



PIONEER PRIEST &
PRIEST-IN-CHARGE OF
ALL SAINTS FALMOUTH

Information pack



DIOCESE OF TRURO
DISCOVERING GOD'S KINGDOM
GROWING THE CHURCH

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Thank you for your interest in what we believe is a truly exciting and challenging post and, whether or not you put in an application, we ask you to join with us in praying for God's hand on this appointment process.

In May/June 2017, we heard that Truro Diocese's bid for Strategic Development Funding had been successful and the first phase of "Transforming Mission Cornwall" could finally get under way in Falmouth.

Even to get to this point has been the fruit of a great deal of dreaming, praying, discussion, consultation and sheer hard work on the part of many people, but now the adventure really begins...

As will become apparent the new Pioneer Priest (also to be Parish Priest of All Saints) in Falmouth will be an exceptional individual (though even we recognise that no-one is likely to tick all the boxes in our daunting Person Specification!). Primarily though it will be someone who can catch, and help to realise, the vision God has given us for transforming the mission of the Church of England in Cornwall.

The Church Commissioners and the Diocese of Truro between us are investing £2 million, along with much hope, faith and prayer, in the 5-year project you'll find described in the following pages (though the Pioneer Priest appointment is under Common Tenure and is not time-limited). In the grace of God and the power of the Spirit, we long to see the Gospel of Jesus renewing His church and changing lives through what is started here.

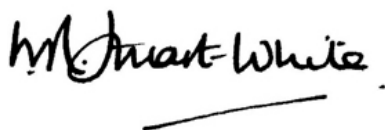
Much of the content of this pack is adapted from the bid document, but it also includes a profile of the parish of All Saints where the post will be based, and whose congregation will form a key part of the ongoing ministry and mission. We invite you to read it and to consider whether what it describes fires your imagination and inspires you.

If so, it would be good to have an informal discussion with you and to receive your application.

The newly appointed Priest will have a hand in assembling a ministry team as described and, with them and the existing clergy and people of the local churches, will be in at the start of something great for God.

If you'd like to explore this opportunity further, please email me at bill@truro.anglican.org to arrange a phone-conversation.

In Christ,



THE VEN BILL STUART-WHITE
ARCHDEACON OF CORNWALL

Transforming Mission Cornwall (TMC)

Background

The aim and the vision of the Diocese of Truro is to continue to resource and encourage church communities in Cornwall and the Isles of Scilly to “Discover God’s Kingdom, Grow the Church”.

Transforming Mission Cornwall is a model for the renewal of Anglican Church life across the Diocese of Truro which seeks to develop a version of Resource Church that learns and borrows from current practice in other dioceses but is tailored to fit the Cornish context. The initial implementation of the model will be in Falmouth. Its objectives are to:

- 1 Develop a **thriving missional community** in the churches across Falmouth;
- 2 Develop an effective ministry to the **student community and the ‘missing generations’ in Falmouth;**
- 3 Identify, nurture and train **future leaders in ministry**, lay and ordained, who can be deployed in the Deanery, Diocese and the wider Church;
- 4 Develop a model of **Town Resource Church**, which will be replicated across towns in Cornwall and beyond.
- 5 To develop an interconnected network of resources to be shared across the town to best serve the missional community, including venues, equipment and people;
- 6 Develop a culture of church planting.

Falmouth will be the first of many towns where this model is applied. A Bishop’s Mission Order (BMO, see page 34) has been created in the Deanery of Carnmarth South under the leadership of the Rural Dean, the Revd Canon Geoffrey Bennett.

The role of Pioneer Priest and Priest in charge of All Saints Church is a new role created to lead growth and renewal through Transforming Mission Cornwall.



[VIEW A SHORT VIDEO ABOUT TMC FALMOUTH HERE](#)

Role Description

Pioneer Priest & Priest-in-charge
of All Saints Falmouth (Stipendiary)

LOCATION:

Based in All Saints Church, Falmouth serving the area of the BMO.

LINE MANAGER FOR:

TMC Roles: Worship Minister, Pioneer Student Minister, Children and Families Worker, Operations Manager ;

PCC appointed roles: Director of Music, Choir Director, etc..

Purpose of the role

To lead renewal and growth in the Falmouth area for Transforming Mission Cornwall and be the parish priest for All Saints Church, Falmouth.

Key responsibilities

LEADERSHIP

- To be the leader of ministry for Transforming Mission Cornwall in Falmouth;
- To hold, develop and communicate the vision and mission of Transforming Mission Cornwall;
- To work with the PCC of All Saints, with leaders of the BMO and with the TMC Ministry Team;
- To build a resource church that can support other churches in the community by:
 - *leading and growing the current worshipping community of All Saints Church,*
 - *establishing and developing new congregations and groups as appropriate,*
 - *working together with colleagues to promote church growth across the BMO;*

- To invest in the development of leaders, lay and ordained;
- To provide line management and supervision for the Ministry Team and build a confident team;
- To be responsible for delivering the objectives of Transforming Mission Cornwall in Falmouth.

PREACHING AND WORSHIP

- To be a confident and compelling preacher who can apply the scriptures faithfully, and in the power of the Spirit, in a variety of contexts, according to the needs of the congregation;
- To be confident and adaptable in the planning and leading of high-quality worship in widely differing contexts including both contemporary, informal band-led services and those in a more traditional, Catholic tradition, accompanied by organ and choir.

COMMUNICATION

- To develop and maintain strong links with other churches and community organisations seeking open, meaningful and fruitful partnership working;
- To work with the Transforming Mission Cornwall team to further develop and deliver a communications strategy that informs and engages the community;
- To develop an engaging and welcoming culture within and beyond the church, extending to places such as the university, the student hub and other community settings;
- In partnership with the Rural Dean, develop strong working relationships with fellow leaders (lay and ordained).

COMMUNITY BUILDING

- To develop ministry to the local communities that reflects actual needs and aspirations;
- To work in partnership with others to build communities that reflect the values of the kingdom of God;
- To open doors to those from all backgrounds so that they may know Christ and have the opportunity to explore and grow in faith;
- To ensure that all BMO parishes feel part of Transforming Mission Cornwall, and know how they can participate and how they can be heard;

HEALTH & SAFETY

- To adhere to the Diocese of Truro's Health and Safety policy and procedure as well as any other related laws and to do all that is reasonable to promote care and safety in the fulfilment of the role and in daily working life.

SAFEGUARDING

- To adhere to the Diocese of Truro's Safeguarding Policy and procedures as well as any other related laws and to do all that is reasonable to promote care and safety in the fulfilment of the role and in daily working life for all who may be vulnerable. This includes a responsibility to remain up to date with your own safeguarding training at the level appropriate to the role. **Please note that this role requires an enhanced DBS check.**

Person Specification

QUALIFICATIONS

- A clear testimony of faith in Jesus Christ and a vital, growing personal relationship with Him;
- An established pattern of personal prayer;
- A Spirit-filled Christian with a clear sense of God's call to pioneer ministry;
- Demonstrated excellence as a leader in ministry and mission;
- Ordained Anglican priest.

EXPERIENCE

- Experience of growing new congregations;
- Experience of leading high quality contemporary worship;
- Experience of leading liturgical worship;
- Experience of managing others, including their development;
- Experience of working with students or young people.

KNOWLEDGE AND PERSONAL CHARACTERISTICS

- A desire to resource and plant churches as a missionary entrepreneur;
- Openness and generosity of spirit;
- A passion for people, with a particular ability to relate to families and young people;
- An ability to recognise and release the gifts of others;
- A vocational desire to develop leaders;
- Ability to communicate clearly and directly, using tact and diplomacy as and when required;
- Awareness of contemporary and traditional worship music and generally musically sympathetic;
- Unquestionable personal integrity and code of ethics;
- Innovative and creative approach;
- Resilient, flexible and adaptable.

SKILLS

- Outstanding preaching in both contemporary/charismatic and traditional contexts;
- Ability to build community and engage with all, particularly younger people;
- Strong people management & leadership skills, including effective time management, prioritising and delegation;
- Excellent pastoral care provision;

- Strong organisational & administration skills;
- Strong written and verbal communication skills;
- Proficiency in IT including email, the internet and social media.

Key relationships

The key relationships for the post holder are with:

- All Saints congregation
- All Saints Church PCC
- The Worship Minister
- The Student Minister
- The Children and Families Worker
- The Rural Dean
- Clergy in the Deanery
- The Archdeacon of Cornwall
- The Bishop of Truro and the Bishop of St Germans
- Strategic Programme Manager
- Student Hub Manager
- University Chaplain
- Operations Manager
- Churches Together

This role description is a summary of the key areas of responsibility. It is not intended as a definitive statement of role content.

A Statement of Particulars will be issued on appointment, according to the requirements of Common Tenure.

The Deanery of Carnmarth South

The Deanery of Carnmarth South is one of the more compact of the twelve Deaneries in the Diocese of Truro and comprises the towns of Falmouth and Penryn and the surrounding parishes of Mawnan, Budock, Mabe, Mylor and Flushing. It is home to the two campuses of Falmouth University and the University of Exeter in Cornwall.

