

GO FORTH

**A REVIEW OF THE STRATEGIC, CONSULTATIVE AND
ADMINISTRATIVE STRUCTURES OF THE
DIOCESE OF SANDHURST**

by

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Go forth

Go, therefore, make disciples of all the nations; baptise them in the name of the Father and of the Son and of the Holy Spirit, and teach them to observe all the commands I gave you. And know that I am with you always; yes, to the end of time. (Matthew 28:19-20).

Executive Summary

Most Reverend Shane Mackinlay DD was ordained as the eighth Bishop of the Diocese of Sandhurst in October 2019. On 28 May 2020 Bishop Mackinlay commissioned this review of the current and potential structures of the Diocese for strategic and consultative decision making and the provision of administrative structures to advise and support him in planning for the future of the Diocese.

The review has been undertaken during the course of Covid 19, the worldwide pandemic which has impacted communities and institutions across the world. In the State of Victoria and the Diocese of Sandhurst restrictions to prevent the spread of Covid have included the suspension of Masses for the faithful, restrictions on movement, public gatherings and meetings and the closure of workplaces. When it became necessary to suspend the review because of the spread of Covid across Victoria the Terms of Reference for the review were amended in September 2020 to require the provision of a final report by 18 December 2020.

When the review was initially commissioned the methodology envisaged a survey and targeted consultations in meetings with clergy and laypeople from the 3 regions of the Diocese. Because of the restrictions imposed by Covid to prevent the spread of infections all meetings took place in October using Zoom.

During the period of the review three important developments of strategic significance occurred:

- In August 2020 the Australian Catholic Bishops Conference and Catholic Religious Australia released ‘The Light from the Southern Cross’ a report on the governance and management of dioceses and parishes in the Catholic Church in Australia;
- In September 2020 Catholic Education Sandhurst Limited was incorporated to assume the ownership and operation of fifty-two Catholic schools, the further schools to be established and absorb the operation of Catholic Education Office Sandhurst; and
- In October 2020 Bishop Mackinlay together with the Archbishop of Melbourne, the Bishop of Ballarat and the Bishop Elect of Sale announced the creation of CatholicCare Victoria, bringing together the services currently offered by CatholicCare Sandhurst, CatholicCare Melbourne/Gippsland and Centacare Ballarat.

While these announcements did not directly impact the review they do individually and collectively constitute significant strategic and governance outcomes for the Diocese. They reflect the encouragement given by Pope Francis in *Evangelii Gaudium* to make our structures “more mission-oriented, to make ordinary pastoral activity on every level more inclusive and open, to inspire in pastoral workers a constant desire to go forth and in this way to elicit a positive response from all those whom Jesus summons to friendship with himself.”¹

While there is much uncertainty about what lies ahead for the Catholic Church and the Diocese what is certain for all who minister, work and gather in community in the Church universal and local is that we

¹ EG para 27

must as Pope Francis asks of us in *Evangelii Gaudium* “go forth” as “a community of missionary disciples who take the first step, who are involved and supportive, who bear fruit and rejoice.”²

In undertaking this review and for those considering this report and its recommendations the call of Pope Francis is “to be bold and creative in this task of rethinking the goals, structures, style and methods of evangelisationnot walk alone, but to rely on each other as brothers and sisters.....in a wise and realistic pastoral discernment.”³

This report encourages the Bishop and those in the Diocese who work with and support the Bishop to see the benefits of co-responsibility and collaboration (cf. 1 Cor 12: 1-11) and to view the changes proposed to the consultative and administrative structures as enhancing and supporting the mission and life of the Diocese.

Summary - Key Conclusions

- There is an opportunity to review and discern whether the current vision statement of the diocese as it appears on the diocesan website captures the vision of the Diocese for the future.
- The leadership by Pope Francis of the Universal Church and Bishop Mackinlay of the particular Church which is the Diocese of Sandhurst at this time is a “Kairos moment” which provides an opportunity for “fostering a dynamic, open and missionary communion” and “structures where there is life” and “forms of pastoral dialogue out of a desire to listen to everyone” with “the missionary aspiration of reaching everyone.”
- There is a strong desire expressed from those who engaged with the review for the establishment of a Diocesan Pastoral Council which is representative of the diversity of people of the diocese and includes the range of skills and experience required for it to undertake its role.
- An important early responsibility of the Diocesan Pastoral Council is the development through a process of consultation and discernment of a diocesan pastoral plan and an action plan for its implementation.
- The principles of ecclesial governance enunciated in *The Light from the Southern Cross* namely subsidiarity, stewardship, synodality, dialogue, reflection and discernment and leadership together with the principles for good civil governance of integrity, accountability and transparency, risk management, ethics and culture, consultation, inclusiveness and participation and relationships are foundations for the consultative structures to operate in the Diocese.
- The Diocese needs to embrace being in a state of mission (cf. Matthew 28: 19-20) with structures that are mission focused, where administration supports mission.
- The structures for strategic and pastoral planning while separate are to operate collaboratively and in communion with one another in support of the mission.
- In order to support the missionary focus and aspiration of the diocese there is a need to establish a new role of Director of Mission and Pastoral Life with the Director to have responsibility for coordinating the activities of the Diocesan Mission and Pastoral Council, the parish visitation program, the engagement with the Plenary Council and the existing roles of Adult Faith Formation, Youth and Communications.
- In recognising the findings and recommendations of the Royal Commission, *The Light from the Southern Cross* and the CSS and NCSS ensuring the effective functioning in the Diocese of the

² EG para 24

³ EG para 33

Professional Standards and Safeguarding Committee to be renamed the Safeguarding Committee and that the role of Child Safety Officer to be named Safeguarding Co-ordinator support the Committee while reporting directly to the Bishop in relation to his responsibilities as Head of Entity under the Reportable Conduct Scheme.

- With the reorientation to a mission focus it is timely to review the responsibilities and Position Description of the Business Manager and those who work in administration in the diocese so that they are aligned with the mission focus.
- A reconfiguration of the chancery is recommended so that those in closest proximity to the Bishop are his executive assistant and those with mission focussed roles namely the Vicar General and Director of Mission and Pastoral Life.

Summary - Key Recommendations

- That a Diocesan Pastoral Council to be named the Sandhurst Mission and Pastoral Council representative of the diversity of people of the diocese be established.
- That the Sandhurst Mission and Pastoral Council lead a process of consultation and discernment to see whether the current vision statement reflects the aspiration of the diocese for itself.
- That a new role of Director of Mission and Pastoral Life reporting to the Bishop be created.
- That the Council of Priests be constituted by all of the priests of the Diocese holding a current appointment meeting in assembly.
- That the governance principles identified in Light from the Southern Cross be adopted as the principles to ensure good governance in the diocese.
- That the College of Consultors have laity attend as advisors and participants and the Council of Priests as required by the occasion or the issue to be considered.

Acknowledgements

The Reviewer wishes to acknowledge the valuable assistance offered to the Review by:

- Cathy Jenkins from Catholic Education Office Sandhurst who with great skill and warmth facilitated the meetings with Clergy, Pastoral Associates and Pastoral Workers.
- Katrina Strong who as Executive Assistant to the Bishop attended to numerous requests for lists and contact details and arranged the meetings with clergy and other participants in the review.
- All those who responded to the survey, attended meetings and shared their hopes and aspirations for the Diocese.

