

# **POOLE CATHOLIC PARISHES**

**2010**

## **DEVELOPMENT PLAN**

**Development Plan for Catholic Life in Poole**

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## **1 Purpose of the Plan**

In September 2007 Bishop Christopher issued the invitation for the Catholic community of the Diocese of Plymouth to embark upon a process of pastoral reorganisation. A “Call to Action” was issued to all parishes to produce a development plan aimed at making the best use of resources in order to promote and sustain future Catholic life throughout the Diocese. This plan is the response of the four Catholic parish communities in Poole and it aims to provide a clear sense of direction and concrete actions aimed at maintaining and enriching Catholic life in Poole into the long-term.

## **2 Background**

- 2.1** Change is a major feature of twenty-first century life. Change occurs in all aspects of our lives from the nature of family life to the social fabric of the country as a whole. Work, health, education are also being impacted upon by change and so too is the Church and the ways in which faith is experienced.
- 2.2** Twenty-first century realities are not just about coping with the reduction in vocations to the priesthood and religious communities, but also about a greater empowerment of the laity. In our plan we are inviting people to share their manifold talents as members of the church.
- 2.3** Stewardship is a term that is gaining greater importance within the church and lies at the heart of this plan. It concerns the ways in which God given resources of all types are used to build up the Kingdom of God. It is about recognising the enormous reservoir of talent, skill and capability that exists in every one of us and how these gifts can be harnessed to enrich the lives of the whole community.
- 2.4** In January 2008, representatives of the four parishes of Poole came together to create the Poole Unit Steering Group (PUSG). The group was made up of Poole’s four parish priests and twelve members of the laity, drawn in the main from their parish pastoral councils. This was to ensure that all parishes were fully represented and that the PPC’s remained fully engaged in the process.
- 2.5** The initial task was to carry out a survey of parish resources such as priests, premises, administrative support, number of parishioners, finance and the like. This was completed by February 2008.
- 2.6** The second task was to carry out an audit of parishioners, their worship patterns and preferences, membership of ministries, and involvement in parish organisations. Work began on devising a questionnaire that could be used by all parishes in March 2008. It was a challenging task and called for a great deal of sharing, learning how to work together and how to communicate effectively and sensitively.

- 2.7 In the event, during February 2009 some 1076 questionnaires were completed representing about 75% of regular mass attendees. This was a fantastic result and to the best of our knowledge is the largest such exercise held anywhere in the country, a real first for Poole! It was particularly encouraging to note that the vast majority of respondents were in support of the exercise.
- 2.8 In October 2009, work began on developing a formal Poole Parishes Development Plan and that work continued well into 2010 as we prepared for its presentation to Bishop Christopher later that same year.

### 3 Assumptions

- 3.1 That pastoral development could be shared and developed
- 3.2 That the Parish Priest's administrative workload should be reduced
- 3.3 That economies of scale could be achieved by working together as one unit
- 3.4 That improvements in the management of the individual parishes Professional / Governance requirements should be explored.

### 4 Objectives

- 4.1 To become more fully a **celebrating, caring, learning and living Church** in Poole.
- 4.2 To keep the **Catholic faith alive and developing** in Poole and the surrounding area.
- 4.3 To **provide the Sacraments** in a way that reflects the availability of the clergy.
- 4.4 To make **better use of our resources**: people, buildings and finance.

### 5 Scope

- 5.1 Sacramental Preparation
- 5.2 People – Clergy, Religious, Laity, Employees, Professionals, Contractors, Suppliers
- 5.3 Premises – Churches, Halls, Presbyteries, Schools
- 5.4 Financial Resources – Accounting, Auditing, Signatories, Systems, IT, Fundraising
- 5.5 Governance – PPC, H&S, Safeguarding
- 5.6 Administration – Processes, Systems, IT, websites
- 5.7 Outreach Activities – Ecumenism, Evangelisation
- 5.8 Ministries
- 5.9 Organisations

## 6 Organisation/Governance of the PUSG

- 6.1 The Poole Unit Steering Group (PUSG) was structured to include the Parish Priests and three parishioners from each parish. The group appointed three officers, Chairman, Nigel Waite, Project Manager, Reg Grimston and Administrator, Dorothy Brant. The steering Group met on a monthly basis in accordance with a pre-determined 2010 Meetings Schedule which aimed to issue a Draft Development Plan for parishioner review by May 2010.
- 6.2 Parishioner Working Groups were established to assist with research into specific scope areas. Each Working Group was co-ordinated by a “Champion” who reported back to the Steering Group. Working Groups met on an “ad hoc” basis according to their workload and the requirement to report back to the Steering Group meetings.
- 6.3 Between January and March 2010 each PPC discussed, commented and approved a Mandate for the Steering Group to continue researching and drafting a Development Plan for review before presentation to Bishop Christopher in the Autumn.
- 6.4 The Mandate, see Appendix 1, was explained to parishioners at mass. All parish priests signed the Mandate and some, to highlight its importance, signed the Mandate at mass.

