

ARCHDIOCESAN PLAN

PERTH, WESTERN AUSTRALIA

2016 - 2021



A people walking together,
in the footsteps of the Good Shepherd.





Welfare & Social
Services

Faith

Healthcare

Education

Disability Services

ARCHDIOCESAN PLAN

PERTH, WESTERN AUSTRALIA 2016 - 2021

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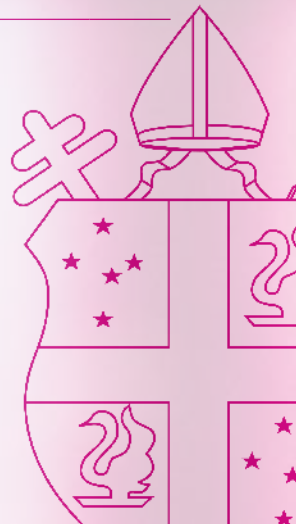
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A people walking together,
in the footsteps of the
Good Shepherd.





Most Rev Timothy Costelloe SDB
Archbishop Of Perth

Archbishop's

WELCOME

Some of you will remember the Homily I preached at my Mass of Installation as Archbishop of Perth in March 2012. On that occasion I suggested that the greatest task and challenge we face today is to return the Church to Christ and return Christ to the Church.

What this really means is that we must become in practice what we are in principle: Disciples of Jesus. More than ever we must make sure that Christ, the real Christ, is at the heart of everything we say, everything we do and everything we are. We discover Him of course in the pages of the Gospel, read and understood within the faith of our Catholic tradition, and for that reason the spreading of the Gospel of Jesus, both amongst our own people and in the wider society in which we live, is our fundamental task and privilege.

We might sum this up by saying that we are, and must become more and more, a people walking together in the footsteps of the Good Shepherd. In a nutshell, this is my vision for the Archdiocese of Perth.

To create a tangible and inclusive pathway to assist in realising the vision this Archdiocesan Plan has been prepared to guide our collective efforts over the next five years.

Commenced in late 2014 the Plan is the result of extensive consultation and input from clergy, parishes, agencies, groups and individuals from within our Archdiocese.

As highlighted when I launched the consultation phase, the Plan has as its focus, seven key priority areas

- Professional Standards
- Effective Communications
- Support for Clergy
- Strengthening and Revitalising Parishes
- Adult Faith Formation
- Outreach to Those in Need
- Archdiocesan Growth and Development.

“ The greatest task and challenge we face today, is to return the Church to Christ and return Christ to the Church. ”

Strategies and actions related to each of the priority areas are summarised in this document. These strategies will be the subject of regular review with actions to be amended or enhanced where necessary. The Plan is not designed to stifle creativity but to provide a fresh direction in addressing each important area.

Importantly, the Plan has demanded that we review the Archdiocese from an organisational perspective to better facilitate the spreading of the Gospel. These changes have already commenced and are outlined in Section 3 'Implementation and Management'.

The Plan is more than just a document. It will enable us to walk together on the pathway which we hope will deliver a Christ-centred, faithful, vibrant, welcoming, inclusive and mission-oriented Church, one which will enrich our own lives and the lives of all whom we encounter and seek to serve.

Like all such initiatives it is aspirational: it expresses our hopes and dreams. I believe it is also practical, providing concrete steps we can take as we walk together into the future. I am fully committed to this vision for our Archdiocese. I ask you to join me so that together we can continue to walk faithfully in the footsteps of the Good Shepherd.



+ Timothy Costelloe SDB

Most Rev Timothy Costelloe SDB
Archbishop of Perth





INTRODUCTION 1.0

About Our Archdiocese

The Catholic Archdiocese of Perth is one of four dioceses within the province of Western Australia and is shown in the shaded area below.



Table 1: Archdiocesan Population Estimates *

Total Archdiocesan population: 1,748,767

Catholic population

426,872

24.4% **37yrs**

of the area population is Catholic Median age of Catholics

Table 2: Archdiocese in Numbers ^

102 Parishes and Pastoral Areas

- Metropolitan: 86
- Country: 15
- Pastoral Areas: 1

113 Catholic Education Centres

- Primary Schools: 77
- Secondary Schools: 23
- Composite: 12
- Tertiary Education: 1

2 Seminarian Education Centres

- St Charles' Seminary with 11 seminarians
- Redemptoris Mater Missionary Seminary with 18 seminarians

*Source: Diocesan Social Profile 2011. The data was the most recently available from 2011 Census and will be updated from the 2016 Census data.

^ Source: Data supplied by the Catholic Church Office and Catholic Education Western Australia November 2015

Working Party Coordinating Group (L-R): Rev Fr Vincent Glynn, Mr Michael Reutens, Mrs Maureen Colgan, Mr Greg Russo, Rev Fr Brian McKenna, Bishop Donald Sproxton, Rev Fr Aloysius Leong, Mrs Tamara Rowson (Executive Assistant to Greg Russo), Mr Danny Murphy and Ms Jane Kikeros (Executive Officer). Absent: Ms Debra Zanella.



1.2 Preparation of the Plan

In 2014, following consultation within the Archdiocese, the Archbishop recognised the need for an Archdiocesan Plan to be prepared with a focus on seven key priority areas.

With significant initiatives already underway in addressing Professional Standards, new Working Parties were established for the six remaining priority areas. Each Working Party was provided with executive support and terms of reference.

A Coordinating Group, with responsibility for preparation of the overall Plan for consideration by the Archbishop, was formed. This group included Auxiliary Bishop Donald Sproxton, Chairpersons of the working parties, Mr Greg Russo, Chief Executive Officer Archdiocese of Perth and myself.

I would like to acknowledge the significant efforts of the Working Party Chairs and their members throughout this process and in particular thank everyone who contributed through the consultation phase. The considered input from clergy, agencies and parishioners has been critical in preparing a relevant and actionable outcome.

Mr Danny Murphy
Chair – Coordinating Group





1.3 Consultation Overview

The preparation of the Plan incorporated the broadest process of its type yet undertaken within the Archdiocese.

The broad representation on each Working Party was supported by

- Online, printed and face-to-face questionnaires
- One-on-one discussions and focus groups
- Dedicated telephone support.

To ensure broad awareness of the opportunity for input, the Archbishop publically launched the consultation phase in September 2015 at a special liturgical event at the Cathedral, attended by over 500 representatives from clergy, parishes, agencies, organisations and educational institutions. This event was followed by a DVD of the Archbishop's address being circulated to all parishes for incorporation into the following weekend's liturgy.

Collation of the feedback was undertaken by a professional research organisation and made available to the working groups in a timely and digestible manner.

The feedback received included responses from all age groups (Wider Catholic Community) and over 50% of Clergy, shown in the charts below.

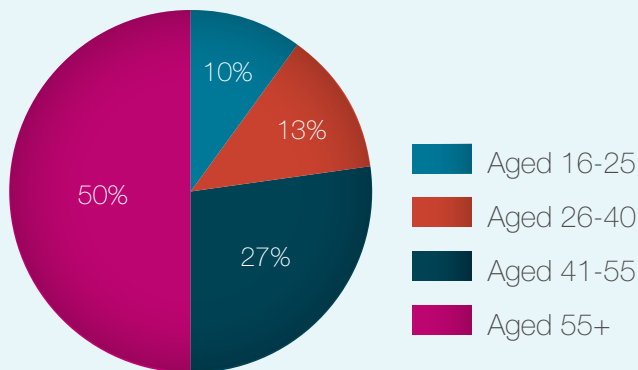
Importantly and where appropriate the results will be available as a benchmark to monitor progress upon implementation of the Plan's strategies.

