

Deanery Plan

Powder Deanery

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Endorsed by Bishop Hugh

Rural Dean Marc Baker

Lay Chair N/A

PROCESS FOR THE CREATION OF THE DEANERY PLAN

1.0 Consultation

During the course of the 'On the Way' process, many face-to-face consultations have taken place. The team have endeavoured to meet with each church congregation and/or PCC and revisited them with the proposals for reaction and amendment where necessary. The team have aimed for transparency in decision-making and all relevant documents have been shared on the powderdeanery.org website as the process has unfolded. Regular updates have been sent via email for all those who have registered.

The team have made use of questionnaires, two on-line courtesy of Diocesan resources, one general survey and one more specific to pioneering and other paper copies of the questionnaires have been distributed in churches and in the community. A number of meetings have taken place with the Deanery Synod, all of which to date have been open to others to attend. These have been used to update members of the Synod, circulate a briefing note and seek feedback - again, this has been captured, fed into the process and published on the website. A video was made available of the Open Synod meeting where the Rural Dean presented the intended approach, and the link to this was widely shared.

PCCs have been consulted as the development of the plan has taken place, and feedback has been incorporated into the plan as required. Deanery Chapter has also been kept abreast of developments and given the opportunity to feed into the planning process.

A number of other meetings have taken place, both with individuals and with specific groups e.g. retired clergy.

In summary, the consultation raised the following main issues:

- ⇒ There is a real commitment to maintaining and growing the church but that many who have responsibility for running churches e.g. PCC members and church wardens were frequently exhausted and saw no 'cavalry coming over the hill'
- ⇒ There was a desire for inspired leadership - leaders who walked the gospel but also built teams and worked collaboratively with them to deliver both services and the wider mission of the church
- ⇒ There was a desire for named leadership for every church
- ⇒ It was perceived that there was very little support from the Diocese when leadership was not available
- ⇒ Financially, many churches were in challenging situations
- ⇒ Churches were emerging from the pandemic uncertain what the future might hold regarding the return to pre-pandemic numbers in attendance and whether giving would 'rebound' to previous levels

DEANERY PLAN

1.1 Vision & Mission Priorities

Overarching vision:

The Deanery plan seeks to help every church community grow and be fruitful.

- a. Powder Deanery embraces a wide range of theology; this plan honours these differences and seeks to allow all churches to flourish
- b. Our churches are Christ-centred first and foremost: valuing the sacraments, scripture and a spirit-led life to transform our lives and those around us

What is needed to deliver the vision

- a. Our consultations heard repeatedly that inspirational leadership was vital if the church was to grow and be fruitful.
- b. Against a backdrop of reducing clergy numbers, it was important that each church had an identifiable leader who took responsibility for leading their community in fruitful mission. They would be responsible for not only the day-to-day running of the church but its mission in the community and the spiritual welfare of its congregation
- c. Where necessary there may be different approaches for the different areas of Probus, the Roseland and Truro
- d. Where possible, a cohesive approach will be engaged across the Deanery to matters which affect each church community to stop duplication, increase support and increase effectiveness

Our plan builds on the vision for Transforming Mission, the Bishop's Mission Order and other, more local, initiatives. The Deanery plan seeks to harness these energies and may in time provide an envelope within which they will all sit.

It is important to note that the scope of this Deanery Plan excludes the governance over the Bishop's Mission Order, the Transforming Mission project and Truro Cathedral. The Isles of Scilly do not form part of this work.

2.1 Who we are

Three Mission Areas:

It is intended to group the deanery into three main mission areas:

Probus,
Roseland, and
Truro

Truro itself divides into four sections due to the unique and time-limited issues being addressed by the church in the city:

1. The Waterside Churches - half-way through a complex re-organisation, it is intended to leave this process to reach its 3-year conclusion (approx. 26 months from now) and then review how overall governance issues may best be taken forward.
2. The Cathedral - subject to its own governance and financial oversight
3. Transforming Mission (and All Saints, Highertown) - subject to its own governance and financial oversight but contributing expertise to pioneering initiatives across the Deanery when appropriate
4. Truro churches (the exact position of St George's Church is yet to be determined. It may be that they are reluctant to join the other churches and have to fund their own independent ministry as a fifth benefice: this is still under discussion).

The plans that have been formulated address local needs as well as speaking to cross Deanery issues.

