

Deanery Plan East Wivelshire

Version Number and Date	Final 1 - 26 th May 2022 Updated 4 Dec 2023
Approved by Deanery Synod	30 June 2022
Update Approved by Deanery Synod	
Endorsed by Bishop	[Date]
Rural Dean 2022	Chris Painter
Acting Rural Dean 2023	Revd Canon Lynn Parker
Lay Chair 2022	David Watters
Lay Chair 2023	Richard Margetts

East Wivelshire Deanery Plan in Summary

Vision

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

On The Way

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

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

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

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

Three Benefices

The Deanery will be divided into three benefices, with each benefice developing a resource ethos:

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

We must plan for growth to become 'Fruitful' and Sustainable:

Fruitfulness

The deanery will focus on Discipleship using two main tools:

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

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

- Supporting the vulnerable and in need through the employment of 2 Christians Against Poverty (CAP) Debt Coaches and introducing courses on life skills and a job club.
- Using church land for community garden projects
- Employing chaplains to work with schools, to provide assemblies, engage with the curriculum, assist governing bodies and provide pastoral support to the staff and families.
- Continuing to form relationships with other community leaders

Sustainability

- The deanery will work towards sustainability by:
- Growing our faith through teaching
- Increasing the breadth of worship tradition throughout the deanery
- Planning for a growth in numbers of those coming to faith through community engagement, CAP and small groups
- Engaging with new communities by developing an effective pioneer team working with the Pioneer Minister
- Increasing giving, an essential component, by a greater use of the parish Giving Scheme (PGS), and Generous Giving sessions
- PCCs will carry out an audit of their church buildings to help inform a Deanery
- Estate strategy
- Establish a 'Built Heritage' group to develop a strategy for all of the buildings, enabling ministry teams to focus on faith and growth.

Leadership and Governance

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

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

The Steering Group recognises that pastoral organisation will take time to follow the formal processes required. The three Benefices will be created under a Pastoral Re-organisation Scheme once the incumbents and parsonages for each benefice have been identified.

A Plan for Growth

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

Financial Summary

The Deanery needs to ensure that its MMF contribution covers the agreed costs of the stipendiary clergy and the Diocesan overhead in order to release the additional LICF and Mission funding. The MMF allocation will be made on a Deanery wide basis with the Diocesan overhead simply divided by the number of parishes and the cost of clergy allocated in relation to the unrestricted income, taking into account any anomalies within each parish.

To remain sustainable and to recruit any additional support staff, there has to be a steady and consistent growth in parish income. This, in turn, will need every Parish to actively review and encourage its regular giving in terms of greater use of the Parish Giving Scheme (PGS); encouraging more givers; an increase in average giving and optimizing all income generation opportunities across the Deanery.

Evolution of the Plan through 2023

No plan should be regarded as written in tablets of stone. As the Implementation Team have worked together throughout 2023 it has become evident that an updated version of the Deanery Plan is required. Some amendments are matters of timing in response to practical factors, while others reflect changes in emphasis in response to conversations with individuals and PCCs and also discussions at Deanery Synod. However, as can be seen above, the fundamentals of the plan have not changed.

In the first category, it has taken longer to establish the planned Leadership Team (Deanery Leader plus three Oversight Ministers) than was hoped and this has necessarily delayed progress in other areas, such as developing support ministries and encouraging growth in mission and discipleship. While we now have our first Oversight Minister in post, and our new Rural Dean and Strategic Leader is due to join us in January, there are still two key posts to fill so some objectives have necessarily been rescheduled.

In the second category, it became evident that there were particularly strong feelings about a perceived risk of church closures, despite the fact that these would always have had to be initiated at Parish level. While there will doubtless still have to be difficult decisions made, there is certainly no intention for changes to be imposed from above – either directly or by setting specific criteria to be met. Likewise, the concept of a “Hub and Satellite” structure – while intended to imply and encourage a supportive relationship between churches in a group – has proved to be divisive. Along with any future changes in formal governance, it has become clear that exactly how the network of churches in a particular benefice will work together will be best left for that benefice to decide. It is recognised that no one model fits all, so the outcome may well be different in each of the three areas, though we would expect that a principle of mutual support would underpin any arrangement.