“As we prepare to enter into the Year of Mercy proclaimed by Pope Francis and, in the spirit of the Lord's call to repentance, it seems very clear to me that this is a time for us, as a local Church, to pause and consider where we have come from as a diocese, where we are at present, and where we must go in the future. ”

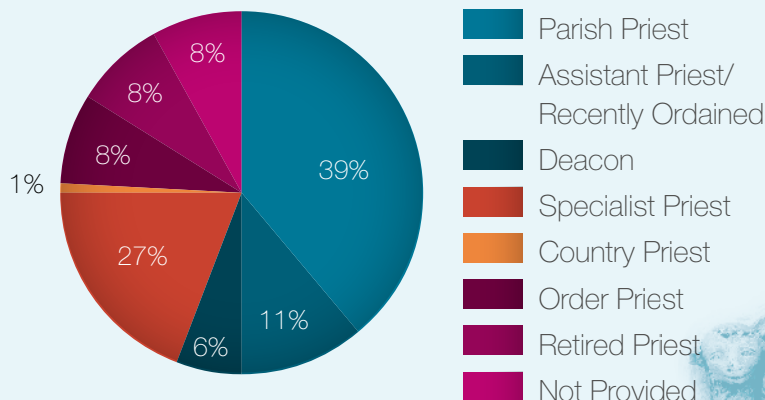
Archbishop Costelloe

Launches the public consultation phase - 10th September 2015

Wider Catholic Community Questionnaire Respondents by Age

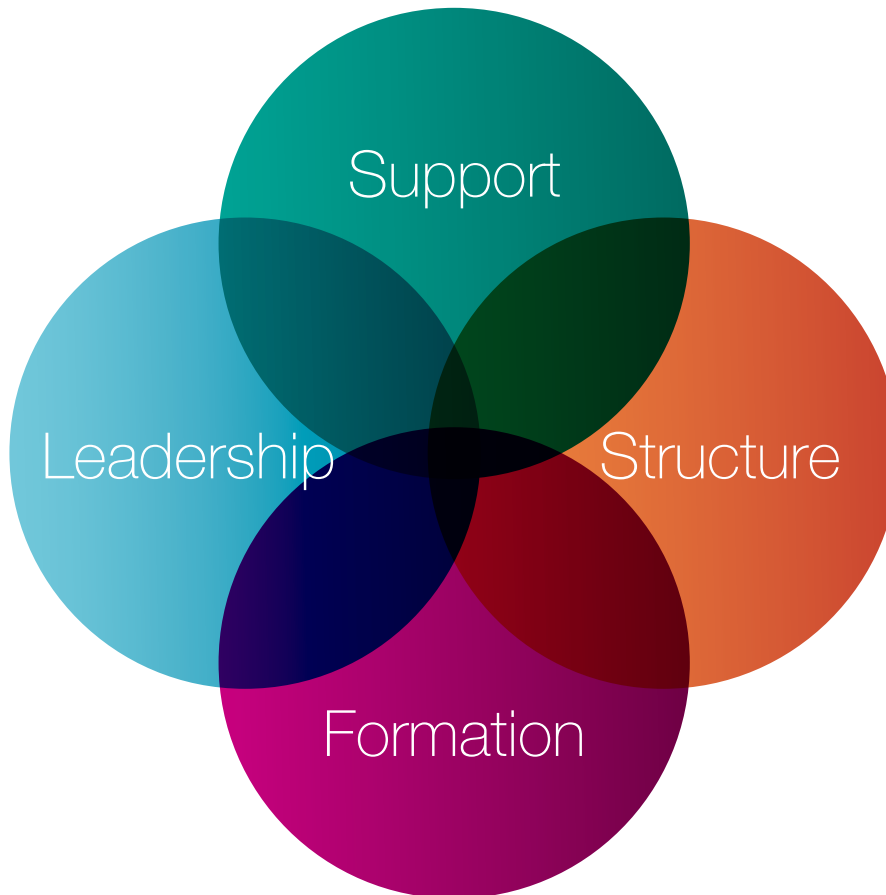


Clergy Respondents (Primary Role Specified by Respondent)



1.4 Overview of Findings from Consultation

The principal findings arising from the consultation process may be categorised under the four (4) headings of Leadership, Support, Structure and Formation.



- | | |
|----------------------|--|
| 1. Leadership | Expand opportunities to share vision, expertise and guidance from Church leaders and empower the Church at all levels to positively contribute to our community. |
| 2. Support | Establish initiatives to assist Clergy and Lay people to achieve goals for their parishes and the Archdiocese of Perth. |
| 3. Structure | Increase assistance for the Archbishop with clear functions, roles and lines of communication. |
| 4. Formation | Strengthen and expand formation of Clergy, Seminarians and Parishioners. |

These inextricably linked categories have been significant in formulating Strategies and Actions listed by Priority Area, as detailed in the pages to follow.

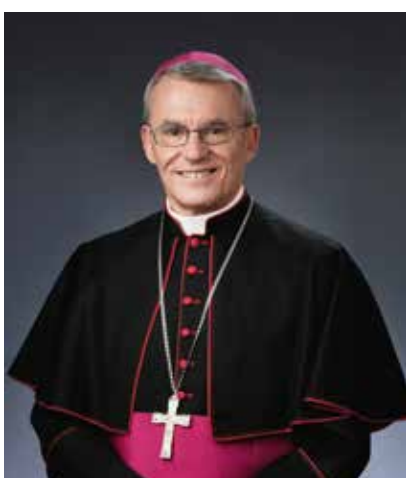
THE PLAN 2.0

Introduction

The Archdiocesan Plan for the next five (5) years has been structured around the seven (7) Key Priority Areas identified by the Archbishop, taking into account his Vision.



PROFESSIONAL STANDARDS



Introduction by Archbishop Costelloe

A fundamental priority for our Church at this time in our history must be our response to the terrible scourge of sexual abuse of children and young people. It is a touchstone of our fidelity to the Lord we claim to follow.

Given the vital importance of responding to this shocking evil it was essential that rather than wait for the development of a plan through a broad consultation process, action needed to be taken immediately. Our response to the survivors of sexual abuse in our Church needed to be reviewed and improved and our stated determination to implement strategies to eradicate this evil from our Church needed to be given concrete expression. Because of this I have consulted with experts in child protection and family services with a view to ensuring the Archdiocese becomes a safe place for children and other vulnerable people. That said, the open consultation process generally supported the direction that the Archdiocese has undertaken.

This was a delicate and complex, but absolutely necessary undertaking and while there is still much to be done to correct the past, the development of an Archdiocesan response has enabled us to work towards building a better present and future.

OBJECTIVE

To continue our efforts to assist those who have been victims and now survivors of sexual abuse and to make our parishes, our agencies and our other institutions, places of absolute safety for our children and vulnerable people.



What We Are Doing

As requested by victims, relocation of the WA Professional Standards Office was undertaken during 2014. The new office was established at 29 Victoria Square, Perth, providing a much more welcoming and less traditional Church environment.

