

Deanery Plan

Penwith

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Rural Dean	Vacant
Lay Chair	Vacant
Chair of On the Way Penwith Leadership Team	Vacant



PROCESS FOR THE CREATION OF THE DEANERY PLAN

1.0 Consultation

- 1) **Initial Launch Synod** (on Zoom) - open to anyone in the Deanery (not only Synod Reps) including time in Breakout Groups, feedback from which informed the identification of the Five areas of Focus (on the basis that we could not do all 12!) for Fruitfulness and Sustainability: Growing Faith & Discipleship; Pilgrimage, Hospitality & Tourism; Children, Young People, Poor & marginalised; Money & Buildings; Life-giving Leadership
- 2) **5 Focus Groups established** - led by members of the Leadership Team with others with relevant skills/interests drawn from the parishes, meeting on Zoom
- 3) **First Benefice Listening Meetings** - conversations with parishes/benefices (some on Zoom, some in person) to hear their stories of where they have seen God at work in the past, in their current situations and in the future, backed up with Audit information from each parish/benefice
- 4) **Extra-ordinary Synod Meeting** (on Zoom) - open to anyone in the Deanery (not only Synod Reps) to hear reports on the outcomes of the First Benefice Listening Meetings, the work of the 5 Focus Groups and to gauge responses
- 5) **Second Benefice Listening Meetings** - further conversations (some on Zoom, some in person) focused on Money & Buildings and Life-giving Leadership, back up with further audit information (service times, financial situations and buildings)
- 6) **Consultation Day** - an in-person opportunity especially aimed at those who couldn't engage on Zoom, to look at the Focus Group plans for Deanery Mission Initiatives, together with 3 Draft proposals for Ministry structures and deployment. Attended by approximately 100 people and followed by
- 7) **Extra-ordinary Synod Meeting** (on Zoom) - open to anyone in the Deanery (not only Synod Reps) to look at the Focus Group plans for Deanery Mission Initiatives, together with 3 Draft proposals for Ministry structures and deployment. Some people attending this had also attended the earlier Consultation Day.
- 8) **Proposed conversation** with licensed lay and ordained Ministers other than incumbents once outline plan is resolved, ideally on the basis of the PCC consultation document. NOTE - this step has not yet taken place and needs to be included retrospectively.

NB To date, our focus has been on consulting with the congregations to ensure as far as possible that we are hearing from them. That has not allowed time for wider community consultations.

DEANERY PLAN

1.1 Vision & Mission Priorities

Fruitfulness and Sustainability in Church and Community Life in Penwith

Penwith, as much as anywhere in Cornwall, speaks of natural beauty and rooted communities alongside challenges as changing trends in social and economic life unsettle traditional patterns of life. For the Deanery, this requires responses that engage with the present, look forward to the future and sustain what has been valuable from the past. Our circumstances require that we embrace both change and continuity and that we are thoughtful about what of our current life we carry into the future and what we let rest in our past. Trusting in God's generosity to us, we need to use wisely the gifts and talents we have been given and have hearts and minds open to sense the new possibilities prompted by God's presence with us.

We want to celebrate the roots of our Christian tradition that have marked the landscape and decorated it with church buildings that speak of the continuing desire to worship and have places of stillness. We want to encourage interest in pilgrimage and in Celtic Christianity and the part played then and now by the historic churches of Penwith.

We desire growth in the number and variety of worshipping communities and seek this alongside a careful nurturing of existing worshipping communities. We recognise that this may call for the development of worshipping communities that sit alongside current church communities and may have their locus outside church buildings.

We desire to serve the needs of people in Penwith's towns and villages, responding particularly to the economic and social difficulties experienced by people of all ages. From current outreach experience and our knowledge of the facts of living in Penwith, our priority is to engage with people and community organisations to respond to the needs of families and of people struggling to make ends meet.

We recognise that the gifts of God vested in the people of Penwith are a rich resource that need to be encouraged to blossom. Each church community needs leaders equipped and empowered to encourage and sustain the local practice of day-by-day Christian neighbourliness. We look forward to the growth of the role and numbers of lay people licensed to lead church life. We need also to encourage the maintenance of priestly presence across the Deanery, celebrating the ministry of stipendiary Ministers alongside Self-supporting and retired Ministers. We look forward to the growth of patterns of leadership teamwork that release the gifts of all who are called into leadership and enable reasonable expectations of patterns of life.

The approach to Mission and Ministry Fund (MMF)

We recognise that the financial position of the Diocese and the Deanery require careful judgment about the next steps. There is a balance to be found between committing people, buildings and money to current community life, and having resources available to encourage new patterns of community life and service.

This Deanery Plan has been prepared in the context of the Diocesan funding plan set out in “*Let us Go*”, the paper prepared to inform decision-making towards the 2022 Truro Diocesan Board of Finance budget. We have primarily used the Penwith parish MMF payments information for 2019, the last full year before church life was materially affected by the arrival of the coronavirus pandemic. In some instances, parishes have exceeded their 2019 contributions already and, where parishes believe these figures are representative of a positive and sustainable trajectory, the most recent (2021) figures have been included. Our central expectation is that, in 2022, all parishes will have a priority aim to meet or exceed the level of MMF payments in 2019, and in 2023, that each parish will plan to meet in full its MMF commitments as outlined in this plan. The details of this can be found in Appendix 1.2 and 1.3.

2.1 Who we are

Our Location

Situated in the far west of Cornwall, Penwith Deanery has a population of 64,520 and covers an area of 120 square miles. It is famous for its beautiful coastline of rugged cliffs and sandy beaches. The principal towns in the Deanery are Penzance, St Ives and Hayle, with approximately 50% of the residents living in these 3 towns.

There are 26 parishes in the Deanery.

Our age profile

Whilst almost a quarter of the people living in the Penwith area are aged over 65, (lower than the Cornwall figure of 30%), the percentage of those attending the churches aged over 75 varies from 90% in Hayle to 29% in Zennor with the Deanery average of around 50%.

Our (Pre-covid) attendance figures

2019 Parish returns indicate the following Sunday Adult and Child attendance figures:

Number of Adults attending church on Sunday	Number of churches
Up to 10	1
Between 11 - 30	15
Between 31 - 50	8
Between 51 - 70	2

Number of Children attending church on Sunday	Number of churches
0	11
1	7
2	2
3	5
10	1

- All parishes express a desire for numerical growth in their churches
- All parishes also express a desire for more children and young people in their churches.
- Many parishes were running successful Messy (or equivalent) Churches on days other than Sundays. These stopped during Covid, but there are plans to restart them later in 2021.
- Many of the more traditional congregations find it difficult to accept that Messy Churches (or equivalent) are distinct congregations and not simply routes into traditional church worshipping communities.

Our Socio-economic Context

Penwith Deanery is an area with high levels of deprivation - 16% (10,194 people) of the Deanery population are living in high levels of income deprivation. One third of the 10,194 live in three parishes: Madron, St John's, Penzance and St Mary's, Penzance.

A further challenge, especially felt by those in 'scenic' parishes (both rural and coastal), is the number of second or holiday homes in the Deanery. These push up the prices of housing, making it difficult (if not impossible) for local people to afford to rent or buy. Salary levels in Cornwall are significantly lower than the rest of England (£28,800 as against £38,600 in 2020).

There are also aspects of deprivation such as rural poverty, lack of accessible services (GP etc.) and poor transport links that are "hidden" from officially published comparative data. These issues add to a sense of isolation and contribute to a persistent community narrative of poverty.

Our Buildings

20 of the 29 churches are listed as Grade 1 or Grade 2*. This brings both significant challenges and significant opportunities.

Our Worship

Most of our churches celebrate a weekly Sunday Eucharist (usually Common Worship). Additionally, some have maintained a weekly 8am BCP service and/or a mid-week BCP or informal Communion Service. Gulval, Heamoor & Madron Benefice also have a weekly Evening Prayer. Parishes in transition are tending to have more lay-led services, which is putting strain on the very faithful and hard-working Local Worship Leaders and Readers.

Our Ministry

Until recently, there have been no stipendiary Clergy vacancies in Penwith Deanery. With the departure of 2 stipendiary Clergy, the Deanery now has 8.5FTE stipendiary priests, supported by 1 SSM, 1HfD and 4 Curates, 2 of whom are due to complete their curacies in the coming year. There are 9 Priests with PTO offering varying levels of ministry.

