

Traditional Good Friday walk of witness with a Peckham twist.

### 2. RYE LANE

The hub of Peckham, the mixing point of many nations, backgrounds, cultures and lifestyles.





PECKHAM RYE COMMON

“Peckham Rye provides a pleasant refuge for the local community.”

# OUR PARISH, DEANERY & DIOCESE

Our parish is located to the west of Rye Lane and is geographically very small, encompassing around 2000 residential properties and 5000 people. It includes 3 schools: Harris Academy Peckham secondary school, Harris Primary Free School and Cherry Garden School, a community special school. The council-run Pelican Estate is located in our parish and was the subject of a residency by artist Jessie Brennan entitled Your Words. We currently rent a property on the estate where our two interns live.



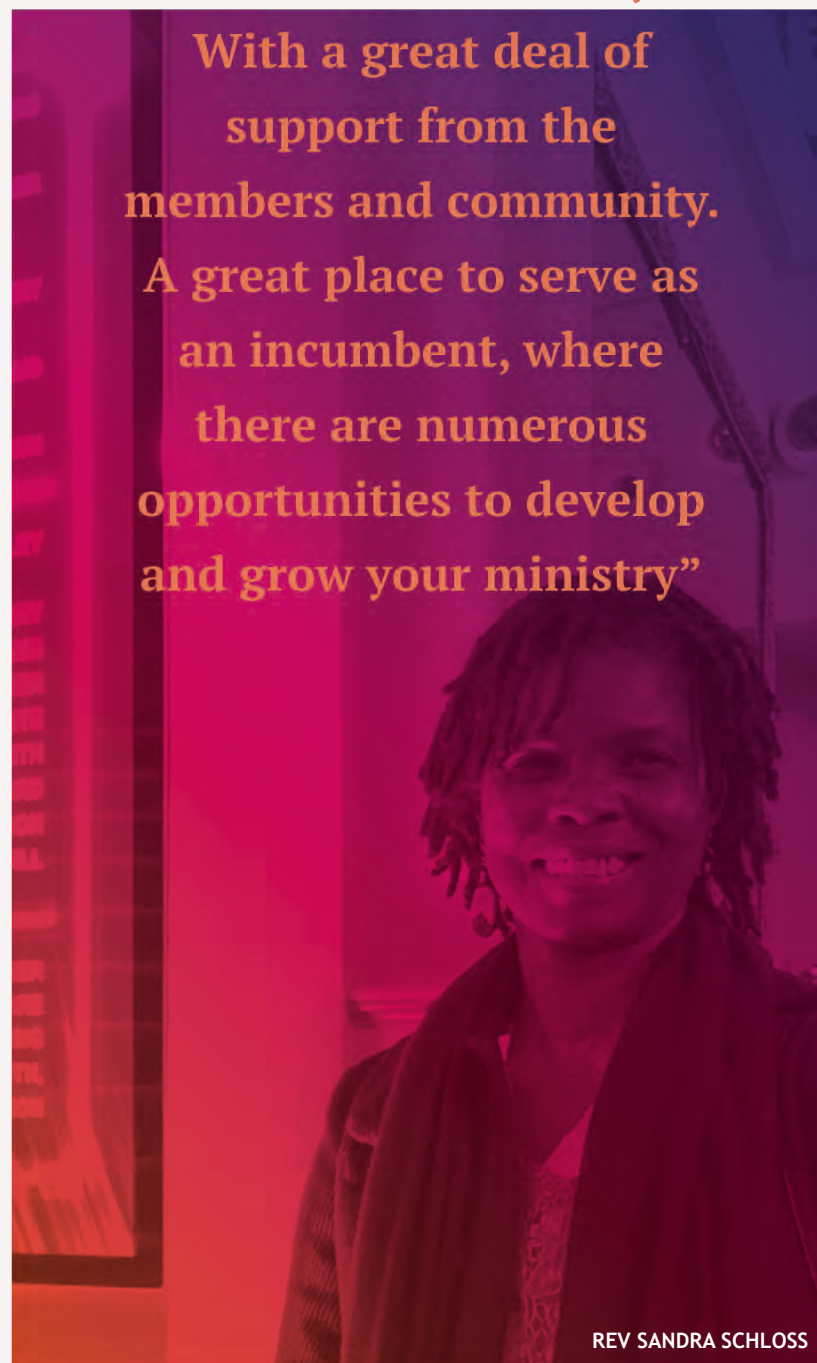
Many of our church congregation live in Peckham within walking distance of our church and most others in the surrounding communities of Nunhead, East Dulwich, Camberwell, New Cross and Forest Hill. A few travel from further afield.

