EMBRACING CHANGE

An Update on Progress – November 2015

There have been seven stages so far in the Embracing Change evolving process. These are:

- Stage 1
  Prayer and Discernment

- Stage 2
  Completing the Three Horizons Process with the Priests and lay people of the Deanery which stated the problems with the current situation, the first horizon, and has set a vision, the third horizon, for the Church we aspire to become. In total, there have been fifteen themes of different types of innovation that can be taken forward.

- Stage 3
  Coming together to discuss the six overlapping innovation themes with Priests and laity that can take us from where we are currently to where we wish to go. People were encouraged to participate in the group which they felt most drawn to. The groups set short, medium and long term goals for four of the fifteen themes. Eleven themes are still to be worked on.

- Stage 4
  Establishment of groups to work on four themes and the creation of a steering group to coordinate ideas between and across groups.

- Stage 5
  Activity carried out by some of the thematic groups to varying degrees. Some groups may still need some support to move forward. Some themes are still to start a group, for example, young people and adult education.

- Stage 6
  Creation of a Communications Group to try to engage the wider Catholic population in the process and bringing them up to date with what has been done.

- Stage 7
  Leadership Training for Priests – exploring the evolving role of the Priest within the Embracing Change process.
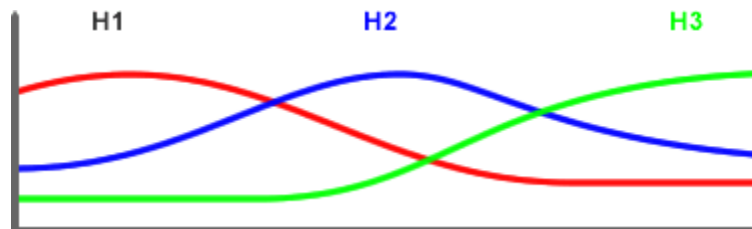
**Where is the process headed next? What do we want to achieve
In the next year, two years, five years and twenty years?**

Before answering that question let's take some time to review what has been achieved so far…………

STAGE 2 - THE THREE HORIZONS PROCESS

Overview of the Three Horizons Model

The three horizons model itself is simple and familiar. The first horizon - H1 - is the dominant system at present. It represents 'business as usual'. As the world changes, so aspects of business as usual begin to feel out of place or no longer fit for purpose. In the end 'business as usual' is superseded by new ways of doing things.

Innovation has started already in light of the apparent short-comings of the first horizon system. This forms a second horizon - H2. At some point the innovations become more effective than the original system – this is a point of disruption. Clayton Christensen called it the 'innovator's dilemma' – should you protect your core business that is on the wane or invest (energy and resources) in the innovation that looks as if it might replace it?

Meanwhile, there are other innovations happening already that today look way off beam. This is fringe activity. It feels like it is a long way from H1, based on fundamentally different premises. This is the third horizon - H3. It is the long term successor to business as usual - the radical innovation that introduces a completely new way of doing things. The 3H model offers a simple way into a conversation about:
  • the dominant system and the challenges to its sustainability into the future, that is, the case for change - Horizon 1
  • the desirable future state, the ideal system we desire and of which we can identify elements in the present that give us encouragement - Horizon 3
  • and the distinction between innovations that serve to prolong the status quo and those that serve to bring the third horizon vision closer to reality - Horizon 2
  • the nature of the tensions and dilemmas between vision and reality

What are the concerns with the current paradigm of Church?   **Priests - Horizon 1**

Three themes emerged that are a concern with the current paradigm.
   1 Engagement   2 Structures   3 Spirituality

Engagement	Structures	Spirituality
• Failure to engage – there is a disconnect between the communicator and those he is trying to communicate with • The way we read or fail to read the signs of the times • Language no-one understands – 'This has gone backwards in the past two years.' • Recognising that lifestyles have changed • Church v Gospel – 'We sell the Church to people rather than selling the Gospel – some of the things we say and do are no longer fit for purpose' • Dictatorial Teaching and Management – Putting MANDATORY on the top of letters to Priests • We don't have a Church for the poor – too much concern for property and so on • Distance between engagers and those we wish to engage	• How Bishops are chosen - Priests totally disconnected from this process, Bishop expected to respond immediately • False expectations of what the next Bishops will be like, of what a Priest can offer, of what the laity can offer • Expectations of the Priest - his role as member of faith community • Clericalism • Feudalism • Excluding people from sacraments • Vocations, manpower, role of laity • Constant availability	• Catholic Education • False concept of support - there is no support for newly ordained Priests - you have to find your own. • Shallowness - Patriarchal Spirituality - giving up chocolate for Lent so that God will be nice to me. • People in need of evangelisation - see young people for the sacraments then never again. • Ignorance • Practical atheism - "We say we believe in God but act as if we didn't."

