



Foundation 2

LEADERSHIP

Introduction



The gifts He gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ”.

Ephesians 4:11-12

Leadership is foundational in our continuation of Jesus’ mission today and an essential part of the cultural change required if parishes are to be renewed and become centres of missionary discipleship. In these times of change and challenge for faith, leadership for mission will involve the ability to influence, serve and move people toward an embrace of Jesus’ Great Commission to make disciples and to the work of building God’s Kingdom.



Leadership was central to the ministry of Jesus. Amidst the teeming crowds seeking out His help, Jesus still took the time to gather a group of leaders around Him: forming, correcting and inspiring them; calling them into deeper discipleship; helping them to understand what impeded their leadership; and creating a culture of leadership as service. Jesus expressed compassion for people who did not have leaders (Mark 6:34), was critical of those who exercised their leadership without a spirit of service (Matthew 20:25), who failed to use their position to lead people to God (Matthew 23:4-13; Luke 11:52) or who used their power to serve their own status (Matthew 23:6-7).

Discipleship and Leadership

To encounter Christ and become His disciple means to be given a mission to lead others to Him. This pattern in Scripture is unmistakable: those who experience a profound encounter with God are then given a mission to lead others to God. St Peter encounters Jesus in the miraculous catch and is called to follow Him and become a “fisher of men” (Matthew 4:19). Likewise, St Paul has a blinding encounter with Jesus on the road to Damascus and is then called into God’s service in such a profound way that he proclaims “[w]oe to me if I do not preach the Gospel!” (1 Corinthians 9:16).

The grace of discipleship is not merely a gift for ourselves. It is given to us to be shared with others through our participation in God’s mission, to reconcile the world to Himself (2 Corinthians 5:19). Leadership is for every disciple.

The Role of Leaders

Leaders in parish life are called to **discern and present a compelling vision** of how the parish can cooperate with the Holy Spirit to continue Jesus’ mission today and call others to bring that vision to life. Parish renewal and transformation will remain a theory unless we have clear and consistent leadership that communicates and inspires the engagement of the whole community in Christ’s mission.

Leaders will also **recognise, call forward and enable the expression of various gifts or charisms** given by the Holy Spirit in the community of faith. They will also seek to discover the natural talents, God-given gifts and experience of parishioners in order to invite them into appropriate forms of service in the parish. As the First Letter of St Peter affirms, “whoever serves must do so with the strength that God supplies, so that God may be glorified in all things through Jesus Christ” (1 Peter 4:11). Just as Jesus develops and builds up the twelve disciples, leaders of mission seek to identify and equip other leaders in the Christian community who serve the Gospel. Parishes are impoverished when we do not get to know the gifts of our

Sebastiano Ricci,
The Miraculous Draught of Fishes, c. between 1695 and 1697
Gift of the Matilda R. Wilson Fund in memory of Matilda R. Wilson

people, discern proper opportunities for them to serve, affirm and encourage the gifts we see in them, personally invite them into service, and provide them with the ongoing formation, accompaniment and support they need to serve well. When parishioners are encouraged to lead out of their God-given strengths, the whole community thrives.

A further call of leadership is to **make concrete plans to bring the vision of the parish to reality**. With a passion for the renewal of our parishes in service of Jesus' mission, parish leaders consult, prayerfully discern, and decide on priorities, make plans and draw together diverse gifts toward the accomplishment of the parish vision. Mission-oriented communities that seek to broaden and deepen their outreach require leaders who work together in a spirit of co-responsibility and mutuality.

Forms of Leadership

There are many forms of leadership in our Eucharistic communities. These forms of leadership do not compete with one another, for each operates within its proper sphere and, united by the Spirit, they work together to build up the Body of Christ.

The **priest** is responsible for the oversight, pastoral care and pastoral planning of one or more parishes. He leads the parish or faith community, teaches the Catholic faith, sanctifies through the sacraments and other rites of the Church and, in union with the **bishop**, builds up the communion of the Church. Practically speaking, the priest leads the pastoral planning of the community and, with his lay collaborators, identifies and implements the priorities of mission in the local area. With the authority of their bishop, **deacons** assist in preaching the Gospel, assisting at Mass, in pastoral governance, and in carrying out the service of charity.

There is also the leadership of **lay men and women**, and sometimes **consecrated men and women**, who serve alongside their pastor in parish ministries, some of whom coordinate the



service of others. All the baptised who seek to incarnate the Gospel in their lives, relationships and wider community exercise a form of Christian leadership through the authority of a holy life of discipleship which witnesses to Christ and leads others to Him. Pope John Paul II reiterated this teaching, found in *Lumen Gentium*, on the responsibility of the laity:

“...when we become aware that we share in Christ's triple mission, His triple office as priest, as prophet and as king, we also become more aware of what must receive service from the whole of the Church as the society and community of the People of God on earth, and we likewise understand how each one of us must share in this mission and service”¹

Today, lay people also lead and help direct many pastoral works (e.g. Parish Pastoral Councils, Parish Finance Committees, choirs, St Vincent de Paul Society conferences, prayer groups, catechetics, sacramental preparation), as well as Catholic preschools, schools and universities, hospitals and healthcare facilities, welfare services and much else besides.

The Importance of a Leadership Team

St Paul reminded us that that no one person has all the gifts that are needed for the flourishing of the Christian community, but that there are **many parts that contribute to the growth of the whole body** (1 Corinthians 12:12-27). A leadership team can be a critical support to both clergy and lay leaders as they seek to lead change and foster a missionary culture within parish life. Building a leadership team models Jesus' own ministry, bringing others into the dignity of the service for which they were made, and enriching the parish and beyond with the many talents, vocations and charisms that God has gifted to His people.

Healthy teams are characterised by relationships of mutual trust, in which leaders identify and work together as a team, embrace shared values that unite the team, remain focused on a clear and compelling mission, have clearly defined roles and responsibilities, encompass diverse gifts, and are committed to growing and changing together.

Moreover, leadership can be expressed in many ways according to the gifts of the individuals. God calls people as different as St John the Baptist, the Prophet Jeremiah, St Peter, St Francis of Assisi and St Mary of the Cross MacKillop and, in cooperation with the Holy Spirit, their “hidden self” grows strong so that they lead others to Christ (Ephesians 3:16).

¹ Pope John Paul II, *Redemptor Hominis* 18.

