

# Archdiocese of Glasgow



**2015-2018**



# MESSAGE FROM THE ARCHBISHOP

## Introduction

I wish to carry forward the process, begun in 2013, of creating a parish structure for the diocese, which will be viable into the future.

As I stated before the summer, I see our work to ensure suitable future pastoral provision unfolding in three steps:

- a) immediately and for three years – the time to identify and establish the clusters and for them to begin to work together. During this period it may still be necessary to manage emerging situations and make suitable arrangements including, where appropriate, mergers of parishes and/or closures of churches.
- b) between three and ten years – in view of the knowledge and experience accumulated over the first three years, to begin to develop a concrete and long term approach to address the pastoral needs of the diocese;
- c) by the ten year mark the shape of the diocese will be what we consider is capable of providing in a sustainable way for the pastoral needs of the people and the mission of the Church in our diocese.

We must now turn our attention to the first three years.

I am pleased that we have been able to secure the services of a number of priests, from Uganda, Nigeria, and India for the next three years. While this is not a long term solution to the problems we face, and while there may well be issues during this time which will require immediate decisions about parishes, the presence of this extra manpower means that we can take enough time over the next three years for a considered approach to future provision.

The first step is to propose a system of clustering which will group together between two and five parishes. Chapter Two of this document suggests potential cluster groups. It is very important to state that they are not set in stone. I have tried to propose clusters on the basis of the information given by the deaneries and parishes themselves during the preliminary series of meetings in 2013 but I recognise that renewed local reflection may now suggest a different combination.

I invite each Parish Pastoral Council to consider the proposal for their own cluster and to either verify that it is reasonable or propose alternative suggestions. It may happen too that these conversations will have consequences for the re-thinking of our current deanery arrangements.

Thereafter, for the next three years there will be a programme to assist the development of gradually deepening relationships of collaboration and mutual support among the parishes of each cluster. Only at the end of this period, as I have emphasised above, will we be in a position to develop a long term strategy for the provision of parishes

It is crucial to state very clearly from the outset that **I do not envisage** that these clusters will **necessarily** form the basis of future new parishes. In some cases circumstances and experience may suggest that a cluster look towards a more formal amalgamation of its

parishes. In other cases different approaches may best serve the local pastoral needs. But these decisions will be for the future. The goal for the next three years is to foster deeper bonds of understanding and collaboration between nearby parishes in such a way that the best use is made of resources and personnel.

Section 3 of this document details the foundational work over each of the next three years. Suggestions are made as to the various areas where deeper collaboration might be possible. These are indicative; it may be that locally there will be further possibilities and I invite you to be imaginative in exploring what would be most fruitful in your parish cluster according to the principles laid out below.

### **Benefits of Collaboration**

The Archdiocese of Glasgow has been blessed with many parishes which have served countless people since the time of Saint Mungo. Now, given changing demographics, the increasing needs of the parishioners, the anticipation of fewer priests to serve the Archdiocese, diminishing resources, and the fact that the Archdiocese has more parishes than are needed in some areas, we are called to consolidate resources so that we can truly meet the needs of Catholics who yearn to be nurtured by the richness of the Church's Sacraments and traditions.

As we look to the future, an overall principle is that parishes will be better able to have a vision of their future and be more effective if they work together. For this reason we have proposed clusters of parishes where each parish community will work together with the other parish communities where appropriate and feasible.

Parishes work together when they enter into formal cooperative relationships with other parishes for the sake of jointly promoting the Gospel and the New Evangelisation, preparing resources for the best celebration of the Eucharist, presenting programmes of catechesis and formation, and for the service of those who are most in need.

Parishes which work together can be better stewards of spiritual, personnel and financial resources; they can seek to avoid unnecessary duplication of resources and fill in gaps when services which are needed are not currently available. By working more closely together parishes can enhance what they are already doing, develop new initiatives which they cannot do alone, or which will be more effective if done with other parishes and to share best practices.