Nine themes emerged that are a concern with the current paradigm.
   1 Engagement   2 Structures/Model of Priesthood   3 Spirituality   4 Laity
   5 Young People   6 Education   7 Liturgy   8 Outreach/Evangelisation   9 Leadership

Engagement	Structures	Spirituality
• Lack of generation 20 to 50 attending Church therefore we lose their families also • Lack of engagement with the poorest people in society • Volunteers willing to assist - an untapped resource • Church events other than Mass	• Clerical autocracy which gives little value to hopes and aspirations of the laity • No coherent plan for change • Current situation for Priests is unsustainable: give more ownership to lay people in Parishes • A team running every Parish and even where there is no Priest. Priest will come to say Mass and cover several Parishes. • No small Christian communities • The whole model of Church • The hierarchical structure of the Church - too much parenting. • A structure with a single Priest at the centre of each Parish • Expectations v reality (Priests) • Cost in terms of health/welfare/survival of individual Priests • Priests are often unsupported	• We are not a joyful Church full of love and energy • A Church that is about rules rather than about a person's relationship with God • Diminishing pool of spiritual leaders, for example, Priests

Laity	Young People	Education
• Lay people not involved enough • Congregations in decline - physical numbers of parishioners • Lay people should be responsible for running Parish leaving Priest free for Mass and sacraments • Little or no consultation with laity • New organisations within the Church engaging all of the laity • Vatican II fifty years ago – little moved on	• More attraction for youth to ensure they continue engagement after school life • Lack of involvement of youth a major concern • How do we engage young people? • The loss of the youth community to the Church • Communication methods out of touch - they use Facebook, social media, internet	• Lack of opportunities for formation and education across Deanery • Ignorance of Catholic faith • Catechesis of ordinary members is inadequate
Liturgy not connecting	**Outreach/Evangelisation**	**Leadership**
• Language unattractive to younger generation • Out of touch – people seeking in other places • Not engaging people or touching their daily lives • Lack of variety in worship	• Preaching to converted – not reaching out to others • No evangelising done within or outside the Church • Struggle to engage people • Painfully slow to discern role of women in the Church	• What's needed - much more community based Church in which Priests and laity work very closely together as in the days of the early Church. • Priesthood closed to lay leadership • Number of Priests • There is a lack of leadership in our Church particularly in this Diocese • There is no spokesperson for our Church with any eloquence or clarity dealing with the media • Parish Councils not welcoming or representative

What are our aspirations for the Church of the future?   **Priests - Horizon 3**

Six themes emerged that are a concern with the current paradigm.
1 Liberation 2 Authenticity 3 Education   4 Mature Spirituality
5 Incarnation   6 Structures

Liberation	Authenticity	Education
• A people filled with hope • We would be confident in The Spirit • Love replacing fear • Freedom to be who we really are • Openness	• We would be the authentic voice of Christ in the world • We would be more Christ like • Doing as Jesus does	• Better adult education
Mature Spirituality	**Incarnation**	**Structures**
• Mystical • Uncluttered • People in deep prayerful relationship with God	• Committed to the world • Engaged with the world • A Church embracing all people • Spirit of service • People who serve each other and proclaim the gospel • Intellectual credibility • Spirit of motherhood	• Less top down Church – more bottom up • Less centralised – more devolved – younger • Less Churches – bigger Parishes • This - a reflection process for the whole Diocese • Dialogue • Small groups of committed people

What are our aspirations for the Church of the future?   **Laity - Horizon 3**

Eight themes emerged that would describe our aspirational Church:
1 Leadership   2 Outreach/Evangelisation   3 Education   4 Mature Spirituality   5 Laity
6 Structures   7 Inclusive Church   8 Communication