Increased staffing at the WA Professional Standards Office improved the timeliness of dealing with complaints.

An Archdiocesan Safeguarding Officer, Mrs Andrea Musulin, was appointed in October 2014 with the mandate to

- Develop a parish safeguarding program
- Ensure that all parishes establish the Safeguarding Project on a local level
- Advertise for Safeguarding Officers for each parish
- Train the Parish Safeguarding Officers who are all volunteers
- Support and mentor Parish Safeguarding Officers.

The prevention and detection of child sexual abuse is everybody's business and as such we all must play our part. Whilst developing the project it was identified that providing comprehensive education and training would be important factors for the success of the project. Accordingly, a great deal of time and effort has been attributed to the development of training. All Clergy attended Child Protection Training in 2015 in the lead-up to the official project launch.

In addition, prior to their formal acceptance, we have compulsory psychological assessments for any person applying to join our seminary, and we have ongoing formation for our seminaries in the areas of human and especially psycho-sexual development, and in the codes of conduct required by those who minister in our Church.

I officially launched the Safeguarding Project on 6 July, 2015 at St Mary's Cathedral. On that weekend, all parishes within the Archdiocese of Perth simultaneously launched the project in each parish. Since the launch, the Safeguarding Office has received 151 individual nominations from 61 parishes. From these nominations, 81 newly appointed Parish Safeguarding Officers were initially trained in child protection and in all areas of the Safeguarding Project. Training is ongoing and is compulsory on an annual basis.

Two further training workshops were held in February and March 2016 and an additional 39 Safeguarding Officers enrolled to attend. As at 1 April 2016, 120 Parish Safeguarding Officers, which equates to approximately 70% of the required Safeguarding Officers, are now serving our parish communities.

A priority for the Safeguarding Office will be to assist and support those parishes that have encountered difficulties in developing the project on a local level. As Parish Priests will be responsible for implementing the project within their respective parishes in conjunction with their parish safeguarding officers and their parish councils, the Safeguarding Office will undertake to provide the best possible support and training to all Clergy to assist them to successfully achieve their goal.

Most Rev Timothy Costelloe SDB
Archbishop of Perth

Mrs Andrea Musulin, Archdiocesan Safeguarding Officer

EFFECTIVE COMMUNICATIONS



Introduction by Mrs Maureen Colgan

Chair - Effective Communications
Working Party

At the launch of the consultation phase in September 2015, Archbishop Costelloe recognised that much work and progress had been made in the area of Communications. However, as the 21st Century evolves, and new technology evolves with it, the need to further advance this area is highlighted. Its continued importance for the Archbishop and the many demographics which make up the Archdiocese is unquestioned.

Strategies are directed at establishing more effective communications internally and at assisting the Archbishop and, therefore, the Archdiocese of Perth to achieve a substantially greater presence within the wider Community.

Our Working Party initially identified three key issues which were in turn strengthened by feedback from the consultation process.

In addition, a comprehensive communication stakeholder analysis laid the foundations for a strategic approach to communications within the Archdiocese.

Our Working Party has placed great importance on personnel and communication tools which are crucial if we are to communicate the future vision of the Church in WA.

Mrs Maureen Colgan

Chair – Effective Communications Working Party



OBJECTIVE

To establish effective communications internally and with external religious and secular agencies which enhance and promote the Church's mission to be a living sign of the active presence of Christ among His people and in society at large.

Key Issues Identified

Under-developed/missing elements within current suite of communications tools targeting specific audiences.

Heavy workload of the Archbishop and other Church hierarchy.

Profile of the Catholic Church and the Archbishop in the community.



2.2.2 EFFECTIVE COMMUNICATIONS

Strategies and Actions

Actions	Who	When
Strategy: 1. Develop a full suite of current and relevant communication tools targeted to reach specific demographics/audiences and evaluate regularly for effectiveness.		
1.1 Bi-monthly hard copy publication to Catholic Community.	Communications Manager, Archdiocese of Perth	2016
1.2 Provide support to the Archbishop to enhance his teaching role through video presentations, etc.	Communications/ Media Managers, Archdiocese of Perth	Ongoing from 2016
1.3 Regular video presentation from the Archbishop to parishioners for use on the website and at Mass.	Communications/ Media Managers, Archdiocese of Perth	Ongoing from 2016
1.4 Targeted training and support for Clergy in new technology, social media and other tools of communication.	Communications/ Media Managers, Archdiocese of Perth	Ongoing from 2016
1.5 Establish preferred method of communication from Archbishop's Office to Clergy and tailor accordingly.	Communications/ Media Managers, Archdiocese of Perth	Ongoing from 2016
1.6 Launch of secure online communication portal to clergy.	Communications/ Media Managers with Manager, IT, Archdiocese of Perth	2016
1.7 Bulletin 'Bits' for School newsletters, CEWA "Catholic Circular" and UNDA "In Principio" from Archbishop (twice yearly).	Communications/ Media Managers, Archdiocese of Perth	Ongoing from 2016
1.8 Engage all Archdiocesan staff in Archbishop's vision through regular updates on progress to ensure a consistent message.	Chief Executive Officer - Administration, Archdiocese of Perth	Ongoing from 2016
1.9 Coordination and oversight of administration functions for Archbishop's Office and other Archdiocesan administrative offices to establish protocols for communication internally and externally (e.g. database protocol, well trained and knowledgeable staff).	Chief Operations Officer, Archdiocese of Perth	Ongoing from 2016
1.10 Phase 2 of website development to include Apps for smart phones, voicing of PDFs and eCommerce applications, among others.	Chief Operations Officer, Archdiocese of Perth	From 2016
1.11 Annual formal review of the suite of communications tools to ensure continuing relevance and currency.	Communications Advisory Group (CAG)	Annually



Actions	Who	When
<p>Strategy: 2. Ensure appropriate resourcing of communications function and access to expertise to achieve desired objectives.</p>		
2.1 Assign responsibility to the Vicar General to guide delivery of the Effective Communications objective.	Archbishop	2016
2.2 Develop a communication plan to support the implementation of the Archdiocesan Plan.	Vicar General and Communications/ Media Managers	2016 - 2017
2.3 Appoint a Media Manager to deal with media requests, preparation of media statements and implementation of a proactive media strategy.	Chief Executive Officer - Administration, Archdiocese of Perth	2016
2.4 Strengthen the existing CAG membership and develop new Terms of Reference to ensure external expertise and advice is sought on communications issues.	Vicar General and Communications/ Media Managers	2016
2.5 Appoint appropriate spokespersons (Clergy/Lay) on issues including health, welfare, education and provide media training and appropriate theological formation as needed.	Archbishop	2017
<p>Strategy: 3. Strengthen the relationship with media outlets not connected with the Church to ensure the voice of the Catholic Church is heard on current issues.</p>		
3.1 Media training for the Archbishop and key clergy as required.	Media Manager, Archdiocese of Perth	From 2016
3.2 Enhance the Archbishop's profile with the Media by preparing briefings on current issues, providing Parish Bulletin Bits "from Archbishop Costelloe," preparing Media Information Kits and other initiatives.	Media Manager, Archdiocese of Perth	From 2016



SUPPORT FOR CLERGY



Introduction by Rev Fr Brian McKenna

Chair - Support for Clergy Working Party

Archbishop Timothy Costelloe emphasises the value and importance of the clergy and their key role in assisting him to develop a more vibrant life within the Archdiocese. It is essential that priests, deacons and seminarians are able to look steadily into the face of Jesus.

