

2025 Updated Revisions of East Wivelshire Deanery

This report presents the updated Deanery Plans, incorporating all recent revisions approved through the appropriate governance processes. To enhance clarity and transparency, an overview table at the beginning of the document outlines each change request, including the nature of the change, the date of approval, and links to the relevant section it affects.

Change requests have been noted alongside the original text and are clearly highlighted in red underline for ease of reference with a link back to the change request table. Corresponding endnotes provide further context and justification if needed, ensuring a clear audit trail.

These updates reflect ongoing developments and alignment with strategic priorities.

Deanery update with approved change request

Change Request	Changes	Date Approved	Link to change in text
1	The appointment of a Deanery Leader/Rural Dean as a stipendiary post.	31/01/2023	Rural dean post
2	Using the funds originally allocated for employing a deanery Operations Manager, we now plan instead to employ a Deanery Administrator for 7 hours per week.	6/10/2024	While some duties previously assigned to the Operations Manager will be undertaken by the new Admin post, others may not. Any remaining gaps will, where possible, be covered by the SRD or priests.
3	The plan for a 5th Stipendiary post, with a specific remit for pioneering has not yet proven necessary, the newly appointed priests in East Wivelshire having significant experience of pioneering work, this element of the plan has not yet been moved forward. The decision was made to utilise some of the unspent Mission Funding that was originally planned against this post, to assist the deanery in 2024 with difficulties in meeting the MMF call. This was approved on the understanding that it would be a one off arrangement	04/11/2024	

Recent pastoral re-organisation:

1st February 2025 - The benefices of Maker with Rame, Millbrook, St John and Torpoint (1) and St Germans with Antony and Shevioc (2) have united to form a benefice to be known as “The Benefice of The Rame and Rivers Churches”.

Deanery Plan East Wivelshire

Version Number and Date

V2, 10/06/2025

Strategic Rural Dean

Revd Michael Johnson

Lay Chair

Richard Margetts

East Wivelshire in Summary

Vision

To present the Gospel of Jesus Christ in such a way that brings people to Christ, develops their faith, and transforms them into disciples with the confidence to go into the world and reach others for Christ, with some becoming mature and fruitful leaders

On The Way

The process identified four key areas that the Deanery should focus on in the coming decade:

1. Taking faith seriously
2. Working together
3. Community engagement
4. Reaching out to families

These themes are consistent with the Diocesan priorities found in [The Saints' Way](#) and the Anglican Communion's [Five Marks of Mission](#).

During the process we heard a strong call to grow but to achieve this we need to “regroup to advance”, breaking from the chains of our past.

Three Hubs

The Deanery will be divided into three benefices, with each benefice developing a hub church that will help resource the other churches (satellites) in the benefice. Each hub will adopt a resource ethos:

- Steeped in prayer and discipleship
- Authorised by the Bishop of Truro to cross parochial boundaries, this may need a Deanery wide Bishop's Mission Order (BMO)
- Part of a diocesan strategy to evangelise East Wivelshire and transform society through community partnerships
- Intentionally resourced to revitalise churches (and to plant back into areas where buildings have closed within ten years)
- Actively developing a pipeline of lay and ordained
- Provide other resources for mission across their designated area

We must plan for growth to become ‘Fruitful’ and Sustainable:

Fruitfulness

The deanery will focus on Discipleship using two main tools:

- Each hub to regularly run discipleship courses e.g., Alpha
- Teaching through the development of Small Groups to grow our faith, raise our spiritual temperature and to provide a gentle introduction to faith for interested non church going people

The Deanery will be working in the following ways to make itself fruitful:

- Supporting the vulnerable and in need with the employment of a Christians Against Poverty (CAP) Debt Centre Manager and introducing courses on life skills and a job club.
- Using church land for community garden projects
- Employing chaplains to work with schools, to provide assemblies, engage with the curriculum, assist governing bodies and provide pastoral support to the staff and families.
- Continuing to form relationships with other community leaders

Sustainability

The deanery will work towards sustainability by:

- Growing our faith through teaching
- Increasing the breadth of worship tradition throughout the deanery
- Planning to a growth in numbers of those coming to faith through community engagement, CAP and small groups
- Engaging with new communities including a pioneering mission/minister to be based in the new housing estate near Saltash
- Increase giving, an essential component, by a greater use of the parish Giving Scheme (PGS), and Generous Giving sessions
- PCCs will carry out an audit of their church buildings.
- Establish a 'Built Heritage' group to develop a strategy for all of the buildings, enabling ministry teams to focus on faith and growth.

Leadership and Governance

The deanery will seek to change the way we work, to simplify governance structures, where possible, and to provide support for clergy and lay ministers.

The recruitment of the new structure will be phased, starting with the engagement of a Deanery Leader to oversee the implementation of the plan and the changes required to achieve it.

The Steering Group recognises that pastoral organisation will take time to follow the processes required. In the meantime, the Deanery will apply for a Bishop's Mission Order to work across the current boundaries. The three hubs will be identified and operational by October 2023 and three Benefices will be created by January 2024, with a reduction in PCCs also planned. Statements of Need and Parish Profiles can then be drawn up for the recruitment of clergy.

A Plan For Growth

This plan is one that has growth as its main purpose. With the predicted fruitfulness and sustainability, as the outcomes of the regroup to advance strategy, the deanery will be in a position to plant new congregations on an annual basis from 2025.

Financial Summary

The financial forecast is detailed in the spreadsheet in the Appendices of this plan. The forecast can be broken down into 5 headings; **Costs, Base Income, Giving, LICF funds** (Lowest Income Community Fund of £70k per annum) supporting the CAP and life skills initiative and **Mission Funding** (of £58k per annum) supporting the Pioneer minister.

In summary the forecast is as follows: The whole plan is based on our **giving** to increase, by 2028, from an average of £10 to £20 per week per regular giver and the number of givers giving via the Parish Giving Scheme (PGS) to double. This means that by 2025/2026 it will be possible to employ additional staff and to start **growing the church**.

East Wivelshire On The Way Frequently Asked Questions

Who will take our services?

The stipendiary clergy for each hub will oversee the team of ordained and lay Local Ministers who, together with Churchwardens, will arrange who takes what services, where and when. The Operations Manager will help with these arrangements where cover is needed. Obviously, things will have to be planned in advance, and changes won't all happen at once. The move to this style of team ministry will take time to perfect.

Will we be able to have the same services as now?

That will depend on what the congregations want, what new things you want to try out and the availability of ordained and lay ministers. For example, if you want to attract new members to your church (and we hope and pray that you will, as this is one of the main thrusts of OTW) then you may want to try having services at times other than on a Sunday—or you may want to experiment with a variety of styles of worship. Currently some of our churches have several services on a Sunday, others only have a service once a month, and we need to make sure that we cover worshippers across the Deanery.

What will happen if we want Eucharistic services every week?

There will be the opportunity for each Benefice to have Eucharistic services each week, so for those people who benefit from this spiritual food, it will be available. It will be up to the three Hubs to decide their pattern of worship using ordained and lay leaders, in agreement with the Deanery Leader.

Will we be able to have different clergy or will we always have the same person?

We would hope that most churches will want to benefit from the whole of their Resource Hub Ministry Team, experiencing different styles, learning from differing views and feeling that we are all part of a much larger congregation. As a Deanery we are blessed with Ordained and Lay leaders who can lead a wide range of worship.

Will we be expected to go to services at other churches?