2.2 The issues we are facing

The following themes were amongst the points raised in the consultation sessions:

The development of this plan, which addresses the issues of fruitfulness and sustainability, is set against a backdrop of significant financial challenges - there has been steadily decreasing giving over the last 3 years, although this has undoubtedly been exacerbated by COVID. There is general reluctant acceptance that the church in the Deanery needs to live within its means but that this may take some time to stabilise.

There is a real need for inspirational and effective leadership; some churches have been in transition for a number of years and there has been a perceived lack of support for congregations during this time from the Diocese or elsewhere (although there is a thankfulness for the willingness of retired clergy to step in and assist with services). The lay leadership in churches (often Church Wardens or PCC members) have lacked leadership and support in dealing with the 'running of the organisation'

- and again COVID has probably increased the impact of this vacuum. Some leadership, it is perceived, is not as well equipped as it might need to be to minister effectively. Many churches are only just 'returning to normal' following COVID restrictions. A number of people have still not returned to church and some may never return. Income from hall lettings, the running of groups both internally and within the community has been stymied by the pandemic and 'the new normal' is unclear. A few churches could be described as moribund, with very small congregations who are struggling to keep going. There was some criticism that the money invested in the Transforming Mission project was not well spent, and that it was focused entirely on the city rather than being spread across the Deanery to include rural areas - where it is possible to do this. There was recognition of the opportunity to harness TM along with the Bishop's Mission Order to make the Deanery more effective.

2.3 Our current fruitfulness & sustainability

Fruitfulness

Our Deanery has a few thriving churches, many which are 'treading water' for a variety of reasons, and others that are struggling to survive. There are examples of discipleship and effective outreach but some of these have been made more difficult to sustain during the pandemic.

Sustainability

There is insufficient funding to allow the present level of stipendiary ministry to continue. This is sadly recognised and this plan addresses this by proposing a decrease in the number of stipendiary posts. There is a realistic hope of a 'bounce back' to stronger giving levels to allow the planned level of stipendiary posts to be sustained. Some buildings are in a state of neglect and therefore pose a significant challenge to maintain.

3.1 What God is doing

In many of the parishes God seems to be creating a culture of and a desire to be open to collaboration; some congregations need more support and others seem willing to provide it. The openness to the initial plan consultation with PCCs has been helpful, informative and generally well-received and as a team we believe this is the Holy Spirit working in God's people.

3.2 What God has been saying *On the Way*

- ✦ the need for more organised and consistent pastoral approach is a theme that has come through the OTW process particularly in older community members as well as groups that are more marginalised.
- ✦ the need for more strategic leadership particularly, but not exclusively, in more rural parishes.
- ✦ the concept of a Guild to:
 - allow leaders to connect and be challenged and supported
 - develop leadership skills and learn from one another
 - create a more fruitful and sustainable culture
 - release people into more creative thinking
- ✦ the idea of focal ministry that will allow congregations and communities to be supported and well led.

4.1 Becoming more fruitful and sustainable

Our Plan in Summary

A. Church Growth

To enable a more fruitful ministry across the deanery, we have embraced the concept of focal ministers who will be the point of contact for both the parish and the communities they serve.

Focal ministers will be responsible for building leadership teams in each church. Together with the teams they will lead their church/congregation into growth, both spiritual and, in many places, numerical. Where it is appropriate, focal ministers will focus especially on growing ministry towards children and (in time) young people.

Focal ministers will be supported in their leadership by becoming part of a deanery-wide guild. We believe that growing churches is a craft that leaders need encouragement and support in doing. The guild will encourage these craftspeople in their task, sharing best practice. The guild will have a culture of high accountability and high support. The guild will be able to give teaching and guidance and signposting to good and relevant resources both within the deanery, diocese and beyond.

B. Strand One - Pioneer Ministry

As well as leading the existing churches in the deanery into growth, we also recognise a need to pioneer new ways of being church. Transforming Mission will lead this work for the whole deanery. A Pioneer Hub will be established in Truro. This will be a social enterprise. The Hub will grow its own worshipping community. The Hub will also train a cohort of pioneers for mission across the deanery. This strategy knits the work of Transforming Mission in to the life and growth of the church in the deanery.

C. Strand Two - Ministry to the Poor

It is often assumed by the casual observer that Powder does not have a poverty problem - this is clearly a wrong assumption. In Truro itself we have a significant poverty problem, focused on the larger estates. We are also only too aware of the needs of many facing rural poverty across the deanery. Our plan sees the appointment of a new dedicated team to mobilise the church in mission. Our plan seeks to focus on the real needs for children and young people who are trapped in the cycle of persistent poverty through generations. Our team will also focus on issues around housing and mental health.