## 7 Action Plan

- 7.1 Working Groups were formed to:
  - 7.1.1 Commence working together on Sacramental preparation
  - 7.1.2 Consider the possibility of a Joint Administrative Team
  - 7.1.3 Consider the possibility of a Joint Finance Committee
  - 7.1.4 Consider the possibility of a Joint Asset Management Group
  - 7.1.5 Consider the possibility of Joint Governance actions
  - 7.1.6 Propose revised Mass Times
  - 7.1.7 Review and record the details of parish Organisations
  - 7.1.8 Consider operating one Unit Youth Ministry

The “Champions” for the Working Groups are:

<b>Working Group</b>	<b>Champion</b>
Sacramental Preparation	Father Peter Webb/Lynne Condon
Administration	Cecilia Grimston
Finance	Sue Fernley
Asset Management	Reg Grimston
Governance (Safeguarding)	Father Mark Skelton
Mass Times	The Clergy
Organisations	Philomena Willis
Youth Ministry	Sue Fernley

## Progress of the Working Groups

### 7.1.1 – Sacramental Preparation

	<b>St Mary's</b>	<b>St Joseph's</b>	<b>St Anthony's</b>	<b>Our Lady of Fatima</b>
<b>Infant Baptism</b>	Priest's visit There used to be a team	Priest's visit	Priest's visit	Priest's visit Redemptorist Baptism
<b>First Holy Communion</b>	Team of catechists <b>Tracy Nelms</b>	Team of catechists <b>Sr. Marion Gormley</b>	Team of catechists <b>Mary Gold</b>	Team of catechists <b>Jackie Turner</b>
Catechists	17	8	1	3 & 2 teenagers
Candidates	54	21	2	16
Meetings:	Monthly Saturday (split between am & pm)	Weekly in term time Before 5.30m Mass	Weekly before Sat evening Mass	Weekly Thur eve & during children's lit @10:30 Mass
Materials	"I Belong" book plus catechists own notes	"God's Greatest Gift"	"I Belong" book	"I Belong" book (King Things Right/Recon)
Start	September	6th Novemebr	January	September
Recon	Advent	New Year	Feb?	Before Christmas
FHC	Easter tide	Easter tide	Easter tide	Easter tide
<b>RCIC</b>	<b>Simon O'Connor</b>	Incorporated	with FHC	Incorporated with FHC
Catechists	<b>Lynne Condon</b>			
Candidates	2			
Meetings:	Done before/parallel FHC			
Materials	Christian Initiation of Older Children by Sandra Figgess			
Start	Beginning of the year			
<b>RCIA</b>	<b>Eunice Masters</b>	Take advantage of St Mary's programme	Taking advantage of St Mary's programme	Taking advantage of St Mary's programme
Catechists	<b>Clergy &amp; Bernard Hypher</b>	Fr Barry & Sr Marion writing new course		with individual attention
Candidates	2 (St Anthonys)	Nil	2	
Meetings	Wed afternoon (Bernard)	n/a		
Candidates	5 (& 3 Catechumen)		1	4
Meetings	Thursday evening (Eunice) Held at St Anthony's church	n/a		
Materials	God for Grown Ups, Faith for Future "Your Faith Foundations in Faith" "How to survive being married to a Catholic"			Compendium of the Catholic Catechism & Alan Dale's Portrait of Jesus
Start	10 Nov 2010	n/a	10 Nov 2010	10 Nov 2010

7.1.1 – Sacramental Preparation (continued)