List of Acronyms & Abbreviations

ACBC	Australian Catholic Bishops Conference
CCC	Catechism of the Catholic Church
CCV	CatholicCare Victoria Limited
CCYP	Commission for Children and Young People
CES	Catholic Education Sandhurst Limited
CEOS	Catholic Education Office Sandhurst
CIC	1983 Code of Canon Law for the Latin Church
COP	Council of Priests
Consultors	College of Consultors
CRA	Catholic Religious Australia
CSS	Victorian Child Safe Standards
DDF	Diocesan Development Fund
DFA	Business Manager / Diocesan Financial Administrator
DOS	Diocese of Sandhurst
DPC	Diocesan Pastoral Council
DPMB	Directory on the Pastoral Ministry of Bishops
EG	Evangelii Gaudium – Apostolic Exhortation of Pope Francis on the Proclamation of the Gospel in Today’s World 2013
NCSS	National Catholic Safeguarding Standards
RCTC	Roman Catholic Trusts Corporation for the Diocese of Sandhurst
Royal Commission	Royal Commission into Institutional Responses to Child Sexual Abuse
TOR	Terms of Reference for the review

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1. Introduction

In May 2020, Most Reverend Shane Mackinlay DD, Bishop of Sandhurst commissioned this review of the strategic, consultative and administrative structures of the Diocese of Sandhurst.

The review was announced seven months after Bishop Mackinlay became the eighth bishop of the Diocese.

At the time of the commissioning and announcement of the review the following consultative structures were operating:

- College of Consultors
- Diocesan Finance Council.

Consultative structures required or recognised by the 1983 Code of Canon Law not operating during the review were:

- Council of Priests (required but not yet re-established)
- Diocesan Pastoral Council.

The review has been undertaken during the course of Covid 19 the worldwide pandemic which has impacted communities and institutions across the world. In the State of Victoria and the Diocese of Sandhurst restrictions to prevent the spread of Covid have included the suspension of Masses for the faithful, restrictions on movement, public gatherings and meetings and the closure of workplaces. When it became necessary to suspend the review because of the spread of Covid across Victoria the Terms of Reference for the review were amended in September 2020 to require the provision of a final report by 18 December 2020.

The review has been conducted in accordance with the TOR using the following methodology:

- A questionnaire sent to clergy, pastoral associates, pastoral workers, heads of diocesan agencies, senior staff and members of existing consultative bodies;
- Consultations with clergy, pastoral associates, pastoral workers, heads of diocesan agencies, senior staff and members of existing consultative bodies;
- Review of relevant recommendations from Light from the Southern Cross: Promoting Co-Responsible Governance in the Catholic Church in Australia, the report and recommendations to the Australian Catholic Bishops Conference and Catholic Religious Australia released on 15 August 2020 on the governance and management of dioceses and parishes in Australia;
- Obtaining Canon Law Advice to ensure that the review methodology and recommendations accord with the requirements of Canon Law.

I am now pleased to provide this report with my recommendations.

2. Terms of Reference for the Review

The review is of the current and potential structures of the Diocese for strategic and consultative decision making and the administrative structure of the Diocese to advise and support the Bishop in planning for the future of the Diocese.

The review is structural and explores what will best suit the present and future ministry, pastoral, organisational and administrative needs of the Bishop and the Diocese and allow the Diocese to embed contemporary standards of good governance, respecting the authority and responsibilities of the Bishop observing the requirements of the Code of Canon Law. It is not a performance review of current or previous bodies or their members, nor of individual staff who support these bodies.

The scope of the review included the following:

- Curia (not currently co-ordinated in a formal way)
- Council of Priests (required but not yet re-established)
- College of Consultors (operating)
- Diocesan Finance Council (operating)
- Diocesan Pastoral Council
- Parish Visitation by the Bishop
- Chancery responsibilities, positions and structures
- Staffing of the Bishop's Office

The principal focus of the review is the best structure and processes to enable the Bishop and the Diocese to deliver their mission in the future.

The Terms of Reference require the review to:

1. Assess the effectiveness of the structure and processes of each of the current consultative bodies;
2. Identify principles, structures, practices and processes to achieve best practice in diocesan governance that will enable the Bishop and the Diocese to operate in a strategic and collaborative way, drawing on the best possible advice of lay people and clergy for the delivery of the Church's mission; and
3. Recommend any changes that would ensure the administrative structures of the Diocese are effective and appropriate to support the proposed consultative and strategic structures and processes.

The methodology for the review comprised:

1. A questionnaire sent to clergy, pastoral associates, pastoral workers, heads of diocesan agencies, senior staff and members of existing consultative bodies;
2. Consultations with clergy, pastoral associates, pastoral workers, heads of diocesan agencies, senior staff and members of existing consultative bodies;
3. Review of relevant recommendations from Light from the Southern Cross: Promoting Co-Responsible Governance in the Catholic Church in Australia, the report and recommendations to the Australian Catholic Bishops Conference and Catholic Religious Australia released on 15 August 2020 on the governance and management of dioceses and parishes in Australia;
4. Obtaining Canon Law Advice to ensure that the review methodology and recommendations accord with the requirements of Canon Law;

5. This report.

The review engaged with a significant proportion of the clergy, members of consultative bodies and those in positions of leadership in the Diocese which is summarised in **Table 1**.

Cohort	Survey Response and meeting attendance	Survey Response Only	Meeting Only	Total
Priests	13	1	19	33
Deacons and Seminarians	2		2	4
Pastoral Associates & Pastoral Workers	4	5	4	13
Agency Leaders	5	1		6
DFC Members (Lay)	2		1	3
TOTAL	26	7	26	59

3. Context of the Review

There are many forces and influences impacting the Catholic Church at all levels of society both in Australia and internationally.

Pope Francis

At a universal level Pope Francis through his teaching, writing and witness is calling all to missionary conversion and communion (Mark 1:15; Acts 2:42-47) and the rethinking of goals, structures, styles and methods of evangelisation in their respective communities.

Royal Commission

Both internationally and nationally the Church has been called to account for the scourge of sexual abuse of children and vulnerable persons. In Australia the Royal Commission heard about and highlighted many and major failures of Church leadership and governance. In response to recommendations of the Royal Commission the Catholic Church in Australia is currently in the process of implementing recommendations of the Royal Commission.

The Commissioners said:

“In accordance with contemporary standards of good governance, we encourage the Catholic Church in Australia to explore and develop ways in which its structures and practices of governance may be made more accountable, more transparent, more meaningfully consultative and more participatory, including at the diocesan and parish level.”⁴

⁴ Royal Commission Volume 16, Book 2, 682

Recommendation 16.7 of the Royal Commission recommends:

“The Australian Catholic Bishops Conference should conduct a national review of the governance and management structures of dioceses and parishes, including in relation to issues of transparency, accountability, consultation and the participation of lay men and women. This review should draw from the approaches to governance of Catholic health, community services and education agencies.”⁵ (Volume 16, Book 2. 682).

In response to Recommendation 16.7 the ACBC and CRA commissioned a review of diocesan and parish governance and management in Australia by the Implementation Advisory Group.

The Light from the Southern Cross

The Light from the Southern Cross: Promoting Co-Responsible Governance in the Catholic Church in Australia is the report presented to the ACBC and CRA which includes 86 recommendations. The Bishops considered the report and the recommendations at the meeting of the ACBC in November 2020. At the time of this report the outcome of that consideration is not known by the reviewer.

Plenary Council

After seeking and receiving the approval of Pope Francis the Australian Catholic Bishops are conducting a Plenary Council in 2021 and 2022 at which decisions will be made about the future of the Catholic Church in Australia. The process for the Plenary Council comprises the following three phases:

- Listening and dialogue phase (completed)
- Assembly phase to occur across two meetings in 2021 and 2022
- Implementation phase

DOS has contributed to the listening and dialogue process with 305 submissions on behalf of 4082 individuals in 102 groups and 203 individuals.

The total number of respondents from DOS of 4,285 is indicative of the level of interest in the Church and the Plenary Council.

Covid

The review has been undertaken during the course of Covid 19 the worldwide pandemic which has impacted communities and institutions across the world. In the State of Victoria and the Diocese of Sandhurst restrictions to prevent the spread of Covid have included the suspension of Masses for the faithful, restrictions on movement, public gatherings and meetings and the closure of workplaces. When it became necessary to suspend the review because of the spread of Covid across Victoria the Terms of Reference for the review were amended in September 2020 to require the provision of an interim report by 10 November 2020 and a final report by 18 December 2020.

