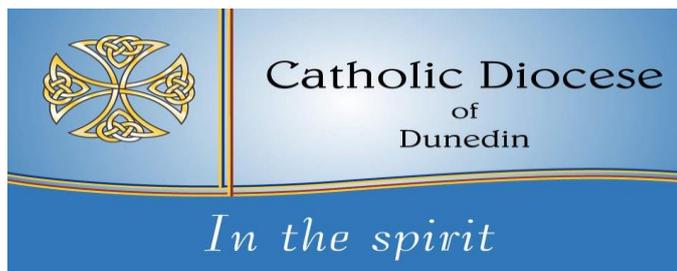


Diocesan Action Plan: 2016



Purpose & scope

This action plan sets out the goals, priorities and key deliverables for the Diocese of Dunedin for 2016. It contains the core performance expectations for the Diocesan General Manager and staff, and will shape our interactions with and reporting to the Bishop's three key advisory groups:

- The Board of Administration
- The Education Council
- The Faith and Service Council

It will also be relevant to the College of Consultors, the Council of Priests and Catholic school principals in the Diocese.

The action plan will help align the perspectives and actions of those in governance and management roles for the Diocese, within a common strategic frame.

Strategic frame

In my 2015 business plan, I reflected on my early impressions of strengths and weaknesses in how the Diocese operates. That led to four operating principles which have guided my work this year:

- Enhance **teamwork**
- Increase **transparency**
- Foster **trust**
- Look to **tomorrow**.

These principles will remain important in 2016 to ensure we fully utilise the talents and strengths in the Diocese, harness goodwill, build ownership of and commitment to necessary change and connect with others in an open, respectful and contemporary manner.

The strategy I developed last year also remains valid, based on results to date. In brief:

- Find leaders and partners
- Connect them up and keep them connected
- Work with the willing, and build on what works
- Focus on growth

The strategy has led, among other things, to:

- The recent Diocesan leadership event
- Work with school principals and priests on their leadership
- *The Loop* electronic newsletter
- Ground-up parish development initiatives in the South Otago, Gore and Hills pastoral areas
- Collaborative initiatives with the University, Anglican Diocese and Dunedin City Council
- Appointment of Amy Armstrong as Pastoral Leader Formation, Outreach and Growth
- Rebranding for the Catholic Shop and Holy Cross Centre

In addition to the momentum gained through 2015, notably through the synod on the Joy of the Gospel, 2016 will be shaped by the following:

- The Jubilee Year of Mercy, which offers a platform for outreach to Catholics and the wider community
- Transition to a new Bishop, as Bishop Colin's term comes to a close
- The impact of both *Rebuilt* and charities regulation changes on parish pastoral awareness and practice
- The development of a long-term financial plan for the Diocese.

Priorities

In 2015, my priorities were largely driven by work or commitments that I inherited, plus some essential organisational improvements.

For 2016, the proposed priorities are a combination of the discernment from the Diocesan leadership event at the end of October 2015 and on-going attention to the Diocesan delivery capability: resources, structures and systems.

Seven invitations emerged from the leadership event. They represent hopes for growth within our church – that it become more youthful, active, leaderful, joyful, contemplative, prophetic and oriented to service. Participants voiced specific expectations:

- better resourcing of our engagement with younger people;
- better coordination of our social justice activity;
- greater variety and skill in our liturgy;
- deeper formation in our faith;
- better support for leaders; and
- more confident promotion of who we are and what we are about.

There were clear messages also about stronger links between parish and school, and with families not at Catholic schools; developing a stronger sense of welcome and belonging within our faith communities; and reaching out to people and groups on the margins of our communities.

A number of these reach well beyond my responsibilities as General Manager, or the delivery capacity of the Diocese. Even so, it is important to capture them in this plan, to give them visibility and to focus our collective attention on achieving them.

To make this more feasible in a single year, I propose to focus on no more than two priorities under each *goal* (expressed in italics). That does not mean that other initiatives cannot occur or that we cannot adapt to changing circumstances with new priorities. It just means we have to start somewhere, with tasks and targets that are measurable and achievable.

The goal statements are a composite of the aspirations voiced by participants at the Diocesan leadership event. They express both a hoped-for reality and a sense of direction for the Diocese.

Youthful church

Young people are seen, heard, welcomed and appreciated; they lead and contribute in ways they find affirming and meaningful; they bring new insights, connections, voices and possibilities; they blend influences from family, school, culture, technology, peers and friends with a lively and questioning faith

- Convene a young leaders forum to identify practical ways of making our church more welcoming of and receptive and relevant to young people, with a strong focus on care for the environment and action for social justice
- Take advantage of the World Youth Day gathering in Poland in late July to promote opportunities for young people to lead, challenge and serve in our parishes.

Active church

Catholics in our Diocese expect to be active participants in parish, school and community. We are welcoming and outward looking. We are disciples, not consumers – we own, love and share our church, with a generous spirit. We have a hunger to deepen our faith and a willingness to offer our gifts for ministry and service. We know that the key to belonging is a sense of community.

- Commission and deliver a home group discussion programme as a follow-up to *Called by Christ*, linked to the Year of Mercy
- Offer and actively promote a series of adult formation opportunities through the year, with an expectation that every active Catholic in the Diocese will participate in at least one opportunity or provide at least one act of service or ministry to parish or community.