Strengthening the Foundation of Leadership

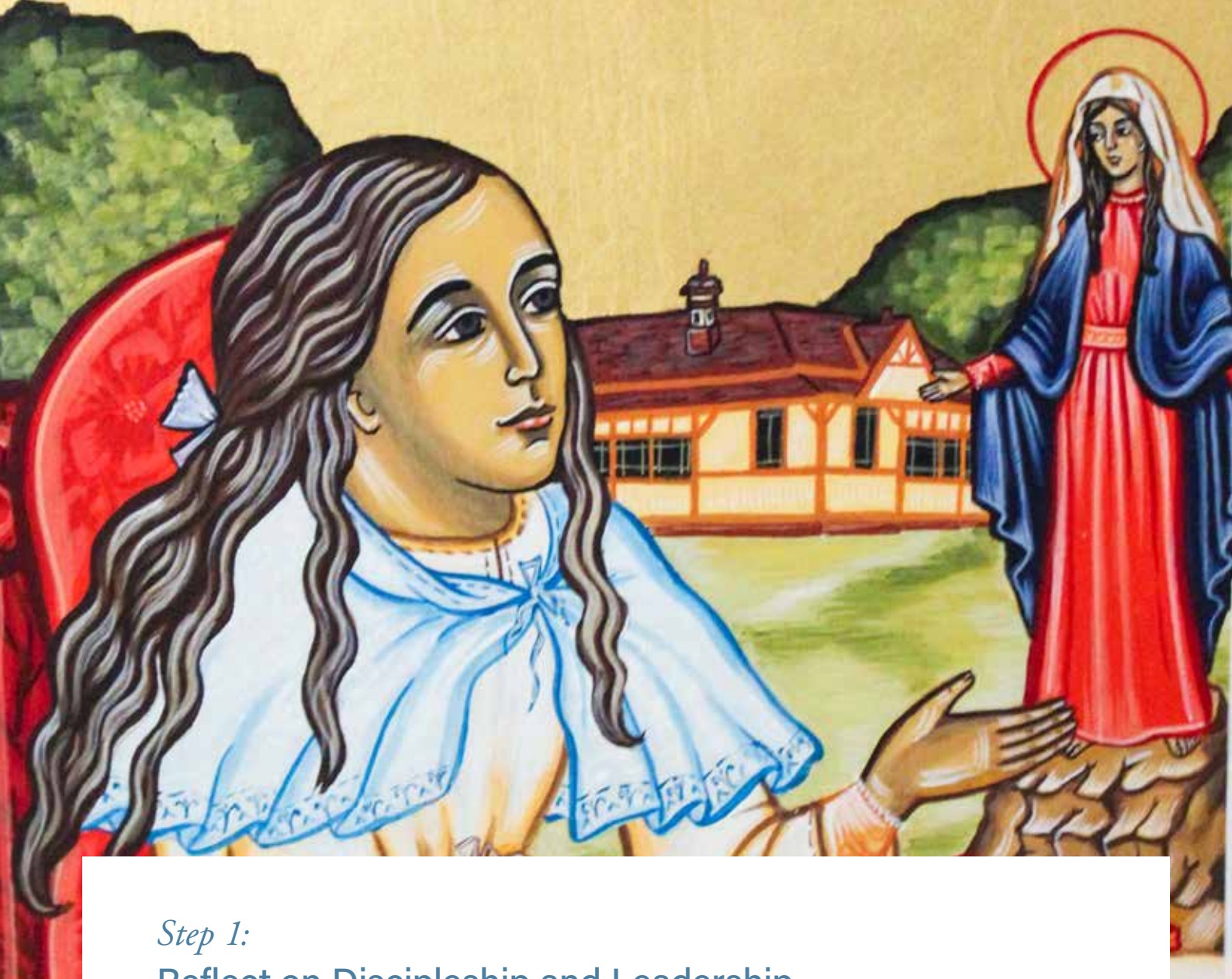
If communities of missionary disciples are built on a strong foundation of leadership, this means the mission to lead others to Christ should be central to our identity as communities of disciples, and be reflected in the priorities and actions of our community. We strengthen the leadership in our parishes when we help people discover their gifts and charisms, discern and commit to the mission to which they are called, and give them opportunities to grow as leaders.

Below is a four (4) step process which your community may choose to undertake to **reflect** upon the place of leadership in your identity as a community of disciples, **review** how that identity is being expressed in the actions and priorities of your community, **discern and decide** how God might be calling your community to strengthen that foundation, and take particular **actions** with the help of the support and resources outlined in this Mission Plan.

This four step process can be led by the parish priest with his parish leadership team or through attending a *Parishes for Mission* day offered regionally and online by the Parish Renewal Team within the Sydney Centre for Evangelisation. These days will provide leaders with formation in mission, strategies to assess and strengthen foundations for mission, and practical ways to create and implement a vision for the community. For more details, visit www.gomakedisciples.org.au or contact the Parish Renewal Team on (02) 9390 5330 or at parishrenewal@sydneycatholic.org.

Marcantonio Raimondi,
Saint Paul Preaching in Athens, After Raphael, c. 1517–20
Purchase, Joseph Pulitzer Bequest, 1917





Step 1:

Reflect on Discipleship and Leadership

1.1 To be a disciple is to be a ‘fisher of men’. The following are biblical accounts of disciples as they experience an encounter with God and are called into leadership. The parish priest and leadership team can reflect together on one or both of these encounters and calls:

- St Peter’s encounter and call in Luke 5:1-11 and John 21:15-19
- St Paul’s encounter and call in Acts 9:3-19

Questions for reflection:

- a. What word or phrase struck you?
- b. Did these passages offer any insight on discipleship and mission?
- c. How do you think these disciples felt about Jesus’ call to mission?
- d. You might share your experience of encountering Jesus and your call to mission.
- e. What insights did these biblical accounts offer to you about leadership?

*Step 2:***Review Leadership in Your Parish**

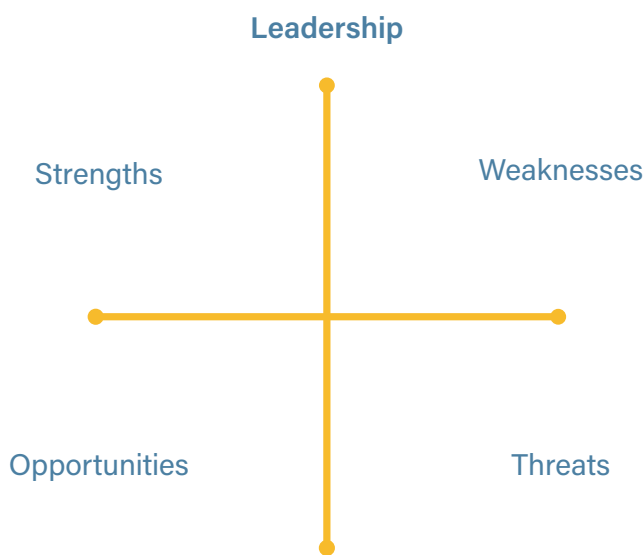
2.1 There are many tools and resources that can assist your parish team, Parish Pastoral Council, ministry group leaders and parishioners to grow in their leadership and co-responsibility in God’s mission. The first practical tool is to evaluate the model of leadership in your parish. Spend some time reflecting upon leadership in the life and ministry of Jesus Christ. Consider whether your parish sees leadership as a part of the identity of the parish community and expresses it through their actions and priorities. Using the questions below as a tool, consider whether your parish’s understanding of leadership is similar or different to that modelled by Jesus.

- Jesus chose leaders to bring others to Himself, calling them to be “fishers of men” (Matthew 4:19). Do we see the primary role of leadership in our parish as leading others to Christ and how does the practical exercise of our leadership express this purpose?
- Jesus washed His disciples’ feet and told them they should do the same (John 13:15). How do we model and promote a servant leadership that makes disciples and leaders of others?
- Jesus gathered a leadership group around Him and spent time forming them. Do we have a leadership group that undertakes formation for mission and works with our priest to implement the vision of our parish? How can this culture of collaboration and formation be established or strengthened in our parish?
- At the feeding of the five thousand, Jesus encouraged His leaders to take initiative, to “give them something to eat yourselves” (Matthew 14:16) in cooperation with Him. How are our leaders encouraged to take appropriate forms of initiative in cooperation with their pastor and in order to respond to needs and for evangelisation?
- Jesus spent considerable time forming His leaders. He helped them to go deeper in their own discipleship (Matthew 16:24-25) and to understand things that were impeding their leadership (Matthew 17:19-20). He also corrected them when they were wrong (Matthew 16:23) and created a culture of service, critiquing the influence of ego, power and status (Luke 9:46). How do we provide ongoing formation for our leaders to grow in Christ-centred leadership?

- Jesus saw particular gifts in people and called them into particular service; consider St Peter and St Paul. Do we discern the gifts and charisms of particular people and call them into leadership?
- Jesus provided feedback to His leaders and prized a healthy culture among His disciples. Do we have a culture of providing charitable and constructive feedback to leaders, both formally and informally, in service of the excellence and health of our relationships with and service of our people?
- Jesus draws others into service. St Paul proclaimed that there are many parts that contribute to the body of Christ. Do our leaders seek to make leaders of others, actively seeking out others who would like to be part of the mission of the parish, inviting, encouraging and supporting their active contribution?

