

## THE REPORT OF THE ASC IN NOVEMBER 2023

120 people gathered on Saturday 25<sup>th</sup> November for the 1<sup>st</sup> meeting of the Archdiocesan Synodal Council (ASC). We gathered a month after the end of the first part of the Vatican Synod. Its method of working – small groups around tables, listening, discerning and significant periods of silence influenced our way of gathering. This was part of what enabled the very first ASC to have a special character and to develop the valuable lessons we had learnt on our own archdiocesan Synodal journey.

**Bishop Bev Mason**, Anglican Bishop of Warrington, set a positive tone for the day in her opening reflection encouraging and affirming us. She said: *It's upon your firm foundations of enduring Presence, hospitality, faithful witness and service, of generosity — and of keeping the nerve when everyone around you may be losing theirs, that you're now seeking to build upon ... and be more of a visible and proactive presence in the name of Christ. This is so very exciting ... it's our Lord's own ministry that you're seeking to intensify, And you couldn't be doing this at a more crucial time! Don't be afraid! You know, the biggest blockage to mission and outreach, is us and our own self-consciousness and confidence. Remember who it is who calls you. And remember He is with you!*

The main task of the ASC was to hear what had happened to implement the Pastoral Plan since its publication in November 2021 and under the 6 Pastoral Plan Areas to suggest priorities for the archdiocese for the next 12 months. This report gives the priorities that have, after discernment, emerged, and a flavour of what was said in each of the Areas.

*The suggested priorities are shown in bullet points below.)*

### **Becoming a church that honours the vocation of all the baptised**

- Establish a continually developing plan to empower/enable all the baptised to develop confidence in living out and sharing their baptismal vocation.
- Bring together models across the archdiocese of good catechesis and create ways in which good practice can be shared across the parishes.
- Draw up a plan and a strategy to begin the implementation of the employment of lay pastoral workers.

The responses suggested in this part of the Pastoral Plan hold firm the tension of doing things in the Church and of living out our baptismal calling in the day-to-



day living of our lives. The way we hold that tension forms the struggle of trying to suggest priorities. Do not limit ministry to things we do in the Church or for the Church. The vast majority of Church members are lay people! If we had a thorough audit of skills we would be encouraged. The need for evangelisation and formation were stated many times, as was the need to be committed to paid pastoral staff on the ground. An invitation to a personal relationship with Christ must be at the heart of our understanding of responding to our baptismal calling.

### **Becoming a church that accompanies people through life**

- Clarify what is meant (and not meant) by accompaniment and how this relates to synodality and communicate this to all parishes, plus a structure and plan to implement accompaniment across the archdiocese.
- Develop programmes to identify the different accompaniment needs of various specific groups (e.g. parents with young children, marriage preparation, the elderly, those in mixed faith marriages, those freshly graduated, catechists, social action groups, sick, disabled, divorced & separated, LGBTQ+, bereaved, single parents, those struggling with cost of living, prisoners and their families, families with children or adults with special needs, supporting Catholic children in special schools or in non-Catholic schools, teachers, etc)

Many of the comments in this Area put at the heart of accompaniment a renewed encounter with Christ and a need to be formed in different areas of spirituality (spirituality network etc.). The importance of formation looms large, especially for those entrusted with ministries – catechists being just one example. The lack of a director in the Pastoral Department was felt to be a serious weakness. A comment raised a question for reflection: Why would anyone want to be accompanied by us?

### **Becoming a church where synodality is embedded**

- Commit to looking at governance structures across the archdiocese ensuring transparency at all levels.
- Ensure and develop support for effective working of the DSCs.
- Develop a strategy to better communicate the path the archdiocese is following in implementing the Pastoral Plan.

How do we ensure that all parishes and all archdiocesan structures are embracing our Pastoral Plan commitment to synodality? It was clear from the responses made that some are worried about places where there is no





engagement for varied reasons. There was a realisation that we had not clearly communicated the path on which we are walking.