We are part of Camberwell Deanery which comprises eight Church of England parishes with a wide range of theologies and traditions. Rev Sandra Schloss is the Area Dean and the vicar of St Luke's Peckham. She writes, "All Saints is a flourishing church, and a place where the presence of God is felt. A leading church in Camberwell Deanery. With a great deal of support from the members and community. A great place to serve as an incumbent, where there are numerous opportunities to develop and grow your ministry".

All Saints has also benefited from rich partnerships with local churches from other traditions. The fortnightly ministers' prayer breakfast is made up of Anglican, Baptist, Catholic and Pentecostal leaders, all praying together for Peckham and for each other. We're looking forward to the return of the Walk of Witness that local churches take part in together on Good Friday this year, having not been able to hold it during the pandemic.

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REV SANDRA SCHLOSS

**SOUTHWARK DIOCESE** *ministers to nearly three million people over an area of 317 square miles through its 293 parishes and 105 church schools.*

*The vision of the diocese is to be:*

- *walking with Jesus and getting to know Him better as we journey on*
- *welcoming all, embracing our diversity and seeking new ways of being Church*
- *growing in numbers, generosity, faith and discipleship as we grow God's Kingdom.*

**IN 2021 THE SOUTHWARK DIOCESE ANTI-RACISM CHARTER WAS APPROVED. THE KEY PRINCIPLES ARE:**

*an explicit theological understanding that God's kingdom is multi-ethnic, and that it is through our baptismal covenant that we recognise and respect the dignity of every human being and our unity in Christ.*

*an intentional focus in our theological studies, liturgy, teaching, prayer, word and work to take strategic and practical actions to combat racism and inequality.*

*a clear strategy for increasing and sustaining diversity in our governance structures at diocesan and parish level so as to ensure representation and participation of people from diverse ethnic backgrounds at all levels of our organisation.*



BISHOP KAROWEI

Southwark Diocese is led by The Bishop of Southwark, The Rt Revd Christopher Chessun and All Saints has appreciated support from Acting Archdeacon of Southwark, Revd Jonathan Sedgwick. We enjoy a great relationship with our Area Bishop, The Bishop of Woolwich, The Rt Revd Dr Karowei Dorgu and always look forward to his visits to All Saints.





# OUR CHURCH HISTORY

The church was started by Rev Gaster in 1867 when Peckham was a village on the edge of Camberwell and was a haven outside the intense bustle of Victorian London. Within a few years the church had grown from about 20 people meeting in the vicar's sitting room, to over 600 adults in the congregation, and there was even a children's service for 800 children each Sunday afternoon. The church hall and the church building were completed in 1872.

The church grew rapidly in the early 20th century, but, like many inner-city London churches, declined after World War II. By the mid-1990's the church congregation had fallen in number to a small handful of members, and in 1996 the church was considered no longer viable and plans were made to sell the land off for housing.....



**God, however, had different ideas. He worked through a small band of battling ladies, many of whom were part of the Windrush Generation, honouring their prayers for revival at All Saints.**

The Diocese appointed Rev Bob Hurley (who had been on the staff at Holy Trinity Brompton) as vicar in 1996. Hurley believed that, "...God had a plan that All Saints could be full again on Sundays..." and with the rest of the small congregation, was determined to fight the closure plans. The diocese agreed to Hurley's plans that the sale plans should be abandoned if, within 2 years, the size of the congregation had doubled and funds were raised to install a heating system. Those goals were well achieved within 6 months, the threat of closure was removed and the church grew steadily reaching a congregation of around 200 adults and children by 2002. Bob's book "Living Outside the Box: A Peckham Parable" tells the inspiring story of this period in the church's history.