By undertaking this exercise with your parish team or parish groups, you can begin to identify ways in which your leadership model can grow closer to the model we find in Scripture. It can assist to identify areas of growth and changes that will strengthen your parish community for mission and the development of leaders.

2.2 Carry out a SWOT analysis on how your parish forms and supports leaders.



After you have reviewed this, consider the following:

1. What current strength in leadership formation can our parish most easily build upon?
2. What current weakness in leadership formation would be the easiest one to fix?

3. What is the greatest opportunity in leadership formation we could seize upon with the least amount of time and resources?
4. What is the most immediate or greatest threat we need to address for leadership formation to grow and renew our community?

2.3 Review how your leaders identify volunteers.

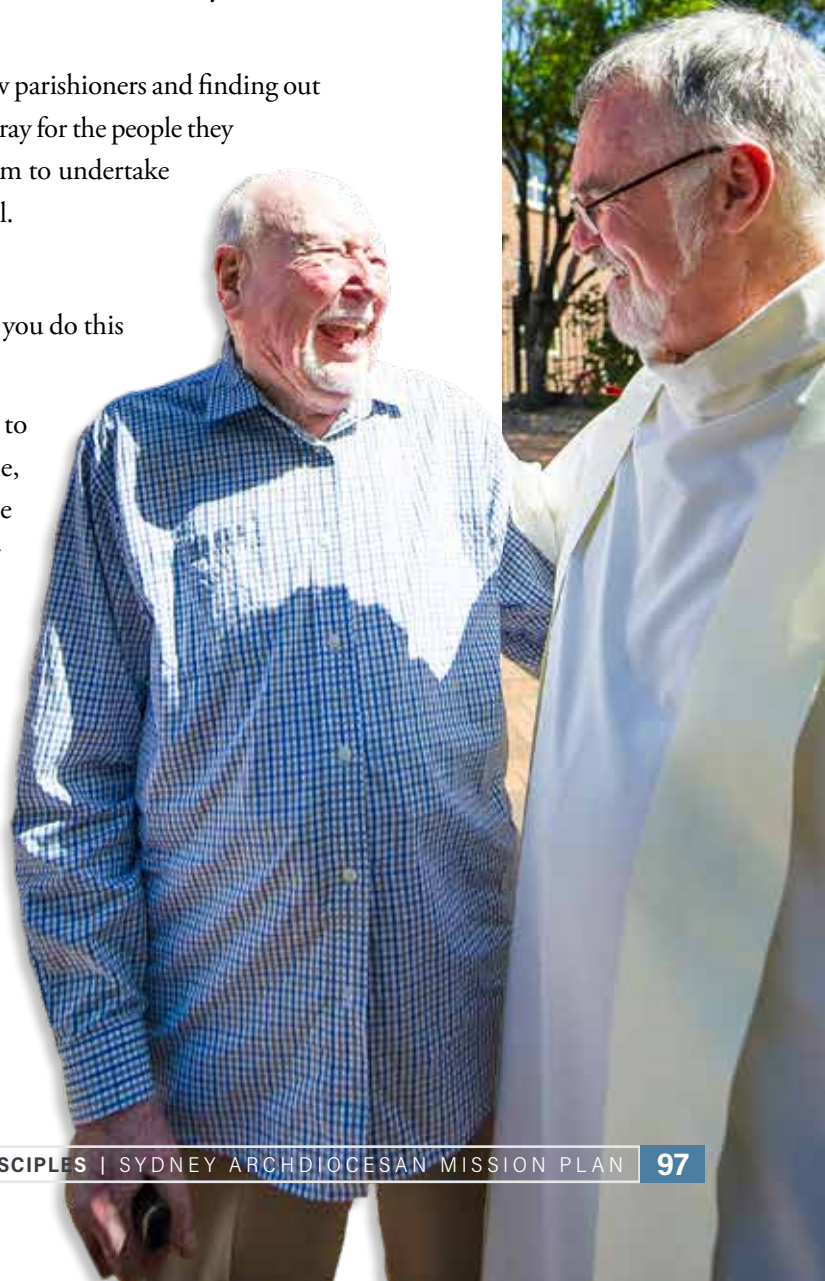
An important part of leadership is to identify the gifts of others, invite them to serve, and support them to grow in their service. How does your parish identify volunteers for ministries? We can reactively seek people out when others leave a ministry or pastoral work, often through announcements or the parish bulletin. However, we are invited by the Church to more closely attend to people's God-given gifts and natural skills, inviting them to exercise ministries and pastoral care that align with their capacities rather than their mere availability.

Sometimes people have extraordinary gifts, charisms, skills and talents but they do not necessarily have the confidence to step forward. We often find this situation in Scripture – individuals who are called by God but who do not always feel assured at the outset.

Parish leaders should spend time getting to know parishioners and finding out what gifts they have been given. Leaders should pray for the people they come to know and, at the right time, invite them to undertake something specific that relates to this gift or skill.

Tips for asking people to volunteer:

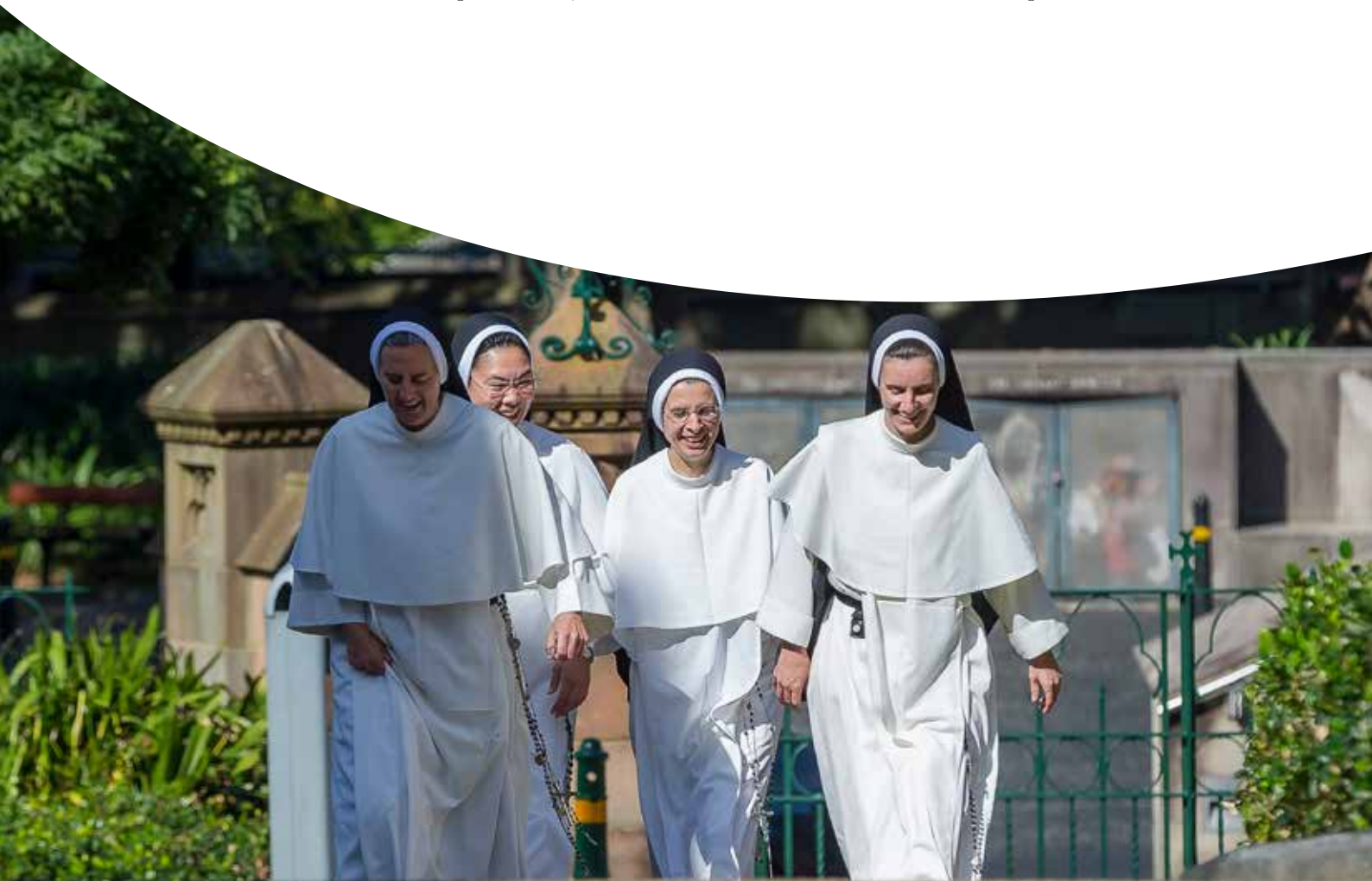
- It is important to pray for the person when you do this and to want whatever is best for them.
- In a healthy community, it is important to develop genuine relationships with people, getting to know them, and discerning the right time to invite them into service rather than only inviting them to serve without familiarity with their story or context.
- Do not ask casually but be quite deliberate in inviting participation. You might share with the person that you have noticed that he or she has a particular gift or skill for some time. Ask if he or she would consider using that gift or skill in the parish and explain more about the team he or she could assist.