Ultimately parishes which work together will begin to see new possibilities for the future, namely whether, where and when there is truly a case for merging or twinning so that the parish can emerge stronger and more able to be that evangelising presence of Christ and his Church which gathers on a Sunday to celebrate the Eucharist in praise and thanksgiving.

### **Some Underpinning Principles**

- The aim of our planning for the future is to strengthen the diocese (the “particular Church”) by ensuring that each parish community is viable.

- As a part of the diocese, the parish exists to be the presence of Christ and his Church in a defined local area, as well as to carry forward the evangelising mission of the Church in that local area. To achieve this, the parish needs to be viable.
- The principal touchstone of the viability of the parish is its Sunday Eucharist. The parish therefore ordinarily requires a parish priest, a community and a church
- Other touchstones of parish viability are these: the identity of the community in the local area; its numerical consistency; its spiritual depth and commitment to prayer; its missionary energy; its ability to sustain itself and its property; its relationship to Catholic schools;
- In order to be a viable community which celebrates the Sunday Eucharist, some of our existing parishes may need to merge or be twinned with others, and some churches may need to close.
- The merging and twinning of parishes, and the closing of churches, is a decision which can ultimately only be taken by the bishop in accordance with Church law.
- But these decisions will be far better if they are the result of parishes having a vision of their own future. This is the point of this 3 year programme of clustering parishes.
- A guiding principle must be this: since the diocese is not made up of parishes, but rather the parish is a portion of the diocese, our vision of the Church must be larger than our own local parish community. People must be helped and encouraged to think both in terms of diocese and parish in a forward looking and positive way.
- All parishes will be more effective if they plan for the future, especially when planning is an on-going process and not employed only in a crisis, and if they work together.

If this period of discernment is to be fruitful it will require strong leadership at local level and the engagement of everyone: priests, deacons, religious, and laity. In the course of the first year, I will meet with the priests of each cluster. Thereafter, in Years 2 and Year 3 there will be a Diocesan Pastoral Council and an Assembly of Priests to enable me to listen to your experiences in working together so that learning both from what has not gone as well as was hoped and from what has succeeded in the different clusters, I will be in a position after these three years to make the necessary decisions for future pastoral provision in the Archdiocese.

With every good wish,



+ Philip Tartaglia  
Archbishop of Glasgow

## 2: PROPOSED CLUSTERS

[Please note: there is no significance to the order in which clusters are presented nor to the order of parishes within the cluster]

1. St Joseph's, Tollcross; St Joachim's; St Paul's, Shettleston; St Jude's & St John Ogilvie's; St Barnabas'
2. St Thomas's; St Bernadette's; St Maria Goretti's
3. Sacred Heart, Bridgeton; St Michael's, Parkhead; St Mary's, Calton
4. St Anne's; Our Lady of Good Counsel; St Roch's; St Mungo's
5. St Andrew's Cathedral; St Alphonsus; St Patrick's, Anderston; St Aloysius', Garnethill
6. St Peter's, Partick; St Simon's; Our Lady of Perpetual Succour
7. St Brendan's; Corpus Christi; St Paul's, Whiteinch; St Ninian's, Knightswood
8. St Gregory's; St Columba's; Immaculate Conception;
9. St Teresa's; St Agnes's; St Augustine's
10. St Andrew's, Bearsden; St Joseph's, Milngavie
11. St Margaret's; Our Holy Redeemer's; St Stephen's; St Eunan's; St Patrick's, Old Kilpatrick
12. St Mary's, Duntocher; St Joseph's, Faifley; St Benedict's; St Laurence's
13. St Patrick's, Dumbarton; St Peter's, Dumbarton; St Michael's, Dumbarton; [Carmel]
14. St Martin's; Our Lady & St Mark's; St Kessog's
15. St Mahew's; St Joseph's, Helensburgh; St Gildas'; St Peter & St Paul's
16. St Philomena's; St Aloysius', Springburn; Immaculate Heart of Mary; St Catherine's
17. St Matthew's; St Dominic's
18. Holy Family & St Ninian's; St Flannan's; St John of the Cross; [Carmel]
19. Holy Cross, Croy; Our Lady & St Helen's; Sacred Heart, Cumbernauld; St Joseph's, Cumbernauld; St Lucy's
20. Our Lady of Lourdes'; St Leo's; St Constantine's; St Anthony's; [Nazareth House]
21. Our Lady & St George's; St James's; St Conval's
22. St Robert's; St Bernard's; St Vincent's; St Louise's
23. St Gabriel's; St Mary Immaculate's; St Helen's; Holy Name; St Albert's
24. Christ the King; St Bartholomew's; St Margaret Mary's
25. Holy Cross, Crosshill; St Brigid's; Blessed John Duns Scotus