Not “expected to” but “encouraged”. It is hoped that this will happen gradually—so we become One Body. Sadly, some of our congregations are currently very small and one of the things that people have been telling us On the Way is that they appreciate being able to worship in a larger group—that being One Body is important. So, we hope that people will car share and travel around a bit more and we will work to find ways of making this easier. For example, we would hope to develop a regular Healing Service in the Deanery which would move around from church to church. Similarly Choral Evensong at different churches could mean that those who particularly love that ancient tradition could go and experience it more regularly. It would be good if we celebrated Patronal Festivals around the Deanery, learning about other churches. Services using contemporary worship songs in a Charismatic style and holding services at times more convenient to young families and modern lifestyles will also be possible in the new model.

What's going to happen about Weddings, Funerals and Baptisms?

The coordination of this will lie with each Resource Hub. But it is important to know that if someone wants to get married, baptised or have a funeral in a particular open church building that they will be able to do that. We know that many people, even those who never come to church, can have a particular affinity with a church building.

Are we all going to be expected to just go to services in the towns of Saltash, Callington and Torpoint?

No. We know that the village church communities are so important and not just to the faithful. An essential aspect of the East Wivelshire OTW plan is to keep our viable village church communities worshipping and to plan for growth.

Will all our services become the same?

We have many different traditions and styles of Anglicanism in the Deanery, and we hope that all traditions and styles will be catered for. However, as mentioned in the answers above, if we are to attract different people we need to try out some different things and not be afraid if things don't work immediately.

Buildings

Will some churches have to close?

A Buildings Team will be created to audit our church buildings and then decisions can be made on the best use of that building. For example, a particular church that only has a very small congregation could become a Festival Church– only opening for occasional services like Weddings or Funerals rather than having regular services, but it could also be open for visitors and private prayer.

Who will be responsible for our buildings?

The churchwardens and PCC of each church, along with the East Wivelshire Ministry Team. One of the early things we need to do is to develop a Buildings Audit and Strategy, so that how we care for our magnificent buildings will become clearer and easier.

What will happen if we suddenly have a problem like a water leak?

Again, the churchwardens and PCC will be responsible on a day to day basis, but hopefully there will be more support and help from the Operations Manager and from each other.

Can we make money by selling off surplus Vicarages?

As patterns of ministry change so the housing that the Diocese needs for clergy changes. In some places more or different houses may be needed, and in other places fewer houses maybe needed. The cost of buying and maintaining houses is shared across the Diocese, as is the income when they are rented out or sold. Income from rentals and sales helps to keep MMF down across all parishes; the benefit does not just go to the parish where the sale or rental takes place. However, we hope to be able to use one Vicarage for interns who will serve in the Deanery focusing on Children, Young People and Families.

Church Finances

Will each church still be responsible for its own finances?

Certainly, in the short term the answer to this is “Yes”. However, as with many aspects of this new way of working we may find better ways of doing things collectively and part of the plan is to recruit a part-time finance officer to support us.

How are we going to make more money?

There will be a renewed focus on ‘Generous Giving’ by our existing members, and we will develop more convenient and efficient ways for money to be given. But we all know that attracting more regular members to our congregations will help us raise more money. Some of our churches do better than others and so sharing good practice with one another will also help bring in more income. We are aiming for 200 people to be donating through the Parish Giving Scheme by 2028, with an average donation of £20 a week.

Will the Diocese still support us?

Yes, the Diocese will also continue to support us in many other ways such as training, advice and help with specific funding of projects. We will also continue to have curacies which are funded quite separately.

Are the Diocese and the Cathedral also making savings?

Yes. Over the past few years they have made significant savings, by for example, moving from Church House to cheaper premises. They are just about to embark on a voluntary redundancy scheme with the aim of saving £250,000 by 2023. Some people think that all the money from the parish share goes to the Cathedral: this is not the case. The funding Truro Cathedral receives comes directly from the Church Commissioners and not from MMF payments.

Practical/Legal Things

Will we still have our own PCC?

In the short term, yes. However, many of our smaller churches are struggling to get people to fill posts such as churchwardens, treasurers etc. so we are looking at a model of moving to three benefices, each with one overarching PCC with sub-committees where needed.

Could we just have one Safeguarding Officer?

Safeguarding is about loving our neighbour and must be at the heart of what we do and who we are as Christian communities. It would be wrong for the Deanery, or the Diocese, to take shortcuts or cut corners in Safeguarding. The Diocese has always been clear that Safeguarding must be kept as a priority, and the right provision must be made at every level of the church.

Is this all going to happen at once and if so what is the start date?

No, it will be a stepped process and probably a continuously evolving one. But we do need urgently to get things moving. As a priority, we will be looking to appoint people to posts that enable the process to begin as soon as is feasible. We will also prioritise employing Christians Against Poverty (CAP) Debt Centre Managers in recognition of the current economic situation for the most vulnerable in our society.

What would God make of all this?

During the OTW process, prayer has been at the heart of everything. At every step of the way we pray that we are doing the right thing. We do believe that God would want us to refocus ourselves on looking after the poor, the socially excluded, our children and young people, the environment and our current as well as future congregations. Please continue to pray for this process, for those leading it, for the clergy currently in post for whom this is an uncertain time, and for each other.

Deanery Plan

East Wivelshire

PROCESS FOR THE CREATION OF THE DEANERY PLAN

Note

1.0 Consultation

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Before On the Way was heard of – long before Bishop Hugh told us ‘We cannot go on as we are’ – Christians in East Wivelshire knew that the game was up and radical change was needed: the age profile and diminishing numbers demonstrated our failure to make new disciples without looking any further. We were neither fruitful nor sustainable.

We created a Steering Group with members of chapter and the OTW advisers and a Working group which included the steering group and several lay members from across the deanery.

Purpose:

We are excited by what OtW has to offer and quickly created a Steering Group and a Working group to operate across the Deanery. All that follows in this report is based on prayer and listening to God – discovering His will for the Deanery. We gave every benefice the opportunity to provide clergy and lay Members to our Working Group to ensure full participation in every corner of the Deanery.

We conducted a Community Survey to discover the views of our congregations and wider communities –parishes were encouraged to hold discussion groups to pray, listen to each other – and especially listen to those who do not attend church regularly, feeding the information into the Steering Group. Community Survey discussions also held with a number of focus groups to further explore the needs of the community

All the information from the Survey and focus groups was taken onboard as we continued to pray for a Vision of what our abundant and generous God expects of us in the years to come. You will read our four priority areas that were agreed following this consultation period below. The proposal and initial draft of the deanery plan was sent on a series of roadshows around the deanery for consultation and communication.

The outcome, taking our resources and spiritual needs into account, is a re-organisation involving a pastoral reorganisation, a change in leadership styles involving greater use of lay ministers and leaders in specific areas of mission, offset by a reduction in clergy numbers and a reduction in the number of churches used each week for worship – to ensure more meaningful worship and instruction. We have included a Planting Curate to operate as an outreach/pioneer minister based on a major housing development in the Deanery; we will enhance our work with schools and develop a change of culture to meet the spiritual needs of young families across the Deanery and the use of interns to work with young people. As a Deanery we believe Christ came to be good news to the poor and we wish to reflect this in our mission and outreach. We want to create CAP centres across the deanery to

support the growing number of people experiencing financial difficulties at this time and while doing so provide other support to those most needy in the deanery. We will learn from each other's gifts and abilities as we go on the way.

Above all we are committed to get to know our communities and their needs better – working alongside other community groups and schools – to discover where we can best show God's love and care for everyone and be open about our reasons for doing so. For too long the church has hidden its reason for existing behind a façade of comfortable words and four walls. God wants us to get the message and get on with it in His name.