East Wivelshire Deanery Implementation Team (DIT)
Plan Updated December 2023

Deanery Plan

East Wivelshire

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Please see the accompanying guidance notes for help to complete the Deanery Plan (Note 1 refers to the title page)

PROCESS FOR THE CREATION OF THE DEANERY PLAN

Note

1.0 Consultation

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

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

Purpose:

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

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

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

The outcome, taking our resources and spiritual needs into account, is a re-organisation involving a pastoral re-organisation, a change in leadership styles involving greater use of lay ministers and leaders in specific areas of mission, offset by a reduction in clergy numbers and a reduction in the number of churches used each week for worship – to ensure more meaningful worship and instruction. We have included a Planting Curate (see Footnote below) to operate as an outreach/pioneer minister based on a major housing development in the Deanery; we will enhance our work with schools and develop a change of culture to meet the spiritual needs of young families across the Deanery and the use of interns to work with young people.

As a Deanery we believe Christ came to be good news to the poor and we wish to reflect this in our mission and outreach. We want to create CAP

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

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

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

Footnote: The plan originally envisaged a "Planting Curate" to work on a new housing development on the outskirts of Saltash. Changes in the management and timescale of this development, together with an expanding vision of the opportunities for pioneering ministry across the Deanery, has meant that the Pioneer Minister role is now being seen as operating in a wider context, while potentially still being rooted in this new community.

DEANERY PLAN

Note

1.1 Vision & Mission Priorities

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Vision Statement

Love God, Serve People, Make Disciples

Vision

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

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

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

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

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

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

Agreed Agenda for Mission

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

1. Taking faith seriously

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

2. Working together

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

3. Community engagement

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

4. Reaching out to families

We will reach out to families, young people and schools offering a variety of activities such as accessible worship and classroom teaching, and pastoral support, but we recognise that we will need to do some work to understand their needs and opportunities to enable us to more effectively meet them where they are.

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

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

2.1 Who we are in 2022



Location and resources

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

In 2022 there are:

5 incumbents

1 Associate Priest (House for Duty)

1 Assistant Curate

12 Clergy with PTO

13 LLM / Readers

2 Ordinands

1 Children and families worker at Callington

A number of Local Worship Leaders

Church Buildings

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

Other denominations in the deanery

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

Schools

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

Population

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

Deprivation

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

Church Statistics

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

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

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

Sustainability – Population and Income

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

Affordability

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

2.2 What people say about us

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

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

2.3 The issues we are facing

Problems

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

Opportunities

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

2.4 Our current fruitfulness & sustainability (examples)

Fruitfulness

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

Sustainability

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

3.1 What God is doing

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

We recognise that the Deanery as a whole has not been actively listening for God's word or looking for His work in our communities, inside and outside the churches. We believe God is at work within the On The Way process and showing us opportunities which will lead to new pioneering opportunities.

3.2 What God has been saying *On the Way*

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

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

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

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Fruitfulness

The vulnerable Outcomes:

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

Actions:

- To create and implement a CAP provision across the through CAP debt coaches across the deanery, covering PL10, PL11, PL17 and PL18. This builds on the existing work already in place in PL12.
- To build several community gardens using spare glebe and other land as a resource for communities

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

Schools & YP

Outcomes:

- Engagement with every school in the deanery

Actions:

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

Discipleship

Outcomes:

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

Actions:

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

Community Life

Outcomes:

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

Actions:

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

Global Church

Outcomes:

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

Actions:

- Continue to support the initiatives we already engage with

Creation

Outcomes:

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

Actions:

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

Sustainability

New faith

Outcomes:

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

Actions:

- Appointment of a Pioneer Minister to develop a pioneer network and build capability within the Deanery
- Run several Alpha (or similar) courses per annum, including youth courses

Growing faith

Outcomes:

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

Actions:

- Identify teaching plans/prospectus and provide suitable material for small groups
- Equip people to be able to give a short answer (elevator pitch) to the question “Why are you a Christian?”
- Teach people to give their testimony
- Encourage people to invite others to small groups
- Encourage 1-2-1 evangelism
- Offer a full breadth of worship traditions across the Deanery each week - including Zoom - using a combination of clergy and Readers / Lay Licensed Ministers, Local Worship Leaders thereby avoiding the need for anyone to cash between different churches on a Sunday. This allows time for the ministry team to be fully present with the church community. New and emerging forms of worship will also be developed at a range of times to suit modern life.
- **Small group networks** are a key part of this vision. They would meet in the week in homes, cafés, pubs as well as on Zoom. As a group grows it will reform into two so that we are constantly multiplying and refreshing our groups. These will be a time of prayer, discipleship, learning, fellowship and pastoral support. This will be an opportunity to be a church body but in a comfortable location that is accessible. With worship still being offered across the Deanery people will have an opportunity to regularly gather with the wider church community and to cross pollinate ideas and thinking.