## 3: THE NEXT THREE YEARS

### 2015-2016

*The focus this year will be on the verification of the proposed clusters and the development of an understanding of the benefits of collaboration in clusters. Two opportunities are proposed for practical collaboration within the cluster: a spiritual event and a social event.*

#### **September/October**

Parish Pastoral Councils meet to consider this document and to discuss the proposed arrangements for their cluster of parishes (*see section 2 for the proposed clusters*). The cluster is either verified as a viable pastoral grouping or amendments are suggested on the basis of local knowledge. Any suggested amendments should be sent to [anne.fitzgerald@rcag.org.uk](mailto:anne.fitzgerald@rcag.org.uk)

#### **November**

Proposed amendments will be incorporated in a final list of clusters which will then be sent back to Parish Pastoral Councils

#### **January/February**

A joint meeting takes place of the Executives (Chair, vice-Chair and Secretary) of the Parish Pastoral Councils and the priests and deacons of each parish of the cluster.

- The meeting begins with prayer (*see section 4*)
- A coordinator and secretary are appointed
- A discussion takes place about the principles and benefits behind the clustering process as laid out in the Archbishop's message
- Consideration is given to arranging one joint spiritual event for the parishes of the cluster to take place during Lent. This could take the form of an evening of recollection or a penitential service and could emphasise one of the themes of the *Year of Mercy*. The principle of collaboration should be borne in mind so that is not about one parish 'putting on' an event for the others, but rather that there is collaboration between the various liturgy groups, musicians, readers, clergy, etc.

#### **February/March**

Joint Spiritual Event takes place

#### **April/May**

A further joint meeting takes place of the Executives (Chair, vice-Chair and Secretary) of the Parish Pastoral Councils and the priests and deacons of each parish of the cluster.

- Evaluation of the March joint liturgical celebration
- Planning of a cluster social event to take place in June. Again the principle of collaboration is borne in mind so that it does not appear as one 'host' parish and several 'guest' parishes.

#### **May/June**

The Archbishop will meet with the priests and deacons of each cluster to listen to their experiences and hear any suggestions for the following year.

#### **June**

Cluster social event takes place.

## **2016-2017**

*During this year, the cluster social and spiritual events will be repeated. In addition clusters are invited to begin to explore further opportunities for practical collaboration and sharing of resources in the areas of Pastoral Services and Parish Administration. The Pastoral Year will conclude with a Diocesan Pastoral Council.*

### **September/October**

A joint meeting takes place of the Executives (Chair, vice-Chair and Secretary) of the Parish Pastoral Councils and the priests and deacons of each parish of the cluster.

- The schematic diagram in section 4 of this document gives some suggestions of ways in which parishes within the cluster can collaborate and share resources. The list is only indicative – there may be other that come to mind for your cluster.
- Have a discussion about the various areas and begin to put together an inventory of each parish's activities and personnel with a view to providing some services on a 'cluster' basis, for example – if one parish has a strong RCIA team and the others do not, is this something that could be provided at cluster level. *(Some guidelines for your reflection are given in section 6)*
- Consideration is given to arranging a further joint spiritual event for the parishes of the cluster to take place during Lent. This could take the form of an evening of recollection or a penitential service. The principle of collaboration should be borne in mind so that is not about one parish 'putting on' an event for the others, but rather that there is collaboration between the various liturgy groups, musicians, readers, clergy, etc. (Some materials will be circulated in due course)

### **February/March**

Joint Spiritual Event takes place

### **April/May**

A further joint meeting takes place of the Executives (Chair, vice-Chair and Secretary) of the Parish Pastoral Councils and the priests and deacons of each parish of the cluster.

