

Deanery Plan

Carmarth South

Version Number and Date [11 - 7 JULY 2022]

PROCESS FOR THE CREATION OF THE DEANERY PLAN

1.0 Consultation

- 1) **Deanery Development Group.** In many ways the creation of our Deanery plan is part of an ongoing process that dates back some 7 or 8 years to a Deanery Development Group, which started the process of mutual support between parishes and creating a pattern for shared ministry.
- 2) **Transforming Mission and the Bishop's Mission Order.** This collaborative approach was built upon by the formation of a Bishop's Mission Order incorporating all the 9 parishes (8 benefices) of the Deanery. This was agreed unanimously in November 2017 at a meeting with +Tim, attended by over 90 people. The purpose of the BMO was a) to commit ourselves as a Deanery to working across parochial boundaries and b) to allow for the formation of New Street Church and the ministries of Transforming Mission. The BMO came into effect: 14th March 2019 for an initial term of 5 years.
- 3) **Leading Your Church into Growth (LYCiG)** As part of the consolidation work of the BMO, all the parishes of the Deanery took part in the Leading Your Church into Growth programme, beginning with Saturday meetings at the Penmorvah Manor Hotel. These were greatly encouraging and well attended (on average by 70 people), but the process was cut short by Covid and picked up (less successfully) by Zoom in 2020/21. For the above reasons it was considered that Carnmarth South Deanery had already undertaken some of the early stages of the OtW process and had built a good foundation of mutual trust with which to proceed.
- 4) **Initial Synod launch of OtW** - with +Hugh in Mylor Bridge. This meeting was open to all and was attended by representatives from all the parishes in the Deanery. The meeting was encouraging, affirming that OtW meant continuing along the path we had already embarked upon. +Hugh outlined the 12 areas of Fruitfulness and Sustainability, and we chose to focus on: 1) Life-giving Leadership and Diversity of Calling 2) Growing Faith and discipleship 3) Children, schools and families 4) The Poor and marginalised 5) Creation care 6) Youth, students and young adults.
- 5) **Formation of OtW Leadership Team** - comprising clergy and lay representatives from all the parishes.

- 6) **Prayerful Listening Process.** All parishes were visited by two members of the OtW Leadership Team, with the express aim of listening to the recent history of the parish, their identities and strengths, their hopes, dreams and fears. The results of this process were fed back to Leadership Team.
- 7) **Focus Group meetings.** The six focus groups met (mostly 2 or 3 times each) to formulate proposals for the consideration of the Leadership Team under each of the headings. These were presented to the LT in March 2022. There were many exciting ideas, as we recognised that we couldn't do everything, so the groups were then asked to refine their proposals to identify their 2 top priorities and to provide approximate costings.
- 8) **PCC interaction** Members of the Leadership Team were encouraged to feedback progress of the OtW process to their own PCCs
- 9) **OtW Leadership Team** met on 8 occasions, supported by Sally Piper to discuss and formulate this draft plan.
- 10) **Transforming Mission Falmouth** - in parallel with the development of this Deanery Plan, the leaders of TM Falmouth, alongside the Diocesan Director and Programme Manager of TM, have been working on a Project Reset to allow the projected underspend of TMF grant funding to be deployed to extend elements of the project for a further two years beyond June 2023. This extension, if accepted by the Church Commissioners, will support the continued life and growth of New Street Church to a point of becoming self-sustaining, as well as allowing time for the further integration of New Street and the TM ministries into the life of the new Group Ministry.
- 11) Further **consultation with PCCs**,
- 12) Presentation at a semi-formal review with **Episcopal College** (8th June 2022). The Plan was accepted and commended by the Bishops.

NEXT STEPS:

- presentation and ratification at **Deanery Synod** (21st July 2022)
- Formation of an **Implementation Group** as per On the Way guidelines

DEANERY PLAN

1.1 Vision & Mission Priorities

Our Vision is of a Deanery

- united in purpose but diverse in expression
- reflecting the nature of its varied communities
- serving those communities according to their needs and to the call of God
- offering attractive and accessible worship in a range of styles and traditions
- building on foundations of Deanery Development Group, Bishop's Mission Order and TM Falmouth
- ministering to parishioners of all ages, but with a focus on engaging the missing generations

We recognise that:

- in future, the Church will need to take a number of different shapes according to its context
- Villages and towns have very distinct identities and needs and the church presence in each will need to reflect that
- Encouraging and enabling local lay leadership will be key
- It may not be possible for all local churches to be resourced to match current patterns of worship, but we see no benefit or need to suggesting church closures.

The story so far

Over the years, encouraging faithful discipleship has led to some of our churches being fruitful and sustainable. Sadly, there are not many young people, but there are thriving Christian communities, and discipleship and leadership have been central to the growth of these churches.

More recently, in the past 5 years, our Vision and Mission priorities have been influenced by the adoption of Transforming Mission Falmouth (TMF) and the formation of the BMO. Our priorities have recognised that Falmouth, Penryn and the surrounding villages are distinctive in Cornwall, not least on account of the presence of the Universities of Falmouth and Exeter. This partly accounts for the unusually young demographic of many of our parishes and highlights the disparity between the make-up of our congregations and the communities within which they live and worship.

This reality gave rise to the aims of TMF, focusing on reaching the “Missing generations” (see Appendix 1).

