

# ‘GO MAKE DISCIPLES’



Diocesan Pastoral Plan 2019-2024

Diocese of Waterford & Lismore

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### **Acknowledgements from Bishop Cullinan**

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*'Go and make disciples of all nations,  
baptising them in the name of  
the Father, the Son and the Holy Spirit'*

*Matthew 28:19*





# ‘GO MAKE DISCIPLES’ MESSAGE FROM BISHOP CULLINAN

Faced with a changed world and a changed Church, we must ask: what is the vision for our diocese now? What is the Holy Spirit saying to us at this critical point in our history?

I put before you a vision for the future of the Church in this diocese which has arisen from the Listening Process which took place across the diocese last year. The core of this vision is summed up in the title of our new diocesan plan: ‘Go Make Disciples’ (Mt 28:19).

Jesus says in the Gospel of John: ‘By this my Father is glorified, that you bear much fruit, and so prove to be my disciples’ (15:8). What does the Lord mean by the phrase ‘bear fruit’?

In his last recorded words on earth before the Ascension, Jesus says:

‘Go therefore and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you; and lo, I am with you always, to the close of the age.’ (Mt 28:19-20)



Bearing fruit is essentially this: making disciples. You and I are called to reach out to everyone without exception, but with an emphasis on apostolate with young people. In his marvellous document on evangelisation today, *Evangelii Gaudium* (EG), Pope Francis urges us to be missionary disciples.

This new Diocesan Pastoral Plan requires a change of mentality, moving ‘from maintenance to mission’ (see Fr James Mallon in his book, *Divine Renovation*). Father Mallon and his parish renewal programme, called ‘Divine Renovation’, has been a key inspiration for our new plan. We cannot do the same things we have always done and expect a different result. The culture around us is not neutral. It is now largely anti-Christian (see EG, 2). While we all acknowledge the many wonderful things that surround us each day, we also recognise the forces that operate against the truth about human life, marriage and the family – their origin, sanctity, and ultimate end. Continuing as before is not an option.

Going out to make disciples cannot happen unless there is a renewal within. Pope Francis invites ‘all Christians, everywhere, at this very moment, to a renewed personal encounter with Jesus Christ’ (EG, 3). We always begin with Christ and we note the urgency in the Pope’s plea. No one will want to be part of a community that is spiritually dead.

In order to better manage this evangelical approach we will need a greater emphasis on team ministry in new Pastoral Units across the diocese, where small groups of parishes, their clergy and trained laity will work in teams to go out and ‘bear fruit’ along with the faithful. A greater emphasis on Adult Faith Formation is necessary and the Alpha Programme is being rolled out across the diocese to rekindle faith in Jesus as our Lord and Saviour who forms us into his missionary disciples. Further Adult Faith Formation programmes will build on this. May this plan map out the way forward for our diocese for the next five years, noting the specific goals to be reached after the first two years.

I entrust this new Diocesan Pastoral Plan entirely to the care of Our Mother Mary, conscious that we are totally dependent on the Holy Spirit who goes before us, opening hearts and minds. God wants us to be missionary disciples, to work through us, to love him above all things and then to bring others closer to Christ through his Church.

+ Phelim Cullinan

# INTRODUCTION

The Waterford and Lismore 2019–2024 Pastoral Plan ‘Go Make Disciples’ sets out a programme of renewal in our diocese over the next five years. Launched on the feast of Pentecost, 9 June 2019, it is an expression of faith in the power of the Holy Spirit who ‘makes all things new’ (Rv 21:5), and of our hope that under the guidance of the Spirit, our parishes will be invigorated and hearts set on fire once more.