	St Mary's	St Joseph's	St Anthony's	Our Lady of Fatima
<b>Confirmation</b>	Shared by the parishes from 1993 and including Holy Spirit & St Edward in Swanage since 2009			
Admin Team	<b>Tina Preston</b> <b>Eunice Masters</b>		<b>Angela Penwarden</b> <b>Anne-Marie Rudenka</b>	
Catechists	10			
Shadow catechists	4			
Supported by	5 Parish Priests			
Candidates	30+ average (Year 9 & above)			
Meetings	4 Sat sessions in Spring & 2 sessions for parents/carers			
Materials	Catechists notes based on the 7 gifts of the Holy Spirit			
Start	1st Sunday of Advent			
Finish	Shared celebration held at St Mary's or St Josephs			
<b>Marriage Care</b>	Directly under parish priests.	Paperwork & meetings in each parish.		Revising its programme. Fr Peter is keeping in touch. Oonagh Pittam
<b>Authorised Persons</b>		Fr Barry & Mr & Mrs Gillings		
Meetings	6 times p.a.			
<b>Anointing of The Sick</b>	This is reserved to priests. Preparation tends to be part of the rite.			
<b>Funeral Rites</b>	Not strictly speaking a sacrament but very much linked to sacramentals These are arranged by the clergy, priests and deacons			

	St Mary's	St Joseph's	St Anthony's	Our Lady of Fatima
<b>Bereavement</b>				<b>Liz Labrow</b>
Admin	Wef 8th Feb 2011 Liz Labrow is extending support to St Marys	N/A	N/A	Piloting 1 group for whole of Poole

7.1.1 – Sacramental Preparation (Continued)

<b>COMMENTS</b>	
<b>Infant Baptism</b>	No lay involvement but lay people could be involved in preparation
<b>First Holy Communion</b>	Good lay involvement. Tracy recommends local recruitment. Suggestion: we develop collaboration <b>Reception of Baptised Christians into Full communion</b> This is incorporated into FHC (but does not give due justice to the specific needs of those coming into full communion.
<b>RCIC</b>	St Mary's is the only one to tackle this in its own right Perhaps Simon could offer his course/help to the other parishes?
<b>RCIA</b>	Take care not to leave onus on St Marys Q. Local parish rites? Q. Single Easter Vigil or just in St Mary's and St Josephs (as with confirmation)
<b>Confirmation</b>	This we believe is our success story. Hard work but with a good admin team. Catechist group apart from admin team. There is a good mission statement and excellent information for catechist recruitment including Safeguarding requirements. There are well used e-mail links with parents and candidates and follow-up Welcome meal in January w/e Baptism of the Lord Weekend retreat in Swanage in early February. Any questions regarding engagement with late comers / family circumstances?
<b>Marriage Care</b>	We probably do not know what each other does but could learn from each other.
<b>Anointing of The Sick</b>	We could probably learn from each other's experience
<b>Funeral Rites</b>	Experience from Brittany indicates that lay involvement is effective in the preparation There is an article by Bernard Cotter on lay funeral teams in the Tablet of 14 May under Parish Practice.
<b>Bereavement</b>	(No comments)

<b>RECOMMENDATIONS</b>	
<b>FHC</b>	We could work towards all parishes using the same course. This would need to be discussed and approved. No course is perfect and people need to work with what they find most helpful. Perhaps we could look at the way the Confirmation Programme has developed with mission statement etc and use of emails. Comment received: St Edward's admission policy has meant that we get children on the programme just so they can be guaranteed a place at the school....This appears to have caused problems regarding the necessary commitment to the course. Not sure if all parishes working together would work taking into account the large numbers, we struggle with our 50+ each year.
<b>Marriage Care</b>	Clergy find marriage form filling helpful, but perhaps we need a Registrar to cope with ongoing paperwork.

19 May 2011

**7.1.2 – Administration**

The purpose of the working group was to determine how the administration of the Poole parishes can be made more effective by working together with the secretaries interacting with each other on a regular basis.

**Preamble** It was soon recognised that running a Church Office is unlike running a secular business office, there are unique challenges and responsibilities.

**Aim** To determine what those challenges were? And, what improvements could be made in the four Parishes Offices from a fresh approach by working together on a Poole Unit basis.

The data analysis team suggested that a method of achieving this aim would be under the framework of a SWOT Analysis.

**SWOT ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>OPPORTUNITIES</b>	<b>THREATS</b>

**Where do we want to be?**

**‘Small Steps for change’**

The secretaries from the four Poole Parishes Offices met to reflect on what they do and whether changes are needed. This is an ongoing process.

The secretary’s interaction on a new Diocesan software package for Finance to also include Gift Aid has resulted in its adoption by all four parishes. Further software packages will be analysed.

Other elements for analysis include hardware, networks, communications, office supplies and personnel.