Because of the growing complexity of the Archdiocese, the existing Board of Clergy Life and Ministry (BCLaM) is to be re-constituted with greater areas of responsibility and accountability to the Archbishop. The areas highlighted in the strategies and actions could foreseeably become part of BCLaM's new brief.

The importance of the role of the Clergy Liaison Officer, in supporting Clergy in their temporal welfare and responsibilities, is recognised. The Clergy Nurse provides valuable support and care to both retired and active clergy.

Rev Fr Brian McKenna

Chair – Support for Clergy Working Party



OBJECTIVE

To ensure that clergy are supported spiritually, pastorally, professionally and materially in their role as servant leaders and shepherds of the people entrusted to their pastoral care.

Key Issues Identified

Ongoing formation (theological, spiritual, pastoral, personal).

Guidance and leadership from Archbishop and Curia.

Practical support for Clergy (adequate accommodation, working environment, financial support, medical and pastoral care).

Administrative support for parish priests.



2.2.3 SUPPORT FOR CLERGY

Strategies and Actions

Actions	Who	When
<p>Strategy: 1. Assist the Clergy in their Ministry so that they are better able to communicate the Gospel and the values of Jesus.</p>		
1.1 Revise the Board of Clergy Life and Ministry constitution creating a stronger and clearer mandate to enable the Board to take more responsibility in the formation of the Clergy.	Archbishop	2016
1.2 Provide a Mentoring Program for newly ordained priests and those new to the Archdiocese including providing training to mentors and those being mentored. Mentoring should commence at the time of ordination to the diaconate and continue for the first five years of priestly ministry.	Board of Clergy Life and Ministry	2017
* Refer Strengthening and Revitalising Parishes Action 5.2		
1.3 Develop an Annual Professional Development calendar ensuring a coordinated approach to development, to be disseminated to clergy at the beginning of each year.	Board of Clergy Life and Ministry	2016 - 2017
1.4 Organise and source quality and customised Professional Development days for ongoing formation of all clergy including newly ordained and those new to the Archdiocese.	Board of Clergy Life and Ministry	2016 - 2017
1.5 Ensure quality, relevant annual Seminars for Clergy by consultation with clergy groups and post seminar evaluations.	Board of Clergy Life and Ministry	2016 - 2017
1.6 Review current arrangements for the annual clergy retreats and explore possibilities for a variety of retreat options to cater for clergy needs and preferences in this area.	Board of Clergy Life and Ministry	2016 - 2017
1.7 Explore the possibility of developing a pre-seminary year for all candidates prior to formal acceptance as diocesan seminarians.	Board of Clergy Life and Ministry	2016 - 2017
<p>Note: Formation and training for parish priests and seminarians was also raised in Archdiocesan Growth and Development strategies in the context of providing supported and effective leadership in new Catholic Communities.</p>		



Actions	Who	When
Strategy: 2. Provide support and development for clergy in their interpersonal skills and relationships.		
2.1 Provide training and development opportunities for clergy in topics suggested in consultation responses; e.g. Interactions with parishioners, conflict resolution, leadership and management skills and awareness of Professional Standards requirements.	Board of Clergy Life and Ministry	2016 - 2017
Strategy: 3. Provide opportunities for clergy to meet informally with the hierarchy.		
3.1 Annual Mass and lunch for retired priests.	Vicar for Clergy and Clergy Liaison Officer	Annually commencing 2016
3.2 A member of the Curia to attend Zone meetings bi-annually to ensure attending at least one meeting every two years.	Curia	2016 - 2017
3.3 Archbishop to continue to host the Annual Clergy Dinner.	Archbishop	Annually
3.4 Archbishop or Bishop to continue to attend the Retreat and the Seminar.	Archbishop and Auxiliary Bishop	Annually
3.5 Provide confidential and direct lines of communication between Archbishop/Auxiliary Bishop and clergy for urgent matters.	Archbishop and Auxiliary Bishop	2016
Strategy: 4. Provide oversight of the suitability of Archdiocesan residential premises.		
4.1 Review to Include Retired Priests and Specialist Priests' premises and parish Presbyteries <ul style="list-style-type: none"> • Building and Maintenance Plan for scheduled visitation • Report to Parish Council and Parish Priest. 	Property Supervisor, Archdiocese of Perth	Ongoing Regular visitation schedule to commence 2016
Strategy: 5. Strengthen and improve administrative support for parish priests.		
5.1 Seminars/Workshops for key parish personnel (Parish Secretaries, Parish Councillors, Parish Finance Committee Members).	Archdiocese of Perth administration and accounting staff	2016 - 2017
5.2 Investigate the establishment of structures for cooperation between parishes for parish administration and accounting requirements.	Archdiocese of Perth administration and accounting staff	2016 - 2017
* Refer Archdiocesan Growth and Development Action 3.2		

2.2.4 STRENGTHENING AND REVITALISING PARISHES



Introduction by Rev Fr Aloysius Leong

Chair - Strengthening and Revitalising
Parishes Working Party

At the launch of the consultation phase in September 2015, Archbishop Costelloe spoke of making 'the parishes places where, more and more, people can truly encounter God, especially in the liturgy and in the wider spiritual life of the parish.'

He raised the need for reviewing the functioning of Parish Pastoral Councils and Parish Finance Committees and providing ongoing formation for these groups.

Our Working Party's consultation focussed on these issues in order to strengthen and revitalise parishes in the Archdiocese. In addition, the public consultation phase revealed a central desire to create an authentically Catholic community which welcomes and attracts members, both new and returning.

Our strategies incorporate actions which address themes indicated in the responses from the consultation including leadership matters such as vision, expertise, guidance, recognition that the youth are our future and, keeping things human and connecting with modern lives.

In consideration of the objective the Strengthening and Revitalising Parishes Working Party's strategies focus on the following areas

- Leadership
- Training and formation
- Management and administration.

With commitment and engagement from parish priests and their respective Parish Councils, the Archbishop, the Curia and Church Administration, significant progress can be made in meeting the objective.

Rev Fr Aloysius Leong

Chair – Strengthening and Revitalising Parishes Working Party



OBJECTIVE

To foster in each parish community a deepening realisation of their vocation to be a credible witness to the presence of Jesus in our lives, in our Church and in our society.

Key Issues Identified

Support and education for parish administration and pastoral councils.

Support and education for parish priests.

More effective communication and engagement with Archbishop and Curia at parish level.