Leadership	Outreach/Evangelisation	Education
• Women Priests and married Priests • Laity fully involved in decision making • A Church that is completely transparent - no hidden agendas • Love (stupid love) less legalism • A Church without the Priesthood as we know it but full of spiritual leaders from all walks of society • Leadership that inspires participation and involvement	• That we won't exist for ourselves but be welcoming outward looking – more concerned with supporting others and evangelisation • A truly caring Church for all the community • Outreach to the whole of society old, young, rich, poor, intelligent, learning disabled, those seen as outcasts: homeless mentally ill, all should be welcome in God's house.	• Vibrant faith filled community of young, old men and women living the gospel. • Education beyond school - we never stop learning - more continuing adult formation. • Teaching presented in a more attractive manner • That Catholics learn to be more understanding of other people's faiths. • More in-depth education across all ages
Mature Spirituality	**Laity**	**Structures**
• Confident, educated, adult faithful prayerful who have met the risen Christ, who work for an option for the poor and who work for peace • If lay people are given a greater spiritual role there will be an educational package to support this	• A Church where lay people may have more of a say in its running • Recognising involvement of laity • That each is able to express ownership of the common Priesthood	• A Church which is less hierarchical and focusses on local needs • That the structure is more loose without compromising core values - allowing more people to come to the Church • Wealth distribution from Rome to eradicate poverty

Inclusive Church	Communication	
• A Church where everyone feels welcome and no one feels excluded from it, where everyone has access to it and where everyone is treated as an equal. • A Church full of love and energy • That the Church open out to all people without limit • More openness for those who want communion no matter what the circumstances • More spiritual/worshipful • More Christ loving	• That the language used can be understood by the young people and also the aging population • Modern media methods bridging the gaps	

What are the seed of Horizon 3 in the present?

Six themes emerged that are a concern with the current paradigm.
  1 Liberation   2 Education   3 Mature Spirituality   4 Authenticity   5 Incarnation
  6 Structures

Liberation	Education	Mature Spirituality
• Pope Francis • People are exercising their consciences • Disintegration of structures and fear • Better preaching – a gospel of hope	• High numbers attending quality events • Lots of good resources available - books, YouTube, internet, Pray As You Go et cetera • Good sacramental preparation programmes	• People witnessing to the gospel in everyday situations • Domestic Church • Faith sharing groups • People who pray in a disciplined way
Authenticity	**Incarnation**	**Structures**
• Growing hunger and thirst for authenticity	• Dialogue with other disciplines, for example, spiritual care in health, psychiatrist doing spiritual exercises, re-emergence of spirituality in other disciplines, for example, health care	• The fact that the current structures are falling apart • Permanent Diaconate

What are the seed of Horizon 3 in the present?

There were ten themes where people can see seeds of Horizon 3 in the present.

1 Pope Francis   2 Ecumenism   3 Music and Liturgy   4 Prayer and Spirituality
5 Laity Involvement Improving   6 Church Transparency
7 Flexible Development of Ministries   8 Evangelisation
9 Church for the Poor   9 Education   10 Communities of Faith

Pope Francis	Ecumenism	Music and Liturgy
• Church for the Poor • Emphasis is changing globally • The world leaders want to be seen with Pope Francis • Pope is more approachable • The new pope and the abdication	• Inter faith groups currently in existence	• Children's liturgy
Prayer and Spirituality	**Laity Involvement**	**Church Transparency**
• Our Church won't survive without prayer and discernment • Desire for spirituality	• Changing role of clergy and laity • Laity involvement improving	• Church is becoming more open – Pope Francis
Flexible Development of Ministries	**Evangelisation**	**Church for the Poor**
• Emergence of some paid posts • Emergence of Deacons • New technology – for example, Parish websites • Younger Bishops • Finance teams in most Parishes	• Youth Caritas Awards • Parish groups • Special Religious Education Group (SPRED)	• Saint Vincent de Paul Society • Food banks, Scottish Catholic International Aid Fund (SCIAF), Mary's Meals
Education	**Communities of Faith**	
• Learning to govern ourselves by faith – not rules • Some Parishes have good programmes	• Faith sharing groups • Desire in the room today • Greater acceptance of marginalised groups, for example, gay marriage	

What new innovations can be developed to lead us
from the current paradigm towards Horizon 3?

There were six themes of types of innovation that would help us develop into the Church of our aspirations.