This ministry will work in close partnership with the social action aspects of Transforming Mission as well as existing partners in Truro such as Christians Against Poverty.

D. Strands Three and Four - Creation Care and Global Church

We will also be establishing deanery-wide teams to develop these aspects of the life of the church across our whole deanery.

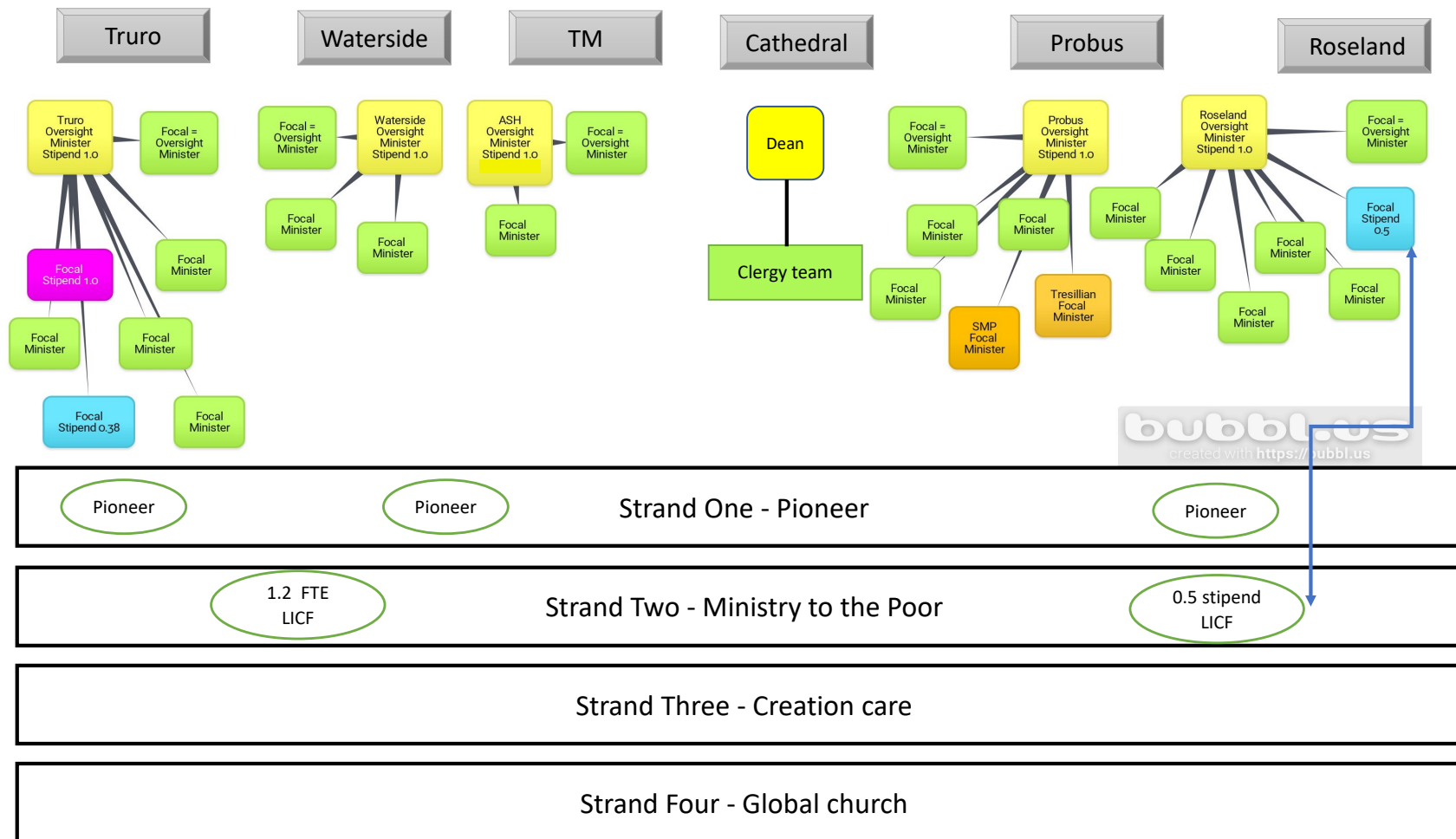
4.2 Our plans I - How we expect to change