It is currently served by four stipendiary and two self-supporting Incumbents as well as a number of retired and self-supporting Priests, Readers and active lay leaders. Over the past two years a Deanery Development Group has been exploring ways of working collaboratively across parochial boundaries to share ministry in the wide variety of contexts. This has been a significant part of the background to the vision of Transforming Mission Cornwall.

All Saints Parish

**SEE THE PARISH WEBSITE:
WWW.ALLSAINTSCHURCHFALMOUTH.CO.UK**

The Parish of All Saints came into being in 1924, having previously constituted part of the parish of King Charles the Martyr. The Church was designed and built by JD Sedding and consecrated in 1890, since when it has upheld an Anglo-Catholic tradition in the town.

All Saints is home to a happy, friendly and welcoming congregation, focused on a Sung Parish Mass with an average weekly attendance of 36, rising to 60+ on festivals, feasts and parade services.

There are currently 64 members on the Electoral Roll. The majority of the congregation are over 50 and the average weekly attendance is 36.

OCCASIONAL OFFICES

During the last 12 months we held 9 Baptisms, 3 Funerals and no Weddings.

PATTERN OF WORSHIP

THE NORMAL PATTERN OF WORSHIP IS:

Every Sunday: 10.00 am Sung Parish Mass – we use a rich variety of liturgy in the parish, and enjoy blending the traditional and modern, making full use of sign and symbol in our worship to connect us with the living God. At the conclusion of the service coffee is served at the West End of the Church.



ALL SAINTS CHOIR



ALL SAINTS NAVE, LOOKING WEST

Every Wednesday: 11.00 am Said Mass – this is a quiet, reflective service that is held in the Lady Chapel. Coffee is served at the conclusion of the service at the West End.

However, we also have a bi-monthly Parade Mass which is a said mass with hymns especially for the younger people. We have scouts, cubs, beavers etc in attendance with their families. It is often the first Sunday of the month but moves for services like Mothering Sunday etc (Possible Toy service during advent).

POLICY QUESTIONS

CHILDREN AND HOLY COMMUNION

The PCC has not formally discussed the admission of children to Holy Communion after Baptism, however, children are encouraged to go forward for confirmation by the parish priest.

RE-MARRIAGE OF DIVORCED PERSONS

The PCC has not formally agreed a policy on the re-marriage of divorced persons, however this has been left to the parish priest's discretion and two weddings of divorcees have taken place in the last two years.

CHURCHMANSHIP/TRADITION

We are a liberal Anglo-Catholic Parish, the church has been quite significantly high, however, there are no resolutions in place and the church is very happy with female clergy, (we have a female priest who has helped us out during the last year (due to parish priest off sick).

MISSION INITIATIVES

Using the building of All Saints with its amazing acoustics, especially for classical and vocal music and its excellent organ, for mission related activities is a high priority for us. The following mission initiatives have been undertaken in the last 2 years:

- Annual Christmas Tree Festival
- Social Outreach Events (Quiz nights, Beetle Drives, Boat Trips Cream Tea afternoons etc)
- Monthly coffee mornings

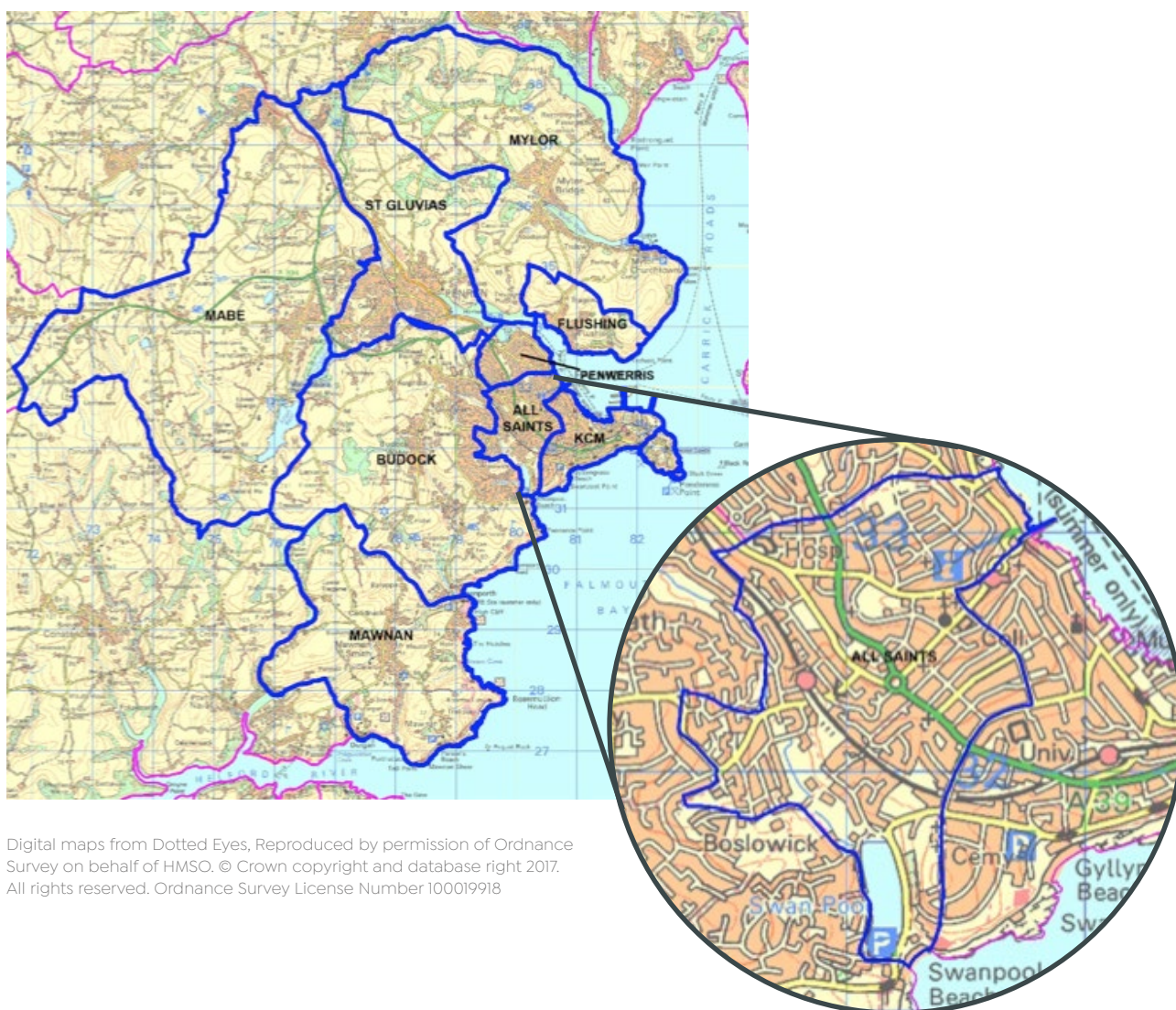


ALL SAINTS ORGAN



- Joint Services with other churches
- Choral Evensongs with other church choirs
- Monthly Scout Parade Service
- Special Christmas Services
- Organ recital series
- Concerts
- Use of building to other users
- Messy Church and the Filling Station (both organised by St Budock church in conjunction with All Saints)
- Active and up to date website www.allsaintschurchofalmouth.co.uk
- Active and engaging Facebook Page
- Week of Christian Unity services
- Pulpit Swapping
- Member of 'Falmouth and Penryn Churches Together (1 of 18)
- Active Church choir (Sings regularly at other churches and the Cathedral)
- Lay pastoral visiting
- Parish priest used to take a monthly communion service at Earles Retreat (Private Chapel)

We enjoy the services of a retired priest with Permission To Officiate and we pay our Mission and Ministry Fund (parish share) in full.



TMC Summary

The Truro Diocesan Vision Statement is “Discovering God’s Kingdom, Growing the Church”.

Since 2012 the Diocese has been implementing this vision through initiatives to –

- strengthen parish life through deepening discipleship;
- develop leadership;
- concentrate on mission opportunities at a parish level.

The “**TRANSFORMING MISSION**” initiative is the most significant plan to stimulate Church Growth in the Diocese over the next 5 years (2017-2022).

“**TRANSFORMING MISSION**” is a model for the renewal of Anglican Church life across the Diocese of Truro. A successful bid has been submitted for Strategic Development Funding from the Church Commissioners to enable us to develop a version of Resource Church that learns and borrows from current practice in other dioceses but is tailored to fit the Cornish context. The initial implementation of the model will be in Falmouth.

OUR OBJECTIVES ARE TO:

- 1 Develop a **thriving missional community** in the churches across Falmouth;
- 2 Develop an effective ministry to the **student community in Falmouth**;
- 3 Identify, nurture and train **future leaders in ministry**, lay and ordained, who can be deployed in the Deanery, Diocese and the wider Church;
- 4 Develop a model of **Town Resource Church** and a culture of church planting, which will be replicated across towns in Cornwall and beyond.

FIRST STEPS TOWARDS THESE OBJECTIVES WILL BE:

- Establishing a new Resource Church at **All Saints Parish Church** under the leadership of a newly appointed **Pioneer Priest and team** (comprising Student Minister, Worship Minister, Children and Families Worker and Operations Manager).