The foundations for the new plan were laid with the structures put in place as a result of our first Pastoral Plan ‘Building in Faith’. Parish Pastoral Councils were established in most parishes and this helped to cultivate a collaborative style of leadership throughout the diocese. A Diocesan Pastoral Council was also founded. Pastoral Areas were set up to respond to the drastic decline in vocations and to enable parishes to co-operate and share resources. To develop partnership between school, home and parish, sacramental preparation programmes such as ‘Do This in Memory’ became the norm. Baptismal Preparation Teams were founded in many areas. To revitalise our liturgical celebrations, a Diocesan Assistant for Liturgy was appointed. A Safeguarding Co-ordinator was appointed to ensure that safeguarding protocols and processes were put in place in every parish and local safeguarding representatives were appointed. Training on an annual basis was provided for the local representatives. The diocese was highly commended in the report issued by the National Board for Safeguarding Children in the Catholic Church in Ireland: ‘The fieldwork team would wish to conclude by acknowledging the very positive work in child safeguarding that is taking place in the Diocese of Waterford and Lismore’.

The Pastoral Plan has emerged from a process of dialogue and consultation initiated by the Diocesan Pastoral Council building on previous consultations; a Listening Process was conducted in six venues throughout the diocese. Reflecting on the feedback from the process, mindful of Pope Francis’ vision for the Church today and bringing the people’s views and hopes into dialogue with the vision of Bishop Philip Egan (shared with us at a conference in Clonmel) and Fr James Mallon of the Divine Renovation Network, the way forward was clarified for us. With the rapid secularisation of society and the corresponding decline in the practice of the faith, people recognised that evangelisation and formation in faith was a pastoral priority; hence the title of our plan, ‘Go Make Disciples’.

We believe that the thrust of the plan is faithful to Pope Francis’ dream for the Church today:

I dream of a ‘missionary option’, that is, a missionary impulse capable of transforming everything, so that the Church’s customs, ways of doing things, times and schedules, language and structures can be suitably channeled for the evangelisation of today’s world rather than for her self-preservation. The renewal of structures demanded by pastoral conversion can only be understood in this light: as part of an effort to make them more mission-oriented, to make ordinary pastoral activity on every level more inclusive and open. (EG, 27)

Such a missionary option calls for a radical change of culture in our local Church. The culture must be transformed from one of maintenance to a culture that gives priority to mission. The focus of the Pastoral Plan is to affect this cultural transformation.

## **The Title of the Plan: ‘Go Make Disciples’**

The title of the plan arises from the Great Commission of the Risen Jesus to the disciples before the Ascension. He said to them: ‘Go therefore and make disciples of all nations, baptising them in the name of the Father and the Son and the Holy Spirit, and teaching them to observe all that I command you’ (Mt 28:19–20). To be a disciple is to be engaged in a lifelong process of learning from and about Jesus. Becoming a disciple is to have the discipline to commit to this lifelong process. Other elements of the process of discipleship are spelled out in the Acts of the Apostles. We are told that the ‘disciples devoted themselves to the apostles’ teaching’ and they were committed to ‘fellowship, the breaking of bread and the prayer and the service’; ‘there was not a needy person among them’ (Acts 2:42, 4:34). So a disciple is one who responds to the proclamation of the Good News of Jesus Christ and is

committed to formation in the faith; the disciple is also called to belong in the faith community and to participate in the life of the community, to grow in holiness and to reach out in service to others.

The structure of the plan, therefore, is based on these four marks of discipleship: Evangelisation, Community, Liturgy and Prayer, and Service. It is divided into four themes based on these marks.

Four themes emerge from these priority areas:

THEME 1: EVANGELISATION
Becoming an evangelising Church; proclaiming the Gospel of Christ
THEME 2: COMMUNITY
Creating communities of faith characterised by hospitality, belonging and acceptance; service to families, young people, the sick and marginalised
THEME 3: LITURGY AND PRAYER
Enhancing the quality of our liturgical celebrations and providing opportunities for spiritual growth in order to grow in the love of God and of one another
THEME 4: SERVICE
Remodelling leadership and governance structures to serve the mission of evangelising and transforming the world

The timing of the implementation of the plan is divided into two phases. Phase One will cover the first two years of the plan from September 2019 to September 2021. Phase Two will run from September 2021 to September 2024. The actions associated with each phase are clearly indicated in the plan. It is envisaged that the plan will be completed by the end of Phase Two, September 2024. We present a rationale for the four themes below.

