

# Mission Review Project



# Contents

1. Executive Summary	Page 1
2. Recommendations	Page 4
3. Overview of review & process	Page 5
4. Survey results	Page 7
5. Parish conversations feedback	Page 17
6. Staff/volunteer resourcing	Page 20
7. Governance, leadership & engagement	Page 23
8. Transition plan	Page 27

# 1. Executive Summary

This project sought to review and vision for the combined efforts of the three parishes working more collaboratively under the 'Mission model' - St Ambrose and Our Lady Help of Christians (Brunswick-Brunswick East), St Joseph's (Brunswick West) and St Fidelis (Moreland).

The aims of the project were threefold:

- To assist the 3 parishes to deepen their understanding of the purpose and hopes for the 'Mission model'
- To listen to the 3 parishes hopes, needs and anxieties about working together in the 'Mission model'
- To explore how the resources (human, office, volunteers, etc) can be used effectively through collaboration across the 3 parishes

A combined Steering Group with representatives from the three parishes was formed to guide and support the review.

Data was collected from an open survey held over 3 weeks (81 responses) and facilitated parish conversations over 3 weekends (60 participants).

Three parish pastoral councils and two finance councils were consulted along with volunteers in a range of ministries. All current employees of the three parishes were interviewed.

A strong desire to work together and share resources and build community across the collaboration was evident and consistently identified.

A set of guiding principles were identified from the feedback received which also reflect the aims of the project.

# 1. Executive Summary

## Principles:

- One central office (St Ambrose ideally)
- Harness and develop lay leadership & skills
- Increase resources to support mission activities
- Improve staff and volunteer support
- Improve teamwork among employees
- Reduce duplication
- Integrate financial management
- Adopt & maximise use of CAM systems
- Improve communication & accountability across & within parishes
- Increase consistency across all ministries
- Ensure skills & roles are fit-for-purpose for a combined Catholic Community across 4 Churches
- Increase engagement with CAM initiatives & resources (eg: Proclaim Office)

Many people who participated in the review commented on the use of the word 'mission' – comments ranged from feeling this was an inappropriate description, it felt enforced and did not reflect their hopes for their community. It was suggested an appropriate alternative would be to refer to the collaboration between the parishes as the **Brunswick Moreland Catholic Community**.

The clear desire for participants in the review was to ensure that pastoral, sacramental and ministry needs of the parish and community are kept central and that strong stewardship mechanisms enable a vibrant community life.

# 1. Executive Summary

To build an effective collaboration across the communities, a series of recommendations have been made that will result in the following governance and staffing changes.

## **Shared governance (refer to page 23)**

- The establishment, after a period of discernment, of an Evangelisation Council and a Stewardship Council to guide the mission and stewardship of Brunswick Moreland Catholic Community
- The establishment of a number of Committees to support the implementation of shared ministries
- The establishment of Parish Host teams at each of the four churches to strengthen connections between parishioners, priests and support staff

## **Staffing/resources (refer to page 20)**

- Centralise all staff into one office, based at St Ambrose
- Establish two new positions working across the Brunswick Moreland Catholic Community – Evangelisation Coordinator and Stewardship Coordinator
- Combine current parish secretary roles into a combined job share role, ensuring administrative, sacramental, communications and finance support
- Establish a new position with a focus on pastoral care and hospitality, working with a focus on frail/ill/bereaved
- Re-scope the current property support role to focus on facilities management across all facilities of Brunswick Moreland Catholic Community
- Establish Parish Host teams at each of the four churches to strengthen connections between parishioners, priests and support staff

## 2. Recommendations

- R1 Adopt the functional structure outlined in section 6 (p21) of this report to support whole-of-community ministry and stewardship of resources across the 3 parishes/4 churches of the mission
- R2 Implement the staff/resourcing transition plan as outlined in section 6 (p22) of this report
- R3 Adopt the pastoral and stewardship models outlined in section 7 (p23-24) of this report to support whole-of-community leadership and collaboration
- R4 Engage the services of an external facilitator to facilitate a discernment process to transition from the current separate parish councils, finance and other committees to the community model outlined in sections 7 (p23-24) and 8 (p27) of this report
- R5 Adopt the use of the name 'Brunswick Moreland Catholic Community', rather than 'Mission'
- R6 Before staff transitions take place, plan administrative processes with foresight as much as possible.  
Once staff transitions are complete & the central office is established, review all administrative processes (including establishing 1 email domain, 1 website, counting, planned giving, etc) to rationalise and centralise
- R7 Implement consistent processes for marriage preparation and bookings/management - all administrative support for marriages across the 4 churches to be managed by the Secretary/Finance Officer/s, couples to be offered a range of marriage preparation programs of their choosing and Secretary/Finance Officer/s to maintain all necessary paperwork and register maintenance in collaboration with priests.
- R8 Outsource governance of the BMCC outreach services/ministries to the appropriate Archdiocese agencies, such as CatholicCare for intake of new refugees into 2 Michael Street.
- R9 Engage the services of an external accountant to provide advice across all financial and accounting needs of the 3 parishes

### 3. Overview of review and process

Archbishop Peter A Comesoli in his pastoral letter to the faithful and clergy of the Archdiocese of Melbourne on Pentecost 2021 encouraged us to be creative when he wrote: "The Way of the Gospel – the path of missionary discipleship – has always been adapted by every generation to fit the local circumstances."

To implement the Archdiocesan vision of forming missionary communities of parishes, Archbishop Peter A Comensoli appointed two new parish priests in solidum, Fr Greg Bourke and Fr Linh Pham, of St Ambrose's/Our Lady Help of Christians, St Fidelis and St Joseph parishes. This appointment brought clergy and parishioners both excitement and challenge particularly during the time of the pandemic.

In his earlier letter sent to our parishes on 14 July 2020, Archbishop Peter addressed this excitement and challenge when he wrote "In looking forward to how we address this reality, rather than seeing it as something problematic, we are presented with an excellent opportunity to imagine new ways to reinvigorate the mission of the Gospel into the region."

Since August, 2020, Brunswick and Moreland Catholic Community (BMCC) has been together on this new journey of being Church as three parishes. It has been an exciting task and challenge for both clergy and parishioners. However, the welcome, optimism and support from parishioners, has been appreciated and there have been many good works and much has been achieved over the last two years.

In order to continue to provide its services and to reach out and expand, BMCC engaged Ms Sheree Limbrick from SLK Advisory to conduct a review of our programs, our structures and our office procedures. During the last 5 months and beyond we continue to listen more deeply to the mission that calls us to our future, as people and priests, to move forward to achieve all the plans we have envisaged together in BMCC.

