

1. Introduction: the vacancy

The Right Revd Hugh Nelson was announced as the next Bishop of Worcester on July 29th 2025. The See is to fall vacant at the Confirmation of Election for Worcester which is on 28th November 2025. On the 28th August The Archdeacon of Bodmin was announced as the next Bishop of Basingstoke, to be consecrated on October 15th. The Bishop's Council, Diocesan Synod and all licensed Clergy and Lay Ministers have been consulted and there is a unanimous conviction that the See should be filled. I am encouraged by this support for a collaborative episcopacy, but must also acknowledge the depth of appreciation for Bishop Hugh's ministry and indeed his quite exceptional gifts and godly character.

2. Context for an appointment

2.1 The Diocesan Overview

The Diocese of Truro is the Church of England in Cornwall, the Isles of Scilly, and two parishes in Devon. We serve a resident population of 600,000 which by population makes us one of the smaller dioceses, however our two most distant parish churches are over 100 miles apart and we are one of the larger dioceses by area and travel time. In summer the population rises sharply by more than a million, with up to 20 million visitors over a year.

Cornwall is rich in natural assets, cultural heritage, and community resilience. In the 2021 census 117,000 people stated their national identity as "Cornish" - the black and white cross of St Piran is much more common than the English cross of St George. Despite a strong national identity, and a beautiful coastal fringe, average incomes in Cornwall are well below the national average with employment dominated by the low-wage and low-productivity visitor economy. The diocese benefits from significant national 'Lowest Income Communities Funding' (LInC) funding.

There are 13 towns with more than 7,000 permanent residents and over 300 villages and hamlets. Some of the towns on the A30 spine are amongst the poorest in Northern Europe. A previous Diocesan Report 'You Can't eat the View' has led to significant work of understanding and responding to rural deprivation. In 2024 Truro diocese commissioned a significant piece of research to examine indices of multiple deprivation in a rural context. Our national understanding of deprivation still relies on research from the London Borough of Newham - Truro is seeking to establish a deeper understanding of rural deprivation. In October the report Pretty Poverty will be launched in Westminster.

Tourism and leisure are among the largest economic sectors in the Diocese, food production is significant (with 'Cornwall' seen as a distinctive brand). The county also attracts a significant number of digital and other entrepreneurs, many attracted by the distinctive lifestyle it offers due to its exceptional beauty and coastline.

2.2 Strategic Context Change and Renewal

The Diocese of Truro has one of the oldest, smallest and most sparse worshipping communities of any diocese. 2024 data suggests that congregational recovery from the pandemic has stalled and that the number of children sharing in the life of our churches is now perilously small. Until the 2020s the number of stipendiary clergy serving in the diocese has tracked the falling congregation numbers.

The Rt Revd Philip Mounstephen, appointed diocesan bishop in 2018, launched the "On the Way" initiative which during 2020 and 2021 invited parishes and deaneries to begin to make new plans for mission and ministry based on measures of "fruitfulness" and

“sustainability”. These plans have been supported by a commitment from the Diocesan Board of Finance to use £22m of reserves over ten years from 2023 to support ministry and the implementation of those plans.

The diocesan plan is built on an aggregation of deanery plans, deliberately not the other way round. Deanery and diocesan plans prioritise stabilising and then increasing the number of stipendiary clergy, but recognising that patterns of ministry will need to change in significant ways if we are to move to stability and growth. Other priorities include growing the number of children and young people (with £3m from diocesan reserves and, pending applications, for at least matched funding from the national Diocesan Investment Programme), and plans for supporting Parochial Church Councils in their stewardship of buildings.

Initiating ambitious plans at the height of the pandemic brought obvious challenges, levels of trust were not always high at local level or between local and diocesan levels. The departure of the diocesan bishop in 2023 threatened to undermine work, but under the Rt Revd Hugh Nelson as acting diocesan bishop, plans continued to be refined and implemented well.

2.3 The next five to ten years

There are four areas of focus: Mission and Evangelism; Ministry; Growing Younger and Addressing Poverty and Deprivation. Further notes are in Appendix 6.7

3. The See of St Germans

3.1 The need for an episcopal role

The See is named after the village of St. Germans in south-east Cornwall and forms a significant element of the ecclesiastical history of the Diocese. The local church of St. Germanus is one of the finest, oldest and historic parish churches in the Duchy, and one of the oldest buildings still in use for its original purpose. An earlier building on the site was the cathedral for Cornwall before the area was absorbed into the Diocese of Exeter in 1050. The See was revived briefly between 1905-18, and continuously occupied since 1974. Episcopal leadership is thus shared collegially in the Diocese. There is no area system in Truro, and the Bishop of St. Germans, as sole suffragan, works right across the Diocese.