There are 14 Readers: 3 in each of the Godrevy Team, the Lelant & Carbis Bay Benefice and the Penlee Cluster; 2 in St Ives and 1 in each of Sennen and Madron & Heamoor. One Reader is currently licensed to the deanery.

We also have 14 Local Worship Leaders (with several more awaiting commissioning) and 28 Local Pastoral Ministers. There is energy and desire among groups of lay people to develop ministries beyond worship and pastoral care.

2.2 What people say about us

We have a great deal of anecdotal information in relation to the church's involvement in community life, in occasional offices and at the margins of society, but little consistent, reliable data.

2.3 The challenges we are facing

- Declining congregation numbers
- Aging congregations
- Fewer people doing more and more work leading to tired, dispirited people
- Material poverty and social isolation challenge the church's message of hope
- Messy Church and Wild Church not viewed as 'proper' church
- Increasing numbers of holiday/second homes driving house prices up and out of reach for local people

- Historic buildings increasingly in need of significant repairs and 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 (Deanery from the Diocese) that are matched in civil society.
- 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.

2.4 Our current Fruitfulness & Sustainability

Fruitfulness

The poor	Work in Penlee Cluster Links with local community in St John's, Halsetown Contributions to local Foodbanks by many of the churches
Schools & young people	(Prior to Covid) Work in Schools with Open the Book and successful Messy Churches in many parishes Young people's work in Penlee Cluster and in St John's, Halsetown Come rain or Shine in the Godrevy Team
Discipleship	Bible Study/Home Groups running, which went online during the pandemic Cornish Celtic Way/Pilgrimage
Community Life	Links with local community in St John's, Halsetown Work in Penlee Cluster
Global Church	Some churches have strong links with the global church through their giving. One church seeks partnerships with Christians from overseas.
Creation	Cornish Celtic Way/Pilgrimage; St Uny, Lelant and others

Sustainability

New faith	Alpha course, Wild Church (St John's, Halsetown)
Growing faith	Bible Study/Home Groups running, which went online during the pandemic;
Leadership	Local Worship Leaders being trained and awaiting authorisation

Diversity of calling	The On the Way Consultation exercises have enabled lay people to express a desire to be more involved in diverse ministries as yet unrealised in the Deanery.
Money	Our income has reduced significantly as a result of the pandemic in some benefices.
Buildings	Our buildings are often seen as burdens, but they are loved and valued by many in our local communities, as well as the faithful congregations which seek to maintain and care for them.

3.1 What God is doing

We are encouraged by the increasing focus on and interest in Celtic Spirituality, pilgrimage and Creation care, not only among our congregations, but in the wider community and even society as a whole.

We are also excited by the opportunities to work with local schools to help develop the spirituality of children, especially building on the links with creation (and the Creator).

We have heard much about the desire among our congregations for growth in numbers and in depth of discipleship. There is also a recognition of the opportunities presented by new technology (discovered during the Covid lockdowns) There is a growing recognition - even among the more 'traditional' congregations - that the future will be different from the current situation, even if that different future is not yet fully defined.

It should be noted however, that there are still some parishes where the overwhelming desire is for all of this 'On the Way stuff' to just go away and leave us alone.

3.2 What God has been saying *On the Way*

Over and over again we have been reminded of the importance of prayer, worship and pastoral care; of the importance of a visible Christian ministry in local contexts and of the importance of locally rooted spirituality, together with a deeply held conviction that 'one size definitely doesn't fit all'.

A further important theme which has emerged in conversations and prayer is the importance of working more closely together across the Deanery, with a willingness to share resources, expertise and experience. This has significant potential as it is a way of working that, to date, has not been much in evidence in the Deanery, and brings with it the possibility of building on and developing those areas of work that are already flourishing (e.g. pilgrimage), rather than 'starting from scratch'.

4.1 Becoming more Fruitful and Sustainable

From the very first conversations during the Synod Meeting at which we launched On the Way Penwith, we identified a number of strands that seemed to resonate with the people. We used these strands/themes to form our five Focus Groups, recognising three key issues:

- that we couldn't work on all 12 of the Fruitfulness and Sustainability criteria; it would be better to concentrate on, and do a few things well and together, across the Deanery (recognising that some churches could choose to do other things as well)
- that it was better that churches chose which of the initiatives they would focus on (rather than trying to do a myriad of different activities which would spread thin resources ever more thinly and add stress and pressure to those who were already tired out from 'keeping the show on the road')
- that there are already good things happening in some parishes which could happen more widely across the Deanery, resourced and supported by those already involved.

We also recognised that each of our five themes contributed (in varying degrees) to both Fruitfulness and Sustainability Criteria.

Our Five Focus Groups are:

- Discipleship and Growing Faith (Fruitfulness and Sustainability)
- The poor, schools & young people and community life (Fruitfulness mainly)
- Buildings and Money (Sustainability mainly)
- Creation, Pilgrimage and Hospitality (Fruitfulness and Sustainability)
- Life Giving Leadership and Diversity of Calling (Sustainability mainly)

In order to help resource development of these themes and our mission in Penwith, the diocese has committed £448,000 of resource for use by the Penwith Deanery. The full allocation of these funds is outlined in Appendix 1.

Discipleship and Growing Faith (Fruitfulness and Sustainability)

We recognised that this theme, together with worship and pastoral care are foundational for all of our Church communities, and it was encouraging to hear that the ideas developed by this group received almost universal support.

There are three strands to this proposal:

- **Everyday Faith** - supporting Christians in their discipleship, increasing their confidence in sharing the good news of Jesus and providing 'stepping stones' opportunities for those outside the church or on the margins.
- **Celtic Spirituality** - building on existing activities including quiet gardens and pilgrimages, and developing a new Monastic Community, both rooted in Penwith and dispersed.
- **Life Events** - working on a Deanery-wide basis to strengthen the connections with those we meet through life events.

The proposal identifies the need for a **Discipleship Co-ordinator** (either paid or voluntary), and a **Warden** with responsibility for establishing the New Monastic Community. The proposal also requires wi-fi in the churches to enable and promote connectivity, and to facilitate more diverse/depth of teaching. A portion of the promised investment from the diocese has been set aside for these projects and posts but the specific use of these funds will be determined by the Dean and Deanery Implementation Team in phase 2 of the implementation of this plan.

The **outcomes** would be:

- Christians increasingly confident in their discipleship and the desire to share the good news
- More people coming to know Jesus, and joining a Christian community (traditional or fresh expression)
- More people connecting more deeply with God in a way that nurtures their whole life discipleship and equips them for their frontline.
- Christians exploring a variety of calls to mission and ministry

The poor, schools & young people and community life (Fruitfulness)

This Focus Group developed a wonderful array of ideas, from which we have agreed to focus on a single one which we feel has the best potential for bringing Fruitfulness across the Deanery. The proposal is to employ 4 Part-time (2FTE) **Children and Family Workers across the Deanery** to support local churches in their ministry among children and families generally and in particular among those children and families in the more deprived areas, noting that deprivation is not simply a matter of economics.

The **outcomes** would be:

- Year on Year increase in the % of children and families taking part in out of school non-statutory activities provided by the project
- Year on year new intergenerational faith communities coming into being
- Wider engagement of children and families in church, school and community life
- Increased empowerment and involvement in community (children, parents, carers, school and church staff and community involvement in decision making and offering skills, talents and time to others)
- Increased involvement of children and families with Celtic Spirituality, Earth collective worship and family worship.
- Increased % engagement of families in addressing food poverty
- Finding opportunities to share the model of working through engagement with the HeartEdge Community and other coastal community projects

Buildings and Money (Sustainability mainly)

This Focus Group developed two strands:

- **Enabling Generosity** - working with parishes to develop a culture of generosity, together with ensuring that we make giving to the local church as easy as possible for congregations, for visitors to our buildings and for other supporters, including the introduction of electronic giving in all churches.
- **Building Review** - a detailed review of all churches and other buildings to identify possibilities including prayer spaces, (commercial) community use, hospitality and welcome, centres of learning, quiet gardens, tourist/pilgrimage experiences etc. and the work (and finance) needed to make each idea happen (e.g. wi-fi).

The proposal identifies the need to employ a **Kingdom Enterprise/HeartEdge Officer** (on a 3-year fixed term contract) with diverse ministerial, entrepreneurial and practical experience to undertake the work needed to establish what is possible for each building in its context and to establish where joined-up working is feasible.

