

2025 Updated Revisions of Kerrier 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 with a 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	<p>Proposal to change the original roles in the deanery plan to 2 FTE roles.</p> <p>This will be removal of the Social Justice post - after local community consultation this role is largely undertaken by multiple different agencies and organisation, and this would be a duplication of existing work</p> <p>Plus the removal of the school's chaplain role after more local consultation.</p> <p>The released funds would then be used to increase the hours Children, Youth and Families Coordinating Minister, and the creation of a Pastoral Care Lead. These changes do not have a significant impact on the budget.</p>	05/13/2024	Social Justice Lead Chaplain to the MAT

ON THE WAY



Kerrier Deanery Plan

Version Number and Date
Approved by Deanery Synod
Strategic Rural Dean
Lay Chair

V2, 05/06/2025
05/08/2021
Revd Heidi Huntley
Vacant

Kerrier Deanery Plan

Introduction

'So we, who are many, are one body in Christ, and individually we are members one of another'

1 Corinthians 12.5.

We in Kerrier Deanery recognise this Deanery Plan not as the conclusion to our being 'On the Way' but a staging post on our journey to a more fruitful and sustainable future.

We recognise the urgent need for change. A change that was needed before all that Covid 19 brought - and a need that is even more present and real now.

We recognise in that urgency that at times this plan asks us for answers we are not able to give in the time we have had to research and discover them - and that it contains ideas not yet thoroughly discussed to the point that they might be universally owned - and thoroughly formed. Nonetheless, we are confident that this plan is a faithful response to God's call to the churches of this deanery, and we offer it as the best map that we can manage for the next stage of our journey on the way.

We wish to work as one 'Body' across the Deanery - we have enjoyed discovering more of our connectedness with our brothers and sisters in this process - and we want our connectedness to grow. We realise that through the challenges of these times we have found new ways to be with one another beyond physical presence and we wish to explore further ways in which our dispersed communities can pray, learn and worship together and support each other.

We have agreed a staffing structure, the Kerrier Team Ministry. We want those who will take up the paid roles within this structure to lead us in care and mission, and to do so as part of the body of Christ in Kerrier. This team will play their part in the worshipping, preaching and teaching life of the Deanery, proclaiming the Gospel at every given opportunity in their words and deeds. They will do this alongside all of God's people in Kerrier, as they minister with them. We need them to lead us and to facilitate and enable us to minister ourselves as part of the 'Body' in the places we find ourselves. They are the 'umbrella' that helps to give us security and shelter but we recognise that mission is something local and that with their help and guidance we are called to engage in it.

We are mainly old and grey. We recognise the urgent need to engage with those not present with us - not just those who are children - but even those in our communities who are 45-65 who we do not often find among us - our missing generations. At the same time, we wish to honour and care for those whose age offers wisdom who can still support us, even in their vulnerability, with their prayers. We need to share our faith and the hope it brings to peoples' lives and offer care to those in our churches and beyond them.

We think that 'presence' is important in rural communities. Communities where facilities can be absent, where transport can be difficult, where internet exclusion can blight lives. We want to be present in our buildings and outside of them - creative in how we use the facilities that we have - sacrificial in the service we are called to give. Advocates prepared to challenge systems that consciously or unconsciously promote rural exclusion.

We will ask clergy and others to think and pray around who in their communities has gifts of leadership, creativity and communication, especially in the areas of pastoral care, prayer and mission. We understand the need for both continuity and the expansion, of pastoral care and sacramental life in Kerrier and that this is a key part of growing the church in the deanery.

We recognise our plan as aspirational. We need to grow in faith and in numbers - deepening our own commitment to Christ and kindling that commitment in others. This is financially aspirational too - for we are asking for more than we can afford and thus we must commit to being better stewards. A growing church will receive more income - a giving church will receive.

We recognise questions we have not yet addressed. We have many buildings and we need to make them an asset in mission and not a detriment to it. We will need to re arrange our parishes into groupings that help us to administer them in a way less burdensome.

We recognise the challenge, but we are not down hearted because we recognise that God in the 'Body' has given us all we need - we must discover all that and release it. This is the moment not to simply say that we must do things differently - this is the moment to do those things and equip the Deanery for its fruitful and sustainable future.

As Paul said when times were tough - some of which we might identify with as we walk with the church out of Covid times....

'... as servants of God we have commended ourselves in every way: through great endurance, in afflictions, hardships, calamities, beatings, imprisonments, riots, labours, sleepless nights, hunger; by purity, knowledge, patience, kindness, holiness of spirit, genuine love, truthful speech, and the power of God; with the weapons of righteousness for the right hand and for the left; in honour and dishonour, in ill repute and good repute. We are treated as impostors, and yet are true; as unknown, and yet are well known; as dying, and see—we are alive; as punished, and yet not killed; as sorrowful, yet always rejoicing; as poor, yet making many rich; as having nothing, and yet possessing everything.'

2 Corinthians 6.4-10

Vision Statement

We will work together as a deanery to enable ourselves and others to worship God.

Vision

We will be a church dedicated to worshipping and following Jesus, growing together in faith and discipleship, and working actively to support the people we live among.

We will work together in the deanery and work with other agencies in our deanery and beyond, as we serve our local communities and care for the vulnerable.

We seek to bring people of all ages to faith and to the knowledge of the love of God in their lives.

Mission Priorities

- Community engagement and involvement, responding to community needs
- Reach out and serve families and young people (multi-generational)
- Making disciples and growing our own faith
- Inclusive and creative worship
- Be a welcoming place for all people and all ages
- Wanting our churches to be holy and sacred places

What God has been saying *On the Way*

- Specific/creative use of **buildings** and approach to services
- **Presence**, 'being there' is a priority
- We need **charismatic leaders**, who enable us (lay & ordained)
- We don't need **lone leaders** but a **team** of leaders.
- **Partnership** is important
- **Community** involvement
- **Intergenerational** church

- Sense of **hope** for the future

Fruitfulness and Sustainability

We need to be fruitful and Sustainable and agree to:

Fruitfulness (examples only)

- Create a deanery-wide pastoral network, involving 1 or 2 people from each parish
- Develop an effective Schools Liaison Strategy and appoint a chaplaincy to the MAT.¹exploring additional funding from external sources
- Run an annual Deanery-wide discipleship programme and create small/house groups
- Develop a Deanery arts and music programme, a Weddings and Baptisms strategy and a Use of Building Strategy
- Appoint a Deanery Environment Champion

Sustainability

This plan is quite ambitious, it relies on our ability to be more generous to God for all He has done for us.

We will need to increase our giving by £30k by 2023 (an increase on average of £2/week/regular giver), and extra amounts over the following 5 years.

We will ask the Diocese to support this plan by providing a financial grant of £167k over 5 years which will enable us be sustainable while helping us support these mission opportunities and developments.