The Steering Group agreed to investigate the possibility of forming a Poole Unit “Umbrella” or Portal Web Site that would link to the existing parish websites. Investigations are ongoing with organisations that can provide suitable products, some with additional enhancements for communications and common diaries.

As an interim communications measure, the PUSG minutes are being posted on the St Anthony’s website.

**7.1.2 – Administration (Contd.)**

It is noted that the Diocese has employed an IT Consultant to look at Administration within the Diocese and standard procedures are being developed and rolled out. They are looking at standardising e-mail for priests, standardising computer hardware and software procurement in addition producing a document management system aiming towards paper free offices.

The Parish Website option which the Diocese was looking into has been put on the back burner for the moment.

In 2011 it is proposed that we look at:

- 1 Purchasing a web name for St Joseph's and OLF.
- 2 Organising a questionnaire for the Administration offices of the four parishes regarding current IT usage, hardware, software and office supplies.

7.1.3 – Finance

Initial discussions have been held with the Chair of Finance in each Parish to define the role and composition of each Finance Committee. They differ considerably from Parish to Parish as detailed below:

	St Mary's	St Joseph's	St Anthony's	Our Lady of Fatima	Comments
Title/Responsibility	Finance Committee {Have separate Premises Committee who are responsible for upkeep and maintenance of all buildings and grounds)	Finance with responsibility for Fabric	Finance with responsibility for Fabric and Health and Safety	Finance Committee {Have separate Fabric Committee)	
Formal Constitution	Yes	Yes	No	Yes	
Composition	Priest Chairman Gift Aid Organiser 3 other members Chair of PPC Chair of Premises Parish Secretary	Priest Chairman Gift Aid Organiser 3 other members Parish Secretary	Priest Chairman Gift Aid/Collections Organiser Treasurer Parish Secretary	Priest Chairman Gift Aid Organiser 2 other members Parish Secretary	St Anthony's is the only Parish where the Chairman is not the Treasurer
Membership	Chosen by Priest	Chosen by Priest	Chosen by Priest	Chosen by Priest (with requests for volunteers)	Priests usually ask for volunteers or approach people direct
Term of office	Maximum of 4 years then must step down for at least one year	No Limit	No Limit	No Limit	
Treasurer	Chairman	Chairman	Separately appointed – not Chairman	Separately appointed	

## DECEMBER 2010

	St Mary's	St Joseph's	St Anthony's	Our Lady of Fatima	Comments
Fundraising	Separate group organise annual Fete and Bazaar with proceeds to Parish Funds Other fundraising done by individuals groups –Cafod etc	No formal fundraising group – done ad hoc by individuals	Fundraising Group COGS [Charity Organising Group] who fundraise for charity – no formal fundraising done for Parish	Organised through PPC	
Individual Responsibilities <b>Parish Secretary</b>  <b>Treasurer</b>	Responsible for making all payments, keeping and producing accounts and parish returns  Chairman With Committee responsible for setting budgets, agreeing expenditure and advising PPC on availability of funds	No financial responsibilities  Chairman Responsible for making payments, accounts and reconciliations, parish returns and budgets	Responsible for day to day payments and banking  Responsible for, accounts, reconciliations, parish returns	No financial responsibilities  Responsible for making payments, accounts and reconciliations, preparing parish returns and budgets	St Mary's is the only Parish where all the financial processes are dealt with by the Parish Secretary

The Parish Chairs are all willing to come to a meeting to exchange views and see how we might assist each other and this meeting is being organised. The general feeling is that Finance is an area which is very specific to each Parish in terms of income and expenditure and it is not easy to see how we might currently work together.

There is the opportunity to offer to support each other by sharing expertise and good practice and to support each other by sharing resources. This will be explored at the meeting

All parishes have attended training on the new Diocesan Accounting System.

#### 7.1.4 – Asset Management

The Asset management Group discussed the benefits that might be obtained from forming a Unit Premises Group but felt that the downside, at this time, with four separate parishes, would be the additional layer of management required. They decided to list common activities that could possibly benefit from Unit wide action and to co-ordinate such action as necessary:

- Standardisation of Diocesan involvement through contract for Quinquennial Reviews
- Professionals Listing
- Suppliers Listing
- Schedule of Rates
- H&S
- PAK testing
- Shared equipment
- Caretakers
- Handymen
- Gardeners
- Cleaners

Two projects were noted:

- The conversion of a garage into an office at Our Lady of Fatima which is substantially complete and has attracted a considerable grant
- The refurbishment of the hall at St Mary's which is currently "On Hold" as is all major building expenditure, due to the potential Unit re-organisation.