The three compelling reasons for continuing with a second bishop in Cornwall are Geography, Poverty and the need for Strategic Leadership (most effectively expressed through Episcopacy). Further notes are in Appendix 6.6.

3.2.1 Areas of responsibility

To provide effective, inspiring transformational episcopal leadership in the Diocese of Truro, in close collaboration and partnership with the Bishop of Truro. The Bishop of St Germans will engage effectively with communities and their leaders both lay and ordained across the diocese, as a leader in mission, offering pastoral care with prophetic edge, and enabling churches, their leaders and people to be more confident in their calling to grow the Church and make disciples, and more creative in pursuing it;

S/he will chair the Diocesan Ministry Council and take the lead, in collaboration with the Head of Ministry, in overseeing the development of ministry, lay and ordained, across the Diocese of Truro, *‘to equip God’s people for works of service, so that the body of Christ may be built up’* (Ephesians 4:12); This is covered in greater detail in Appendix 6.1.

3.2.2 Priorities and challenges for the See

The renewal and development of ministry. Please see a much fuller account in Appendix 6.1.

3.4 If not filled then consequences?

The Bishop's Council feel it vital that the Dioceses' Commission are aware of what they consider to be the serious implications for the Diocese of not making an appointment to St Germans: Pastoral care of clergy would suffer significantly; There would be a significant loss of visibility and credibility of the Church in the public square; Trust within the Diocese of the wider Church would be significantly eroded and diocesan recovery from recent history impaired; With episcopal leadership stretched to cover a huge rural area, there would be a risk of a lack of visibility. The development of lay and ordained ministry, vital for the future of the Diocese, would be impaired.

3.5 Other ways of covering the ministry

Consideration has been given to mitigating the failure to appoint to the role. This would include recruiting a Director of Ministry (which would be difficult to fund) and asking for some episcopal cover from Exeter (which would also be difficult with an equally ambitious growth and development agenda for Devon). There would be an unavoidable diminishing of the Diocesan Bishop's capacity to be deeply embedded in Cornwall, to be an Advocate of Cornwall and to play a full national role.

3.6 Review of senior leadership

Over the last eight years four bishops from Truro have gone/will go on to national roles. With the exception of the highly regarded Diocesan Secretary the entire senior staff team has changed in the last two years. The current Diocesan Bishop was recruited to provide stability and with the commitment that whilst playing a national role, he would attend to the need for a deep rooted commitment to Cornwall. The Senior leadership has worked with a team consultant to improve collaboration and alongside the traditional roles of post-holders we anticipate a dynamic creation of areas of responsibility, including advocacy, championing of areas of diocesan development and strategic leadership.

3.7 Five Guiding Principles and breadth of tradition

Truro has drawn heavily from a strong liturgical tradition and the majority of our parishes would likely describe themselves as central or middle-of-the-road. There has been a healthy respect and collaboration between parishes. Although some priests are members of the Society and others are in sympathy with the Alliance, there is a deep bond, rooted in common purpose across the Diocese. Two parishes are under the care of the Bishop of Oswestry. Bishop Paul Thomas is held in high regard in Truro Diocese. Both parishes were filled, under one Incumbent, this year and early signs are of significant collaboration in the two deaneries.

The senior staff team has become less diverse following recent appointments and high regard will need to be paid to diversity in appointing a new bishop and archdeacon. The proposed advisory group contains significant experience of episcopal appointments, is gender-balanced, and includes the Diocesan Racial Justice Advisor and a Global Majority Heritage national senior leader.

4. Role of the suffragan alongside the diocesan bishop

4.1 How do you minister and operate as diocesan bishop?

The Bishop of Truro holds the highest level of responsibility for mission, ministry, strategy, safeguarding and policy. He shares this remit with the Diocesan Trustees, with accountability to Diocesan Synod. The Bishop leads the pastoral care of clergy and lay ministers and delegates this care where appropriate to Bishops, Archdeacons and Rural Deans. The Bishop is highly visible as a leader, regularly leading worship in parishes, visiting schools, and representing the Diocese in the public square. As the only senior faith leader in Cornwall the Bishop of Truro sits on a number of civic and charitable bodies. Cornwall Council is the largest unitary authority in the country (the Isles of Scilly Council the smallest) - both bodies have a tangible and creative relationship with the bishop. The Bishop of Truro chairs a crisis response committee and is an active member of a strategic leadership forum.