- Establishing a ministry to students based largely in **the Café** belonging to King Charles the Martyr Church (KCM) and at **All Saints Church**;
- Providing **central capacity** to develop the model and manage this implementation in Falmouth and other towns.

SINCE THE SUBMISSION OF THE FUNDING APPLICATION:

- We have appointed a **Consultant Pioneer Priest (part-time)** to work with us and help to enable the project launch. **The Revd Chris Thomson** brings with him experience of Pioneering and church planting in the Diocese of Southwark as well as being Assistant Director of Ordinands. Chris's appointment will run from August 2017 until the project launch.
- We have appointed **Kayode Odetayo** as **Strategic Programme Manager** to oversee the development of Transforming Mission as it begins in Falmouth and as it is replicated in other areas.
- We have relocated the **Diocesan Intern Scheme** (CEMES) to Falmouth in order to maximise the impact of Transforming Mission, especially objective 3, growing future leaders. A Vicarage has been set aside for this purpose.
- We have signed a lease with King Charles the Martyr church for the café and have appointed **Bianca Parry and Matt Parry** as **Café Manager and Assistant Manager** respectively to oversee the refurbishment and development of the Café and Student Hub. This will be open for business in October 2017.
- We will shortly appoint **a Pioneer Student Minister**, who will begin work in October 2017.

Project Description

BACKGROUND & CONTEXT

In line with many other parts of the Church of England; we have been experiencing falling congregational numbers over several decades. A quarter of our congregations have less than 20 worshippers, 56% less than 40 worshippers. Numbers of stipendiary Priests also continue to fall and very few churches have strong, sustainable ministries to young people.

Cornwall has only 11 towns with a population of more than 10,000, the largest being the conurbation of Camborne-Pool-Redruth with a population of 55,000. These centres of population are largely those with the lowest per capita church attendance figures and none of the larger towns have obviously thriving Anglican congregations at their heart. Truro, the Cathedral City, is in a slightly different category.

Responsibility for raising funds towards the Diocesan quota is currently being devolved to individual Deaneries. Not a single Deanery covers its ministry costs, and all are looking both to reduce stipendiary numbers and to raise income. It is widely recognised that simply continuing to appoint Parish Priests in the traditional model does not lead to the growth of the Church.

It is against this background that the Diocese has developed its strategy and that the **Transforming Mission** project has evolved.

DIOCESAN STRATEGY

The current and ongoing Diocesan Strategy focuses on three key priority areas:

- 1 Discipleship (Way of Life)** – challenging and equipping current congregations to discover and grow – in depth of faith, in community engagement and in numbers. This continues to be a primary task.
- 2 Leadership (Accompanied Ministry Development)** – a major ongoing and innovative programme to equip Clergy and parishes. It creates opportunities for clergy support and development during a series of Clergy Colleges, focuses upon creating Ministry Development Teams in each parish, provides resources for local churches, and encourages congregations to be creative in mission.
- 3 Mission** – the emphasis of this strand has hitherto been on challenging and helping priests and parishes, through and beyond the first phase of Accompanied Ministry Development, to develop projects that are intentional about growth. This has had some noticeable but limited local impact. The **Transforming Mission** initiative described in this bid forms the most significant element of plans to stimulate Mission and Church Growth in the Diocese over the next 5 years (2017–2022). It develops the proposals for Innovation in Ministry in Confidence in the Gospel:
New Ministries. “Invest in at least three ministers (lay or ordained) to be deployed in mission priority areas. The posts to be fixed-term contracts and deployed separately from current parochial appointments. Potential mission priority areas to include students in Falmouth and to the new estates and visitor population of Newquay.”

EPISCOPAL AND DIOCESAN SUPPORT

Transforming Mission has grown directly out of the key elements of this Diocesan Strategy and has been developed, under the leadership of the Archdeacon of Cornwall, in conversation with the Diocesan and Suffragan Bishops, both of whom are fully supportive. As an integral part of “Confidence in the Gospel”, the proposals have been presented to the Bishop’s Diocesan Council at key stages of development. The Council have fully endorsed the proposals and the current bid.

VISION

The vision behind **Transforming Mission** is to see the churches at the heart of our Cornish towns renewed and equipped, engaged with their communities, growing in numbers and in faith and attracting the generations that, by and large, are now missing from our congregations. These churches will work with each other and with ecumenical and other partners, they will help to grow the next generations of leaders, both lay and ordained and, as they receive resources to enable them, they will be generous in helping to resource the smaller/village churches around them.

The **first stage of this vision** is to focus and provide resources to a single project, based on All Saints Church, Falmouth and incorporating the use of the café at King Charles the Martyr (KCM) Church as a “Student Hub”.

A Bishop’s Mission Order will be created, under the leadership of the current Rural Dean, incorporating all the parishes in Carnmarth South Deanery. This BMO will facilitate the work across parochial boundaries to be undertaken by those appointed to the new posts that will be created.

The appointments to the posts initially proposed in Falmouth are with the primary intention of modelling a church characterised by:

- growing congregations that welcome and engage with all ages;

- training new lay and ordained leaders to serve town, diocese and beyond;
- a desire to be a blessing and resource to others;
- engagement with the student generation;
- confident and outward-looking leadership;
- an imaginative and adventurous approach to being Church;
- close cooperation between Anglican churches and ecumenical partners;
- a distinctive Anglican presence across the spectrum of Churchmanship.

These appointments, two of which are Pioneer roles, flow out of a commitment to “New Ministries” in the Truro Diocesan strategy. Recruitment to, and deployment of, gifted individuals to such posts, and their integration into the leadership structures of the Churches will be critical to the success of **Transforming Mission**, first in Falmouth and thereafter in the other towns.

The elements of the model transferable to other locations will be:

- Identification of an existing or new congregation as a Resource Church into which focused resources will be invested and from which it is expected that resources will be generated to support and equip mission in the area;
- Formation of a town-wide leadership team, comprising the incumbents and assistant clergy and appropriate lay leaders. This may be informal or by Bishop’s Mission Order or Pastoral Scheme as appropriate. It will usually be an area identified for Oversight Ministry according to the pattern being developed in the Diocese;
- Recruitment into this team of at least one Pioneer Minister – an individual with an entrepreneurial spirit, the gifts and a desire to enable new ministries and probably new congregations – and other posts as identified locally (perhaps often a Children and Families worker).

OPPORTUNITIES IN FALMOUTH

Falmouth, a busy port, a Business, Marine & Engineering Centre and growing University town and hub of the tourism industry, has been identified as the first location for **Transforming Mission** for a variety of reasons. Each is powerful on its own merits; however, everyone involved in formulating the proposal senses the leading of the Holy Spirit in the extraordinary timeliness of how the various elements are coming together:

UNIVERSITY

Falmouth and its neighbouring town of Penryn, are host to two universities, the University of Exeter (Cornwall Campus at Tremough) and the University of Falmouth (Tremough and Wood Lane Campus). There are plans to grow the student population by a further 4,000 to 10,000 by 2020. This rapid expansion of student numbers is a source of life and vitality in the area but also a cause of some disquiet, and tensions exist between the needs (particularly housing) of the established residents and the students. The churches are ideally placed to bridge the divide and to provide a context within which the generations can flourish together. These developments give the potential for significant growth in the life of the churches. Falmouth is a growing town with many young families and a good network of schools in which we already have good contacts. The current population of Falmouth and Penryn stands at about 43,000, 8% of Cornwall’s population.

- Strong links with the University chaplaincy;

- Lead Chaplain is fully supportive and welcomes this initiative;
- Currently no dedicated Anglican chaplaincy at the university;
- There is a strong Christian Union;
- KCM resources of a café, hall and theatre space for arts and music performance.

BUSINESS CENTRE

Partly as a result of the increasing presence of the University, but also as a result of excellent “seaside lifestyle”, Falmouth has seen the start-up of many IT based organisations, consultancies and High Tech manufacturing companies. This has increased the population and business base of the town, which, historically, was based almost solely on Maritime & heavy engineering based employment.

- Opportunities for engagement with the business community through the Café.

TOURISM

KCM is ideally situated at the heart of the town and has the potential for outreach to holidaymakers, and day visitors, including the many who disembark from cruise ships, particularly so the café.

- Opportunities for lunchtime concerts and arts exhibitions;
- Welcome and hospitality through the KCM café.

CURRENT MINISTRY

The Deanery of Carnmarth South comprises 9 parishes. These parishes have until recently each been served by their own parish priest.

Two recent retirements, one of them from All Saints Parish, have given the opportunity -

- to review patterns of ministry allowing for the possibilities of mutual sharing of both clerical and lay giftings;
- to introduce a Resource Church proposal with the appointment of a Pioneer Priest and team.

ECUMENICAL LINKS

There is a strong Churches Together in Falmouth and mutually supportive relationships.

TIMELINESS

Since work has started on the detail of Transforming Mission Cornwall a strong sense has developed that the Holy spirit is moving at this time:

- Vacancy at All Saints and willingness of PCC to host the Resource Church;
- Availability of Consultant Pioneer Priest;
- Significant interest from Christians from around the country with appropriate gifts and sense of vocation to the project;
- Release to the Diocese of KCM café as a student hub;
- Availability of the KCM Hall;

- Availability of newly refurbished accommodation from Glebe to house Intern Scheme;
- Availability of potential office space at All Saints;
- Development of HTB Resource Churches and their interest and help.