If we are going to set up new structures, we must support those who give of their time and energy to enable these to work effectively. We must not be afraid of giving the time needed – but we must also not be afraid to move on!

### **Becoming a church that renews its organisational structures and administers its property to serve its mission**

- Equip all in the Families of Parishes to capture and share the vision involved in their development, particularly in relation to our use of resources and our environmental responsibilities.
- Review how we are operating synodally in every level of archdiocesan life and work.

It is clear that many people felt that we are trying to talk the talk, but not walking the walk! We are not being as bold and creative as we have been encouraged to be. Formation is called for to enable this. Are buildings more important than people and mission? There is a commitment to making Families of Parishes work – but many questions about the support needed to make this happen. What is our mission? What is the reason we do all we are doing? We are being called to make this clear for everyone.

### **Becoming a church where young people and young adults flourish**

- The Youth Synodal Council must be established as an urgent priority
- Support schools pastorally in developing chaplaincy with particular reference to the Catholic life of the school and links with its local parishes and communities.

We must not leave the future to chance. What is the place of the parish in ministry to and with young people? An easy answer is Catholic Youth Workers – but in what way? The work of Animate is seen as important but there needs to be a re-focusing on the links with parishes and young people and young adults.

### **Becoming a church that cares for its priests**

- Develop a system of mentoring and pastoral accompaniment for all the priests of the archdiocese, taking special note of the way this is communicated.
- Find new ways of providing support for priests in administration, finance, building management and maintenance in order to free them for their specifically priestly ministry.



## **Archdiocese of Liverpool**

A charitable incorporated organisation (registered charity number 1199714)

**Principal office:** Liverpool Archdiocesan Office, St Margaret Clitherow Centre, Croxteth Drive, Liverpool, L17 1AA



"It's a team game" and "don't play your striker in goal." There is both a realistic and unrealistic expectation of the ministry of priests. Well-being for 'staff' is key in all business, no less so for priests. There was concern shown for priests who are getting older with no reduction in workload and pastoral demands. Again, as in the Synod, it was made clear that there is a great affection for and concern for the priests of the archdiocese whose work is valued and appreciated.

A supplementary document will be made available on the archdiocesan website. This document will ensure that we have a record of all the points that were made in the submissions that were received.

**The next ASC gathering is on Saturday 9<sup>th</sup> November 2024.**



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## **Responses - Archdiocesan Synodal Council feedback 25th Nov 2023**

### **BECOMING A CHURCH THAT HONOURS THE VOCATION OF ALL THE BAPTISED**

- Establish a plan for employing and developing people to support Families of Parishes. Admin, pastoral workers, business managers.
- Introduce a paid position in each Family of Parishes to move from parish to parish and give advice and support to catechists.
- Paid – office manager, pastoral assistant, school chaplain.
- to establish plans for employing people. Need to employ various ministers and lay people.
- start the plan for employing people.
- employment of a pastoral lay worker to coordinate across the families of a deanery.
- a commitment of salaried posts for lay leaders, lay pastoral workers in Families of Parishes.
- continued recognition of the needs for training - what are the gaps in light of specific aims.
- gathering intelligence relating to the needs of parishes/families of parishes.
- identify need of parish/family of parishes.
- prioritise identifying needs in parishes.
- training for lay people is urgent.
- baptism catechists – catch and form what we already have.
- lay people need intergenerational and appropriate formation; share some aspects of lay formation ecumenically.
- parish friendly formation (servants of the Kingdom 80's and 90's).
- There should be no delay in supporting the formation of ministries.
- prioritise the need for joint, ongoing formation of deacons, priests and laity - common formation, training for pastoral, joint formation with a vocation director.
- formation opportunities for lay priests and deacons in as collaborative way as possible.
- not everyone available for formal training.
- develop and implement the plan for training catechist, lector, acolyte.
- to ensure all can access formation not relying on academic course.
- faith formation opportunities for all, not just academic.
- Hope course must be open to all.
- there is a need for formal training but a too narrow interpretation of ministry.
- need formation that is accessible to many, not just a few.
- training is not necessarily formation.
- Servants of the Kingdom is less academic.
- next steps after completing diploma?
- Building a team of servants for His Kingdom – more about commitment and humility rather than knowledge and skills.
- collate and bring together all the catechists – good practice and identify where the gaps are.
- volunteer baptism, marriage, adult formation, lay funeral and catechists.
- collate all catechists so we know where gaps exist.

