

Parish Strategic Plan 2026-2028



Seven Pillars of Our Parish
firmly grounded in the identity of a Synodal Church

Parish of Richmond
PASTORAL PLAN
2026 - 2028

| Diocesan Commitments to Resolutions | ELEMENT OF AREA | Planned Activity for COMMUNICATION <i>Excerpt from Parish Mission Statement: Seeking to achieve the Vision</i> | Committee/ person Responsible for progression | TIMELINE FOR COMPLETION | | |
|---|------------------|---|---|---|----------------------|------|
| | | | | 2026 | 2027 | 2028 |
| <p>5D <i>To engage experts in research, social sciences & organisational best practice in exploring emerging models of pastoral care, leadership & ministry.</i></p> <p>6A <i>To provide ongoing formation that enhances a culture of synodality for those preparing for ordination, clergy & all others in leadership roles in parishes, agencies, minisries & councils.</i></p> | Technology | <p>❑ Establish an IT Committee.</p> <p>❑ Develop a five-year costing plan.</p> | IT Committee | Upgrade of IT continuing under guidance of Lee Netana | | |
| | Bulletin | <p>❑ Review the bulletin's style & layout to ensure it meets current communication needs; consider integrating QR codes for enhanced accessibility.</p> <p>❑ Note: Microsoft Publisher is being discontinued and will no longer be supported after October 2026. It will be removed from Microsoft 365 plans and will no longer receive security updates or bug fixes. Existing on-premises versions will also be unsupported after this date.</p> | Fr Raymond & Fr Adam & Parish Secretary Gelina Montierro: P'matta Office | Discussions have started with guidance from Diocesan Office. | | |
| | Website/Facebook | <p>❑ New facilitator to manage Facebook appointed 2026: Joanne Cauchi.</p> <p>❑ Review & update the Parish Website & Facebook content; create an Instagram link; incorporate the Parish Handbook into online platforms.</p> <p>❑ Consistently review to ensure the reliability of the website & evaluate the style & contents.</p> | Fr Raymond & Fr Adam & Parish Secretary | Happening under guidance of: Joanne Cauchi Bernie Xuereb Ani Mathew | | |
| | Noticeboards | ❑ Ensure the Parish Noticeboard is regularly updated & visually engaging. enquire into an electronic board for signage. | Parish Secretary | | | |
| | Parish App | ❑ Investigate the development & feasibility of having a St Monica's Parish App. | IT committee | | | |
| | Parish Census | ❑ Could the census include a space for parishioners to express their perceived needs of the parish? | | | PPC to action Census | |

| Diocesan Commitments to Resolutions | ELEMENT OF AREA | Planned Activity for SOCIAL JUSTICE/OUTREACH <i>Excerpt from Parish Mission Statement: A welcoming community of hospitality & outreach</i> | Committee/ person Responsible for progression | TIMELINE FOR COMPLETION | | |
|---|-------------------------|--|--|-------------------------|------|------|
| | | | | 2026 | 2027 | 2028 |
| <p>2A<i>The diocese will continue to offer its unreserved & deepest apologies to those who have been betrayed through sexual & other forms of abuse by clerical & lay representatives of the Church, & to further processes for safeguarding, healing & support.</i></p> <p>2D <i>That parishes will help build united & harmonious civic communities by working collaboratively with like-minded organisations & individuals for the common good.</i></p> <p>5B <i>To strengthen our commitment to welcome, support & advocate on behalf of refugees & asylum seekers & work together in partnership with current & new agencies.</i></p> <p>5C <i>That each of our local communities will take steps to reach out & identify the greatest needs of the people & prioritise & allocate resourcing to address those needs.</i></p> <p>6D <i>To institute ... a pastoral council as a principal form of collaboration, dialogue & discernment in accordance with the law of the Church.</i></p> | Men's Shed | <ul style="list-style-type: none"> ☐ Survey male parishioners to re-institute this ministry if wanted/needed. ☐ Identify & engage a suitable man to lead & coordinate the initiative. | Michael Skinner | | | |
| | St Vincent de Paul | <ul style="list-style-type: none"> ☐ Planned activities include: ☐ How can Youth be involved? A Junior Vinnie group? | Fred McEnerney Allan & Jane Wilson Catherine Littlejohn | | | |
| | Social Justice/Outreach | <ul style="list-style-type: none"> ☐ Gather as a community in prayer during NAIDOC Week extending a special invitation to local First Nations people to participate in the celebration. ☐ Coordinate and host local interfaith and/or ecumenical gatherings aimed at fostering mutual understanding, respect, and strengthening community bonds. ☐ Establish formal partnerships with local organisations, such as <i>The Living Room</i> and <i>Women's Cottage</i> to support their ongoing work and to provide safe, inclusive spaces for community-based activities. ☐ Promote greater awareness of the challenges faced by refugees and highlight their valuable contributions to the Australian community. ☐ <u>Awareness:</u> (2026) Develop an awareness of the Mental Health Ministry within the Parish. ☐ <u>Create & Change:</u> (2027) Implement strategies aimed at growing Mental Health Ministry within the Parish to create positive change. (2007) ☐ <u>Transform:</u> (2028) Strengthen and build Mental Health Ministry in the Parish Community. Assessment and review progress. | <p>July 5th -12th</p> <p>Irene Galea</p> | | | |