### **Theme 1: Becoming an evangelising Church; proclaiming the Gospel of Christ**

Our Holy Father Francis unequivocally proclaims that evangelisation is the priority for today's Church. For Pope Francis, evangelisation is first and foremost a personal encounter with Jesus Christ. 'I invite all Christians everywhere at this moment to a renewed encounter with Jesus Christ or at least an openness to letting him encounter them; I ask all of you to do this unfailingly each day' (EG, 3). Our first core strategic objective is to provide opportunities for new evangelisation. By 'new evangelisation' we mean the action of reaching out to Catholics who have discontinued the practice of the faith and are alienated from Church.

The Alpha Programme is to be offered in all parishes or groups of parishes to begin this process of evangelisation. Parishioners are urged to reach out and to invite friends and neighbours who have given up on



Church to attend the Alpha series of talks. The aim is that once people are awakened to this personal relationship with Jesus it will lead them to a process of conversion and to the transformation of life.

The Alpha Programme has been presented in a number of parishes in the diocese already and has proven to be a very effective evangelising tool. However, it is important that people who have been awakened by the Alpha experience do not feel abandoned when it is completed. The plan envisages that Alpha ‘graduates’ could be invited to join ‘Connect’ groups which are specifically designed to offer ongoing and continuing support in the form of a caring community. These groups could meet once or twice a month in the homes of parishioners. The meeting would consist of a shared meal, a talk by a member and a time of praying for and with one another. Training will be provided for leaders of these groups.

The diocese is committed to the evangelising of youth and will appoint a Director of Youth Ministry. This is another core objective in Theme 1.



**Cathedral of the Most Holy Trinity, Waterford**

## **Theme 2: Creating communities of faith, characterised by hospitality, belonging, and acceptance; service to families, young people, the sick and marginalised**

The disciple is called into a communion of life with others in the parish. However, sometimes our parishes are not experienced as real communities; they are more like gatherings of isolated individuals under the same roof. In Theme 2, we are challenged to build authentic communities of faith where people are accepted, feel valued and are given encouragement and support. This is the heart of Christian community. A number of actions are outlined in the plan to enable the building up of authentic communities where people feel that they belong.



### **Theme 3: Enhancing the quality of our liturgical celebrations and providing opportunities for spiritual growth in order to grow in the love of God and of one another**

The disciple is called to grow in holiness; this is a lifelong process. Parishes must support disciples in this journey of faith. If we are encouraging people to become disciples, they must be given every support and opportunity to progress in the spiritual life. The primary focus has to be on our eucharistic celebrations at the weekends. If they are to be truly meaningful and transformative, we must give priority to weekend liturgies. This is the time that we meet 80 per cent of parishioners who worship regularly. Our Diocesan Assistant for Liturgy, together with the revitalised Diocesan Liturgy Committee, will strive to resource and support parishes with liturgical planning and preparation. In particular, we hope that a fully trained Liturgy Team will function in every parish.

We have to face the challenge of rationalising Mass times. The reduction in the number of priests is a factor here but not the only one. Priests should not have to rush from one Mass to another. As well as that, dwindling congregations mean that it in many churches the Sunday Eucharist is not experienced as a community celebration. Disciples do not experience the liturgy as communion with the Lord and with one another. Difficult decisions will have to be taken to bring about change in present arrangements.

Other opportunities to progress in the life of prayer are detailed in the plan. *Lectio Divina* (a prayerful way of reading Scripture), eucharistic adoration, reconciliation and prayer groups all provide opportunities for renewal in the spiritual life and these devotions will be promoted in the plan.



**Keating Chalice**

**Silver chalice of Fr Geoffrey Keating (1569–1644). A priest of the Diocese of Waterford and Lismore, Fr Keating was the author of one of the earliest histories of Ireland, *Foras Feasa ar Eirinn*, which he wrote in the Irish Language. On loan from the Diocese of Waterford and Lismore to Waterford Treasures Museums.**

## **Theme 4: Remodelling leadership and governance structures to serve the mission of evangelising and transforming the world**

This theme is divided into two sections in the plan. We need new models of leadership and governance to serve the mission today. Section A will focus on core strategic objectives and actions designed to implement these new models. Section B will concentrate on the mission of the disciple to 'go' and transform the world through action for justice (to include advocacy on behalf of the homeless, marginalised, young people, responding to the challenges posed by climate change and supporting immigrants in direct provision centres).