These aims have been pursued through:

- the formation of Huddle Café, the opening and growth of New Street Church,
- The “outward-facing” ministries of TM Falmouth, notably....
 - Student and Youth ministry and chaplaincy,
 - Children and Families work especially in local Primary Schools,
 - Community Engagement and Social Justice work in collaboration with other local churches.
 - Running a Growing Leaders Course

To some extent there is already sharing of resources across the deanery, but going forward, we want to ensure that we build on, and benefit from the experience of our fruitful parishes, as well as of TMF/New Street Church. Working from a position of strength some of our parishes may well be able to help and support other churches which are struggling. We will also seek to acknowledge and support all those who have been pioneering and are already fruitful and sustainable.

One of our priorities is to ensure that the learning from all these fruitful developments is shared and spread (as far as is practical) across the whole deanery. We will use the experience we have gained to engage, equip and encourage the parishes to identify which of these “outward-facing” ministries might prove fruitful in their contexts. Clearly this will depend on the ministry concerned. It will be neither fruitful nor sustainable to try to do everything everywhere, so we will agree the focus in each place. TM’s particular contribution to the deanery as a whole will therefore look different depending upon the community that already exists - and where gaps are identified.

This will be informed by the discussions during LYCiG process which, though uncompleted, encouraged individual parishes/benefices in their own local mission priorities and began to bring us together in shared planning. This work has now transitioned into On the Way.

Themes that emerged from this process, and the Parish Listening visits include:

- Rejuvenating the (previously) successful **Open the Book** and **Messy Church** activities, with a team drawn from across the deanery to share expertise and provide resilience
- **Creation care**, as exemplified by the **Community Garden in Mylor**
- Working in and with the community through the **St Gluvias Church Hall**
- Further developing the deanery-wide commitment to supporting the work of **Christians Against Poverty (CAP)**
- Deanery-wide sharing of expertise, (for example) live streaming services
- Community engagement - going to where the people are (eg the Sailing Club!) rather than waiting for the people to come to us.

As part our strategy we propose appointing ordained leaders (paid or unpaid) where there are signs of fruitfulness and sustainability in evidence - so that:

- the mission and vision of such churches are encouraged to grow and flourish
- that they might themselves become resource communities to churches that are struggling. There is evidence of this in the recent past.
- That such resourcing would work alongside/ as part of TM.

2.1

Who we are

Our location

The Deanery of Carnmarth South is one of the most compact of the twelve Deaneries in the Diocese of Truro and comprises the towns of Falmouth (the three parishes of **King Charles the Martyr**, **All Saints** and **Penwerris**) and Penryn (**St Gluvias**) and the surrounding parishes of **Mawnan**, **Budock**, **Mabe**, **Mylor** and **Flushing** (the latter two parishes forming a single benefice).

In addition to the nine parishes, the Deanery now includes **New Street Church**, which meets in All Saints Church building. New Street Church exists, under the Carnmarth South Bishop's Mission Order, as a CIO (Charitable Incorporated Organisation). It has full rights of representation on Deanery Synod.

The Deanery is home to the two campuses of Falmouth University and the University of Exeter in Cornwall and to most of the students and many of the staff.

Our "next-door neighbour" Deaneries are 1) Kerrier (Helston) 2) Powder (Truro) 3) Carnmarth North (Camborne/Redruth). We are open to considering shared ministry roles with any of the deaneries

Our age profile

CS Deanery **population** has the **lowest number of over 65's** (19%) of any in the Diocese.

CS Deanery **churches** have the **highest number of over 70's** (65%) of any in the Diocese.

A number of our Parish populations have **unusually large numbers of under 30's** (Mabe 50%, All Saints 46%, KCM 43%)

This huge disparity between the ages of our general population and our worshipping congregations is a significant reason for our primary focus on Children, families and young people.

Our attendance figures

2019 and 2021 Parish Returns indicate the following Sunday Adult and Child attendance figures

| Number of adults attending Church on an 'average' Sunday | 2019 (pre-Covid) | 2021 (includes New Street) |
|--|------------------|----------------------------|
| Up to 10 | 0 | 1 |
| 11 - 30 | 2 | 3 |
| 31 - 50 | 3 | 3 |
| 51 - 70 | 1 | 0 |
| 71 - 99 | 2 | 2 |

| Number of children attending Church on an 'average' Sunday | 2019 (pre-Covid) | 2021 (includes New Street) |
|--|------------------|----------------------------|
| 0 | 3 | 6 |
| 1 | 2 | 1 |
| 2 | 2 | 0 |
| 3 | 0 | 0 |
| 4 | 1 | 1 |
| 25 | 0 | 1 |

- Pre-Covid there were a couple of Messy Churches running (one in Mylor, one based at All Saints Falmouth)
- **New Street Church** has been established since 2019, not least to address the very low numbers of children and young adults attending the more traditional Churches. Since resuming in-person worship at the end of 2021, New Street Church sees average attendance of:
 - Adults under 40: 30
 - Adults over 40: 25
 - Children/YP under 18: 25

Our Socio-economic context

Carmarth South Deanery includes a number of relatively affluent communities. Areas of deprivation do exist though, specifically in areas of Falmouth (largely Penwerris parish) and Penryn (St Gluvias). Fifty percent (50%) of those living in deprivation in the deanery live in Penwerris and St Gluvias parishes (25% in each) with a further 30% living in the Falmouth, All Saints and Budock parishes (15% in each). These areas provide the focus for our **LICF bid**.

A number of factors, including the large student population and notably the recent rapid decline in the availability of rental housing, means that there is a severe lack of genuinely affordable housing for either purchase or rental in the area. There is substantial development in progress of new-build housing largely concentrated between Falmouth and Budock.