   1 Pooling and Unearthing Resources   2 The Truth
   3 Become a Church of and for the Poor   4 Spirituality   5 Formation for Ministry
   6 Enhanced Leadership

Resources	The Truth	Become a Church for the Poor

• Pooling of resources
• Unearthing new resources
	• Admit the truth to yourself
	• Don't be afraid
	   - Tell the truth
	   - Demystifying the language
	   - Challenge untruth
	   - Build on the truth
	   - Open dialogue based on reality
		• Attitude towards the poor

Spirituality	**Formation for Ministry**	**Leadership**
• Serenity • Practice mindfulness	• Challenge broken structures • Balance male and female influences • Ministry/service • Call people to ministry • More invitational • A recognition of vulnerability • Adult education	• Recognise the prophetic voice when we hear it • Good leadership

There were fifteen themes of types of innovation that would help us develop into the Church of our aspirations.

  1 Pooling and Unearthing Resources   2 Transparency Decision Making
  3 Become a Church of and for the Poor   4 Spirituality   5 Formation for Ministry
  6 Enhanced Leadership   7 Better Liturgy   8 Education and Faith Development
  9. Communication   10 Finance   11 New Ministries for Laity   12 Evangelisation
  13 Engaging new people   14 Campaigning   15 Young people

Resources	Transparent Decision Making	Become a Church for the Poor
• Engage more people from our congregations rather than it always being the same ones • Using the gifts and expertise of the laity more. • More inter-Parish events • Swot analysis of each Parish • Better use of Deacons and lay people • Plan things from a Deanery perspective • Pool resources to create paid posts for Deanery • Centralise resources and share good practice	• Church authorities should speed up their decision making • Lay representation on Diocesan decision making bodies • Diocesan plan – what Priest does, what laity does • Changing decision making process within Parishes and at Diocesan level • Publication of minutes of Parish groups and or committees to ensure congregation feel included in decision making	• Outreach to the poor and vulnerable in society - visiting nursing homes, alcoholics, drug abuse, homeless

Spirituality	Formation for Ministry	Leadership
• Prayer groups and services led by lay people • Actively encourage spirituality and prayer • Regular retreats across Deanery • Educational spiritual programmes more readily available • Increase in faith sharing and study groups to increase the confidence of those called to evangelise. • Develop family spirituality resources	• Much shorter and more effective training for Priests with relevance for the twenty-first century. • Women Priests • Changing the programme of education for Priests making it less lengthy and rigid might attract more young people • More Diocesan and Deanery wide communication and invitation to share ideas and resources especially religious education spiritual exercises • A coordinated training programme for men and women to assist or deputise for Priests in North Ayrshire	• Our model of Church needs to move from maintenance to mission • Greater equality between Priests and laity
Better Liturgy	Education and Faith Development	Campaigning
• At Diocesan level make an attempt to provide good music in each Parish • Enhance the liturgy with good music, varied approaches • Big joint Masses twice a year across the region	• Better understanding of Canon Law • Teaching and outing into action skills in evangelism • Teaching for a greater understanding of the spiritual battle that is going on around us. • Adult education to be ongoing with a variety of approaches to attract people • Sharing good practice across Parishes	• Campaign for change within the Church regarding unjust structures and more open transparent leadership and accountability

Evangelisation	Formation for Ministry	Communication
• Evangelisation by way of personal witness • Living faith in everyday situations	• Fast track training for certain older people to Priesthood and Diaconate	• More use of media, new technologies • More education in use of technology to communicate with young. • More communication between Parishes • Raise profile in communities
Finance	**New Ministries for Laity**	**Young People**
• Finance lay people to gain knowledge of their faith and to be used in evangelisation • Save Parish funds by using the skills of parishioners • Scrutinise the financial help available to Priests and Deacons	• Laity leading funeral services, doing baptisms, weddings. • More involvement of lay people gives more ownership of what's happening	• Caritas Program for young adults involving them in Church and community. • Plan to engage young people • Have Three Horizons process with young people • Engage with communication methods they use – Facebook et cetera

STAGE 3 - LARGE GROUP EVENT TO DEVELOP SIX OF THE THEMES IDENTIFIED IN HORIZON 2 INNOVATIONS

Feedback from Meeting in Saint Matthew's Academy, Saltcoats on 30 November 2014

Sixty-five lay people and six Priests from Saint Mary's Deanery met at Saint Matthew's Academy and worked in interest groups on different topics which were common outcomes of the Priests' Three Horizons Process in March 2014 and the lay people's Three Horizons Process on 14 September 2014. The six Priests worked on two topics - Leadership and Truth. The lay people, who came from all of the Parishes in the Deanery, joined groups based on their interest. Each group was asked to explore the topic following six questions and to record the outcome of their discussions.