**Leadership /
Governance****Outcomes:**

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

Actions:

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

^[1] Adapted from *Resource Church* Ric Thorpe

Diversity of calling

Outcomes:

- Develop a lay leadership team
- Identify skills and gifts across the deanery's congregations and use this information to discern potential leaders

Actions:

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

Money

Outcomes:

- A sustainable level of income which meets the MMF call and enables the Deanery Plan

Actions:

- Increased number of regular PGS givers from 120 to 200 and increase the average weekly gift from £10 to £20 by 2028
- Regular teaching on stewardship by lay leadership (Generous giving Advisers), promoting PGS membership, and ensuring funds not wasted or spent carelessly.
- Optimise income generation activities across the Deanery

Buildings

Outcomes:

- A more focused and creative use of our buildings ensuring they are fit for purpose - including for the most vulnerable – helping to reduce the burden of cost

Actions:

- Carry out an audit of all buildings assessing future usage, maintenance, etc., in order to develop a buildings strategy for all the deanery's buildings ensuring buildings are fit for purpose and are used to their maximum potential

4.2 Our plans I – How we expect to change

We will:

- create an Implementation team to lead the implementation of this plan on behalf of Deanery Synod
- implement pastoral reorganisation of the deanery into 3 benefices which will be more focused on implementing the deanery vision and mission
- implement a new staffing/ministry structure creating a lay and ordained team with Local Ministers
- work together much more closely as a deanery
- work with our communities to understand needs and partner with CAP as well as local schools and other agencies
- work closely with Cornwall Council, the developers and emerging community at the new housing development as well as ecumenical partners
- implement regular discipleship and stewardship teaching on line and in small groups, focusing on being missional and sharing our faith
- develop a Buildings strategy: A more focused and creative use of our buildings and other assets

4.3 Our plans II – Implementation

IMPLEMENTATION TEAM

Form an Implementation Team to oversee all of the following workstreams and to confirm a realistic budget for the Plan:

1. People - overarching theme (see recruitment below)
2. Pastoral re-organisation (working with Archdeacon and Transitions Advisor and teams) – Workstream 1
3. Ministry, discipleship and worship – Workstream 2
4. Mission & Growth projects – Workstream 3
5. Governance, Resourcing and Operations - Workstream 4
6. Finance and Estates – Workstream 5
7. Prayer Group -Supported by the Deanery wide prayer group – overarching theme
8. Communications – overarching theme

Proposed Recruitment

- Deanery Leader
- Recruitment/confirmation of the incumbent (Oversight Ministers) for each proposed Benefice
- 1 x Pioneer Minister *
- 2 x CAP Debt Advice coaches *
- 3 x term time only Schools Chaplains (one per Benefice) *
- Interns *
- Administrative support *

*It will be necessary to create a Charitable Interest Company (C.I.C.) of Charitable Interest Organisation (C.I.O) to employ staff not included in the MMF

The Implementation Team will produce an Annual Plan from 2023, with quarterly reports to the Board of Change and Renewal and Deanery Synod.