4.2 and 4.3 How do you delegate to the suffragan, how will you complement one another?

Shared leadership is vital for the growth and flourishing of the Church. I work hard for a deep level of trust and will significantly delegate to a suffragan. During my early months here there has been an ease in the inter-changeability between Bishop Hugh and myself and that has set a model for the future. I intend to take the lead around mission, including in the public square, and am expecting the Suffragan to take the lead in ministry. They are of course complementary, but both need episcopal leadership, not least in an era that will require some gracious yet radical change.

4.4 How national and other responsibilities affect your ministry to the diocese?

The Bishops from Cornwall have played a significant national role over the last 14 years. I arrived in Truro after 11 years as a Bishop and with a number of national responsibilities.

- I am the lead bishop for Deliverance Ministry.
- I have served on the Advisory Board for Thy Kingdom Come since 2016.
- I am vice chair for Mission to Seafarers - serving 200 ports globally.
- I am patron of the Congo Church Association (and have been a frequent visitor to the DRC - often on behalf of the Archbishop) appointed by the Archbishop of DRC and Congo Brazzaville.
- I am Champion Bishop for 'mixed ecology' of Church
- I am patron of Sharing of Ministries Abroad UK, appointed by the Archbishop of Canterbury.

5. Collaboration with other dioceses

Exeter and Truro Dioceses are natural partners. The quality of the partnership in theological education is second to none. The Bishop of Plymouth and the Bishop of St Germans are both on the board of South West Ministry Training Centre. There has been a significant joint working around creation care and the regional work around safeguarding is proving effective. The senior teams meet together annually. There are active explorations around further collaboration, particularly in back office functions, whilst honouring the cultural distinctiveness and geographical challenges of Cornwall and Devon.

+David, Bishop of Truro 2nd September 2025

6. Appendices

6.1 Draft Role Description and Person Specification

This section sets out a summary of the challenges and leadership roles of the next Bishop of St Germans, as well as a person specification, as agreed by Bishop's Council. As with any role profile it will need to be kept under review. If there are any particular concerns after six months the Bishop may wish to raise these with the Diocesan Bishop. The Bishop will also wish to ensure that at their first Ministerial Development Review (MDR) with their Diocesan Bishop this document is discussed and amended as appropriate.

The Role Description and Person Specification should not be considered in isolation but in the context of the vows and duties undertaken at ordination and consecration as a bishop, and the Canons of the Church of England.

MAIN RESPONSIBILITIES OF THE ROLE

- To be a colleague and critical friend to the Bishop of Truro; playing a full part in the collegial life of the senior staff, sharing in the leadership, oversight and development of the Diocese;
- To engage effectively with communities and their leaders both lay and ordained across the diocese, as a leader in mission, offering pastoral care with prophetic edge, and enabling churches, their leaders and people to be more confident in their calling to grow the Church and make disciples, and more creative in pursuing it;
- To chair the Diocesan Ministry Council and take the lead, in collaboration with the Head of Ministry, in overseeing the development of ministry, lay and ordained, across the Diocese of Truro, *'to equip God's people for works of service, so that the body of Christ may be built up'* (Ephesians 4:12);
- To act as Sponsoring Bishop working closely with the Diocesan Director of Ordinands and her team;
- To be Warden of Readers, supporting the Diocese's 130 Licensed Lay Ministers
- Taking whatever strategic steps are necessary to ensure that cultural change in ministry is effective and sustained;
- To work both with existing Strategic Mission and Ministry Investment Board (SMMIB) funded projects, to ensure their own sustainability and fruitfulness, and to play his or her part in the roll-out of the diocesan vision and strategy, supported, hopefully, by further SMMIB resources;
- To ensure thereby that the mission and ministry of the Diocese of Truro aligns with the Church of England's national priorities: to be a church that is younger and more diverse; to be a church where mixed ecology is the norm; to become a church of missionary disciples where all God's people are released to live the Christian life;
- To work with colleagues to ensure that other national priorities in for e.g. safeguarding, clergy well-being; creation care, and Equality Diversity and Inclusion are properly addressed;
- To share with Archdeacons and Rural Deans in making clergy appointments, offering pastoral care and support to lay and ordained ministers and engaging diligently in the clergy MDR process;
- To exercise responsibility for safeguarding of children and vulnerable adults, the provision of pastoral care of survivors, and creating a culture in which all will flourish and which is coherent with the safeguarding policies of the Church of England;
- To exercise all usual episcopal functions such as pastoral visits to parishes, conducting confirmations, licensing and instituting priests;