2.2.4 STRENGTHENING & REVITALISING PARISHES

Strategies and Actions

Actions	Who	When
Strategy: 1. Establish structures to enhance renewal of parishes.		
1.1 Appoint a Vicar for Adult Faith Formation and Parish Renewal.	Archbishop	2016 - 2017
1.2 Appoint a Parish Renewal Coordinator.	Archbishop, Vicar for Adult Faith Formation and Parish Renewal	2016 - 2017
1.3 Establish a Parish Renewal Network with Archdiocesan-wide representation.	Vicar for Adult Faith Formation and Parish Renewal, Parish Renewal Coordinator	2016 - 2017
1.4 Create a Parish Support function within the Archdiocesan Administration and develop a mandate for this new structure.	Vicar for Adult Faith Formation and Parish Renewal, Chief Executive Officer - Administration, Archdiocese of Perth	2016 - 2017
Strategy: 2. Increase the level of understanding of the role of Parish Pastoral Councillors and other parish leaders as to how they can effectively meet the needs of the community.		
2.1 Review and update the Parish Pastoral Council Constitution and Finance Committee Constitution in accord with the requirements of Canon Law and introduce to all parishioners.	Vicar for Adult Faith Formation and Parish Renewal, Parish Renewal Network and Chief Executive Officer - Administration, Archdiocese of Perth	2016 - 2017
2.2 Facilitate ongoing leadership and formation training for Parish Pastoral Councillors and Finance Committee members.	Vicar for Adult Faith Formation and Parish Renewal	2017
Strategy: 3. Provide assistance to parishes in developing and implementing pastoral strategies and programmes.		
3.1 Assist in the formation and development of Parish Pastoral Action Plans.	Vicar for Adult Faith Formation and Parish Renewal	2016 - 2017
3.2 Identify parishes to pilot the Parish Pastoral Action Plan and assist in its implementation in those parishes.	Vicar for Adult Faith Formation and Parish Renewal	2016 - 2017



Actions	Who	When
Strategy: 4. Within the parish community foster relationships and collaboration between clergy, parishioners and school community.		
4.1 At the Archdiocesan level, initiate formal discussions with Catholic Education Western Australia to develop concrete strategies and protocols with respect to collaboration.	Vicar for Adult Faith Formation and Parish Renewal, Executive Director Catholic Education Western Australia	2016 - 2017
4.2 At the local level conduct formal discussions between parish and schools to identify possible initiatives in this area.	Parish Priest, School Principal, Parish and School Leadership Teams	2016 - 2017
4.3 Identify opportunities for Archbishop, Auxiliary Bishop and Vicar General to increase their pastoral presence in school communities.	Curia, Parish, School	2016 - 2017
Strategy: 5. Provide support for the transition of priests to new parishes.		
5.1 Establish a formal induction process to support priests new to a parish. The induction process should involve both the new priest and the receiving community.	Vicar for Adult Faith Formation and Parish Renewal	2016 - 2017
5.2 Facilitate a mentoring process/program for any priest appointed as a parish priest for the first time.	Board of Clergy Life and Ministry and Seminary Rectors	2016 - 2017
* Refer Support for Clergy Action 1.2		
5.3 Review seminary formation in the areas of cultural orientation, governance, parish management, finance, administration, and adjust formation program where necessary.	Seminary Rectors, Vicar for Clergy, Board of Clergy Life and Ministry, Archdiocesan Central Administration	2016 - 2017
Strategy: 6. Ensure all parishes are vibrant, viable and sustainable.		
6.1 Develop a framework and criteria for reviewing parish viability and sustainability.	Vicar for Adult Faith Formation and Parish Renewal, Vicar General (Archdiocesan Growth and Development)	2016
6.2 Evaluate individual parish review results and propose development strategies or amalgamations as appropriate.	Vicar for Adult Faith Formation and Parish Renewal, Vicar General (Archdiocesan Growth and Development)	2016



ADULT FAITH FORMATION



Introduction by Rev Fr Vincent Glynn

Chair - Adult Faith Formation
Working Party

In addressing the Objective given to us by the Archbishop, our Working Party sought first to define Adult Faith Formation which comes under the umbrella of Evangelisation (the life and mission of the Church).

Adult Faith Formation

- Introduces people to the person of Jesus Christ
- Invites and enables people to develop their relationship with Jesus Christ (a relationship that is dynamic, not static)
- Promotes and supports one's relationship with the body of Christ (i.e. the Church) and fosters their belonging to that community of faith
- Is one of the ways in which one keeps this relationship alive or re-ignites it and
- Invites and enables adults to be Christ's disciples in the world.

Our consultations provided detailed information about what is happening in Adult Faith Formation in the Archdiocese and identified possible structures which could be implemented to meet the Adult Faith Formation Working Party's Key Objective.

The following strategies and actions outline a structure for Adult Faith Formation, taking into account the feedback received from the Key Stakeholders and the public consultation phase.

Rev Fr Vincent Glynn

Chair – Adult Faith Formation Working Party

OBJECTIVE

To establish a structure/s within the Archdiocese which develops, promulgates, animates and coordinates a wide variety of initiatives aimed at deepening the appreciation of God's people of the beauty and challenge of our faith.

Key Issues Identified

Need for parish-based information and formation.

Need for Adult Faith Formation contact person in each parish/zone.

Need for a more coordinated approach to Adult Faith Formation.

Need to better connect agencies with our parishes and their objectives.

Need for networks to support and build on existing links and relationships between parishes, agencies and the Archdiocese.

Enhanced communication between Adult Faith Formation agencies and the Archbishop's office.

Need for effective collaboration between agencies in the development and delivery of new initiatives and programs in Adult Faith Formation.

2.2.3 ADULT FAITH FORMATION

Strategies and Actions

Actions	Who	When
Strategy: 1. Establish vicariate to guide Adult Faith Formation in the Archdiocese.		
1.1 Develop a clear and detailed role description for a vicariate for Adult Faith Formation and Parish Renewal.	Archbishop	2016
1.2 Appoint Vicar for Adult Faith Formation and Parish Renewal.	Archbishop	2016 - 2017
Strategy: 2. Establish additional structures to enhance Adult Faith Formation in the Archdiocese.		
2.1 Establish an Adult Faith Formation Network and determine goals at parish and Agency level.	Vicar for Adult Faith Formation and Parish Renewal.	2016
2.2 Identify and appoint members of the Adult Faith Formation Network. Membership to include Agency Heads of major Adult Faith Formation Agencies, Parish representation and others as determined by the Archbishop. Network to be chaired by the Vicar for Adult Faith Formation and Parish Renewal.	Archbishop, Vicar for Adult Faith Formation and Parish Renewal	2016
Strategy: 3. Provide structures for parish collaboration in Adult Faith Formation and Parish Renewal initiatives at a zone or regional level.		
3.1 Include Adult Faith Formation as a standing item on the agenda for zone meetings and meetings of the Council of Priests.	Zone Chairs and Agenda Committee of Council of Priests	2016



Actions	Who	When
<p>Strategy: 4. Connect parishes to Adult Faith Formation resources in the Archdiocese.</p>		
<p>4.1 Review nature and distribution of advertising of Adult Faith Formation initiatives in the Archdiocese.</p>	<p>Adult Faith Formation Network</p>	<p>2016 - 2017</p>
<p>4.2 Explore avenues for collaborative advertising of Adult Faith Formation opportunities; e.g. joint calendar of events, common website, etc.</p>	<p>Adult Faith Formation Network, Manager IT, Communications/Media Managers, Archdiocese of Perth</p>	<p>2016 - 2017</p>



OUTREACH TO THOSE IN NEED



Introduction by Ms Debra Zanella

Chair - Outreach to Those in Need
Working Party

When Archbishop Costelloe delivered his vision for outreach to those in need at the launch of the Consultation Phase in September 2015, he recognised that many good organisations and programmes exist in this area but stated:-

'I want to strengthen these initiatives, encourage mutual collaboration and support, and also identify areas where the Church could contribute but is not as yet active.'