Formation for Ministry

Question 1   What Formation for Ministry programmes would you like to see realistically in Saint Mary's Deanery?
• Workshops led initially by formation department followed by training for adult catechists to continue at Parish/Deanery level
• Interlink with other Parishes to pool resources
• Education to produce consistency of approach to all aspects of Parish life, for example, Eucharistic ministry
• People involved in ministries sharing their expertise across the Deanery

Question 2   What good examples exist in the Deanery at the present time?
• Music initiative in Bourtreehill Parish spread throughout Deanery
• Special Religious Development (SPRED) and Lourdes Hospitality
• Mary's Meals
• Prayers to the Church led by lay people
• Parish Priest link with schools
• Eucharistic ministry

Question 3   What new initiatives are needed?
• Expand role of Parish Council to Deanery level
• Information needs to be more open – leadership and collaboration between Priests and laity
• Have more meetings at Deanery level focusing on chosen ministries
• More interaction with schools to help Deanery outreach to youth
• Encourage more ecumenical contact with other denominations
• Development of lay Deanery Team
• Rite of Christian Initiation of Adults (RCIA) / Catechesis
• Ministry link with schools
• Encourage sense of ownership

Question 4   Who would need to be involved?
• Deanery coordinator and willingness by Parishioners to become involved
• Parish Pastoral Council and Parish Priest – more transparency. Parish Pastoral Council members to be re-elected

Question 5   What resources can we identify which will help us to develop Formation for Ministry in Saint Mary's Deanery?
- Clergy representative – laity willing to be involved as Parish representative
- Long term strategy – formalised approach with regard to ministry groups. Clear vision – use Three Horizons model

Question 6   What would be the short, medium, long term milestones to achieving this?
- Short Term – 6 to 12 months
    - Parish update on this group
    - Parish council set up in each Parish
    - Universal acceptance across Deanery
- Medium Term
    - Establishing the responsibilities, authority and terms of office within the group
- Long Term
    - Evidence of acceptance by laity and clergy

Youth

Question 1   What Youth programmes would you like to see in Saint Mary's Deanery?
- More coordinated sharing of good practice
- Young people to be engaged
- Activities to engage young people, parents and lost generation
- Engage youth through social media
- Paid coordinator – supervision of those taking part with youth

Question 2   What good examples exist in the Deanery at the present time?
- Saint John's Youth Group
- Saint. Mary's, Saltcoats
- West Kilbride Messy Church – ecumenical approach
- Saint Peter's mother and toddlers, kindergarten, rainbows, brownies, guides
- Youth for Lourdes
- Children's Liturgy
- Mini-Vinnies - youth Saint Vincent de Paul Society
- Caritas awards
- Saint Francis award primary 7

Question 3   What new initiatives are needed?
- Use of technology in communications
- Deanery website or bulletin
- Invite youth to participate – meaningful consultation
- Overall youth consultant and team – coordinator for each Parish
- Large scale events to involve all Parishes
- Retreat

Question 4   Who would need to be involved?
- Priests, parents, young people, schools, coordinators and volunteers from each Parish

Question 5   What resources can we identify which will help us to develop Young People in Saint Mary's Deanery?
- Money/ grants – someone to apply for grants in official capacity
- Transport – opportunity to visit other Parishes
- Church halls

Question 6   What would be the short, medium, long term milestones to achieving this?
- Short Term – 6 to 12 months
    - Appoint Deanery coordinator who will then appoint Parish coordinators (paid posts)
    - Set up consultation/communication
- Medium Term
    - Review consultation and assess and adapt as necessary
    - Communicate results to everyone
    - Promote activities
- Long Term
    - Youth involvement with whole of Parish life – ministry, spirituality, outreach to poor et cetera