Pope Francis has retrieved the model of leadership that served the Church for the first millennium and invites us to embrace this model today. He proposes 'synodality' as a way of being Church today. We are not familiar with this concept but it is an exciting development that promises a more participatory and inclusive Church. It is derived from a Greek term signifying an invisible unity created in those 'on the road together' by the indwelling Spirit. It is therefore a vision of Church which recognises that we are all journeying together on pilgrimage, as it were, towards our ultimate destination. As we are on the road together it is essential that all people be consulted in what affects all. Pope Francis teaches that there must be a mutual listening in which everyone has something to learn.

The synodal concept will inform the new models of governance that must be introduced because of the shortage of priests. Pastoral Units will be established throughout the diocese to serve the mission mandate: 'Go Make Disciples'. This means that a number of parishes will be co-operating together as a Pastoral Unit with two, three or four priests ministering together as a team to meet the pastoral needs of these parishes.

In each Pastoral Unit, priests, and in time lay people, will work as a team, meeting together regularly to plan and review their ministry in the unit. At the weekend, instead of the same priest celebrating Mass in the local parish, the priests of the unit will move around the parishes of the unit to celebrate Mass in the different churches.

There will be one Pastoral Unit Council for each Pastoral Unit made up of members of each of the parishes of the Pastoral Unit. Each parish then will have its own smaller working group (some might call this a parish leadership team).

A new Director of Pastoral Development at diocesan level will be appointed to direct this work.

### **Implementation and Ongoing Review of the Pastoral Plan**

The implementation of the Pastoral Plan will be overseen by an Implementation Group to be appointed by the Bishop. The role of the Implementation Group will be to ensure that the Pastoral Plan is always oriented towards the core mission: the making of disciples. This group will also identify issues and barriers to actions.

This monitoring will be carried out through six monthly reports from the directors of the various ministries in the diocese to the Implementation Group, identifying progress against the indicated timeframes for Phase One and Phase Two.

A report of the annual review will be presented to the Bishop of the diocese through the Diocesan Pastoral Council with recommendations for any changes which may be required in Phase One or Phase Two.



## THEME 1 EVANGELISATION

Becoming an evangelising Church;  
proclaiming the Gospel of Christ

## VISION

**Pope Francis calls us to be an evangelising community, to ‘boldly take the initiative, go out to others, seek those who have fallen away, stand at the crossroads and welcome the outcast’ (EG, 24). But first, we as Christians are invited to a ‘renewed personal encounter with Jesus Christ’ (EG, 3). He challenges us to commit ourselves to become missionary disciples through ongoing formation in the faith.**





**Dalmatic**

Dalmatic, dated to 1460, from the Christ Church Cathedral collection of vestments.  
On loan from the Diocese of Waterford and Lismore to Waterford Treasures Museums.



## Phase One: At Parish Level

Actions to be implemented within Years 1 and 2 (2019–2021)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>1.1 To prioritise the urgent call to provide opportunities for New Evangelisation in the diocese, so that we become disciples of Christ</b>	The Alpha Programme (or a similar type programme) to be organised in each parish or group of parishes annually for the next five years	Overall responsibility: Diocesan Alpha Co-ordinator. The Alpha Co-ordinator will provide training for the parish teams	Where Alpha is already established in a parish, an Alpha Programme to begin in September 2019. Elsewhere, parish teams to be trained in September 2019 and Alpha Programme to be launched in parishes in January 2020
	Following the Alpha Programme, 'Connect' groups to be established in parishes or groups of parishes	Training to be provided for parish teams to lead 'Connect' groups by Diocesan Alpha Co-ordinator	Beginning Easter 2020, groups to be established after the completion of two Alpha programmes
<b>1.2 To provide opportunities for the catechesis of children</b>	Continue to support and resource Children's Liturgy Teams where they are established	Parish Clergy and Parish Pastoral Councils with the support of the Diocesan Liturgy Committee	Commencing September 2019 in parishes where Children's Liturgy Teams are not already established
	If not already established, initiate Children's Liturgy Teams in parishes where possible	Parish Clergy with the support of the Diocesan Advisor	
<b>1.3 To encourage the involvement of parents in the catechesis of children</b>	Continue to support the 'Do This in Memory' Programme in parishes throughout the Diocese	Parish Clergy with the support of the Diocesan Advisor	