THE SCOPE AND OPPORTUNITIES OF TRANSFORMING MISSION IN FALMOUTH



Project Planning

Following the creation of a **Bishop's Mission Order** to draw together the Anglican churches in Falmouth, we will initially create a thriving new church community, based at All Saints Church and the use of an existing church café at KCM in a prime location but totally underutilised.

We will achieve this by beginning to restructure the current ministry in Falmouth through a Bishop's Mission Order to form an effective, missional network of churches.

Our objectives are:

- 1 Develop a **thriving missional community** in the churches across Falmouth;
- 2 Develop an effective ministry to the **student community in Falmouth**;
- 3 Identify, nurture and train **future leaders** in ministry, lay and ordained, who can be deployed in the Deanery, Diocese and the wider Church;
- 4 Develop a model of **Town Resource Church** and a culture of church planting, which will be replicated across towns in Cornwall and beyond.

TAKING EACH OBJECTIVE IN TURN:

DEVELOP A THRIVING MISSIONAL COMMUNITY IN THE CHURCHES ACROSS FALMOUTH

We have already:

- Held an initial **Consultation Event**, called and hosted by Bishop Tim, in November 2016 in All Saints Church attended by over 80 people from various interest groups. Presentations were given about plans to initiate new work based in All Saints Church with a focus on Pioneer Ministry and student engagement. Almost universal in-principle support for proposal, and for setting up a Bishop's Mission Order as structure for the project, was given. A paper ballot with a simple indication of approval or not was taken. Results: 65 in favour, 1 against;
- Started work on preparing a **Bishop's Mission Order** in parallel with the development of this proposal;
- Held conversations with, and have obtained support from, the **Deanery Development Group** and Clergy chapter, both under the leadership of Revd Canon Geoffrey Bennett, Rural Dean and nominated as Oversight Minister under the BMO;
- Held meetings with **PCCs of All Saints and KCM** and **Carnmarth South Deanery Synod**, all have given full support to the proposals;
- Identified All Saints Church as the main focus for new ministry. We have engaged the Churchwardens and PCC at each stage of development of the proposals. All are, in principle, supportive and a number have expressed a desire to do whatever they can to help and are excited by the prospect of change and growth;
- Identified possible locations for the project and church admin office. either in refurbished rooms in the old School or temporary office in car park. Several options are currently being considered and costed;
- Recruited the Consultant Pioneer Priest (Revd Chris Thomson) to work with us for 6 months (2.5 days per week) to prepare ground for Project Launch. Chris' appointment will run from August 2017 until the project launch. Consultancy fees are funded by the Diocese.

Immediate next steps are to:

- continue and complete the full BMO process as a structure to hold and support the new ministry;
- continue to work with the current clergy and lay leaders through the Deanery Development Group, Synod etc to disseminate information and to garner support;
- develop and put in action stakeholder grid;
- Rural Dean and current leaders to work together to build relationships and confidence with congregations;
- work with the Consultant Pioneer Priest from August 2017 to network and build relationships – including among leaders of independent congregations;
- work with Consultant Pioneer Priest to recruit key personnel to launch the full Transforming Mission project in March 2018;
- prepare recruitment video;
- plan necessary refurbishment to all Saints.

DEVELOP AN EFFECTIVE MINISTRY TO THE STUDENT COMMUNITY**We have already:**

- held initial conversations with, and have gained strong support from the University Chaplaincy and the Head of Student Services;
- identified the Café at King Charles the Martyr Church in the centre of town as the location for a Student “Hub” (yet to be branded). This café is ideally situated at ground level on the High Street and has in recent years been under-utilised due to lack of capacity in the parish to manage it effectively. Full support and release of the café for this purpose has been agreed by the Priest and PCC;
- Identified KCM Church Hall as an excellent facility for Transforming Mission, with 2 modern, flexible halls and a theatre space.
- Recruited Café Management Team

Immediate next steps are to:

- refurbish KCM Café and develop full business plan
- work with Consultant Pioneer Priest and others to create a brand identity for the Student Hub and wider ministry, develop website and social media presence and ensure publicity and marketing is in place;
- further develop links with the Chaplaincy and with the Christian Union in the Universities;
- recruit Pioneer Student Minister;
- plan for hospitality to students and Sunday student lunches at All Saints.

IDENTIFY, NURTURE AND TRAIN FUTURE LEADERS IN MINISTRY, LAY AND ORDAINED, WHO CAN BE DEPLOYED IN THE DEANERY, DIOCESE AND THE WIDER CHURCH**We have already:**

- identified and in the process of securing Diocesan property to transfer the Intern Scheme from its

current home to Falmouth in support of the TMC project and in readiness as a base for the training of future leaders;

- started conversations with DDO/ADO and Director of Ministry about relationship of the Intern Scheme to TMC;
- current Falmouth curate enrolled on MA in Pioneer Ministry;

Immediate next steps are to:

- work with Director of Ministry on ministry resource and training needs;
- recruit the next intake of Interns with a view to engagement with TMC and experience in Pioneer Ministry and Church Planting, plan for 2 'Pioneer Interns';
- continue working with DDO, ADO and Director of Ministry to forge mutually supportive relationship between Transforming Mission and Intern Scheme;
- prepare building for new intake of interns;
- identify potential curates for Falmouth from intern scheme and from those currently in training.

DEVELOP A MODEL OF TOWN RESOURCE CHURCH WHICH WILL BE REPLICATED ACROSS TOWNS IN CORNWALL AND BEYOND;

We have already:

- recruited Strategic Programme Manager to lead implementation of TMC in Falmouth and to work on identifying and preparing the next locations;
- worked with Communications Department to publicise TMC.

Immediate next steps are to:

- work with Consultant Pioneer Priest to develop model;

Following a successful implementation in Falmouth this model will be replicated in a number of towns across Cornwall for which future Strategic Development Funding bids will be submitted to the Church Commissioners.

Evidence

WHY A RESOURCE CHURCH MODEL?

The successive reports "From Anecdote to Evidence" and "From Evidence to Action" highlight that there is no single formula for growing churches, but that there are eight factors that are likely to contribute.

Research shows a growing church is likely to:

- have a clear mission and purpose and clergy and congregations who are intentional about growth
- understand its context, actively engage with it and with those who might not currently go to church
- have clergy and lay leaders who innovate, envision and motivate people
- be willing to self-reflect, change and adapt according to its context

- nurture disciples (encouraging people to explore and deepen their faith and live it out in their daily lives)
- be welcoming and build on-going relationships with people
- actively engage children and young people
- have lay people as well as ordained clergy active in leadership and other roles

(From Evidence to Action CGRP 2011-2013)

Experience from other Dioceses demonstrates that the introduction of one or more Resource Churches, alongside an associated emphasis on planting new congregations, most readily meets the above criteria and can be a stimulus to “kick-start” church growth.

We have heard and learned from a variety of models at the Diocesan Growth Strategy Conference and in conversation with Holy Trinity Brompton, who have expressed interest in our proposed developments. HTB recognised the need for this sort of resource church outside of city centres and are keen to work with us and to learn from our experience and share possible learning with other Dioceses. Through Consultant Pioneer Priest and Donna Lazenby we will develop links with St Matthias Plymouth (HTB plant) with a view to collaboration on future training opportunities and possible future plants.

A shared understanding of what constitutes a Resource Church is emerging around the following these five values and characteristics which we are seeking to include in our strategy, aligned to the Cornish context.

We believe that a Resource Church is, among other things, a church which:

- is established out of, and exists to serve, the Diocesan vision for growth;
- resources others;
- provides opportunities for learning communities and to influence social transformation;
- has in its DNA is to plant further congregations;
- develops lay and ordained leaders.

WHY AN “ADAPTED” MODEL OF RESOURCE CHURCH?

The values and objectives of Transforming Mission tally precisely with this wider understanding and yet existing models, including that currently offered by HTB, focus more on a city context and work best when planted into an otherwise empty building.

The context in Cornwall is largely that of small to medium towns, as noted above, comprising 2, 3 or 4 parishes. Though few of the town centre churches are large, neither are any redundant and ripe for a completely fresh start.

The **“Truro-model” Resource Church** needs to begin with the current realities.

In Falmouth this has meant –

- identifying a current location (All Saints Church) that has a viable traditional congregation, but is open to welcoming and hosting radical change.
- working closely with the existing leadership of the other churches and, by means of a BMO,

incorporating the Pioneer Ministry leadership into a wider town-wide leadership group. A model that succeeds in doing this in Falmouth will be well placed to be transferrable to other similar contexts.

- playing to local strengths. In the case of Falmouth this is the presence of the Universities. Other towns will offer different opportunities.

We anticipate keeping close contact with other developing models of Resource Church to share learning and best practice. We are in contact with Ely Diocese (Canon Mike Booker) who are also developing a Market-town Resource Church, but with a rather different emphasis.