Outreach To The Poor

Question 1   What Outreach to the Poor programmes would you like to see realistically in Saint Mary's Deanery?
- We want to offer a wide understanding of 'Who is the poor?' – anyone who feels vulnerable or is struggling
- Two-tiered approach
    - Political campaigns
    - Practical
- All in line with Church's social teaching
- Political – 'The Gospel as our manifesto'
- Lobbying, studying, evaluating, understanding connections
- Other Churches
- Public Sector
- Practical
- Welcoming, inclusive
- Range of practical supports

Question 2   What good examples exist in the Deanery at the present time?
- Saint Vincent de Paul Society
- Legion of Mary
- School initiatives, for example, food parcels
- Bereavement group
- Food banks
- Some soup kitchens
- Care and share
- Teen challenge
- We need to create an audit of what is going on and what the benefits are, of all of the above and whatever is out there.

Question 3   What new initiatives are needed?
- Salaried co-ordinator, supported by team of volunteers
- Links with various agencies in charity and public sector
- This is at Deanery level.
- Every Parish to have lunch club – warm meal available to everyone
- Showers? Group – working up our understanding of social teaching and translate into campaigns

Question 4   Who would need to be involved?
- One full-time salary to begin with
- Enthusiasm
- 200 volunteers – skills audit
- The findings of the audit
- Protecting Vulnerable Groups
- Expenses – a dash
- Time to look at other good examples
- Knowledge of what's out there
- Opportunities for getting grants
- Mix thoroughly, pray

Question 5   What resources can we identify which will help us to develop Outreach to the Poor in Saint Mary's Deanery?
- All of us
- The clergy
- Schools and youth groups
- Young people and families

Question 6   What would be the short, medium, long term milestones to achieving this?
- Short Term – 6 to 12 months
    - Each Parish capture what they are doing
    - Set up co-ordination group
    - Start up lunch clubs
    - Social teaching study group
    - Capturing what skills people have
- Medium Term
    - Coordinator in post
    - Set achievable targets
    - Review plan/ strategy
        - Politics
        - Needs
        - Buildings
    - Other working groups supporting this
- Long Term
    - The Kingdom has come!

Spirituality

Question 1   What Spirituality programmes would you like to see realistically in Saint Mary's Deanery?
- Prayer group
- Bible studies
- Inspirational speaker - lay and Priests
- Training on evangelism
- Warning about spiritual intrusions
- Parish cooperation

Question 2   What good examples exist in the Deanery at the present time?
- Short and good homilies
- Prayer for vocations
- Use of websites on internet
- Saint Bride's website
- Use of Redemptorist bulletins in some Churches

Question 3   What new initiatives are needed?
- Have a Deanery bulletin
- Better use of Parish bulletin
- Better planning and better communications between Parishes

Question 4   Who would need to be involved?
- Inspired speakers
- All Churches and halls should have effective loop systems
- Recordings – compact discs and digital versatile discs to be available, particularly for housebound

Question 5   What resources can we identify which will help us to develop Spirituality in Saint Mary's Deanery?
- Everyone who is willing
- A competent advisor or trainer

Question 6   What would be the short, medium, long term milestones to achieving this?
- Short Term – six months
    - Steering group to be set up
- Medium Term – a year
    - Programmes to be set up
- Long Term – five years
    - Fruits of previous years

STAGE 4 - ESTABLISHING GROUPS TO TAKE FORWARD THEMES

Four groups were initially established with some of the people who attended on the 30 November 2014 and a Priest appointed to each group as a support. The groups are:
- Formation for Ministry
- Outreach to the Poor
- Young People
- Spirituality

The groups are progressing at different pace with the outreach to the poor already having done several activities while other groups have done one activity and some are still forming as a group and working out their purpose.

Guidance for the new or emerging groups

Role of the Group
The role of the group is to explore ways of taking forward each theme identified through the Three Horizons process and feeding these ideas back into the process. The role of the group is not necessarily to take responsibility for getting initiatives established but to help build a shared understanding at Deanery level of what the needs are and what are the potential resources to meet those needs.

Purpose of the Group
Why a small group?
The purpose of the small groups is to enable the change process to progress on a number of fronts at the same time. People have been offered the chance to join the group where they feel they have most interest in and most to contribute.
What is it for?
It is for developing the ideas that emerged at the event on the 30 November 2014, audit what's already working well in the Deanery and can be scaled up and reporting this more detailed knowledge back into the process.
What it is not
It is not a talking shop. It is not a group with devolved responsibility for establishing initiatives, although it may grow into this. It is not a platform to air gripes or push individual agendas.