The **outcomes** would be:

- Improved understanding of MMF and its use amongst congregation members
- Culture of generosity embedded resulting in increased giving within the churches and the local communities
- 'Giving made easy' in every church in the Deanery
- Detailed report on all Churches and other buildings, identifying remedial work needed and urgency (QI reports); development plans together with draft costings and timescales, which would enable prioritising and the development of funding bids.
- Church buildings being well used throughout the week, not just on Sundays.

- More people connecting with God through beautiful, well cared for buildings offering a warm welcome

This proposal links in closely with the Creation, Pilgrimage and Hospitality proposal (below).

Creation, Pilgrimage and Hospitality (Fruitfulness and Sustainability)

This Focus Group also developed a wide selection of ideas focused on making the most of the beauty of the area, making our churches welcoming to both locals and tourists, building on deep rooted Celtic spirituality and the increasing interest in pilgrimage all the while being mindful of the need to value creation.

The proposal identifies the need for a **Pilgrimage and Hospitality Officer**. A portion of the promised investment from the diocese has been set aside for this projects and post but the specific use of these funds will be determined by the Dean and Deanery Implementation Team in phase 2 of the implementation of this plan.

The **outcomes** would be:

- Increased numbers of people visiting our churches
- Increased experience of the love of God through creation, hospitality and welcome
- Increased income generated from visitors
- Increased numbers of people visiting more than one of our churches

Life Giving Leadership and Diversity of Calling (Sustainability mainly)

This Focus Group identified the priority for caring for and supporting our existing ordained and lay Ministers, and encouraging others to respond to God's calling to a wide variety of ministries. We emphasised the importance of working in teams and we looked at ways in which stipendiary Clergy and other ordained Ministers might be deployed across the Deanery.

The proposal identified the need for Deanery-wide administration (a 2 year fixed term contract) to help deliver and embed the proposed changes in this plan which will embody this new way of working.

The **outcomes** would be:

- Teams in each Locality with clearly defined responsibilities, working together to enable mission and ministry
- A structured approach to discerning the gifts of members of the worshipping communities, and of supporting and using these gifts effectively
- A celebration and commissioning of lay leaders in the Deanery
- Working agreements reviewed annually for volunteers/lay workers
- There will be increased numbers of non-stipendiary Clergy - SSM, HfD - with some having Incumbent responsibilities.

- Pressure (from their work patterns, geographical travel responsibilities and secular/lay activities) will be reduced for Clergy
- Clergy and Focal Ministers will have more time for, and will be more involved with, “Shepherd” pastoral, ministry and spiritual leading and activity for the souls/people within their Locality/parish.

4.2 Our plans I - How we expect to change

One of the challenges in imagining the future for Penwith’s Anglican communities is setting out a vision for parish groupings and their associated Clergy and lay leaders. There are many versions of mapping Localities and of the ministry resources that go with them. The existing distribution of parish groupings and Clergy and lay Ministers owes much to history and social connections and the accidents of vacancies arising at particular moments in time.

There are currently 10 parish groupings/clusters/benefices in Penwith Deanery.

We are proposing that, in future, our community life will be based on 2 Groups (East and West) which will be the focus for worship, pastoral care, community service and outreach. The pattern of the worshipping life within the 2 Groups is to be based on partnership between ordained and lay people, including those who emerge from the Sens Kernewek programme, with Focal Ministers identified, trained and licensed to individual parishes.

The East/West grouping is understood using the definition of a group in the diocesan document Governance: Simple, Fruitful, Sustainable:

“A Group Ministry is the coming together of three or more parishes in a ‘Group’ for the sake of Mission and Ministry across a distinct geographical area. The benefices within the Group retain their separate and distinct existence with their own PCCs but a Joint Council may be established with delegated responsibilities.”

This allows the East and West to organise their groupings according to their specific nature (geography, tradition, existing ministries), calling, and emphasis.

Further detail on the groupings was then proposed by the Leadership Group following a day of planning on Saturday 12 March. These can be found in appendix 1.2 and 1.3.

4.3 Our plans II - Specific actions & projects

Deanery Projects and Initiatives

We have identified four projects and initiatives that we want to work on across the Deanery and we are planning to use the financial investment from the Diocese to enable these to happen:

- Growing Faith & Discipleship (See Appendix 2.1)
- Children and Families Workers (See Appendix 2.2)
- 'Kingdom Enterprise' (links with HeartEdge) (See Appendix 2.3)
- Christian Heritage and Mission (See Appendix 2.4)

Full Details of the funding allocation can be found in Appendix 1.1

Pioneer Ministry

Additionally, we seek to develop pioneer ministry in Hayle and Penzance over a 5 year period. We propose using some of the funding from the diocese to subsidise this ministry which would be evenly split between Hayle and Penzance who would get a total sum of £75,000 each. This would enable pioneering work with some of the most deprived communities in Penwith.

Total investment: £150,000

5. Appendices

Appendix 1 - People and finance summary

- 1.1 Funding for development proposal
- 1.2 East Group costed proposal
- 1.3 West Group costed proposal

Appendix 2 - Project plans for major projects

- 2.1 Growing Faith & Discipleship
- 2.2 Children and Families Workers
- 2.3 'Kingdom Enterprise' (links with HeartEdge)
- 2.4 Christian Heritage and Mission

Appendix 3 - Risk Register

On the Way Penwith Draft Deanery Plan for PCC Consultation - Appendices

Appendix 1.1 Distribution of external funding

The total funds available for the deanery to invest are as follows.

LICF funding: £120,000 per annum. This must be targeted for mission and ministry among low-income communities.
Diocesan Investment from reserves: £448,000 in total.

LICF Funding

The synod agreed that ~60% of the LICF money should be allocated to the provision of Children, Youth and Family workers across the deanery (two operating in each group), and that ~40% should be divided equally and put towards subsidising a wider ministry post in Low Income Communities in Penzance and in Hayle which are the largest population centres with significant deprivation. A slightly higher % of the funding should be allocated to the West (based on the deprivation weighting) and so the remaining £10k is allocated here for a Rural Poverty Officer (part-time) - see appendix 1.3 for details.

LICF Funding allocation

£25k per annum towards a LICF funded minister in Hayle

£25k per annum towards a LICF funded minister in Penzance

£60k per annum for Children, Youth and Families (CYF) workers (4 half-time posts).

£10k Rural Poverty officer in the West half of the deanery.

Total LICF Investment: £120,000 per year

Further detail on the ministry posts envisaged using this funding, and the location of the CYF workers can be found in appendix 1.2 and 1.3.

Investment from diocesan reserves - £448,000

Following feedback from the Episcopal College regarding the use of these funds, the Leadership Group met on 12 March 2022 and proposed the following allocation. This is in line with the use of these funds to which synod agreed, whilst seeking to respond to the point made by the Episcopal College about funds being spread over longer periods. The funding will be implanted in two phases and the specific use of the funds in phase 2 of the implementation remains more open at this point to allow more planning for the best use of this resource.

Implementation phase 1 (2023)

Pioneer Ministry

We are seeking to develop pioneering ministry in Hayle and Penzance over a 5 year period. We propose using some of the funding from the diocese to subsidise this ministry which would be evenly split between Hayle and Penzance who would get a total sum of £75,000 each. This would enable pioneering work in these areas, especially with some of the most deprived communities in Penwith. The proposed use of this funding can be found in appendix 1.2 and 1.3.

Total investment: £150,000

Kingdom Enterprise

This is about using some of the investment to develop other ongoing streams of income to make us more financially sustainable as a deanery. We have a number of beautiful buildings in enviable locations which we believe can be put to better use for generating income in a way that also enhances and ties in with our mission. The current proposal is for a Kingdom Enterprise officer for 3 years, full-time. The hope is that this person would be generating funds to continue in role by the end of year 3.

Total investment: £120,000

Deanery Administration

The diocese are also offering to fund a part-time Dean of Penwith to help oversee the transformation embedded in this plan. We believe that this person will need administrative support and so are proposing that £58,000 be invested. This would cover a full-time post over two years or a half-time post over four years.

Total investment: £58,000

Implementation phase 2 (2025 onwards)

Growing Faith and Discipleship

Two possible roles have been discussed under this heading: a discipleship co-ordinator and the warden of a monastic community. Further details can be found in Appendix 2.1. A total of £70,000 has been set aside for funding in this area. Its precise use will be determined by the implementation team in phase 2 of this plan.

Total investment: £70,000

Christian Heritage and Mission

One possible role has been discussed under this heading: a pilgrimage and hospitality officer. Further details can be found in Appendix 2.1. A total of £40,000 has been set aside for funding in this area. Its precise use will be determined by the implementation team in phase 2 of this plan.