Notwithstanding the external environment and the internal pressures and complexities within which diocesan services operate, the working party is committed to the fact that the Archdiocese should own and operate social services as a living witness to the Church's commitment to faith in action.

In the future, it is recommended that diocesan social services should only be established in response to well articulated strategies that embrace the following three facets of Catholic Service delivery, recognising that the emphasis placed on these three facets will differ according to the nature of each agency:-





OBJECTIVE

To deliver an informed and practical response to people in need in the context of Catholic Social Teaching and with reference to and understanding of the prevailing community, social and economic environments.

The working party also notes that social services are but one measure of the Church's/Archdiocese's connection with the wider community which, through action, fulfils the Church's mission to evangelise and bring the Word of God to the world.

Outreach and advocacy are the external manifestation of our faith and part of our faith development. They are inextricably linked in being part of the world the Church needs to continually inform itself about the world.

In the social service sector sphere this can be achieved in many ways but central to being in tune and responsive to understanding changing needs and community expectations is a commitment to research. At times this research can be done collaboratively between archdiocesan agencies or outsourced to experts in the field.

Ms Debra Zanella
Chair – Outreach to Those in Need Working Party

Key Issues Identified

Current diocesan social services are resource-stressed, thereby restricting their ability to deliver and grow services.

The development of an overall and coordinated vision and mission for social services in the Archdiocese is still a 'work in progress.'

Limited social service profile in the community.

Need for more cooperation and collaboration between social service agencies and organisations (Archdiocesan and non-Archdiocesan).

Changing community environment (people and resources ageing, funding and revenue sources declining) and increased expectations.

Ongoing work in the area of formation to ensure that all those working in Social Outreach agencies under the name of the Catholic Church understand and support the ethos and aims of the Church.



2.2.6 OUTREACH TO THOSE IN NEED

Strategies and Actions

Actions	Who	When
Strategy: 1. Establish structures to enhance social outreach services in the Archdiocese.		
1.1 Appoint a Vicar for Social Outreach.	Archbishop	2016
1.2 Establish, under the chairmanship of the Vicar for Social Outreach, a Social Outreach Network including, but not limited to, representation from heads of Archdiocesan agencies.	Archbishop, Vicar for Social Outreach	2016
1.3 Develop specific terms of reference for Social Outreach Network based on the primary aim of fostering collaboration between all diocesan agencies and between diocesan agencies and other Catholic agencies and organisations operating in the Archdiocese to achieve optimal outcomes for those most in need.	Vicar for Social Outreach	2016 - 2017
1.4 Establish a consultation group of Catholic organisation CEOs to define and action how the identity of Catholic Social Services can be enhanced.	Vicar for Social Outreach	2017
Strategy: 2. Foster collaboration and a deeper understanding of the Catholic ethos in all those working in agencies operating under the auspices of the Catholic Church.		
2.1 Establish an (informal) network of mission directors, formation teams and Archdiocesan Agency Directors/CEOs to identify possibilities for formal collaboration structures, sharing of resources and expertise and joint projects in the formation area.	Vicar for Social Outreach	2017
2.2 Establish lines of communication between the new Social Outreach Network and other agencies in the Adult Faith Formation area.	Vicar for Social Outreach, Vicar for Adult Faith Formation and Parish Renewal	2017
2.3 Hold a bi-annual Conference of WA Catholic Social Outreach service providers to showcase services, profile innovation and identify areas for future collaboration.	Vicar for Social Outreach, Social Outreach Network	2017
2.4 Explore the use of parish-based hubs to create improved and collaborative services.	Vicar for Social Outreach, Social Outreach Network	2017
Strategy: 3. Develop closer relationships between the Archbishop and Social Outreach agencies.		
3.1 Initiate an annual meeting of Archdiocesan Agency Directors with the Archbishop and an annual joint meeting of all Catholic Agency Directors and Catholic organisation CEOs with the Archbishop.	Vicar for Social Outreach	2017
3.2 Initiate an annual Social Outreach Mass to which all working for a Church agency are invited.	Vicar for Social Outreach, Social Outreach Network	2017



Actions	Who	When
Strategy: 4. Become a major contributor to, and influencer of, social policy in Western Australia.		
4.1 Define the resource base required to support contribution to the social outreach agenda in Western Australia.	Social Outreach Network, Manager Catholic Social Service Development, Archdiocese of Perth	2016 - 2017
4.2 Map and analyse distribution of all Catholic social services in the Archdiocese.	Manager, Catholic Social Service Development, Archdiocese of Perth	2016 - 2017
4.3 Explore and develop a research relationship with the University of Notre Dame Australia or another reputable research institution.	Vicar for Social Outreach, Social Outreach Network	2017
4.4 Explore how data and information can be collected and harvested by an improved data collection system.	Social Outreach Network	2017
4.5 Ensure future planning for social outreach identifies key contributors in Western Australia and strategic alliances to enhance Archdiocesan objectives for people in need.	Vicar for Social Outreach, Social Outreach Network, Chief Operations Officer, Archdiocese of Perth	2017
Strategy: 5. Continue to develop contemporary, transparent, accountable and sustainable services which reflect innovative thinking and planning.		
5.1 Archdiocesan Agencies to develop and implement operational implementation plans aligned with the Archdiocesan Plan.	Manager, Corporate Services, Archdiocese of Perth and Agency Directors	Ongoing
5.2 Implement an accreditation process for Archdiocesan Agency Committee of Management Members.	Manager, Corporate Services and Manager, Catholic Social Service Development, Archdiocese of Perth	2016 - 2017
Strategy: 6. Use the resources of the Church in the best way possible to achieve sustainability for Archdiocesan services.		
6.1 Explore new or alternative funding options for Archdiocesan agencies.	Social Outreach Network	2016 - 2017
6.2 Initiate discussions with LifeLink to explore all options available for allocating LifeLink funds.	Vicar for Social Outreach	2016 - 2017



2.2.7 ARCHDIOCESAN GROWTH & DEVELOPMENT



Introduction by Mr Michael Reutens

Chair - Archdiocesan Growth
and Development Working Party

Growth and Development Strategies and Actions for the Perth Archdiocese have been developed to meet the Archbishop's vision of moving towards a more Christ-centred Church and Christ-centred Communities as new areas of population growth are identified and developed.

The dominant message of the clergy, community and small group consultations that were undertaken is that communities better reflect Christ alive through caring, welcoming and humble behaviours under strong and well trained leadership. There was a call for development of a place for liturgical worship and community gathering; while strongly stressing the importance of building relationships with and supporting ALL in the community especially those who feel excluded.

In this connection, five key issues were identified and relevant strategies and actions to address them developed.

There is strong appreciation that the task of developing a new vibrant Christ-centred community requires the work of more than one person. The responsibility for bringing Christ into a community is not just that of the priest but one shared by all committed community members. This shared role and its importance needs to be recognised and promoted as well as requiring energy, allocation of resources and funding. A new Archdiocesan body is to be established to have a clear line of responsibility for overseeing these critical planning and implementation steps.

Mr Michael Reutens

Chair – Archdiocesan Growth and Development Working Party



OBJECTIVE

To develop a plan to respond appropriately to the current and future needs of the Archdiocese.