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| <p>6C See Leadership</p> <p>6D See Outreach</p> <p>4C To enhance the experience of liturgy through resourcing & preparing those involved in the celebration of the Mass that inspires communion, participation & mission.</p> | <p>Maintenance:</p> | <ul style="list-style-type: none"> Review & assess all audit outcomes to ensure compliance with established standards & identify areas for improvement. Identify & monitor Grounds & Building Maintenance & Improvement Projects. Oversee the involvement of the Community Service team in the parish & maintain communication with the <i>Department of Corrective Services</i>, as required, to ensure alignment with parish responsibilities & external compliance standards. Manage the volunteer gardening roster. Recruit new volunteers as needed. Maintain regular communication & ensure each volunteer is equipped with the necessary tools & material. Support a shared commitment to the care & beauty of the parish grounds. Arrange working bees as required. Include the dates for these on the Parish calendar. Seek grant funding to upgrade of parish restroom facilities, ensuring compliance with accessibility standard & enhancing the overall parish environment. | <p>Sean Duff, Michael Skinner, Dave Pritchard, Frank McGuinness.</p> | | | |
| | <p>Old Church activities:</p> | <ul style="list-style-type: none"> Develop a digital & physical display of the Parish's 165year history. Include timelines, video interviews & scanned documents. Identify/ apply for grants to support funding for materials, technology & exhibition design. Link the history hub with parish events, liturgical celebrations & educational programs to foster deeper community connection & appreciation of the parish's legacy. | <p>Rita Crane, Kate Boyd & Local Hawkesbury Library</p> | <p>Research & initial collection of memorabilia & documentation</p> | <p>Develop digital & physical displays</p> | <p>Launch & integration into Parish activities.</p> |
| | <p>Music Ministry</p> | <ul style="list-style-type: none"> Identify musical talent within the parish community. Invite musicians & vocalists to participate in liturgical celebrations. Provide orientation & training to ensure alignment with liturgical & pastoral standards. Promote ongoing engagement & spiritual enrichment through the music ministry. Engage the Lk 24 Youth Groups in facilitating a dedicated youth-led mass once a month. Encourage youth-led liturgical roles including music, readings, & hospitality. Provide mentoring & support to ensure meaningful participation & spiritual growth. Promote the youth-led Mass through parish communication channels to encourage attendance & involvement. | <p>Music Coordinator & Liturgy Committee</p> | | | |
| | <p>Liturgy Committee</p> | <ul style="list-style-type: none"> Conduct a comprehensive review of the function & role of the Liturgy Committee. Identify opportunities to enhance the committee's dynamism & creativity in planning liturgical experiences. Evaluate the current membership structure to ensure diverse & active participation. Assess the frequency & timing of meetings to optimise engagement & effectiveness. Consider strategies to encourage new membership & broader involvement from the parish community. Host a festive Christmas sing-along & supper on the grassed corner area near St Monica's Church in the lead up to Christmas. | | | | |