Total investment: £40,000

Summary of the use of the total investment (£448,000)

Pioneer Ministry: £150,000

Kingdom Enterprise: £120,000

Deanery Administration: £58,000

Growing Faith and Discipleship: £70,000

Christian Heritage and Mission: £40,000

Total planned investment: £438,000

Reserve: £10,000

Appendix 1.2 East Group Plan

East Side: 1 Group, 3 benefices

This vision of the East side of Penwith deanery is for a single group, organised into 3 mutually supportive benefices, who collaborate in mission and ministry. A JCC (or similar) would be formed to oversee key areas of collaboration, especially in youth work, pioneer ministry, and the development of kingdom enterprise.

Our core commitments are as follows:

1. Collaborating on youth and children's ministry and sharing best practice.
2. Supporting each other in creative and missional forms of being church and pioneering into our communities.
3. Ensuring the provision of sacramental ministry across the East half of the deanery.
4. Ensuring each parish has an available priestly leader and that there are clear lines of pastoral support.
5. Collaborating and sharing best practice for financing the ministry in each benefice.
6. Working as part of a larger and mutually supportive team.

The rationale for the plan

Underlying this plan are two organising principles. The first is to preserve ministry which is already showing evidence of fruitfulness and sustainability, including financial sustainability. The second is to carefully direct our available investment towards areas in need of renewal and growth. This has been a tricky balancing act with limited available resources and a significantly increased demand on parishes for the provision of Stipendiary Ministry, but the resulting plan is supported by the Leadership Group in this half of the deanery and looks to be a realistic plan for fruitfulness and sustainability.

Surveying the financial landscape

In the East two benefices (Mounts Bay and St Ives) have evidenced significant growth in MMF over the last year and have clear and realistic plans in place to meet the extra financial demands on the horizon. These revolve around growing congregations and developing alternative sources of income (an approach proving particularly successful in St Ives, a tourist hub). A third benefice (Carbis Bay and Lelant) looks financially healthy and has also shown significant growth in MMF over the pandemic, but is unlikely to be able to fully meet the extra financial demands to support the existing pattern of ministry. The final

benefice (Godrevy) has been very hard hit by the pandemic and will need to work hard to recover to 2019 levels of MMF. This benefice has the most need of significant investment.

The shape of the plan

The plan we are putting forward leaves St Ives and Mounts Bay organisationally unchanged. These retain their incumbents with their existing portfolios to allow these benefices to continue to be fruitful within a framework of full financial sustainability. This also leaves these incumbents with some scope to invest time and resource into the renewal of the Godrevy benefice as part of the group.

The Godrevy Benefice is joined with Carbis Bay and Lelant to make a larger benefice (Hayle Estuary) but operating with a large team to resource both the existing ministry and new expressions of ministry within this area. This is where the investment available to the group is being directed and the resulting structure looks financially and organisationally sustainable but has enough depth and variety to offer well-resourced and exciting opportunities to this area.

It is worth noting that the Hayle Estuary benefice contains the largest church in Penwith: Hayle Light and Life are an evangelical free Methodist church with a regular attendance of 100-200 members. Their presence suggests that the aim of the team in this benefice will not be to grow a large, evangelical ministry, but to offer something that compliments Light and Life by occupying a different tradition, having a focus on smaller and more intimate gatherings, and reaching the unreached in this location.

The team would include: a Stipendiary Minister (living in Carbis Bay), who would take on the incumbency of Carbis Bay, Lelant, St Erth and Gwinear; a House for Duty Priest (Team Vicar) who would live in Hayle and would take on the incumbency of St Elwyn, and Phillack with Gwithian; a Self-Supporting Minister would also be part of the ordained team, alongside two PTO priests and 3 committed Lay Readers. This would mean there could be a focal minister (lay or ordained) within some or all of these parishes to support the incumbents. Significant work would need to be done within this benefice on the management structures to minimise administration.

This benefice would receive a fully funded (5 years) Lay Pioneer Minister (£40k pa). The funding for this post will come partly from the LICF money allocated to Penwith (£25k pa), but also from a tranche of funding provided by the diocese specifically for pioneer ministry (£15k pa for 5 years). This post will be focused on developing a pioneering and missional worshipping community amongst the lowest income communities in Hayle. At the end of this 5 years, the Lay Pioneer minister will need to be self-supporting and will be required to raise £15k pa from their ministry or commercial activities (the £25k pa from LICF will be ongoing).

Alongside this minister there will be a part-time Children, Youth and Family's worker, funded by the LICF money received by the diocese (£15k pa). The focus of this person's role would be to creatively and holistically communicate the gospel to children, young people and families, especially in the Low Income Communities within this benefice.

Mounts Bay would offer support particularly to resource the existing ministry in the new Hayle Estuary benefice through the provision of priestly ministry, they would also work alongside the team to develop opportunities in pilgrimage and hospitality (where they have significant existing experience).

St Ives would offer support to the Pioneer Minister since there is a pioneering work already happening in St Ives (Wild Church). This would be a way of sharing learning and building supportive relationships. They would also assist with the development of Kingdom Enterprise, helping to use some of the buildings and commercial opportunities to generate more finance.

Together, we believe that this team, with the support of the wider group, will be able to breathe new life into the ministry in the current Godrevy benefice whilst maintaining and growing the ministry in Carbis Bay and Lelant and allowing the ministries in Mounts Bay and St Ives to continue their journey towards being fruitful and fully sustainable.

Further detail on the organisation and finances are given below by benefice.

Mounts Bay Benefice

Rooted in local communities, the vision for this benefice is to maintain and further grow the four thriving parish churches of the benefice. There is a desire to reach all generations and to incorporate creative ways of being church and raising income alongside traditional services of worship and a strong culture of giving and serving.

Parish Church model, 4 parishes: Ludgvan, Marazion, Perranuthnoe, St Hilary

1 SM
1 SSM
1 PTO
1 Min. Grp Charge

Total Cost of Ministry: £70,070
2021 MMF: £60,072
Surplus/(deficit): £(9,993)

LICF funds

£15,000pa for 1 PT CYF worker (possibly housed in the empty HfD property at Nth Road, Goldsithney)

Plan for making up the forecast deficit

The MMF paid by this benefice in 2021 was £60,072, an increase of almost £10,000 on 2019. This positive trajectory is set to continue, and the current incumbent is confident that, by 2023, the remaining £10,000 will be found through a combination of increased numbers and increased giving, and through other initiatives for fundraising. In 2022 Mounts Bay Benefice has pledged to pay £64,383 which would reduce the forecast deficit for 2023 to £5,500 and shows a continuing positive trajectory.

The ideas for increasing income include a Stewardship Campaign, a Legacy Campaign and setting up Friends Groups in each parish. There would also be a focus here on establishing Kingdom Enterprise - an approach to commerce which seeks to use our buildings and grounds for commercial purposes that align with our mission as churches. The deanery is investing in a Kingdom Enterprise officer for 3 years whose role will be to help parishes to do this.

Contribution to the wider group/deanery

One of the areas of focus in the deanery plan is on hospitality and pilgrimage which is already a strength of this benefice and an area they would continue to be heavily involved in.

There would also be a commitment to collaborating with the wider group on youth work, pioneer ministry and kingdom enterprise, and working more widely with the rest of the deanery on shared projects, especially in pilgrimage and hospitality.

There will also be a commitment from the team to support and resource the rebuilding work in the newly formed Hayle Estuary benefice, especially through the provision of priestly ministry. This could take the form of a commitment to one (or even two) Sundays a month by one of the team here, and/or to the resourcing of services during the week.

St Ives Benefice

The vision here is to establish a community focused, pioneering ministry at St John's (Wild Church) in the heart of one of the lowest income communities in St Ives, alongside a contemplative and sacramental spirituality.

At St Ives there is a growing ministry that embraces the Arts in all their forms, centred around an Anglo Catholic worshipping life, with a strong musical tradition, and facilitated by a culture of round-the-week hospitality, reaching out to visitors and locals alike.

Resource Church/Pioneering Model, 2 churches: St Ives and Halsetown.

1 SM

1 SSM

1 Reader

1 Min. Grp Charge

Total Cost of Ministry: £85,450

2021 MMF: £58,260

Surplus/(deficit): £(12,190)

LICF Funds

No LICF funds will be allocated to this benefice but it is currently able to employ 1 PT CYF worker (£15k) using other funding.

Plan for making up the forecast deficit.