Through growth and increased stewardship we will be able to maintain this sustainability to achieve the goals we have set ourselves in the coming years.

How will we achieve this?

We will create an overall deanery-wide **Implementation Team** that will bring the leaders of five **Ministry and Mission** groups together, ensuring they share a common vision and direction with no significant overlaps.

Ministry and Mission Groups

1. Growth and Community outreach
2. Children, Young People and Families
3. Pastoral Care & Discipleship
4. Worship
5. Administration

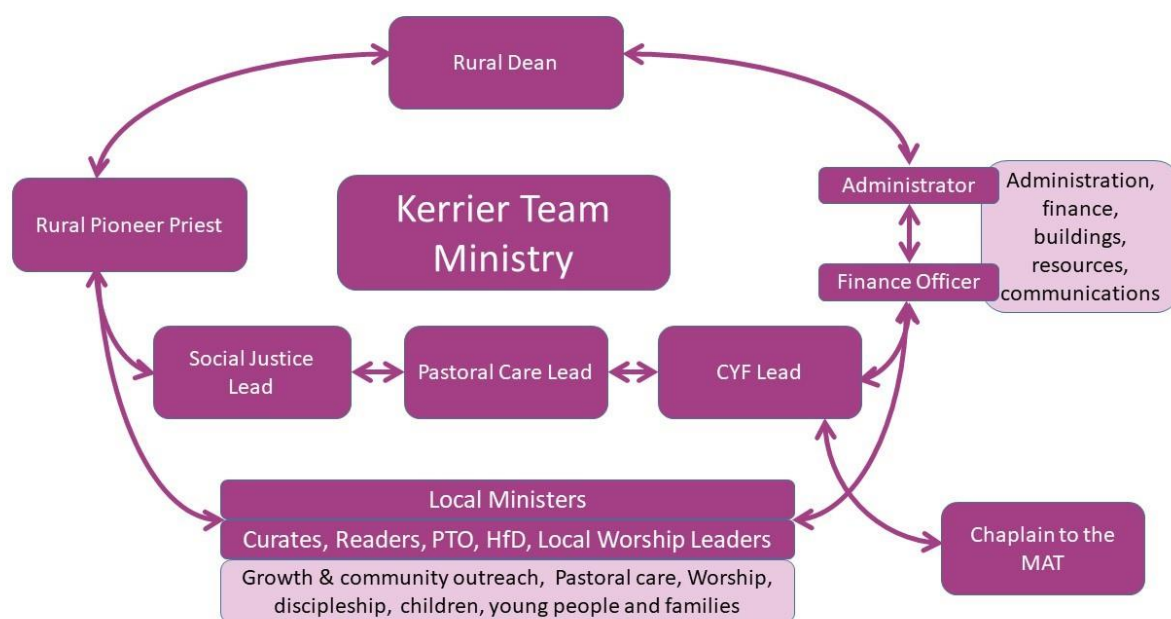
We will develop Job Descriptions and recruit a **Kerrier Team Ministry**

- **Rural Dean**; this is a new post for a leader in mission, with responsibility for the oversight of the Kerrier Team Ministry and mission of the Deanery
- **Rural Pioneer Priest**; taking primary responsibility for growth in discipleship, facilitating and enabling local church people to grow in their own faith and reach out to grow faith in the lives of others.
- **Social Justice Lead**, who will enable and facilitate others to seek out and support people in both town and rural settings in Kerrier who are vulnerable and whose lives are challenged by financial deprivation or rural isolation. This position would be paid for by

¹ proposal to change the original roles in the deanery plan to 2 FTE roles. This will be removal of the Social Justice and a removal of the schools chaplain role after more local consultation.

the LICF grant received from the Church Commissioners for work among those poorest in society.²

- **Children, Young people and Families Lead (P/T):** to encourage local churches to creatively engage in seeking to reach out and minister to those who belong to the missing generations in Kerrier Deanery.
- **Pastoral Care Lead (P/T):** to enable, support and assist in co-ordinating the work of local pastoral care teams.
- **Administrator (P/T):** To provide systems and processes that enable good communication and co-ordination between the members of the resourced team and those engaged in Local Ministry
- **Finance officer (P/T):** To oversee the fiscal life of the Deanery and to provide support to those engaged in the good stewardship of the Church at the local level.



- **Curates:** The Deanery is blessed to have two curates at the moment. They, and any future curates, are extra to the staffing structure outlined in this plan. They will continue to be supported, trained and supervised in the normal way, and specific responsibilities and opportunities for them to continue developing and offering their gifts within the new vision will be actively sought.
- These roles, other than the Rural Dean and the Rural Pioneer Priest will be open to ordained and lay candidates. We will ask clergy and others to think and pray around who in their communities has gifts of leadership, creativity and communication, especially in the areas of pastoral care, prayer and mission.

Our Buildings

Develop a Use of Buildings Strategy to use our buildings in a way that is creative and new, respecting those which are good for concerts, venues for events, good for weddings, etc..

Administration, etc..

Centralise many functions such as administration, finances and reporting, communications, marketing and publicity, etc..

² Proposal to change the original roles in the deanery plan to 2 FTE roles. This will be removal of the Social Justice post - after local community consultation this role is largely undertaken by multiple different agencies and organisation and this would a duplication of existing work

Twenty Frequently Asked Questions

Services

1 Who will take our services?

The Rural Dean will oversee the team of ordained and lay Local Ministers who, together with Churchwardens, will arrange who takes what services, where and when. The Administrator will help with these arrangements. 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. Meanwhile the priests who are in post will continue to serve us in this way.

2 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.

3 What will happen if we want Eucharistic services every week?

The good news here is that the Bishops have now agreed that we can have Communion by Extension. This means that a suitably trained lay minister, such as a Reader, Churchwarden or a Local Worship Leader, could distribute previously consecrated bread and wine along with a special service, examples of which have now been distributed to clergy, lay ministers and churchwardens. So for those people who benefit from this spiritual food, it will be more freely available than at present in most parishes.

4 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 the Kerrier Team Ministry, experiencing different styles, learning from differing views and feeling that we are all part of a much larger congregation.

5 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 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 and more about our Celtic heritage.

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

Again the coordination of this will lie with the Kerrier Team Ministry. But it is important to know that if someone wants to get married in a particular church, be baptised in a particular church or have a funeral in a particular church that they will be able to do that as now. We know that many people, even those who never come to church, have a particular affinity with a church and that is good and to be encouraged.

7 Are we all going to be expected to just go to services in Helston?

No. We know that the village churches are so important and not just to the faithful. An essential aspect of the Kerrier OTW plan is to keep our village churches open and in fact to make them more thriving than they are now.

8 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 always work.

Buildings

9 Will some churches have to close?

We hope not. But, in time, we may have to review whether some of our churches are designated differently. 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.

10 Who will be responsible for our buildings?

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

11 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 Administrator and from each other.