In 2003 Rev Frog Orr-Ewing was appointed vicar. Developing a staff team and building on a foundation of prayer and worship, All Saints continued to grow, becoming a congregation of around 450, with particular growth amongst the under 30s and families with young children. During this time our 'God Loves Peckham' summer missions mobilised the church to get involved in community action. Rev Jonathan Mortimer was appointed in 2011 to lead our church and aided by Rev Jenny Dawkins who came as curate in 2013, moving to Associate Vicar in 2017, they have led our church through significant challenges and celebrations with pastoral hearts and humble service. Under Jonathan's leadership we saw growth in many areas as he raised the profile of our Christians Against Poverty work and the ministry in Brixton Prison and helped build a thriving network of mission partners. We've been blessed as a church family by his availability, vulnerability and enabling encouragement. During the interregnum we've been grateful to have Jenny's ongoing and steady leadership.

As COVID19 hit, an extraordinary and innovative tech team immediately pivoted to ensure that high quality, participative Sunday worship continued to be possible through the magic of Zoom and YouTube. With congregation members lending their sound and broadcast skills, services on the All Saints YouTube channel have regularly had online participants in their hundreds (and more than 1.2k have watched the Easter Sunday 2020 service!), joining not only from SE London but from across the globe.

We've continued to broadcast services even as we've reopened the doors of the building again, and find there is a significant online congregation to minister to. We're still picking up the pieces in a post-pandemic era but our average in-person attendance at Sunday morning services is currently around 140 adults and 60 under 18s. Sunday evening services have a more intimate feel with around 30 worshippers and our Tuesday morning service has a committed core of around 20. As of March 2022, there are 283 people on the electoral roll.



# CHURCH FAMILY



Our church family reflects a wide age range, from the very young to the elderly, with a significant number of families. With a heart to more fully reflect the population of our immediate locality, we are diverse ethnically and culturally and have always enjoyed the range of 'mother tongues' spoken when we declare 'He is risen indeed, alleluia' each Easter Day. When we celebrate together with bring-and-share lunches we enjoy truly global cuisine! We also come from a variety of Christian traditions, with a range of experiences, theologies and teaching, but

**TOGETHER SEEK  
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DISCIPLESHIP AND  
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EXPRESS OUR  
WORSHIP TO HIM  
IN UNITY RATHER  
THAN UNIFORMITY**

The church is currently supported by an active PCC and two churchwardens, and a staff team of 11, both full time and part time in various roles. At time of writing, we have two vacancies and some staffing challenges ahead particularly in our under 18s ministry. Current key roles include an Operations Director, Worship Director, CAP Centre Manager, Community Outreach Coordinator, Finance Administrator and a Communications Manager. Our team has been enriched by two great interns and some highly committed volunteers, particularly in tech and production, practical help around the site and the Christians Against Poverty (CAP) ministry.

All Saints is affiliated to the Evangelical Alliance.



# CHURCH LIFE

Regular activities at All Saints include three great youth discipleship groups, a popular community cafe, monthly prayer nights and worship nights, playdates and prayer brunches for young families and a long running men's football night. We have some well-established and committed small groups, gathering for bible study, prayer and support in church members' homes. In the past we have also run several courses that we would love to get back to again including Alpha, CAP Job Club, an After School Club for local kids and a parent and toddler group. Some of our favourite church moments are baptism services when we sit in the round with the pool at our centre, epic BBQs and bring & share lunches and church weekends away which we do every couple of years. Seasonal opportunities and traditions we look forward to include our annual Light Party, carol singing in the community, immersive family nativity services and our candlelit carols.

All Saints cares about justice and poverty and our family is generous when there are opportunities to give and respond to need. Many of our congregation bring weekly donations to Southwark Foodbank and we have a well-stocked Fairtrade stall at morning services. Every Christmas we bless those who have engaged with our debt centre with family

hampers that members of the congregation fill and deliver.