Appendices

1. Deanery Statistics

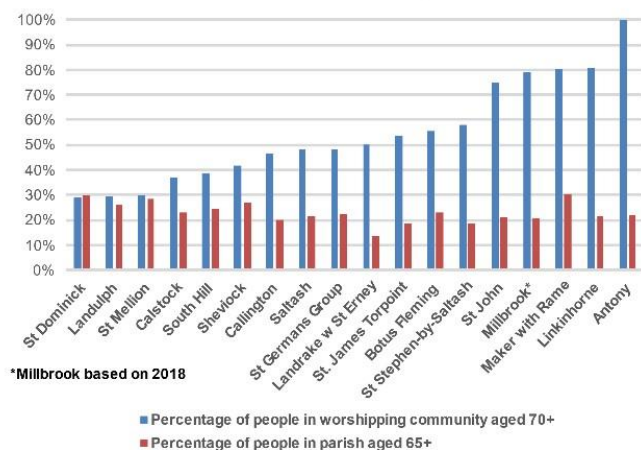
2. Risks

Appendix 1 – Deanery Statistics

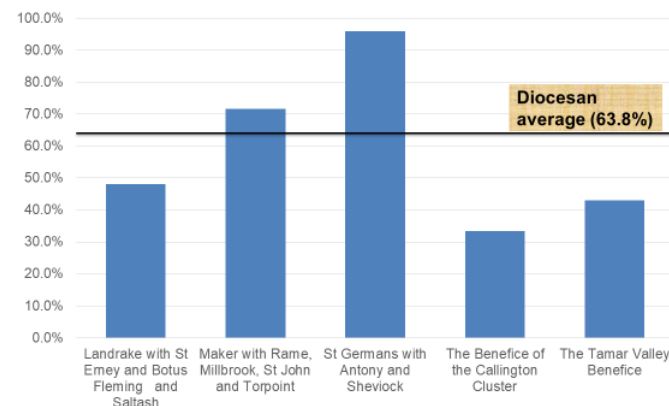
Benefice/Cluster	Parish Legal Name	Parish population	Parish population	Parish number of occupied households	Parish area (square miles)
		(2011 Census)	(2018 estimate)		
Callington	Callington	5,081	5,241	2,214	4.2
Callington	Stoke Climsland	2,446	2425	969	13.8
Callington	Linkinhorne	1,516	1568	654	12.4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

Age profile of Deanery, sustainability and deprivation

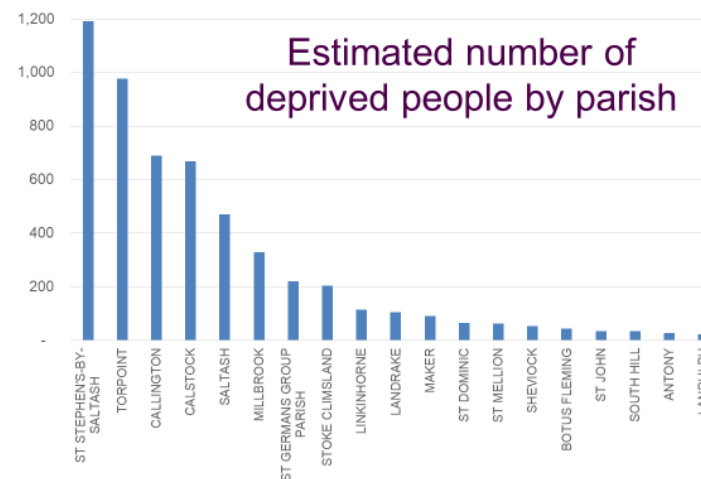
Age profile of your deanery



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

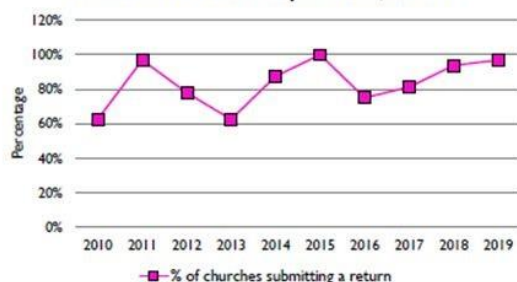


Estimated number of deprived people by parish

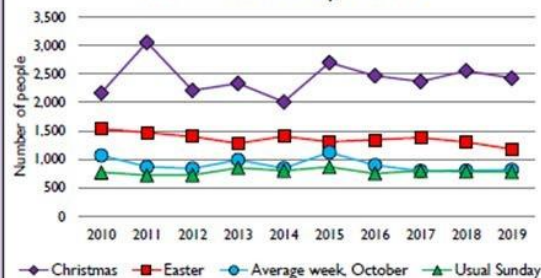


Statistics for Mission dashboard for the Deanery of EAST WIVELSHIRE in the Diocese of Truro

1. Statistics for Mission response rate, 2010-19



2. Attendance summary, 2010-19



Deanery census summary

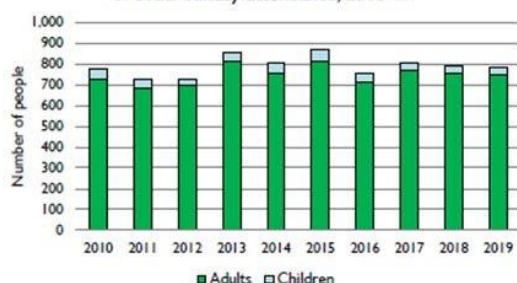
Deanery population (2018): 52048

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

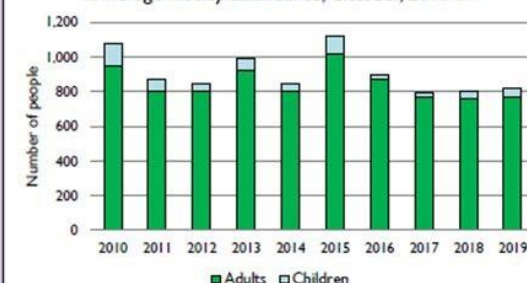
For more detailed census information: see <http://arcg.is/1RaS4CS>
<https://www.churchofengland.org/researchandstats>