12 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 may be 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.

Church Finances

13 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.

14 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.

15 Will the Diocese still support us?

Yes, as part of the plan the Diocese will be providing us with a sizeable grant (around £160k over 5 years) to enable us to recruit leaders to the Kerrier team Ministry. 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.

16 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

17 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 do need to look at whether, for example, by moving to one benefice we could have one overarching PCC with sub-committees where needed.

18 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.

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

No, it will be a gradual 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. Many of our churches are currently in transition and so we need to give them some certainty.

And finally . . .

20 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.

For more information

Please read the details in the [On The Way Kerrier Deanery Plan](#)

Deanery Plan

Kerrier Deanery Plan

Version Number and Date	Version 2 – 5/06/2025
Endorsed by Bishop	5/8/2021
Strategic Rural Dean	Revd Heidi Huntley
Lay Chair	Vacant
Who was consulted in this process?	OTW Steering group OTW Working Group and Focus Groups Kerrier Deanery Synod Members of all the parishes The local community

KERRIER DEANERY PLAN

Note

1.1 Vision & Mission Priorities

Vision Statement

We will work together as a deanery to enable ourselves and others to worship God.

Vision

We will be a church dedicated to worshipping and following Jesus, growing together in faith and discipleship, and working actively to support the people we live among.

We will work together in the deanery and work with other agencies in our deanery and beyond, as we serve our local communities and care for the vulnerable.

We seek to bring people of all ages to faith and to the knowledge of the love of God in their lives.

2

Agreed Mission Priorities

- Community engagement and involvement, responding to community needs
- Reach out and serve families and young people (multi-generational)
- Making disciples and growing our own faith
- Inclusive and creative worship
- Be a welcoming place for all people and all ages
- Wanting our churches to be holy and sacred places

2.1 Who we are

3

Kerrier Deanery includes within it the significant market town of Helston, nationally famed for its annual 'furry dance'. It is a place with a long association with the Royal Navy, with RNAS Culdrose on its fringes, and naval staff among its population. Close by is the seaside town and fishing port of Porthleven, increasingly renowned for its artistic community and fine dining – as well as occasional mountainous seas. Six of the parishes border the Helford River, a beautiful tranquil haven. It is a Site of Special Scientific Interest and an Area of Outstanding Natural Beauty and one of Cornwall's most cherished wild places.

Much of the rest of the deanery is properly described as rural, including Britain's most southerly outlook from Lizard Point. There are many beautiful churches to be found down narrow Cornish lanes that are both challenging for tourists and something the locals must plan for as they take the patient journeys from place to place. (Although distances between places in Kerrier look short, they often take more travel time, due to narrowness of lanes, need to reverse to allow oncoming vehicles to pass, slow tractors, etc.). Goonhilly Downs, also a Site of Special Scientific Interest, is located in the middle of the Lizard and adds to the time taken to traverse the deanery. Schools can be small and endangered - and keeping these and other facilities open and viable is a sometimes hidden challenge that communities face. Rural deprivation is also hidden but very real in pockets throughout the deanery.

It is a great place to live out life and faith – if sometimes an impractical one.

Key statistics

Local Kerrier area statistics

Estimated population (in 2018): **33,825**

Age profile of population (in 2019):

0–17, 19%;

18–29, 13%;

30–44, 17%;

45–64, 29%;

65 and over, 22%.

So 49% are aged 0–44 and 51% are aged over 45

Amenities across the deanery

- 23 churches, 14 of which are Grade 1 listed
- 16 parishes grouped into 6 Benefices
- 20 primary schools, 5 of which are C of E schools
- 2 secondary colleges
- 9 care homes

Church statistics in Kerrier Deanery

Attendance (data from Statistics for Mission 2019)

Weekly attendance – 520

Usual Sunday attendance – 335

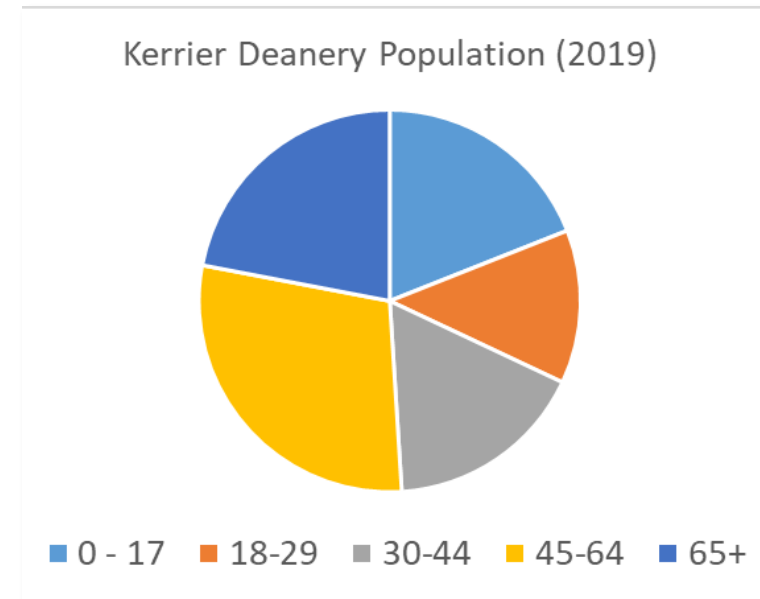
Baptisms, weddings, funerals – 198

Christmas – 1,187

Easter – 758

Key Trends: Occasional offices

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Baptisms	84	102	80	51	84	39	70	68	55	6
Marriages	51	79	49	63	52	24	51	52	51	7
Funerals	77	133	91	110	110	53	120	140	113	63



Age profile of Church of England worshippers in Kerrier Deanery

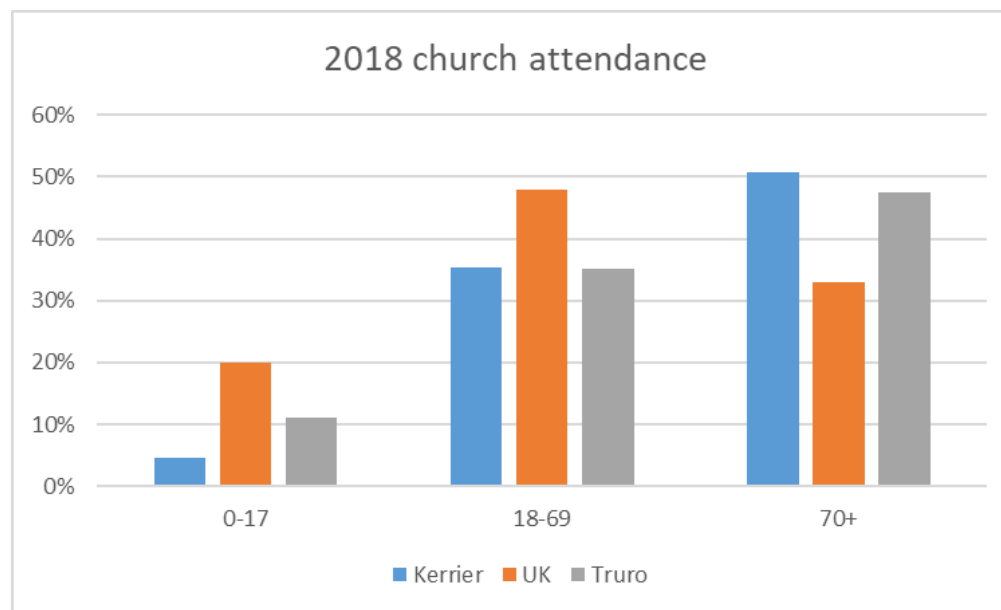
Statistics for Mission 2018 includes a table of age distribution of worshippers by diocese. The average across all dioceses was:

20% aged under 18;
48% aged 18–69; and
33% aged 70 and over.