Sometimes it can be important to affirm the gifts of others more than once because many people do not realise how gifted they are or have the confidence to contribute immediately.

- If a person is shy, he or she might feel embarrassed if asked to serve in the presence of others or without warning. It is best to pick a time and a setting that you think will make the person comfortable to listen to you and consider his or her involvement.
- The timing of an invitation can be important. If a person has a lot of stress or pressure in life, this might not be the right time to ask him or her to serve. It is important not to be concerned if the person cannot serve immediately as he or she may serve in the future.
- When inviting people to serve, allay their concerns about the level of commitment involved. Exactly what will be the time commitment in this particular task or service? Are they open to trying this task or form of service once to see if it is right for them? The more prepared we are in making such invitations and providing assurance, the more fruitful our invitations to leadership and service are likely to be.

Many people respond well to being asked in this way because we are giving them the courtesy of treating them as individuals and really seeing their gifts. This imitates the personal way in which God calls individuals to serve in Scripture.



Step 3:

Discern and Decide how to Strengthen Leadership in Your Parish

- 3.1 By now, you should have a clearer sense of the place that leadership holds in your community's sense of identity as disciples and how that foundation is currently being expressed in the actions and priorities of your community. The next step is to discern and decide how God might be calling your particular community to strengthen its leadership for mission.
- 3.2 As shared on page 61, discernment is a process of not simply choosing some good thing, but of trying to listen carefully to what God is asking you to do in a given situation. Resources for a group discernment process are available at www.gomakedisciples.org.au, or the Parish Renewal Team can facilitate the conversation for you at a **Parishes for Mission** day. For more details, contact the team on (02) 9390 5330 or at parishrenewal@sydneycatholic.org
- 3.3 Some things to consider in your initial conversation include:
 - a. What is our model of leadership and how could it be improved?
 - b. Do we offer formation to our leaders?
 - c. The role of leaders is to create and communicate a vision for mission, call forth the sharing of charisms and other gifts for the building up of the community, and create a plan to implement the parish vision. What steps could we take to enhance this essential work of leaders?
 - d. Which of the strategies below is God calling us to implement so we develop and strengthen leadership in our parish or Eucharistic community?

Your parish or other community may already be doing many of the good things outlined. However, there will also be actions that your community can take up to strengthen leadership as a foundation of your identity as a parish. Many of these actions will also be applicable to migrant chaplaincies, shrines and ecclesial movements in the Archdiocese of Sydney.

Strategy 1:

Create a Parish Vision and Plan

The parish priest should work collaboratively with a Parish Pastoral Council and ministry leaders to develop **a clear parish vision and a plan to implement that vision**, taking into account the local needs of the parish and wider community as well as Jesus' vision for making disciples and the five foundations of His life and ministry (i.e. evangelisation, leadership, community, formation and worship).

The purpose of a Parish Pastoral Council is to promote and support the evangelising mission of the parish, working in collaboration with the parish priest or duly appointed administrator to foster the spiritual and pastoral life of all the Christian faithful. The Parish Pastoral Council enables the members of the parish community to fulfil their baptismal calling to share in Christ's mission and to connect their needs and their strengths with the parish's plans for the future.

It undertakes this planning in consultation with the parish community, attending to the mandate of the Gospel, the communion of the parish with the Archdiocese, and by studying the pastoral realities of the parish and the wider community. Through a process of dialogue, the Parish Pastoral Council then provides recommendations to respond to the spiritual and material needs of all God's people and to take forward the vision of the parish. Resources to assist in this planning and to develop the vision of the parish are available from the Sydney Centre for Evangelisation.

A parish vision describes what a community seeks to be and where it is headed. It also shares clear expectations that anticipate God's movement and growth in all those who become a part of the community of faith (e.g. "Saint Benedict Parish is a healthy and growing faith community that brings people to Christ, forms disciples and sends them out to transform the world. Every member is committed to worship, to grow, to serve, to connect and to give").

Once formed, this vision should be communicated and sustained by leadership through preaching, by investing this vision in key people of influence in the community (e.g. the parish team, Parish Pastoral Council and ministry leaders), by consistent communication in the ministries and works of the parish, and allowing this vision to shape practical decisions and priorities of the parish.

Strategy 1 (continued):

Create a Parish Vision and Plan

A parish pastoral plan can be developed by the priest(s) of the parish together with the Parish Pastoral Council, taking into consideration the elements below:

- the vision or purpose for which the parish exists
- the pastoral reality of the parish, what we know about its people, demographics, Mass attendances, the wider community and the current commitments and resources of the parish (helpful data is available from the National Centre for Pastoral Research at <https://ncpr.catholic.org.au> while parishes can engage with other studies and surveys including the five-yearly National Church Life Survey at www.ncls.org.au)
- the priorities that will best enable the parish to accomplish its mission
- the strategies that will assist these priorities to come to life
- the specific actions the parish can take to accomplish its strategy, when these actions are to be taken, who can best take them forward, and how the effectiveness of these actions can be reviewed and measured

Resources

- The Parish Renewal Team will facilitate *Parishes for Mission* days during which leadership teams can receive formation in mission and begin to develop a vision and implementation plan for their parish. For more details, contact the team on (02) 9390 5330 or parishrenewal@sydneycatholic.org
- Sample parish plans and related resources are also available at www.gomakedisciples.org.au

Strategy 2:

Implement the Vision

Action 1

The parish priest together with the Parish Pastoral Council or relevant ministry leaders can decide to **create sub-committees or action groups** to take forward each of the five priorities or those identified to be most central to the discipleship and growth of the community. It is recommended that these sub-committees or groups include at least one member of the Parish Pastoral Council to ensure alignment with the wider vision and planning of the parish as a whole.

Action 2

The parish priest might decide to **create a senior leadership team**, leading out of a team that works collaboratively in the implementation of the parish pastoral plan. While the Parish Pastoral Council focuses on the longer-term pastoral plan of the parish, a senior leadership team complements parish staff as key advisors to the priest, assisting in the ongoing practical strategies and decisions needed to implement the plan. Senior leadership teams generally meet weekly in order to address the current need for decisions and practical action. The senior leadership team consists of four to six members and is chosen by the parish priest. It might include assistant priests, parish staff and/or lay leaders whom the parish priest can confidently work well with and who have gifts that complement and enrich those of the parish priest.

