



CATHOLIC
ARCHDIOCESE
OF SYDNEY

Light *the* Way

STRATEGIC PLAN | Catholic Archdiocese of Sydney
Dedicated to Mary, Help of Christians, Patroness of Australia

Light^{the} Way



A message from
Archbishop
Anthony OP

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A Message from **Archbishop Anthony OP**

'Light the Way' is the first formal strategic plan for the Catholic Archdiocese of Sydney. Its title neatly captures its purpose: to illuminate our path and direct our mission. To fully proclaim the Gospel of Jesus Christ, we must make the opportunity to encounter Him available to all people, inviting them into His life-giving Church, turning His disciples into disciple-makers, and serving the spiritual and corporal needs of all the people of our city. This requires us to work together, directing our talents, energy and resources intentionally.



Light the Way builds on years of consultation and discernment for Parish 2020, the Plenary Council of Australia, the international Synods, and the Synod of Sydney. It proposes seven goals or priorities (the why of what we do), several ways we plan to achieve those goals (the how of what we do), and some ways we might know whether we are making progress. Like other strategic plans, it is intended to provoke us to apply ourselves and our resources well to achieving our strategic goals, and to hold us accountable to them.

The history of the Church in Sydney goes back to 1788 when the first Catholics arrived as convicts, marines and settlers, and the first Aboriginal converts joined them; to 1820 when the first official Catholic clergy arrived, providing pastoral care and establishing our first parishes and institutions; to 1835 when we became an Archdiocese reaching out to our continent and serving as mother to many of Australia's dioceses; to the 1870s and beyond, when we built an extraordinary network of schools, hospitals and more; to the post World War One period when we built churches for every suburb; and the post World War Two period when waves of Catholic migrants enriched our Church and society enormously; and beyond. We have many strengths: in our lives of

worship and prayer, of following Christ and populating His Church; in the faith and goodness of our families, parishes, schools, health and aged care services/ministries and social outreach; in the energy of our migrant chaplaincies, young adult ministries, and evangelisation initiatives; in the reception and application of Go Make Disciples, our archdiocesan mission plan; and more. There is much to be proud of in our past, much to build upon in our present and many signs of hope as we aspire to work with love and courage toward the future our strategic plan envisages.

It is my hope that Light the Way will help all those who serve faithfully in the Archdiocese of Sydney or will do so into the future. My sincere thanks for all the work that went into this new strategic plan, and to the building up of God's kingdom in Sydney and beyond.

May God illuminate the path for all of us as we journey together in discipleship and mission towards our heavenly home.

Yours in Christ

Archbishop Anthony OP
ARCHBISHOP OF SYDNEY

PURPOSE

In recognition of our call to serve the Church with prudence as stewards of the Archdiocese of Sydney, this Strategic Plan seeks to guide our activities to ensure that both the work we undertake and the use of our resources intentionally support our mission of bringing others to Christ. This Plan establishes core priorities and enabling activities which empower our Archdiocesan mission plan, Go Make Disciples, honour the decrees of the Plenary Council and the ongoing consultative counsel of the Sydney Synod. This Strategic Plan recognises how all our activities and functions, indeed every human interaction, present an opportunity to proclaim the Gospel, and helps direct the efforts and resources of our various Archdiocesan agencies and functions to move as a unified body in the carrying out of Christ's mission.

MISSION

The mission of the Catholic Archdiocese of Sydney is that given by Jesus Christ to His Apostles: To preach the Good News of Salvation; to invite all people into communion with God through His Holy Church; and to serve them with love and mercy by attending to their spiritual and corporal needs.