The age profile of worshippers in the Diocese of Truro was:

11% aged under 18;
35% aged 18–69; and
48% aged 70 and over.

This bar chart compares Kerrier with the Diocese of Truro. It shows that Kerrier has a much lower percentage of children and young people; about the same percentage of people from 18–69; and a significantly higher percentage of people aged over 70.



Financial Overview for Kerrier Deanery and average Sunday and Weekly attendance

Financial	2016	2017	2018	2019
Income	£623,391	£784,093	£629,483	£483,531
Expenditure	£647,073	£829,454	£651,278	£549,307
Planned giving (weekly average)	£9.20	£7.87	£8.12	£8.55
Planned givers	348	366	334	299
PGS membership				79
Parish share (MMF)	£261,790	£240,177	£206,765	£143,764
Legacies	£138,819	£59,166	£38,573	£9,494
Attendance				
Adults Average Sunday Attendance	251 (?)	408	413	389
Children Average Sunday Attendance	13	17	15	16
Adults Average Weekly Attendance	379	425	445	482
Children Average Weekly Attendance	74	47	20	36

Kerrier Deanery Deprivation

Parish	Population	ID%	ID pop
Constantine	2,233	9%	204
Helston	11,332	10%	1,137
Wendron	2,019	8%	158
Manaccan	372	11%	40
Mawgan in Meneage	1,528	7%	109
St. Anthony in Meneage	169	11%	18
St. Martin in Meneage	346	11%	37
Cury with Gunwalloe	618	6%	38
Mullion	2,097	11%	224
Landewednack	904	11%	98
St. Keverne	2,017	12%	232
St. Ruan with St. Grade	939	11%	101
Breage with Godolphin and Ashton	2,234	11%	242
Germoe	1,435	10%	143
Sithney	944	9%	88
St. Bartholomew, Porthleven	2,917	12%	362
Total	32,104		3,232

2.2 What people say about us

This summary draws on three extensive sources.

A. An online survey distributed to all churches and schools in the deanery, and as widely as possible to the general community in Kerrier.

In total, 174 people responded. About 75% were church attenders, the rest were not attenders. Responses were as follows:

- Words used to describe church included 'community', 'faith', 'fellowship', 'worship'.
- Key priorities for church included: 'be open/accessible', 'offer pastoral care', 'engage with community', 'evangelism', 'mission', 'outreach', 'grow numbers'.
- Church in the community: 'offers activities', 'provides pastoral care', 'is there as a focal point', 'offers services'. But 40 respondents were unclear about what the church does in their community.
- What would be missed if church not there: 'place to worship', 'beautiful building', 'focal point for community', 'place for private prayer/reflection'.
- What makes it difficult to be involved: 'small size of congregations', 'family/work commitments/pressures', 'the particular tradition of the local church'.
- How might they support local church: 'time/skills', 'attendance', 'money'.

B. Informal interviews/conversations with people aged under forty who do not currently attend church and have never as adults attended church. Questions sought their opinions on the church and its future. Responses were overwhelmingly negative.

- Church is completely irrelevant -- Christianity is an outdated belief, not seen as necessary or interesting to modern life; the church has a damaged reputation because of high profile scandals.
- Would not (or did not) consider a church wedding, because unbelieving (so it would feel dishonest), unsure of what it entailed, would be an unusual choice, other venues would be better.
- Would only consider having a child christened because of family expectations and this reason is dying out.
- Would go to a church building or space for a reason, i.e. baby group or function room.
- If the church was working to provide relief from poverty, help with housing and childcare, and addressing issues like climate change it would be nice, but no more relevant than any other organisation working in these areas, and likely to be less trusted because of a lack of expertise.
- Though there is a rise in young people having mental health issues, the church is not seen as an organisation that would have anything relevant, sensible or useful to say on this issue. It should consider linking up with professionals, who could come in and use church space to run workshops.

C. A focus group of ten lay people drawn from four of the six Benefices in Kerrier. The group met twice, via Zoom, and discussed four main issues – how local churches and the deanery might respond to the financial challenges; different forms of worship; how the church might reach out to people from about 45 to about 65; and ministry and pastoral support offered to older people. The Report of the Group offered suggestions and ideas under five main headings.

- Leadership (ministry – energetic and inspirational preaching, teaching, nurturing, with a strong focus on organising pastoral care, discipleship building, exploration of new and more effective ways of engaging with children and young people, drawing on experience and knowledge already within the deanery).
- Worship (greater variety, make Eucharist more accessible, provision of services online, addressing spiritual, social and physical needs of older people, and greater involvement of lay ministry).
- Evangelism (reaching out to other people, the ‘missing generation’).
- Buildings and Facilities (need for urgent improvement and updating of facilities).
- Community Engagement (building bridges out into our communities, more ‘happenings’ in churches, reaching out more extensively and imaginatively with the ‘Good News of Jesus Christ’).

2.3 The issues we are facing

5

We need

- Stronger leadership
- Improved connections with the community
- More time to be missional rather than simply maintaining a status quo
- More time “joining together”
- To develop opportunities for more singing and music together
- More joy in our worship of God and our life together
- More teaching in areas of discipleship, especially our stewardship and how to share our faith
- To develop a more intergenerational church and offset the trend of our congregations getting older
- To reduce the cost and time needed to maintain our buildings
- To use the benefits of online connectivity to bring us all together more easily and enable a ‘hybrid/blended church’ across the deanery
- To offer hope through the Christian narrative to those searching for purpose and meaning in 21st century life
- To join our voices with others in seeking the salvation of all creation and all God’s creatures within it
- To look beyond issues of our own self-existence and see the needs of young and old around us – and to respond sacrificially to those needs

2.4 Our current fruitfulness & sustainability

These are examples of good practice across the deanery, there are many others. One of the tasks of the Ministry and Mission Groups (see 4.3 below) will be to research and collate an understanding of, and build upon what God is already doing in the deanery.