Resources

- For tips in creating a senior leadership team, see Chapter 12, *Divine Renovation: Beyond the Parish* by Fr James Mallon, available at the Mustard Seed Bookshop (02) 9307 8350 or www.mustardseed.org.au



Strategy 3:

Provide Formation for Leaders

Action 1

The parish can **invest in key leaders through leadership retreats** where leaders can be affirmed, supported, listened to, equipped and encouraged. This might involve a morning of prayer and reflection that gathers all parish ministry leaders and potential leaders of ministries together, unpacks the parish vision, gathers feedback, enables leaders to speak to and learn from one another, and to learn about some aspect of leadership. Parishioners or external speakers can be engaged to share the leadership principles and insights that they have acquired through family or work life or by their experience in the Church or pastoral ministry.

A leadership retreat can also be dedicated to parish staff or Parish Pastoral Council members, to enable prayer and to build up the collaboration and unity of key leaders and advisors in the mission of the parish.

Resources

- Leadership retreats will be coordinated by the Parish Renewal Team for the benefit of parishes including input from experienced Church leaders and Catholic partner organisations. For more information on leadership retreats, contact the Parish Renewal Team on (02) 9390 5330 or parishrenewal@sydneycatholic.org

Action 2

Parishes may also **support lay leaders to undertake the 'Foundations of Missionary Leadership' course made available through the Areté Centre**, a work of the Missionaries of God's Love. This course equips those in pastoral and ministry leadership with the skills needed for the Church's mission in the world today, by bringing together sound theological knowledge coupled with the dynamic and life changing encounter with the living God. Areas of formation include the spirituality of missionary leadership, theological foundations for mission in the Australian context, ministerial leadership theory and praxis, electives and a supervised ministry placement to develop methodology and skills for ministry. For more information, visit www.aretecentre.org/courses.

Resources

- Parish priests who are committed and interested in sending at least two parishioners to the course should contact Elizabeth Arblaster at elizabeth.arblaster@sydneycatholic.org or (02) 9390 5307 for information about potential subsidies on offer

Strategy 3 (continued):

Provide Formation for Leaders

Leaders in parish life can develop and strengthen a culture of strengths-based ministry and co-responsibility by inviting parish staff, ministry leaders and groups to **identify their strengths via an assessment tool** such as APEST, the Clifton StrengthsFinder survey, 'Called and Gifted' workshops or similar.

When we better understand our strengths and weaknesses, we can lean into and apply our strengths with more intentionality in service of the parish and its mission. We can also then look to complement and work with the strengths of others in areas where we may not be as gifted. This self-assessment process can lead to the development of well-rounded parish and ministry teams, as well as assist in our recruitment of new leaders and volunteers who can bring gifts and abilities we need to enable our community to flourish. We can better understand our leadership and that of others through the lens of Scripture, specifically St Paul's letter to the Ephesians, "[e]ach of us was given grace according to the measure of Christ's gift . . . The gifts He gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ" (Ephesians 4:7, 11-12).

Resources

- **The APEST assessment tool** is an inexpensive way of gaining insight into the type of leadership that motivates or is expressed by leaders in your community, whether that be of the apostle whose strength is to extend and transmit the Gospel, the prophet who corrects and challenges the dominant assumptions of our culture, the evangelist who recruits others to the Gospel cause, the shepherd who focuses on the protection and spiritual maturity of God's flock, or the teacher who understands and explains. This self-understanding can encourage new learning and enables leaders to work out of their gifts while aware of their limitations and the complementary strengths of others. We need the exercise of all the charisms for the Church to be healthy. The APEST assessment tool is available at www.5qcentral.com/product/apest-vocational-assessment
- Another tool for the assessment of strengths among parish leaders is the **Clifton StrengthsFinder** tool. This assessment uncovers which talents and strengths leaders rely upon to build relationships, think strategically, execute plans, and influence others to accomplish goals. This knowledge can enable parish leaders to be fruitful by doing what they naturally do best and can positively impact on the way they lead in community life. Both a 'Top 5' StrengthsFinder test as well as the complete 34 StrengthsFinder test are available at www.gallupstrengthscenter.com

Strategy 4:

Discern Charisms and Natural Gifts

Action 1

Invite your parish team, leaders and groups to discern their charisms. The discernment of charisms or supernatural gifts is also essential to Christian leadership and can be supported by a tool such as the **‘Called and Gifted’ process**, made available by the Catherine of Siena Institute. Charisms are special abilities given to all Christians by the Holy Spirit and exercised in the service of God. The ‘Called and Gifted’ process lays the foundation for the beginning of discernment by way of accessible workshops on the critical role of charisms in the life and service of lay Catholics and the ordained, and in the life of the parish. A guide to the signs and characteristics of charisms and a spiritual gifts inventory are included in the process to aid the discernment of these gifts.

Resources

- Information, resources and an online version of ‘Called and Gifted’ are now available at www.siena.org/called-gifted. For orientation and associated resources, contact the Parish Renewal Team on (02) 9390 5330 or parishrenewal@sydneycatholic.org, which can coordinate these opportunities in collaboration with the Catherine of Siena Institute. A modest fee to the Institute applies

Action 2

Members of families and groups of friends know the talents, gifts, and experience that each has. When we want to achieve something together or need assistance of some kind, we will often seek out the help of the people who are gifted in our area of need. Similarly, **our parish leaders are called to better know the gifts of their people**, to seek out and encourage their use for evangelisation and the growth of Christ’s mission. Our parishes are filled with talented readers, musicians, communications specialists, people who excel in hospitality, teaching, the arts, strategists, planners, accountants, finance experts, lawyers, mentors, tradespeople, and graphic designers. Gifts and experiences such as these can be engaged for God’s glory and mission **through inviting and raising leaders**. Some of these gifts are not being exercised in our parishes because they have never been invited or called forward, named or identified.

Resources:

- See details on recruiting volunteers effectively in paragraph 2.3 on page 97

Strategy 5:

Engaging the Parish Pastoral Council

As **Parish Pastoral Councils are recommended for each parish of the Archdiocese**, any parish without one is to consider establishing one as soon as possible. A Parish Pastoral Council enables the members of the parish community to fulfil their baptismal calling to share in Christ's mission and to connect their needs and their strengths with the parish's plans for the future.

New Parish Pastoral Councils are to draw up their own statutes with resort to the advice of Archdiocesan guidelines, available for download at www.gomakedisciples.org.au. Established Parish Pastoral Councils should revisit their statutes and discuss their practice to ensure the Council operates effectively in investigating pastoral situations, reflecting on them, drawing appropriate conclusions, and recommending strategic actions to the parish priest.

Parish Pastoral Councils are to be separate and distinct from, but collaborate with, Parish Finance Committees that are mandatory in the Archdiocese. Each Parish Finance Committee should look to the parish priest and Parish Pastoral Council for a pastoral plan and clear priorities, while the parish priest and Parish Pastoral Council should look to the Parish Finance Committee for sound financial guidance, to ensure adequate finance for agreed pastoral priorities, and other resources needed to develop and implement the parish plan for mission.

The Parish Pastoral Council is key in working with their priest to undertake the pastoral planning process in which the current situation is reviewed and a long-term vision for the parish is developed. The senior leadership team then implements this vision.

Resources

- Work with your Parish Pastoral Council to establish a vision for your parish using the 'reflect, review, discern and decide, and act' process in this plan, or attend a ***Parishes for Mission*** day run by the Parish Renewal Team; for further details contact the team at parishrenewal@sydneycatholic.org or (02) 9390 5330
- Develop a greater understanding of the role of the Parish Pastoral Council, its purpose, membership and best practices through the following:
 - *Handbook for Parish Pastoral Councils* by Cecilia Anning. Available at no cost from www.evangelisationbrisbane.org.au/shop/free-resources
 - *Making Parish Councils Pastoral* by Mark F. Fischer
 - *Four Ways to Build More Effective Parish Councils: A Pastoral Approach* by Mark F. Fischer and Mary Margaret Raley

Strategy 6:

Engaging the Parish Finance Committee

Parishes may want to invest in greater formation for both their leaders and parishioners concerning the Catholic tradition of ‘**stewardship**’, which is the responsibility to care for and use prudently our temporal resources for the sake of mission.