Our buildings

Our **nine parishes** each have a Parish Church. In addition there are Mission Churches in Mawnan (St Michael Mawnan Smith), Mabe (St Michael Ponsanooth), Mylor (All Saints Mylor Bridge), Penwerris (Church of the Holy Spirit, Laburnum Drive).

Of the **13 buildings**, 4 are unlisted, 2 are listed Grade 2, 6 are listed Grade 2* and 1 is listed Grade 1

Our worship

Of our Parishes, a number offer weekly Eucharist (Common Worship).

Three (All Saints, Penwerris, St Gluvias) have variations on a high church/Anglican Catholic tradition.

Others alternate Eucharist with a Service of the Word.

Three parishes offer Evensong/Evening Prayer

Four parishes offer midweek Eucharists, and others various forms of corporate or personal prayer.

New Street Church holds a service every Sunday afternoon in a contemporary style and format (usually non-liturgical and occasionally Eucharistic)

Our ministry

Until 2019, Carmarth South Deanery enjoyed an unequalled provision of dedicated parochial clergy, to the extent that each parish (with the exception of Penwerris) had its own parish priest (4 stipendiary, 2 part-time stipendiary, one SSM, one HfD).

The situation has now changed significantly, so that in 2022 the Deanery has **3 full-time stipendiary** (one of which is a 3-year contract ending 2023), **1 p/t stipendiary** without housing, **1 SSM**. There are **2 stipendiary Curates** in the Deanery (licensed to All Saints/KCM/New Street) and **one SSM Curate** (Budock).

In addition, there is **1 f/t ordained Minister** for New Street Church (funded externally through TM until 30/06/23). TM also funds several other lay roles both full-time and part time. All are currently due to end on 30/06/23.

There is only **1 licensed Reader** in the Deanery (Budock Parish).

There are **12 Local Worship Leaders** and **6 Local Pastoral Ministers**.

This lack of authorised lay ministry is of significant concern and is addressed in this Plan.

We are currently charged under MMF for **8 x Ministry Group charges**.

2.2 *The issues we are facing*

- Declining congregations
- Ageing congregations and the lack of children and younger adults in most of our congregations
- The lasting impact of clerical dependence and significant lack of authorised lay ministry
- The pressure put on Sunday morning ministry by lack of licensed/authorised ministers
- The impact of the Covid years - and the continuing effects of the virus - on congregational numbers and on habits of life and worship.
- The need to provide a fair allocation of ministry to cover the towns and the rural areas of the Deanery.
- Too few faithful lay parish officers doing too much work
- Old, listed buildings in various states of repair

2.3 *Our current fruitfulness & sustainability*

Fruitfulness

The poor Deanery CAP project
Community engagement

Schools,
children
& YP Long standing connections with schools through governing bodies
Providing Open the Book across the schools
Providing resources to support the primary curriculum

Regular visits by schools to local churches as part of curriculum
 School chaplaincy
 Parent/Carer & Toddler groups

Discipleship Home groups within which New leaders are identified / given opportunities to pray/ to lead/ and to care for one another. Freedom in Christ courses have been run and cross-deanery Confirmation preparation classes
 Alpha Groups are encouraged and taken into the homes of baptism families.

Community Life Strong links formed between churches and community groups to serve their communities during Covid - especially strong in the villages; eg community collections for Ukraine

Global Church Links with Church Mission Society through a Mission partner;
 Links with a Community garden in Migori, Kenya via 'Send a Cow'

Creation Community Gardens
 Solar panels installed and other 'greening' projects
 Churchyard/ wildlife and maintenance
 Benches placed for locals to enjoy spectacular views
 Higher Wayfield is an ongoing Missional opportunity

Sustainability

New faith Alpha groups

Growing faith Freedom in Christ courses

Leadership Growing Leaders courses
 Local Worship Leaders trained and commissioned

Diversity of calling Ecumenical leadership
 Small teams of Local Worshipping Leaders.

Money Across the deanery as a whole, our current MMF contributions do not match our Ministry MMF costs. Some Parishes do pay their MMF Call in full (although in the recent past, this has been from reserves), but others have struggled and continue to do so.
 The costs of TMF are currently met from grant-funding; this will cease in June 2023.

Buildings Not all our buildings are best located for current worship, ministry and mission needs. Some are disproportionately expensive (both financially and in terms of volunteer time and energy) to maintain

3.1

What God is doing

- Continuing to bring us together at a leadership level.
Building relationships of mutual trust and appreciation.
- Revealing points of unity within the deanery - most specifically around themes of the Poor & marginalised, Creation care and Mission.
- Enabling work with groups previously little impacted by our Churches.
- Challenging our unspoken assumption that our churches only exist for the sake of those who already belong
- Enabling pioneering forms of service (Live streaming) and engaging with the community.
- Revealing the need to develop a variety of lay ministries
- Encouraging us to work with and be more integrated into our wider communities

3.2

What God has been saying On the Way

- We have been challenged about how we balance pastoral care and worship provision for current congregations with the priorities of mission and fruitfulness
- We are being challenged to focus our work with and among those who are struggling in our communities - 'preferential option for the poor'
- We have been challenged about how we integrate the ongoing work of TMF with the parishes and Deanery
- We need one another - working together in a spirit of unity is important
- We have recognised the need to diversify our leadership and ministry to include a greater number of lay ministers

4.1

Becoming more fruitful and sustainable

Our choice of shared priorities for our Focus Groups and for future development reflected existing work through LYCiG and TMF. The choice of shared priorities does not exclude individual parishes focusing on particular issues that reflect their contexts and callings.