### 3. Overview of review and process

Engagement of consultant

*... August 2022*

Initial discussion and SWOT analysis with invited representatives from each of the three parishes

Project scoped and agreed with Parish priests

Steering Group formed with representatives from each parish

Meetings and SWOT analysis with three Parish Councils

Consultant met individually with all staff, key volunteers & selected ministry groups

Consultant promoted project at all Masses

Parish survey designed & implemented over 3 weekends

Parish conversations facilitated in each parish over 3 weekends

Consultation with Archdiocese, other parish models, literature review

Preliminary results of survey & conversations presented to Parish Councils along with functional model

Recommendations developed & presented to Parish Priests

*... December 2022*

Brunswick Moreland Catholic Community

# Mission Survey Results



## 4. Survey results

A total of 81 responses were received, four of which were from Italian-speaking parishioners.

	Responses
Our Lady Help of Christians	15
St Ambrose's	21
St Fidelis'	17
St Joseph's	28

Age	Responses
80+	14%
60-79	55%
40-59	22%
20-39	9%

Description	Responses
Individual	47
Couple	18
Family, young children	6
Family, adult children living locally	8
Children attend parish school	4
Parents live in area & I support them to attend parish	2
Hesitant to attend parish events in person since COVID	2
Not currently participating but interested in re-connecting	5
Not returned to Mass or other activities post-COVID	1

44% of respondents were from the combined parish of Brunswick/Brunswick East. 34% of responses were from St Joseph's and the remaining 21% were from St Fidelis' parish.

77% of responses came from parishioners aged between 40 and 79 years. All four of the responses from Italian-speaking parishioners were aged over 80 years.

No responses were received from any members of the community under 20 years of age.

The majority of respondents identified themselves as individuals (which may have meant they are an individual or they were responding to the survey as an individual).

# 4. Survey results

## Activities or ministries in your parish that are most important to you What excites or engages you in parish life

73 people answered this question

The overwhelming majority of responses (73%) referenced Mass as the most important activity or ministry or what excited them and engages them in parish life.

Music/singing and parishioners/people were mentioned by 30% of respondents.

Parish and community were close together with 23% and 21% responses respectively.

A sample of quotes from respondents is provided below.

*Engaging issues of social justice; activities that bring people together socially and spiritually to deepen our sense of community in faith; our fostering of lay leadership and developing co-responsibility with our priests.*

*Taking communion to elderly or sick parishioners;  
Children's liturgy; Lenten discussion group;  
Companionship of parishioners; First cuppa;  
Meals in people's homes; Parish Voice*

*Celebrating the community of the Eucharist,  
sacrament of Reconciliation.  
Parish life = Parish community*

The celebration of the Sunday Eucharist is central to parish life; Other activities that are most important to me are formation in faith, prayer, liturgy and spirituality; The Scripture discussion groups for Lent and Advent are also helpful; We also need to be a community that reaches out to the world, e.g. support for asylum seekers and the poor in our midst.

I am relatively new to the Parish (less than 1 year). The celebration of the Mass is very inspiring. The Priests are doing a great job. And the cantors do a wonderful service

*Sunday Mass is most important to me. I love going to St Fidelis church as it is a welcoming and uplifting place for me.*

*Due to health issues, I haven't been attending weekly Mass for several years. I have gone to the Sacrament of Confession several times and was grateful for this.*

*Weekly Mass; occasional social activities. Though not a user I appreciate the value of prayer groups, St VdeP works*

*Celebration of Mass on Sunday  
Parishioner social event  
Music ministry  
Meditation*

Most important/excites	Responses
Mass	73%
Music/singing	30%
Parishioners/people	30%
Parish	23%
Community	21%
Liturgy	15%
Activities	14%
Faith	12%
Prayer	8%

# 4. Survey results

## Things that sadden you about your parish in the wake of COVID

70 people answered this question

There were a wide variety of responses to this question, not necessarily all related to the impact of COVID on parish life.

A sample of quotes from respondents is presented below.

*Decrease in numbers on Sundays probably due to aging population in the parishes. Lack of youth in attendance*

*Lack of communication from PPC; Lack of information about persons on PPC (who are they?); Lack of election of PPC members; More variation in liturgy; Although the music and cantor at 9am Mass is uplifting, does it need to be every week? I feel its emphasis is on performance and I miss the sound of the people's voices in unison joining in the celebration of the liturgy with their responses I feel detached - not a contributor, but a listener*

*The number of families with young or school age children attending mass is even smaller than before the pandemic. There is a greater sense of disengagement between the school and parish.*

*Mass could be more engaging for families and include a calendar for families that highlights key masses they can be actively part of.*

*I no longer feel engaged in parish life. I do not see many of the people who I used to chat with after Mass pre-COVID. I tend to leave straight after Mass now.*

*That a significant number of people have not returned to parish life. Their links with us seem not to have been strong enough to draw them back in again. I think we need to be much more proactive in building links that are meaningful to parishioners.*

*Most definitely, especially as our churches are shut down most days and (as a golden oldie) I can remember the days when our churches used to be open all day which enabled us to stroll into our churches at will.*

*Yes, the near empty church, the absence of youth, & excuses for such. Also, the continuing COVID precautions need to be removed (eg: water in fonts). Most parishes have moved on from 'emergency' mode, why prolong it?*

*I am saddened by our lack of social & pastoral care & cohesion (ie: few groups, no social committee, no gatherings for faith sharing) I particularly feel the organ music & songs dominate the Sunday Mass & is performance, not participation inviting us to respond prayerfully even in Mass responses. I have not felt comfortable bringing young adults to Mass on Sundays as they have told me it is too old, not their style. I feel we need to be letting the younger new parishioners (at the back of the Church) have priority - social cuppa, lighter contemporary music, welcoming & fostering parents from school - change our orientation*

Theme	Responses
Fewer people at Mass on Sundays	30
Lack of youth	10
Lack of social & pastoral care & cohesion	9
Less collaboration/connection between parish & school community	8
'Loss' of priests/busyness of priests	5
Churches being shut most days	5
Ageing population of the parishes	5
Continuing COVID precautions (eg: no water in fonts & no wine at communion)	4
Loss of friends/sense of community	2
Low communication from PPC to rest of the parish community	2

## 4. Survey results

### Activities

68 people answered this question

The activities most frequently ranked as identified as **OPPORTUNITIES FOR FURTHER DEVELOPMENT** across the parishes/collaboration, are highlighted below.