- Monitoring progress of any liturgical or administrative areas where collaboration/sharing has begun within the cluster.
- Evaluation of the March joint liturgical celebration
- Planning of a cluster social event to take place in June. Again the principle of collaboration is borne in mind so that it does not appear as one 'host' parish and several 'guest' parishes.
- Choosing three members from the group to attend the Diocesan Pastoral Council

### **May/June**

Diocesan Pastoral Council takes place.

### **June**

Cluster social event takes place.

## **2017-2018**

*During this year, the cluster social and spiritual events will be repeated. Further opportunities for collaboration in Pastoral Services and administration will be explored and times of Masses and other Liturgical events will be considered with a view to ensuring that timings permit variety and also the possibility of being covered by less priests. The Pastoral year will conclude with a Diocesan Pastoral Council*

### **September/October**

A joint meeting takes place of the Executives (Chair, vice-Chair and Secretary) of the Parish Pastoral Councils and the priests and deacons of each parish of the cluster.

- Examine the times of Sunday, Holyday, and Weekday Masses across the cluster. Have a discussion about whether these times (a) meet the needs of parishioners (elderly, young people, workers, etc.), schools, etc.; (b) allow a variety of times so that parishioners can get to Mass if they miss their usual Mass; (c) allow priests to help each other during absences? Do these times just suit those coming at present or are they means of outreach?
- Examine the times of other services (baptisms, confessions, novenas, receptions of remains, devotions, etc.) to see if they can be better coordinated.
- Examine the dates for First Confessions, First Communions, and Confirmations – do these end up all being on the same day in neighbouring parishes making it difficult for family members to attend each other's celebrations of the sacraments and making it difficult for priests to help each other?
- Consideration is given to arranging a further joint spiritual event for the parishes of the cluster to take place during Lent. This could take the form of an evening of recollection or a penitential service. The principle of collaboration should be borne in mind so that is not about one parish 'putting on' an event for the others, but rather that there is collaboration between the various liturgy groups, musicians, readers, clergy, etc. (Some materials will be circulated in due course)