- A. By moving to a model of Oversight Ministry and Focal Ministry, each church and worshipping congregation is appropriately led, sustained and supported.
- B. By integrating pioneering ministries, new outreach will be made in each of our local areas.
- C. By investing by way of LICF, those on the margins will be better supported and impacted by the ministry of the church.
- D. By co-ordinating our support for the global church and creation care throughout the Deanery more effective use of time and funds will produce greater fruit

The move to a focal ministry model, along with the four cross-Deanery mission area strands, form the bedrock of our proposal. Focal ministry addresses the key sustainability issue (as well as contributing to fruitfulness), and the four strands identify ways in which the Deanery can act more cohesively as a whole rather than as individual churches or mission areas and hence improve fruitfulness.

4.3 Our plans II - Specific actions & projects

Our structure will have to alter considerably in order to properly support the whole Christian community throughout the Deanery. We propose migrating to a model as shown below:



4.3.1 FOCAL MINISTRY VS TEAM MINISTRY - WHY AND HOW?

Consideration was given to different models of delivering church. Team Ministry models rely on spreading diminishing stipendiary ministry even thinner across geographical areas. Due to financial constraints, Truro is having to lose one full time post and this made the prospect of implementing further 'brigading' of churches less and less desirable.

The Focal Ministry model was selected as:

- It delivers the identifiable and accountable leadership desired by church communities
- It encourages, supports and develops leaders, both ordained and lay
- It is deliverable and sustainable given current financial constraints

This, of course, has major implications for how ministry is delivered. A small number of Oversight Ministers, all ordained, will have responsibility for a number of churches or congregations each of which is led by a Focal Minister. In some cases this focal minister will not be ordained. Oversight Ministers will themselves also operate as focal ministers in one of the church communities. Key to the success of the setting up of this structure is the identification, nurturing and release of focal ministers. Many will be lay leaders identified by churches - and not necessarily from their 'home' church.

From the congregation's perspective, many churches have expressed a desire to have a named and consistent leader who is responsible for providing both direction and support to congregations. The focal minister model provides this structure and continuity and allows ownership and accountability for growth in faith.

4.3.2 FOCAL MINISTRY - ESTABLISHMENT OF A GUILD

It is proposed that the Deanery establishes a 'guild' of focal ministers who learn and train together, support and pray for each other and hold each other accountable as well as each coming under the authority of an Oversight Minister. This is an on-going process which does not end on appointment to the role but which carries on throughout the Focal Ministers' time investing in and leading a congregation or church. The 'guild' will operate in the background and provide a home for focal ministers, developing their skills and deepening their faith. The guild will, where possible, sign post the members to relevant resources that are already available and create opportunities for these to be explored together to encourage an environment of growth without duplication. Funding is sought to support this initiative - whilst this is modest in relative terms it is key to bed the 'guild' into being.

We envisage a guild of approximately 20+ Focal Ministers serving the Powder Deanery. This will comprise:

- Full time stipendiary ministers also acting as Oversight Ministers (5)
- Full or part time stipendiary ministers
- Curates
- Non stipendiary ministers or self supporting ministers (ordained)
- Retired clergy
- 'Recognised' lay leaders e.g. Readers, local worship leaders, those completing Sens Kernewek
- Other lay leaders commissioned for the purpose
- Other individuals not yet commissioned, but 'in training or apprenticing' in the guild preparing to take up position

The guild members will vary greatly in skills and experience. Some will need significant support and others less so. We envisage a mentoring programme where more experienced guild members work one on one with less experienced members. In addition, a 'tailored' programme (where more support is offered to the less experienced) will be delivered.

However, all Focal Ministers will come together at touch points during the year to consider common challenges and future direction in the Deanery - the common bond of this group is crucial.

Issues that could be covered in the training and upskilling include:

- ✦ ministering to children and young people,
- ✦ discipling the people of God,
- ✦ personal leadership and spiritual development, and
- ✦ outreach to hard-to-reach groups.