There is a long road ahead – On the Way is a life time rather than a moment. There are areas of the plan which we cannot currently fund, we will encourage and regularly teach on generous giving and will continue to pray about this and all aspects of this Plan as we move forward.

DEANERY PLAN

Note

1.1 Vision & Mission Priorities

3

Vision Statement

Love God, Serve People, Make Disciples

Vision

To present the Gospel of Jesus Christ in such a way that brings people to Christ, develops their faith, and transforms them into disciples with the confidence to go into the world and reach others for Christ, with some becoming mature and fruitful leaders.

Fruitfulness and Sustainability We have come to recognise that if we are to be both fruitful and sustainable, we need to look beyond our present structures of church organisation and patterns of worship. The church of the future needs to move away from an over-reliance on a traditional model of ordained priesthood – instead equipping all members of the body of Christ to play their full role in both ministry and service.

Challengingly, this needs to be done at a time when overall numbers are falling, congregations are ageing, and financial resources across the deanery are barely enough to maintain the status quo.

Yes, there are some areas of growth, some exciting new initiatives are underway, and there is a strong commitment by many to their parish church and to their local community, but overall, the strain of just maintaining what we have (whether buildings or the church community that uses them) is becoming harder and falling on fewer shoulders.

The planned retirement of two full time stipendiary priests presents both a challenge and an opportunity. Simply replacing them both is not at the moment affordable – authorised ministry costs would exceed realistic estimates of MMF contribution. Without change, not doing so would just greatly increase the burden on the remaining three – and especially on those faced with trying to support even more churches over an even greater area.

On the other hand, re-grouping our benefices into three areas, each led by one stipendiary priest, potentially frees up resource to develop and deploy a greater diversity of ministry and to welcome and encourage the talents of a wider range of individuals – both lay and ordained. That is the vision that has emerged from our On the Way journey – this is a plan that will certainly be challenging to implement but one that gives a real chance of growth as we support each other in becoming both fruitful and sustainable.

Agreed Agenda for Mission

We have discerned four interdependent areas of focus for our shared mission. The overall priority is to grow the Kingdom through discipleship, as we continue to explore together ways to increase our fruitfulness and sustainability, by bringing new people to a living faith.

1. Taking faith seriously

We will strengthen our existing congregations through regular discipleship programmes, feeding them spiritually and encouraging their growth in the Lord. We will encourage daily prayer, reading and studying the bible, both individually and in groups, and, recognising that people learn in different ways and at different stages in their life, we will be open to all ways of developing a deeper faith and a mature relationship with God.

2. Working together

We will work in co-operation with congregations across the deanery, rejoicing in our variety of worship styles and sharing our skills, gifts and resources, and recognising our need of each other so that we become a united Anglican presence in South East Cornwall.

3. Community engagement

We will reach out to our local community by sharing God's love and engaging with social action through CAP, working with schools, colleges, social prescribing and churches. We will ensure that our engagement with the local communities will sit on a backbone to ensure there are pathways to faith in all we do, so that we intentionally grow the kingdom through our community engagement.

4. Reaching out to families

We will reach out to families, young people and schools offering a variety of activities such as accessible worship and classroom teaching, and pastoral support, but we recognise that we will need to do some work to understand their needs and opportunities to enable us to more effectively meet them where they are. This can include the community gardens and other projects with the Ministry Hub at Treledan and School Chaplains and Interns.

These themes are, we believe, consistent with the Diocesan priorities as set out in the “Saints Way” and with the ACC’s “5 Marks of Mission”:

- To proclaim the Good News of the Kingdom
- To teach, baptise and nurture new believers
- To respond to human need by loving service
- To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation
- To strive to safeguard the integrity of creation and sustain and renew the life of the earth

2.1 Who we are



Location and resources

The East Wivelshire deanery lies in the far South East corner of Cornwall, and is made up of 19 parishes, currently grouped as 5 benefices.

There are:

5 incumbents

1 Associate Priest (House for Duty)

1 Assistant Curate

12 Clergy with PTO

13 LLM / Readers

2 Ordinands

1 Children and families worker at Callington

A number of Local Worship Leaders

Church Buildings

19 Grade I, 3 Grade II*, 8 Grade II, 2 not listed and 2 chapels

Other denominations in the deanery

- Two Methodist Circuits
- Saltash Baptist Church,
- Our Lady of the Angels Church (RC), and Saltash Gospel Hall.
- Several free churches are also operating

Schools

Within the deanery there are 3,589 children in 18 primary schools (inc. 6 CofE/VA), and 2,910 places in 3 secondary schools, plus 2 children's centres.

Population

The **population** is far from even across the deanery, with the St Germans group being particularly thinly spread: (see Appendix 1 - Statistics)

Deprivation

The percentage of the deanery population in income deprivation is estimated at around 10%. When presented as numbers of people the distribution broadly follows population. Certainly, many in our communities are in need, as witnessed by the increasing demand on our local Foodbanks, but this is not only a problem for the more urban areas. (See appendix 1 – Deanery statistics)

Church Statistics

The Statistics for Mission dashboard for 2010-2019 (see appendix 1) reveals a concerning picture. While overall attendance has remained fairly steady, the percentage of children (0-17) is very low, and indeed has fallen for the “average week”. While experience varies across the parishes, as might be expected, recorded attendance by children in 2019 never exceeded single figures, and many cases were only 1 or 2. Baptisms, marriages and funerals have all declined steadily – perhaps reflecting an increasing lack of engagement with the community.

The declining electoral roll (which represents our committed membership) and the overall age profile for the Deanery raises concerns for our fruitfulness and sustainability. Swift action now will mean that changes can be made to intentionally stimulate growth. We must be planning for both the short and long term future of the Anglican church in SE Cornwall.

The age profile of people attending church is a lot older than the age profile of the community.

Sustainability – Population and Income

The Deanery has 5 stipendiary clergy, so with a population of over 50,000 spread over a mixture of urban and country parishes, this means the Deanery has the second highest population/priest ratio in the diocese at over 10,000. Looking to the future we plan to reduce stipendiary clergy progressively and increase lay leadership and ministry roles. This will enable a greater diversity of focussed ministry, without increasing the load on the stipendiary clergy to unsustainable levels.

Affordability

The overall ratio of authorised ministry costs to unrestricted income is below the diocesan average, although there is variance across the Deanery. Our overall “affordability rating” is in the green sector (see appendix 1). While there is therefore some financial pressure for structural change, especially over the longer term, the primary driver should be to seek to enhance both fruitfulness and sustainability through positive developments in patterns of ministry and cultural change.

2.2 What people say about us

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From Outside – largely irrelevant to life – some interest in historic buildings – some appreciation of community value – little enthusiasm for engagement other than perhaps at “life events” – and even that is waning

From Inside – formal, liturgical styles of worship are appreciated by many (if done well), but seen as off-putting by others, and especially by younger families and those without a traditional church upbringing. Times of services can be a problem, Sundays in particular clashing with work patterns and/or family commitments. Some call for more variety in and alternative styles of worship – informal, reflective, healing services, etc.