We have also been in touch with Diocese of Oxford, where St Aldate's have invested into St Mary's, Headington Barton. This a concept of planting into an existing (Anglo-Catholic) congregation a minister and small-team, largely from a more evangelical/ charismatic background. This is a model that conforms in many ways to what we propose with All Saints, Falmouth, though the parallels are not exact and we will remain in touch with them and learn from their experience.

The most significant current model of collaborative working across town churches at present in Truro Diocese is in **Penzance/Newlyn – the Penlee Cluster**. This has been part-resourced through Diocesan award-funding (Doing Church Differently) – and is showing signs of vibrancy through use of arts and technology.

Outputs, Outcomes and Measures

TAKING EACH OBJECTIVE IN TURN:

DEVELOP A THRIVING MISSIONAL COMMUNITY IN THE CHURCHES ACROSS FALMOUTH

- Growth in the number of students & young people connected to All Saints and to other churches in Falmouth, effectively doubling the size of the total congregations in these places. The weekly all age attendance in the five parishes (King Charles the Martyr, Falmouth All Saints, St Michael & All Angels Penwerris, St Budock and Mabe) in 2015 was 269. By 2022 we expect this to be increased to 520 adults, 130 children per week;
- Renewal of spiritual vitality and missional focus among Falmouth churches through engagement with, and outreach to, the “missing generations”;
- Messy Church attended by 20 adults, 40 children (Twice current numbers) happening weekly in different locations;
- Open The Book taking place in every primary school in the Deanery;
- Frequent concerts;
- Regular small groups created with 30% of congregations attending;
- Develop 20 small groups by 2022;
- Social action teams involving up to 1/3rd of congregations by 2022;
- Regular deanery-wide Alpha groups, run each term,
- 5 Fresh expressions created in the Deanery by 2022;
- Regular Sunday student lunches;
- Surrounding village churches benefitting from central resources; e.g. confirmation and baptism classes, musicians' workshops, small group leadership training, etc..

DEVELOP AN EFFECTIVE MINISTRY TO THE STUDENT COMMUNITY

- Hub contact with students, serving and supporting at least 10% of the student population through an integrated support network across our churches plus all other denominations and the provision of the café;
- Providing baptism and confirmation classes for students;
- Provide meeting places in KCM and All Saints where students can discuss and explore their faith;
- Pioneer Student Minister and other Transforming Mission leaders established as part of the University chaplaincy team;
- Develop relationships with students through the university chaplaincy and CU;
- Host Student Alpha courses each term, aim for 100 students per annum;
- Host arts exhibitions, provide financial advice, CV and job application workshops and seminars, etc.. resulting in students who will be better equipped to explore life and exercise their faith;
- Café open between the hours of 1100 – 2300 during term time;
- Café well managed and financially self-sustaining by 2020.

IDENTIFY, NURTURE AND TRAIN FUTURE LEADERS IN MINISTRY, LAY AND ORDAINED, WHO CAN BE DEPLOYED IN THE DEANERY, DIOCESE AND THE WIDER CHURCH

- Identify and nurture 12 candidates for ordained or licensed ministry by 2022;
- Identify, nurture and train 15–20 future deployable leaders including Children, Families and Youth and Student workers per year, by 2022
- Produce 10–15 small group leaders for Carnmarth South Deanery by 2020;
- Recruit two Pioneer interns per year for Diocesan Intern Scheme
- Establish training posts for Pioneer Curates to lead future plants

DEVELOP A MODEL OF TOWN RESOURCE CHURCH WHICH WILL BE REPLICATED ACROSS TOWNS IN CORNWALL AND BEYOND

- Financial sustainability of locally deployed ministry within 5 years, including meeting of MMF call, through increased giving, income from café and prioritising deployment of priests;
- Benefit for village churches in surrounding areas;
- Tried and tested model lessons learnt for implementing in other towns in Falmouth;
- Benefit / shared learning for HTB and the national church for a resource town model.

What will great look like in Falmouth in 2022?

We see:

- Falmouth is a significant and diverse town, thriving intellectually, commercially, creatively and spiritually, with a population that happily integrates town, gown and tourism, each benefiting the others and being celebrated and encouraged. The Church is at the heart of these interfaces and provides creative and inspirational meeting-places;

- Students are opting to come to Falmouth, drawn in part by the vibrancy of its Christian expression and ethos and wanting to experience the Leadership training that their friends are talking about;
- The All Saints Church Centre, incorporating the Church and Skol Goth site, is open 7 days a week. It offers family support in collaboration between the Church and private sector. It's home base for the Children and Family Worker and Youth Team who work across the Deanery and for the administrative centre that helps to resource a variety of ministries across the Deanery;
- All Saints Church is home to a flourishing Eucharistic morning congregation full of colour and beautiful music, and renowned for the warmth of its hospitality. Its incarnational theology is worked out in an attitude of service and welcome, and so it has become home to a number of the families who are served by the Centre during the week;
- Every Sunday evening at All Saints is buzzing with joyful anticipation. There's lively band-led worship, strong practical preaching and a spirit of prayer that finds a whole variety of expressions. This is a congregation that equips disciples of all ages, provides a secure base for the students who come for 3 years and frequent the KCM Hub, and an incentive for some to stay longer;
- The KCM "Hub" – is the venue of choice for students in the town. Its tasty coffee and cakes, attractive décor, easy access and hi-tech facilities, combined with a warm welcome from the management team, and all right at the heart of town make it the place to be and to meet. The Student Pioneer Minister and members of the Chaplaincy Team are often to be found here as well as around the Campus. In the evenings, the Hub is host to Alpha and enquirers' Groups, lively discussion, acoustic music, games evenings and a host more events. Out of term time, the Café has a broader appeal and welcomes all comers. It is proving an effective means of outreach for KCM Church.
- KCM Church and Hall have become known as a centre for creative arts and music performances. Choirs/exhibitions/drama are frequently to be found and residents, holiday-makers and day-trippers can always find something to entertain, challenge and feed their souls, when they come in through the ever-open doors;
- Falmouth is a resource for Church Planting and Fresh Expressions across the Centre and West of the Diocese. There's another in North/East Cornwall;
- Falmouth is home to a hub of the Diocesan School of Leadership, working closely alongside the Diocese of Truro Intern Scheme, training and equipping young Christians for a variety of ministries for deployment across the Diocese and beyond; Carnmarth South Deanery is a single Oversight Ministry benefice, served by a Team of lay and ordained Ministers. The stipended and salaried ministers bring a variety of gifts and experiences, and at least one of them is an experienced Pioneer Priest, whose main role is to train and mentor young Pioneer ministers for deployment across the Diocese and beyond;
- King Charles the Martyr is a thriving Civic/Town church offering lively Anglican worship and a wide menu of special services featuring music, art and drama. The various schools, colleges, societies and groups that thrive in the town find here a place to celebrate and to express the spiritual aspects of their communal life;
- Each of the Anglican churches has its own part to play, belonging to a wider whole and knowing and confident of its own distinctive offering.

What would great look like in the Diocese of Truro in 2025?

- The Diocese of Truro has a reputation across the Church of England as an exciting place to live and to minister the Gospel;
- Vibrant town churches, resourcing rural surrounding churches, improving the quality of life in their communities;
- Congregations are catering for all ages;
- Many have come to faith;
- Many students enrolled in the innovative School of Christian Leadership and gained valuable training and practical experience in one of the Diocese's Oversight Ministry Teams;
- Most of the larger towns, and their surrounding rural areas, are now Oversight Ministry areas;
- An ethos of innovation has begun to take hold, which has not only seen the start of many Fresh Expressions of Church among particular groups, but has also reinvigorated the life of the established Churches;
- Each town has a "Resource Church", which has received support to encourage the growth of a multi-generational congregation and now is home to a lively hub of Christian activity, which spills out into the surrounding area. This Resource Church is in turn preparing to share resources of people and expertise with other congregations;
- Across the communities, Christian groups (usually ecumenical) now serve and support their communities with Foodbanks, Credit Unions, Family support and many other forms of ministry particular to their neighbourhood needs
- The Diocese is not only financially sustainable now, but many of the congregations are committed not only to meeting the costs of local ministry but contribute generously to mission further afield.

Resources

KEY PERSONNEL

Transforming Mission will be enabled by the recruitment to key positions centrally and locally.

In Falmouth this will include:

- A Pioneer Priest to serve All Saints, to identify new opportunities and to develop and grow a new congregation.
- A Pioneer Student Minister (lay or ordained) to work alongside the University Chaplaincy and to resource a Student Hub at KCM café in the heart of the town
- A Children and Families Worker
- A Worship Minister (Lay)
- An Operations Manager

- A Café Manager and Assistant Manager
- A local BMO administrator

In the Diocese of Truro this will include:

- A Strategic Programme Manager

Key to the success of this new work will be a body of Christian people of all ages, who will come together to form the core group of this new work.

We are praying for a core group to respond to God's call and to commit themselves to work and to pray alongside the current All Saints congregation, the other churches of the Deanery and ecumenical partners, under the leadership of the Oversight Minister and the newly appointed Pioneer Priest, to build a new work that will be the start of a significant sea-change in the life of the Cornish Church.

LOCATIONS AND BASES

Falmouth Mission Centres

ALL SAINTS CHURCH

- Large, flexible worship space. Development of new congregation
- Adaptable for meals, social gatherings, large concerts etc
- Already used from time to time for Messy Church/Filling Station.