Resources

- Fr Michael White and Tom Corcoran's book *Church Money: Rebuilding the Way We Fund Our Mission* is a helpful resource focused on the financial health of Catholic parish life. It outlines principles for matching parishioners' commitment to the mission of the parish with financial support, strengthening the stewardship of resources already received, outlines the relationship between discipleship and money, and provides practical ways of raising givers in the parish. This will be of interest to pastors, financial managers and accountants, finance and parish council members, donors and potential donors and anyone interested in the financial health of their parish. To order a copy from the Mustard Seed Bookshop, visit www.mustardseed.org.au or call (02) 9307 8350
- *Making Stewardship a Way of Life: A Complete Guide for Catholic Parishes* by Andrew Kemberling and Mila Glodava. A practical guide to developing a stewardship program for Catholic parishes
- *Catholic Stewardship: Sharing God's Gifts* by Colleen Smith. This booklet can help parishioners to understand the need to grow as stewards, and how Catholics can give of their time, money and abilities to build up God's Kingdom
- To order copies from the Mustard Seed Bookshop, visit www.mustardseed.org.au or call (02) 9307 8350
- A summary of the U.S. Bishops' Pastoral Letter on stewardship *To Be a Christian Steward* is available at www.usccb.org/committees/evangelization-catechesis/stewardship



Strategy 6 (continued):

Engaging the Parish Finance Committee

Action 2

The **Parish Finance Committee** assists the parish priest to ensure parish budgeting is transparent and, with the support of the Archdiocesan Development and Fundraising Office, investigates ways for the parish community to be financially sustainable and invest in spiritual renewal. This might include fundraising, growing contributions through technology (e.g. ‘tap and go’ donations) and online giving, and reviewing income from parish facilities and properties with the support of the Archdiocesan Property and Infrastructure team.

Resources

- For more information regarding fundraising, email Michael Mendieta at fundraising@sydneycatholic.org or phone 1800 753 959
- For support on ‘tap and go’ donations, contact the Parish Support and Development Team at parishsupport@sydneycatholic.org or (02) 9390 5233

Action 3

The Parish Finance Committee might **coordinate a ‘Stewardship Sunday’**, or similar, once per year during which parishioners are encouraged to make an ongoing financial commitment to the parish. At the same time, parishioners can be invited to consider ways of contributing their gifts to the parish mission, by such means as giving their time and strengths to the implementation of parish priorities, ministries, or Christian outreach in the wider community.

Resources

- For formation in stewardship and fundraising, contact the Archdiocesan Development and Fundraising Office at fundraising@sydneycatholic.org or phone 1800 753 95

Action 4

Parishes can ensure that parishioners are made regularly **aware of the needs and financial health of the parish** and the impact of their giving as stewards of the parish’s life and mission.

Resources

- The parish priest can request an overview of their parish’s financial health through the Parish Support and Development Team on (02) 9390 5233 or parishsupport@sydneycatholic.org

Strategy 6 (continued):

Action 5

Engaging the Parish Finance Committee

The Archdiocesan Development and Fundraising Office (DFO) now has a Fundraising Campaign Specialist (Parishes) to **identify prospective leaders within the parish, and empower them to assist with parish development, volunteer programs and fundraising initiatives**. This is part of the Parish Fundraising Program offered by the office.

Resources

- For more information, contact the Development and Fundraising Office at fundraising@sydneycatholic.org or call 1800 753 959

Strategy 7:

Callings to Leadership - Vocation

The parish should **facilitate awareness of and support for vocations** including those to married life, priesthood and consecrated life. Foster the vocations of young people by promoting the events and resources below in your parish bulletin, website and on social media.

Resources

- The Vocation Centre is the Archdiocese of Sydney's agency for the support of vocations. It does this by offering retreats to help people discern their vocation, convenes the Vianney Group which is a discernment support group for men, and also fosters vocations through its 'Vocations Roadshow' at schools, universities and youth events. For more information, visit www.vocationcentre.org.au or contact the Director of Vocations at vocations@sydneycatholic.org or (02) 9307 8424. Sign up to the Vocation Centre's newsletter and promote their events in your parish bulletin
- Sumner House offers a year of live-in formation for young Catholic men of the Archdiocese of Sydney, to discern their vocation to marriage, priestly or religious life. The program of formation is based on the four pillars of spiritual, intellectual, human and pastoral formation as articulated within *Pastores Dabo Vobis* and this

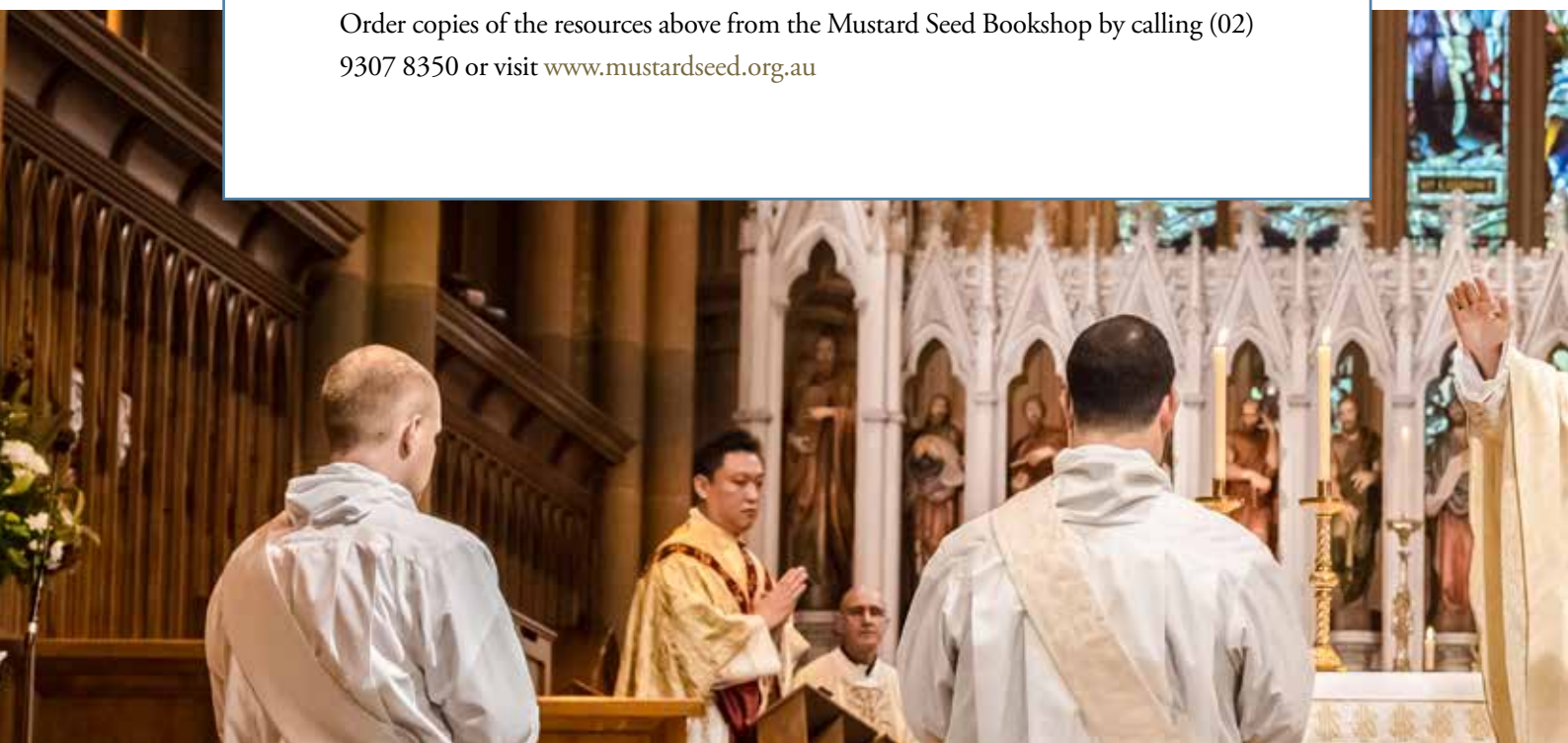
Strategy 7 (continued):