Demographic Changes

Some key statistics set out in Table 2 demonstrate changes which are occurring in DOS.

These are drawn from the Diocesan Social Profile for the Diocese prepared by the National Centre for Pastoral Research of the ACBC derived based on the 2016 Australian Census.

⁵ Royal Commission Volume 16, Book 2, 682

Table 2

	1996	2006	2016
Catholic Population	86,038	90,199	90,189
Catholics aged 0-14(%)	25.9	22.4	20.2
Catholics aged 65+ (%)	11.1	14.5	19.0
Parishes	41	40	40
Diocesan Priests	62	49	50
Religious Priests	7	1	3
Permanent Deacons	0	0	1
Religious Sisters	106		29

The most striking if not surprising of these figures between 1996 and 2016 are the following:

- The decrease of Catholics aged 0-14 from 1 in 4 in 1996 to 1 in 5 in 2016
- The increase of Catholics aged 65+ from just above 1 in 10 in 1996 to 1 in 5 in 2016
- The decline of priests from 69 to 53
- The decline of religious women from 106 to 29.

Importantly the review does not have and the figures do not reveal or predict the number attending Sunday Mass regularly pre Covid and how many will return when Covid restrictions on gathering are lifted. This will need to be carefully monitored and the impact assessed for future pastoral planning.

Within the clergy of the Diocese of the 50 Diocesan priests approx. 15 are retired although some continue in supply ministry meaning that approx. 35 are engaged in active ministry supporting the 40 parishes of the Diocese.

This and other data sets available to the Diocese will be important information for the Diocese and its consultative structures in organising itself to carry out its mission.

4. Mission and Vision

The Diocesan Social Profile highlights that pastoral planning is built upon a diocese’s knowledge in three areas:

- Knowing its vision – its aspiration for itself
- Knowing what sort of people make up the Catholic community and the general community; and
- Knowing the resources (strengths, gifts and circumstances) available to the diocese to realise its vision.

The diocesan website records the vision of the diocese in the following terms:

Our diocese's vision is 'that every person's heart be inflamed by the love of God'.

We welcome all who would like to join our communities or be guided by the principles and teachings of Christ.

The review was informed that this statement of vision was adopted under the leadership of Bishop Joseph Grech as part of the Sandhurst Diocese Pastoral Plan, developed in consultation with the then Sandhurst Diocese Pastoral Council in the years leading up to 2005.

While the vision features prominently on the home page of the diocesan website its existence was not well known to many interviewed during the course of the review.

It is timely if the recommendation for the establishment of a Diocesan Pastoral Council is accepted that an early responsibility of the Council be a review through consultation and discernment of the vision statement to see whether it reflects for the third decade and beyond of the 21st century the aspiration of the diocese for itself.

Recommendation

That through consultation and discernment a review be undertaken to be led by the DPC of the vision statement of the Diocese to see whether it continues to reflect the aspiration of the diocese for itself.

5. Consultative Bodies

At the time of the commissioning and announcement of the review the following consultative structures were operating:

- College of Consultors
- Diocesan Finance Council.

Consultative structures required or recognised by the 1983 Code of Canon Law not operating during the review were:

- Council of Priests (required but not yet re-established)
- Diocesan Pastoral Council.

There are opportunities to foster enhanced collaboration and alignment of the consultative bodies to advance the pastoral priorities and strategic planning and direction of the diocese consistent with the Bishop's strategic direction, vision and mission for the diocese.

5.1. College of Consultors

CIC requires that there be a College of Consultors comprising at least 6 and no more than 12 members of the COP appointed for a 5 year term.⁶ The Bishop presides over the College.⁷

The Consultors have the functions determined by law which include defined functions when the see is vacant.

Due to its smaller numbers it is able to give advice to the Bishop on matters of governance that are especially important.

⁶ CIC 502 #1

⁷ CIC 502 #2

Functions of the Consultors which are relevant to the TOR for this review include:

- To be consulted by the Bishop on the appointment or removal of the diocesan financial administrator;⁸
- To be consulted by the Bishop in regards to acts of administration of major importance;⁹
- To give consent to acts of extraordinary administration;¹⁰
- To give consent to the alienation of patrimony above a value approved by the ACBC.

The Royal Commission was critical of the governance structure of the College of Consultors with its final report stating:

The bishop was autonomous and he alone was the decision maker about his priests. However we found that the structure was hierarchical and did not encourage priests to challenge or otherwise influence the actions taken by the bishop. Even if the structure had done so, other priests in the parish [sic], including consultors and vicars general, were part of the same culture as the bishop.¹¹

While the CIC restricts membership of the Consultors to ordained priests it does not prevent lay people being invited to attend as participants and advisors. The Light From the Southern Cross notes that two lay women attend meetings of the Consultors in the Archdiocese of Brisbane by invitation.

As the Consultors can be called on to consider and advise the Bishop on health and other sensitive matters relating to clergy those lay persons invited to attend should be considered having regard to their ability and willingness to maintain the confidentiality of matters discussed at meetings.

Persons who could be considered to attend meetings of the Consultors are members drawn from or nominees of the DPC.

The practice introduced by Bishop Mackinlay of issuing a digest of matters discussed following meetings of the Consultors to clergy and staff has been warmly welcomed and should continue reflecting principles of transparency and accountability.

Recommendations

That not less than two and not more than four lay persons appointed by the Bishop attend meetings of the College of Consultors as advisors and participants with a right to participate in discussions.

That consistent with the current practice meetings of the Consultors are to be conducted with a formal agenda with Minutes issued to attendees after each meeting.

That a digest summarising the matters discussed at meetings of the Consultors continue to be sent following each meeting to all clergy, diocesan staff, pastoral associates and workers and members of the DFC and DPC.

⁸ CIC 494

⁹ CIC 1277

¹⁰ CIC 1277

¹¹ Royal Commission Final Report Volume 16(2), 137. The reference to the parish should be to the diocese.

5.2 Council of Priests

The CIC requires that there be a COP in each diocese that represents the priests of the Diocese to assist the Bishop in the governance of the Diocese.¹²

The COP is required to be constituted within 1 year of the Bishop taking possession of the Diocese.

About 50% of the COP is elected by the priests of the Diocese with the remainder ex officio members or appointed by the Bishop.¹³

It is recognised where the number of priests is small that an assembly of priests can take the place of the COP.¹⁴

Functions of the COP which are relevant to this review are:

- Determination of the members of the stable group of parish priests to be consulted in the removal of parish priests;¹⁵
- Erection, suppression and substantial modification of parishes;¹⁶
- Regulations concerning the use of offerings made by the faithful on the occasion of parish functions and the remuneration for clergy performing those functions;¹⁷
- Establishment of parish pastoral councils;¹⁸
- Establishment of new churches;¹⁹
- Changing the sacred nature of a church;²⁰
- Levying of taxes.²¹

The statutes under which the COP operate can also provide for other matters in respect of which the Bishop is required to consult the COP.

From the survey responses and in the meetings with priests and lay people there is support for a review of the membership and operation of the COP. For some there has been a sense that the COP was “closed” to some clergy.

There is also a call from some priests for the Bishop to meet with all the priests of the Diocese at least twice annually and that lay people attend as participants and advisors.

Aware of the number of priests holding appointment in active ministry, consideration can be given to constituting all the priests of the Diocese holding an appointment as the Council of Priests to meet not less than twice and not more than four times annually.

¹² CIC 495 #1

¹³ CIC 497

¹⁴ DPMP n. 182

¹⁵ CIC 1742

¹⁶ CIC 515 #2

¹⁷ CIC 531

¹⁸ CIC 536 #1

¹⁹ CIC 1215 #2

²⁰ CIC 1222 #2

²¹ CIC 1263

While Canon Law restricts membership of the COP to ordained priests it does not prevent lay people being invited to attend as participants and advisors as required by the occasion or the issue to be considered.