## Phase Two: At Parish Level

Actions to be implemented within Years 3, 4 and 5 (2021–2024)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>1.4 To encourage the involvement of parents in the catechesis of children</b>	Establish a committee comprising parents of children each year to organise and plan the 'Do This in Memory' Programme as part of the preparation for First Holy Communion	Parish Clergy to be guided by Diocesan Advisor	At the beginning of the school year
	Establish a committee comprising parents of children in each parish to organise and plan the 'Rituals' Programme as part of the preparation for Confirmation	Parish Clergy to be guided by Diocesan Advisor	At the beginning of the school year

## Optional Action for Parishes

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>1.5 To encourage family catechesis</b>	Organise family days in parishes	Parish Pastoral Council supported by Holy Family Mission to set up team	Establish team by September 2022

## Phase One: At Diocesan Level

Actions to be implemented within Years 1 and 2 (2019–2021)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>1.6 To develop the programme for Youth Ministry in the diocese and explore ways of communicating with young people</b>	Appoint a Diocesan Director of Youth Ministry in accordance with standard recruitment procedures	The Bishop working with the Diocesan Youth Council	Process to begin immediately
	Support existing programmes in Youth Ministry such as the Pope John Paul II Awards, Light Fever and Holy Family Mission	Diocesan Youth Council in collaboration with Holy Family Mission	
	Place greater emphasis on the recruitment of altar servers	Parish Clergy	Ongoing
<b>1.7 To review the preparation for the sacraments of First Holy Communion and Confirmation</b>	Establish a committee, representative of all stakeholders, with clear terms of reference to carry out a discerning process across the diocese	Committee to be established by the Bishop and to be headed up by Diocesan Advisor	Process to begin in September 2019 and to be completed in September 2020
<b>1.8 To provide opportunities for adults to grow in faith</b>	Appoint a Diocesan Director of Adult Faith Formation in accordance with standard recruitment procedures	The Bishop to initiate a recruitment process	Process to begin immediately
	Research Adult Faith Formation programmes and after deciding on a suitable course, organise the delivery of the course in Phase Two of the Pastoral Plan	Director of Adult Faith Formation	When the Director of Adult Faith Formation is appointed
	Select parish catechists and provide training	The Bishop and Director of Adult Faith Formation with parish clergy	When the Director of Adult Faith Formation is appointed

## Phase Two: At Diocesan Level

Actions to be implemented within Years 3, 4 and 5 (2021–2024)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>1.9 To explore practical ways of promoting ecumenism in the diocese</b>	Formally invite other Christian denominations to participate in Alpha Programme	The Bishop to formally approach local leaders in Church of Ireland and other Christian denominations. Also, local Alpha teams to issue invitations to neighbouring Christian communities	At the promotion stage of each Alpha Programme in Phase Two
<b>1.10 To promote inter-faith dialogue in the diocese</b>	To expand the diocesan involvement in the existing Inter-Faith Committee and establish fora for dialogue with other faith communities in the diocese	Diocesan Inter-Faith Committee	Work to begin in September 2020 and to organise the first forum by spring 2021



**Catholic Silver Monstrance Throne, Incense Boat and Thurible**

The silver monstrance throne was presented by Paul White in 1729. The incense boat and thurible were presented by Thomas Walsh in 1771. On loan from the Diocese of Waterford and Lismore to Waterford Treasures Museums.