Activity	Could be developed
Supporting closer connections between parish & school	37
Youth group	33
Combined mission council/strategy Hospitality - focusing on new parishioners Working to build inclusiveness & embracing diversity among parishioners	31
Arranging social activities for young families	30
Combined mission events (social justice, guest speakers, etc)	29
Outreach ministry to the sick, elderly, etc	27

Activity	Could be developed
Outreach ministry to asylum seekers	25
Scriptural reflection group Liturgical music/singing	23
Children's liturgy Hospitality after Mass	20

# 4. Survey results

## Activities

The activities most frequently ranked as identified as a **MISSION-WIDE ACTIVITY** across the parishes/collaboration, are highlighted below.

Activity	Mission-wide activity
Outreach ministry to asylum seekers	30
Combined mission events (social justice, guest speakers, etc)	28
Outreach ministry to the sick, elderly, etc Combined mission council/strategy	24
Working to build inclusiveness & embracing diversity among parishioners	23
Youth group	21

### 40 people provided their contact details

More than half respondents provided their contact details and expressed interest in being involved in numerous activities as outlined below.

- 12 ... Outreach ministry to asylum seekers
- 11 ... Combined mission events  
Working to build inclusiveness & embracing diversity among parishioners
- 9 ... Scriptural reflection group
- 8 ... Preparing liturgies  
Outreach ministry to the sick/elderly
- 7 ... Combined mission council/strategy  
Hospitality - focusing on new parishioners
- 6 ... Liturgical music/singing
- 5 ... Hospitality after Mass  
RCIA

## 4. Survey results

### Activities - comments

Numerous comments were made in addition to the options provided:

*Catechism for adults as a mission-wide activity; More family oriented masses and mass times at all Church sites*

*Communication is the key: parishioners could introduce the Mass and read the notices/newsletter - call on support for what is happening that week; reports from committees.*

*As the inner north has a significant LGBTQI+ community it would be great to see the Parish Mission reach out to, welcome and affirm LGBTQI+ Catholics, their families and friends. We are members of Acceptance Melbourne (and prior to our move from Sydney to Melbourne in early 2020) were long term members of Acceptance Sydney. Acceptance is a gay catholic group established in 1973. Would St Ambrose be willing to host a Mass in 2023 to mark the 50th anniversary? I can provide a copy of Acceptance Melbourne's short submission to the Plenary Council if you would like to read it.*

*Outreach ministry to asylum seekers -BBE Vinnies provide financial assistance every 6 weeks. BBE used to run English classes so that could be developed.*

*I thank Fr Linh for allowing me to put up flyers on the noticeboard for the Helpers of God's Precious Infants. We hold a monthly Mass for reparation for Abortion. The flyer is an invitation for all to attend. It also shows a source of help/resource for those in crisis or unplanned pregnancy. The preciousness and sanctity of every human life, including the unborn, is addressed in the recent Plenary Council. Abortion is such a devastating problem in this country. All Parishes should be on board with providing a Culture of Life to address this terrible problem*

*With the Church being challenged by changes in lifestyle, creation theology, environmental needs, etc, there needs to be a rethink on how the parish can support the individuals-within-it to continue their search and understanding of the Mystery we call God! While the Church continues traditionally only, it will ignore the large group of searchers who are not attracted to or by the traditional practices.*

*Mission Social Event. I participated in the Bunnings Sausage Sizzle to raise funds for Vinnies with members of St Fid's Social Committee & Vinnies from St Fidelis and St Joseph's and it built a strong connection amongst us.*

*I would love to see opportunities for outreach and community support to complement the other offerings in the Brunswick area eg the lunches held at Olive away BUC.*

*Recruitment and training of new lay ministers! More people are needed to serve at the weekend Masses and a proper rostering system needs to be implemented.*

*For outreach to the sick, elderly or those in financial need, I think it would be useful to explore the viability of having a Pastoral Associate who works across the Mission parishes.*

*IT working group - website maintenance, YouTube channels and other social media participation*

*Groups that meet regularly. An example would be the Josephite Companions, a mixed group of lay people who assist in the development of the parish. Based on Mary's belief that if you see a need you should do something about it. Lenten or Advent programs. Woolongong Diocese produces very good programs that are readily available.*

*Meditation - face-to-face and online - already at my parish - I am involved in this activity  
St Vincent de Paul Group  
FOCCUS - Marriage preparation ministry*

*Not interested in any of the above. parish has lost it soul and life.*

*Sacramental formation at B&BE to be developed across all churches; Meditation groups; Pastoral workers in Church communities for both English and Italian speaking parishioners*

*Catechism instruction.*

## 4. Survey results

### Activities - comments (cont)

*A mission wide approach to Professional Standards (safeguarding) could be worthwhile to reduce duplication and administrative burden.*

*School-parish connections need strengthening but requires "buy in" from children and their families. The school children would benefit from regular engagement with the priests during school hours - eg brief visit to class, assembly or school yard during recess or lunch.*

*Social committee to be organised in all 4 Churches*

*Children of Mary could be developed*

*Retreats, local pilgrimage  
Faith development programs  
Life in the Spirit Seminar  
Prayer group*

*The individual Parishes have to be prepared to listen to each other and to not believe they don't have all the answers and to come out of their bubbles.*

*Small group mid week Bible Study / Prayer groups ( 6-8 people per group )*

*It would be good to encourage more people to get involved in the Mass as liturgical ministers. I'd also like to see more guest speakers participate in the Mass as part of the homily, sharing their testimony or speaking about topic relevant to the gospel and Christian life. This can be parishioners or people invited from outside of the parish community.*

*Development of a website for the Mission. Publication of a magazine recording stories about the life and events occurring across the Mission. Combined St Vincent de Paul Conference. A single office for the Mission. Building ecumenical relationships with other Christian Churches in the area.*

*Inclusiveness - the Catholic Church is inclusive; it is the Universal Church. God wants to save everyone. He showed us the Way by sending his Son. We have to repent and believe in the Gospel. Inclusive (Everyone) is invited. We are a Communion of Believers and the Sacraments are gifted to us to help us on the way.*

*RCIA - develop RCIA in the parish. Advertise it, promote it at Mass, get Neophytes to speak about their experience, etc. It would be a wonderful platform for our fringe dwellers.*

*Combined Mission events could include sessions on Vatican II and on contemporary faith/social issues*

*A greater emphasis on adult formation through opportunities for theological and scriptural education*