6

Fruitfulness

The poor, vulnerable & disadvantaged

Deanery supports the Foodbank and clothes bank through donations and 40 volunteers across the deanery a week, supports the work of CAP

Discipleship & worship (virtual or physical meetings)

Alpha and Youth Alpha courses

Several house groups across the deanery Mens' & Womens' breakfast meetings

Community Life

Church members engage with social and cultural activities in the community, such as:

- Hosting musical events in six churches
- Participation in Feast Weeks
- School Governors
- Involvement in Helston Chamber Choir and various community choirs
- Daffodil Festival and Wild Flower Days

Global Church

Support African Dream project, Compassion and Christian Aid

Creation Buildings

Mawgan: Living Churchyard Project; Kernow Green Church Award;

We strongly promote the 10 Pledges

Sustainability

New faith

Running Quiet Days, Lent Courses, Alpha Courses, Freedom in Christ Courses

Growing faith

7 Readers

Leadership

1 Ordinand

Diversity of calling

6 Local worship leaders

Some limited teaching on Stewardship

Money

7 churches (79 donors) have joined Parish Giving Scheme Some online giving, through card readers

Currently, out of 335 regularly attending Sunday services in 2019, 299 regular givers gave £8.55p/week on average

Buildings

Cury, Mawgan and Gunwalloe are members of the Small Pilgrim Places Network; venue for plays, school events, concerts, Art exhibition, Daffodil Festival, Flower festivals, History (Mawgan Diaspora), Architecture

3.1 What God is doing

7

Awakening the realisation we need to change if we are to be fruitful and sustainable in the future by breaking down barriers between parishes and doing more things together as a deanery.

Through the provision of facilities such as an IT hub, café, meeting rooms, churches are bringing members of the community into church buildings. God has been at work in revitalising our relations with other churches during the pandemic, and the success of new forms of worship such as outdoor meetings, as in the joint Methodist/Church of England special outdoor Harvest Festival at Manaccan in 2020

3.2 What God has been saying *On the Way*

8

- Specific/creative use of **buildings** and approach to services
- **Presence**, 'being there' is a priority
- We need **charismatic leaders**, who enable us (lay & ordained)
- We don't need **lone leaders** but a **team** of lay and ordained leaders.
- **Partnership** is important
- **Community** involvement
- **Intergenerational** church
- Sense of **hope** for the future

4.1 Becoming more fruitful and sustainable

9

Fruitfulness

The poor, vulnerable
disadvantaged

Create a deanery wide pastoral network, to support the vulnerable and older members of our community providing pastoral support, involving 1 or 2 people from each parish

Schools & YP

Develop an effective children, young people and families plan and a Schools Liaison Strategy led by people with experience of working in education and with children and young people more generally.
Seek funding from external sources to enable the appointment of a Chaplain for the Multi-academy Trust that includes the majority of schools in Kerrier (total of about 3,500 children)
Work ecumenically with other church youth leaders in the deanery.

Discipleship & worship
(virtual or physical meetings)

Run an annual deanery-wide discipleship programme
Create small/house/study groups in each parish
Develop links with the Pilgrimage / Explorers Project
Create deanery-wide quiet days and regular prayer meetings

Community Life

Establish an annual deanery Arts and Music Programme (including specific projects such as setting up 'Reading Aloud' groups)
Develop a weddings and baptisms strategy, highlighting church facilities
Establish a Buildings Strategy that ensures our church buildings are used more for the local community

Global Church	Explore or investigate a Christian charity that the deanery can support as a deanery
Creation	Appoint a deanery environment champion to promote living churchyards, using renewable energy, implementing the 10 Pledges and applying for the Kernow Green church awards
<i>Sustainability</i>	
New faith	Grow each of our congregations by 10% by 2031 through mission and discipleship courses, etc.. Identify specific churches to stream services Deanery to have a major missional event/annum
Growing faith	Run a deanery-wide discipleship course each year All church members taught how to share their faith with others
Leadership	Identify and put forward 3 or more potential lay and ordained leaders/year Annually review the skills and gifts of our members Annually review other resources available across the deanery
Diversity of calling	
Money	Stewardship teaching, involving the Generous Giving Advisers, to increase current weekly giving of £8.55p (by about 300 givers) by an average of £2/week by 2023, Active use of online giving, implement a legacy strategy Develop Friends groups Encourage one off donations from visitors and tourists Actively reduce costs of maintenance, insurance, and running costs (e.g. electricity) in each parish
Buildings	Annual review use of assets and buildings – potential for festival churches, external funding and support, etc.. Review use of assets, such as wedding venues, through small leaflets/website Proactively use internet for marketing and publicity; all churches to have a website or a social media presence All churches to become members of Cornwall Historic churches Trust and promote themselves to tourism centres Actively promote church tourism (family history, architecture, art, etc..) and distribute leaflets via Seymac. Provide prayer guides and sheets, refreshments, historic guides and information re the Christian faith, etc.. Venue for art classes, photography, talks – liaise with WEA (for example: Dr Joanna Mattingly's presentations on Medieval churches) Host Carn to Cove events including film evenings

4.2 Our plans I - How we expect to change

10

- We will work together much more closely as a deanery
- We will explore pastoral reorganisation of the deanery as one benefice which will require fewer officers and meetings and be more focussed on implementing a deanery vision and mission
- We will create an Implementation team to include the leaders of the 5 Ministry and Mission Groups (see below) to lead the implementation of this plan.
- We will implement a radical new staffing/ministry structure combining executive, managerial and leadership qualities, a distributed structure (lay and ordained) team, with Local Ministers
- We will implement regular discipleship and stewardship teaching on line and in small groups
- We will introduce regular teaching on being missional and sharing our faith
- We will develop a Use of Buildings strategy: A more focussed and creative use of our buildings and other assets

4.3 Our plans II - Specific actions & projects (see detailed project plan)

We will create an overall deanery-wide **Implementation Team** that will bring the leaders of five Ministry and Mission groups together, ensuring they share a common vision and direction with no significant overlaps.

11

1. Ministry and Mission Groups

We will create five small, cross-deanery 'Ministry and Mission Groups' to take responsibility for leading the key areas of ministry and mission across the deanery to deliver the agreed mission priorities. The groups will start work in **October 2021**. Groups will discuss and agree policy and approach; seek out and adapt methods and materials churches could use; share good practice; and act as a source of advice and support to individual churches as they seek to implement some or all of the objectives here.