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

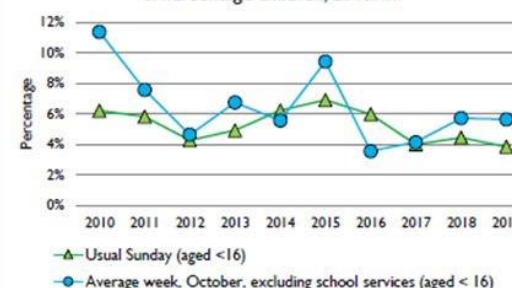
3. Usual Sunday attendance, 2010-19



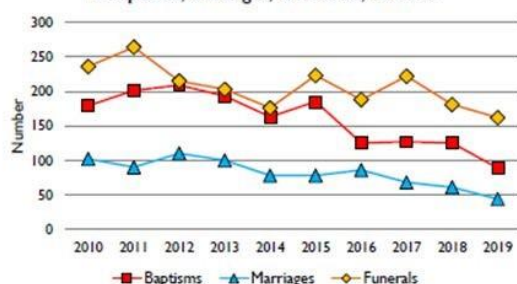
4. Average weekly attendance, October, 2010-19



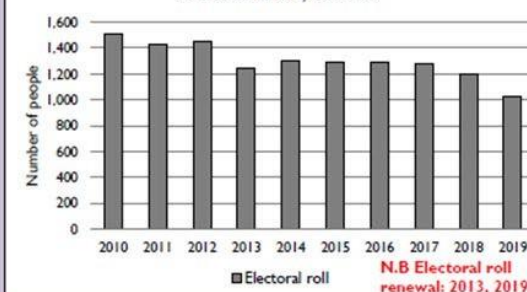
5. Percentage children, 2010-19



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



7. Electoral roll, 2010-19



This dashboard contains figures for churches currently in the deanery, and closed churches that were previously in the deanery. It includes submitted figures & estimates for churches that did not submit returns.

Attendance statistics: taken from annual Statistics for Mission returns.

Average weekly attendance: attendance at Sunday and midweek church services & fresh expressions in October; Figs 2, 4 & 5 do not include attendance at services for schools.

Easter: Easter Eve & Easter Day; **Christmas:** Christmas Eve & Christmas Day.

Baptisms: all baptisms & thanksgivings.

Marriages: marriages and services of prayer & dedication after civil marriages.

Funerals: those held in church & at crematoria/cemeteries.

Census data: taken from the 2011 national Census and the 2018 population update.

Census statistics have been mapped onto deanery boundaries so are approximations.

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

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

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

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

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

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 Research and Statistics

2. Appendix – Risks

The following are the main risks associated with the Deanery Plan in 2022

Risk	Consequence	Likelihood	Impact	Score	Controls/Actions
Deanery Synod not in agreement with the plan	- No change - Closure of many churches - Slow decline - Lack of support to community - No growth	L	H	M	- Steering and working groups to liaise with synod members - Roadshows throughout deanery - Continual updates to plan
Lack of support from people / clergy / ministers in the deanery	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 - Reduced presence in the community	H	H	H	Introduce - Regular teaching on Stewardship - regular giving - promotion of PGS - Increase use of online and donations giving - Legacy policy - realistic targets and monitoring of them - realistic annual budgeting/process
Not fruitful	- Lack of missional energy - Lack of income - Closure	M	M	M	Introduce - Regular Alpha or similar courses - Regular teaching on sharing our faith etc..

ON THE WAY



	- Continued slow decline - Closure of churches				- Set objectives and targets - Change the culture
Failure to implement staffing structure by Easter 2023	- Lack of leadership and change management - Inability to implement the deanery plan	M	H	H	Delay in reaching sustainability and fruitfulness
Lack of Cultural shift	- Lack of missional energy - Lack of supporting the community				
Lack of Discipleship shift	- Lack of missional energy - Lack of passion and enthusiasm to share the good news - No pathways to faith				