2.3 The issues we are facing

Problems

- Ageing congregations and declining numbers
- Little recognised engagement with the community or active sharing Gods love
- Limited (and declining) income
- Fewer people doing more and more work leading to tired, dispirited people
- Material poverty and social isolation challenge the church's message of hope
- Historic buildings increasingly in need of significant repairs and maintenance – most of which are listed, reducing flexibility of use and increasing costs of maintenance
- Lack of familiarity with, or willingness to use, technology
- Sense of local focus creates strong community links but also sits alongside feelings of separation (parishes/benefices from each other within the Deanery) and isolation
- Lack of wi-fi in church buildings, or poor connectivity issues
- Resistance to change in patterns of ministry/lack of understanding or vision as to how new patterns could work or be positive for the worshipping community.

Opportunities

- A proportion of the congregations understand the need for change, and wish to see the church in East Wivelshire grow.
- Some have expressed excitement at some of the new thinking.
- Large new build housing development(s) which will increase population “outside” established catchment area(s) and bring opportunities for mission as new communities develop
- Large number of schools including six church schools,
- Deprived communities needing help
- Sharing God's love with new contexts and generations
- Recognising where God is already at work and joining in that mission
- Post-pandemic culture gives us an opportunity to work in new ways and to further embrace technology
- Engaging with post-pandemic culture spirituality searching.

2.4 Our current fruitfulness & sustainability (examples)

Fruitfulness

The poor and needy	Volunteers from our churches contribute and assist at Foodbanks – in Saltash, Torpoint and Callington for example-and with similar community enterprises. Supporting children to access education with consideration to their welfare in conjunction with schools. A number of charities are supported (e.g Christian Aid, MAF)
Schools & YP	Messy church in some parishes Open the Book Teams in some schools Running assemblies virtually and in person, with some active participation in schools Members of governing bodies
Discipleship	There is some teaching about discipleship and a number of churches have small/home groups. One parish group has run discipleship courses with some success and ran one on behalf of the deanery in 2018. The deanery response was poor, sadly.
Community Life	Community lunches, Civic Services, Remembrance Day Services/Ceremonies. A number of churches within the Deanery are part of the Celtic Way Pilgrimage, with the route starting at St Germans Priory. Accommodation can be offered to pilgrims through the Celtic Way organisation. https://www.cornishcelticway.co.uk/
Global Church	Sweden, SAT7 and links through our church schools. A number of churches have had links to overseas congregations. One group is looking to support parishes in our twin diocese in South Africa

Creation

Sustainability

New faith	There is engagement with families through occasional offices, for example baptisms in local schools.
Growing faith	Developing and deepening faith through teaching and groups for example two small groups meet regularly in the parish of St Germans
Leadership	The deanery is developing teams of leaders in benefices, and collaborative working among the different giftings.
Diversity of calling	There are a number of Worship Leaders (LWLs), Reader/LLMs and Pastoral Minister (LPMs), as well as ordained ministers.
Money	PGS membership across the Deanery is about 120. There are congregations who have a vision for stewardship; one parish group has exceeded their MMF call in order to support the deanery. Another has worked hard to meet their own MMF and support a less solvent parish on the group.
Buildings	Church halls are used by community groups e.g. St Nicholas & Faith Pre-school & Downterry Church but most buildings lack flexibility for wider use. Generally, they are not fit for purpose. The buildings are varied in their features. While few have all desirable facilities a number work hard to make themselves available to the local community for events and gatherings. One building has invested in technology (i.e. multi-media facility and Wi-Fi) and is attracting local groups as a good venue, despite limited other facilities.

3.1 What God is doing

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Some groups within the Deanery have been looking for growth in discipleship and for opportunities to share the Gospel with those outside but there is a realisation that this could be more effective and consistent through working more closely together and sharing experience, good practice, and potentially resources.

We recognise that the Deanery as a whole has not been actively listening for God's word or looking for His work in our communities, inside and outside the churches.

We believe God is at work within the On The Way process and showing us opportunities such as pioneering on the new housing estate and elsewhere.

3.2 What God has been saying *On the Way*

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This proposal is led by prayer and through those prayers a plan is emerging. There is a strong call to **Regroup to Advance**, from that position we have an opportunity to consolidate our resources and energy, as well as reinvigorate our prayer life and discipleship. Then we can push back out in the coming decade into the Deanery to grow disciples and discover God's Kingdom in new places. The vision does require new ways of working and thinking, this does not simply replace what we already have and there is hard work ahead.

We feel God is inviting us to play more of a part in His mission by the use of small groups to raise the spiritual temperature of the deanery. Another example of the mission we are called to work with CAP to support the needs of the poor and the vulnerable.

4.1 Becoming more fruitful and sustainable (examples – and no need to cover everything)

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Fruitfulness

The vulnerable

Outcomes:

- To provide support through Christians Against Poverty (CAP) for a number of people struggling with financial problems, job related issues, etc..
- To build on our community relationships

Actions:

- To create and implement a CAP provision across the deanery headed up by a manager and assistant manager and using 8-10 locations across the deanery, covering PL10, PL11, PL17 and PL18. This builds on the existing work already in place in PL12.
- To build several community gardens using spare glebe and other land as a resource for communities

For example, Job Clubs, access to WiFi, a positive attitude to Safeguarding with a Gospel understanding

Schools & YP

Outcomes:

- Engagement with every school in the deanery

Actions:

- Recruit school chaplains
- Offer regular assemblies, contributions to curriculum
- Prayer Spaces
- Chaplaincy to staff
- Support to Governing Bodies
- Engage with families, referrals to CAP

Discipleship

Outcomes:

- With discipleship being the foundation block for all that we do, we hope to establish a culture of disciples rather than volunteers, we hope some may even go on to become apostles outside of the buildings.

Actions:

- Run initial courses such as Alpha
- Teaching series on discipleship and sharing of faith
- Create and implement Small Groups

Community Life

Outcomes:

- Build relationships with stakeholders, other faith leaders and key community leaders

Actions:

- CAP
- Community gardens
- Recruit and train community engagement team
- Seeking opportunities to engage outside of the building

Global Church

Outcomes:

- Encourage awareness of the Global Church and the challenges faced such as persecution

Actions:

- Continue to support the initiatives we already engage with

Creation

Outcomes:

- Increase awareness of creation using the 5th Mark of Mission

Actions:

- Develop the community garden
- Aim for Bronze awards for remaining buildings
- Virtual meetings to reduce carbon footprint
- Teaching series on Creation Care

Sustainability

New faith

Outcomes:

- Intentional missional engagement in new housing estates and other locations across the deanery
- Intentional use of pathways to faith throughout our community engagement, be welcoming and inclusive so that people feel they belong and that all in East Wivelshire can encounter the grace of Christ in everyday life. We want to grow each year:
 - 2022 3%
 - 2023 5%
 - 2024 10%
 - 2025 10%
 - 2026 10%
 - 2027 10%
 - 2028 10%

Actions:

- Ministry and Mission Hub to pioneer new ways of working with and outreaching to people moving into the new housing developments
- Run several Alpha (or similar) courses per annum, including youth courses

Growing faith

Outcomes:

- Intentionally teach about the Christian faith to all church members and congregations and follow through small groups attended by at least 30% of congregations

Actions:

- Identify teaching plans/prospectus and provide suitable material for small groups
- Equip people to be able to give a short answer (elevator pitch) to the question “Why are you a Christian?”
- Teach people to give their testimony
- Encourage people to invite others to small groups
- Encourage 1-2-1 evangelism
- Offer a full breadth of worship traditions across the Deanery each week. Daily worship can also be offered via Zoom across the Deanery on rotation. With a combination of clergy and Readers / Lay Licensed Ministers, Local Worship Leaders all satellites could have one Sunday service without anyone dashing between churches. This allows time for the ministry team to be fully present with the church community. New and emerging forms of worship will also be developed at a range of times to suit modern life.
- **Small group networks** are a key part of this vision. They would meet in the week in homes, cafés, pubs as well as on Zoom. As a group grows it will reform into two so that we are constantly multiplying and refreshing our groups. These will be a time of prayer, discipleship, learning, fellowship and pastoral support. This will be an opportunity to be a church body but in a comfortable location that is accessible. With worship still being offered across the Deanery people will have an opportunity to regularly gather with the wider church community and to cross pollinate ideas and thinking.