## 4. Survey results

### Ideas for building community across the 'Mission'

#### 45 people answered this question

A number of comments and suggestions were made – a sample are provided below

*Clarify exactly what is expected of us ... three parishes to become one; one leads and the others follow; what does collaboration look like; what structures will support this?*

*It is important to reach out to those who, over the more than 2 years we have been unable to celebrate public Masses, have got out of the habit of going to Mass regularly.*

*Rejig the Mission newsletter to reflect the concept – much would not need to be changed, but the notices need to be reorganised so it is clear who is hosting any event and who it is relevant to. In some cases, meetings are about projects that are ongoing and have no relevance to those from other parishes, yet the invitation states 'All welcome'*

*Opportunity to regularly renew marriage vows – select a Sunday each year when married couples renew their marriage vows (maybe each 5 years) – this could be both a spiritual and social occasion*

*Social groups that involve couples – it would be good if some of the spiritual/social groups within the church, esp those that cater for couples or families, could be explored and perhaps started up ... 2 I am aware of are the Josephite Companions & Teams of Our Lady*

*Combined Mission – Get each parish councillor/leader to come together & organise a special Mass celebrated by our local Bishop & invite the 4 parishes followed by a light support/afternoon tea.*

*The bishop could speak of the advantages of being a Mission parish during his homily and afterwards in the hall PCs/leaders and leaders of groups to introduce themselves & advise the groups available to be shared in the Mission. It would also be an opportunity to meet & greet other neighbouring parishioners.*

*St Joseph's and St Fidelis' SVDP conferences have now combined and meet monthly alternating between each parish meeting room – this is working well.*

*I would like a 'pastoral associate' to be appointed to help our priests. There are many qualified lay people or religious who would qualify.*

*Bereavement support groups in our parish is also something I would like to see across the Mission – a personal designed parish mission card sent to grieving families (could be in different languages (Italian, Vietnamese, Maltese, Greek, English)*

*Thank you to our 2 priests for the sacramental & pastoral work they do.*

*St Joseph's parish house remains empty (excluding secretary) – this house should be the 'welcoming' heart of our parish!! Could it be open one day per week to parishioners?*

*Must do outreach to the large youth renters population in this population dense area (there should be 100s of youth & others in this area in Church)*

*Joint activities (ie: working bees, we used to have an Olive picking day at St Ambrose's) Mission-wide scripture reflection & prayer groups Liturgy-planning collaboration between parishes*

*I do not feel any connection to the other parishes in the Mission. Despite Pope Francis's quote above, I do not have the desire or drive to widen my pastoral connections at this point in my life. Post-COVID, I do not want to engage with the wider community. This does not answer the question, but shows a state of mind that does not want to personally embrace community building.*

*The Anglicans have a prayer box and you place a prayer in the box and you are prayed for – there could be a prayer group. They also have a handout on each pew for new people to contact someone ... in the sign of peace, priest could say if there are any faces you don't know introduce yourself and welcome them.*

*Encourage the young to join a church youth club encourage them to find a good person as a model discuss and talk of healthy tradition. Pass good, enjoyable, videos, CDs, books, etc to others. Stick together as a family by games, meals, outings, dinner, etc. Pray together as a family, meal time, bed time. Let them know that they are loved, trusted. Give them some responsibility to do, under your watchful [eye] celebrate feast days together, mass and dinner. Nowadays it is important that the church will go and look for the sheep, there is no church bells to call them, or open churches to go and visit, or priest and nuns walking in the streets to remind people about God, as when we were young in our time. To go to church, to pray, and do other good deeds. In Australia we are lacking in bringing faith through media – TV, radio, weekly or monthly paper. Other countries have Catholic newspaper, Catholic TV (EWTN), Catholic radio (Radio Maria), etc ... not just online but on local media. Provide little prayer book that can be carried in a pocket that young ones can remember to pray, to play fair, to be nice to others and to enjoy life which God creates for us all.*

*Encourage people to participate in different parish masses at different times (ie: Divine Mercy (St Js) 1st Sunday social morning tea (St As) Maybe youth seminar/series in one parish, Life in Spirit in another & BBQ as a fundraiser/building shared commitment/meeting others*

*A retreat day with talks, meditation and a shared meal open to all 4 churches in the mission Restart the winter series of parish scholars on prayer, spirituality and scripture – open to mission Shared social events – film and pizza evenings, trivia evenings, dance evenings, picnics, doxa camp events*

*I'm sorry but I don't have any ideas. I don't really see how this model of Mission can work.*

## 4. Survey results

### Ideas for building community across the 'Mission' (cont)

*Social events might be a good start. People need to get to know one another. Then the introduction of faith sharing and Scripture discussion at a central location. A combined fund-raising event for a worthy cause, e.g. a fete or trivia night. An outreach ministry across the Mission, e.g. action for refugees and homeless people. Working towards a 'carbon neutral' Mission by adopting solar energy on church properties, and other energy saving methods.*

*An important point is to make sure the elderly and special needs people are catered for in terms of parking and entry/seating/exit from Church. I have seen this as an issue at other Parishes e.g. limited parking spots and appropriate seating arrangements*

*No, I feel each community needs to rebuild themselves first—they look fragile after COVID and the number of priest changes some have had—and some focus on local community building is required. We need our congregations back*

- 1. Combined liturgies, starting with a 2nd rite reconciliation liturgy for Advent and Lent. I have prepared such liturgies for my parish in Sydney and would be happy to be involved.*
- 2. Developing a Mission Choir and broadening the musicians and instruments across the three parishes for special events. Perhaps a fundraising concert in 2023?*

*Organising gatherings/events to meet and network with one another – in person and perhaps online?*

*I think all of the above [activities in previous response] if working well, it will lead to uniting and strengthening our community. This will help build all parishioners socially and spiritually. If the parish priests lead and develop programs, then perhaps we can get better financial and spiritual support from the diocese. There can be more collaboration between priests and parishioners to help develop community initiatives.*

*For some time I've been giving thought to the formation of a Community Singing/Choir Group. The St Ambrose Singers, or the Sydney Road Singers. I have some ideas and skills that would help, but aged 77, I would only see myself as part of a team. I've already spoke about this to a couple of people some time ago. This would NOT be for the purpose of the liturgy in the parish, but an outreach into the wider community. embracing fun and community building for its own sake. We have a good room for this activity with a good piano. All we need is a group of people, young and old, male and female who would like to have fun singing together, learning to read music (I could teach that!) and singing in harmony! When? Recruiting participants? Working group to provide hand-out materials. Free tuition, but people charged for prepared book of music / exercises etc.*