- no need to reinvent the wheel. Long tradition of catechesis in the Liverpool Archdiocese. Identify catechists in each parish. Collate and record names and gather into central.
- consistency in parishes on form of catechesis needed and material.
- consolidate the work already undertaken by catechists.
- parishes need to have spiritual conversations.
- encourage new parishioners to come forward to become involved in the work of catechesis.
- catechesis is a priority – suitability of persons, training, retention of catechists.
- catechists to support the whole family.
- a more comprehensive programme of catechesis for baptism families, empower parents to realise their vocation and honour a form their child's baptismal vocation from an early age!
- GIS to – inform pastoral planning and not just deployment.
- resource the GIS toolkit.
- GIS is essential in understanding archdiocese and local area to employ what it is we need.
- GIS – using information already there regarding deprivation etc. Use what's already trend with Liverpool City Council and build on that to allow us to move forward.
- ecumenical work of GIS and training for all
- Nine responses mentioned funding in relation to academic training and lay worker roles. Some of this was questioning where the funding would come from and how the funding would be made available- to quickly establish the funding model to assist parishes/families of parishes and trial it in a typical parish to learn lessons.
- To promote the personal relationships of each baptised with Christ. To affirm each other and build up. To increase confidence and remove doubt and barriers.
- Establish a continually developing plan to empower/enable all baptised to develop confidence to work in parishes.
- The beginning – all baptised. How we engage them not just the people who attend Mass on Sunday. The evangelisation. Understand the needs of the parishes.
- Keep the focus wide – ALL the baptised. Jobs can narrow this subject area to let's employ some people to solve the issues of Church and life.
- Create positive experiences, every interaction is an opportunity for people to meet God.
- We need to do much more for the development of ALL the baptised – not just deacons and catechists. Enabling ordinary parishioners in their baptismal grace will allow them to grow into more formal ministries.
- ALL the baptised – priest, prophet, sovereign. Encourage all. Yes – programs but let us empower all.
- Way to involve and engage all baptised.
- Consider how we honour "all" baptised and how people who do not have a voice can be honoured.
- How do we evangelise those who just turn up each week?
- Explain/teach what the gift of baptism means and the responsibilities this imposes on us.