ALL SAINTS SITE

- BMO Office
- This is immediately adjacent to Church. Half of Skol Goth current houses Tarq's Ark, a very popular centre for early-years and wrap-around care. Real possibilities of shared resources and space for eg Messy Church and for Children's/Family Ministry.

KCM CAFÉ

- Located below KCM vestry with entrance (including Disabled) right off the Main Street. Currently all but unused, and available for refurbishment and equipping as student Hub. Needs refurnishing, equipping with Wi-Fi, coffee machine etc.
- Work-base for Pioneer Student Minister. Good for hospitality, groups, social activities, films etc.

DIOCESAN INTERN HOUSE

- Located in former All Saints Vicarage in Dracaena Avenue.

KCM CHURCH HALL

- Nicely appointed, centrally located 1) meeting hall and 2) theatre space. Fully accessible and bookable.

UNIVERSITY CHAPLAINCY

- Student Minister will be partly-based in the university Chaplaincy.

Sustainability

It is an overall priority of this project that the Falmouth implementation is sustainable after 5 years and each subsequent implementation be sustainable after 5 years. The project will deliver a model that is financially sustainable solution of locally deployed ministry within 5 years, through meeting MMF call, through increased giving, through other income from the café and prioritising the deployment of priests.

Context and Statistics

CONTEXT

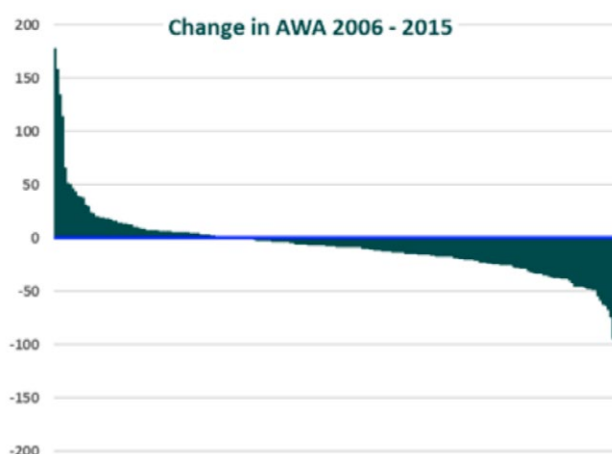
We see that Cornwall has a particular set of characteristics than need taking into account; we recognise our weaknesses – spiritually, numerically and financially, we recognise the issue of the “missing generations” in our churches.

We’ve been working hard to cast vision, create strategy, move to action; we have taken strides in developing discipleship and supporting ministry, there’s energy, vision and determination to make a difference, the next major priority is making significant interventions to stimulate mission and growth.

Evidence shows that growth comes from (among other factors) new ministries/ innovations not simply pouring more resources into what we’re doing already. “From Anecdote to Evidence” and Evidence from Diocesan Statistics for Mission show that very few churches in the Diocese have shown sustained growth over the past 10 years.

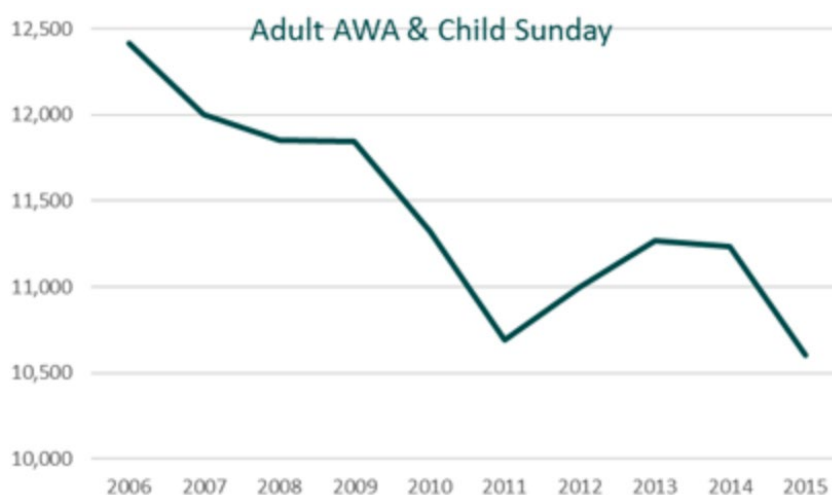
Observation from the “Our Church” and “Healthy Church” surveys undertaken by each Parish or benefice that has participated in the **Accompanied Ministry Development** programme indicate that no churches rate themselves as strong in all of these areas and most would lack confidence in all but a few. In particular, and contrary to the proud Cornish heritage of innovation, the Diocese of Truro, both at central and parochial level, has been slow to encourage and invest in innovation.

The Diocesan Strategy “**Confidence in the Gospel**” recognises this and names commitment to developing “new ministries” as a key to growth. We have for a number of years been committed to supporting and developing discipleship by many means among our existing congregations, but now recognise the need to work more swiftly towards the “mixed economy” of inherited and new models of church first advocated in Mission Shaped Church. **Transforming Mission** is the means by which we will start to redress the balance. Evidence from the successful strategies of other dioceses convinces us that investment in, and encouragement of, new models and especially insights from Church Planting, will be critical to our future growth.



“Confidence in the Gospel”

also identifies as a key priority the need to address the issue of the “missing generations” in our churches. Many of our congregations are predominantly elderly, evidenced below and most, with the notable exceptions of



- 1 Excellent work in our Primary Schools through **“Open the Book”** is active in over 100 schools across Cornwall and there is a current aspiration that it will be active in every primary school in the Falmouth area by 2020, and;
- 2 A number of flourishing **Messy Church** congregations, have little engagement with the younger generations in our communities and we need to invest in leadership, time, energy and funds in this area.

Transforming Mission seeks to build and enable multi-generational congregations of a type that are currently few and far-between in the Diocese.

The Diocese of Truro is committed to “Discover God’s Kingdom; Grow the Church”

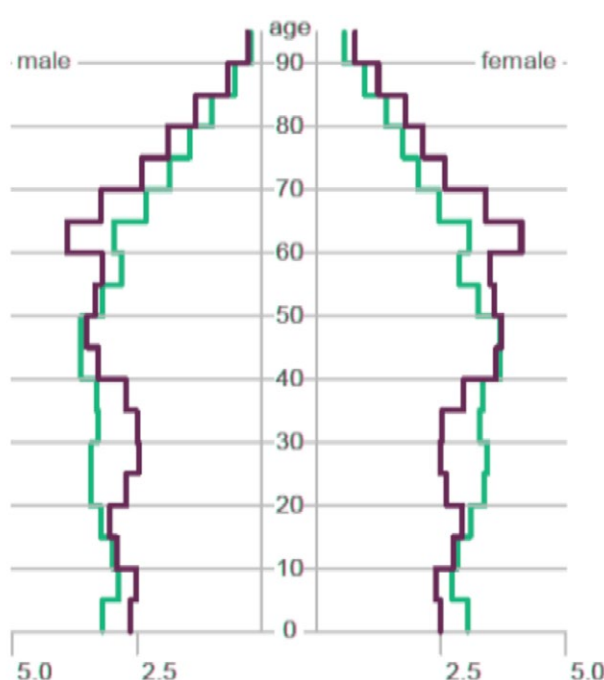
The contexts for our commitment to **Transforming Mission** include the communities within the region, the nature of churches in the diocese, people who are already ministering, the significant investment in the diocese’s initiatives for Discipleship, Accompanied Ministry Development and now Mission, and the financial prognosis. This section examines each in turn.

CORNWALL & THE ISLES OF SCILLY

The Diocese of Truro covers Cornwall, the Isles of Scilly and 2 parishes in Devon. The population of about 535,000 people is projected to rise to over 600,000 by 2030.

Residents are relatively older than the average for England and Wales (see chart: Blue = Cornwall; Brown = England & Wales; % of total population in each age band).

About a quarter of the population of Cornwall is currently aged over 65, a proportion that is projected to rise to a third by 2030. At the other end of the age range, the number of 16 year olds will decline from around 19,000 at present to below 17,500 by 2020. Among other things, this will lead to financial pressures for the providers of further education in the county. Higher education



is offered to over 9,000 students (2013/14; Full Person Equivalents), both at the combined **Exeter and Falmouth University campus in Penryn** and Truro and Cornwall Colleges.

The county is largely rural, with one of the lowest population densities in the UK (390 people/square mile). Only 11 population centres have more than 10,000 people, the largest being the Camborne-Pool-Redruth 'conurbation' in the West of the county with 55,400 residents.

The county has about 250,000 homes with another 50,000 houses planned for construction over the coming years. Nearly 20,000 people are currently on housing waiting lists, in part because of low gross median salaries (£17,264 in 2015; ONS): the average house price is typically 9 times the gross average earnings of a full-time worker, some £22,100. Indeed, Cornwall has some of the most deprived areas in the country and the county continues to receive European Regional Development funding. Churches have also taken initiatives to support the poorest and most marginalised, for example, through 'Transformation Cornwall'.