## THEME 2 COMMUNITY

Creating communities of faith characterised by hospitality, belonging and acceptance; service to families, young people, the sick and marginalised

## VISION

**Pope Francis calls us to be missionary disciples which should result in the renewal of our parishes. He wants parishes to become ‘environments of living communion and participation’ (EG, 28). Our parishes must become authentic communities where people are known, loved and cared for. The parish is called to be a place where ‘the thirsty come to drink in the midst of their journey’ (EG, 28).**





Round Tower, Ardmore, Co Waterford



## Phase One: At Parish Level

Actions to be implemented within Years 1 and 2 (2019–2021)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>2.1 Prompted by the Gospel to promote a greater spirit of hospitality in each parish</b>	Put together a Welcome Pack for new residents in the parish area which would include a registration form in compliance with GDPR. Pack to be delivered by envelope distributors	Parish Pastoral Council	Assembling of Welcome Packs to begin on September 2019 and liaise with envelope distributors to apprise them of new task



Mount Melleray Abbey, Cappoquin, Co Waterford

## Phase Two: Optional Menu

At Parish level actions to be implemented within Years 3, 4 and 5 (2021–2024)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>2.1 Prompted by the Gospel to promote a greater spirit of hospitality in each parish</b>	Where possible, a Welcoming Committee to be established in each parish to welcome people to Masses and to distribute newsletters and other communications	Parish Pastoral Council	Teams to be established by January 2021
<b>2.2 To create an environment of support for bereaved families</b>	Where possible, establish a Hospitality Committee in each parish which will offer hospitality to bereaved families after the ceremony of the reception of the body if it takes place the evening before the Requiem Mass	Parish Pastoral Council in compliance with policy on vulnerable adults	September 2021
	Where need is identified, establish and promote the use of Bereavement Support Groups in parishes or Pastoral Units	Parish Pastoral Council and Director of Family Ministry	September 2021
	Establish a Funeral Team in each Pastoral Unit to support families with the preparation of the funeral liturgy	Pastoral Unit Council: Training to be provided by the Diocesan Assistant for Liturgy and Director of Family Ministry	When Pastoral Unit Councils are established
<b>2.3 To provide pastoral support to parishioners in nursing homes</b>	Establish a Visitation Team that will be fully trained in compliance with GDPR to visit parishioners who are in long-term care	Parish Pastoral Council to organise the training in collaboration with the Director of Family Ministry	Ongoing from 2021–2024
<b>2.4 To create a better experience of community in each parish</b>	In large parishes, where people might not know each other, plan 'name-tag Sundays'	Parish Pastoral Council (To be resourced by Director of Pastoral Development)	Spring 2021



## THEME 3 LITURGY AND PRAYER

Enhancing the quality of our liturgical celebrations and providing opportunities for spiritual growth in order to grow in the love of God and of one another

## VISION

**Pope Francis reminds us that the encounter with Jesus is mediated in and through the sacramental life of the community. Accordingly, it is vital that our liturgies are truly life-giving and uplifting, inspiring us to go forth as missionary disciples. As well as that, our communities must facilitate and enable growth in the spiritual life which involves ‘recognition and acceptance of the reality of people’s lives and where they are at’ (cf. *Gaudete et Exsultate*, 10–11) but also opening new possibilities of a much richer life (cf. *Gaudete et Exsultate*, 14).**





### The Lismore Crozier

The Lismore Crozier was discovered at Lismore Castle in the 19th Century, and dates from c. AD 1100.



## Phase One: At Parish Level

### Actions to be implemented within Years 1 and 2 (2019–2021)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>3.1 To ensure that our Sunday eucharistic celebrations are meaningful, transformative and leading us to holiness</b>	Due to the shortage of priests, rationalise Sunday Mass times and ensure that resources are concentrated and focused to encourage more meaningful eucharistic celebrations	The Bishop working with Senate of Priests and in consultation with parishioners to best manage change	Work to be completed by spring 2020
<b>3.2 To provide opportunities for people to grow in holiness</b>	Where established, dialogue with Parish Prayer Groups and Eucharistic Adoration Teams by spring 2020 to offer support and identify needs	Parish Pastoral Councils, in consultation with relevant diocesan bodies	To be completed by 2021 (Phase One of plan)
	Organise a Eucharistic Adoration Team in parishes where one does not already exist	Parish Pastoral Council	To begin in September 2019



**Relic of the True Cross**

Gift of Pope Paschal II in 1110, consisting of five pieces of cedar wood, and set in a silver and bronze casing which is 17th century. On loan from the Diocese of Waterford and Lismore to Waterford Treasures Museums.