- Focus on the gifts of the baptised – celebrate these gifts to ensure they can be shared with others. Everyone is valued.
- New ministries should have happened some time ago.
- (that an academic formation be delivered but also) a place be given to the everyday vocation of all the baptised. They need the confidence to speak their faith.
- To grow in understanding of baptismal call – some solid teaching and opportunity for reflection to be made available to parishes. Discernment period – inviting people openly and particularly young people to come together. Teaching on discernment. Personal formation includes spiritual, personal development and people skills etc.
- Communication and adult formation
- Information sharing at earliest point with Deanery Council
- Communication and information sharing better.
- Regular information sharing across parishes at earliest point.
- Understanding of the purpose of lay people and their ministries
- Understanding of what Formation Dept is about.
- Narrow the objectives so that they are focused and deliverable.
- A model for schools and parishes to work together.
- Central resources. Communication. Allow DSCs to particularise.
- Communication – deaneries – to inspire individuals.
- Evangelisation through communication and understanding of peoples' gifts and talents and what he baptised can and will offer the local church and the wider Archdiocese.
- Discernment process key for all to share. This underpins all development into the future of synodality.
- How to ensure ongoing attendance at Mass.
- Be bold. Be creative. Think first. Plan creatively. Be prepared for change.
- We need a plan. Work in progress with the vision. All involved together.
- Recruitment of deacons to support priests.
- I believe the next step should be to establish the plan as I feel other steps would “fall out of this plan” and help form SMART objectives to lead to actions being achieved.
- Strategy to share some aspects ecumenically.
- Ecclesiological and community intelligence to inform [pastoral planning – not just deployment. Pastoral worker coming into school and chapel in school.
- Recognise women. Lay pastoral workers to bring church to people where they are. Recognise and value women and LGBTQI+
- Mission – reaching outside our congregation to those who were baptised but have disappeared.
- Vocation of the laity and witness to the Gospel in action. Deeper recognition and reflection on the vocation beyond church structures.
- Engage that we understand what baptism means. Many here too young to appreciate now what the vocation of baptism is that they received years ago.
- Creating a genuine and open framework for true equal collaboration – shifting the power of decision making to all.
- It is good that we are looking to build on the experiences of existing projects.
- Speed up!

- No mention of schools. Where are they in emphasising our potential as a merit of baptism is being part of community?
- How do we build on what we have?
- How do we empower those who will participate in the above?
- how do we affirm, encourage, and develop the mission and outreach already being carried out by laity in parishes?
- How do we communicate with ALL the baptised?
- Funding of family of parishes pastoral workers is a concern.
- How do we evangelise those who just turn up each week?
- Why the focus on lay catechists – is this due to hierarchy “settling”?
- How do we communicate effectively – especially to non-church goers?
- What will the lay pastoral workers’ role be? How will it be funded?
- What are the gaps in light of specific aims?
- How do we reach potential recruits for the positions?
- Completing Diploma – next steps, who/where to go?
- What does God want me to do?
- Do all lay workers need formal training?
- How do everyday people work within this?
- How will research findings be used?
- How do new ministries fit in parish decision making processes?
- Have we jumped ahead to adult ministry without focussing on the ministry of young people, who by virtue of their baptism already play a key role in the Church?

### **BECOMING A CHURCH THAT ACCOMPANIES PEOPLE THROUGH LIFE**

- Clarify what is meant (and not meant) by accompaniment and how this relates to synodality and communicate this to all parishes, plus a structure and plan to implement accompaniment across the diocese.
- Develop a programme to identify the different accompaniment needs of various specific groups (e.g. parents with young children, marriage preparation, elderly, those in mixed marriages, those freshly graduated, sick, disabled, divorced & separated, LGBTQ+, bereaved, single parents, those struggling with cost of living, prisoners and their families, families with children or adults with special needs, supporting Catholic children in special schools or in non-Catholic schools, teachers, etc)
- Encounter with Christ is the focus/heart of accompaniment which should be grounded in faith.
- Discernment groups in parishes – guided by scripture & prayer – to assess who needs to be accompanied & how. Spirituality round table – without a spirituality network, can we truly discern the way forward?
- Provide formation in skills of accompaniment. The emphasis should be being with, rather than doing for. Embed listening – find creative ways of listening to needs + Learning to discern as a community & to listen to people’s lives & experiences.
- Appoint of Director for Pastoral Development & a Parish & Deanery development officer.
- Make links with marginalised groups to accompany them.
- More evangelisation – means we go out to where the people are.