As the COP can be called onto consider and advise the Bishop on health and other sensitive matters relating to clergy those lay persons invited to attend should be considered having regard to their ability and willingness to maintain the confidentiality of matters discussed at meetings.

All meetings of the COP are to be conducted with a formal agenda with Minutes issued to attendees after each meeting and a digest summarising the matters discussed sent to all clergy, diocesan staff, pastoral associates and workers and members of the DFC and DPC.

Recommendations

That the COP be constituted by all the priests of the Diocese holding a current appointment.

That the COP meet in assembly not less than twice and not more than four times annually.

That not less than four weeks prior to a meeting of the COP priests be invited to submit agenda items for consideration at the next scheduled meeting.

That lay persons with appropriate expertise and experience be invited to attend meetings of the COP as advisors and participants as required by the occasion or the issue to be considered.

That retired priests be invited to attend if required by the issues to be considered.

That meetings of the COP are to be conducted with a formal agenda with Minutes issued to attendees after each meeting.

That a digest summarising the matters discussed at meetings of the COP be sent following each meeting to all clergy, diocesan staff, pastoral associates and workers and members of the DFC and DPC.

5.3 Diocesan Pastoral Council

There is a strong desire expressed from those who engaged with the review for the establishment of a Diocesan Pastoral Council which is representative of the diversity of people of the Diocese and includes the range of skills and experience required for it to undertake its role (1 Cor 12: 12-30).

CIC does not mandate but leaves it to the Bishop evaluating the pastoral circumstances to decide whether to establish a pastoral council.²²

The Second Vatican Council recommended that:

“In dioceses, as far as possible, councils should be set up to assist the Church’s apostolic work, whether in the field of evangelisation and sanctification or in the fields of charity, social relations, and the rest; the clergy and religious working with the laity in whatever way proves satisfactory.”²³

St Paul VI has stated:

“it is the function of the pastoral council to investigate everything pertaining to pastoral activities to weigh them carefully and to set forth practical conclusions concerning them so as to promote conformity of the life and actions of the People of God with the Gospel.”

²² CIC 511

²³ Apostolate of the Laity, n.26

Pope Francis speaks that the purpose of a pastoral council “should not be ecclesiastical organisation but rather the missionary aspiration of reaching everyone”.

A DPC is able to receive and provide information and advice on pastoral matters in relationship and collaboration with:

- Parishes and their Parish Pastoral Councils
- Deaneries
- COP
- Consultors
- DFC
- Chancery
- Diocesan agencies
- Pastoral Planning Office

As an instrument of relationship and collaboration the opportunity exists for a DPC to support the Bishop allowing him “to operate in a strategic and collaborative way, drawing on the best possible advice of lay people and clergy for delivery of the Church’s mission.”²⁴

The members of a DPC are to be Christ’s faithful outstanding in firm faith, high moral standards and prudence elected in such a way that the Council truly reflects the entire portion of the people of God which constitutes the Diocese, taking account of the different regions of the Diocese, of social conditions and professions, and the part played in the apostolate by the members, whether individually or in association with others.²⁵

A DPC can have the following responsibilities and such others as are identified by the Bishop:

- Discern the vision and mission of the Diocese;
- Discern matters concerning the mission and pastoral life of the Diocese particularly with concern to parishes;
- Discern, develop and make recommendations to the Bishop on a mission and pastoral plan for the Diocese in relationship and collaboration with the other consultative bodies and parishes of the Diocese;
- Collaborate with other bodies in the implementation of the pastoral plan;
- Collaborate with other bodies in an annual review of the mission and pastoral plan and recommend any necessary revisions to the Bishop.

Recommendations

That the Bishop establish a DPC in the Diocese to be known as the Sandhurst Mission and Pastoral Council.

That the DPC be established with Statutes issued by the Bishop setting out its role, responsibilities, membership and method of operation.

²⁴ TOR

²⁵ CIC 512

That the DPC comprise 16 members with the Bishop as President, Vicar General (ex officio) three lay members and one clergy from each of the three regions, and up to two members selected by the Bishop ex officio all (excluding the Bishop) appointed for a term of 3 years.

That an executive of the DPC be constituted to carry forward the business of the DPC between meetings comprising the Bishop, Chairperson, and Director of the Office of Mission and Pastoral Life who is to be the Executive Officer.

That in order to facilitate continuity approximately half of the initial DPC members continue for a second term.

That each member is a representative of the Diocese and not of the parish, deanery, region, or agency from which they come.

That members of Christ's faithful are to be invited to provide an expression of interest for appointment to the DPC and selected so that the DPC truly reflects the diversity of the entire portion of the people of the Diocese.

That four meetings of the DPC are to be conducted annually with a formal agenda with Minutes issued to attendees after each meeting.

That a digest summarising the matters discussed at meetings of the DPC be sent following each meeting to all clergy, diocesan staff, pastoral associates and workers and members of the DFC.

That consistent with the principles of accountability and transparency an annual report be issued to the Diocese setting out the work of the DPC during the preceding 12 months.

5.4 Diocesan Finance Council

As mandated by CIC the Diocese has a DFC which comprises the Bishop, Chancellor, DFA and three lay members.

One of the lay members has been on the DFC since its establishment prior to Bishop Grech, another for 9 years and the third for 2 years. This gives rise to the need to undertake succession planning and the identification of potential new members.

The lay members of the DFC who engaged with the review were very complimentary of the quality of the meeting papers and reports provided by the DFA and his engagement with the DFC.

The DFC's role is to assist the Bishop in the role of steward and administrator of the temporal goods of the Diocese and ensure that the stewardship and administration is in keeping with the gospel, teaching of the Church and the requirements of Canon Law.

The functions of the DFC which are established in Book V of CIC on 'The Temporal Goods of the Church' also include:

- Preparation each year of a budget of income and expenditure over the coming year for the governance of the "whole diocese" in accordance with the direction of the Bishop;²⁶
- Present annually to the Bishop a statement of diocesan income and expenditure;²⁷
- Advise the Bishop on the appointment or removal of the DFA.²⁸

²⁶ CIC 493

²⁷ CIC 493

²⁸ CIC 494

The general consensus is that the reference to “the governance of the whole diocese” in CIC 493 is a reference to the juridic person of the Diocese rather than for all juridic persons in the Diocese.

The DFC meets six times annually with a focus on the financial affairs of the Diocese. The Bishop as Chair of the DFC chairs its meetings. It has not been involved in pastoral initiatives or in reviewing the financial position of parishes.

The DFC’s role has not included a review or approval of the budget for diocesan agencies or a review of their expenditure.

The DFC has not undertaken, directed or been involved in strategic planning initiatives in the Diocese with any such work undertaken by the Business Manager.

In order to assist the Bishop in the role of steward and administrator it is appropriate and recommended that the leaders of major diocesan agencies such as CES and the DDF meet at least once annually with the DFC to present their budget for review for the coming year and account for their income and expenditure for the immediately preceding year.

In order to ensure that initiatives to be proposed by the DPC are within the funding capacity of the Diocese and so that collaboration between the DPC and DFC in support of the mission of the Diocese is maximised it is recommended that one member of the DPC be considered for appointment as an ex-officio member of the DFC and that members of the DFC receive minutes of the meetings of the DPC.

Ideally and as recommended in *The Light From the Southern Cross* if there is a suitable layperson, the Chair of the DFC should be an independent layperson with the Bishop presiding and participating at meetings of the DFC.²⁹

The DFA who prepares reports for the DFC should attend in an ex officio capacity as a non-voting member.³⁰

The skills and experience of DFC members means that they are well placed to support the Bishop in the development of key performance indicators for the DFA and assisting with an annual performance review. Implementation of a robust process benefits the Bishop, the DFA and the Diocese.