| Diocesan Commitments to Resolutions | ELEMENT OF AREA | Planned Activity For YOUTH <i>Excerpt from Parish Mission Statement: we endeavour to be a living and nurturing community.</i> | Committee/ person Responsible for progression | TIMELINE FOR COMPLETION | | |
|--|-----------------|---|---|-------------------------|------|------|
| | | | | 2026 | 2027 | 2028 |
| <p>1B <i>To create a safe & welcoming environment for all, especially the divorced, people with disabilities, refugees & asylum seekers, aboriginal & Torres Strait Islander peoples, and members of the LGBTQA + Community.</i></p> <p>3A <i>To prioritise the allocation of resource towards sustaining existing youth ministries & co creating new forms of engagement with young people within parishes, schools & beyond.</i></p> | Primary Age | <input type="checkbox"/> <u>Community Building</u> : Organise events & activities that encourage interaction within the parish community. <input type="checkbox"/> We need to now develop the intermediary grade? | Bernadette Xuereb Amy Tabone Maureen Teuma Joanne Cauchi Ali Duarte | | | |
| | Secondary | | | | | |
| | Young Adults | <input type="checkbox"/> <u>Peer Support Groups</u> : Develop programs to support classmates & new Church members, in conjunction with Lk 24. <input type="checkbox"/> <u>Mentoring Programs</u> : pair students with older students or adults who can offer support & guidance. <input type="checkbox"/> <u>Buddy system</u> : pairing new or younger youth helping them to adjust. Use in conjunction with sacramental program <input type="checkbox"/> Luke 24 senior & junior groups organise a youth-led Mass once a month. <input type="checkbox"/> Link Luke 24 with the Parish Sacramental program & with the Vincent de Paul Ministry. <input type="checkbox"/> Create & expand ministry opportunities for young people, with a focus on social justice initiatives, liturgical participation, children's liturgy & involvement in parish music groups. <input checked="" type="checkbox"/> Ensure that youth are meaningfully represented within the parish decision-making structures by appointing youth members to the Parish Pastoral Council, thereby affirming their voice and active participation in shaping the life and mission of the parish. <input checked="" type="checkbox"/> Facilitate a <i>Youth Listening Forum</i> or " <i>Table Talk</i> " session to provide young people with a safe and inclusive space to voice their perspectives on key issues affecting their lives. | | | | |