Our site is used by a number of wonderful community groups doing important work in Peckham. Foodcycle aims to tackle food poverty, loneliness and food waste in communities using surplus food and teams of volunteers to cook a nourishing meal available to anyone who needs it. They open the doors of our hall for this meal twice a week. Southwark Women's Space offer personalised and sex-specific support to those needing help with issues of mental health, emotional well-being, safety and housing.



They are available for appointments and drop-ins two days a week. A variety of other groups hire the hall including cookery classes led by refugees and migrants, Mini-Athletics and a juggling club called Catchers on the Rye!

As we look out beyond the walls of our building, the needs in Peckham are great and we know we need to discern and hear the Lord on what He is calling us to do. Local concerns include women's safety, youth violence, homelessness and substance misuse. As you read on,

YOU'LL HEAR OUR HEART TO  
SERVE PECKHAM WELL AND  
OUR CRY TO GOD TO BUILD  
HIS KINGDOM HERE.





# WHAT IS IMPORTANT TO US AT ALL SAINTS PECKHAM?

*As we set out to reflect on who we believe we are for the purposes of this Parish Profile, we sought to do so with real honesty. We recognised quickly there are some characteristics that are important to us but are perhaps what we hope we are becoming rather than mature features clearly and consistently visible already. We've tried to shine a light on this in what follows.*

## Where we are now...

### Expectant of God

At All Saints we believe that God wants to be at work in us and through us so it's important for us to come expectant as we gather to meet with Him. We prioritise the teaching of His Word and space for worship, as we know these are transforming. We know we have much to learn about how to be open to the work of the Holy Spirit, but we long for an encounter with God for every individual in every gathering.

### Diverse

We truly value the diversity of our church family; it is a cause of celebration for us. We are multi-generational and diverse in race and ethnicity, class, education, and church traditions. Our prayer is that we would reflect the great multitude before the Lamb in Revelation 7 v 9 'from every nation, tribe, people and language' and that everyone would find a true sense of belonging in

our church. This beautiful diversity is of course not without significant challenges. Recently we've sought to better understand the views and experiences of black and brown congregants, and to remember that in the body of Christ "when one part suffers, every part suffers with it".

### Messy

At All Saints, we embrace authenticity over perfection; we aspire to bring our collective best but things aren't necessarily slick or fancy. Our services are joyful and sometimes include a little holy chaos, particularly in our regular all-age worship services! We hope for our welcome to extend to anyone; mess is allowed: there is no Christian bar to be reached as we are

all relying on the free grace of God. We value being a loving family more than finding agreement on everything, and have a range of views on secondary issues of theology and doctrine. We tend to hold these lightly as we pursue unity in Jesus Christ, the way, the truth and the life!

### Fellowship as Family

We try to be family to one another, journeying in faith together and experiencing fellowship. Church is not just for Sundays and we seek out places to belong, to be known and to serve throughout the week. Small groups, home groups and midweek connection points are valued and supported as key to building community.

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### Committed to Children & Young People

We invest significant resources into children's and young people's ministries as we want every generation to feel valued and nurtured. On Sundays and in mid-week discipleship spaces we help our children and young people to know God for themselves and to experience His love, hear His voice and see His power.



# WHAT ARE WE ASPIRING TO FURTHER GROW AND MATURE IN?

## **Being Biblical, Being Prayerful, Being Worshipful**

We hear and value great Bible teaching and want to be ever more transformed by the Living Word as we learn better to apply and live out what we've heard in our everyday lives. We are works in progress!

Passionate, faith-filled prayer is a huge part of the story of All Saints Peckham. Prayer happens at All Saints in different settings, including among individuals, in small groups and in monthly gatherings, but we've perhaps lost some of our fervour for corporate prayer over the years and need to be drawn to our knees again. We have had regular 24/7 prayer times in the past but today's monthly prayer gatherings are attended by the faithful few.

All Saints has also been known as a church that loves to sing but we've been wrestling with what true, authentic and diverse worship that drives intimacy with Jesus could look and sound like. What if each person experienced the freedom to express worship in the individual way they are made to - what might that do?!