Alongside rural poverty, however, lie areas of exceptional affluence, especially in the county's pretty coastal towns and villages: these areas are where the majority of Cornwall's 14,000 second homes are located (this is about 5% of the total housing stock) in addition, a similar proportion of properties are used for tourism businesses).

CHURCHES IN THE DIOCESE OF TRURO

The Diocese of Truro comprises 222 parishes in 117 benefices with some 300 churches. The electoral roll is 13,472 (2014), and average weekly attendance is 11,300 (2014). Some 2.2% of people attend a Church of England congregation; **parishes with the lowest attendance per capita include those with populations of over 5,000 people.**

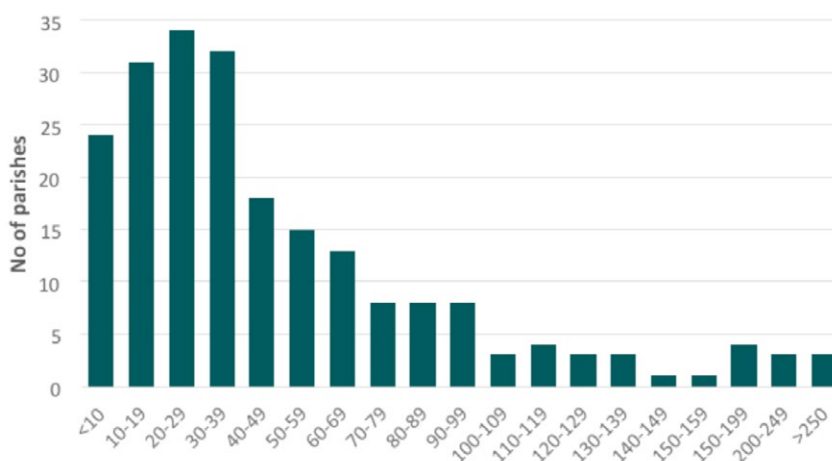
Compared to many other denominations, Anglican congregations are smaller, averaging about 38 worshippers. Yet there is a wide range around this average and the chart shows the number of parishes by average weekly attendance (2012 data). This reveals that a quarter of parishes have less than 20 worshippers a week, 56% less than 40, and only 7% more than 120 attendees.

Smaller congregations have their own special characteristics: they are not 'failed' big churches and we seek to nurture these communities to be what they are meant to be. Nonetheless, the preponderance of smaller congregations has important implications for ministry. Not least is the fact that smaller churches retain fewer young

DIOCESE OF TRURO

- = 215 parishes
- = 109 benefices
- = 300 churches
- = 11,300 attendees
- = 13,486 ER

AWA by parish



people as they enter the teenage years. About three quarters of churches have less than 5 children; only 13 churches have an average of 15 or more worshipping each Sunday. Children do attend events like 'Messy Church' on other days of the week, and priests lead worship in schools throughout the diocese. **Nonetheless, very few churches in the diocese have strong, sustainable ministries to young people.**

Smaller congregations face other difficulties, too. One is that they are at greater risk of shrinking. In the period 2007-12 some small churches grew significantly, but all the parishes that shrunk by more than half had less than 50 attendees; larger churches, nearly without exception, have sustained numbers or grown.

Occasional offices continue to provide important points of contact between churches and their communities. With 1,070 infant/child baptisms (2013)—one of the highest levels per 1,000 live births in the country—and 950 marriages (2013), the diocese continues to play an important role in the lives of people within the county.

THE DIOCESE OF TRURO HAS:

- 76** Stipendiary priests
- 12** Stipendiary curates
- 21** Self-supporting priests
- 4** 'House for Duty' priests
- 115** Readers
- 170** Priests with PtO
- 312** Local Worship Leaders
- 351** Local Pastoral Ministers

The Cathedral is a prominent pointer to God's presence in the life of the region. In addition to its established civic and religious roles, it has recently developed as a centre for ministerial formation, housing the Bishop Philpott's Library and hosting weekly classes for lay people and ordinands.

Regarding ecumenical collaboration, in 2013 the Diocese of Truro signed a Declaration of Intent with other denominations. There are a number of strong ecumenical links between local churches, and some diocesan committees include representatives from other churches. But a fair evaluation of ecumenical relations is that there remain many possibilities to realise.

MINISTERS IN THE DIOCESE OF TRURO

The great majority of expenditure is for the ministry of stipendiary priests. Changes to their numbers have a significant effect upon the resources that need to be provided by parishes for their support. The diocese can control the number of appointments, but resignations and retirements are less predictable, as are the numbers who choose to leave the diocese to minister elsewhere. The following table gives the expected numbers of retirements and resignations to 2022.

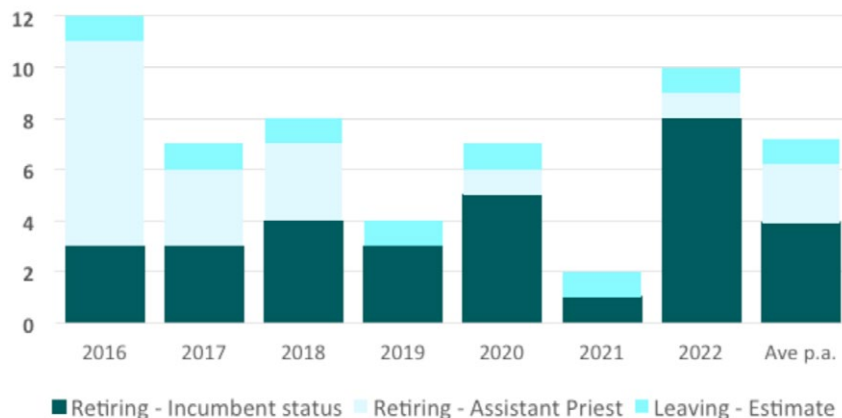


Assuming an average retirement age of 69 one observes that an average of 3.9 incumbent status priests and 2.3 assistant priests will retire, and 1 leave the diocese each year. Some of these will be replaced by new curates, others by priests moving into the diocese. Further analysis of the diocese's requirements

for priestly ministry is contained in the plans for ministry development outlined below.

One important source of priestly ministry within the diocese is retired clergy. Retirees, however, tend to live in particular areas of the county and consequently some places do not benefit from their presence. In any case, we continue to need clergy deployed throughout the diocese, especially in more deprived areas where other ministers (e.g. Readers) are also less commonly found.

Expected retirements & resignations



The age profile of the population of Cornwall has implications for ministry, because as well as a church for people, one speaks of a church of people. There are proportionately more people over 50 living in the county and this is true also of our churches and our ministers. The age profile of priests in the diocese is depicted in the graph on the right.

Given that the age of priests often affects the age of congregants (who are typically within 10 or so years of the age of the leader), churches with older leaders can struggle to attract a younger congregation. While this is not a hard and fast rule, **one challenge for the diocese is to recruit, retain and grow younger leaders.**

The diocese has already identified that an ability to collaborate in ministry (with fellow clergy and lay leaders as well as ecumenical colleagues) is a key quality for priests, both because it is a Gospel imperative and because the reality of ministry in much of Cornwall requires it. The willingness to collaborate is tested at interview for new appointments; and the Episcopal College (Bishop's Staff) are attentive to ways in which individual priests can be supported to enhance collaborative working wherever possible.