## Phase One: At Diocesan Level

Actions to be implemented within Years 1 and 2 (2019–2021)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>3.3 To enhance the quality of all liturgical celebrations in the diocese</b>	Recommission and revitalise Diocesan Liturgical Commission by appointing new members and clarifying goals of the commission for the duration of the Pastoral Plan	The Bishop working with the Diocesan Assistant for Liturgy	Action to be completed by October 2019
	Provide workshops each year for parish Liturgy Teams with particular focus on the liturgical seasons of Advent/Christmas, Lent/Easter	Diocesan Assistant for Liturgy	Training to be held annually for the duration of the plan
	Organise workshops for parish choirs twice yearly	Diocesan Assistant for Liturgy	Twice yearly for the duration of the plan
	Provide training for parish cantors	Diocesan Assistant for Liturgy	Annual event for the duration of the plan
<b>3.4 To ensure Liturgies of the Word are reverent and meaningful</b>	Provide training for lay leaders of Liturgies of the Word	Diocesan Assistant for Liturgy	January 2020
<b>3.5 To provide catechesis for singers and musicians at funerals and weddings</b>	Invite relevant people to attend two workshops	Diocesan Assistant for Liturgy	Phase One of the plan

## Optional Menu of Actions

Actions to be implemented within Years 3, 4 and 5 (2021–2024)

Core Strategic Objectives	Actions	Responsible	Timeframe
> <b>To ensure that our Sunday eucharistic celebrations are meaningful, transformative and leading us to holiness</b>	Establish a Liturgy Team to serve each Pastoral Unit	Parish Pastoral Councils to set up teams and training to be provided by Diocesan Assistant for Liturgy	When Pastoral Unit Councils are established
> <b>To provide opportunities for people to grow in holiness</b>	Plan for <i>Lectio Divina</i> in each Pastoral Unit during Advent and Lent each year	Pastoral Unit Council	To be completed by 2022



Creation Cope Detail – Crucifixion



Creation Cope Detail – Resurrection

Creation Cope, dated to 1460, from the Christ Church Cathedral collection of vestments.  
On loan from the Diocese of Waterford and Lismore to Waterford Treasures Museums.





St Nicholas Church, Faithlegg, Co Waterford





## THEME 4 SERVICE

Remodelling leadership and governance structures to serve the mission of evangelising and transforming the world

## VISION

**In light of the current reality of the dramatic decline in the number of priests active in ministry, and taking into account the vision of Pope Francis for a synodal model of ecclesial governance that is steadfastly committed to servant leadership, we must restructure governance in the diocese. The new models of leadership should enable us to respond to the call to transform the world, to herald the coming of God's Kingdom by reaching out to the homeless and the marginalised, challenging unjust structures and caring for the environment.**

**This theme is divided into two sections – Section A and Section B. Section A focuses on the new structures of governance and leadership, i.e. Pastoral Units. Section B focuses on serving the mission of making disciples and transforming the world.**





St Mary's Church,  
Clogheen, Co Waterford



## SECTION A – REMODELLING LEADERSHIP AND GOVERNANCE STRUCTURES

### Phase One: At Diocesan Level

Actions to be implemented within Years 1 and 2 (2019–2021)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>4.1 To ensure that priests are supported and cared for in these challenging times when the number of priests is rapidly declining and the age profile of clergy is rising</b>	Organise a conference for clergy at least twice each year to discuss issues such as ongoing formation in theology, leadership skills, realistic expectations, health and well-being, coping with the current reality, etc.	The Bishop with the Council of Priests	Twice yearly for the duration of the plan
	Appoint a Vicar for Clergy	The Bishop	September 2019
	Provide access to supervision for priests which will enable priests to develop realistic expectations in relation to their role	The Bishop with the Council of Priests	January 2020
<b>4.2 To continue to promote and nurture vocations to the priesthood and the religious life</b>	Establish a vocations team to support the work of the Directors of Vocations	The Bishop with the Directors of Vocations	Ongoing
	Distribute relevant promotional material to parishes	Directors of Vocations	Ongoing
	Encourage attendance at vocations workshops annually	Parish Clergy and all involved in ministry in parishes	Ongoing