- To undertake other appropriate lead functions as agreed with the Diocesan Bishop;
- To proclaim the Christian faith with confidence, in preaching, through media engagement and in any other appropriate ways;
- To assist in relating the local church to the national and international Church (and vice versa) through participation in the College of Bishops, regional bishops' meetings, ecumenical gatherings and diocesan links;
- To continue personal, professional, theological and ministerial development and formation;
- To uphold the Five Guiding Principles as set out in the House of Bishops' Declaration on the Ministry of Priests and Bishops, and to promote the flourishing of churches across the range of the theological breadth of the Church of England; and
- To discharge all other duties as set out in canon law.

PERSON SPECIFICATION

We seek someone who in the following areas:

Spiritual life	<p>is confident in Christ, and grounded in their life of prayer;</p> <p>is at home in their own church tradition but rejoices in the breadth of the Church of England;</p>
Theology	<p>is theologically literate; educated in theology at least to degree level; and is capable of creative and innovative theological reflection that is faithful to Christian tradition;</p> <p>can articulate a clear and compelling theology of ministry enabling others to be curious and engaged;</p>
Experience in mission and ministry	<p>demonstrates evidence of engagement in innovative and fruitful mission and ministry, church growth and disciple-making, ideally in a parish context;</p> <p>has a track-record of change and growth in a significant area of church life, ideally in the area of ministry development;</p>
Formation of others	<p>is a natural pastor who delights in exercising positive creative influence over others that allows them to explore and develop their vocation and fulfil their potential in Christ;</p> <p>has good experience in making effective appointments;</p>
Engagement in community life and public issues	<p>is a confident articulator of the Christian faith, relating it well to issues of contemporary concern and can address a range of audiences with both charity and clarity;</p> <p>is a trusted partner with those in wider society and has a clear track record as such and can encourage parishes in the development of civic links;</p>
Safeguarding	<p>takes safeguarding issues with the utmost seriousness which they warrant, understanding the role of a suffragan in this</p>

	area, working with his or her Diocesan and the diocesan safeguarding team;
Leadership and oversight of others	<p>is a self-aware leader who is comfortable with being so;</p> <p>is patient, kind-hearted and resilient, able to deal positively but decisively with challenge and conflict;</p> <p>is aware of the dynamics of power and their possible abuse and who always seeks the flourishing of others;</p>
Working with others	is sufficiently self-aware and emotionally intelligent to be able to form strong, purposeful and fruitful relationships both with individuals and teams;
Management of resources and structures	is experienced in issues of organisational leadership and financial discipline, understanding due accountability and is confident in exercising 'cabinet' responsibility.

6.2 Diocesan Map - see end of appendices

6.3 Diocesan Ministry statistics

Some key diocesan statistics are as follows:

Geographical Area	3600 sq. km/1370 sq. miles
Population	600,000
Archdeaconries	2
Deaneries	12
Benefices	128
Parishes	212
Churches	307
Population per church	1790
Square miles per church	4.5
Stipendiary clergy	76
Self-supporting ministers	23
PtO clergy	175
Readers	107

Bishop's Mission Orders	2
Local Pastoral Ministers	306
Local Worship Leaders	343

In the context of this paper two key facts stand out:

There is a large number of small churches, reflecting the scattered nature of the population, with consequently small congregations. This creates a significant pastoral demand in terms of episcopal oversight.

The number of stipendiary clergy is relatively low, but the numbers of those engaged in other kinds of ministry is high. This creates significant demand for the oversight of a range of ministries and ministers. Many of those stipendiary clergy will themselves be engaged in supporting a significant number of ministers themselves and must be helped in their turn in that function.