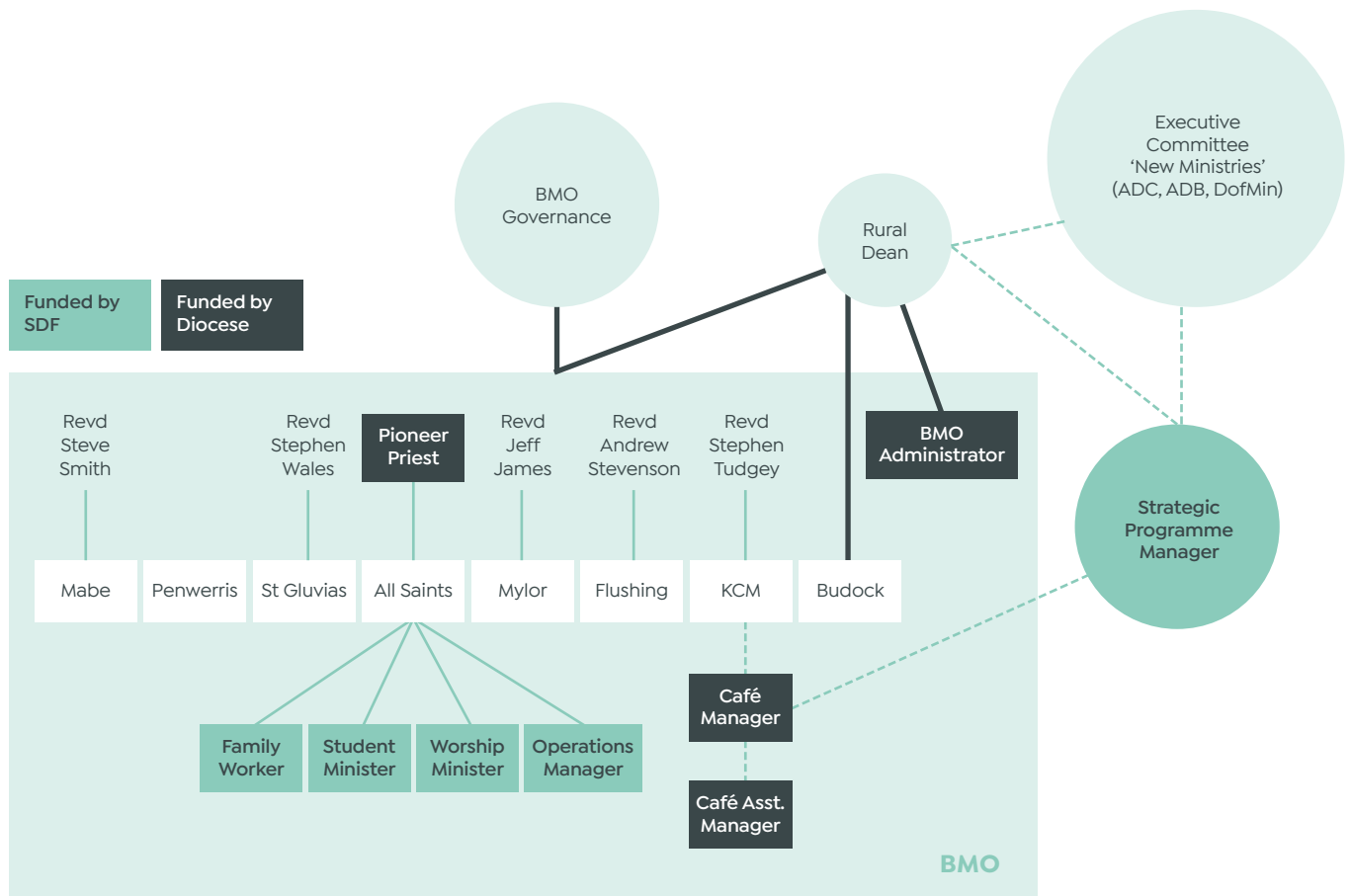
Bishop's Mission Order

The Bishop's Mission Order will provide for:

- The appointment of an Oversight Minister (the current Rural Dean & incumbent) and an Advisory/ Governing Body;
- The recruitment of two Pioneer Ministers, skilled leaders in mission, to work as part of the leadership team;
- The first of these to be based at All Saints Parish Church, with a brief develop it as a base for outreach to the "missing generations" (children/youth/families – CYF) as well as among students, as well as using his/her particular gifts to support the wider ministry team;
- The second, based at All Saints, but working also through the Student Hub and alongside the University Chaplaincy) to focus particularly on student ministry.

These people will work alongside the newly appointed Consultant Pioneer Priest (already identified) from September 2017 and the Strategic Programme Manager to develop the detailed Implementation of Transforming Mission.

Structure



Provisional Job Descriptions

WORSHIP MINISTER

OBJECTIVE:

To provide pastoral leadership to the worship ministries of (your church).

ROLE DESCRIPTION:

The worship minister will be the “producer” of each worship service and special events. Although the Pioneer Priest sets the themes and overall direction, the worship minister will oversee and coordinate all the details that a service encompasses. The worship minister must be a visionary who is creative in leading people to God. The worship minister is a leader who can communicate a direction in a way that inspires those around him/her to join in the pursuit of that vision. This position is a pastoral one that therefore requires the individual to serve not solely as a musical or performing arts director but also as a shepherd to the people who serve in this ministry.

QUALIFICATIONS:

- A clear testimony of faith in Jesus Christ and a vital, growing personal relationship with Him.
- Commitment to the mission, Vision, and worship philosophy of All Saints and in particular to growing a worship opportunity that is relevant to students.
- Demonstrated excellence as a worship leader.

ABILITIES:

- 1 A minister as well as a musician. This does not mean ordained.
- 2 A heart for the spiritual formation of those in the congregation and the worship ministry.
- 3 Relational skills and an enthusiastic presence for leading a church in worship.
- 4 Skilled in broad choral, vocal, and instrumental direction.
- 5 Skilled in organisation, administration, and interpersonal relationships.
- 6 Skilled in the use of technology in worship and in the use of sound, lighting, computers and video projection.
- 7 Ability to incorporate other art forms as needed.
- 8 A self-starter
- 9 A team player with a positive attitude.

RESPONSIBILITIES:

- 1 Maintain an authentic and growing walk with Jesus Christ through the ongoing spiritual disciplines of Bible reading, prayer, personal worship, fasting, confession, and fellowship.
- 2 Spend time developing relationships with students to be personally effective in pursuing the Great Commission and helping the church to do the same.
- 3 Build the necessary teams to carry out the worship areas of All Saints.

- 4 Plan the contemporary worship services of All Saints in consultation with the Pioneer Priest and do so with prayer, conceptual forethought, theological accuracy, and musical appropriateness. Ensure that all the musical and technical aspects of the service advance the theme for the day. Oversee song and choral selection, media preparation and presentation, sound and lighting enhancements, and coordination of all instrumentalists, vocalists, and dramatists.
- 5 Work with the Director of Music in developing choral and other aspects of traditional worship.
- 6 Serve as lead worshiper in contemporary worship services.
- 7 Direct all weekly activities and rehearsals necessary to facilitate worship in these services.
- 8 Provide pastoral care for the worship teams and choirs.
- 9 Develop and oversee a drama team and ministry.
- 10 Introduce the worship teams and choirs to worship training provided by other ministries, books, and conferences.
- 11 Plan major seasonal and/or outreach musicals/dramas two to three times per year. Find and plan other ways to use music and drama to reach out to the community evangelistically.
- 12 Oversee the worship budget, organisation, and volunteers.
- 13 Build contacts and relationships with local musicians, studios, and clubs for both evangelistic and staffing purposes.
- 14 Set annual goals for the worship ministry that are in line with All Saints' vision and then evaluate how those goals were attained or modified during the year.

CHILDREN AND FAMILY WORKER

The Children & Family Worker will seek to:

- plan and coordinate groups providing support for families and children
- contribute to growing the church family
- build up outreach activities from those groups to the communities served by All Saints church.

In overseeing the ministry to children and families, and in collaboration with the Leadership Team:

- to develop and communicate a vision for working with children under 1 yr old in line with the overall vision of the church;
- to develop, communicate and implement a strategy for working with children under 11 yrs old;
- to represent the needs of the children and their leaders within the life of the church and encourage their involvement in the wider life of Falmouth.
- to nurture the Christian faith of children connected to the church through Christian education, worship and social activities
- to work closely with schools in Falmouth, developing children as disciples within a school context
- to pray regularly with the children and the children's ministry team
- to provide pastoral care of children and the children's ministry team
- to lead the team in developing and delivering the Bible teaching programme
- to nurture and enlarge the team of suitable volunteers

- to model good practice to others
- to lead the planning of any All Age worship
- Occasionally to lead and preach at services, particularly when themes and services are relevant to children and the children's ministry.
- To work with children and their families in church, encouraging them to explore and grow in their Christian faith and become true disciples of Jesus able to share their faith with confidence
- To encourage active participation of children and families in the life and worship of All Saints Church and help plan and deliver church services and children's groups which are meaningful, lively, enjoyable and accessible for this age group
- to provide pastoral support for children and their families and also volunteers involved in the children and families' ministry at All Saints Church
- To be involved in baptism/thanksgiving preparation, services and follow up for families so that they are encouraged to really feel part of the church family
- To support, develop and motivate existing leaders/helpers working within the various children's groups and their families
- To identify and encourage new leaders/helpers to join the various teams as the work grows and develops

The post-holder will ensure that the Diocesan Safeguarding Procedures are complied with, and that all children's team members are trained in good practice (with the support of the Parish Safeguarding Officer).

OPERATIONS MANAGER

RESPONSIBLE TO:

Pioneer Priest

PURPOSE:

- 1** To oversee the operational management of All Saints, in line with the vision and values of the church, ensuring that appropriate resources are in place, and co-ordinated effectively to enable the vision to be delivered
- 2** To oversee, and develop, the management and improvement of all church facilities, in partnership with the PCCs of KCM (for management of the coffee shop and hall) and All Saints;
- 3** To ensure that the highest standards are applied in our care for people who connect with the church.

ADDITIONALLY:

- Take responsibility for ensuring that all areas of the church infrastructure (including the IT, PA, lighting and video systems in the church) function well and in a cost efficient manner;
- Oversee the development of communication through our website and social media (twitter, facebook, etc) and any printed materials.
- Be responsible for Premises and Administration budgets
- Work closely with all volunteers

- Ensure the smooth running of all facets of the support ministry of the church
- Holding day to day oversight of: Health and Safety; Food Hygiene, Fire Assessment; Risk Management; Payroll operation and infrastructure; Disability issues
- Oversight of KCM Student Hub coffee shop including managing bookings and finances;
- Oversight of KCM Hall, including managing bookings and finances;
- Maintenance of Electoral Roll
- Such other roles as may be deemed necessary by the Pioneer Priest from time to time to ensure effective implementation of the church's mission
- Preparation of relevant reports required by the PCC for the APCM and Diocese

BMO ADMINISTRATOR

To provide administration support to the Rural Dean and across the churches in the Carnmarth South Deanery, recruiting volunteers as and when required.