## **Authentic Inclusion**

In the light of the killing of George Floyd in 2020 and the refreshed global focus on injustices experienced by people of colour and black people in particular, we started a conversation about ethnic and racial inclusion and belonging, called Listening for a Change. In response to the prompting of the Holy Spirit and a desire to 'weep with those who weep' within our

own church family (Romans 12:15), the clergy and leadership of All Saints Peckham, with the support of the PCC, set out to enable people to share their experiences of racialised life within All Saints. The aim was to improve such experiences in the future, by correcting things that have been wrong, and by learning together what it will take to ensure All Saints feels like family (characterised by fairness and justice) for everyone.

This is a huge commitment and the journey so far has been very painful and uncomfortable. We know that we have a long way to go to ensure that our church culture reflects and values equally our whole community. If cultural diversity is celebrated only in specific moments or events we are in danger of tokenism. We have much more to do to become a diverse church family that is guided by God, where everyone genuinely feels like they belong. The PCC have recently set up a 'Racial Diversity and Belonging' sub-group which is lay-led, to work on an action plan. "For he himself is our peace, who has made the two groups one... and in one body to reconcile both of them to God through the cross..." (Ephesians 2 v 14-16) and this is our goal through the power of the Prince of Peace.

Disability inclusion is another area of immense importance to our family, and, we believe, to the heart of God. We want to take this

seriously too, and there is much work here to be done. We long for All Saints to truly be a safe place where those of us who are disabled or neurodiverse fully participate, contribute, and belong.

## **Discipleship and Growth**

We desire to be a church family united in our pursuit, devotion and fear of the Lord. We pray that out of this focus, everything else flows: deeper encounter, gifts of the Spirit, mission, reconciliation, welcoming our diverse community and so much more. Walking this path requires us all to be on an active discipleship journey, maturing in our faith - this is a work in progress. Some of our small groups have become like family. Some found the challenges of the pandemic too much and have fizzled out. And within our body there are some for whom the traditional small group model hasn't connected. We are in need of fresh inspiration in how we journey together in faith and how we disciple new Christians to maturity.

## **Mission Minded and Sharing our Faith**

It can be easy, particularly after the couple of years we've all just been through, to only look inwards, but All Saints has always been a church that seeks to make God known. Over the years we have sent many missionaries around the UK and wider world and released a large number of leaders to seek full time ministry. We want to continue to lift our eyes beyond ourselves: to

be a 'sending church' and to continue to support our missionaries through All Saints Around the World. We want our friends and family to experience the love of God, so we want to get better at welcoming into our community those who are seeking, including through programmes like Alpha.

## **Serving our Peckham Community**

Peckham is not just in our name, but in our nature. Not just our location, but our calling. We love Peckham and we know God loves Peckham too, but we have found it challenging to know how to best serve the people of Peckham, in a way that points them to Jesus and glorifies Him. Through our long-term work with Christians Against Poverty (CAP) we are committed to tackling issues of debt. Our weekly community cafe provides a warm welcome to some who wouldn't consider coming to church services. We are aware of so many other needs right on our doorstep; what is God really calling us to do and how?

As the gentrification of Peckham continues, we want to intentionally direct our hearts towards the poor, even if this leads to discomfort. We are loosely partnered with some wonderful organisations (including Foodcycle and Southwark Women's Space based in our church hall), but are challenged to become clearer about how we add value to our wider community. What should be our priorities?





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CALLED TO  
RECONCILIATION  
WHERE THERE  
HAS BEEN  
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—  
CALLED TO  
DEEPER  
ENCOUNTER  
WITH GOD

—  
CALLED TO  
SERVE  
PECKHAM



# WHAT MIGHT BE NEXT FOR ALL SAINTS?



As we've prayed and reflected on the next season for All Saints, three interrelated themes have emerged. It's our prayer that where we feel God is calling us might resonate deeply in the heart of the next incumbent.



## \* CALLED TO RECONCILIATION WHERE THERE HAS BEEN DEVISION

One of the phrases we believe the Lord has said to us is "I want my family back". Like churches up and down the country, we've experienced significant challenges as COVID prevented us from meeting together in our usual ways. We know that feelings of isolation and disconnect are being experienced across our congregation.