6.4 Advisory Group for the filling of the See of St Germans

The nomination and appointment of the next Bishop of St Germans is made by, and through, the Diocesan Bishop, supported by a Bishop's Advisory Group.

+David Williams has invited the following to be members of the group:

- Mr Mike Sturgess Lay Vice-Chair of the Diocesan Synod
- The Revd Anna Hyde, Church Leader St Gregory's
- The Revd Laura Bushell Hawke, Oversight Minister
- The Revd Andrew Yates, General Synod and former Social Responsibility Officer
- The Revd Grace Kanunga, Bishop's Racial Justice Advisor, Curate Bodmin
- Mr Simon Taurins, Diocesan Synod and Bishops Council
- The Rt Revd Esther Prior, Bishop of Aston
- The Very Revd Christine Wilson, former Dean and former Archdeacon.

6.5 Further Notes on the Senior Team

We are fortunate to have an outstanding educationalist as Dean of Truro. The Director of Education also sits on the senior leadership team. Although we have 46 *Church of England* schools - all bar 4 are now held within one of 12 multi-academy trusts (MATs). These MATs all have Church of England Foundation Trustees and Members and the Church of England has significant engagement in this Diocese in almost 200 schools.

In recruiting a new Archdeacon of Bodmin we will include the *Growing Younger* strategic lead in the role description for the next post-holder.

The Archdeacon of Cornwall arrived one year ago from a Change and Renewal role in Sheffield Diocese. We are proposing to ask him to take an enhanced role, alongside our Director for Change and Renewal (who is also on the senior leadership team), not least as we now audit our strategic priorities over the last seven years and seek to shape those for the next ten.

The next Bishop of St Germans will play a significant role alongside our Head of Ministry. This was covered in section 4.

6.6 Further Notes on Filling the See of St Germans

The case for appointing a successor to the current Bishop can be made under three principal headings, not one of which is mutually exclusive.

Geography:

Cornwall has a very distinct sense of its own identity. This is a factor that can sometimes be overplayed - but should be never underplayed. St. Piran's flag, as a potent symbol of Cornish identity, is very visible both on flag-poles and car-boots. The Christian faith has played a very significant role in shaping Cornwall: a significant proportion of Cornish settlements are named after 'local' Cornish saints.

Consequently (and despite the historic strength of Methodism in Cornwall, now sadly in steep decline) the Church of England has a particularly prominent place in the life of the Duchy, as was evidenced in the public consultation for the recent appointment of the Diocesan Bishop. Alongside the Chair of the Methodist District, the most prominent public roles and Christian voices in Cornwall have been those of the Bishops of Truro and St. Germans. There is wide expectation that they should fulfil such a function.

Geography is also a significant challenge in Cornwall. Apart from the main A30 (which can itself become congested in the summer), travel across the Diocese can be challenging. Distances are significant and journey times long: Bude in the north-east corner is some 100 miles from Land's End, depending on the route taken. The current suffragan travels around 20,000 miles per year in the course of participating in a multiplicity of events, services and visits across all of Cornwall and the Isles of Scilly. Maintaining an effective episcopal presence with one bishop alone would be a formidable challenge.

Geography is also a matter of the mind. Cornwall can be very parochial with a suspicion of the 'centre' in Truro. Maintaining an episcopal presence is not just a matter of officiating at licensings, confirmation etc, it is about developing a sense of connectedness and tackling some of the more negative attitudes that accompany geographical and mental isolation. In other words, it is about the episcopal calling to be an agent and focus of unity. Ironically, perhaps- and because of Cornwall's geography - two Bishops can fulfil this role more effectively than one.

Another geographical factor that argues for a new Bishop of St. Germans being appointed relates to Cornwall's distance from London, coupled with the expectation that the Diocesan Bishop should play a national role. Previous Diocesans frequently used the sleeper to travel overnight to London; the daytime train journey is just short of five hours (the longest from any mainland cathedral city to the capital) and travel to York, for example for meetings of the General Synod, takes seven hours.

Poverty

Cornwall is on many measures one of the poorest parts of the UK and is indeed the second poorest area in northern Europe. The Diocese has been a key beneficiary of funding from the Church Commissioners in the form of LInC funding and Strategic Development Funding. In the context of significant financial challenges for the Diocese, the appointment of a new Bishop of St. Germans would be a significant way for the Church of England to invest in a genuinely poor diocese.