The MMF paid by this benefice in 2021 was £58,260 (100% paid), an increase of more than £13,000 on 2019. This positive trajectory is set to continue due to a concerted effort to fund ministry through commerce, as well as by increasing giving. The benefice confidently expects to pay the current MMF call of £65,076 and is equally confident that, by 2023, the final £5,000 will be found through a combination of these means. The 'Other Funding' comes from donors outside the benefice who have generously supported the youth work. Over time it is expected that this funding will be taken on by the benefice as regular income grows. The ideas for increasing income primarily revolve around establishing Kingdom Enterprise - an approach to commerce which seeks to use our buildings and grounds for commercial purposes that align with our mission as churches. There is already a funded business manager in St Ives who is helping to set up an enhanced summer café on the St la lawn (this raised £7,000 of surplus in 6 weeks at the end of the summer last year) and to establish a car-parking scheme at St John's.

Contribution to the wider group/deanery

There is already a significant pioneering ministry underway in this benefice (Wild Church). The team involved in this would be available to offer support to the new pioneer ministry in Hayle, perhaps through a monthly or termly meeting to share ideas. This benefice is also part of a growing ecumenical partnership to reach the young people of St Ives which it is hoped will extend to the whole East group. This is another area where this benefice would hope to be able to resource the wider group through networking, sharing ideas and working in partnership. In addition, there will be a commitment to offering priestly ministry where needed to help resource the wider group (perhaps one Sunday a month). Finally, the different methods that have been used in this benefice to raise income could be creatively replicated in other parts of the group and the incumbent or business manager would be prepared to be part of a project team to initiate some of these ideas.

Hayle Estuary Benefice

The vision for this benefice is to rebuild and establish thriving parish churches which are reaching all generations and incorporate creative ways of being church and raising income alongside traditional services of worship and a strong culture of giving and serving. This will be done through a team which includes a House for Duty priest (incumbent of Phillack with Gwithian and St Elwyn) and a Rector who will take on the incumbency of Carbis Bay, Lelant, St Erth and Gwinear. Alongside this, the benefice will establish a new and pioneering form of ministry, with a clear brief to minister among those from Low Income Communities.

Pioneer ministry/parish church, 6 parishes: Hayle (St Elwyn), Phillack with Gwithian, Carbis Bay, Lelant, St Erth, Gwinear.

1 SM
 1 HfD
 1 SSM
 3 Readers
 2 PTO
 1 Min. Grp Charge

Total Cost of Ministry: £87,490
 2021/2019 MMF*: £46,725 + £40,880
 Surplus/(deficit): £115

*The figure included is the 2021 MMF figures from Carbis Bay and Lelant (which have seen an overall increase in MMF since 2019) and the 2019 MMF for the Godrevy benefice (which is still recovering from the effects of the pandemic and has not yet exceeded 2019 levels). The 2021 figures for the Godrevy benefice are £24,450 which would leave a total deficit of £16,315. However, it should be noted that the Godrevy benefice has had a very difficult few years and its financial performance last year should not be taken as representative once there is a plan in place for the revival of this benefice. For this reason we have included its 2019 MMF figures as more representative of potential financial performance.

LICF Funds

£15,000pa for 1 PT CYF worker
 £25,000pa for a minister in Hayle (see details below)

Pioneer ministry

1 Lay LICF/pioneer minister (£40,000)

This minister will be funded through an annually recurring £25k of LICF funding and £15k pa of funding for pioneer ministry for 5 years.

Financial Plan

St Anta achieved 100% MMF in 2021 and is a strong financial performer within this benefice. Lelant and St Erth/Gwinear are confident they will be able to maintain giving at 2021 and 2019 levels respectively. In Hayle the congregations are struggling but there are several assets (church halls and church buildings) which can be quickly optimised for their rental return to generate a good return whilst congregation numbers are rebuilt here. This should offer resilience in the forecast figures and ensure that the budget is met. The pioneer minister will have 5 years over which to generate enough income (from giving and other sources) to cover the £15k deficit left once the funding is removed.

Contribution to the wider group/deanery

There will be numerous opportunities for collaboration and the sharing of ideas around youth work, pioneer ministry, pilgrimage and hospitality, and kingdom enterprise. There is also a strong musical tradition at St Elwyn's and there are opportunities for partnership with St Hilary and St Ia which have a similar focus on music and also sit within the Anglo-Catholic tradition.

Hayle Estuary Benefice: Pioneer Minister - outline role description

The Hayle Estuary Benefice will seek to appoint a Pioneer Minister with a heart for pioneering ministry amongst Low Income Communities.

The role will be part-funded through the LICF grant and so it is expected that the focus of the minister's time will be on ministry within or for the Low Income Communities within the benefice. This will be accompanied by funding for pioneer ministry, tapered over 4-5 years, to allow the minister time to plan, begin and sustain a pioneering work in Hayle, focused on these communities, which seeks to grow a new and creative worshipping community in these communities.

It is expected that the Pioneer Minister will work collaboratively within the wider group and ecumenically.

Addendum

It is worth noting that several alternative options were also considered and rejected/deferred on various grounds.

1. The division of the group into 4 benefices was considered but the extra benefice charge would have made the Hayle benefice financially unsustainable. If the Hayle benefice charge were waived (since they would have no full time SM) this may offer a more administratively sustainable option for the East as a whole which would probably be favoured by a majority of the Eastern half of the leadership group. The finances would be unchanged if the extra benefice charge were waived. **Perhaps this is something we could discuss with the Episcopal College?**
2. The replacement of the Lay Pioneer Minister and HfD priest in Hayle with a single Pioneer Priest (SM) was also considered, but it was felt (by the Godrevy benefice in particular) that it would be more effective to split the role as described. **It may be that we wish to consider advertising for all three roles at the same time** (the associated costs are almost identical) to try and get the widest possible field of applicants. The leadership in this benefice is critical and the right person or people in post will make a huge difference.
3. The division of this half of the deanery into a 4-4-4 parish split was considered, but it left one benefice with huge amounts of resource and another facing a very significant shortfall which could not have been easily covered.

Appendix 1.3 West Group Plan

West Side: 1 Group, 3 clusters

This vision of the West side of Penwith deanery is for a single group, organised into 3 clusters, who are seeking ever closer integration and team working. A Joint Church Council (JCC) will be formed with the hope that, over time and as individual clusters and PCCs feel ready, the number of committees, councils and structures will be reduced and more work will be done in the JCC. All ministers will work on a collegial basis and have a focal role for the whole of Penwith West (PW), based on expertise / specialist interest, alongside a focal location for pastoral ministry. The extent of this will need to fit with working agreements in terms of availability for HfD/SSMs/LLMs/PTOs.

Our core commitments are as follows:

1. Collaborating on youth and children's ministry and sharing best practice.
2. Supporting each other in creative and missional forms of being church and pioneering into our communities.
3. Ensuring the provision of sacramental ministry across the West half of the deanery.
4. Establishing focal ministries across the West Group.
5. Developing creative and missional ways of financing our ministry.
6. Working as part of a larger and mutually supportive team.

The rationale for the plan

Underlying this plan is a recognition that the geographical, demographical and cultural constraints and trends of our area encourage a collegial model of working as the Church of England in this part of Penwith. This does not undermine the significance and importance of the local church but suggests that the local will be best resourced through a strategy of focal ministry in which ministers have a local geographical focus for their pastoral ministry but a wider geographical focus for their specialist area of focal ministry.

Surveying the financial landscape

In the West two benefices (Lands End and Madron and Gulval) are in vacancy. This has significantly affected the levels of MMF in these benefices. For this and wider sociological reasons, the Western benefices are recovering more slowly from the financial impact of Covid and there is some worry about the speed with which they will be able to return to 2019 levels of giving. Nonetheless, there is confidence that, with some investment in growth, new strategies for raising income, and a stable leadership team across the group, these levels of income will be reached again soon.

Because of the trajectory of increasingly close integration, and in recognition of the long vacancies endured in this area during the On the Way process, it is suggested that this group pay a single benefice charge split evenly between the clusters. In addition, we suggest that, for the short term, the unallocated LICF funding available in the deanery (£10,000) is offset against the MMF in the Penlee (£7.5k) and Lands End (£2.5k) clusters in recognition of their deprivation and (in the case of Lands End) their long vacancy. Within three years it is planned that this money will be redirected to fund an Urban Deprivation Officer for the group.

The shape of the plan

The proposed clusters are the existing Penlee Cluster (with Sancreed), the Lands End Benefice with Pendeen and St Just, and Madron/Gulval with Towednack/Zennor.