Following the very challenging conversations we had during Listening for a Change, we're committed to the process of deep healing from open wounds, reconciliation between individuals and groups, and reconnection across our beautiful family. One verse the Lord has given is from Isaiah 42 v 3: "A bruised reed he will not break, and a smouldering wick he will not snuff out. In faithfulness he will bring forth justice." We need the tenderness of Jesus, restoring the reed to produce grain again, as we continue to pursue the racial justice and authentic inclusion that we know is close to His heart. There's a calling on us to have more vulnerable, trusting relationships in which differing perspectives can be heard and hard things can be talked about safely and well. We want His family back.



## \* CALLED TO DEEPER ENCOUNTER WITH GOD

We know that there is always more of the Lord to know, see and encounter and we've been hearing a call to go deeper, particularly in the ministry of the Holy Spirit. We want to be more open to the Holy Spirit, to be filled by Him and changed by Him so that we can become the people we are called to be. We want to see more people more fully released into their spiritual gifts (1 Corinthians 12) to strengthen and encourage the church. As we passionately pursue the presence of God in worship, prayer, devotion and surrender, we know He can do a new thing among us.

Proverbs 3 v 5 & 6: "Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to Him, and He will make your paths straight." We're holding fast to this promise that when we trust Him and submit to Him, we'll be led on His paths into the new and different and whatever the next season is for All Saints Peckham.

## \* CALLED TO SERVE PECKHAM

What difference would it make to the community of Peckham if All Saints was no longer here? This is a question we have put to ourselves recently as we think about what authentic commitment to Peckham looks like. How can we be a part of bringing God's kingdom to come, in Peckham as it is in heaven? Might it take us further out of our comfort zones? Might it mean changes to where we invest our time, energy and money? If we are transformed people, could we - with God - transform Peckham?

Our church site is in need of significant development and we have dreams (and feasible architectural plans) of how we could better use these buildings to help people encounter Jesus and His love. We know we're called to be a generous, welcoming, sanctuary for the people of Peckham and to explore all that this might mean. This needs leadership.

**"Trust in the lord  
with all your heart  
and lean not on your  
own understanding"**



# THE NEXT INCUMBENT

The themes identified above emerged through a participative process involving our PCC, our staff, and the wider congregation. Building on these, we surfaced the calling, chemistries and competencies we believe are likely to be embodied in our next incumbent.

*We welcome applications from under-represented individuals of Black, Asian or Minority Ethnic heritage, women and people with disabilities.*

## CALLING

- Called and equipped to serve in a multicultural, inner-city context, with a heart for the poor.
- A pastoral heart, comfortable walking in the brokenness and messiness.
- Spirit-filled; moving in the gifts of the Holy Spirit.

## COMPETENCY

- Clear leadership capability: setting strategy and priorities; mobilising and managing team.
- A strong communicator, including to those from different backgrounds and generations.
- Cultural competency; proven experience of working in and with diverse communities.
- Able to work with conflict.
- Able to bring God's Word to His people in power, and to release others to preach and teach.
- Able to encourage growth in spiritual gifts and release people into their giftings.
- Ready to drive a vision for the redevelopment of our church site.

## CHEMISTRY

- Passion for those outside the church and for community outreach and able to nurture a faith-sharing culture.
- A humble, teachable posture.
- A courageous leader, able to lead effectively across the whole church.



# Financial Annex:

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*In common with many other churches and charities our financial position is not as stable now as it was pre-pandemic. The effect has been seen in our income, which has reduced from £633k in 2019 to £581k in 2020 and £549k in 2021. Nearly all our income comes as giving from the congregation and associated Gift Aid.*

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*In 2019 expenditure on general funds was at a level which gave a small surplus, and this was maintained in 2020 with some effective cost management. In 2021 there was a deficit on the general funds of £77k. The major components of the spending in 2021 were staff costs of £272k and Diocesan contribution of £111k. In addition, each year we give 10% of the previous year's income to local and international mission.*

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*All Saints has a policy of holding 10% of annual spending in reserves. The income drop during the pandemic has eroded this. The PCC has agreed a budget for 2022 and 2023 which will see reserves return to 10% of spending, and this will be monitored closely and expenditure trimmed if the income levels do not recover as budgeted.*

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