Core Strategic Objectives	Actions	Responsible	Timeframe
<b>4.3 To establish new models of governance and leadership in the diocese</b>	Appoint a new Director of Pastoral Development	The Bishop	Recruitment process to begin immediately
	Identify and establish Pastoral Units throughout the Diocese	Director of Pastoral Development to meet with clergy and laity in each Pastoral Area	Work to begin in September 2019 and to be completed by Christmas 2019
	To establish Team Ministry in each Pastoral Unit	Director of Pastoral Development to organise experts to address clergy on team ministry and offer training to Pastoral Units	When Pastoral Units are identified, workshops to be organised for the spring of 2020
	To establish a Pastoral Unit Council in each Pastoral Unit	Director of Pastoral Development to meet with Parish Pastoral Councils in each Pastoral Unit	Work to begin in September 2020 and to be completed by September 2021



**Cathedral of the Most Holy Trinity, Waterford**

## SECTION B – SERVING THE MISSION

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>4.4 To ensure that the work of the Diocesan Child Safeguarding Committee in all its various aspects will continue to be fully supported and developed</b>	All Church personnel who interact with children/young people and vulnerable adults must attend safeguarding training and be Garda vetted to comply with legislation	Diocesan Safeguarding Co-ordinator and Diocesan Safeguarding Committee together with local safeguarding representatives	Ongoing
	A Child Safeguarding Committee to be established in each Pastoral Unit to support the work of the parish safeguarding representatives	Diocesan Safeguarding Co-ordinator, local safeguarding representatives, and Parish Pastoral Councils	When Pastoral Units are established
	Provide annual training for all those involved with children and vulnerable adults	Diocesan Safeguarding Co-ordinator	Ongoing
	Implement child safeguarding policies and procedures in all parishes and at all diocesan events such as pilgrimages, etc.	Diocesan Safeguarding Co-ordinator, local safeguarding representatives and designated event safeguarding representatives	Ongoing
<b>4.5 To promote open debate, communication and transparency at all levels in the diocese</b>	Hold workshops to educate people in the use of websites, newsletters, live streaming and other creative means of communication	Diocesan Communications Committee	September 2019

## Phase Two: At Diocesan Level

Actions to be implemented within Years 3, 4 and 5 (2021–2024)

Core Strategic Objectives	Actions	Responsible	Timeframe
<b>4.6 To promote justice and peace in accordance with the social teaching of the Church</b>	Establish a Diocesan Justice and Peace Commission to advocate on behalf of the homeless and other justice issues which are impacting on the local community	The Bishop to set up group. Training to be provided by Episcopal Commission for Justice and Peace	Spring 2021
<b>4.7 To promote awareness of Pope Francis' encyclical <i>Laudato Si'</i> and to encourage actions which respect the environment and counteract the threat of global warming</b>	Informed by the Diocesan Justice and Peace Commission, each Pastoral Council to decide on a few key actions which promote a more eco-friendly environment in parishes	Representative of Waterford Public Partnership Network to advise the Diocesan Justice and Peace Commission and to meet with Parish Pastoral Councils to agree actions. Parishes can also be advised by Eco-Congregation Ireland	Beginning in September 2021
<b>4.8 To reach out in a spirit of solidarity and support to asylum seekers and refugees</b>	In areas where direct provision centres are located, Parish Pastoral Councils to set up support groups for the asylum seekers in the centres	Waterford Immigration Network to assist the Parish Pastoral Councils in setting up support groups	September 2021





Harry Clarke window, Mount Melleray Abbey, Cappoquin, Co Waterford



Diocese of Waterford & Lismore