Key Issues Identified

Future growth planning to be focussed on finding suitable sites to build a Church and Catholic school and consider serving the other needs of the community.

Need for developing an early presence and quick entry of the Catholic Church as a vibrant, Christ-centred community of faith, into new and developing areas.

Selection of appropriate priests and provision of suitable formation and support assistance in the development of new communities.

Review existing Catholic communities with low attendance or participation due to changing demographics, lack of vibrancy or other factors.

Maintenance of existing parish infrastructure and funding for the development and construction of new parish buildings.



2.2.7 ARCHDIOCESAN GROWTH & DEVELOPMENT

Projected Growth for the Archdiocese

The development of appropriate strategies and actions was undertaken in the context of a demographic and statistical forecast over the next ten years which projects the population of Western Australia to grow at 3.5% with even higher growth rates forecasted for some areas on the outskirts of the Perth metropolitan area. Approximately 25% of the population identify as being Catholic with about 18% of all Catholics born in non-English speaking countries. Recent national statistics indicate that currently, about half of all young school age Catholics attend Catholic Schools¹.

In this planning period, four (4) new areas of high population growth² have been identified in the map:

A	Alkimos
B	Hammond Park
C	Piara Waters
D	Byford

Existing Parishes

- **St Mary's Cathedral**
- Applecross
- Armadale
- Attadale
- Balcatta
- Baldivis
- Ballajura
- Banksia Grove
- Bassendean
- Bateman
- Bayswater
- Beaconsfield
- Bedford
- Bencubbin
- Bentley
- Bruce Rock
- Canning Vale
- Carlisle
- City Beach
- Claremont
- Clarkson
- Cloverdale
- Como
- Corrigin/Kulin
- Cottesloe
- Dianella
- Doubleview
- East Fremantle
- East Victoria Park
- Ellenbrook
- Embleton
- Floreat/Wembley
- Fremantle
- Gingin/Chittering
- Girrawheen
- Glendalough
- Goomalling
- Gosnells
- Greenmount
- Greenwood
- Guildford
- Hamilton Hill
- Highgate
- Hilton
- Innaloo
- Joondanna
- Kalamunda
- Kalgoorlie/Boulder
- Karrinyup
- Kellerberrin
- Kelmscott
- Kwinana
- Leederville
- Lesmurdie
- Lockridge
- Lynwood/Langford
- Maddington
- Maida Vale
- Manning
- Maylands
- Merredin
- Midland
- Mirrabooka
- Moora
- Morley
- Mosman Park
- Mt Lawley
- Mundaring
- Myaree
- Nedlands
- New Norcia
- Nollamara
- North Beach
- Northam
- Northbridge
- Ocean Reef
- Osborne Park
- Palmyra
- Port Kennedy
- Queens Park/
East Cannington
- Riverton
- Rivervale
- Rockingham
- Scarborough
- Shenton Park
- South Perth
- Southern Cross
- Spearwood
- Subiaco
- Thornlie
- Toodyay
- Victoria Park
- Wanneroo
- Whitford
- Willagee
- Willetton
- Wilson
- Wongan Hills/
Dalwallinu
- Woodvale
- Yangebup
- York

Existing Mass Centres

- African & Sudanese Catholic Community
- Croatian Community
- Joondalup
- North Perth
- Malaga
- Perth
- Polish Community
- Rottnest Island
- Toodyay Friars
- Traditional Latin Mass Community
- Vietnamese Community

Existing Pastoral Areas

- Yanchep/Lancelin

¹ Notes from Pastoral Planning Conference Adelaide, April 2015

² Planning Provision and School Site Requirements in Greater Perth Region Report by CEOWA, October 2013.



2.2.7 ARCHDIOCESAN GROWTH & DEVELOPMENT

Strategies and Actions

Actions	Who	When
Strategy: 1. Identify support and services required in new communities.		
1.1 Conduct research and surveys into the demographic and cultural makeup and potential needs in new communities.	Vicar General's Office	2016 - 2017
Strategy: 2. Develop a framework for selection and development of new sites to ensure the Catholic Church has an early presence.		
2.1 Assign responsibility to the Vicar General to guide implementation of Archdiocesan Growth and Development strategies.	Archbishop	2016
2.2 Form an Archdiocesan Growth and Development Committee to oversee the ongoing development of new Catholic communities.	Vicar General	2016 - 2017
2.3 In collaboration with the Catholic Education authorities review research data to identify potential new parish settings/sites.	Archdiocesan Growth and Development Committee	2017
2.4 Develop a framework for entry into a new community including identifying and inviting other Catholic/Christian agencies and organisations to partner with the Archdiocese of Perth.	Archdiocesan Growth and Development Committee	2017
2.5 Liaise with Parish Renewal Coordinator (see Strengthening and Revitalising Parishes 1.2) to develop a New Entry Team (NET). NET is a team of trained people including a priest who will assist with the development of new parishes.	Archdiocesan Growth and Development Committee, Parish Renewal Coordinator	2017
2.6 Pilot the program in a new community including a tailored Communication Strategy to advise of Catholic presence.	Parish Renewal Coordinator, New Entry Team and Communications and Media Office, Archdiocese of Perth	2017 - 2018
Strategy: 3. Ensure effective support structures are in place for parish priests.		
3.1 Trial small networks of parishes (deaneries) that can support one another.	Archdiocesan Growth and Development Committee, Parish Renewal Coordinator	2016
3.2 Develop appropriate structures for parish administrative support including shared personnel.	Archdiocesan Growth and Development Committee, Archdiocesan Central Administration	2016 - 2017
* Refer Support for Clergy Action 5.2		



Actions	Who	When
Strategy: 4. Strengthen the involvement of the wider community in the local parish.		
4.1 Initiate programs that are responsive to identified needs of the community.	Archdiocesan Growth and Development Committee, Parish Renewal Coordinator	2016
4.2 Encourage and seek participation in liturgical, social service and social events.	Archdiocesan Growth and Development Committee, Parish Renewal Coordinator	2016
Strategy: 5. Develop maintenance and refurbishment register for all parish buildings.		
5.1 Review and update maintenance report for each parish. These reports then form a base for a maintenance and refurbishment plan for the Archdiocese.	Archdiocesan Growth and Development Committee	2016
Strategy: 6. Explore funding options for the development for the development and construction of buildings in new parishes.		
6.1 Development of a 5 year capital projection forecasting model for new Catholic parishes.	Archdiocesan Growth and Development Committee	2017
6.2 Explore the feasibility of allocating funds for an establishment budget to meet start-up operational expenses and capital expenditure of new Catholic community including the cost of the New Entry Team.	Archdiocesan Growth and Development Committee	2017



IMPLEMENTATION & MANAGEMENT

In order to achieve this Plan, a new structure has been developed which includes:

- 1 The bringing together of the Archbishop's Office, Church Administration and the Archdiocesan Finance Office to one central location to
 - i. Facilitate more effective and timely communication with and between the Archbishop, key clergy and the Archdiocesan administration Executives and Staff
 - ii. Ensure a coordinated approach to Church administration and
 - iii. Allow a more effective approach to implementation of this Plan.