Consistent with the principles of transparency and accountability publication continue of an annual report to the Diocese setting out the diocesan income and expenditure.

Recommendations

That an evaluation be undertaken of the skills and competencies required for the DFC to ensure that all required skills and competencies are represented on the DFC.

That succession planning be undertaken to identify suitable persons for appointment to the DFC as additions to or to replace any current members who retire from the DFC.

That the DFC meet at least once annually with the Chairs and CEO of CES and DDF to consider their budget for the coming year and receive their accounting for income and expenditure for the preceding year.

That if there is a suitable independent layperson, the Chair of the DFC should be an independent layperson with the Bishop presiding and participating at DFC meetings.

²⁹ *The Light from the Southern Cross* recommendation 58 at page 110.

³⁰ *Ibid*, Section 6.11.9, pages 108-109.

That one member of the DPC be considered by the Bishop for appointment as an ex-officio member of the DFC and that the DFC receive minutes of meetings of the DPC to increase collaboration between the two consultative bodies.

That the DFA attend DFC meetings in an ex officio capacity as a non- voting member.

That the DFC assist the Bishop in the development of key performance indicators for the DFA and assisting with an annual performance review.

That consistent with the principles of accountability and transparency publication continue of an annual report to the Diocese setting out the diocesan income and expenditure.

5.5 Safeguarding Committee

The experience of the Royal Commission emphasises the importance of strong and effective governance in safeguarding and the prevention of abuse as well as responding to allegations and complaints of abuse. This is recognised in both the CSS as well as the NCSS.

It is a requirement of the NCSS that Church Authorities form a Safeguarding Committee to advise and support them on all matters relating to safeguarding, including the development of a Safeguarding Implementation Plan and co-ordination of annual self-audits at a local level.

The Diocese has an existing Professional Standards Committee and a Child Safety Officer. It is proposed to change the name of the committee to the Safeguarding Committee and the officer to Safeguarding Co-Ordinator.

The Safeguarding Committee should be comprised of members with relevant and varied professional expertise in different fields such as safeguarding, child protection, organisational culture and governance, education, risk management and policy development. The Safeguarding Committee should include lay men and women and be chaired by either the Vicar General or a layperson with suitable experience.

The Safeguarding Committee should be entrusted with delegated authority to develop, oversee and monitor policies, procedures and practices which safeguard children engaging with the Diocese and to ensure safeguarding functions are embedded in the governance structures and practices of the Diocese.

The Safeguarding Co-Ordinator is to ensure that the policies and procedures approved by the Safeguarding Committee are communicated to relevant staff members, including clergy, religious, paid and volunteer staff. The Safeguarding Co-Ordinator is also to provide or co-ordinate training and education, both induction and ongoing professional development, to staff members, clergy, religious and volunteers.³¹

Recommendations

That the Professional Standards and Child Safety Committee change its name to the Safeguarding Committee with its role to advise and support the Bishop and the Diocese on all matters relating to safeguarding including the development of policies, procedures and practices which safeguard children in the Diocese and ensure that safeguarding functions are embedded in the governance structures and practices of the Diocese.

³¹ See also section 7.7 of the report

That the Safeguarding Committee have members with relevant and varied professional expertise in different fields such as safeguarding, child protection, organisational culture and governance, education, risk management and policy development.

That the Safeguarding Co-Ordinator is to be responsible for ensuring that the policies and procedures approved by the Safeguarding Committee are communicated to relevant staff members, including clergy, religious, paid and volunteer staff. The Safeguarding Co-Ordinator is also to provide or co-ordinate training and education, both induction and ongoing professional development, to staff members, clergy, religious and volunteers.

6. Governance Principles

The ACBC and CRA jointly released *The Light from the Southern Cross: Promoting Co-Responsible Governance in the Catholic Church in Australia* in August 2020.

Chapter 5 of the report identifies ecclesial and civil principles for culture and good governance in entities of the Catholic Church in Australia and notes the need to balance the ecclesial and the civil in improving governance practice through the implementation of universal standards of good governance through a Gospel lens.³²

Modern expectations of good governance within the Church and broader society requires that diocesan structures and governance are more accountable, transparent, consultative and participatory.

It highlights that leadership in good governance is likely to enhance the credibility of voices lifted in the Church's prophetic role and that formation in leadership at all levels is an essential component of a good governance system.

The report lists the following ecclesial governance principles of the Catholic Church:

- Subsidiarity
- Stewardship
- Synodality
- Dialogue
- Reflection and discernment
- Leadership.

The report also lists the following widely known and accepted good civil governance principles:

- Accountability and transparency
- Risk management
- Ethics and culture
- Consultation
- Inclusiveness and participation
- Relationships.

³² *The Light from the Southern Cross*, Chapter 5.1 page 38

The acceptance and implementation of these principles across existing and proposed structures will require induction and the formation of members and participants.

Recommendations

That the Bishop, governance and the consultative structures and agencies of the Diocese implement the ecclesial and civil governance principles set out in Chapter 5 of *The Light from the Southern Cross: Promoting Co-Responsible Governance in the Catholic Church in Australia*.

That leadership formation which has regard to relevant ecclesial and civil governance principles be available for all leaders and members of the governance and consultative structures to support best practice in governance.

That programs and opportunities be provided in Catholic social teaching and pastoral planning for all those in leadership, management, governance and consultative roles in the Diocese.

7. Administration

The Bishop is assisted in the discharge of his governance responsibilities by particular persons who provide assistance in the key areas of pastoral action, the administration of the Diocese and the exercise of judicial authority.

Within the Diocese the following persons within the Curia assist the Bishop:

- Vicar General
- Chancellor
- Episcopal Vicar for Education
- Business Manager

While members of the Curia in normal times have offices located in and work from the Chancery this has not been possible during Covid.

7.1 Vicar General

The Vicar General, Father Joe Taylor is also the Parish Priest of Shepparton, one of the largest parishes in the Diocese. His role as Vicar General requires 3-4 hours each week.

The Vicar General has the same executive power as the diocesan bishop³³ and is the preeminent official of the diocesan curia.³⁴

Father Taylor has been able to attend to his responsibilities as Vicar General from Shepparton and describes his focus as pastoral and not administrative with Father Brian Boyle responsible for clergy life and in-servicing.

By virtue of his office and role in assisting the Bishop in the governance of the Diocese the Vicar General can be an important source of advice and counsel to the Bishop.

Having regard to the seniority, significance and commensurate with the demands of the role, the Vicar General should have a dedicated office and administrative support available to him within the Chancery.

³³ CIC 479 #1

³⁴ DPMB, n.178

It is otherwise beyond the scope of this review to undertake a detailed review of the role and responsibilities of the Vicar General other than noting that how the role is filled in practice depends on the leadership style and approach of the Bishop and the authority delegated to the Vicar General.

7.2 Chancellor

The Chancellor, Very Rev. Anthony Shallue is also the Administrator of the Cathedral, a Consultor and a member of the DFC.

It was noted during the review that while the responsibilities of Chancellor are to ensure the security of the archives and that the acts of the curia are drawn up and dispatched and are kept safe in the archive of the curia that the Chancellor does not have an office available to him at the Chancery.

It is also noted that in some dioceses a layperson is appointed as Chancellor to remove the demands on the clergy of the Diocese.

While the Chancellor has a number of formal functions linked to the appointment of bishops those functions of an administrative character such as the archives, authentication of documents and recording of the acts of the curia can be transferred to staff such as the Archivist or Bishop's Executive Assistant.

7.3 Episcopal Vicar

Very Rev. Dr Brian Boyle is the Episcopal Vicar for Education, a Consultor and Director of Clergy Life and Ministry.

Father Boyle is also a director of the recently established Catholic Education Sandhurst Limited.