- Build on good work in schools on care for the environment to accompany parents & children, opening doors to other aspects of our faith. Provide resources to progress care for creation as theme in engaging youth. More generally, develop strategy for links between parishes and schools.
- Opportunities for spiritual development for individuals, parishes & organisations. Develop a spirituality network (and learn from how this works on Isle of Man).
- Sharing good practice from parishes. Promote the wide spectrum of ways people are already accompanying each other, so we build on this in training and encouragement.
- Support for those in DSCs and Families of Parishes (especially related to accompaniment, spiritual development. Retreats, etc).
- Use Families of Parishes to audit provision and develop greater involvement in such areas as food banks, refugee project, SVP, etc.
- Encourage lay-led social justice groups. Accompany via social action: training, tool kits, local action, warm hubs.
- Producing resources to assist parishes in sacramental preparation and learning how accompaniment can affect the celebration of sacraments (e.g. reconciliation is one form of accompaniment as is funeral preparation).
- Support & celebrate the work of Nugent through Deaneries & Families of Parishes.
- Proximity to people – how achieve this? What opportunities for this? Why might people want to be accompanied by us? How make sure those who accompany others do so with open hearts, mercy & acceptance.
- How link Church, faith, and scripture to lives of people.
- Create a social & inclusive place where people can meet to share and address life's problems.
- Catechesis a priority – recruitment, training, support, retention, reviewing confidence and suitability. Mentors for catechists. Connect synodality, accompaniment & catechesis.
- Clergy - Ensure those joining priesthood have prior life experience. Find ways for clergy to relate to others as people & formation for them in accompaniment. Ensure clergy are accountable to their people. Advice for parish priests approached for help from citizenship groups. Making sure priests & deacons know their parishioners and their home circumstances. Support for Deacons as their workload increases with lack of priests – and review distribution of deacons across diocese.
- More follow-up to baptisms, confirmations/funerals.
- Marriage preparation needs to acknowledge the variety of situations in families. Those who do not conform to church rules/ideals still need to be made to feel wanted, loved, valued, and accompanied.
- Making welcome in our churches more of a priority.
- Support emerging LGBTQ+ ministry.
- Develop a network of partners to support archdiocese in accompaniment tasks (like Nugent Pathway).
- Need to reach out to those who have absented themselves since Covid.
- Develop a working party with people who are having an impact in parishes.
- Use of local radio and social networks to reach more people.
- Link with/support for parishioners already working in/with community groups.

- Make better known parish activities and groups already working well.
- Ensure our language is inclusive and accessible.
- Need to consider impact/evaluation of structures and strategies.
- Engage parents who seem not interested in Christian upbringing of their children.
- Opportunities to be involved in environmental & social justice initiatives.

### **BECOMING A CHURCH WHERE SYNODALITY IS EMBEDDED**

- Ensure synodality happens at local levels.
- Create parish councils.
- Give us clarity about timelines and decision making.
- Find ways of people expressing their views
- Involvement for all in decision making.
- Minutes from Diocesan bodies should be public.
- Local parish councils
- How do local structures (F o P's, DSC's) feed into the new structures?
- Synodality is a process – as we do it, we understand it.
- Make sure every parish is included – some priests exclude their parishioners.
- Ensure feedback from DSC and parishes.
- The elephant in the room is the priests who do not engage.
- Grassroot input is vital.
- Help synodality by making parish structures mandatory.
- The culture of synodality should be promoted in every parish.
- Alpha and Café are good models of synodal working.
- Better communication from Archdiocese to parishioners
- Share best practice.
- Much more communication needed.
- Communicate ASC to people – let them know it is their voice.
- Biggest challenge is communication.
- Terrible communication
- Communication needs developing
- Tell parishioners.
- Improve communication.
- Hierarchy and laity need to talk and listen to each other.
- Use Q codes in communication.
- Tell us about the roles of the different bodies.
- Improve use of plain language
- Don't know who is on what bodies.
- Help parishes develop web sites.
- Listen, dialogue, participate.
- Adequate communication from grassroots upwards
- Clear communication, plain language
- How can we express concern about fossil fuels – where can the ordinary parishioner make their concerns known?