### **February/March**

Joint Spiritual Event takes place

- **April/May**  
A further joint meeting takes place of the Executives (Chair, vice-Chair and Secretary) of the Parish Pastoral Councils and the priests and deacons of each parish of the cluster. Monitoring progress of any liturgical or administrative areas where collaboration/sharing has begun within the cluster.
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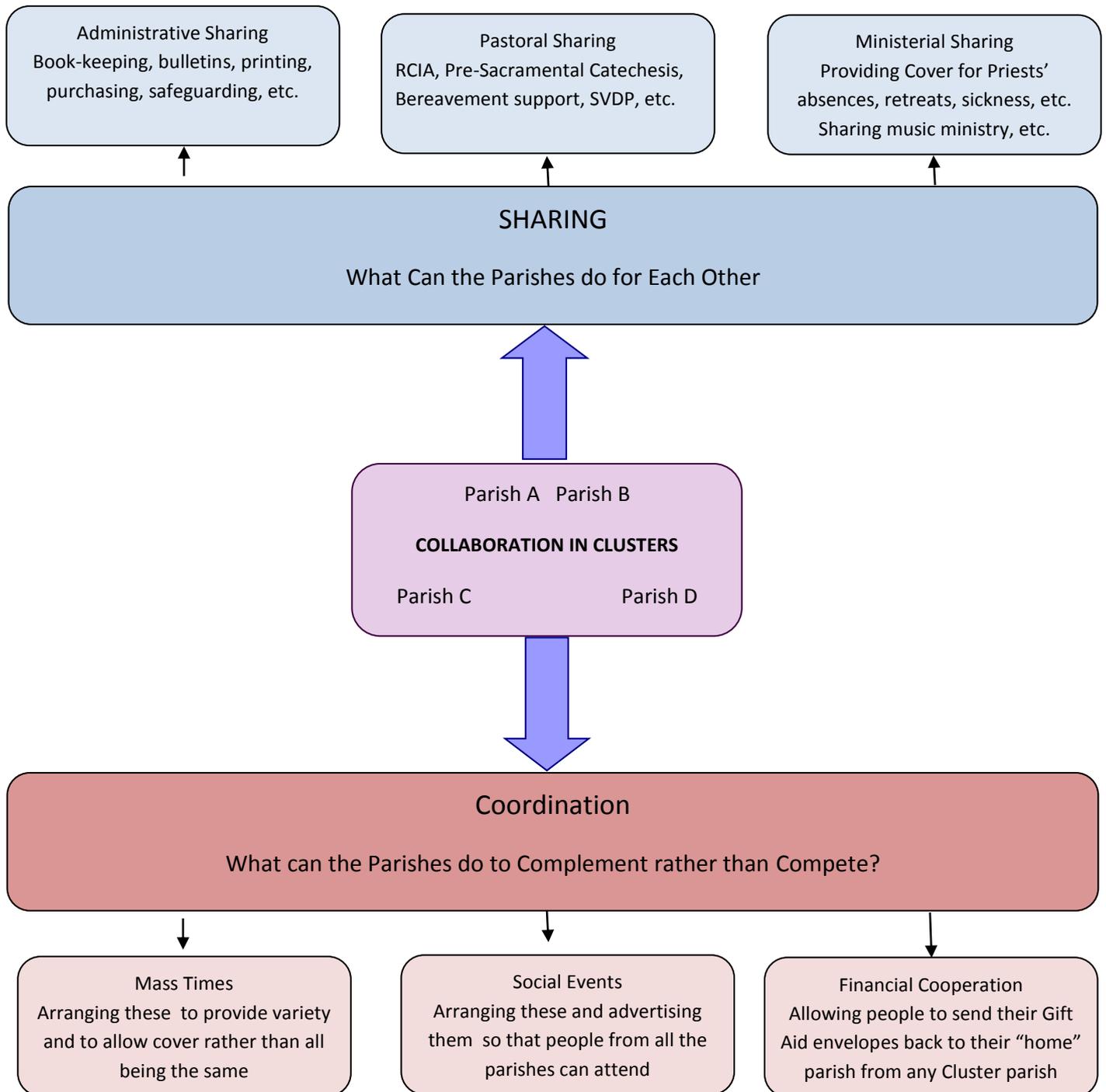
### **May/June**

Diocesan Pastoral Council takes place.

### **June**

Cluster social event takes place.

## 4. OVERVIEW OF THE AREAS FOR COLLABORATION



## 5. PRAYERS

### *Prayers for the beginning of a Joint Pastoral Council Executive Meeting*

1. God our Father, through the Gospel and the Eucharist,  
You bring us together as your Church in the Archdiocese of Glasgow.  
Send us your Holy Spirit, to enlighten our minds and guide our actions  
as we plan for the future of parish life in this Archdiocese.  
Help us to learn new ways to strengthen and bring new life to our parish  
communities,  
and to be good stewards of the spiritual and material gifts that sustain  
them.  
Bless our work, so that our parishes may continue to witness to the truth  
of the Gospel,  
and be a sign of your love for all people.  
We ask this through Christ our Lord. Amen.
2. Loving God of mercy and power,  
protect us from harm and give us the strength of the Holy Spirit  
to do your work on earth.  
Help us to be more trusting of your loving providence and strengthen us  
to be willing to give our lives in service of others as your Son, Jesus, did.  
Encourage us when we are weary  
and direct our hearts to the love of the Trinity so that we may be  
strengthened  
in our relationships to one another and in every good deed.  
We ask this through Jesus Christ, your Son,  
who lives and reigns with you and the Holy Spirit,  
God for ever and ever. Amen.
3. Loving Father, continue to nurture us through your holy Word.  
Enlighten us as we plan for the future to be consciously aware of your  
living Word  
which has been given to us so that we may effectively proclaim the Good  
News  
and inspire good works.  
We ask this through Jesus Christ, your Son, who lives and reigns with you  
and the Holy Spirit, one God, for ever and ever. Amen.
4. Loving God, you are our saving God. Give us the power and courage  
necessary  
to keep your commands until the end of time.  
Empower us to be people of hope who trust in your presence.