*To build community it is still important to remember that each community has an anchor person that retains historical memory and that is respected.*

*Ongoing environmental awareness and justice initiatives. Providing information and encouragement to people on how to reduce their environmental footprint. Relationship building with those of different faiths and ideologies.*

*Alpha program, missionaries leading a short mission inspired by their charism, Ignatian Spiritual Exercises in the weekly format, social day trips – snow visit, penguin parade, Bacchus Marsh way of the cross.*

*Parish newsletter is key – great need for a secretary with a strong Catholic background who can prepare the newsletter, present it well and work with the priests, but the priests should not have the responsibility to prepare this.*

*Encourage the young to join a church youth club encourage them to find a good person as a model discuss and talk of healthy tradition pass good, enjoyable, videos, CDs, books, etc to others. Stick together as a family by games, meals, outings, dinner, etc. Pray together as a family, meal time, bed time Let them know that they are loved, trusted. Give them some responsibility to do, under your watchful celebrate feast days together, mass and dinner nowadays it is important that the church will go and look for the sheep, there is no church bells to call them, or open churches to go and visit, or priest and nuns walking in the streets to remind people about God, as when we were young in our time. To go to church, to pray, and do other good deeds In Australia we are lacking in bringing faith through media – TV, radio, weekly or monthly paper. Other countries have Catholic newspaper, Catholic TV (EWTN), Catholic radio (Radio Maria), etc ... not just online but on local media Provide little prayer book that can be carried in a pocket that young ones can remember to pray, to play fair, to be nice to others and to enjoy life which God creates for us all.*

*Start with social activities – possibly a Sunday picnic. This fosters simple interaction and getting to know you processes. Select one or two of the activities above and start these as Mission wide. For example, preparation of Advent to include Mission wide liturgical group. Or, Children's Liturgy groups to meet to develop themes and activities.*

*If the Mission structure is to lead to a vital church life, I believe it is essential for a us to pursue greater non-clerical involvement in parish and Mission decision-making. While the dominant model remains top-down, with complete clerical control, it will not be possible for the Mission to flourish, as it is completely unrealistic to expect one or two priests to manage the Mission parishes effectively and to be expected to provide spiritual guidance as well as managerial competence across diverse parishes. The individual parishes of the Mission must be able to develop their own identity and not be homogenised. Until that happens we will continue to see padlocked churches and over-worked priests while congregations continue to diminish. In particular there needs to be greater recognition of the expertise and gifts of women in the Mission, as they make up more than half of members.*

## 4. Survey results

### Returning to parish activities post-COVID

20 people answered this question

6 of the 20 respondents said the question did not apply to them

5 respondents noted they had no concerns returning after COVID or not ceased being involved in parish activities throughout the pandemic

Two respondents mentioned health concerns

One respondent was concerned about vulnerable members of the community in the congregation and not wanting to place them at risk - live stream options or agreement to continue wearing masks were mentioned as examples of mitigating the risks to more vulnerable members of the community

One respondent asked about re-instating the obligation to attend Sunday Mass (NB: Archbishop has since re-instated the Sunday obligation)

Brunswick Moreland Catholic Community

# Parish Conversations Feedback



## 5. Parish conversations

**Given what we heard from Cath Garner (Catholic Archdiocese of Melbourne), how might WE define ourselves as a 'Mission community'? What unique contribution do we in this parish have to make to the broader collaboration with other parishes?**

### St Joseph's

- Holy hour/Benediction - Fridays
- Reflection/Communion Service - Tuesdays
- Children's Mass - Saturday night
- Children's Mass - Wednesday 10am
- 9am Mass - Singer/organist

We need a meeting place to create opportunities for older people to connect with younger people to pass on stories & to build community

We need to increase/focus on hospitality, encouraging & building relationships

Could we join together & do Spirituality in the Pub

Supporting funding for a youth group, have good initiatives that they will be interested in

Joining together as a broader community to profile and sponsor a couple of young adults to attend World Youth Day & then support them to be leaders when they return

### St Ambrose/Our Lady's

- St Ambrose - lots of talents, social events, team ethos, planning for mission process - committees now exist
- ? can help other 3 faith communities
- Prefer 'community' to 'mission'
- We have seen what impact attitudes & actions of priests can have
- Parish is church-centred vs community focused
- ? what 'groups' are in or 'out' of our parish - what do we really know about them?
- To have only 1 Mass on Sunday to see response of parishioners from all parishes
- Ask high school students what they want/need/looking for
- To identify needs & how we can contribute our resources to parishes in the mission
- Parish facilities - are we using them & making them available?
- To be willing to attend Mass at another parish
- Bring the 'guardrails' down - we feel this is a terrible term
- Baked, prepare meals/food for Sunday cuppa
- Why don't the 'values' of primary school translate into end of high school & post high school - connection is lost with age group 10-20 years
- Q: spiritual? A: Yes vs Q: religious? A: No
- Discussion of accountabilities needed - priests/parishioners

### St Fidelis

- Aging parish
- Demographics have changed
- Greeting parishioners, making sure we make an effort to connect with those coming to Mass
- Inviting & welcoming people
- Letter of invitation to bring school students & family to Mass

**60 + PARTICIPANTS JOINED  
A CONVERSATION**

## 5. Parish conversations

**What might need to change in our parish/es to work more collaboratively?**

**Are there people we can personally invite back to the community?**

**What skills, talents & attributes do we need to help renew/strengthen our broader community across Brunswick-Moreland?**

### St Joseph's

- Church has become too timid
- Youth do not see support in their views of culture/ideas
- Primary school children not attending weekend Mass
- Joint event between the Churches (eg: Youth Mass)
- Need someone with high profile to lead youth
- How do we link into the secondary schools where St Joseph's students go?
- Have young people that want to connect & become RC: be linked with young people in parish - go to other parishes maybe?
- More contemporary songs?
- Children's liturgy/choir
- Mass for under 50's
- Pastoral Associate or similar, with skills & outreach capacity, should be funded

### St Ambrose/Our Lady's

- Invite children & young people to these meetings & to contribute
- Skills exist in the parish - theology, educators, etc, therefore capable to lead - how to capitalise on this?
- Leadership that is truly inclusive - walk the talk. Need to address deep conservatism in the Church leadership
- Liturgy as dynamo
- Culturally, the church has not evolved
- Connecting into social justice groups (student-led) at schools to give a voice & engage

### St Fidelis

- What are our goals?
- Is it a goal to get children at schools to Mass?
- Forming community - is this a goal?
- Bringing - recognising 3 thriving schools - s to bring this community together with parish a goal?