In summary it was mentioned that the Unit assets are in good order and all parishes were financially sound. The assets are subject to regular inspections following which planned maintenance and emergency repairs are systematically completed. It was also noted that asset maintenance was a continuing major parish expenditure that may not be economically sound in the longer-term.

Even though the group felt that the parishes were strongly local community based, they wondered if it would be worthwhile to review the economics of continuing to manage their assets separately. The Steering Group later decided that a review would be worthwhile.

The review would involve each parish in:

- Consolidating their running costs
- Assessing potential development plans
- Consolidating their available investments
- Obtaining valuations of church properties

The diocese has since provided information on the parish running costs and some valuations. Further research will be required to fill in the gaps and answer queries raised in the development plan. This will be initiated at an appropriate time, to inform future decisions.

### 7.1.5 – Governance

Only three of the four parishes have been represented at each of the Safeguarding Group meetings but they were very fruitful and positive meetings. Many of the issues which were brought up by individuals were commonly shared.

The strain of Administration.

The temptation to think of administration as the “be all” and “end all” and lose sight of the whole reason for our ministry.

The need to raise profiles of groups in the individual parishes.

The real desire to work more closely as a Safeguarding Group for Poole.

The sharing of ideas, experiences and encouragement.

The need to deepen our awareness of vulnerable adults’ needs.

The overall impression gained from the meetings was that it is a very useful opportunity to gather and share experiences. A way of moving forward is definitely to bring more of a systematic approach to our 'vetting' and 'interviewing' of volunteers but there is also the recognition that all four parishes have their own identities and therefore, perhaps, any team which is formed across the four parishes needs to be very much aware and sensitive to this anomaly.

One of the actions is to seek, from the Diocese, any help and templates they have for job specifications bearing in mind the previous caveat. A common and unified approach will enable and indeed ensure a regular and accurate sharing of information which will go a long way to safeguarding the integrity and reputation of the Church's mission as well as the central importance of the safety of children and vulnerable adults.

It was recognized that training for those working with vulnerable adults needs to be heavily encouraged as the group was conscious that, perhaps for obviously understandable reasons, the emphasis till now has been very much towards those working with children. Training sessions will be arranged and advertised across the four parishes.

It is planned to have photographs of the members of the four parish Safeguarding Groups available in all parishes thus enabling a greater field of expertise and availability to all parishioners.

The continued meeting of the group would, it was thought, enable other ideas and suggested shared actions to come to the surface. Gathering and discussing can uncover previously unnoticed difficulties, complications or strengths. As a loose gathering of people working in the same field and without undue pressure to be ever changing and achieving goals or aims, there would hopefully be a natural development of greater teamwork and increased clarity in expectations and purpose.

Hopefully in future, Safeguarding Group meetings will take place four times a year.

### **7.1.6 – Mass Times**

Closure of any churches, or building one new church to replace all four parish churches are not being considered within the timescale of our Development Plan.

Following discussions between all four priests, possible outcomes from a reduction in the number of priests were thought to be:

#### **Three priests**

St Anthony's and Our Lady of Fatima would have three Sunday Masses between them, timed so as to be celebrated by one priest as necessary.

#### **Two Priests**

St Mary's and St Anthony's becoming effectively one parish with two Masses at St Mary's and one at St Anthony's. Our Lady of Fatima and St Josephs would also combine with again, two Masses at St Joseph's and one at Our Lady of Fatima.

#### **Frequency of masses**

There seemed to be general agreement that there are currently perhaps too many Sunday Masses, given the size of our churches and the desire of the church for parishes to be centred [when possible] around one Sunday celebration of the Mass.

Figures extracted from the year book as regards attendance at Sunday Masses and the sizes of the various churches indicate roughly 1,500 attending 9 masses in 4 churches with a suggested capacity of 1,390.

No changes are currently being considered but it was suggested that as far as possible each parish should have a single Sunday Mass over their weekend of the Bishop's visitation. The exception being St Mary's where there will be two masses.

#### **Interim Arrangements**

It was later suggested at a steering group meeting, that the outcome above for three priests, could be commenced earlier as an interim, with two priests sharing the workload. Similarly, it could also be possible as an interim, to bring forward the outcome for two priests, with three priests sharing the workload.