As the Co-ordinator of Pastoral Initiatives and Youth Ministry, Father Boyle has the Director of Adult Faith Formation, the Senior Youth Ministry Worker and the Child Safety Officer reporting to him.

The workload and responsibility of Father Boyle is significant and this review provides an opportunity to consider some restructure and realignment of his roles and responsibilities linked to recommendations contained in this report for the establishment of the Sandhurst Mission and Pastoral Council and the creation of a new position reporting directly to the Bishop to be known as the Director of Mission and Pastoral Life.³⁵

The review also recommends that the title for the current position of Child Safety Officer change to that of Safeguarding Co-Ordinator and the role provide advice on policy development and implementation to the Safeguarding Committee³⁶ and to the Bishop in relation to his reporting obligations under the Reportable Conduct Scheme.³⁷

Under these new arrangements Father Boyle will continue with the following diocesan responsibilities:

- Episcopal Vicar for Education
- Director of CES
- Consultor
- Director of Clergy Life and Ministry

³⁵ See section 7.5 of the report

³⁶ See section 5.5 of the report

³⁷ See section 7.7 of the report

7.4 Business Manager

Mr Cameron Fraser is the DFA of the Diocese and in this role fulfils the responsibilities of the Diocesan Financial Administrator required by CIC 494.

As Business Manager, Mr Fraser also undertakes the following roles:

- Trustee of the RCTC
- Member of the DFC
- Director Aspire Foundation and member of the Audit and Risk Committee
- Member of CatholicCare Sandhurst Advisory Board and Chair of the Finance Sub-Committee
- Member of Diocesan Development Fund Advisory Board and the Audit and Risk Committee
- Member of the DDF Funeral Fund Inc
- Member of the Sandhurst Catholic Education Council and the Education Provision Committee
- Member of the Priests Retirement Foundation and the Investment Management Committee.

Mr Fraser is also the Business Manager of the Victorian Towards Healing Association Inc.

The roles which Mr Fraser has been asked to undertake are reflective of the financial and human resource constraints which can apply in the Church and in particular in regional dioceses. Nevertheless the re-orientation of the direction and resources of the Diocese to an intentional missionary approach make it timely to review the responsibilities of the DFA and those that support the role so that they align with the mission focused direction.

With the incorporation of CES, the transfer of CatholicCare Sandhurst to CCV and changes anticipated to the structures for dealing with complaints of abuse in Victoria some of the roles which Mr Fraser has fulfilled may be undertaken through different structures and personnel in the future.

A review of the Position Description for the role of DFA is recommended so the requirements of the role are aligned with the reorientation of the Diocese, the establishment of the Sandhurst Mission and Pastoral Council and the recommended engagement of the Director of Mission and Pastoral Life.

The review of the Position Description should include the development of key performance indicators and an annual performance review.

Linked to the reorientation of the Diocese it is recommended that the configuration of the Chancery and the location of staff within the Chancery should be changed so that those in closest proximity to the Bishop are his executive assistant and those roles with a mission focus namely the Vicar General and Director of Mission and Pastoral Life.

7.5 Director of Mission and Pastoral Life

The Diocese has a number of existing roles related generally to a mission focus who report to Father Brian Boyle in his role as the Co-ordinator of Pastoral Initiatives and Youth Ministry. These roles comprise:

- Director of Adult Faith Education
- Senior Youth Ministry Worker and Sectional Leader
- Child Safety Officer.

The recommendation to establish the Diocesan Mission and Pastoral Council is accompanied by a recommendation to establish a new full-time role in the Diocese reporting to the Bishop of Director of Mission and Pastoral Life with the following responsibilities:

- As Executive Officer of the DPC co-ordination of its meetings and activities and the provision of advice, administrative and secretarial support
- Support the Bishop and the Council in the implementation of the strategic pastoral goals of the DPC
- Support the deaneries and parishes of the Diocese
- Develop and co-ordinate the parish visitation program
- Co-ordinate and supervise those involved in:
 - Adult Faith Formation
 - Youth
 - Plenary Council
 - Communications
 - Pastoral Associates, Pastoral Workers and Lay Chaplains.

This new position will be a member of the Curia and the Executive Officer of the Sandhurst Mission and Pastoral Council.

Consistent with the principle that the Diocese is to be mission led and supported by administration the existing roles of Adult Faith Formation, Youth Ministry, Plenary Council and Communications should report to the Director of Mission and Pastoral Life. If an additional resource is required to co-ordinate and support the parish visitation program this role should also report to the Director of Mission and Pastoral Life.

The office of the Director of Mission and Pastoral Life should be located in close proximity to the office of the Bishop and those reporting to the Director and if this is not possible because of physical constraints the Director should have a second office where staff of the Mission and Pastoral Life office are located.

The new role should have a documented position description incorporating performance measures and the requirement for an annual performance review.

All roles reporting to the Director of Mission and Pastoral Life are to have position descriptions incorporating performance measures and the requirement for an annual performance review.

7.7 Safeguarding Co-ordinator

As the Head of Entity under the Victorian Reportable Conduct Scheme the Bishop is subject to a number of obligations under sections 16K and 16M of the *Children Wellbeing and Safety Act 2005*. These include:

- Taking a preventative approach to keeping children safe
- Having systems in place to enable persons to notify conduct that maybe reportable conduct and for people to report allegations concerning the head to CCYP
- Having clearly defined and developed investigation processes
- Notifying CCYP within three business days of a reportable allegation and providing a progress report within thirty calendar days.

The current Child Safety Officer role is to be changed to the Safeguarding Co-Ordinator and is to report to the Bishop in relation to the receipt and notification of any complaints or allegations of abuse relating to Church persons still living.

The Archivist and Professional Standards Officer is responsible for dealing with claims of historic abuse when the alleged perpetrator is deceased.

The Safeguarding Co-Ordinator is also to support the Safeguarding Committee through the provision of advice on policy development and implementation.

The current allocation of responsibilities in relation to dealing with complaints of abuse involving Church personnel should be reviewed following the audit currently being undertaken by Catholic Professional Standards Limited.

7.8 Bishop's Personal Office

It is vital with the range of his responsibilities that the Bishop have available to support him a full time executive assistant who can be entrusted with confidence to efficiently, effectively and with discretion undertake tasks including:

- Diary management
- Personal and confidential correspondence
- Preparation and collating of meeting papers
- Meeting minutes
- File and records management
- Hospitality and meeting support.

The office of the executive assistant should be located in proximity to that of the Bishop.

Recommendations

That a new role of Director of Mission and Pastoral Life reporting directly to the Bishop be created with the appointee to be the Executive Officer and a member of the executive of the Sandhurst Mission and Pastoral Council.

That the Director of Mission and Pastoral Life have responsibility for the following areas:

- **Co-ordination of the DPC and its meetings and activities and the provision of advice, administrative and secretarial support**
- **Support the Bishop and the DPC in the implementation of the strategic pastoral goals of the DPC**
- **Support the deaneries and parishes of the Diocese**
- **Develop and co-ordinate the parish visitation program**
- **Co-ordinate and supervise those involved in:**
 - **Adult Faith Formation**
 - **Youth**
 - **Plenary Council**
 - **Communications**
 - **Pastoral Associates, Pastoral Workers and Lay Chaplains.**

That the Chancery be reconfigured so that those roles with a pastoral and mission focus namely the Vicar General, Director of Mission and Pastoral Life be located in the vicinity of the Bishop's Office with the offices of those involved in business and administration to be located together.

That the position description of the Business Manager be reviewed so that there is a clear delineation of the role from that of the recommended Director of Mission and Pastoral Life.

That the position description for the Director of Mission and Pastoral Life and all those reporting to the Director include key performance measures and the requirement for an annual performance and salary review.