Enlighten us as we plan for the future in ways that effectively spread the Good News

that you are our ruler and the light of salvation.

Continue to strengthen us through Jesus Christ, your Son, who lives and reigns with you and the Holy Spirit, one God, for ever and ever. Amen.

5. (during Advent)

All powerful God, our hearts are longing for the coming anew of Jesus, your Son and our Saviour.

Move us with your love and your light to brighten our days of waiting.

Strengthen us to continue his work on earth by patiently reaching out to those in need.

We ask this through Jesus Christ, your Son, who lives and reigns with you and the Holy Spirit, one God, for ever and ever. Amen.

## 6. POINTERS FOR THE PARISH INVENTORY (2016-17)

The following are some areas of parish life where each parish is asked to honestly assess its effectiveness and to consider whether it could be more effective in a particular area by sharing resources or collaborating with the other parishes of the cluster. The list is not exhaustive and other areas may arise in each category as you explore them.

### LITURGICAL LIFE OF THE PARISH

- All sacramental celebrations involve well prepared liturgical ministers
- The Liturgy is enhanced by music which is liturgically suitable and technically proficient
- The Sacrament of Penance and the Anointing of the sick are celebrated regularly
- RCIA is the formation experience used for adults seeking the Sacraments of Initiation
- Various forms of popular devotions are offered
- Ministers (pass-keepers, Readers, Extraordinary Ministers, Sacristans) are trained and regularly receive opportunities to grow in their understanding of the power and the value of the Liturgy

### EVANGELISATION AND CATECHESIS

- Parish leaders (Parish Council members, etc.) have opportunities to be formed in a vision of evangelisation based on Church teaching
- The parish has opportunities to deepen an understanding of being actively engaged in being an evangelising community
- The parish welcomes newcomers warmly
- The parish provides catechetical and formation opportunities
- Children and youth of all ages are provided with opportunity for catechesis
- Families are provided with opportunities as family units to grow in faith
- The Catholic school is supported; parents are involved and are encouraged to send their children to the Catholic school
- Vocation Awareness and promotion is a priority

### STEWARDSHIP AND OUTREACH

- Parishioners offered opportunities to understand that they have gifts from God that can be used to build up the Church and contribute to the Mission of Christ
- Opportunities are offered for education on Catholic Social Teaching (Justice and Peace groups, etc)
- The Parish has outreach programmes for particular groups. For example:
  - the poor or marginalised (Strong SSVP, etc.),
  - the bereaved (Bereavement Groups, parish involvement with funerals, etc.),

- *particular programmes to help refugees and immigrants, etc.*
- *Family support – particularly for families in difficult or irregular circumstances*

### **EFFECTIVE ADMINISTRATION**

- *Parish Councils meet regularly and have opportunities for on-going formation*
- *The fullest possible collaboration of clergy, religious and laity is encouraged in the service of the common mission*
- *Parishes have Finance Teams which have opportunities for training and have people available to help the parish priest with financial management, book-keeping, etc.*
- *The parish has the resources to engage effectively in communicating through electronic media*
- *The parish has the physical resources, equipment, etc. to communicate regularly with parishioners.*
- *The parish supports its parish priest and does not make unreasonable demands on him for his time and for sacramental ministry*