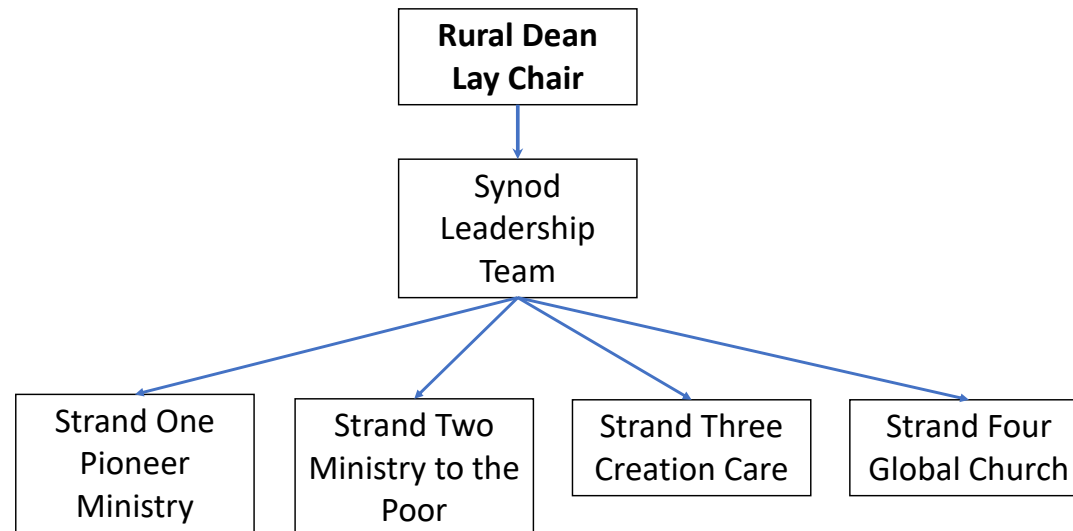
For experienced members of the guild, the minimum requirement will be monthly attendance at meeting of the guild, as well as mentoring of newer members/apprentices and any guild-associated work. We will make use of Covid learnings about technology for the life of the guild. Some meetings will be online with bespoke support breakout groups focused on specific issues or for prayer and support. It is likely that for less experienced members of the guild more time might be needed.

The Deanery sees this as the key enabler to the success of the Deanery Plan. To this end, it seeks funding from the Diocese to pump-prime the guild's administration and training (and less significant funding to secure on-going funding to ensure its continuance).

Year 1		
Initial administration and design	Targeted design and administration set up	£1,000
On initial appointment (not for paid clergy)	£500 (x16) by way of honorarium Recognition for commitment, to assist with travelling expenses, book purchase and incidental expenses (equivalent to £10/week for the first year) [Some may choose to forego this package]	£8,000
Training and development	£200 per guild member (x20)	£4,000
Total		£13,000
Year 2 and subsequent years		
On initial appointment	£500 (x4) incoming guild members	£2,000
Training and development	£200 per guild member (x20)	£4,000
Total		£6,000

FOUR STRANDS

Each of the four strands as shown in the figure on page 10 above will come under the auspices of a sub-committee of the Deanery Synod and report to the Leadership Team and the Synod as a whole. The Deanery Synod will be responsible for driving each of these strands and collaborative, cross-deanery working will add to the success of each initiative.



CROSS DEANERY - STRAND ONE - PIONEER MINISTRY

Truro benefits from the establishment of a Transforming Mission Project, based currently at All Saint's Highertown, this project wants to establish church communities that are simple, yet deep, accessible and inclusive. This 'On the Way' plan acknowledges that, at the time of writing, a 'reset' is being conducted on the TM project and that some of the following may change.

A culture of journeying with others throughout the week will be established through a mission hub that is a physical focal centre most likely in Truro city. It is envisaged that this hub will follow a 'social enterprise' agenda by becoming a Community Interest Company that can be self-sustaining by providing a pioneering project to enhance and support the community.

Each of the Mission Areas identified by the 'On the Way' process have highlighted an intention to embrace a pioneering culture to help them engage with people that currently do not engage with church, concepts for this vary from area to area. It is proposed that this intention is nurtured and resourced from the current Transforming Mission team, and whilst the bulk of opportunities may lie in Truro, there will be other avenues in both the Roseland and Probus to develop existing and establish new pioneering ministries for example the work already being done on the Roseland at Philleigh and a desire to establish a community growing project in Probus.

Overseen and co-ordinated by the Pioneer Minister, the team will discover, in consultation with individual churches across the Deanery, where the Holy Spirit is already at work and enable a pioneering approach to be pursued.