That the current title of Child Safety Officer be changed to Safeguarding Co-Ordinator reporting to the Bishop in relation to the receipt and notification of any complaints or allegations of abuse.

That the current allocation of responsibilities in relation to dealing with complaints of abuse involving Church personnel should be reviewed following the audit currently being undertaken by Catholic Professional Standards Limited.

That the Bishop meet quarterly with the senior leadership of the Diocese comprising the Vicar General, Episcopal Vicar, Director of Mission and Pastoral Life and DFA for the development and maintenance of relationships, risk management, enhanced collaboration and follow up on the implementation of the directions and decisions of the Bishop.

That the Safeguarding Co-Ordinator support the Safeguarding Committee through the provision of advice on policy development and implementation.

That the Bishop have available a full-time executive assistant located in close proximity to the office of the Bishop.

8. Parish Visitation

The Bishop is required by CIC 396 to visit the whole of the Diocese at least every five years and can be assisted in this task by such companions and helpers as he chooses.

The visitation is undertaken by the Bishop as pastor and chief shepherd of the people of the Diocese.

While the principal purpose of such visits is pastoral in nature allowing the Bishop to meet with and encourage the clergy and faithful in their faith it also allows the Bishop to undertake an assessment of each parish and its pastoral life, governance, ministries, groups and activities.

Support for a more structured approach to parish visitation was expressed by those who engaged with the review with such a structure to be tailored to reflect the size of the parish with a pastoral rather than an audit approach allowing input from the Parish Priest.

It is envisaged that the Bishop will visit each parish over a five year cycle allowing for eight parish visitations each year with the arrangements for each visit to be co-ordinated by the Director of Mission and Pastoral Life.

A three stage process is proposed for parish visitations:

- Preparation
- Visitation
- Follow up.

8.1 Preparation

In preparation for the visit the parish will be asked to undertake a listening and discernment to decide what needs to be brought to the attention of the Bishop. This period of preparation can also be used for developing or reviewing as appropriate the existing parish mission and vision statements and pastoral plan. Following the discernment the parish is asked to submit a report prepared with assistance if required by diocesan officials covering the following areas of parish life:

- Pastoral and administrative organization of the parish
- Clergy life and ministry in the parish
- Liturgy and sacramental life
- Laity
- Youth
- Adult faith formation
- Safeguarding
- Disability, aged and vulnerable persons
- Financial state
- Parish goals

8.2 Visitation

Depending on the size of the parish it is envisaged that a visitation may cover a period of two or three days during which the Bishop would celebrate Parish Masses and meet socially and speak with parishioners after Mass.

It will be a matter for the Bishop to determine whether the visitation program is linked with or separate to sacramental occasions such as Confirmation or whether Confirmation is to be celebrated on a different occasion.

The visitation will allow the opportunity for the Bishop to meet with and listen to the parish clergy and the following parish individuals and groups:

- Parish leadership team
- Parish Pastoral Council
- Parish Finance Council
- Principal and Council of Parish School(s)
- Safeguarding leaders
- RCIA
- Religious communities

The visitation should also include pastoral visits to schools, aged and disability facilities located in the parish.

8.3 Follow Up

Areas identified during the visitation for follow up action by the Bishop, Parish or Diocese should be identified in a post visitation letter from the Bishop to the Parish Priest and coordinated by the Director of Mission and Pastoral Life with a follow up within ninety days by the Director of Mission and Pastoral Life to review progress on particular actions.

Recommendations

That a structured parish visitation program by the Bishop be introduced commencing in 2021 under which the Bishop visits each parish once every five years.

That the focus of the visitation program is pastoral in nature allowing the Bishop the opportunity to encourage the clergy and people in their faith.

That prior to a visit each parish is to be invited to undertake a process of discernment to decide what needs to be brought to the attention of the Bishop in the parish report to be provided to the Bishop prior to the visit. This period of preparation can also be used for developing or reviewing the existing parish mission and vision statements and pastoral plan.

That the Director of Mission and Pastoral Life is to be responsible for co-ordination of the arrangements for the parish visitation program.

That the visit include an opportunity to meet with parishioners, parish leadership and groups and people in schools, aged and disability facilities located in the parish.

That the Director of Mission and Pastoral Life have responsibility for following up on any matters identified during the visit.

9. Implementation and Review

The ongoing impact of this review will depend on the acceptance and implementation of the recommendations contained in this report.

This section considers how the implementation should be monitored, reported on and reviewed to ensure that the commitment to go forth boldly is constantly renewed.

9.1 Implementation

With the completion and provision of this report the responsibility of the reviewer under the TOR is completed. Implementation of the recommendations is now a matter for the Bishop and those he entrusts with the responsibility of implementation.

It can be the case when a review is undertaken and report provided that is assumed that implementation will occur in an ordered and systematic manner. Monitoring the implementation of the recommendations is vital to ensure that real progress is achieved. It also helps to ensure accountability and transparency. A person or group should be identified who will have the responsibility to monitor and report regularly on implementation of the recommendations to the Bishop.

It is also vital that all members of the consultative bodies are formed and informed about the role of each of the consultative bodies, their inter-relationships and where they each fit in the structure of the Diocese.

Pope Francis has stated:

“The whole is greater than the part, but it is also greater than the sum of its parts. There is no need, then, to be overly obsessed with limited and particular questions. We constantly have to broaden our horizons and see the greater good which will benefit us all. But this has to be done without evasion or uprooting. We need to sink our roots deeper into the fertile soil and history of our native place, which is a gift of God. We can work on a small scale, in our own neighbourhood, but with a larger perspective.”³⁸

Informing the people of the Diocese of the outcome of the review and determining how they will be kept informed of progress in implementing the recommendations will be an important consideration as implementation proceeds. Equally important will be informing and engaging with the people of the Diocese about the work of the consultative bodies, in particular the Sandhurst Mission and Pastoral Council.

Recommendations

That a person or group be identified who will have the responsibility to monitor and report regularly on implementation of the recommendations to the Bishop.

That all members of the consultative bodies are formed and informed about the role of each of the consultative bodies, their inter-relationships and where they each fit in the structure of the Diocese.

That the people of the Diocese be informed of the outcome of the review and kept informed of progress in implementing the recommendations.

That the people of the Diocese be informed about the work of the consultative bodies, in particular the Sandhurst Mission and Pastoral Council.

9.2 Review

In addition to monitoring the implementation of the recommendations, a three year review of implementation and effectiveness by an independent reviewer is recommended to ensure in relation to the structures “there is a life constantly driving, sustaining and assessing them. Without new life and an authentic evangelical spirit, without the Church’s ‘fidelity to her own calling’, any new structure will soon prove ineffective.”³⁹

Recommendation

That the Bishop initiate an independent review in three years of the implementation and effectiveness of the recommendations.