We recognise some of the tensions that exist between being fruitful and being sustainable. Some of the mission to which we feel called is unlikely to be that which boosts church attendance or parish income. Ministry of **compassion among the**

poor, and ministry in and alongside schools are both demanding on time and energy and unlikely to lead directly to congregational growth. Nonetheless these are areas of fruitfulness to which we feel particularly called.

Given our ongoing commitment to ministry among the “missing generations”, we opted to create two Focus Groups to cover “Schools and Young People”. The proposals from the first group relate to work supporting **Primary Schools and young families**. The proposals from the second group relate to ministry among **young people in secondary schools and University students**.

In seeking to pursue mission priorities, we are open to working in partnership, perhaps with neighbouring Deaneries or with churches of other denominations with shared objectives.

Encouraging vocations to lay and ordained Ministry

As noted above, we realise that we will need to increase significantly the number of ministers working across the deanery. Through our planned annual ‘Growing Leaders’ course we will encourage people to offer themselves as ministers - lay or ordained. We will publicise diocesan courses for local worship leaders and pastoral ministers, and we will have intentional conversations with those who may be called to be a Reader (Licensed Lay Ministers) or a local church community leader, signposting them to the Foundations in Christian Ministry Course and/or Sens Kernewek.

4.2

Our plans I - How we expect to change

The formation of the BMO, incorporating all the parishes of the Deanery, and allowing for the creation of New Street Church, was always intended as an interim measure and the Deanery Synod has long recognised that a more permanent change of structure will be necessary to deploy and develop ministry appropriate to our mission aims.

Synod has debated on several occasions the form that such a structure might take, considering a choice between two formats:

- 1) Splitting the **Deanery into two benefices** (one centred on Falmouth and one on Penryn with each incorporating neighbouring villages). This would require an incumbent in each benefice, supplemented by specialist ministries shared across the two.
- 2) Forming the entire **Deanery into a single benefice**, served by 2.5 to 3 stipendiary clergy and supplemented by specialist ministries

In 2019 Deanery Synod voted to work towards the **Option 2**, though no detailed consideration was given to the status of individual parishes within this structure, or to the Governance structures which might be adopted (e.g. the relationship between a Group Council and PCCs or the possible combining of parishes within the overall benefice.)

The more detailed deliberations of the Deanery Plan Leadership Group have led to a reversion to **Option 1**

(Please note here changes from the previous version (10) of the Plan presented to PCCs - the Leadership Team have noted comments and questions relating to the complexity of governance under a Group Ministry and have simplified the proposed structure)

Governance Proposal: We propose the creation of TWO Benefices - one centred on Falmouth and one centred on Penryn, each with their surrounding villages.

| | Falmouth All Saints, Falmouth KCM, Mawnan, Budock (New Street Ch ¹) | Flushing & Mylor, St Gluvias, Mabe & Ponsanooth, Penwerris | Deanery Totals |
|--|---|--|----------------------|
| Number of Parishes | 4 | 5 | 9 |
| Number of Churches | 6 | 8 | 14 |
| Civil Population | 21,427 | 21,562 | 42,989 |
| MMF Call (2021) | 173,644 | 120,800 | 294,444 |
| MMF Paid (2021) | 149,919 | 97,443 ² | 247,362 ² |
| Difference Between 2021 Call & 2021 Paid | -23,725 | -23,357 | -47,082 |
| 2023 Projections | | | |
| Stipendiary Ministry (FTE) | 1.3 ³ | 1.0 | 2.3 |
| Stipendiary Ministry (0.5FTE & No House) | - | - | - |

| | | | |
|---|----------------|---------------|----------------|
| Stipendiary Minister (0.5FTE & House) | - | - | - |
| SSM | 1.0 | 1.0 | 2.0 |
| House for Duty | 1.0 | 1.0 | 2.0 |
| PTO | 5.0 | 2.0 | 7.0 |
| Readers | 1.0 | - | 1.0 |
| Ministry Group charge | 1.0 | 1.0 | 2.0 |
| Cost of ministry proposal (2023) | 103,100 | 85,390 | 188,490 |
| Deanery Admin (0.8FTE including on costs) | | | 25,000 |
| Children & Schools Worker (0.5FTE inc on costs & expenses) | | | 20,000 |
| Total Cost of Proposals | | | 233,490 |
| Difference between MMF Paid (2021) and Total Cost of Proposal (2023) | | | 13,872 |

Notes:

1. New Street Church is included in the number of churches in the Falmouth Group. It doesn't have a building but is a congregation in its own right. Other churches are buildings and congregations.
2. In 2021 Penwerris paid £24,000 against a call of £11,243. We have removed this overpayment from the calculations as we assume that Penwerris will not do the same in the future.
3. It is proposed in the Project Reset for Transforming Mission Falmouth that the post of **Lead Minister of New Street Church become a 0.7fte post** and that the remaining **0.3 fte** of the post is applied to **ordained support of the Benefice/Group** including Sunday morning ministry as agreed (see below).