Leaderful church

Our Diocese takes leadership seriously. We look for leaders from diverse places and cultures, help them develop their skills and give them opportunities to lead. We practise collaborative leadership and ministry – respectful, inclusive and open to contribution. We lead by recognising and invoking others' talents and gifts, taking risks and committing to challenging goals.

- Set up a 'leadership lab' initiative for priests and lay leaders in at least two parishes or pastoral areas to help them develop practical skills in ministering collaboratively
- Organise three regional leadership gatherings to foster local leadership across the Diocese, as follow-ups to the Synod leadership event.

Joyful church

Catholics and visitors in our Diocese routinely experience joyful and engaging liturgy, which prepares us for mission. Whenever we gather in worship, we are welcoming and mindful of who is present and why they are present. We take care in choosing and forming people for liturgical ministries. Music and homilies are outstanding. Where possible, we offer a range of liturgical styles to meet different needs. Our liturgy connects us with each other and helps us make sense of our world.

- Invite and publicise visits from inspiring liturgists and musicians (Michael Mangan, Monica Brown and Chris Skinner) to work with parishes and schools on liturgical music
- Develop a welcome and hospitality workshop to share good ideas and provide impetus to parish hospitality initiatives.

Contemplative church

Catholics in our Diocese form and continually deepen their relationship with Jesus Christ. We are people of prayer, in all its forms, making time and space for silence and encounter. We are comfortable talking with each other about our experience as disciples of Jesus, and with others about why that matters to us. We recognise and feed our hunger for a deeper, more inclusive and more life-giving sacramental spirituality.

- Promote the spiritual experiences and practices emphasised through the Year of Mercy in our parishes and schools, especially reconciliation and pilgrimage (associated where possible with cultural practices or icons such as the World Youth Day cross)
- Offer at least one accessible retreat opportunity in the Diocese, and promote the option of personal spiritual direction.

Prophetic church

Catholics in our Diocese claim the prophetic role conferred in baptism. We are prepared to challenge accepted wisdom, live with discomfort and voice unpopular views, within and beyond the church. With Pope Francis, we are “.. a free church and open to the challenges of the present, never in defence for fear of losing something”. We ask: “what would Jesus do?”

- Promote initiatives such as *Voice for Life* and *Catholic Voices* (an initiative to be promoted by the Catholic Enquiry Centre in 2016) in the Diocese as ways to offer a Catholic perspective on important public issues, including euthanasia, bio-ethics, terrorism and the refugee crisis
- Challenge each parish and school to adopt one new practice suggested by Pope Francis in *Laudato Si*.

Servant church

Catholics in our Diocese accept that our church exists to serve, and welcome opportunities to do so. Our service is compassionate, courageous and practical. As older forms of service decline, new ones emerge, often from unlikely sources. We work easily and generously with other churches and community groups. We are alert to the signs of the times and speak up for those at the margins. A commitment to justice and the preferential option for the poor inspires and guides our actions.

- All Dunedin parishes (plus others if interested) participate in the Catholic contribution to refugee resettlement in Dunedin from mid-2016
- Appoint and support a Diocesan coordinator for social justice activity.

Diocesan capability

Our Diocese – parishes, schools, ministries, businesses, governance and management – is well led and organised. It operates from a shared view of mission and a common strategic frame. It works to contemporary standards of organisational performance, on a sustainable financial base. It is joined-up, ambitious and resilient. We commit to high standards of conduct and performance, and hold ourselves accountable for results.

Diocese

- Develop for consultation, adoption and implementation a long-term plan to restore the Diocese to a sustainable financial position
- Coordinate a comprehensive briefing for the incoming Bishop

Parishes

- Complete the work required for parishes to comply with new charities accountability requirements that take effect for the Diocese from 1 January 2016
- Develop a stronger coordinating capability across the Invercargill parishes

Schools

- Develop and implement a plan to achieve full enrolment across the Catholic school network within 3-5 years – ie, up to an additional 1,400 students
- Expand the reach of Bushy School within the Diocese
- Work with parish and school communities in Queenstown and Cromwell on future provision of Catholic schooling.

Ministries

- Revamp the approach taken to preparing lay people for parish-based ministry, to ensure it is fit for purpose
- Explore the potential for shared resourcing for pastoral ministry with the Christchurch Diocese

Businesses

- Continue the development and re-positioning of Burns Lodge at Holy Cross Centre as a successful accommodation and events venue, with a positive net financial contribution
- Make the 'retain or exit' decision on *Full of Grace* Catholic shop by December 2016

Governance

- Assist the Bishop finalise the trust deed and membership of the Catholic Caring Foundation so that it can begin its grant allocation work in 2016
- Work with the chairs of the three advisory Boards/Councils to clarify roles and responsibilities and to ensure that membership is representative of the Diocese and periodically refreshed.

Accountability

Accountability for actions and results is essential for transparency and trust.

In 2015, I presented our audited financial results through the *Tablet* and website, and explained our financial circumstances. In 2016, I will expand this to a report against my 2015 business plan, as well as the financial statements. This will help us prepare for full public accountability as a registered charity from 2016 on.

For 2016, I will prepare a quarterly progress report against this plan, for the Bishop's advisory Board/Councils and the College of Consultors. I expect to publish the report on our website once each Board/Council has received and considered it, with any necessary editing to preserve confidentiality.

My General Manager's report to the Board of Administration will focus on the Diocesan capability priorities, plus other continuing work.

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