Leadership / Governance

Outcomes:

- Provide a simplified structure for the deanery, reducing overhead cost and resources required to provide a solid pastoral support to the deanery

Actions:

- Recruit a Deanery leader who may be one of the stipendiary clergy with oversight of the Deanery vision and plan.
- Create 3 hubs
- The Culture of each hub is to be of a resource nature, with 6 characteristics[1]:
- Steeped in prayer and discipleship
- Authorised by the Bishop of Truro to cross parochial boundaries, this may need a Deanery wide Bishop's Mission Order (BMO)
- Part of a diocesan strategy to evangelise East Wivelshire and transform society through community partnerships
- Intentionally resourced to revitalise churches (and to plant back in to areas where buildings have closed within ten years)
- Actively developing a pipeline of lay and ordained leaders feeding into the Diocese training programme such as Sans Kernewek, CPAS
- Provide other resources for mission across their designated area e.g., leadership training, evangelism courses, Lent and Advent courses, marriage courses, Christians Against Poverty, food banks, parenting courses (Grand parenting courses), Menopause information sessions, working with social prescribers.
- A significant reduction in the number of PCCs which will reduce the administrative burden
- Actively develop a pipeline of leaders
- Recognise that Head teachers of CofE schools are also faith leaders and support them through chaplaincy and other resources

[1] Adapted from *Resource Church* Ric Thorpe

Diversity of calling

Outcomes:

- Develop a lay leadership team

- Identify skills and gifts across the deanery's congregations and use this information to discern potential leaders

Actions:

- Carry out a skills and giftings audit,
- Provide regular opportunities and pipeline to train lay leaders, rationalise structures, enable leaders to cross parish boundaries

Money

Outcomes:

- Increased number of regular PGS givers from 120 to 200 and increase the average weekly gift from £10 to £20 by 2028

Actions:

- Regular teaching on stewardship by lay leadership (Generous giving Advisers), promoting PGS membership, and ensuring funds not wasted or spent carelessly.

Buildings

Outcomes:

- Develop a buildings strategy for all the deanery's buildings ensuring buildings are fit for purpose and are used to their maximum potential
- Also providing a reduction of liability and ensuring fit for purpose including for the most vulnerable

Actions:

- Carry out an audit of all buildings assessing future usage, maintenance, etc.,

4.2 Our plans I – How we expect to change

11

We will:

- create an Implementation team to lead the implementation of this plan.
- explore pastoral reorganisation of the deanery which will require fewer officers and meetings and be more focussed on implementing the deanery vision and mission
- implement a new staffing/ministry structure combining executive, managerial and leadership qualities, a distributed structure (lay and ordained) team, with Local Ministers
- work together much more closely as a deanery
- work with our communities to understand needs and partner with CAP as well as local schools and other agencies
- work closely with Cornwall Council, the developers and emerging community at the new housing development as well as ecumenical partners
- implement regular discipleship and stewardship teaching on line and in small groups, focusing on being missional and sharing our faith
- develop a Buildings strategy: A more focussed and creative use of our buildings and other assets

4.3 Our plans II – Specific actions & projects

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IMPLEMENTATION TEAM

Form an Implementation Team to include leads of the following subgroups with monthly review meetings – October 2022

Teams

1. People
2. Pastoral reorganisation (working with Archdeacon)
3. Ministry and discipleship
4. Mission
5. Resources and operations
6. Prayer Group (Supported by the Deanery wide prayer group)

1. People

Finalise staffing structure – June 2022 (The proposed staffing structure is shown below)

Create Charitable Interests Organisation (CIO) to employ and oversee lay staff – Autumn 2022

Write Job Descriptions and Person Specifications – Steering group – November 2022

Recruitment is proposed as follows. (Please refer to the Deanery Plan Timeline for more detail and overview.)

- Deanery Leader - July 2022
- Operations manager - January 2023¹
- Part-time Financial Manager - January 2024
- CAP personnel from July 2022 with a view to starting operations in advance of autumn cost increases
- Treledan Ministry and Mission Hub - July 2022
- School chaplains from - May 2023 (to start in 2023 September term)
- Interns from October 2023 to start in 2024

Advertise and interview other leadership roles as soon as agreed

Ensure Safer recruiting throughout

Subsequent posts to be advertised from Feb 2023

Clergy to be reminded of Special Agreements available to facilitate leaving a post earlier than anticipated – June 2022

Dispossession notices timed to allow new clergy roles to start in January 2025.

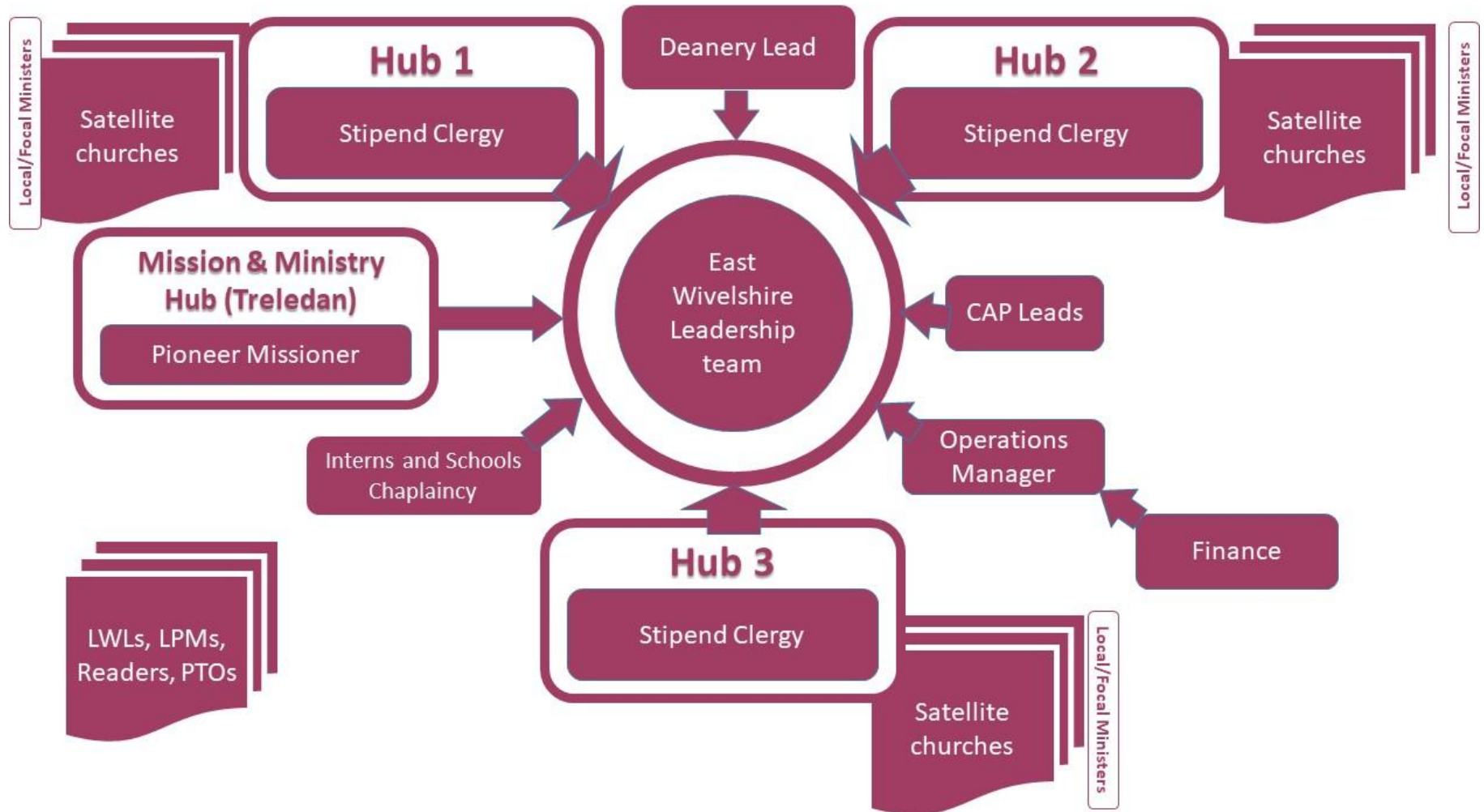
Three incumbent roles to be created, one per benefice hub with statements of need and parish profiles to be written from January 2024. Clergy recruitment process, in line with Diocesan policy, to be followed.