Our consultation heard that there was a real heart for supporting pioneering ministries in the Deanery, and not just in Truro. The Roseland Mission Area has indicated that it may be able to raise in the region of £25,000 itself to fund a pioneer minister position. The feasibility of this post will depend on accommodation being available in some shape or form, and/or possible funding from the Diocese in the future. It is suggested that this avenue be more fully explored once the new minister for the Roseland is in place.

It is proposed the TM hub provides training for lay volunteers to reach out to untouched communities and supports them as they begin their work. A cohort of individuals will be identified who have a gift of pioneering, depth of faith and life skills to connect with those who are unlikely to cross the threshold of a church, ideally these people will work within the community they live in. This cohort will be trained together and provide mutual support and on-going development as experimental sites are explored - not all will flourish but it is believed that where God is at work, much fruit will be seen.

Meetings have been held to begin to explore synergy between the Cathedral, TM and the Deanery and how a pioneering approach may best be expressed. There is no doubt significant potential for work in this area, and further developments and clarity regarding TM in Truro will help to determine how best to take this forward.

Details of how the likely TM approach *may* develop over the coming years are described in Appendix 1 but this is subject to change.

CROSS DEANERY - STRAND TWO - MINISTRY TO THE POOR

It is sad to say that, in order to future-proof this plan, it is necessary to take account of the deteriorating financial circumstances of many families over the coming years. Increasing fuel costs, increasing food costs, and increasing inflation are already pushing many more individuals into poverty.

The church in Powder Deanery believes that it has a special place in ministering to those in need. There are several key areas:

- ✦ Housing issues - these particularly affect the poor and are by no means confined to homelessness
- ✦ Mental health - the poor tend to suffer more in terms of an inability to manage, leading to mental health issues and an increase in the risk of suicide
- ✦ Children and young people - often victims of challenging financial situations affecting their parents or carers.

The Social Justice minister post under Transforming Mission is already orientated in this direction but this is a post which primarily signposts care and seeks to enable churches to work more effectively in these fields, for example, by providing tool kits. It is not, primarily, 'working in the field'.

This plan seeks funding for posts which operate very differently to the TM post described above. We seek, through LICF funding, to deliver work in the field - ministering through 1.7 FTE posts working to support those in deprived communities across the Deanery.

It is envisaged that one 0.5 LICF post is combined with the 0.5 stipendiary post in the Roseland. This would have a deanery-wide remit in regards of service to the poor, focusing initially on the Hendra, Malabar and Trelander areas of Truro and expanding to take in pockets of deprivation in the Roseland and Probus. For consistency and stability, it is proposed that the Diocese underwrite this funding for the next five years minimum. We seek two further LICF funded posts specifically targeted at the areas listed above:

- ✦ 0.6FTE (probably not ordained) LICF funded post in the form of a Children and Young People worker. This post will focus on working 'in the field' on a detached basis, meeting these groups where they are rather than depending on them coming into church. Issues of deprivation have significant impact on young people and at present the Church of England has little impact in this area.
- ✦ 0.6FTE (probably not ordained) LICF funded post which would look concentrate on issues around housing and mental health.

CROSS DEANERY - STRAND THREE - CREATION CARE

Many churches and the Cathedral, under the auspices of Rev. Canon Elly Sheard, are already working hard in this area but the Deanery recognises that there is a long way to go. Some churches are only beginning to address this issue, and it is believed that a Deanery-wide programme, where those who are more advanced can encourage and advise those further behind, can move this agenda forward more quickly.

There is excitement and enthusiasm for this in many quarters and it is believed by harnessing this energy churches and congregations can move quickly forward. Each church in the Deanery would be encouraged to apply for the Kernow Green Church Award - some have already achieved this but there is much to do in order to make progress. By working across the Deanery, sharing expertise, we believe it is possible to make considerable progress.

CROSS DEANERY - STRAND FOUR - GLOBAL CHURCH

The Deanery seeks to formalise and strengthen links with the global church. In the first instance we will do this through advancing nascent links with Compassion UK in dealing with our sisters and brothers in Kenya. By marshalling all the churches across the deanery, a more substantial and influential relationship can be built both with the charity and the receiving Church of Kenya. This would not seek to replace other international links that individual churches may be involved in but would supplement this and bring added weight to this one particular initiative.