Callings to Leadership – Vocation

Archdiocesan Mission Plan. For more information, contact Sydney Catholic Youth at info@sydneycatholicyouth.org or on (02) 9307 8152. For more information on Summer House, visit www.sydneycatholic.org/directory/listing/summer-house

- For information about diocesan priesthood, visit
 - The Sydney Vocation Centre website www.vocationcentre.org.au
 - Diocesan Priest, a US-based site on the priesthood www.diocesanpriest.com
 - The National Conference of Diocesan Vocation Directors in the United States www.ncdvd.org
- Serra International is a group that encourages and supports vocations to priesthood, consecrated religious and the need for everyone to recognise their individual call to holiness. For information and resources for your parish, visit www.scanzspac.org
- The following documents and books can be used to help with vocational discernment:
 - *Christus Vivit* (Youth and Vocations Discernment) by Pope Francis
 - *The Meaning of Vocation in the Words of John Paul II*
 - *Gift And Mystery* by John Paul II
 - *Called to Life* by Fr Jacques Philippe
 - *Discerning the Will of God: an Ignatian Guide to Christian Decision Making* by Timothy M Gallagher, OMV
 - *Discernment – How can I learn God’s Will for me?* by Peter Kreeft

Order copies of the resources above from the Mustard Seed Bookshop by calling (02) 9307 8350 or visit www.mustardseed.org.au



Strategy 8:

Encourage Collaboration Between Leaders

The parish should **consider opportunities where collaboration of leaders and ministries** would bring mutual benefit (e.g. the collaboration of parish youth groups with catechists reaching out to state schools, collaboration of youth ministers and sacramental coordinators, group meetings of parish choirs and musicians for formation and training).

Strategy 9:

Develop New Leaders

Parishes can examine opportunities to **ensure the development of new leadership** within the parish and its ministries, encouraging present leaders to recruit, accompany and provide opportunities for others to engage in service and leadership. A plan for leadership succession could include the changeover of Parish Pastoral Council members, with approximately half of the Council invited to serve a second term while new members are recruited to bring fresh insight to the council's planning.

Other ministries of the parish should also consider how they might identify and develop new leaders, including the skills and competencies to ensure the ongoing vitality of their ministries and outreach.

Resources

- See details on recruiting volunteers effectively in paragraph 2.3 on page 97

Action 1



Strategy 9 (continued):

Develop New Leaders

Action 2

In many areas of secular life and also within some ministries of the Church, **leaders exercise roles for a designated term** before these responsibilities pass to someone else. This has advantages for it provides a leader with a focused period to accomplish a particular vision, allows leaders to dedicate themselves for a time before a period of renewal, and facilitates fresh ideas and approaches by opening opportunities for new leadership.

Although our parishes adopt this practice in relation to some roles – such as the term of a priest’s appointment to a parish or a Parish Pastoral Council’s appointment for a specific term – in many parish ministries people have been leading or coordinating a particular ministry or service almost indefinitely. This can have detrimental effects on both the person serving and for the parish being served. There is wisdom in creating a culture in which existing leaders are encouraged to accompany, train and make way for new leaders for the vitality and growth of parish life.

Action 3

Provide formation for aspiring leaders.

Resources

- Sydney Catholic School’s ‘Program for Emerging and Aspiring Religious Leaders’ (PEARL) can be opened to members of parish leadership teams. The program is underpinned by research on Leadership from Stanford University, Harvard Graduate School of Education and Cornell University. The scriptural underpinning is from Hebrews 13: 7-8, “[r]emember your leaders, those who spoke the word of God to you; consider the outcome of their way of life, and imitate their faith. Jesus Christ is the same yesterday and today and forever”. The program is delivered over four days (although it can be done in three). Broadly, the days have the following themes: Day 1 - The Call to Leadership, Catholic Culture and Identity; Day 2 - Religious Leadership, Teaching and Program Delivery; Day 3 - Prayer and Liturgy; Day 4 - Religious Leadership Forum (typically with guest presenters). For more information, contact David Ivers, Sydney Catholic Schools, on (02) 9568 8212 or david.ivers@syd.catholic.edu.au

Strategy 10:

Grow Leadership in Social Justice and Works of Mercy

Establish a group specifically dedicated to issues of social justice as a way of developing leaders in the community who can advocate for Christian witness through practical actions.

Resources

- The Archdiocese of Sydney's Justice and Peace Office offers workshops on forming and running a social justice group as well as providing formation on Catholic Social Teaching. For more information and support, contact Fr Peter Smith at peter.smith@sydneycatholic.org, on 0408 613 709 or visit the website www.justiceandpeace.org.au/home/resources/social-justice-groups-resources
- The Justice and Peace Office has also produced a booklet *Towards a Social Justice Group* on the purpose of such groups and how to establish them in your local community www.justiceandpeace.org.au/wp-content/uploads/2015/06/Justice-Peace-Office-Ministry-Resource-2015.pdf
- The Justice and Peace Office offers training on specific social justice issues that can equip leaders to raise awareness of these issues with others, and provide opportunities to integrate important works of mercy into their daily discipleship, in imitation of Jesus. For more details on the training offered by the Justice and Peace Office, contact Fr Peter Smith at peter.smith@sydneycatholic.org, on 0408 613 709 or visit the website www.justiceandpeace.org.au/home/resources/social-justice-groups-resources



Strategy 11:

Develop Youth Leadership

The Sydney Catholic Youth (SCY) team within the Sydney Centre for Evangelisation works with parish and school youth leaders to **equip them with the skills, capacity and support to influence others by witness, proclamation and service**, including in their parish and professional life.

Resources

- The following courses have been developed by SCY to support youth leaders:
 - ‘A Builder’s Guide for Evangelisation’ – a course designed to help youth leaders begin a youth ministry within a parish
 - ‘Thresholds for Discipleship’ – drawing from the book *Forming Intentional Disciples* by Sherry Weddell, this training is offered to youth leaders to assist them in identifying the key signs of discipleship in teenagers in order to support their relationship with Christ
- SCY offers the following gatherings as an opportunity to support youth leaders:
 - Monthly ‘Upper Room’ gatherings – support the spiritual growth of youth leaders to ensure they are serving from a place where they themselves feel spiritually nourished
 - Sydney Catholic Youth’s Evangelisation School – this annual week-long intensive experience provides formation, community, and opportunities for prayer, to assist leaders to deepen their own spiritual lives and grow in understanding of and commitment to their baptismal call to evangelise
- Encourage young people of your parish to attend events that can contribute to their formation as leaders. These events include the Archbishop’s Leadership Camp for Year 11 Students, the SCY Leaders Formation Course, Youth Alpha training and support
- SCY offers one-on-one meetings for youth leaders to help them understand youth ministry in their local context, set attainable goals to understand what growth and success look like, identify leadership pathways, look at succession planning and provide pastoral support to encourage ongoing spiritual growth and formation
- For more information regarding these resources and events, or to organise training and support for your parish, contact Sydney Catholic Youth at info@sydneycatholicyouth.org or on (02) 9307 8152
- Sydney Catholic School’s Youth Ministry Coordinators’ Retreat can be opened to youth ministers working in parishes. For more information, contact Dr Robert Haddad, Sydney Catholic Schools, on (02) 9568 8116 or robert.haddad@syd.catholic.edu.au

Strategy 12:

Catechist Training and In-Service Gatherings

To help parishioners learn how to lead others to Jesus, invite catechists and parents to attend Catechist training (face-to-face or online) and in-service gatherings where the Gospel is shared, and tried and tested evangelising techniques are presented.