- **Growth and Community Outreach** – making growth an explicit part of the thinking and ambition of every church in the deanery, learning from examples of growth elsewhere and identifying 'target groups' such as people in mid-life, people who have recently moved into the parish, etc. Looking for ways of reaching out into the community and making our facilities available to them; organising different kinds of 'events' in church; evangelising through, for example, provision of group activities aimed at 'enquirers'. Central belief: 'A church that intends to grow tends to grow.'
- **Children, Young People and Families** – using the experience of people who have worked in education and/or with young people to pool ideas and reinvestigate engagement with families, schools and colleges across the deanery.
- **Pastoral Care and Discipleship** – training people in every parish to provide local pastoral care; setting up a deanery Healing Ministry and training suitable people to assist with this; sharing ideas on how churches might develop 'discipleship', with people coming to faith or growing in faith and grace and discovering their own 'gifts'; running Bible Study and Discussion groups, etc. Actively encouraging those people who feel a call to ministry.
- **Worship** – exploring and developing innovations in worship to bring people closer to God through their worship of Him whilst making this experience of worship more engaging and attractive to different groups of people (including visitors and holiday-makers as well as local people), in terms of style, timing, nature of services, use of digital and audio-visual resources, music, etc.

- **Administration, Finance, Buildings, Communications & Publicity** – centralise the administrative and financial functions of the deanery. Support a more generous approach to giving back to God through teaching, stewardship schemes, and creation of more convenient methods of giving. Making buildings and facilities more inviting, user-friendly, and fit for specific purposes; reducing costs of maintenance; working on bids for grants to repair and refurbish churches, etc.; encouraging and assisting churches set up ‘Friends of X Church’ societies to raise funds. Publicising more effectively the work of the Deanery generally and our churches individually, using all modern means of communication.

2. HR / Staffing Plan

Implementation Team to:

- Develop a Staffing plan for the Kerrier Team Ministry, including paid and volunteer roles
- Develop role specifications for
 - **Rural Dean**; this is a new post for a leader in mission, with responsibility for the oversight of the Kerrier Team Ministry
 - **Rural Pioneer Priest** (to take responsibility for discipleship and reaching out to underrepresented groups in the deanery)
 - **Three Leaders** (Social justice; F/T³, Pastoral Care; P/T and CYF P/T) to lead the ministries covered by the cross-deanery groups
- Run a skills/gifts course and audit current skills and gifts using the skills/gifting questionnaire **[December 2021]**
- Develop a needs analysis of volunteer roles and develop simple JDs **[February 2022]**
- Commence identifying, assigning and training people in these volunteer roles, ensuring appropriate management resources and skills are also assigned **[March 2022]**
- Implement the **Kerrier Team Ministry**, a new leadership structure (see diagram) responding to the priority missional needs and ministry plans identified thus far **[by Easter 2023]**

The Umbrella

The members of the **Kerrier Team Ministry** will play their part in the worshipping, preaching and teaching life of the Deanery, proclaiming the Gospel at every given opportunity in their words and deeds. They will do this alongside all of God’s people in Kerrier, as they minister with them.

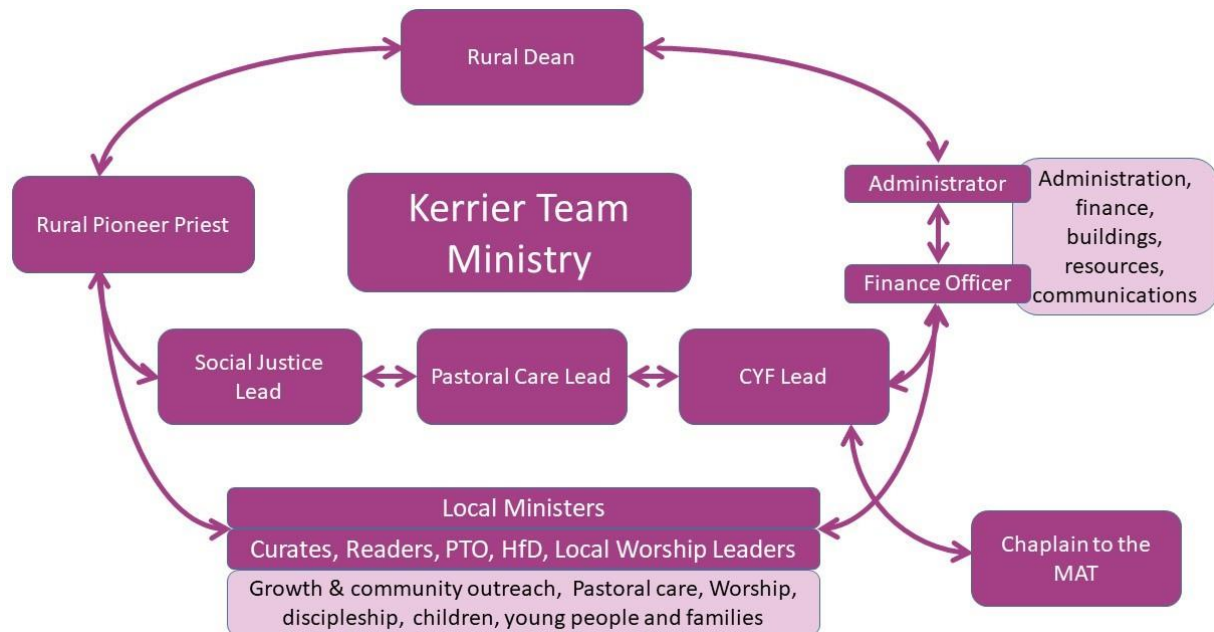
Ministry will happen through the ‘oversight’ of this team seeking opportunities to enable and facilitate those involved in ministry at the vital local level – that place where the primary mission interface of the Church of England is to be found. The diocese is currently exploring how Local Ministers, both lay and ordained might be trained and equipped in this important task, supported always by those they share ministry with.

This structure is therefore very different from the traditional structures that have been in place, but it is a real attempt to resource the Deanery in such a way that more, and not less, ministry will result. A shared ministry that will help Kerrier have a future that is both ‘fruitful and sustainable’

³ Proposal to change the original roles in the deanery plan to 2 FTE roles. This will be removal of the Social Justice post - after local community consultation this role is largely undertaken by multiple different agencies and organisation and this would a duplication of existing work

The Rural Dean

A Priest who will have the responsibility of the oversight and leadership of the mission of the Deanery seeking to deliver the mission priorities identified by the Deanery and outlined in this plan. In that role they will provide support and direction for the Kerrier Team Ministry and chair the wider College of Ministers that will include the resourced team, SSMS, PTOs, Readers and lay and ordained, Local Ministers. The Rural Dean will also keep regular contact with Churchwardens and other key lay office holders in local churches. With a lay co-chair, seek to begin to realise the plan with the assistance implementation team, consisting of the chairs/co -chairs of the Ministry and Mission Groups.



The Rural Pioneer Priest

A Priest taking primary responsibility for growth in discipleship, facilitating and enabling local church people to grow in their own faith and reach out to grow faith in the lives of others. Someone who would have a particular concern to reach demographic groups and ages currently underrepresented in the churches of Kerrier. A person who can work and relate to a traditional church setting while also seeking opportunities to work with others in the founding of new real/virtual ecclesial (church) communities. Playing a significant role in the 'Growth and Community Outreach', and 'Pastoral Care and Discipleship' Ministry and Mission Groups while being also available to advise in the work of others.