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| | Play Group | <p>2026 Planning & foundation of a Parish Play Group</p> <ul style="list-style-type: none">☐ Conduct a needs assessment to determine interest & preferred format among parish families.☐ Identify & appoint a coordinator to oversee planning.☐ Begin promotion through all parish channels of communication to raise awareness & invite participation. <p>2027 Launch & Development</p> <ul style="list-style-type: none">☐ Launch & develop the Parish Play Group with regular sessions (weekly or fortnightly).☐ Develop a schedule of activities including age-appropriate play, storytelling & seasonal celebrations.☐ Encourage volunteer involvement for set-up, hospitality & facilitation.☐ Introduce faith-based elements such as prayer & reflection to align with parish values. <p>2028 Growth & Evaluation</p> <ul style="list-style-type: none">☐ Monitor attendance & engagement, gathering feedback from families.☐ Adjust programming based on feedback to improve experience & inclusivity.☐ Explore opportunities to expand the initiative, such as themed events or partnerships with other parish ministries.☐ Evaluate the impact on family involvement & community building within the parish. | TBC | | | |
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| Diocesan Commitments to Resolutions | ELEMENT OF AREA | Planned Activity for PASTORAL CARE <i>Excerpt for Parish Mission Statement:</i> <i>The Parish ... a nourishing & compassionate community.</i> | Committee/ person Responsible for progression | TIMELINE FOR COMPLETION | | |
|---|---|--|--|---------------------------------|------|------|
| | | | | 2026 | 2027 | 2028 |
| 4A <i>To strengthen adult formation through regionally focused programs that draw on Biblical studies, rich & diverse Catholic spiritual traditions, Church history, liturgy, theology & Catholic Social teaching.</i> 5A <i>To strengthen our commitment to respect & protect the dignity of human life, from conception through to old age & natural death.</i> 5D <i>To engage experts in research, social sciences & organisational best practice in exploring emerging models of pastoral care, leadership & ministry.</i> | Pastoral Care of Parishioners | <ul style="list-style-type: none"> ☐ Encourage parishioners to respond to their baptismal call by actively participating in the mission of the Church. ☐ Support parishioners in discerning & engaging with ministry opportunities that reflect their unique gifts & callings. ☐ Promote awareness of the traditional three dimensions of Pastoral Care: <ul style="list-style-type: none"> o <u>Emotional</u>: Providing compassionate support during times of personal or family crisis. o <u>Social</u>: Fostering community connections & inclusive parish engagement. o <u>Spiritual</u>: Nurturing faith development through prayer, liturgy & sacramental life. | | | | |
| | Pastoral Care of the frail, sick & aged in Aged Care Facilities & private homes. | <ul style="list-style-type: none"> ☐ Parish continues to recruit a dedicated team of parishioners to provide pastoral care to the frail & aged in local aged care facilities & private homes. ☐ Provide initial & ongoing training to ensure pastoral carers are equipped with the necessary skills, compassion & understanding of pastoral care principles. ☐ Establish clear roles & responsibilities for team members, including regular communication & support structures. ☐ Develop a schedule of visits & ensure coordination aged care facilities & families. ☐ Monitor & evaluate the effectiveness of the [pastoral care provided, incorporating feedback from recipients & carers. | Angela Copland & Annette Aquilina & PC Team | All listed steps being actioned | | |
| | Mental Health Initiatives | <ul style="list-style-type: none"> ☐ Reach out to parishioners experiencing mental health challenges by fostering a supportive environment, encouraging peer support initiatives, & promoting access to relevant pastoral & community resources ☐ Build awareness & mental health literacy across the board within the parish community. ☐ Expand knowledge in CMHM to clergy, parish staff & ministry leaders aimed at strengthening services to provide more ministry support for those suffering from mental health issues. ☐ Address & better support the Mental Health Ministry needs of our Parish community. | Irene Galea | | | |

| Diocesan Commitments to Resolutions | ELEMENT OF AREA | Planned Activity for ADMINISTRATION/LEADERSHIP <i>Excerpt for Parish Mission Statement: The Catholic Parish of Richmond encompasses St Monica's Richmond, St Gregory's Kurrajong & St John of God North Richmond.</i> | Committee/ person Responsible for progression | TIMELINE FOR COMPLETION | | |
|--|-------------------|--|---|-------------------------|------|------|
| | | | | 2026 | 2027 | 2028 |
| <p>1C <i>To intentionally seek out the gifts & talents of parishioners to strengthen communion, participation & mission.</i></p> <p>4A <i>To strengthen adult formation through regionally focused programs that draw on Biblical studies, rich & diverse Catholic spiritual traditions, Church history, liturgy, theology & Catholic Social teaching.</i></p> <p>4B <i>To continue preparing parishioners in all liturgical ministries</i></p> <p>5D <i>To engage experts in research, social sciences & organisational best practice in exploring emerging models of pastoral care, leadership & ministry.</i></p> <p>6A <i>To provide ongoing formation that enhances a culture of synodality for those preparing for ordination, clergy & all others in leadership roles in parishes, agencies, ministries & councils.</i></p> <p>6C <i>To provide women parishioners with opportunities for mission, formation & education in a variety of leadership roles in the Church, supported by appropriate resources.</i></p> | Parish | <p>☐ Undertake a comprehensive review & realignment of paid & volunteer roles within the parish to ensure clarity of responsibilities, enhance operational efficiency & support the evolving needs of ministry & mission.</p> <p>☐ Have the Office open five days a week.</p> <p>☐ Develop a Synodality Checklist to help evaluate how well our parish is implementing the Diocesan Synodality Plan, based on the themes and commitments outlined in our Parish Strategic Plan 2026-2028.</p> | Fr Raymond & Fr Adam | | | |
| | Ministries | ☐ Implement a skills mapping framework to support succession planning and facilitate leadership transitions. | Mary McGuiness | | | |
| | PPC | ☐ Members of the PPC are assigned responsibility for specific portfolios or areas of Parish life, ensuring focused & shared leadership & accountability in the implementation of strategic initiatives. | Fr Raymond, Fr Adam Chairperson & Members of the PPC | | | |
| | PFC | <p>☐ The appointed parishioners on the PFC are to assist the parish priest in managing the parish's financial & material resources.</p> <p>☐ Oversee parish finances, ensuring transparency & accountability.</p> <p>☐ Plan & support future capital works to maintain & improve parish infrastructure.</p> <p>☐ Help raise necessary funds to sustain parish operations & initiatives.</p> <p>☐ Advise the parish priest by offering guidance on financial decisions.</p> <p>☐ Ensure the parish's financial stability to support its spiritual & material needs.</p> <p>☐ Maintain parish properties in alignment with its mission & long-term goals, & the Parramatta diocesan policies & guidelines.</p> | Fr Raymond, Fr Adam Chairperson & Members of the PFC | | | |