The plan we are putting forward includes a Stipendiary Minister in the Penlee/Sancreed Cluster (based in Penzance) and the Lands End/Pendeen/St Just Cluster (based in Pendeen). It also includes a House for Duty Priest in Madron/Gulval/Towednack/Zennor and in the Lands End/Pendeen/St Just Cluster (based in Lands End).

There will be 2 SSMs based in the Madron/Gulval/Towednack/Zennor cluster, 3 PTO clergy in each cluster and 3 readers in the Penlee/Sancreed cluster and 1 in each of the others.

In addition, the group will use the £25,000 LICF funding for ministry to employ a half-time (or HFD) priest, living in Penzance with a focus on ministry in areas of urban deprivation (including the Penzance, St John part of Penlee Cluster and part of Madron parish).

The team would also include the Dean of Penwith, a post funded by the diocese, who would live in Madron and would be part of the priestly team, especially in this location.

Alongside this team, the group would receive two part-time Children, Youth and Family's workers, funded by the LICF money received by the diocese (£30k pa in total) and a part-time pioneer minister - probably half time and probably a lay person. The total funding for this post is £75,000 from the diocesan reserves. These people would minister across the group in close communication with the leadership of the group and at the direction of the JCC.

Together, we believe that this team will offer consistent pastoral care and priestly ministry in each locality, alongside a range of exciting focal ministries and pioneering initiatives, working also in partnership with the East Side of the deanery. This, we hope, will provide a platform for our journey towards being fruitful and fully sustainable.

Further detail on the organisation and finances are given below by cluster. We are using 2019 figures as suggested and would hope to return to these figures in the medium term. Given the significant leadership absences across the group, this may be a little optimistic by the end of 2023, but there is a reasonable chance that the forecast costs of ministry will be met shortly after this once clear leadership and leadership structures are in place, alongside the planned investment in growth and new forms of raising income (Kingdom Enterprise/HeartEdge).

Penlee with Sancreed

1 SM
3 PTO
3 Readers
0.33 Min. Grp Charge

Total Cost of Ministry: £61,310
2019 MMF: £52,445
Surplus/(deficit): £(8,865)
Excess LICF funds. £7,500
Surplus/(deficit): £(1,365)

LICF funds

£25,000pa for 1 PT Urban Deprivation Priest, primarily focused on Penzance.

Plan for making up the forecast deficit

This benefice will need to work hard to return to 2019 levels of MMF, however there is already a history of a positive approach to alternative sources of income and it is hoped that developments in this area, combined with the ongoing return of congregations and visitors, will allow the parish to quickly return to 2019 levels of income and then surpass them in the following years, releasing the surplus LICF funds for the Rural Deprivation Officer.

There would be a focus here on establishing Kingdom Enterprise/Heart Edge - an approach to commerce which seeks to use our buildings and grounds for commercial purposes that align with our mission as churches. The deanery is investing in a Kingdom Enterprise officer for 3 years whose role will be to help parishes to do this.

Land's End & Penwith Pilgrims

1 SM
 1 HfD
 3 PTO
 1 Reader
 0.33 Min. Grp Charge

Total Cost of Ministry: £74,190
 2019 MMF: £71,135
 Surplus/(deficit): £(3,775)
 Excess LICF funds. £2,500
 Surplus/(deficit): £(1,225)

Plan for making up the forecast deficit

This benefice will need to work hard to return to 2019 levels of MMF, however with renewed leadership structures and through the development of different approaches to church and to alternative methods of raising income (Kingdom Enterprise/Heartedge), it is hoped that the parish will be able to quickly return to 2019 levels of income and then surpass them in the following years, releasing the surplus LICF funds for the Rural Deprivation Officer. The deanery is investing in a Kingdom Enterprise officer for 3 years whose role will be to help parishes in developing alternative sources of income.

Gulval, Madron, Towednack & Zennor

1 HfD
2 SSMs
3 PTO
1 Reader
0.5 CYF worker
0.33 Min. Grp Charge

Total Cost of Ministry: £25,410
2019 MMF: £64,640
Surplus/(deficit): £39,230

Financial Plan

This benefice should return a significant surplus and this could either be returned to the wider group (if the model of team was really working and PCCs agreed) or it could be used to fund a third CYF worker (for example) to enable there to be one focused in each cluster. Either way, there is no concern about this cluster meeting its MMF demands.

There would, however, also be a focus here on establishing Kingdom Enterprise/HeartEdge to ensure that the income was diversified and robust for the long term.

Across the Group

Working across the group would be a part time Pioneer Minister, employed for about 5 years part time (approx. £15k pa). The focus for the person in this role is on both rural and urban communities across the whole of West Penwith, working closely with the JCCs and PCCs to identify and develop opportunities for future ministry to those who don't currently express a faith or come to worship. Particular focus is perhaps needed on the 20-40's age group, the 'missing generation'.

There would also be two CYF workers across the group, funded by LICF money (£30k pa). They will be work in close cooperation with the leadership teams of 3x group clusters to develop relationship / resources / plans leading to enhanced / engaged provision for children and families.

Finally, once LICF can be released from supporting core ministry in Penzance and Lands End, it will be used for a Rural Poverty Officer (part-time) who will seek to partner with churches and others in meeting need in areas of rural deprivation in the areas covered by this group.

Appendix 2.1 Growing Faith and Discipleship

Penwith Deanery is a diverse area which stretches from the North to the South coast and includes churches situated on the moors, in coastal areas, in villages and in towns. We are seeking to connect the worshipping communities across the Deanery together in new ways which will nurture new Christians and sustain followers of Christ in their faith. We have the potential to establish a dispersed new monastic community and develop new resources and support for enriching faith across the deanery. We desire to be *‘A Church that is increasingly confident in its calling’*

Two possible posts are proposed to realise the potential of growing faith and discipleship: A Discipleship Coordinator and a New Monastic Community Warden. The precise nature and location of these roles will be worked out by the implementation team in phase 2 of the implementation but a total of £70,000 from the diocesan investment has been set aside for these projects.

Discipleship Coordinator:

Evidence from the On the Way consultative process showed a desire to use the BLESS model as a way of discipleship Befriend; Learn (about and from each other); Eat together; Serve (the hosts meet the needs of the guests); Share (informally sharing the Gospel). Three distinctive areas for developing discipleship have been identified:

Life events:

- • Marriage preparation courses
- • Baptism follow up - invite to a celebratory gathering once a year. e.g.

presenting a baptism bear to children which they then bring along to a
Teddy Bears’ Picnic

- • Services for the recently bereaved celebrating lives

Everyday faith:

- • Interest groups and study groups which act as ‘stepping stones’ into engagement with faith, e.g. Art and Spirituality
- • Signpost to midweek prayer and worship opportunities and special events around the Deanery
- • A programme of visiting speakers or speakers via zoom
- • An annual Festival of Christian Creativity and Culture in Penwith

Celtic Spirituality:

- • Establish Christian Celtic Walking groups in Penwith
- • Link together quiet gardens
- • Alternative Celtic worship including outdoor

These three areas could be led by volunteers reporting to the discipleship coordinator

Discipleship Coordinator Role (possible draft job description)

This post is open to lay or ordained applicants.

To gather and co-ordinate resources, activities and events which enable the growth of faith and discipleship for all ages and to communicate these across Penwith Deanery. These include:

- • creating and publicising learning resources (liaising with diocesan and cathedral education officers, where appropriate).
- • designing and delivering an online introduction and training programme focusing on Celtic Christian history, spirituality, creativity.
- • organising and lead / co-lead, in-person training events,
- • working collaboratively with the Warden of the Monastic Community and the

Heritage Officer to co-ordinate and provide, with the ordained leader, an online daily morning and evening prayer resource for all to join in online or with hardcopy provided to those not online (we may decide to use one of the many forms of Celtic offices available already, with the CofE online offices as an alternative.)