Social Justice Lead

A full time lay or ordained minister in a salaried position. To enable and facilitate others to seek out and support people in both town and Rural settings in Kerrier who are vulnerable and whose lives are challenged by financial deprivation or rural isolation. To become an advocate for rural communities and to be a preacher of the Gospel who never loses sight of God's 'preferential option for the poor' - seeking to minister creatively, alongside others, to those experiencing deprivation. To offer hope in ministry to those living with financial injustice and to seek opportunities to

alleviate that. To play a significant role in the 'Administration, Finance, Buildings, Communications and Publicity' Ministry and Mission Group – particularly in respect of the good use of buildings and also to offer much to the group concerned with 'Growth and Community Outreach' while again being available to advise on the work of others. This position would be paid for by the LICF grant received from the Church Commissioners for work among those poorest in society. In this regard there will need to be focussed work with the more than 1000 people living in relative poverty in Helston, whilst also considering that in excess of 10% of people across Kerrier, face this life circumstance. In the more rural communities this poverty can be both more hidden and less obvious.

Children, Young People and Families Lead

A half time lay or ordained minister in a salaried position. Someone to encourage local churches to creatively engage in seeking to reach out and minister to those who belong to the missing generations in Kerrier Deanery. To consider models of intergenerational worship that might attract those engaging with the church for the first time. To seek to help others, take those encouraged to be present, on a journey from attendance to discipleship. To take a leading role in the 'Children, Young People and Families' Ministry and Mission Group and to make a significant contribution to the work of the 'Worship' group while again being available to advise on the work of others.

Pastoral Care Lead

A half time lay or ordained minister in a salaried position. Someone to enable, support and assist in co-ordinating the work of local pastoral care teams. To help in their training and growth in skills. To have a particular concern for the good co-ordination and delivery of the occasional offices of Baptisms, Weddings and Funerals and the missional opportunities that arise from them with those often not engaged regularly in the life of the Church. To play a leading role in the 'Pastoral Care and Discipleship' Mission and Ministry Group and to make a significant contribution to that concerned with 'Worship' while again being able to advise on the work of others.

Curates

The Deanery is blessed to have two curates at the moment. They, and any future curates, are extra to the staffing structure outlined in this plan. They will continue to be supported, trained and supervised in the normal way, and specific responsibilities and opportunities for them to continue developing and offering their gifts within the new vision will be actively sought.

Administrator

A part time lay or ordained person in a salaried position. To provide systems and processes that enable good communication and co-ordination between the members of the resourced team and those engaged in Local Ministry - as well as those at the local level fulfilling the important offices of Churchwarden, Treasurer and Secretary. To facilitate wherever possible the simplification of the bureaucratic task at the local level and support the work of those engaged in it. To play a leading support role in the work of the 'Administration, Finance, Buildings, Communication and Publicity' Ministry and Mission Group while again being able to advise on the work of others.

Finance Officer

A part time lay or ordained person in a salaried position. To oversee the fiscal life of the Deanery and to provide support to those engaged in the good stewardship of the Church at the local level. To offer support to the work the various Ministry and Mission Groups as required.

Chaplain to the Multi Academy Trust

Many of the schools in Kerrier Deanery belong to one Multi Academy Trust. We will seek with those involved in the Board of Education, external funding for a full time lay or ordained Chaplain to the trust. Kerrier Deanery will make a match funding contribution of £8000 for the next five years to support this role. The Chaplain will have a particular concern alongside the schools for those children facing issues of deprivation or rural isolation. This match funding is provided by the Church Commissioners LICF grant.

As mentioned in the table, this role no longer exists.

Notes

Roles, other than the Rural Dean and the Rural Pioneer Priest will be open to ordained and lay candidates. We will ask clergy and others to think and pray around who in their communities has gifts of leadership, creativity and communication, especially in the areas of pastoral care, prayer and mission.

We understand the need for both continuity and the expansion of pastoral care and sacramental life in Kerrier and that this is a key part of growing the church in the deanery

We aim to prayerfully and carefully encourage lay and potentially ordained ministers, who will enable leadership, mission and pastoral support in their communities. The diocese is actively seeking to identify and train people who will be Local Ministers in their parishes.

3. Use of Buildings and Resources Plan

- Identify all buildings and other assets and resources across the deanery using the buildings audit proforma **[December 2021]**
- Develop a plan to make more of each of these assets in a creative, fruitful and sustainable way **[February 2022]**
- Establish this plan by **[Easter 2022]**

4. Financial and Sustainability Plan

- Recruit a Deanery Finance Officer
- Start to centralise financial systems and reporting
- Identify the real costs of maintaining current ministry and assets **[December 2021]**
- Identify the real costs for implementing the vision and missional priorities, the buildings, etc.. **[December 2021]**
- Develop a sustainability plan to include:
 - Reducing/changing use of some buildings (see buildings plan) **[Easter 2022]**
 - Identify opportunities for external funding and support and submit bids to these sources **[July 2021 ongoing]**
 - Plan to reduce maintenance, insurance and other costs **[Easter 2022]**
 - Introduce Discipleship and Stewardship teaching **[Generous Giving Adviser October 2021]**
 - Increase membership of Parish Giving Scheme (PGS) to 80% congregations **[July 2022]**
 - Increase number of regular givers to over 80% of congregations **[July 2022]**
 - Increase giving of all regular givers by £30k/annum (approx. extra £2/week for 300 givers cf 2019 MMF) **[January 2023]**

- Ask Diocese for a £167k grant over 5 years to help support these mission opportunities and developments
- Be Sustainable by beginning of 2023
- Plan for next 5 years growth in church membership and levels of stewardship

5. Pastoral Re-organisation

- Begin process to re organise the deanery into 1 benefice and discuss with the archdeacon [**December 2021**]
- Implement pastoral reorganisation

6. Communications & Administration

- Recruit a Deanery Administrator [**January 2022**]
- Centralise and co-ordinate most of the admin and information systems across the deanery
- Develop a communications, marketing and publicity plan [**Easter 2022**], to include
 - a deanery wide website
 - social media channels
 - various marketing projects (e.g. occasional offices)
- Launch new website and produce various marketing publications [**January 2023**]

5. Appendices

People and finance summary (see OTW Kerrier Financial Appendix spreadsheet)

Project plans for major projects (see Kerrier Deanery Detailed Project Plan)