³⁸ EG para 235

³⁹ Ibid para 26

10. Recommendations

Mission and Vision

- 1. That through consultation and discernment a review be undertaken to be led by the DPC of the vision statement of the Diocese to see whether it continues to reflect the aspiration of the Diocese for itself.**

College of Consultors

- 2. That not less than two and not more than four lay persons appointed by the Bishop attend meetings of the College of Consultors as advisors and participants with a right to participate in discussions.**
- 3. That consistent with current practice meetings of the Consultors are to be conducted with a formal agenda with Minutes issued to attendees after each meeting.**
- 4. That a digest summarising the matters discussed at meetings of the Consultors be sent following each meeting to all clergy, diocesan staff, pastoral associates and workers and members of the DFC and DPC.**

Council of Priests

- 5. That the COP be constituted by all the priests of the Diocese holding a current appointment.**
- 6. That the COP meet in assembly not less than twice and not more than four times annually.**
- 7. That not less than four weeks prior to a meeting of the COP priests be invited to submit agenda items for consideration at the next scheduled meeting.**
- 8. That lay persons with appropriate expertise and experience be invited to attend meetings of the COP as advisors and participants as required by the occasion or the issue to be considered.**
- 9. That retired priests be invited to attend if required by the issues to be considered.**
- 10. That meetings of the COP are to be conducted with a formal agenda with Minutes issued to attendees after each meeting.**
- 11. That a digest summarising the matters discussed at meetings of the COP be sent following each meeting to all clergy, diocesan staff, pastoral associates and workers and members of the DFC and DPC.**

Diocesan Pastoral Council

- 12. That the Bishop establish a DPC in the Diocese to be known as the Sandhurst Mission and Pastoral Council.**
- 13. That the DPC be established with Statutes issued by the Bishop setting out its role, responsibilities, membership and method of operation.**
- 14. That the DPC comprise 16 members with the Bishop as President, Vicar General (ex officio) three lay members and one clergy from each of the three regions and up to two selected by the Bishop ex officio all (excluding the Bishop) appointed for a term of 3 years.**

15. That an executive of the DPC be constituted to carry forward the business of the DPC between meetings comprising the Bishop, Chairperson, and Director of the Office of Mission and Pastoral Life who is to be the Executive Officer.
16. That in order to facilitate continuity approximately half of the initial DPC members continue for a second term.
17. That each member is a representative of the Diocese and not of the parish, deanery, region, or agency from which they come.
18. That members of Christ's faithful are to be invited to provide an expression of interest for appointment to the DPC and selected so that the DPC truly reflects the diversity of the entire portion of the people of the Diocese.
19. That four meetings of the DPC are to be conducted annually with a formal agenda with Minutes issued to attendees after each meeting.
20. That a digest summarising the matters discussed at meetings of the DPC be sent following each meeting to all clergy, diocesan staff, pastoral associates and workers and members of the DFC.
21. That consistent with the principles of accountability and transparency an annual report be issued to the Diocese setting out the work of the DPC during the preceding 12 months.

Diocesan Finance Council

22. That an evaluation be undertaken of the skills and competencies required for the DFC to ensure that all required skills and competencies are represented on the DFC.
23. That succession planning be undertaken to identify suitable persons for appointment to the DFC as additions to or to replace any current members who retire from the DFC.
24. That the DFC meet at least once annually with the Chairs and CEO of CES and DDF to consider their budget for the coming year and receive their accounting for income and expenditure for the preceding year.
25. That if there is a suitable independent layperson, the Chair of the DFC should be an independent layperson with the Bishop presiding and participating at DFC meetings.
26. That one member of the DPC be considered by the Bishop for appointment as an ex-officio member of the DFC and that the DFC receive minutes of meetings of the DPC to increase collaboration between the two consultative bodies.
27. That the DFA attend DFC meetings in an ex officio capacity as a non- voting member.
28. That the DFC assist the Bishop in the development of key performance indicators for the DFA and assisting with an annual performance review.
29. That consistent with the principles of accountability and transparency publication continue of an annual report to the Diocese setting out the diocesan income and expenditure.

Safeguarding Committee

30. That the Professional Standards and Child Safety Committee change its name to the Safeguarding Committee with its role to advise and support the Bishop and the Diocese on all matters relating to safeguarding including the development of policies, procedures and practices which safeguard children in the Diocese and ensure that safeguarding functions are embedded in the governance structures and practices of the Diocese.

31. That the Safeguarding Committee have members with relevant and professional expertise in different fields such as safeguarding, child protection, organisational culture and governance, education, risk management and policy development.
32. That the Safeguarding Co-Ordinator is to be responsible for ensuring that the policies and procedures approved by the Safeguarding Committee are communicated to relevant staff members, including clergy, religious, paid and volunteer staff. The Safeguarding Co-Ordinator is also to provide or co-ordinate training and education, both induction and ongoing professional development, to staff members, clergy, religious and volunteers.

Governance Principles

33. That the Bishop, governance and the consultative structures and agencies of the Diocese implement the ecclesial and civil governance principles set out in Chapter 5 of *The Light from the Southern Cross: Promoting Co-Responsible Governance in the Catholic Church in Australia*.
34. That leadership formation which has regard to relevant ecclesial and civil governance principles be available for all leaders and members of the governance and consultative structures to support best practice in governance.
35. That programs and opportunities be provided in Catholic social teaching and pastoral planning for all those in leadership, management, governance and consultative roles in the Diocese.

Administration

36. That a new role of Director of Mission and Pastoral Life reporting directly to the Bishop be created with the appointee to be the Executive Officer and a member of the executive of the Sandhurst Mission and Pastoral Council.
37. That the Director of Mission and Pastoral Life have responsibility for the following areas:
 - Co-ordination of the DPC and its meetings and activities and the provision of advice, administrative and secretarial support
 - Support the Bishop and the DPC in the implementation of the strategic pastoral goals of the DPC
 - Support the deaneries and parishes of the Diocese
 - Develop and co-ordinate the parish visitation program
 - Co-ordinate and supervise those involved in:
 - Adult Faith Formation
 - Youth
 - Plenary Council
 - Communications
 - Pastoral Associates, Pastoral Workers and Lay Chaplains.
38. That the Chancery be reconfigured so that those roles with a pastoral and mission focus namely the Vicar General, Director of Mission and Pastoral Life be located in the vicinity of the Bishop's Office with the offices of those involved in business and administration to be located together.

39. That the position description of the Business Manager be reviewed so that there is a clear delineation of the role from that of the recommended Director of Mission and Pastoral Life.
40. That the position description for the Director of Mission and Pastoral Life and all those reporting to the Director include key performance measures and the requirement for an annual performance and salary review.
41. That the current title of Child Safety Officer be changed to Safeguarding Co-Ordinator reporting to the Bishop in relation to the receipt and notification of any complaints or allegations of abuse.
42. That the current allocation of responsibilities in relation to dealing with complaints of abuse involving Church personnel should be reviewed following the audit currently being undertaken by Catholic Professional Standards Limited.
43. That the Bishop meet quarterly with the senior leadership of the Diocese comprising the Vicar General, Episcopal Vicar, Director of Mission and Pastoral Life and DFA for the development and maintenance of relationships, risk management, enhanced collaboration and follow up on the implantation of the directions and decisions of the Bishop.
44. That the Safeguarding Co-Ordinator support the Safeguarding Committee through the provision of advice on policy development and implementation.
45. That the Bishop have available a full-time executive assistant located in close proximity to the office of the Bishop.

Parish Visitation

46. That a structured parish visitation program by the Bishop be introduced commencing in 2021 under which the Bishop visits each parish once every five years.
47. That the focus of the visitation program is pastoral in nature allowing the Bishop the opportunity to encourage the clergy and people in their faith.
48. That prior to a visit each parish is to be invited to undertake a process of discernment to decide what needs to be brought to the attention of the Bishop in the parish report to be provided to the Bishop prior to the visit. This period of preparation can also be used for developing or reviewing the existing parish mission and vision statements and pastoral plan.
49. That the Director of Mission and Pastoral Life is to be responsible for co-ordination of the arrangements for the parish visitation program.
50. That the visit include an opportunity to meet with parishioners, parish leadership and groups and people in schools, aged and disability facilities located in the parish.
51. That the Director of Mission and Pastoral Life have responsibility for following up on any matters identified during the visit.

Implementation

52. That a person or group be identified who will have the responsibility to monitor and report on implementation of the recommendations to the Bishop.
53. That all members of the consultative bodies are formed and informed about the role of each of the consultative bodies, their inter-relationships and where they each fit in the structure of the Diocese.

- 54. That the people of the Diocese be informed of the outcome of the review and kept informed of progress in implementing the recommendations.**
- 55. That the people of the Diocese be informed about the work of the consultative bodies, in particular the Sandhurst Mission and Pastoral Council.**

Review

- 56. That the Bishop initiate an independent review in three years of the implementation and effectiveness of the recommendations.**