GOVERNANCE PROPOSAL FOR CARNMARTH SOUTH

Carnmarth South Deanery Synod

Responsible for:

- Setting the vision and implementing the Deanery plan
- Delivering deanery-wide mission activities (eg CAP) & employing Deanery Missioner
 - Co-ordinating worship provision (as necessary)
- Providing administration (including central contact point for occasional offices etc)
 - Employing the Children & Schools worker
 - Encouraging and enabling lay ministry
- 'Collecting' Parish financial contributions to support mission priorities

"Falmouth"* Benefice

Benefice Ministry Team led by Rector

Benefice Council responsible for:

- Worship provision
- Mission and ministry

"Penryn"* benefice

Benefice Ministry Team led by Rector

Benefice Council responsible for:

- Worship provision
- Mission and ministry

PCCs/ CIO

Mawnan

Budock

All Saints,
Falmouth

KCM,
Falmouth

New Street Church**

PCCs remain responsible for their own building(s) and finances, but must commit to paying their (agreed) share of deanery expenditure

PCCs

Penwerris ***

Mabe and
Ponsanooth

St Gluvias,
Penryn

Flushing

Mylor

*The Benefices have yet to be named. That will be part of the implementation process. "Falmouth" and "Penryn" are simply shorthand for now.

****New Street Church will function as part of the Benefice, but is not technically a Parish and will be distinct for the time being as the Church exists under a Bishop's Mission Order and is governed by a CIO (Charitable Incorporated Organisation) Board. Lead Minister (0.7fte) and other appointments will be paid for through Transforming Mission.**

***** The status of Penwerris Parish is not yet fully clear on account of their being a "Society" parish. This may impact on matters such as provision of worship, but we hope to work together in all matters relating to Mission**

Clergy Deployment and Worship provision across the Deanery.

On the Way has inevitably raised questions of concern about lack of priestly cover for parish worship and a fear of church buildings being closed for public worship.

This part of the document seeks to address those issues - and to provide some assurance.

First, it is true to say that the cost of maintaining buildings can be prohibitive, and especially for parishes where there are two places of worship. However, there has been no discussion yet about use of buildings nor do we anticipate any proposals for closure.

Looking ahead, we recognise and affirm that, in order to ensure worship is available in some form in every parish within the two benefices of Falmouth and Penryn, we shall need to use all our resources; lay and ordained to achieve this. In this context, we have already noted that most parishes enjoy a mixture of clergy and lay led worship. This will allow for much more flexibility in overall planning.

In addition, there is some evidence that congregations would be happy, when necessary, to attend midweek services for their main act of worship, which would help to ease the load for clergy on Sundays. Others have given some thought to the possibility of Extended Communion. Both of the above possibilities will require some more response from the wider deanery before we can truly understand any future benefits.

We have also determined that in the future clergy will be asked to work across the benefices and particularly for occasional offices. On average there are 50/60 baptisms a year and about 25 Weddings. We already have a system in place for funeral cover across the deanery.

After months of prayerful conversations, we have come to believe that this will only be achievable if we acknowledge where God has already been working and seek to build from there. Our governance proposal reflects this and we pray that in its implementation, the plan will be, in God, both realistic and ambitious.

The above spreadsheet reveals how we believe that various ministry provision will look by mid-June 2023 and we set out below the plan in more detail.

Worship provision for the Two Towns and Villages

We were pleasantly surprised to discover that worship provision became more possible and affordable, within the benefices, once we allowed for different types of clergy posts ; House for duty; Self Supporting as well as half time and FTE's, Readers and worship leaders.

Clearly there are risks, including not being able to attract candidates for part time or half time posts - but we are hopeful. We sense that there will be two parts to the implementation of the plan.

First Proposal

Appoint **2 House-for-duty posts**: preferably with the aim of starting in January 2023 or sooner.

- One in the Penryn Benefice based at Mabe - with a possibility of connecting with the local university and young people
- One in the Falmouth benefice (base to be confirmed) with an opportunity of connecting with the town and the Hub ministry (as above).

We intend that such posts will be filled ideally by the beginning of, or early in, the transition period.

The benefits of such a transition stage will be to:

Encourage and strengthen the ministry of parishes where appointments have been made

Train worship Leaders and Pastoral ministers (hopefully beginning this autumn) for use in non-Eucharistic services, and give us

Time to prepare for further changes of personnel when fewer clergy will be available.

Second proposal

Appoint a **deanery administrator**, or possibly two, who will jointly coordinate the ministry of the two benefices as a whole and become first point of contact. We still need to consider existing Administrators within this context.

Third Proposal

That the **Lead Minister from TM/New Street** might operate within the deanery as 0.3 of a post. If this transpires, we shall then have someone in place within the town of Falmouth. It will require mutual understanding of the nature of such provision both in terms of worship and indeed for occasional offices. In any event, it is unlikely that this will be implemented until June 2023

Fourth Proposal

In acknowledgment of the excellent work within schools that the Schools worker has achieved with TM, it is proposed that the deanery would seek fund this role after TM funds are no longer available.

Finally, we are still seeking to include the Parish of Penwerris within the Deanery plan but have to acknowledge and respect their present stance on ministry provision as a Society Church. At the very least, we hope to be able to provide pastoral ministry to the parish and engage in some form of mission.

At the meeting with the churchwarden of Penwerris, it was agreed that we would continue to keep them informed of the deanery plan development and continue to discuss how Penwerris might be included in that deanery plan.

We acknowledge the issues of affordability but hope that, with such an optimistic approach, that there will be an eventual increase in worshippers as congregations are nurtured and disciple, and generosity is encouraged.