| Diocesan Commitments to Resolutions | ELEMENT OF AREA | Planned Activity for FAITH FORMATION <i>Excerpt for Parish Mission Statement: The Parish draws together, the faith community.</i> | Committee/ person Responsible for progression | TIMELINE FOR COMPLETION | | |
|---|--|--|---|-------------------------|------|------|
| | | | | 2026 | 2027 | 2028 |
| <p>1D <i>To priorities resources that support parishes & ministry groups in our work with families in all their diverse structures & circumstances.</i></p> <p>4A <i>To strengthen adult formation through regionally focused programs that draw on Biblical studies, rich & diverse Catholic spiritual traditions, Church history, liturgy, theology & Catholic Social teaching.</i></p> <p>5D <i>To engage experts in research, social sciences & organisational best practice in exploring emerging models of pastoral care, leadership & ministry.</i></p> <p>6B <i>To engage experts in ecclesiology for facilitating discussion on models of parish & faith community to better respond to contemporary pastoral care, leadership & Ministry issues.</i></p> <p>6C <i>To provide women parishioners with opportunities for mission, formation & education in a variety of leadership roles in the Church, supported by appropriate resources.</i></p> | Catechesis during/after Masses | <ul style="list-style-type: none"> ☐ Create opportunities for quiet prayer, Eucharistic Adoration, and comprehensive Adult Faith Formation programs to nurture spiritual growth and deepen parishioners' engagement with their faith. | Fr Raymond & Fr Adam Jacqui Morley | | | |
| | Study Groups | <ul style="list-style-type: none"> ☐ Explore the implementation of the <i>Alpha Program</i> as a structured initiative to foster faith formation, community engagement, and spiritual renewal. This program could be offered as a welcoming and accessible entry point for parishioners and newcomers to explore the Catholic Christian Faith in a supportive, discussion-based environment. Coordination will include identifying facilitators, scheduling sessions and promoting participation through parish communication channels. | Fr Raymond & Fr Adam Jacqui Morley | | | |
| | Reading resources, webinars etc provided in <i>Parish Bulletin</i> | <ul style="list-style-type: none"> ☐ Online Resources ☐ Hallow: Prayer & Meditation app ☐ Catholic Guy email everyday ☐ Weekly Bulletin include faith formation ideas ☐ Social media for six months ☐ Website plus bulletin | Fr Raymond & Fr Adam | | | |
| | RCIA Program Parish Website?? Parish Calendar?? | <ul style="list-style-type: none"> ☐ Schedule an annual planning meeting and ensure all meeting dates are published on the parish website and included in the parish website. ☐ Encourage all interested parishioners to participate, including those currently considering possible initiation into the Catholic Faith. ☐ Current program possibly needs updating with resources (more interactive) | Fr Raymond & Fr Adam & Margaret McMahon & Jacqui Morley | Aug 25-March 26. | | |
| | Retreats; | <ul style="list-style-type: none"> ☐ Create opportunities for quiet prayer & reflection through the provision of Parish based & Diocesan arranged retreats & Pilgrimages. | | | | |