Appendices

- Appendix 1 - The Truro Pioneer Plan for Powder Deanery - supplied separately
- Appendix 2 - Financial spreadsheet - supplied separately
- Appendix 3 - Governance and groupings
- Appendix 4 - Risks
- Appendix 5 - Indicative implementation timetable and graphic of Deanery Structure

Appendix 1 - The Truro Pioneer Plan for Powder Deanery (attached separately)

Appendix 2 - Financial spreadsheet (attached separately and see note*)

***FUNDING**

The attached appendix outlines the amount of money each Mission Area will need to contribute in MMF. Based on 2021 and 2020 levels on MMF contribution there are shortfalls in each Mission Area. We will be looking for reassurances from each Mission Area that going forward they would be able to fulfil the financial commitments in their area. If these are not forthcoming we will need to consider further cuts in stipendiary clergy.

Appendix 3 - Governance and groupings

The ‘On the Way’ process proposes three main missional areas for the Powder Deanery: Truro, Roseland and Probus, grouped as shown below:

Mission Area	Benefice/cluster	Parish including DCC where appropriate
Truro Mission Area	All Saints Highertown and Baldhu	
Truro Mission Area	The Waterside Benefice	St John & St Petroc, Devoran
		St Feock
		Perranarworthal (moved from Carnmarth North 1/1/2021)
Truro Mission Area	The Truro Benefice	Kenwyn with St Allen
		Truro St Clement
		St Kea
		St George*, Kenwyn
		St John and St Paul, Truro
		*the exact position of St George’s is yet to be determined
Truro Mission Area	Truro St Mary	

Roseland Mission Area	The Roseland Benefice	Gerrans with St Anthony-in-Roseland
		Philleigh
		St Just-in-Roseland
		Tregony with St Cuby and Cornelly
		Ruanlanihorne
		Veryan
Probus Mission Area	The Probus Benefice	Grampond with Creed
		Ladock
		Probus
		St Erme
		St Michael Penkivel
		Tresillian and Lamorran with Merther

GOVERNANCE

The 'On the Way' process provides an opportunity to realign formal governance arrangements in line with the ministry deployment in the Deanery. The leadership team recognise the radical nature of some of these opportunities and the concern many will feel about changing structures that have been in place for many decades. Nevertheless, there are opportunities to save much bureaucracy and duplication, of which many rightly complain. Our informal conversations as part of this process have raised understandable concerns regarding any change to the current accountability structures. Nevertheless, it is considered that the moment is right to consider the benefits of change for the longer term.

The Leadership team propose the following alterations to governance arrangements which, it is hoped, PCCs and Synod will agree. Any bold steps of change will take courage and faith and the leadership team seeks to make the case that it is timely to act when the future deployment of ministry is being considered.

Truro Mission Area

As described earlier in section 2.1, the Truro Mission Area comprises four sections. It is proposed that three of these retain current arrangements:

1. The Waterside Churches - half-way through a complex re-organisation, it is intended to leave this process to reach its conclusion and then review how overall governance issues may best be taken forward in 2024.
2. The Cathedral - subject to its own governance and financial oversight
3. Transforming Mission, the Lifehouse Project and All Saints, Highertown. Transforming Mission is subject to its own governance and financial oversight but contributes expertise to pioneering initiatives across the deanery when appropriate. It is intended to leave TM issues to be settled and then review how to take governance issues forward in 2025. The Transforming Mission reset will most likely see TM moving away from All Saints and this has a degree of complexity as roles change. All Saints is also in the middle of a significant building project with real liabilities. This is also in flux, with decisions being made at the moment. Both the future of the Lifehouse project and changes to TM need to settle before pastoral reorganisation can be considered as appropriate.
4. Truro churches - it is proposed that the remaining Church of England parish churches across Truro come together in unity as one church for Truro, merging with one PCC. Each church will retain local leadership teams or even DCCs. Truro is a relatively very small city with only c.23k residents. It makes little sense to have (in addition to the Cathedral ministry and Transforming Mission) seven other independent Church of England Churches each with their own governance and PCC structure. However, it is unclear at this point whether St George's will agree to join with the other churches.

Coming together in this way will:

- a. stop very significant duplication of roles
- b. alleviate much of the bureaucratic burden currently being felt by PCCs
- c. allow fewer officers and a new sharing of expertise/support between churches
- d. decrease dramatically ministerial 'servicing' of meetings
- e. allow church members to focus on the growth of their church and fruitful ministry to their communities, rather than running the institution of their churches
- f. allow stronger collaboration and co-operation between churches

Roseland Mission Area

It is proposed to bring the PCCs in the Roseland together to form one benefice. Whilst keeping individual PCCs in place, this will enable better co-ordination between churches on the Roseland and should lead to a minor reduction in MMF for the Mission Area.