NB: St Fidelis was the first 'conversation' and they answered a slightly different question - *'how do we put our goals into action?'* Based on feedback from this group, we adjusted the question for subsequent conversations

## 5. Parish conversations

**Review the Foundations/Opportunities/Challenges/Anxieties & add any you think were not considered  
How do we, in a practical sense...**

### **St Ambrose/Our Lady's**

#### BUILD ON THE FOUNDATIONS

- Inter-church connections - Palm Sunday, Inter-church climate initiatives

#### SIEZE THE OPPORTUNITIES

- Opportunities for lay leadership
- Different voices in liturgy - doing homilies
- Professional workers - secretaries, pastoral associates, business manager
- More service orientated - social justice

#### FACE THE CHALLENGES

- More acknowledgement from the hierarchy about what has gone wrong
- More interaction between church and schools
- grouping of parishes - we had no say - are the groupings set in concrete?

### **St Fidelis**

#### BUILD ON THE FOUNDATIONS

- Socialisation

NB: St Fidelis' group did not take notes in response to this discussion & St Joseph's did not have a group discussing this question

Brunswick Moreland Catholic Community

# Governance & Supports



## 6. Staff/volunteer resourcing

### Brunswick Moreland Catholic Community

#### Key Principles to guide staffing/resourcing

One central office  
(St Ambrose's)

Improve teamwork –  
part-time workers  
but ensure common  
day

Improve staff &  
volunteer support

Ensure skills & roles  
are fit-for-purpose  
for a combined  
Catholic  
Community across 4  
Churches

Increase  
engagement with  
CAM initiatives &  
resources –  
Proclaim Office

Harness & develop  
lay leadership &  
skills

Improve  
communication &  
accountability  
across & within  
parishes

Reduce duplication  
(eg: counting;  
Planned Giving)

Integrate financial  
management

Adoption &  
maximise use of  
CAM systems

Increase resources  
to support mission  
activities

Increase  
consistency across  
all ministries

# 6. Staff/volunteer resourcing

Functional analysis of Brunswick Moreland Catholic Community

## Evangelisation/Pastoral Care

## Stewardship

### Evangelisation Coordination

### Stewardship Coordination

School-parish engagement

Pastoral Care - frail, ill & bereaved parishioners

Sacramental support & coordination

BMCC Office management

Property management

BMCC Website/Communications

Young adult engagement

Community engagement & outreach

Liturgy/Music

Finance, Risk, OHS

Property Maintenance

Safeguarding

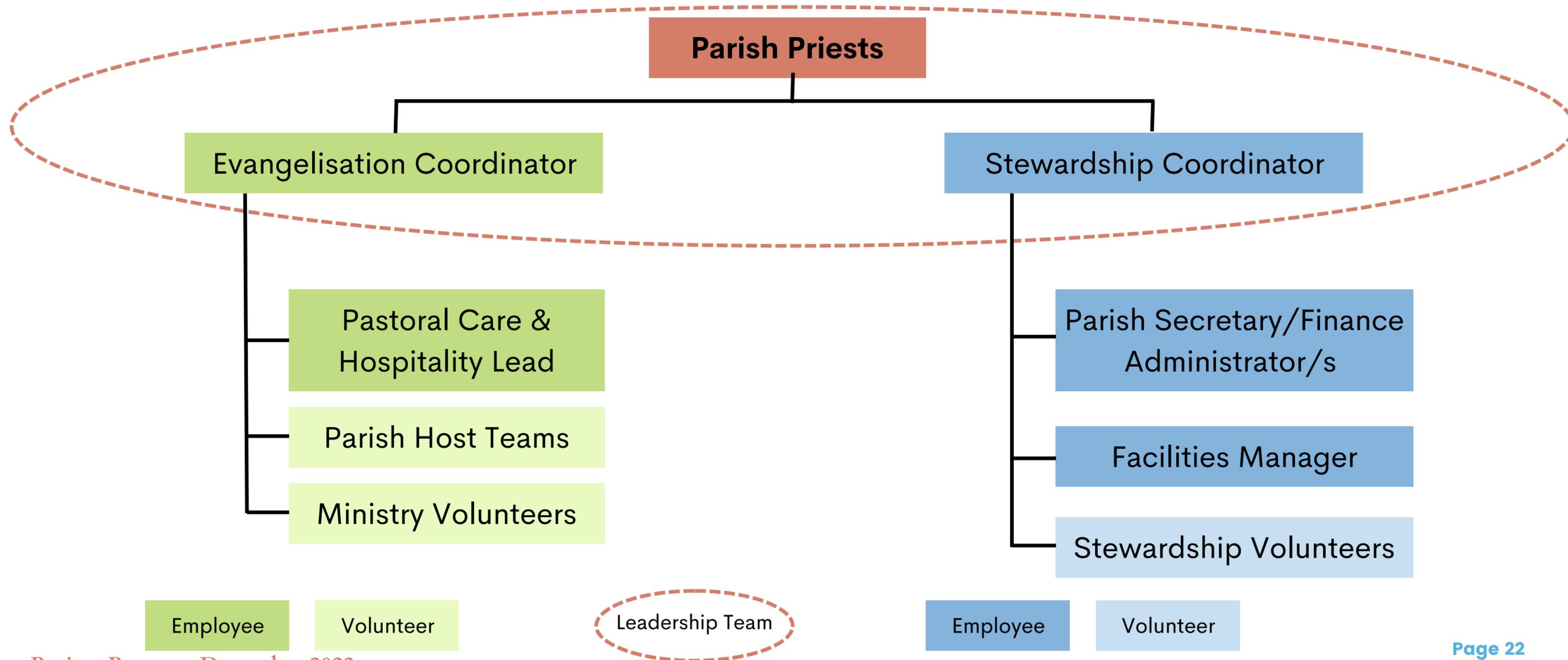
Faith formation

Hospitality

## 6. Staff/volunteer resourcing

### Brunswick Moreland Catholic Community

### Staff/Volunteer Reporting Structure



## 7. Governance, leadership & engagement

### **Brunswick Moreland Catholic Community Evangelisation Council**

- 2 reps from each parish (one of which is also on Stewardship Council)
- 1 local School Principal (consider rotating annually)
- Oversee initiatives identified as mission-wide/joint
- Receive reports from Evangelisation Coordinator & provide support to same
- Both priests attend