Membership of the Group
The group is open to any parishioner in Saint Mary's Deanery who has an interest in a particular theme. Each group also has a Priest appointed to the group to help feedback the group's activities to the larger change process and offer advice to the group if required. The Priests' role is not to chair or lead the group and it is hoped that the group do not always look to the Priests for the answers. As groups develop members may be invited to join the group to share a particular knowledge or expertise.

Representatives on the Deanery Change Steering Group
Each group may nominate two group members - these can be rotated to give everyone a chance - to attend the Deanery steering group which is there to bring back information and learning to be shared with the overall process.

Chairing the group
It is helpful if a member of the group takes responsibility to chair the meetings. The chair can revolve around the group if the group wishes

Communication Process
A concise minute of the group's discussions should be written and shared via the steering group representatives to keep everyone abreast of developments in each group.

Agenda for the Group
The groups are at different stages but we have provided a list of questions and pointers that can help the group discussion and progress. These can be found overleaf using the youth as a template.

Suggested Questions to use for getting Groups started - Young People

1   Who is the Deanery youth group for?
    How do we want the group to be chaired?
    Who is best person to chair the group?
2   What difference is it seeking to make?
3   How are we going to achieve this?
4   How do we do an audit of youth activity in the Deanery?
5   Do we need a facilitator to help us get going?
6   Why does this group matter?
7   What is the intended lifespan of the group?
    Over what period should it meet and how frequently?
8   How does it connect to other groups? - Deanery meetings, Parishes
9   How can we find out more about what youth think or want?
10   What diversity of youth activity is going on in the Deanery?
    What examples can inspire us?
11   What youth programmes are available inside the Deanery and further afield? - for example, Samuel Group
12   Who could we ask to come and speak to the group to help the group to make progress?

STAGE 5 - GROUPS' ACTIVITIES

Some of the groups have been very active with a whole range of activities, for example, Option for the Poor Group. Some have started with a single event to 'learn by doing' as with the Formation for Ministries Group. Some, such as the Spirituality Group, are in the planning stage and some, like the Youth Group, have yet to get off the ground.

STAGE 6 - COMMUNICATING WITH THE PARISH POPULATIONS

A new group was established to develop a strategy for communicating to the whole Deanery what Embracing Change is and how people can get involved.   This group has set a communications plan for the remainder of 2015 as follows:

5 September	Posters and Bookmarks
19 September	Second Edition Posters and Bookmarks
4 October	Roller Banners for each Parish
11 October	Newsletter
25 October to 13 November	Roadshows
15 November	Big Event Poster
6 December	Big Event in Saint Matthew's Academy, Saltcoats

STAGE 7 - LEADERSHIP TRAINING FOR PRIESTS

We have started a leadership training programme to explore the evolving role of the Priest in the change process.

SUMMARY

Taking stock of the process so far from December 2013 to September 2015:

- We have a vision for the Church of the future – the Horizon 3 aspirations of Priests and laity.
- We have started the process of identifying some innovations or changes that can help us move from the current situation towards our vision. We have fifteen themes.
- We have started the process of looking at short-medium-long term goals for some of the themes. We did not, however, complete this exercise in terms of addressing all of the fifteen themes, and coming to a final shared agreement on what the short-medium and long term goals ought to be for these themes. We have made a start on three themes – Outreach for the Poor, Formation for Ministry and Spirituality.
- Initial groups have formed to take these themes forward. Each group has an emerging plan. There is, however, some uncertainty as to the role of the groups and their remit. Some are growing organically without this but some are less sure of their purpose in the process and may need some support to get going.
- There is a steering group to coordinate the process moving forward and look for shared opportunities between groups.
- A communications group has been established to bring information about what has happened in the past year to the Parishes and get more people involved.
- A leadership training process has begun for the Priests looking at how their roles may have to change to best serve the change process as it creates the Church of the future. Clarity is needed on what the hopes and expectations are at the Deanery level of the Church.
- We have a roadshow planned and an event coming up imminently

Question

- What do we need to do in the next twelve months to take the process forward?