However, as with geography, poverty is also a matter of the mind, and many communities and churches in Cornwall suffer not only from material poverty but from a poverty of aspiration: a simple lack of belief that things can be better and different. Indeed, there can be a pernicious narrative of decline - because that is what Cornwall has suffered from for decades. A key part of the episcopal role is to be an agent of hope and vision and to exercise such a ministry with appropriate episcopal authority. In a context of declining membership and aging, dispersed congregations, it is considerably easier to address such a widespread form of poverty with two episcopal voices rather than with one.

In addition, in recent years the Diocese has lost four bishops to national roles. This has had a destabilising effect, and creates a sense of impoverishment. It would be appropriate for the National Church to recognise that, and continue to invest in Cornwall, to help make up the consequent deficit. The church also needs to be sensitive to the strong Cornish narrative that this is 'a place people leave'. It is strong because it's true: Cornwall experienced significant emigration in the past, and still many of its young people go 'up country' for work and to pursue careers they cannot pursue locally.

Accordingly, the Diocese and the National Church need to attend to reputational issues around this proposed appointment. As noted above, the See of St. Germans is the ancient Cornish See, and for it to fall into abeyance would have considerable adverse consequences in Cornwall, where the sense of Cornish separateness and identity is significant.

Strategy

The Diocese has developed a 'framework of engagement' to help individuals, parishes, benefices, deaneries, and the Diocese overall to engage with the five strategic priorities outlined above.

The Asset Based Community Development (ABCD) approach adopted eschews a 'top down' strategy, preferring to encourage grassroots engagement. This is fundamentally the approach that is already being taken in Accompanied Ministry Development and is reflected in the changing shape of ministry in the Diocese (largely shaped by the last two suffragan bishops) which consciously articulates ordained ministry in terms of oversight and diakonia, alongside priestly models, and which has promoted the identification of 'focal' ministries for particular churches and parishes.

It is a clear episcopal function to authorise ministries. Encouraging churches and individual disciples to reimagine their ministry and indeed their calling and identity can be challenging for them. A suffragan bishop (exercising collaborative ministry with his or her Diocesan) can play a pivotal role in not only giving permission for new initiatives in mission and ministry at every level but in encouraging and blessing them too, so that the Diocese can continue to foster cultural change and growth.

6.7 Further notes on the next five to ten years

Mission and Evangelism

There is a palpable deep spirituality in Cornwall, with significant eras of spiritual renewal from the Irish and Welsh saints who brought the Christian faith to Cornwall, through to the Wesleyan revival and other transformative spiritual awakenings. Drawing on an immensely rich heritage the challenge is to proclaim Christ to a new generation. The Church has been given the gifts of grace to fulfil this. We are to fan those gifts in ourselves and each

other - there is an remarkable depth of prayer across Cornwall, that unites our traditions and gives us a Christo-centric vision.

Ministry

There have been significant challenges over the last few years, with ambivalence around pastoral reorganisation, some disquiet over the reduction in stipendiary clergy numbers . There has been a very large turnover of clergy - with relatively few clergy holding history beyond the last 5 years. The Diocese is very dependent on over 170 retired/PtO clergy - some of whom are exercising significant leadership in their late 70s and beyond. This cohort, some of whom have served over 50 years in Cornwall do carry our story and tradition.

There is an urgent need to build morale and confidence across the Diocese. This starts as a call to pray and to be present, with a longing for the spiritual and numerical growth of the Church. There is a strong ministry development team, there needs to be a greater agility in encouraging, discerning and equipping ordained and lay leadership across the Diocese. There is a deep commitment to enabling our 307 churches to be *fruitful and sustainable*.

Growing Younger

The most audacious ambition (and one that drew me to the Diocese) is the commitment to see the numbers of children and young people engaged in the worshipping life of the Diocese to increase tenfold over ten years. We start with a low base of 388 children in our churches on a usual Sunday. There is an unprecedented openness to collaboration with our schools, in no small part due to the past and present leadership of our education team and the impact of the Growing Faith pilots across the diocese.

Working in Partnership to advocate for year-round economic flourishing

Deprivation, health inequalities, a housing crisis and an overdependence on a seasonal economy, calls for urgent action, both at the local and the national levels. Cornwall is served by remarkable civic and political leadership. The Churches call to enable all to find a voice is an urgent task.

+David, Bishop of Truro 2nd September 2025