### **Brunswick Moreland Catholic Community Stewardship Council**

- 2 reps from each parish (one of which is also on Evangelisation Council)
- Oversee finances of all 3 parishes, meet as one group meeting canonical responsibilities for 3 parishes
- Receive reports from Stewardship Coordinator & provide support to same
- Both priests attend
- Operate under the Statutes of CAM in relation to role, function, scope, terms, etc

# 7. Governance, leadership & engagement

## Committees

### Faith Formation & Care Committee

- At least one rep from each parish
- Evangelisation Coordinator to Chair
- Meet at least quarterly
- Evangelisation Council member to liaise
- Both priests participate and oversight

### School-Parish Support Committee

- At least one rep from each parish
- 3 Principals/REC participate
- Invite relevant Secondary Principals to participate
- Evangelisation Coordinator to attend
- Meet at least quarterly
- Evangelisation Council member to liaise
- One priest participate and oversight

### Social Justice & Outreach Committee

- At least one rep from each parish
- Evangelisation Coordinator to attend
- Meet at least quarterly
- Evangelisation Council member to liaise
- One priest participate and oversight

### Liturgy/Music Committee

- At least one rep from each church
- Evangelisation Coordinator to attend
- Meet at least monthly
- Evangelisation Council member to liaise
- One priest participate and oversight

### Youth/Young Adult Committee

- At least one rep from each parish
- Evangelisation Coordinator to attend
- Meet at least monthly
- Evangelisation Council member to liaise
- One priest participate and oversight

### Maintenance Committee

- At least one rep from each church
- Stewardship Coordinator to Chair
- Meet at least quarterly
- Report to Stewardship Council
- One priest participate

### Communications Committee

- At least one rep from each parish
- Stewardship Coordinator to Chair
- Meet at least quarterly
- Report to Stewardship Council
- One priest participate

### Safeguarding Committee

- At least one rep from each parish
- Stewardship Coordinator to attend
- Meet at least quarterly
- Report to Stewardship Council
- One priest participate

## 7. Governance, leadership & engagement

### Functions

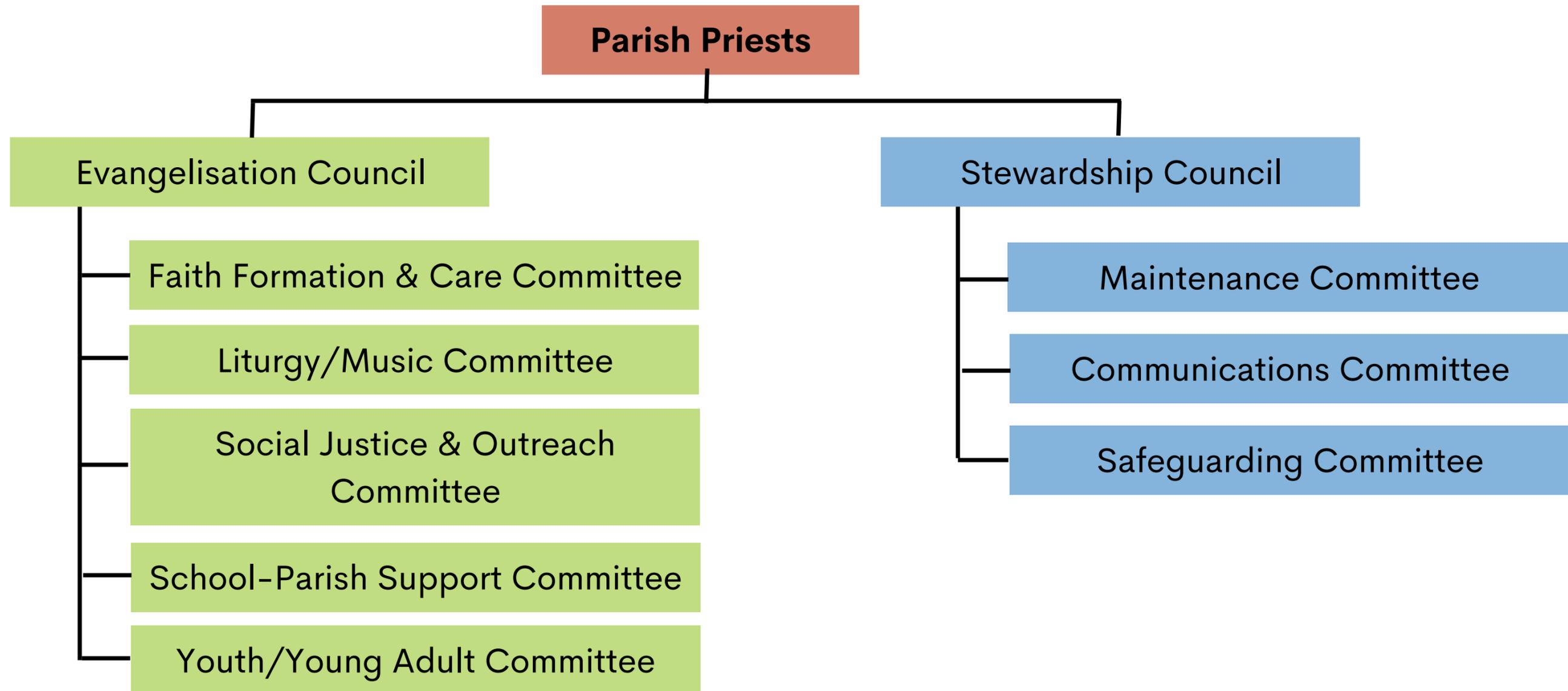
#### Parish Host Teams

- Groups at each Church community
- Rostered for 'duty' at regular Mass
- Updates from Evangelisation Coordinator each week regarding important parish or parishioner activities to be mindful of
- Welcome all
- Identify new parishioners/visitors
- Read notices at Mass
- Farewell all
- When Cuppa after Mass scheduled, join social engagement
- Provide quick summary feedback to Evangelisation Coordinator for follow up during the week