Risks

Kerrier Deanery Ministry Funding Plan

Current numbers
82 FTEs, as 2021 toolkit

These boxes = Deanery inputs														Any major changes in following 5 years (eg tapered funding)					
Planned post locations (FTEs)														2023	2024	2025	2026	2027	2028
COSTS PLANNED IN 2023														2023	2024	2025	2026	2027	2028
- for DBF-paid posts and costs, - for Transforming Mission projects, & - for other new initiatives.														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. (£)
														Planned posts (FTEs)	Estimated 2023 cost per unit (£)	Estimated cost p.a. (£)	Estimated cost p.a. (£)	Estimated cost p.a. (£)	Estimated cost p.a. (£)
Posts with costs to the DBF																			
Stipendiary clergy														2.0	53,500	107,000	0	0	0
Self Supporting ministers														0.0	2,000	0	0	0	0
House for Duty														0.0	15,000	0	0	0	0
Readers														6.0	700	4,200	0	0	0
Permission to Officiate														8.0	320	2,560	0	0	0
Diocesan costs shared by Deaneries																			
Allocation based on number of ministerial groupings														6	14,250	85,500	0	0	0
Authorised Ministry Costs sub-total															199,260	0	0	0	0
Transforming Mission - SDF funded lay staff costs															0	0	0	0	0
Transforming Mission - Plan & locally funded costs															0	0	0	0	0
Posts: Eg Children & Families Worker														0.0	0.0	0.0	0.0	0.0	0.0
														0.0	0.0	0.0	0.0	0.0	0.0
Other costs														0	0	0	0	0	0
New posts to be contracted in the Deanery																			
Social Justice Lead														0.0	27,120	27,120	0	0	0
CYF Lead														0.0	13,560	13,560	0	0	0
Pastoral Care Lead															13,560	13,560	0	0	0
Local Focal Ministers															1,500	1,500	0	0	0
Deanery Administrator															13,560	13,560	0	0	0
Deanery finance officer															2,260	2,260	0	0	0
Chaplain to MAT														0.0	26,700	16,020	0	0	0
														0.0	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
Total Plan Costs															286,840	0	0	0	0
COMBINED FUNDING PLANNED IN 2023																			
2019 MMF actually paid (see row 80)														15,400	25,446	26,895	15,526	20,600	41,696
Increase/(decrease) in MMF paid vs 2019														0	0	0	0	0	30,000
Transforming Mission SDF funding																			
Posts requested funded by LICF																			
Stipendiary clergy														0.0	53,500	0	0	0	0
Self Supporting ministers														0.0	2,000	0	0	0	0
House for Duty														0.0	15,000	0	0	0	0
Readers														0.0	700	0	0	0	0
Permission to Officiate														0.0	320	0	0	0	0
Other costs requested funded by LICF																			
Social Justice Lead														0	27,120	27,120	0	0	0
Chaplain to MAT														0	26,700	8,010	0	0	0
														0	0	0	0	0	0
Other new funding sources																			
External funding for Chaplain to MAT														0	26,700	8,010	0	0	0
Eg grant funding from a local trust														0	0	0	0	0	0
														0	0	0	0	0	0
Total combined funding planned															218,703	35,130	0	0	0
LICF allocated for use in the deanery is £36,000															0	0	0	0	0
Deanery Ministry funding plan surplus / (shortfall)															-68,137	-48,137	-30,137	-15,137	-5,137
Other 2023 paid posts planned but not in this funding plan:																			
Mission and ministry														0.0	0.0	0.0	0.0	0.0	0.0
Administration														0.0	0.0	0.0	0.0	0.0	0.0

Sum of any major changes to costs in following years:

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. (£)
20,000	18,000	15,000	10,000	5,000
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

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. (£)
20,000	18,000	15,000	10,000	5,000
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

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. (£)
20,000	18,000	15,000	10,000	5,000
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

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. (£)
20,000	18,000	15,000	10,000	5,000
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

Sum of any major changes to funding in following years:

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. (£)
20,000	18,000	15,000	10,000	5,000
-48,137	-30,137	-15,137	-5,137	-137

Net impact of any major changes in following years:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA
1	OTW Kerrier [Draft 18]				2021												2022							2023			
2				Who/Status	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Jan	Feb	Mar	
3	Develop Kerrier Deanery Plan																										
4			Survey community re needs	Completed					21																		
5			ID missional priorities	Completed					26																		
6	Vision and Missional Priorities																										
7			Agree vision (+ statement)	Completed																							
8			Agree Fruitfulness targets	Completed																							
9			Agree Sustainability targets	Completed																							
10			Synod sign off	Deanery Synod																							
11			EC Sign off	EC								15															
12			Benefice discussions	Rural Dean																							
13			Deanery synod sign off	Deanery Synod																							
14																											
15	Implementation of Kerrier Deanery Plan																										
16	Governance																										
17			Identify and put in place deanery implementation team	EC/Rural Dean																							
18			Identify and establish Parish Champions	Imp Team																							
19			Identify and put in place ministry and mission teams to develop plans	Imp Team																							
20			Develop implementation plan with key dates and deliverables	Imp Team																							
21																											
22	1. Ministry																										
23			Identify and create 5 ministry and mission leadership groups	Imp Team																							
24			Develop ministry and mission plans	M and M Teams																							
25			Manage implementation of M and M plans	M and M Teams																							
26	2. HR																										
27			Identify and agree Kerrier team ministry structure	Complete						16																	
28			Cost HR ministry team	Complete						16																	
29			Carry out skills/gifts teaching and audit	Imp Team																							
30			Id volunteer and othe roles and write JDs	Imp Team																							
31			Recruit to key roles, develop training and support resources	Imp Team																							
32			Recruitment of Leadership team	Imp Team																							
33																											
34	3. Buildings and resources Plan																										
35			Identify all buildings and other assets	Buildings team																							
36			Develop buildings/resources plan	Buildings team																							
37			Develop and Implement buildings plan	Buildings team																							
38																											
39	4. Financial and sustainability plan																										
40			Recruit Deanery Finance leader	Imp Team																							
41			ID true costs	Fin Officer																							
42			Confirm resources and costs to implement plan	Fin Officer																							
43			Complete sustainability plan	Fin Officer																							
44			ID opportunities for grants and start applying for them	Fin Officer																							
45			Commence cost cutting programme	Fin Officer																							
46			Commence stewardship courses	GGA																							
47			Increase regular giving to target	Giving advisers																							
48			Increase PGS membership to target	Giving advisers																							
49																											
50	5. Pastoral reorganisation																										
51			Identify and develop pastoral structure and reorg recommendations																								
52																											

[illegible]

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 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	Some Working Group members are in Synod WG members to talk to Synod members Ensure +Hugh attends
Lack of support from people/ clergy/ ministers in the deanery	No change, so continued slow decline of influence and numbers, and income and reducing support to the local community	M	H	H	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	Closure or slow decline	H	H	H	Introduce <ul style="list-style-type: none"> Regular teaching on Stewardship regular giving use of PGS Increase use of online and donations giving Legacy policy realistic targets 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.. Set objectives and targets
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 sustainable by Jan 2023 	M	H	H	Episcopal intervention