From 1 September 2022, Revd Laura Bushell Hawke will remain as curate at St Germans with Antony and Sheviock, looking after the Benefice in agreement with the Churchwardens until she has completed curacy. Following her retirement on 31st August 2022, Revd Canon Lynn Parker will receive a specially agreed PTO from the Bishop of Truro to remain as Laura's Training Incumbent.

It is to be noted that these posts will all be recruited as deanery-wide posts requiring processes and systems to be revised to enable this to happen.

¹ Using the funds originally allocated for employing a deanery Operations Manager, we now plan instead to employ a Deanery Administrator for 7 hours per week.

Figure 1 Staffing Structure



Volunteers

Audit all members of congregations ascertaining what they are able and willing to do through a skills/gifting audit – March 2023

Skills gap analysis Identify existing and future leaders

- Establish training programme
- Run regular leadership training courses (CPAS or other)

2. Pastoral reorganisation

Implementation team to work with archdeacon to identify and develop three hubs, to facilitate this they will create a deanery wide BMO to enable ministry to flourish. Also, rationalise the number of PCCs and create 3 Joint Church Councils

- Create a BMO to cross boundaries – September 2022
- Team to develop plan with archdeacon – Autumn 2022
- Create 3 Benefices, liaise with archdeacon – January 2024
- Reduce number of individual PCCs and create 3 Joint Church Councils (JCC) under Church Representation Rules.
 - A JCC is a Scheme agreed between the parishes of a Benefice. Parishes continue to be represented by lay members, but some PCC functions are transferred to it. Bishop's Council must approve the Scheme once approved by each parish.
- Commissioning of all ordained and lay leaders to be Deanery wide
- Identify and consolidate all current lay staff and incorporate into the Deanery model by Sep 2023

3. Ministry & Discipleship

Research

- Conduct Five Marks of Mission audit – September 2022
- Conduct Worship styles audit – June 2023
- Conduct Welcoming and Belonging audit - June 2023



Discipleship

- Create a small groups network - January 2023
- Commence regular discipleship programme - Sep 2023
- Regular teaching on Stewardship - August 2022
 - Encourage regular giving – Immediately and involve Generous giving Advisers
 - Encourage use of PGS - Immediately
 - Increase use of online and donations giving in every church and building for every event including services - Easter 2023
 - PCCs put in place a Legacy policy - Sept 2022
 - Agree realistic targets - Now

4. Mission

- Continue to work with Cornwall Council and Barratt Homes for Treledan – Create Ministry & Mission Hub
- Identify other mission and outreach opportunities across the Deanery – Pioneer Missioner, Autumn 2023
- Identify leaders and programmes for mission to schools, children and Families – Autumn 2023
- Identify mission and outreach opportunities to young people - Autumn 2023
- Identify new opportunities for planting new worshipping communities – Deanery Leader – 2024

CAP project

- Identify suitable venues across the deanery – July 2022
- Recruit some leaders – September 2022
- Liaise with existing CAP and money debt installations in Saltash, Truro, Liskeard, Torpoint and Launceston and provide a complimentary service across the deanery.
- Liaise with schools and colleges, through social prescribing to provide a service that includes job applications and skills development.

Community Garden Project

- Develop several community gardens by researching and agreeing locations – September 2022
- Work with schools to include volunteers / students
- Build infrastructure – December 2022
- Plant – Spring 2023

5. Resources

Building strategy

- Carry out Building audit – from Oct 2022 It is envisaged that this will be done by PCCs following guidelines
- From the results of the building audit, identify buildings suitable as satellites to main hubs
- Establish Buildings team to review and manage buildings.
- Develop overall strategy for buildings mid 2023 onwards.

Finance

- Put in place an annual budgeting/process - Finance manager - April 2024 (or earlier if possible)
- Identify other funding opportunities – Finance manager – July 2024 (or earlier if possible)

Operations & Administration

- Recruit Operations Manager - January 2023
- Establishing systems for admin, stats, databases, diaries, - Easter 2023
- Compliance management – H&S, GDPR, DBS /Safeguarding
- Review Insurance etc.,
- Introduce the use of software such as ChurchSuite in each hub to improve communications and administration management

Marketing & Publicity

- Communications strategy - Operations manager – Easter 2023
- Weekly updates for congregations – Admin team
- Website, social media