Responsibilities

- • Liaise with Parishes/Benefices/Groupings
- • Carry out a review of current activities in the Deanery
- • Create, compile and export databases containing information for each

activity/event

- • Maintain a calendar of activities/events
- • Communicate regularly with Parishes/Benefices/Groupings
- • Publish online and communicate by social media and newsletter what the ‘in

person’

or virtual offering will be in different areas

- • Link people who can share their gifts and knowledge to provide a varied

offering across the Deanery

Person Spec

- • have relevant degree or professional qualification or proven practical experience in the design and delivery of theological learning across age groups.
- • Excellent interpersonal skills

- • Able to enthuse recruit and support volunteers with appropriate experience and knowledge in developing specific areas of growing discipleship
- • Able to create and manage excel spreadsheets/Word and report evidence of impact from record keeping
- • be passionate and prayerful about enabling spiritual, missional and numerical growth in the Church.
- • be able to inspire, nurture and encourage people in faith and mission and have credibility with both clergy and lay people;
- • possess a willingness to relate to and value all traditions in the Church of England;
- • be able to work independently in handling a diverse workload and in keeping to deadlines;
- • be able to think boldly and creatively yet realistically
- • have good communication and presentational skills, both oral and written and including social and web-based media;
- • be a perceptive listener, able to discern and to help people solve problems;
- • be able to balance conflicting or differing needs and perspectives, happy to challenge and critique whilst inspiring and encouraging;

A Warden to establish and facilitate Piran's Peregrini (A New Monastic Community) - possible role description

Celtic Spirituality has touched a chord with many people during the On the Way discussions and has generated a great deal of enthusiasm. A Christian place of retreat and community in Penwith would provide a place for people of all faith or none to spend a quiet day or for a few days of retreat. It would have an additional focus offering members of the professional caring community to take time out.

A proposal has been made to the Diocese that the house on Chapel Street in Penzance could be used for this purpose. This house is currently not used by an incumbent. The income which the Diocese receives for this house could be redirected to fund the New Monastic Community. The house is in easy access of public transport links.

Purpose

A place for a rooted New Monastic Community to meet in prayer and to which a dispersed community belongs united through a structured rule and office for both committed Christians and those exploring faith and spirituality. Reaching out into the community to provide respite for those in stressful occupations

Accommodation

The house in Chapel Street consists of 3 storeys. It is proposed that a Warden would live on the top floor in the heart of the community. The middle floor has space for a meeting room and a self-contained bedroom for overnight stays. The ground floor has space for a dining room, kitchen and chapel or quiet room. There is potential to raise income from the spaces both inside and out and thus put the house on a commercial footing over time.

House Costs

The proposal is that the Diocese should waive the £1,000 monthly rent for the House on Chapel Street and give a grant of £5,000 per annum for three years, gradually tailing off as the house becomes commercially viable so that the community can be established.

New Monastic Community Warden Role

This post is open to lay or ordained applicants.

To establish and lead a dispersed monastic style community (Piran's Peregrini) from a base in Penzance. Initially the focus will be on the deanery of Penwith. The primary tasks are to:

- • create a dedicated morning and evening prayer central to the life of the community
- • provide a place of welcome for community members and especially for people in the caring professions
- • advertise and promote the community and nurture membership
- • facilitate community events in different settings throughout the year
- • work collaboratively with the discipleship co-ordinator and heritage officer

to provide meaningful spiritual engagement in a range of settings across the deanery bringing together an understanding of lived spirituality accessible for all.

Person Spec

- • have relevant degree or professional qualification or proven practical experience in Christian spirituality and prayer
- • proven experience in working in a non-residential retreat setting creating a deep sense of hospitality;
- • be able to set and manage a budget and establish the project as a financially viable entity within three years;
- • have an entrepreneurial approach to project delivery;
- • be able to inspire, nurture and encourage people in faith and spirituality

and have credibility with both clergy and lay people;

- • possess a willingness to relate to and value all traditions in the Church of

England;

- • be able to work independently in handling a diverse workload and in keeping

to deadlines;

- • appreciate the context and role of people working in a voluntary capacity in

parishes, and communities;

- • be able to think boldly and creatively yet realistically;
- • have good communication and presentational skills, both oral and written including web-based and social media;
- • be a perceptive listener;
- • be able to balance conflicting or differing needs and perspectives, happy to challenge and critique whilst inspiring and encouraging.

Appendix 2.2 Children and Families Work

There has long been a desire to increase work among families, children and young people across the deanery. Established evidence from some churches indicates high engagement with:

- • holiday clubs,
- • parenting work with fathers especially in vulnerable circumstances, young parents and grandparents,
- • developing social and life skills including healthy eating, creative arts environmental care,
- • providing space to play through a range of activities
- • community activities that enable experience beyond the local area.

Local schools are keen to retain and develop relationships with the church community especially support for RE, PHSE and collective worship.

The lack of youth provision and youth work is a growing concern. This will be a focus of the **Children and Family Worker team** with an emphasis on growing life skills, participation and leadership opportunities for young people. In the light of this evidence there is agreement across the deanery for the appointment of family workers using the LICF funding. This will provide four half time posts. The workers will be based in different locations (two in each grouping) and offer different skill sets.

The reporting structures for these people will be determined by each group in consultation with the deanery implementation team.

The Family Worker team will be supported by a Deanery Family Worker Steering Group.

The Family Worker Project will meet the following aims:

1. To develop engagement with children, families, schools and churches at a transformative level:
 - • Networking of family workers across the Penwith deanery supporting local church initiatives with families, schools and young people
 - • Creating new intergenerational faith communities
 - • Engaging in out of school activities that will nurture community and have a positive impact on health and wellbeing
 - • Nurturing self-esteem and positive relationships with family, community and the world we live in
2. To inspire, engage and empower children, families and churches:
 - • Developing and equipping volunteers to work with children and families

- • Developing a deeper understanding of young people's faith journey amongst traditional churches
- • Developing a sacramental awareness of God in daily living

- • Developing informed choices that will enrich the lives of families and the community making a positive difference together

3. To build aspiration with children, families, churches and schools:

- • Increasing a deeper engagement with all ages in the scriptures which is transformational in daily living
- • Widening horizons and inclusivity, ensuring that gender, race and sexuality is no barrier. Increasing economic well-being, living gently and creatively in sustainable world to live 'life in its fullness'

The aims will be achieved through the following activities organised by the team who will set up, train volunteers, involve other professionals (teachers) and run a range of:

1. Monthly Messy Church, Muddy Church, Intergenerational faith communities including environmental care running in different churches across the deanery as local interest and capacity allow.

2. Holiday Clubs including worship and nurture events:

- • 5 days - Easter
- • 5 days - Christmas
- • 5 weeks - Summer across the deanery

3. Half termly family activity events repeated across the deanery

4. 30 Sunday Christian nurture activities for families per year

5. Annual theme based family outreach activities: one in each deanery hub

6. Saturday and/or mid-week 'Who Let The Dads Out' groups with additional activities in 2 venues

7. School and Colleges:

- • Recruit chaplains to work at Penwith College.
- • Contribute to the planning and delivery of RE focused days in schools.
- • Contribute to school assemblies including pre-recording material

8. Partnerships:

- • Develop strong mutually beneficial partnerships with local service providers and charities including young parent houses, Truro and Penwith College and Duchy College.

- • Develop partnerships with national bodies such as HeartEdge and Theos, to grow sound theological understandings

- • Research and develop the potential for establishing playzone style

activities in church buildings across the deanery.

Training and Development: Source and facilitate appropriate training

including Godly play; Forest School, to become an approved Forest School leader; lead to development on coastal church

The expected outcomes from the project are:

1. Year on Year increase in the % of children and families taking part in out of school non-statutory activities provided by this project
2. Year on year New intergeneration faith communities come into being
3. Wider engagement, empowerment and involvement of children and families in church, school and community life including involvement in decision making and offering skills, time and talents to others.
4. Increased involvement of children and families with Celtic Spirituality, Pilgrimage, Earth collective worship and family worship.
5. Increased % engagement of families in addressing food poverty
6. Finding opportunities to share the model of working through engagement with the HeartEdge Community and other coastal community projects
7. **Financial summary:** The funding for the workers will be drawn from the LICF funding 4 Families Workers (Half Time) 60,000 per annum.