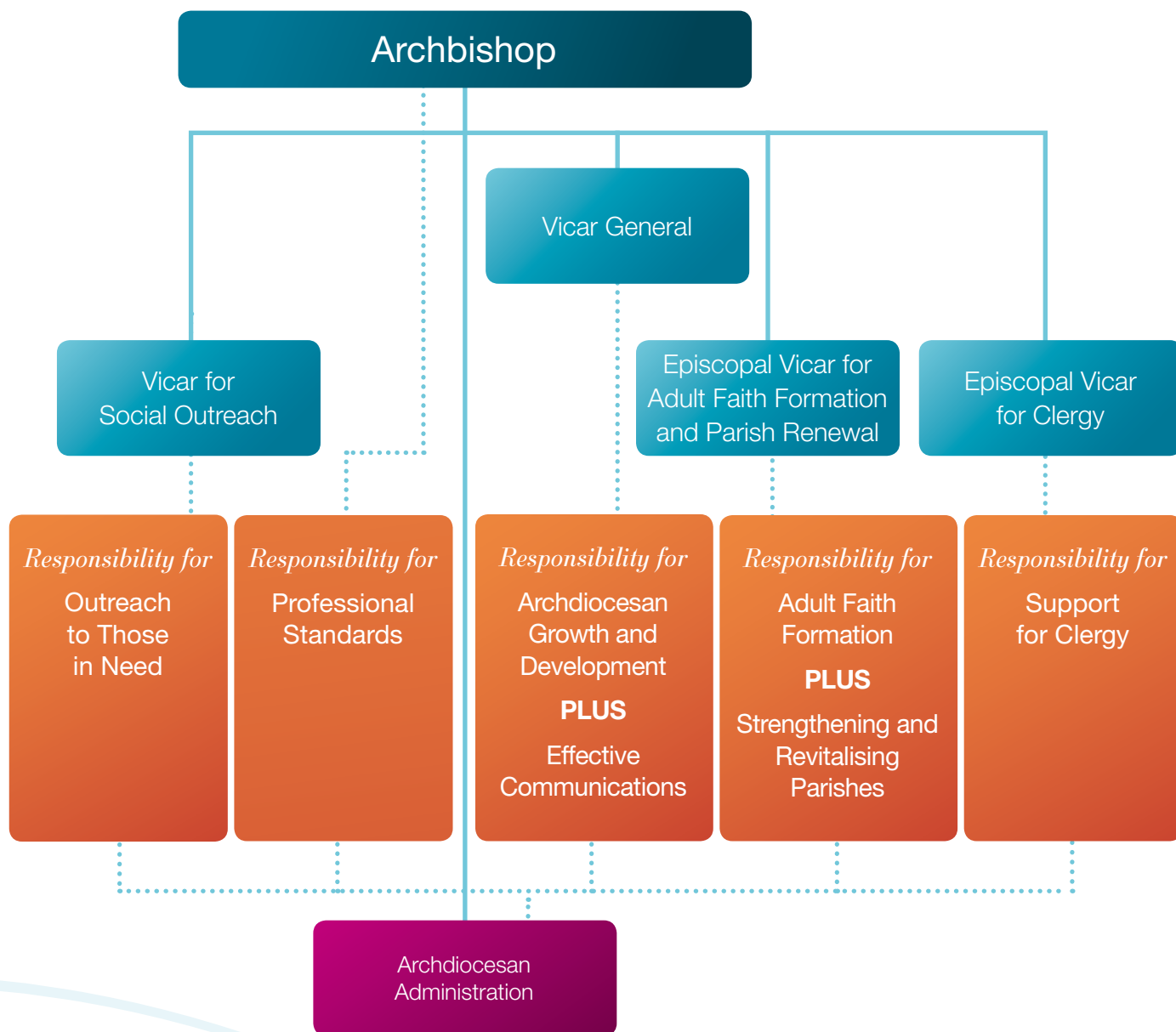
- 2 Expansion of the Archdiocesan structures to include newly-created positions envisaged in the Archdiocesan Plan and the subsequent allocation of responsibilities by the Archbishop to ensure
 - i. The implementation of the Key Priority Area Strategies and Actions identified in the Archdiocesan Plan 2016-2021
 - ii. Ongoing review of Plan milestones and achievements with relevant Committees, stakeholders and Administrative Staff
 - iii. Effective communication of progress in implementing the Archdiocesan Plan to all members of the Archdiocese.

- 3 Changes to Archdiocesan Administration Executive and Staff structure to support the implementation of the Key Priority Area Strategies and Actions.

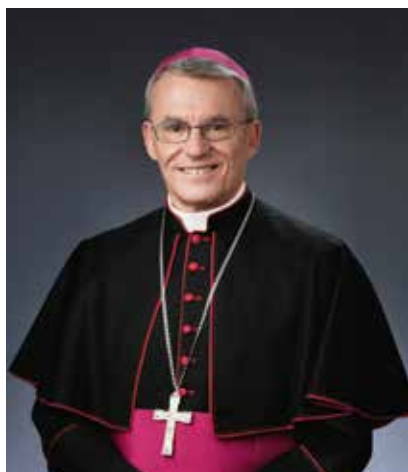


The Implementation and Management Structure

Special note - The diagram below represents only the implementation and management structure for the key priority areas. For the full organisation chart for the Archdiocese of Perth, or for further detail on the below diagram, please visit our website: www.perthcatholic.org.au.



WE WELCOME YOUR FEEDBACK



“Join with me, brothers and sisters, in this journey of faith. Let us open our hearts and our lives to Jesus. Let us follow His way, entrust ourselves to His truth, and embrace the fullness of life He holds out to us. Let us walk together in the footsteps of the Good Shepherd. ”

Archbishop Costelloe
10th September 2015

I believe that the Archdiocesan Plan provides an ambitious but workable basis for us as a community of faith to continue together on the pathway which will lead us towards an ever-more Christ-centred, faithful, vibrant, welcoming, inclusive and mission-oriented Church, one which will enrich our own lives and the lives of all whom we encounter and seek to serve on our journey.

It is important that we continue to communicate openly and honestly especially as we enter the implementation phase of this plan, not only to ensure that we “stay on track”... but also so that we remain united as we do so.

In this endeavour, we will keep you informed of progress with actions and further developments in 2017 and beyond.

I therefore warmly invite and welcome your ongoing feedback during this exciting time for our Archdiocese and its people.

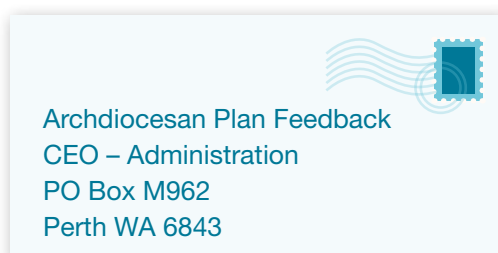
The complete Archdiocesan Plan is now available for viewing online at

www.perthcatholic.org.au

Should you wish to make comment or provide feedback, a **direct email link** is provided for this purpose directly under the Online Archdiocesan Plan.

Written Feedback

Should you prefer to provide your comments or opinions in writing, please forward your correspondence to:



I look forward to hearing from you.

With grateful thanks,

+ Timothy Costelloe SDB

Most Rev Timothy Costelloe SDB
Archbishop of Perth





A people walking together,
in the footsteps of the Good Shepherd.