#### **Parish Pastoral Councils**

At the last meeting of priests, it was suggested that the various parish pastoral councils [or their equivalents] might look at moving closer together. Mention was made of the recent developments with St Josephs' PPC and the possibility was raised of having a shared sense of 'parish in council'.

Although there was some agreement with these thoughts no decision was made.

### 7.1.7 – Organisations

#### Scope of the Organisations Working Group

To collate an up-to-date information list of all the Organisations with contact details for the four parishes.

To identify which Organisations have the potential to be run on a cross-parish basis.

To consider the possibility of publishing and circulating the information to the four Poole parishes to heighten awareness and to encourage cross-parish interaction.

#### What has been accomplished so far

An Audit Review was completed that confirmed 18 Organisations with 32 contact names across the four parishes. The information on Organisations was then collated from discussions with the parish contacts. They were also asked for their views on the potential of the Organisations being run on a cross-parish basis and on the possibility of publishing and circulating the information. Both initiatives were welcomed and given positive support.

After detailed discussions, and with the approval of the four parish priests the first copies of the Organisations Booklet were published at the beginning of September 2010 with limited distribution to the parish priests, members of the PUSG and the 32 parish contacts. Arrangements were then made for the four parishes to print and distribute the booklet to our parishioners on 2<sup>nd</sup>/3<sup>rd</sup> October.

The Organisations Booklet was produced with the immediate purpose of increasing knowledge and stimulating interest among our parishioners and to also encourage cross-parish participation and interaction.

#### Recommendations

It is our intention in the near future for the variety of Organisations to be publicised within our Poole parishes shared website. It is also our proposal that updates to the information should be actioned through the parish offices where copies will be available for parishioners. (See Appendix 2.)

### **7.1.8 – Youth Ministry**

A meeting of the Poole Parishes Working for Youth Group took place on 13<sup>th</sup> September and the following actions were agreed

1. That the four Parishes continue to work together to support youth work in our Parishes
2. That the proposal that the four Parishes appoint a paid part time Youth Worker to work for 2-3 days a week be accepted
3. That the composition of the Group be changed. It was agreed that rather than insisting that each Parish should send a set number of representatives the group would consist of people able /willing to take the project forward. Several of the group confirmed that they would continue but it was agreed that we should also have a Secretary, Treasurer, a representative of the clergy and a representative of the Inspire [20s –40s] group. Minutes of the meetings and regular reports will be sent to each Parish
4. The group will meet monthly to start with, but then as appropriate with the aim of reviewing the job description and person specification defining the job role and preparing an advert. The aim is to place the advert in the Spring of 2011 and the employment to begin in September 2011. The group will also be responsible for considering and agreeing how this project will be funded and for looking at future management

The group was advised that St Edwards School are keen to support this project and to work closely with the Youth Worker once appointed. They are unable to offer any financial support but are happy to assist with resources, equipment etc

## 8 Communication and Evaluation

As an interim communications measure, parishioners have been informed that the PUSG minutes are being posted on the St Anthony's website.

The PUSG presented their draft Development Plan to Bishop Christopher during his pastoral visit in October 2010 and sought guidance regarding further development.

Following evaluation of the Bishop's response, the method of wider communication of the development plan to parishioners, parish organisations, deanery and diocesan offices will be decided.

## 9. Summary

- Following the presentation of the Development Plan to Bishop Christopher in October 2010 the Bishop gave further direction to our endeavours. In particular, he asked us to determine how to reflect in our plans, the availability of two full-time and one part-time priest with effect from Autumn 2011 and the ways in which our parishes should be organised.
- The Bishop then sent an agenda for the next phase of reorganisation in Poole to all priests in November 2010. (See Appendix 3.) The main item on that agenda was the reorganisation of the parishes. Basically, to determine in detail, *how two priests could cover the needs of the people in the four present parishes.*
- Other items on that agenda were *the viability of a centralised administration, one youth worker and one hospital team.*
- The Bishop wrote *We need to keep in mind that whatever we put in place may need to be ready, if possible, in time for Advent 2011. Is this too short a time-span?*
- PUSG, PPC's and other parish groups are now actively pursuing that agenda. With the PUSG Champions and Working Groups continuing to operate as previously to maintain the impetus and ensure continuity of working together through to the eventual new organisation.

## 10 Appendices

1. Mandate – From the parishes for the Steering Group operations. (Attached)
2. Organisations Booklet - (Available separately, 20 pages)
3. Letter from Bishop Christopher – 25 November 2010 (Attached)