Resources

- The Archdiocese of Sydney's Confraternity of Christian Doctrine (CCD) provides training and support for those taking up this important ministry. For more information and resources, visit www.ccd.sydneycatholic.org or contact your Parish SRE Catechist Coordinator who is supported by a Deanery CCD Faith Education Officer





Step 4: **Act**

In building up and exercising leadership in the parish, the parish priest can work together with the Parish Pastoral Council or relevant ministry leaders to create action groups, sub-committees or a team for developing leadership, established for a definite duration. These groups should ideally include at least one member of the Parish Pastoral Council to ensure alignment with the wider vision and planning of the parish as a whole, and can lead and invite others into these efforts towards renewal.

As discussed in this chapter, you could also consider forming a senior leadership team that can focus upon assisting in the ongoing practical strategies and decisions needed to implement the plan, which allows the Parish Pastoral Council to focus on the longer-term pastoral plan of the parish.

Supporting Leadership in our Archdiocese

In the commitment to developing and strengthening leadership in Sydney, the Archbishop also commits to the formation and support of our clergy and lay leaders who work together to build up the life and mission of our parishes and Eucharistic communities.

Clergy Support

As shepherd of the faithful, the leadership of the parish priest is critical to the renewal and growth of parishes and faith communities. Practically, the people look to the parish priest for leadership as he proclaims and teaches the Gospel, celebrates the sacraments, and develops and communicates vision with others to grow the community in discipleship and to make disciples of others. If the effort towards parish renewal and evangelisation takes place without the leadership and support of the parish priest, it will not be seen as a priority within the parish.

As the primary leader of the parish's life and mission, it is imperative that our priests receive the assistance, training, resources and infrastructure to live their vocation and its responsibilities well with ongoing spiritual nourishment, professional support and accountability to the community and mission they serve.

With the assistance of Clergy Support and the Ongoing Formation of the Clergy Committee in the Archdiocese, the Archbishop's 'Ten Point Plan for Clergy Support' provides a structure for the provision of additional support for clergy over coming years. These points of focus seek to engage the four dimensions of clergy formation as expressed in Pope John Paul II's *Pastores Dabo Vobis* (1992) – the human, spiritual, pastoral and intellectual.

- Continuing clergy formation, including liturgical, pastoral-educational and spiritual meetings of the Archbishop and presbyterate, clergy conferences, study workshops and sessions for reflection in common, safeguarding and other seminars (e.g. study of *Integrity of Ministry*, *Integrity in Service of the Church*, *the National Catholic Safeguarding Standards*), higher degree studies in theology and other disciplines, theological and formative reading, and professional development (e.g. ACU management courses).
- Spiritual formation for clergy including prayer, meditation, spiritual reading, an annual retreat and individual spiritual days, and the frequent personal practice of the Sacrament of Penance. Spiritual direction will also assist the priest to conform more perfectly to Christ, assisting clergy to grow in intimacy with God and to live more deeply the consequences of this relationship.
- Pastoral, clinical or professional supervision is mandatory for active bishops, priests and deacons in Sydney, with at least six one-hour sessions (or equivalent) of professional supervision per year. This confidential supervision seeks to support the ethical and pastoral practice of the minister.

- Periodic appraisal by way of a systematic process of self-reflection, supported by appropriate persons and resources, to enable personal awareness, professional development, ministerial effectiveness and personal fulfilment.
- Priestly mentoring with the opportunity for more experienced clergy (or sometimes laity) to give example, feedback and advice to seminarians on placement, the newly ordained, the newly arrived or clergy encountering difficulties in some respect.
- Psychological counselling for support in the case of significant stress, anxiety, depression, trauma, addiction or a personality or behavioural disorder, and as an opportunity to take responsibility for health and personal growth.
- Physical sabbatical for rest and recreation, refocusing and recharging. Every so often, a longer sabbatical is recommended as extended time away from normal ministry for personal and priestly ministry. This will principally take the form of a formal course of study, which might be integrated with a pilgrimage and other means of renewal.
- Cultural induction including acculturation programs for the systematic welcome and induction of newcomers to the pastoral and ordinary life of Sydney. This can include formation in the ways of Australian culture, customs and pastoral practice.
- Supportive oversight can include mutual accountability by way of priestly fraternities, attendance at deanery meetings, clergy conferences, the meeting of regional bishops, episcopal and general vicars, and the Archbishop with individual clergy or the whole body of clergy. The Council of Priests, Council of Deans, College of Consultors, Episcopal Visitation of parishes and chaplaincies, less formal visits by regional bishops, the *Ad Clerum* and other official correspondence from Chancery are additional forms of support.
- Responsible self-care recognises the priest or deacon himself as the person primarily responsible for his own ongoing formation and care, including by way of prayer and devotions, physical exercise, good diet, hygiene, health checks, recreation, friendships, cultural experiences and so on. The Archdiocese seeks to encourage and facilitate these by specialist input on dimensions of self-care, comprehensive health checks at St Vincent's Hospital, or assessments by nutritionists or psychologists, and the services of the Chancery (e.g. Parish Support and Development, Office for Safeguarding and Ministerial Integrity, Retired Priests Care).

In addition to the above, housing and other provisions for serving and retired clergy are to be regularly assessed and reviewed, with accommodation to be attentive to the spiritual and living needs of priests as well as their stage of life and ministry. While recognising many priests have lived independently for many years, this review can consider for the future the feasibility of presbyteries with both private and common areas for more than one priest.

The development of a culture of vocations to the priesthood, permanent diaconate, and religious life is also significant with this development to be led by the Vocations Office in collaboration with parishes, religious and communities. The development

and promotion of Sumner House, Lidcombe, a centre of discernment and pastoral accompaniment for young men considering the priesthood or married life, is to continue. For more information on Sumner House, see www.sydneycatholic.org/directory/listing/sumner-house.

Support of Lay Leaders

Complementing the leadership of clergy in our parishes and communities are lay men and women who lead various parish ministries, coordinate the service of others, and exercise the responsibility to share in the mission of the Church on the basis of their baptism and faith.

With the assistance of the agencies of the Archdiocese, the following are recommended to ensure opportunity for the development of leadership among the lay faithful:

- Continuing promotion of theological studies and formative opportunities for lay men and women available through institutes and universities, including Australian Catholic University, University of Notre Dame, the Catholic Institute of Sydney, as well as local and national conferences and seminars on evangelisation (e.g. the Proclaim conferences, the Summer School of Evangelisation, iWitness, among others).
- Coordination by the Sydney Centre for Evangelisation of visiting speakers and leaders in evangelisation for the education and formation of lay ministers as opportunities arise and in partnership with organisations such as the Catherine of Siena Institute, Divine Renovation, Alpha Australia, menALIVE, and Parousia Media, among others.
- Archdiocesan consideration of forms of support for the development of Catholic leadership in media, law and politics in partnership with other groups and institutes.
- Ongoing training for parish staff in professional practice, including training in the safeguarding of children and vulnerable adults, pastoral administration and the ministry of outreach.
- Enhance the availability of parish training for lay ministers in processes of evangelisation including Alpha in a Catholic Context and the development and leadership of small groups.
- Ongoing recruitment of student leaders by the Confraternity of Christian Doctrine (CCD) and Sydney Catholic Schools for the ministry of Special Religious Education in State schools.
- Development of links between universities, university chaplaincies (including staff, students and alumni), local parish communities, including parish youth ministries, and regional initiatives of evangelisation and formation.