Probus Mission Area

It is proposed to offer the opportunity for the Probus Mission Area to merge together as one new benefice. Our consultations heard of the unique circumstances around the Tresillian and St Michael Penkivel churches which both come under the patronage of Lord Falmouth. Merging as one benefice may result in a minor reduction in MMF for the Mission Area and assist with co-ordination and so it is considered that this is worth exploring. Again, as in the Roseland, it is proposed to keep individual PCCs and their responsibilities and boundaries in place.

Appendix 4 - Risks

The following are the main risks associated with the Deanery Plan.

Risk	Consequence	Likelihood	Impact	Score	Controls/Actions
Lack of resources to implement – capacity or capability	<ul style="list-style-type: none"> Inability to deliver to timescales or quality Burn out by team(s) Impact on day to day running of teams 	M	H	H	<ul style="list-style-type: none"> Wise and balanced selection of all team members with necessary skills Core team to regularly review progress/capacity Building (and implementation) of Deanery Synod leadership structure Structural support for Rural Dean OtW advisors to provide additional capacity until other support in place
Lack of support or resistance from clergy/people/congregations	<ul style="list-style-type: none"> No real change in positions Dwindling connection and impact in local communities Continuing shrinkage of worshipping communities 	L	H	M	<ul style="list-style-type: none"> Careful listening and challenge re fruitfulness and sustainability as process moves forward On-going articulation of benefits Clear communications to all including PCCs and Synod reps
Lack of trust in process leads to reluctance to significantly change governance structures	<ul style="list-style-type: none"> Resistance to sharing resources and streamlining governance Time and cost savings due to eradication of duplication not realised 	H	H	H	<ul style="list-style-type: none"> Effective communication Safeguards put in place to reassure churches

Insufficient resources to sustain a focal ministry model	<ul style="list-style-type: none"> • Churches have to wait even longer for a dedicated leader • Lack of leadership, leading to loss of trust in the plan 	M	M	M	<ul style="list-style-type: none"> • Early identification and placement of leaders • Creation of a pipeline for future leaders and succession planning • Excellent training through guild attracts many suitable people
Sustainability not evident in final plan	<ul style="list-style-type: none"> • In some places – closure of churches • Diocesan intervention lessening ownership and local deployment of resources 	L	H	M	<ul style="list-style-type: none"> • Realism regarding financial position • Clear and frequent communication
Conflict, or lack of synergy, with other plans	<ul style="list-style-type: none"> • Opportunities not realised • Competition between scarce resources 	L	L	L	<ul style="list-style-type: none"> • Close working with TM team and cognizance of BMO, Cathedral etc

Appendix 5 - Indicative Implementation Schedule

	Summer 2022	Autumn 2022	Winter 2022	Spring 2023	Summer 2023
Focal minister guild	Focal ministers discerned and gaps identified Plan for 'holding vacancies' agreed	Focal ministers commissioned Focal minister cohort initiated Interim arrangements in place where required		Remaining focal ministers commissioned	
Governance	Synod agrees plan	PCC - formal consultation commences on any pastoral reorganisation	Further consultations		Formal review of progress against plan
Recruitment	Adverts for additional paid posts drafted and agreed Oversight minister - Roseland LICF posts	Advertising and shortlisting	Interviewing	Posts in place	
Synod structure and accountability	Deanery leadership team voted in Appointment of Ministry Area Leadership Teams	Deanery Synod meets to initiate sub-groups: Ministry to the poor Creation care Global church	Subgroups present proposals to Synod for approval		

	Summer 2022	Autumn 2022	Winter 2022	Spring 2023	Summer 2023
Pioneer ministry		Roseland commence advertising of Pioneer post Two other Pioneer posts advertised	Working agreement between Synod subgroup and TM	Pioneer Ministers in place	
Ministry to the poor		Subgroups meet to prepare plans	Subgroups present proposals to Synod for approval	LICF posts fully released to this ministry	
Creation care		Subgroups meet to prepare plans	Subgroups present proposals to Synod for approval		
Global church		Subgroups meet to prepare plans	Subgroups present proposals to Synod for approval		

ILLUSTRATIVE GRAPHIC OF MISSION AREAS AND WORK STRANDS