# 7. Governance, leadership & engagement

## Brunswick Moreland Catholic Community

### Governance/Leadership Structure



Brunswick Moreland Catholic Community

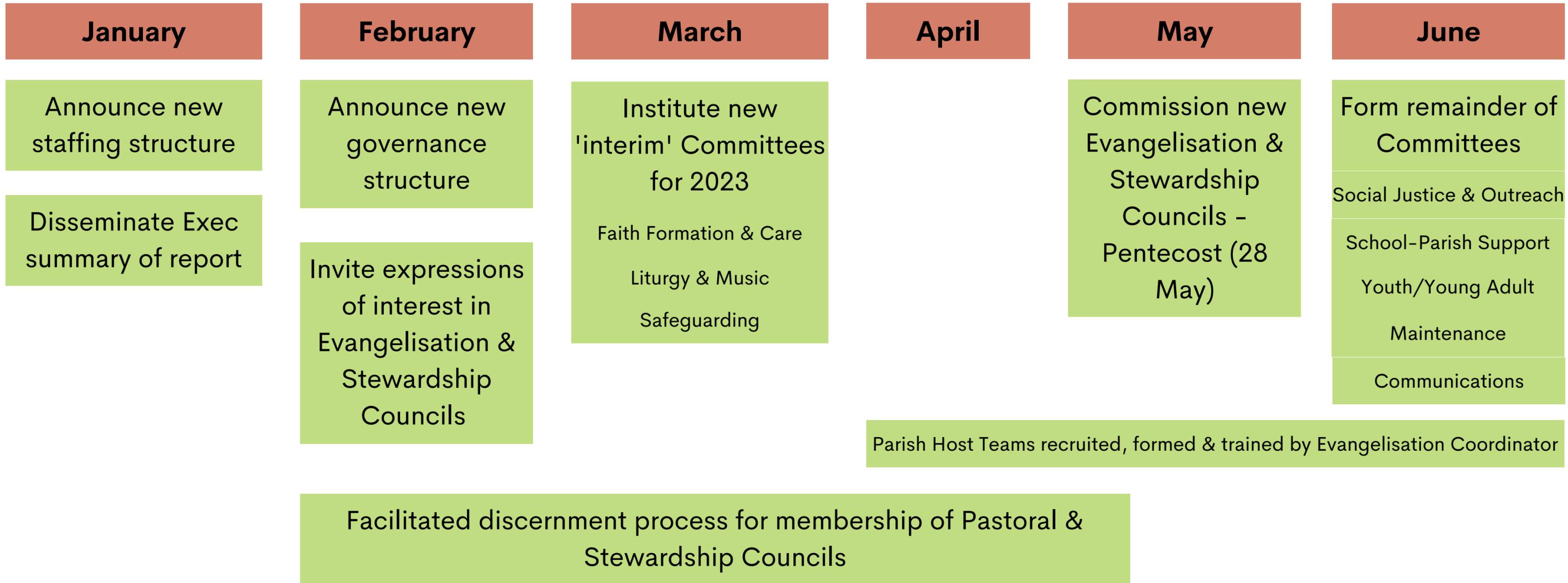
# Transition Plan



**FUTURE**

# 8. Transitioning to new governance

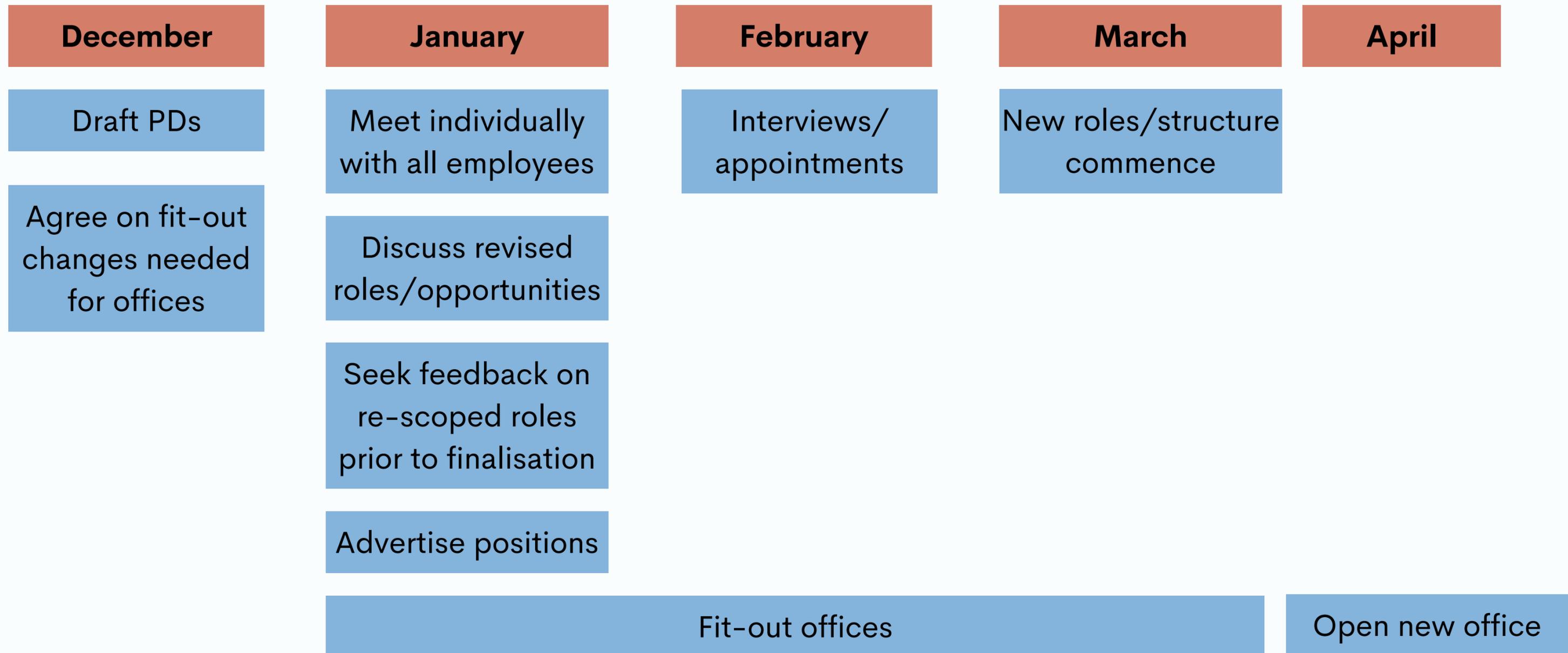
## Discernment process



NB: All Council and Committee members must be registered volunteers

## 8. Transitioning to new staff structure

### Re-scoping roles, consulting & recruiting



# Brunswick Moreland Catholic Community

## Project Steering Committee

Fr Greg Burke  
Bryan Cussen  
Peter Denk  
Mark Kelly  
Paul Mercieca  
Roger O'Halloran  
Fr Linh Pham  
Jemma Purdey  
Judith Weir



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THANK YOU