5. Appendices

1. Deanery Statistics

2. People and finance summary

3. Project plans for major projects

4. Risks

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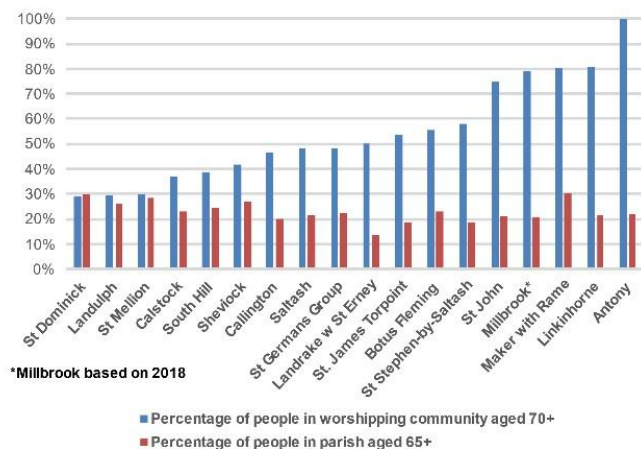
East Wivelshire Deanery Ministry Funding Plan				Any major changes in following 5 years (eg tapered funding)						
Current numbers eg FTEs, as 2021 toolkit	These boxes = Deanery inputs				2023	2024	2025	2026	2027	2028
			Planned posts (FTEs)	Estimated 2023 cost per unit (£)	Estimated cost p.a. (£)	Major changes in cost p.a. (£)	Major changes in cost p.a. (£)	Major changes in cost p.a. (£)	Major changes in cost p.a. (£)	Major changes in cost p.a. (£)
COSTS PLANNED IN 2023										
- for DBF-paid posts and costs,										
- for Transforming Mission projects, &										
- for other new initiatives.										
Posts with costs to the DBF										
5.0	Stipendiary clergy	3.3	53,500	178,690	-18,190	0	0	0	0	0
0.0	Self Supporting ministers	0.0	2,000	0	0	0	0	0	0	0
1.0	House for Duty	1.0	15,000	15,000	0	0	0	0	0	0
14.0	Readers	14.0	700	9,800	0	0	0	0	0	0
13.0	Permission to Officiate	13.0	320	4,160	0	0	0	0	0	0
Diocesan costs shared by Deaneries										
5	Allocation based on number of ministerial groupings	5	14,250	71,250	-18,190	0	0	0	0	0
Authorised Ministry Costs sub-total					278,900	0	0	0	0	0
Transforming Mission - SDF funded lay staff costs					0	0	0	0	0	0
Transforming Mission - Plan & locally funded costs					0	0	0	0	0	0
Posts: Eg Children & Families Worker										
Other costs										
New posts to be contracted in the Deanery										
	Deanery Leader	1.0	53,500	53,500						
	Pioneer Minister (Treledan)	1.0	53,500	26,750	26,750					
	Operations Manager	1.0	25,125	25,125	12,375					
	CYF Leads (incl. Chaplains to schools)	1.6	7,813	12,500	37,500					
	Interns - youth work etc.	3.0	0	0	30,000					
	Deanery Finance Manager	0.2	0	0	6,250	0	0	0	0	0
Costs of other initiatives										
	Eg new money advice service			0	0	0	0	0	0	0
				0	0	0	0	0	0	0
Total Plan Costs					396,775	94,685	0	0	0	0
COMBINED FUNDING PLANNED IN 2023						Sum of any major changes to costs in following years:				
	2019 MMF actually paid			Estimated funding p.a. (£)	Major changes in funding p.a. (£)	Major changes in funding p.a. (£)	Major changes in funding p.a. (£)	Major changes in funding p.a. (£)	Major changes in funding p.a. (£)	Major changes in funding p.a. (£)
	Increase/(decrease) in MMF paid vs 2019			318,329	0	0	0	0	0	0
	Funds for Mission			0	0	0	0	0	0	0
	Funds for Mission			58,000	0	0	0	0	0	0
Posts requested funded by LICF										
	CAP Dept Centre Manager, and ministry	2.0	35,000	70,000	0	0	0	0	0	0
	House for Duty	0.0	15,000	0	0	0	0	0	0	0
	Readers	0.0	700	0	0	0	0	0	0	0
	Permission to Officiate	0.0	320	0	0	0	0	0	0	0
Other costs requested funded by LICF										
				0	0	0	0	0	0	0
	Increase in giving (via PGS)			16,233	36,036	24,324	27,748	31,613	35,973	
					0	0	0	0	0	0
	Other new funding sources									
	Eg parish-funding for a new post			0						
	Eg grant funding from a local trust			0						
				0						
Total combined funding planned					462,562	36,036	24,324	27,748	31,613	35,973
Of which LICF& Diocesan funds for mission:					128,000	Sum of any major changes to funding in following years:				
Deanery Ministry funding plan surplus / (shortfall)					65,787	Net impact of any major changes in following years:				
					-58,649	24,324	27,748	31,613	35,973	
					7,138	31,462	59,210	90,823	126,796	

Appendix 1 – Deanery Statistics

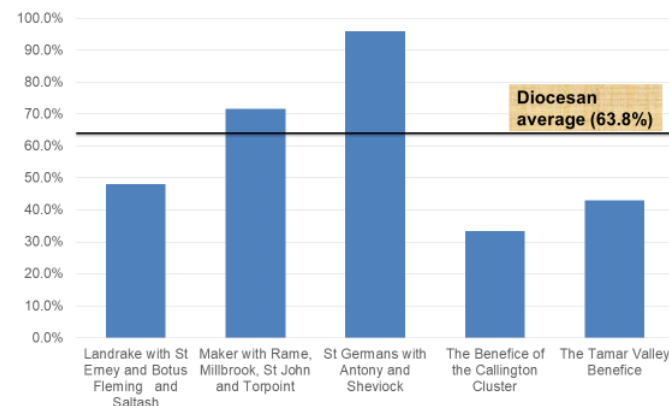
Benefice/Cluster	Parish Legal Name	Parish population	Parish population	Parish number of occupied households	Parish area (square miles)
		(2011 Census)	(2018 estimate)		
Callington	Callington	5,081	5,241	2,214	4.2
Callington	Stoke Climsland	2,446	2425	969	13.8
Callington	Linkinhorne	1,516	1568	654	12.4
Callington	South Hill	462	509	199	5.0
			9,743		
Calstock	Calstock	6,249	6341	2,770	9.2
Calstock	Saint Mellion	856	872	383	9.3
Calstock	Saint Dominick	795	811	362	5.1
Calstock	Landulph	498	521	225	4.2
			8,545		
Saltash	St. Stephen by Saltash	12,798	13,210	5,471	8.4
Saltash	St. Nicholas and St. Faith Saltash	3,353	3313	1,498	0.4
Saltash	Landrake with Saint Erney	1,143	1112	458	5.9
Saltash	Botus Fleming	1,014	1044	415	2.9
			18,679		
St Germans	Saint Germans Group Parish	2,673	2786	1,178	16.2
St Germans	Sheviock	652	653	301	4.0
St Germans	Antony	289	273	121	3.9
			3,712		
Torpoint	Saint James, Torpoint	7,916	7844	3,482	3.2
Torpoint	Millbrook	2,293	2320	1,010	1.8
Torpoint	Maker with Rame	964	856	473	5.5
Torpoint	St. John	372	350	169	1.3
			11,370		
	TOTAL	51,370	52,049	22,352	116.7

Age profile of Deanery, sustainability and deprivation

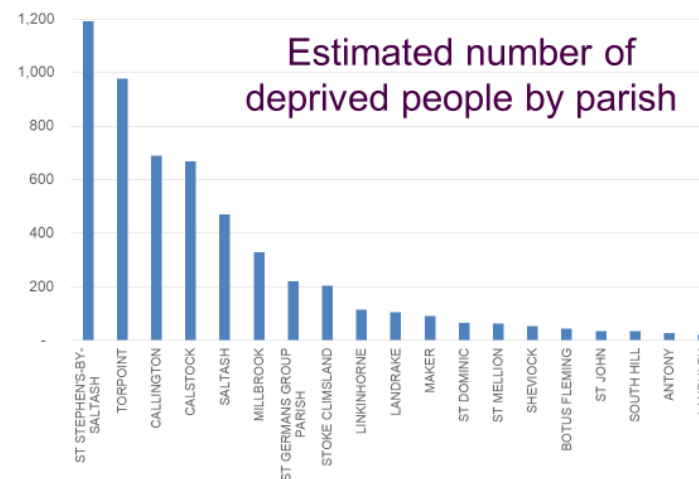
Age profile of your deanery



East Wivelshire Authorised Ministry Costs (2021) / Unrestricted Income from 2019 returns

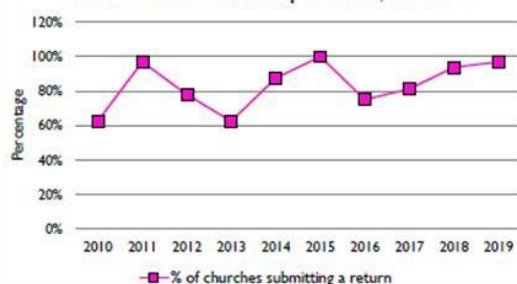


Estimated number of deprived people by parish

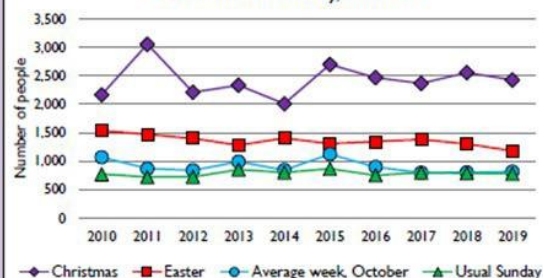


Statistics for Mission dashboard for the Deanery of EAST WIVELSHIRE in the Diocese of Truro