Appendix 2.3 Kingdom Enterprise/HeartEdge

Kingdom Enterprise/HeartEdge is the term we use to describe initiatives that will help make our churches both fruitful and sustainable. It includes commercial activity that generates finance, and creatively extends and enhances mission. It looks at ways of generating income from our assets, our church buildings, and enhancing their use for God's mission. It is fruitful because initiatives provide mission opportunities. It is sustainable as it brings in resources (financial and practical) that help manage and maintain our assets - making them accessible for the whole community rather than just those who attend - and providing income for mission and ministry in the years ahead. By allowing our assets - like buildings and facilities - to broaden and appeal to a larger market we remain at the centre of our communities, valued and considered by all. We know that having commercial activities available within Church demonstrates a wider understanding and access to Christian experience. To achieve this, we propose employing a deanery

Kingdom Enterprise/HeartEdge Officer (draft possible job description)

The main purpose of the job will be to provide expertise, guidance and business plans for the use, adaptation, repair and maintenance of church buildings as places of worship, mission and growth and the change management needed to ensure their sustainability. This will involve working with parishes to:

- • undertake a review of every church and church-managed building in the Deanery to establish its ongoing costs and sustainability and its potential for kingdom enterprise taking account of each place's context
- • undertake community audits to establish need and opportunity
- • develop robust business plans for identified opportunities
- • develop and agree action plans (embracing patterns of use, physical

adaptations and repairs, capital and revenue budgeting, and management / governance arrangements) with church communities to fulfil the potential of their buildings to support the mission to be undertaken

- • build relationships with external bodies and communities to support our communities in the furthering of the missional potential of these buildings
- • Identify and access sources of funding for the resources needed to support

the agreed action plans

- • help church communities identify and access funding sources for repairs;

assisting in developing robust funding strategies and maintenance plans including opportunities for collaborative purchasing

A fixed term contract of up to 3 years is envisaged, at an approximate salary of £35k pa. A total of £120,000 has been set aside for this project.

Outline person spec

- • be empathetic and committed to the role of church buildings as local centres of Christian worship and mission
- • have an empathy for the care and conservation of church buildings: see conservation as the management of change;
- • have relevant degree or professional qualification or proven practical experience in the management, development and conservation of the historic environment
- • proven experience in working with voluntary groups to deliver significant change
- • have knowledge and experience of the role of externally-obtained funding in the life of the church and churches and experience in applying for and utilising this funding;
- • have an entrepreneurial approach to project delivery;
- • be passionate and prayerful about enabling spiritual, missional and numerical growth in the Church.
- • be able to inspire, nurture and encourage people in faith and mission and have credibility with both clergy and lay people;
- • possess a willingness to relate to and value all traditions in the Church of England;
- • be able to work independently in handling a diverse workload and in keeping to deadlines;
- • appreciate the context and role of people working in a voluntary capacity in parishes, and communities;
- • be able to think boldly and creatively yet realistically
- • have good communication and presentational skills, both oral and written;
- • be capable of giving clear and consistent advice;
- • be a perceptive listener, able to discern and to help people solve problems;
- • be able to balance conflicting or differing needs and perspectives, happy to challenge and critique whilst inspiring and encouraging.

Appendix 2.4 Pilgrimage, Heritage and Creation Care

All churches can be signposts for the “good way” and welcome visitors. We live in an exceptionally beautiful part of the country. As Christians we have a duty of care for our surroundings. Tourism is a central industry in Penwith. Thousands of people visit the areas every year, many returning year on year, many have second homes in the area. Churches play a vital role in offering hospitality and sanctuary from the pressures of daily life. Many tourists visit our churches some out of general interest, some for specific interest especially art history, some just to step out of the rain. For whatever reason we know our visitors find rest, peace and deep spirituality in our places of worship and the surrounding country and coastal areas. They carry this peace with them when they leave. This proposal builds on the current St Michael’s Way and Cornish Celtic way to develop pilgrimage routes offering:

- • Meeting people of the places and buildings - encouragement & evangelism. The (Cornish) Celtic Way and the St Michaels way are already well developed. Churches could support the main pilgrimage routes with hospitality, information and route guides/companions.
- • Re-establishing The Cornish Camino or Camino Inglés, reviving the traditional Cornish leg of the famous Camino Santiago de Compostela, stimulating tourism and an opportunity for evangelisation. Link the Cornish Camino to a revived network of traditional churchways /churchpaths throughout Cornwall to form new local routes for walkers, pilgrims and tourists and to reaffirm traditional local and regional networks. Provide accompanying book, maps and app.
- • Establishing a 3-tier patronage programme (St Piran, St Petroc, St Buriana) to be advertised on the Cornish Camino and online, with funds raised to be used in support of the built and other material heritage. The opportunity to enrol in specially guided tours, led by an appropriate expert, of individual or groups of churches and their sacred landscapes, and walks of sections of the Cornish Camino.
- • Places of refuge for homeless people offering ‘pay what you can’ refreshments and providing advice for support agencies.
- • Hospitality in churchyards and church premises and gardens, including our church buildings and Community Cafés & Hubs
- • Concerts and arts events
- • Quiet Gardens
- • Champing (pre-booked overnight camping in churches) providing breakfast provisions
- • Sales of heritage/pilgrimage passports, stamps and merchandise
- • Wildlife gardens, nesting boxes, bug hotels within church grounds, link with wildlife trust, RSPB, etc. Community gardens/orchard, fellowship gardening groups open to community involvement.

- • Churches own fellowship and prayer walks to explore local Christian history. Provide rainy day activities in church: art/craft exhibitions and treasure hunts. Geocaching UK, with relevant verses from Scripture or even booklets being the hidden treasure to be found. Self-guided tour notes available from the church
- • Guided walks featuring local history and links to pilgrimage.
- • Online newsletters

£40,000 from the diocesan funding has been set aside for developing this work in phase 2 of the implementation of the plan.

Pilgrimage and Heritage Officer Post (part-time, possible role description)

The heritage officer will work closely with the discipleship coordinator to ensure a synergy between pilgrimage and growing faith. The role of the heritage officer will include:

- • Developing existing and new pilgrimage trails
- • Developing publicity and merchandise promoting heritage and pilgrimage
- • Working with local communities to create heritage trails in and between churches
- • Working with local churches to organise and promote concerts, art exhibitions and other arts related events
- • Working with local communities to establish ‘friends of’ schemes or other locally owned support networks.
- • Extending ‘Come rain or Shine’ across the deanery
- • Working with the Diocesan environmental officer and local churches to establish and promote quiet gardens and creation care initiatives

Person spec:

- • be empathetic and committed to the role of church buildings as local centres of pilgrimage and heritage
- • have an empathy for the care and conservation of church buildings and land developing initiatives for environmental care;
- • have relevant degree or professional qualification or proven practical experience in the management, development and conservation of the historic environment
- • have experience in developing pilgrimage opportunities including marketing
- • have knowledge and experience of the role of externally-obtained funding

relating to heritage and community impact;

- • have an entrepreneurial approach to project delivery;
- • be passionate and prayerful about enabling history and art to contribute to spirituality

spirituality

• • be able to inspire, nurture and encourage people in understanding the missional imperative within heritage and creation care and have credibility with both clergy and lay people;

with both clergy and lay people;

• • possess a willingness to relate to and value all traditions in the Church of England;

• • be able to work independently in handling a diverse workload and in keeping to deadlines;

• • appreciate the context and role of people working in a voluntary capacity in parishes, and communities;

• • be able to think boldly and creatively yet realistically

• • have good communication and presentational skills, both oral and written

including web-based and social media;

• • be capable of giving clear and consistent advice;

• • be a perceptive listener, able to discern and to help people solve problems;

• • be able to balance conflicting or differing needs and perspectives, happy to challenge and critique whilst inspiring and encouraging;

Appendix 3 - Risks

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

Risk	Consequence	Likelihood	Impact	Score	Controls/Actions
Lack of Rural Dean to lead implementation of plan	Plan is not implemented or implementation delayed and therefore not completed in time. Balanced budget not achieved in 2023	5	5	25	Dean of Penwith (or equivalent Leader) to be appointed with specific responsibility for encouraging and supporting local leaders
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	4	4	16	Consultation on relevant aspects of the plan with parishes and PCCs prior to Synod vote
Buildings Reviewer/Kingdom Enterprise/HeartEdge plans fail to deliver promised income streams	Funding gap not closed.	4	5	20	Detailed Business plans with income and expenditure projections created and assessed. Implementation monitored on a monthly basis
Lack of engagement with plan delivery by ordained and lay leaders	Plan is not implemented or implementation delayed and therefore not completed in time. Balanced budget not achieved in 2023	4	4	16	Dean of Penwith (or equivalent Leader) to be appointed with specific responsibility for encouraging and supporting local leaders
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
Lack of people with the required skills for the Children and Families Worker roles	Failure to deliver on outcomes	4	4	16	Effective recruitment process with appropriate support and training
Lack of people with the required skills for the Heritage & Tourism	Failure to deliver on outcomes	2	4	8	Effective recruitment process with appropriate support and training
Lack of engagement between parishes to enable the Heritage & Tourism project to flourish	Failure to deliver on outcomes	3	4	12	Fully engage parish leaders in the project plans