LICF Funding

We have identified the following priorities for the deployment of our LICF Funding. Rather than spread the funding out in small amounts to each Parish in the Deanery, we propose dedicating the full sum across the Deanery with an accent on the areas of greatest need, the parishes of Penwerris and St Gluvias.

| | Deanery |
|--|----------------|
| Funding for CAP Debt Centre | 14,000 |
| Funding for Centre Missioner Falmouth & Penryn | 34,000 |
| Total (funded by LICF grant) | 48,000 |

BUILDINGS and MONEY

At this point we have not focused fully on either

- *means of increasing overall income or*
- *the most productive and cost-effective (fruitful and sustainable) uses for each of our buildings*

We propose early in the implementation period of this plan to focus on:

1. Encouraging Generosity: We have welcomed support from the Generous Giving Adviser who covers our deanery and we will ask for their help in working with parishes across the Deanery to develop a culture of generosity and the means to enable easy giving

2. Buildings Review: We will carry out a detailed review of all our buildings to identify possible uses including Prayer spaces, commercial/community use, hospitality and welcome, centres of learning, quiet gardens, tourist/pilgrimage/creation care experiences etc and the resources needed to bring ideas to life.

Parsonage Houses and Diocesan-owned houses. There are currently 14 TDBF-owned houses in the Deanery. Of these 3 are currently occupied by Incumbent clergy, 1 by TM Clergy, 1 by Curates

Our Projections for ministry from 2023 identify the recruitment of **2x “House for Duty” Priests** - one in each benefice

We recognise the potential difficulties related to HfD ministry, but our experience in this deanery teaches us that

- a) we are able to attract high quality candidates for such posts*
- b) this ministry can be effective and complementary to other deanery appointments.*
- c) Very clear stipulation will need to be included in Job Descriptions for such posts that the “Duty” element is owed to the Benefice and/or Group and **not** simply to the parish in which the Priest is resident.*

Our plans II - Specific actions & projects

Deanery Projects and Initiatives: FRUITFULNESS

4.2.1 The poor & marginalised

PROPOSALS:

Though there are poverty-related issues in parishes across the Deanery, particular areas of deprivation are focused in the parishes of Penwerris and St Gluvias and it is here that we plan to focus our bid for LICF funding.

- 1: To resource the **Christians Against Poverty (CAP) debt centre**
- 2: To resource a **Deanery Missioner & two Deanery Centres of Mission** in Penryn and Falmouth

PROPOSAL 4.2.1 has significant cost implications. These costs will be covered by the use of our allotted LICF Funding

4.2.2 Schools & Families

PROPOSALS:

1: To implement our ambitious and strategic deanery plan for working with Children, Families & Primary Schools that builds on and extends the work begun by TM Falmouth, working across the deanery and complementing work already underway (e.g. Messy Church, Open the Book etc.).

- 2: To employ a part-time **Deanery Children, Families & Schools Lead** from June 2023.

PROPOSAL 4.2.2 has a cost implication. These costs will be covered by contributions from the parishes in the deanery.

The following proposals (with the exception of 4.2.5 (2) Deanery Support Admin/Comms) come with no significant financial cost attached.

4.2.3 Young People and Students

PROPOSALS:

- 1: **University Chaplaincy** - appointment of volunteer Deanery Chaplaincy Coordinator, Chaplains and Supporters (no cost)

4.2.4

PROPOSALS:

- 1: We seek to **nurture those who are searching**, or new to faith in Jesus Christ using courses such as

New Faith, Growing Faith & Discipleship 'Christianity Explored' or 'Alpha Courses'. We will establish a principle of intentionally making disciples, running Alpha courses across the deanery with the intention of creating follow-on home groups.

2: We seek to establish **patterns of discipleship** with a view to growing a church which functions as the body of Christ throughout the deanery. This may be achieved through attendance of a "Discipleship Explored" course - or similar. In addition we would encourage membership of small Home/House groups, within which people may care for each other; learn about Christ's desire for all to abide in Him and be fruitful; exercise leadership; discover their gifts and be encouraged to use them as we seek to grow God's Church.

PROPOSALS:

4.2.5 Life-giving Leadership **1:** to run an annual Deanery-wide "**Growing Leaders**" course and to encourage vocations across the deanery, signposting to the relevant diocesan courses

2: to appoint to **Deanery Support (Comms/Admin)** posts, the Job description of these posts will emerge in line with the deanery structure (i.e. this could be two or more part-time posts working across the deanery)

3: The inclusion of provision for time spent on life-sustaining ministry in any (clergy) job description

PROPOSAL 4.2.5 (2) has a cost implication. These costs will be covered by contributions from the parishes in the deanery.

PROPOSALS:

4.2.6 Creation Care **1: On the Way: Exploring the churches of South Carmarth**

To devise, map and publicise several walking routes which, between them, will cover all the churches in the Deanery. Once these are in place, activities and events will be developed and introduced over time. There is a small cost implication for this proposal - producing maps, walking route info etc.

2: Creation Care champions

We will encourage those parishes which don't already have a Creation Care champion to seek to appoint one.

Appendix 1 - The aims of TMF have been to:

1. *Develop a thriving missional community in the churches in Falmouth and Carnmarth South Deanery;*
2. *Develop an effective ministry to the ‘missing generations’ in Falmouth, especially young families;*
3. *Identify, nurture and train future leaders in ministry, lay and ordained, who can be deployed in the Deanery, Diocese and the wider Church;*
4. *Develop a network of resources to be shared across the area to best serve the missional community, including venues, equipment and people;*
5. *Develop a culture of church planting.*

APPENDIX 2 - Focus Group Proposals

2.1 Poor & Marginalised Group: Proposals

The specific proposals put forward below are intended to build upon and strengthen projects already initiated within the Deanery

CAP Debt Centre

The establishment of the CAP Debt Centre to serve Falmouth, Penryn and the surrounding villages was a Deanery initiative that arose from the Clergy Chapter's expressed desire to support mission in the more deprived areas of the Deanery. After a slow start due to Covid, the Debt Centre is now taking on two new clients each month (the current maximum number) and plans are being developed to increase capacity later this year. The flow of new client referrals in recent months and the extremely concerning economic outlook, especially for those living in poverty, indicate that the demand for debt help will only increase.