- More lay and female involvement.
- What about ecumenism and inter-faith dialogue?
- Integrate the ecumenical dimension.
- Make sure Youth Synodal Council is in place.
- Female Ep Vic for religious
- Involvement in choosing bishop and priest is needed.
- Support the development of the Diaconate.
- More lay formation
- Training and support for DSC's + Chairs
- Encourage support for DSC's – especially from priests.
- No support for DSC's
- Better accompaniment for DSC's
- Need to be more support for prayerful discernment.
- We need a simple explanation of synodality.
- Families of Parishes need to be priority for next 12 months.
- More support for DSC's
- Not all priests are on board with synodality.
- Consult about, don't enforce Families of Parishes
- Ensure + develop support for effective working of ASC and DSC's.
- Make sure all groups have a clear purpose.
- Central services must work synodally.
- Create constitution for DSC's and ASC
- DSC's need to share with each other.
- Adequate support for synodal structures
- Families of Parishes will help people work synodally.
- Bring groups within Families together – e.g. readers etc.
- Do not give up its only just started.
- More clarification in decision making process for DSC's.
- Share the benefits of changes.
- Is unhelpful clericalism at work in decision making?
- Governance structures at parish level - do they exist?
- Commitment to change must come from all.
- Let us see the governance manual. Complete the Governance manual. Define where synodal structure fit in relation to governance.
- Develop a culture of spiritual listening.
- Place of lay organisations?
- Create effective monitoring of the groups to enable synodality.
- Where is there any built-in accountability?
- Needs to be a clear plan to embed synodality.
- Transparency of process
- Populate structures with synodally minded people.
- Flatten structures.
- How does everything fit together?

## **BECOMING A CHURCH THAT RENEWS ITS ORGANISATIONAL STRUCTURES & ADMINISTERS PROPERTY TO SERVE ITS MISSION**

- Clarity was needed over the role of DSCs and a concern that they must not be left unsupported *in the firing line* when change and closure was prioritised.
- The importance of the work of the Pastoral Organisation Sub-Committee was underlined as was the need for transparency on reports produced, decisions taken, and membership. Related to this was the need for the Property database to be available. Communication from DSCs to the Diocese and vice versa needed to be robust and have generous staff support from St Margaret Clitherow Centre.
- Formation for Deans, Chairs, & all the members of DSCs were repeatedly underlined. More central resources were advocated not only the 2 current vacancies in Pastoral Development, but also additional staff. All priest's irrespective of the wealth of the parish should have sufficient financial support, administrative support, and other resources. DSCs also must be adequately resourced.
- Families of Parishes - The Toolkit needed to be cascaded to DSCs and clarify the expectation of forming Families of Parishes. The concept needed explaining to congregations and language like *mother & daughter* was confusing and upsetting. All audits should be publicly available for wide-based consultation.
- Families of parishes was still a vague idea to many and there was a concern that there had been insufficient time for synodal listening & discernment on their development. There was an anxiety that DSCs might become irrelevant when *Families of Parishes* had been formed in all Deaneries.
- There was an apparent disconnect between the new Pastoral Organisation Sub-Committee's database with DSC Audits. This was coupled with sense that it was so hard to get help from St Margaret Clitherow Centre as there were not enough staff and they were all under severe pressure.
- With inadequate staff support not only centrally but also for DSCs there was anxieties that a truly synodal process could not develop. A detailed structure plan of how the Archdiocese related to DSCs, parishes, religious, etc was needed. Resources were needed to support the new Archdiocesan Synodal Council in its key role going forward.
- The role of the laity in the decision-making process was underlined. There an impression given that buildings were more important than were the *People* and our Mission.
- The challenge of how decisions are made locally was reiterated as was the challenge to take decisions creatively. The use of Geographic Information Systems (GIS) was underlined. Again, access to information, minutes, staff, databases, and committee membership was underlined.
- We need analysis of the big and brave decisions on which buildings are sustainable not just financially but ecologically. Solar panels on churches should be prioritised. The aim to achieve *Net zero* with agreed targets & maximize biodiversity as a step to caring for creation was applauded.
- It was vital to allow creativity with our buildings and our community involvement in diverse ways. The importance of robust management of the Archdiocesan estate should try to release energy and funds for mission. Decisions on all our buildings is

needed to plan strategically and ensure cyclical maintenance. Information should be readily available to all.