1. Statistics for Mission response rate, 2010-19



2. Attendance summary, 2010-19



Deanery census summary

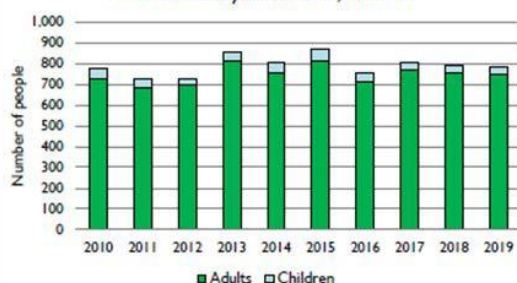
Deanery population (2018): 52048

	Deanery	Diocese	National
% aged 0-17	20%	19%	21%
% aged 18-44	28%	30%	37%
% aged 45-64	32%	29%	25%
% aged 65 & over	21%	22%	16%
% Christian	63%	60%	59%
% non-Christian religion	1%	1%	9%

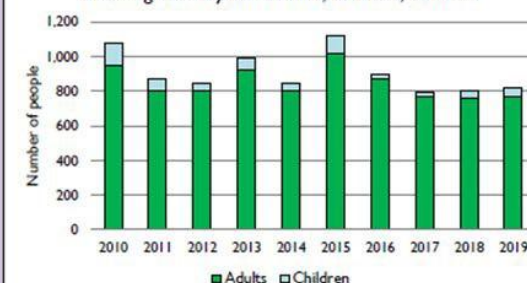
For more detailed census information: see <http://arcg.is/1RaS4CS>
<https://www.churchofengland.org/researchandstats>

Number of churches in deanery (2020): 32
 Number of parishes in deanery (2020): 19
 Deanery code: 39205

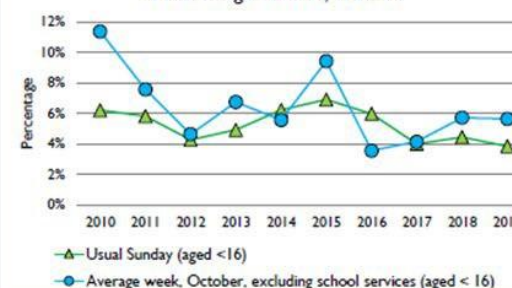
3. Usual Sunday attendance, 2010-19



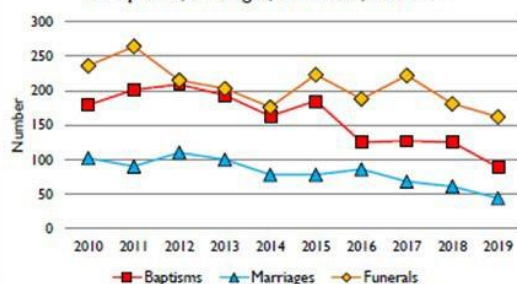
4. Average weekly attendance, October, 2010-19



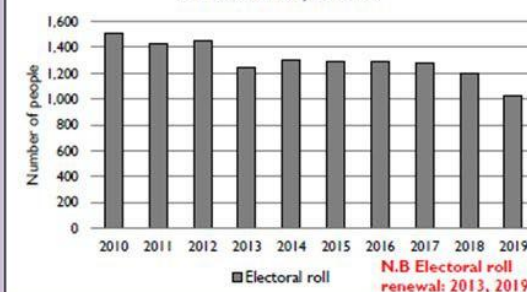
5. Percentage children, 2010-19



6. Baptisms, marriages, & funerals, 2010-19



7. Electoral roll, 2010-19



This dashboard contains figures for churches currently in the deanery, and closed churches that were previously in the deanery. It includes submitted figures & estimates for churches that did not submit returns.
Attendance statistics: taken from annual Statistics for Mission returns.
Average weekly attendance: attendance at Sunday and midweek church services & fresh expressions in October; Figs 2, 4 & 5 do not include attendance at services for schools.
Easter: Easter Eve & Easter Day; Christmas: Christmas Eve & Christmas Day.
Baptisms: all baptisms & thanksgivings.
Marriages: marriages and services of prayer & dedication after civil marriages.
Funerals: those held in church & at crematoria/cemeteries.
Census data: taken from the 2011 national Census and the 2018 population update. Census statistics have been mapped onto deanery boundaries so are approximations.

For more information, see:
<https://www.churchofengland.org/researchandstats>

Variations in attendance from year to year may be the result of changes in parish/deanery structure, or imperfectly estimated figures for non-reporting churches.

Number of churches that submitted a return: 2010 20; 2011 31; 2012 25; 2013 20; 2014 28; 2015 32; 2016 24; 2017 26; 2018 30; 2019 31.

Produced by the Research and Statistics Unit, Church House, Great Smith Street, London SW1P 3AZ. Date of production: 23/9/20.

Every effort has been made to ensure that data are reliable. We would be grateful to be notified of any significant errors or omissions by email to statistics.unit@churchofengland.org

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THE CHURCH OF ENGLAND
 Research and Statistics

4. Appendix – Risks

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

Risk	Consequence	Likelihood	Impact	Score	Controls/Actions
Deanery Synod not in agreement with the plan	<ul style="list-style-type: none"> No change Closure of many churches Slow decline Lack of support to community No growth 	L	H	M	<ul style="list-style-type: none"> Steering and working groups to liaise with synod members Roadshows throughout deanery Continual updates to plan
Lack of support from people / clergy / ministers in the deanery	<ul style="list-style-type: none"> No change, so continued slow decline of influence and numbers, and income and reducing support to the local community 	M	H	H	<ul style="list-style-type: none"> Regular communications to parishes Each parish to have a Champion Involve people in the deanery
Lack of Sustainability Insufficient income from giving, legacies, Friends of, etc.. Too high maintenance and running costs	<ul style="list-style-type: none"> Closure or slow decline Reduced presence in the community 	H	H	H	Introduce <ul style="list-style-type: none"> Regular teaching on Stewardship regular giving promotion of PGS Increase use of online and donations giving Legacy policy realistic targets and monitoring of them realistic annual budgeting/process
Not fruitful	<ul style="list-style-type: none"> Lack of missional energy Lack of income Closure 	M	M	M	Introduce <ul style="list-style-type: none"> Regular Alpha or similar courses Regular teaching on sharing our faith etc..

	<ul style="list-style-type: none"> Continued slow decline Closure of churches 				<ul style="list-style-type: none"> Set objectives and targets Change the culture
Failure to implement staffing structure by Easter 2023	<ul style="list-style-type: none"> Lack of leadership and change management Inability to implement the deanery plan and become 	M	H	H	<ul style="list-style-type: none"> Delay in reaching sustainability and fruitfulness
Lack of Cultural shift	<ul style="list-style-type: none"> Lack of missional energy Lack of supporting the community 				
Lack Discipleship shift	<ul style="list-style-type: none"> Lack of missional energy Lack of passion and enthusiasm to share the good news No pathways to faith 				

ON THE WAY

Version 1.3 (May 2021)