The Diocese of Truro generously committed to provide financial support for the start-up costs and operating expenses in the early years but the annual contribution is diminishing and will end in 2024. The annual cost of operating the Debt Centre is forecast to rise to approximately £21,000 by 2023 of which the Diocese will contribute £2,600.

To support and sustain this vital service and witness to those in our community whose circumstances so clearly identify them as among the "poor and marginalised" we propose that £14,000 be made available annually to the Deanery CAP Debt Centre from LICF funding. The Deanery will seek the balance required from individual donors and grant making organisations.

Deanery Missioner & Deanery Centres of Mission

There are large parts of Falmouth (notably but by no means exclusively in the parish of Penwerris) and Penryn that are areas of multiple deprivations; it is undoubtedly true also that there are pockets and isolated instances of deprivation even in the generally more affluent parts of our towns and villages as well as in rural areas of the Deanery. Currently these areas are not served as well as they potentially could be, mainly perhaps because the several churches that have a real heart to serve these areas do not have the capacity on their own to do so.

One way to begin to address this is to create a shared focal point for mission, facilitated by a missioner, who can act as a catalyst to encourage, facilitate, and provide training for those who wish to step out in mission, but are looking for the support to do so. Most would perhaps agree that community is at the heart of mission, rather than events alone; it was this idea that led to the establishment of the Falmouth Centre for Mission and now the drive to see a similar missional community established at St Gluvias Hall in the heart of Penryn & on the Penwerris estate.

A Centre for Mission, based in the Huddle space in the centre of Falmouth, was established as part of TM Falmouth in early 2022 and is already beginning to identify ways of working with people from churches in the town and across the Deanery who have a heart for mission and for those members of our communities who are struggling in various ways. With funding for TM Falmouth scheduled to end in June 2023, it is considered vital that this initiative be continued. But we also want to do more and establish similar centres for Mission in Penryn & Penwerris.

This second proposal therefore contains two elements.

- a) To fund the continued employment of a Missioner to support existing mission and act as a catalyst for pioneering new missional endeavours across the churches in the deanery. The role would be over four days per week with a specific focus on areas & projects that work with the poor and marginalised, including working alongside CAP.
- b) Alongside the work already underway in developing a Centre of Mission in Huddle, two other Centres of Mission will be established, working towards them operating for a day a week in partnership with the host churches.

Working together, these three Centres of Mission will serve Falmouth, Penryn and the wider Deanery, focusing on the poor and marginalised, through initiatives such as serving the homeless, the bereaved, those on low incomes living on boats and families and children living below the poverty line as well as supporting the work of CAP. They will become places of missional community served by, and building on, the existing work of our congregations as well as connecting ecumenically.

Ideally, the Falmouth Centre would continue to be based in the former Huddle premises below King Charles the Martyr Church in the centre of Falmouth. This, though, is dependent on negotiations with the KCM PCC regarding availability and cost as well as a robust assessment of the ability to generate income from lettings to outside organisations on days and at times when the space is not used by the Centre for Mission. Initial successes in this latter area are encouraging but further work needs to be done to determine what could be achieved as part of future negotiations.

The present thinking is that the Penryn Centre would be based at St Gluvias Community Hall in the heart of the town while the Penwerris Centre might use the facilities of Laburnham Hall. In both cases, discussions with the respective PCCs are yet to take place.

The anticipated annual cost of this second proposal is £34,000 but it is envisaged a significant part of this will be provided in 2023 by the committed funding from TM Falmouth up to June.

C) We also encourage each Parish to appoint a “Community Champion” to belong to a network, under the Leadership of the Missioner, dedicated to highlighting and responding to the needs of each individual community

2.2 Schools and Families Group Proposals

PROPOSALS: 1 To implement our ambitious and strategic deanery plan for working with Children, Families & Primary Schools that builds on and extends the work begun by TM Falmouth, and complements the work already being done by the parishes (Assemblies, Open the Book, Messy Church etc.)

2 To employ a part-time Deanery Children, Families & Schools Lead from June 2023.

Estimated Costs:

- Salary: **£14,500** per annum (for a 0.5 FTE post)
- Budget (for the employee to cover resources, mileage, training etc): **£2,500** per annum
- Depending on the willingness of individual churches to engage with any particular part of the project, there are likely to be some additional costs (e.g. each Christmas/Easter workshop costs around £25 per session; Busy bags costs around £2-£3 per bag; a Holiday Club is likely to have a higher cost, possibly up to £1,000)

2.3 Young People and students Proposals

- *To focus on Partnerships - both across Deanery Churches and ecumenically*
- *To use the experience and existing ministries of New Street and TM Falmouth to enable Deanery churches to engage with the “Missing generations”*

2.3.1 Students: University Chaplaincy

- To appoint a **Deanery representative** to work with and support the University Chaplaincy and to encourage recruitment of parish-based members of the Chaplaincy Team.
- To recruit at least two volunteer **Anglican Chaplains** to the Team
- To recruit a **Supporter** for each Chaplain appointed.
- To work closely with the Coordinating Chaplain and to invite the Chaplain to speak from time to time at Deanery Synod
- That **New Street** church continues its ministry among students, liaising with the Christian Union and leading student Alpha Groups.
- That **Huddle** (in its new incarnation) provides facilities for student community in Falmouth.
- That all the **Deanery Churches** are represented at **Welcome (Freshers’) Week** with the opportunity to present welcome and opportunity for students.