- There was a concern over what happens to disused & dangerous building: who makes decisions? Imagination, Creativity, & consultation are vital so that we can see our buildings renewed, or changed to serve for mission? Projects like Irenaeus should be supported & expanded.
- We have inherited buildings in inappropriate places. How do we select churches that are sustainable and relevant?
- We should use plain English does not jargon or church language. For example: Clarify what is meant by *mission*.
- Practical priorities and financial resources must be linked. Money needs releasing for mission. How will the money from sales be used? Will it go to the parish and what do we mean by *parish investments*. We require transparency regarding the financial state of parishes. Strength for all would be gained from a pan Archdiocesan Common Fund.

### **BECOMING A CHURCH WHERE YOUNG PEOPLE AND YOUNG ADULTS CAN FLOURISH.**

- Prioritise youth synodal council to be implemented as a priority.
- Support schools pastorally and support/improve role and models of chaplain.
- Re-establish school/church links (primary but particularly secondary)
- Establish role of youth workers
- Engage/support/resource/expand Animate.
- Parish/deanery to involve youth in social media strategy/web pages/apps to communicate with parishioners and potentially wider community.
- Appoint several youth workers - to consider the culturally diverse archdiocese, provide formation to families of parishes to develop local support for young people.
- How do we welcome/support school leavers/young parents
- Support teachers as well as children with faith and chaplaincy
- Share positive models/initiatives between families of parishes.
- Employ teachers who believe and practice the faith.
- Give young people leadership and responsibility.
- Develop structured/funding and support for youth ministry.
- Have 1 or 2 young people as members of the DSC.
- Understand how we reach children in non-faith schools.
- Church being accessible when young people are disillusioned with current lifestyle/Focus on young people's priorities and needs.
- Use opportunity of confirmation to capture/evangelise young people.
- Support/establish youth group meeting (11-17 and 18-21 years)
- Improve/change church environment to inspire young people.
- More emphasis teaching the faith i.e. catechism.
- Outreach to engage youth in parish life.
- Understand why secondary school children not engaged in RE
- Good resourcing of families of parishes
- Define roles for children and young people at mass (more inclusive of reading/singing etc)

- Youth J&P group
- Monthly deanery youth mass
- Improve communication between deanery and school chaplains, including school chaplains invited to DSC.
- Understand/support the challenges of young people today.
- Catechesis in all parishes not just schools
- Make links with education dept.? into RE. including annual report which includes work in RE
- Improve ecumenical links for young people.
- Celebrate the excellent work in schools as part of parish life.
- Develop school singing project at archdiocesan level.
- Develop social outreach and catholic social teaching.
- Improve confirmation formation.
- Establish links between school/university chaplains.

### **BECOMING A CHURCH THAT CARES FOR ITS PRIESTS**

- supervision & mentoring for priests
- training for supervisors & mentors
- provision of admin support for priests
- more lay involvement – in both admin and ministerial
- reduction of parishioner's expectations on priests
- ongoing formation
- specifically training in facilitation & leadership of change
- continuation of the area 6 plan as written
- support groups for priests
- continue the development of families of parishes.
- embed synodality and ensure training in synodality.
- spiritual accompaniment & retreats
- seminary training – life skills, management skills, the realities of parish life
- there were a couple of mentions that mentoring, supervision & ongoing formation was needed for deacons too.
- and there were a number of mentions not to forget retired priests, retirement planning & pensions, and not to forget the needs of those who choose not to engage in the processes.
- Continue to implement pastoral plan.
- Find ways to reach out to those most in need of support.
- Look at supervision models.
- Mentoring/supervision/formation for priests
- Support to sustain healthy lifestyle.
- Manage priest's workload.
- "Team game" and "don't play your striker in goal."
- Ongoing formation for priests

- Parishioners need to reflect on their expectations towards priests' roles.
- Encourage priests to engage with regional meetings but also empowered to do supportive things locally.
- Parish community reduce expectations of the priest and use other personnel to take on jobs.
- Continue programme of support to priests
- Identify the essential role of priest and let other ministerial tasks be done by laity.
- Priest to let go of autonomy and accept support of laity.
- Ensure priests get support in admin/buildings management.
- More lay involvement in church services
- Parishioners change expectations of PP.
- Permit & encourage suitably equipped lay people to preach.
- Continue process of support to priests
- Look at clergy accommodation.
- Personal wellbeing & supervisory development programme necessary (as is the norm in many other organisations)
- Use of counsellors/mentors and site managers to help priests.
- Use of retreats
- Mentoring and supervision
- Pastoral support
- Training opportunities / Ongoing formation/times of prayer & reflection
- Mentoring & supervision and ensure training is in place for this.
- Support for priests
- Build solidarity of priests to be a 'community of priests'
- Pastoral & personal support
- Admin support for priests
- Allow non-priest to preach.
- Reduce isolation.
- Pastoral care, support groups, ongoing training, cover for leave & sickness (bring into line with other specialist practitioners)
- Development of families of parishes
- Admin support
- Pastoral care
- Continue to support priests.
- Needs to be modelled by priests in meetings.
- New ways of working need to be explored.
- Support for building management, finance, admin
- Pre-retirement counselling
- Support
- Sharing of responsibilities
- Lay ministry training
- Pensions
- Admin support
- Focused work on retirement & pensions
- Co-responsibility of leadership according to gifts

- Admin support
- Training in facilitating change.
- Let others 'manage the building' and allow priest to concentrate on priestly ministry.
- 360deg appraisal process with feedback from parishioners to identify personal development needs.
- Mentoring & supervision
- Mentoring & supervision is essential to enable change.
- Define processes & resources required to support.
- Workforce development plan with continuous professional development mapped out.
- Admin support for priests
- Support living arrangements.
- Care-supervision
- Mentoring & supervision – and accountability to parish & archdiocese
- Clear of works in the deanery.
- Lay involvement – broaden out the "we."
- Pay priests more.
- Synodality – lay people need to have their say in how we support priests.
- Mentoring /supervision of priests & deacons
- Admin support
- Mentoring & supervision a priority
- Free priests from some tasks e.g. maintenance
- 'Career plan' including planned retirement.
- Ongoing formation
- Mentoring & supervision
- Upskill priests to facilitate change and lead families of parishes.
- Embed synodality.
- Admin support & confidentiality important for support & supervision
- Delegation of admin & finance etc
- Supervision essential to off-load & clear the decks.
- Support groups
- Remove admin duties.
- Support
- Wellbeing for 'staff' is key in all business, no less for priests.
- External supervision/support
- Deacons/pastoral workers, ecumenical groupings
- New ministries of catechists and roles for lay people essential
- Keep sight of the Lord who first called our priests.
- Mentoring & supervision as a "right & duty"
- Formation/seminary balanced with pastoral expectations in parish.
- Parishioners to have realistic expectations of priests and themselves and their responsibilities.
- Support those who have not yet engaged to understand why/how we meet their needs.
- Mentoring & supervision



- Training for mentors & supervisors needed.
- Families of parishes
- Keep going on the plan.
- Support
- Ensure workload is not over burdensome.
- Lay led parishes.
- Married priests
- Mentoring & supervision
- Training as facilitators
- Mentoring & supervision
- Admin support
- Develop processes for feedback to priests – professional development.
- Trained supervisors
- Training in the synodal way
- Support groups
- Supervision & mentoring
- Training for supervisors & mentors