2.3.2 Young adults

The Deanery seek to establish, perhaps with New St, an **activity-based group** for younger adults.

2.3.3 Youth *(This proposal, though desirable, is deemed beyond our capacity to fund at present)*

- **Appoint Deanery Youth Leader** - either shared ecumenically with other Falmouth Churches, or across adjoining Deaneries as part of several OtW plans *(see fuller proposals below)*

2.4 Discipleship Proposals

Discipleship

Priority 1: to establish a principle of intentionally making disciples in each parish.

Making disciples is a crucial part of a church becoming Fruitful and sustainable

Aim to set up Alpha courses in each parish with the intention of creating home groups.

Possible outcomes would include:

Disciples who are

More confident in their faith

More at ease with use of Bible

A place of learning how to pray together

Enjoying the benefits of Fellowship in a small group

Pastorally aware of those within the group

Missionally concerned for the area in which they live.

Costs: Training materials: Course booklets Accompanying work books

Risks: There might not be a positive view of study groups and fellowship. The reason for this will require careful and sensitive teaching.

2.5 Life-giving Leadership Proposals

- 1 Growing Leaders
- 2 Deanery Support (Comms/Admin)
- 3 The inclusion of provision for time spent on life-sustaining ministry in any (clergy) job description

In terms of timescales, 1 should be immediate and repeated annually; 2 & 3 need will depend wider plans for the deanery, particularly the deanery structure.

In terms of costs, for priority 1 we're looking at up to £200 per course once all of the consumables are factored in, but the course material is essentially free now that TM Falmouth have downloaded them. Priority 3 is zero cost. There was disagreement in our group about how we should cost priority 2, because there was disagreement about what 'deanery support' should look like. As a starting point, we suggest a cost of £25k pa, equivalent to a full-time paid post.

2.6 Creation Care Proposals

1: On the Way: Exploring the churches of South Carnmarth

To devise, map and publicise several walking routes which, between them, will cover all the churches in the Deanery. Once these are in place, activities and events will be developed and introduced over time. There is a small cost implication for this proposal - producing maps, walking route info etc.

We will produce an A3 sheet with the map of the area as its centre with information around the outside which is more practical. This will make it cheaper and easier to produce. (IT information to be added online). We will include routes between churches as it would be very difficult to join all the churches up on a single route. We will include Glasney on the map. Also route guides will be produced.

We will call the project On The Way, or Along The Way if there is a problem with using the same name.

2: Creation Care champions

We will encourage those parishes which don't already have a Creation Care champion to seek to appoint one.

Appendix 3 - Risks

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

| Risk | Consequence | Likelihood | Impact | Score | Controls/Actions |
|--|--|------------|--------|-------|--|
| Lack of buy in from parishes and PCCs | Plan is not implemented or implementation delayed and therefore not completed in time. Balanced budget not achieved in 2023 | 3 | 4 | 12 | Consultation on relevant aspects of the plan with parishes and PCCs prior to Synod vote |
| Deanery Clergy fail to engage in plan implementation phase. | Plan is not implemented or implementation delayed and therefore not completed in time. Balanced budget not achieved in 2023 | 2 | 4 | 8 | Deanery Clergy have been involved throughout the planning process |
| PCCs object to pastoral reorganisation schemes | Pastoral re-organisation delayed and heavy legal costs incurred | 3 | 5 | 15 | Early consultation on schemes with PCCs |
| MMF contributions do not return to 2019 levels | Further cuts in expenditure will be required to balance the budget | 4 | 4 | 16 | Engage support from Generous Giving Adviser |
| TM Falmouth funding underspend cannot be used to part fund post after 2023 | Further cuts in expenditure will be required to balance the budget | 2 | 4 | 8 | Early consultation with Church Commissioners and Diocese |
| Burnout of clergy and laity during and/or after implementation | Plan is not implemented or implementation delayed and therefore not completed in time. Balanced budget not achieved in 2023 | 3 | 4 | 12 | Early appointment of 2x HfD posts to aid transition |
| Lack of recruitment of clergy to what are seen as 'impossible' jobs | Plan is not implemented or implementation delayed and therefore not completed in time. Plan needs to be revisited. | 3 | 5 | 15 | Carefully considered and realistic Job Descriptions and Person Specifications to accurately represent the challenges and the opportunities and support available |
| Failure to recruit, train and support sufficient lay leaders | Congregations become disillusioned, diminished and non-viable. | 4 | 4 | 16 | Specific responsibility be given to one clergy post for the training and support of lay leaders (possibly the 0.4 post) |

| | | | | | |
|---|---|---|---|----|---|
| Fewer givers due to fewer attenders due to fewer clergy | Finances decline. Plan becomes unaffordable. | 3 | 5 | 15 | Focus on encouraging generosity across the parishes and fostering benefice identity and sense of belonging |
| Plan to integrate TM Falmouth into deanery unsuccessful | Plan implementation delayed and growing frustration and mistrust. | 2 | 4 | 8 | Appointment of joint New Street/Deanery clergy role as proposed. Shared “ownership” of previously TM roles. Good communication at all levels. |