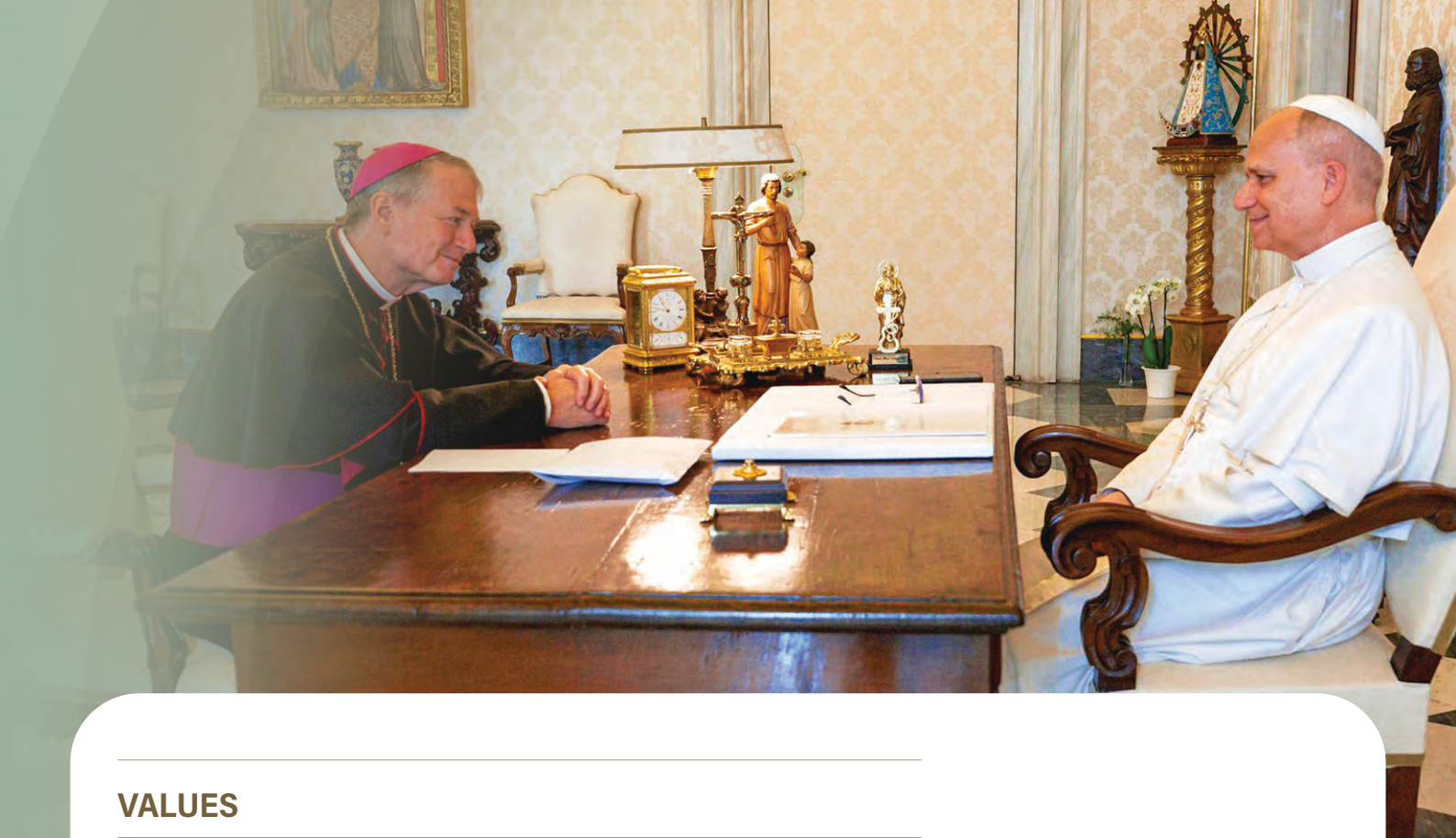
Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you; and lo, I am with you always, to the close of the age.

Mt 28:19-20

VISION

The vision articulated by Archbishop Anthony Fisher OP is this:

A Church in which the Gospel is preached with joy, the wisdom of our tradition mined with fidelity, the sacraments celebrated with dignity and welcome, and the seminaries, convents and youth groups teeming with new life; a Church in which our parishes, chaplaincies and educational institutions are true centres of the new evangelisation, our laity theologically literate and spiritually well-formed, our outreach to the needy effective and growing, and God glorified above all.



VALUES

In keeping with the essential nature of the Church, those serving the Church are guided by six key values:

1 | COMMITMENT

A personal commitment and desire to contribute to the building of God's Kingdom of truth and love.

2 | RESPECT

An abiding respect for the inherent dignity of all people and a commitment to act in accordance with that truth.

3 | DEDICATION

A dedication to justice, fairness and outreach to those in need.

4 | SUPPORTIVE

A commitment to supportive, respectful and Christian ethical behaviour.

5 | WILLINGNESS

A willingness to share our gifts to the best of our ability in the service of Jesus' mission.

6 | DETERMINATION

Above all, a determination to worship God, pray, and live holy lives.

SOCIAL ENVIRONMENT & CULTURE

These are the key social environment and cultural factors that shape our Archdiocese:

+ EMPOWERED BY THE HOLY SPIRIT

We continue to be guided by the Holy Spirit in our activities and mission as we await the coming of our Lord at the end of time.

+ GEOGRAPHIC REACH

The Archdiocese covers a geographic area of 1,264 km², with 124 parishes. It is the Metropolitan Archdiocese exercising episcopal leadership to all 11 dioceses across the NSW/ACT Province. CAS actively contributes to and supports our national and global Catholic Church.



+ SHEPHERDING BY OUR PRIESTS

Our Archbishop is our chief pastor, supported by our auxiliary bishops. Our priests are the spiritual leaders of our parishes. They facilitate our communion with Christ through the Mass, the Sacraments, and through proclaiming God's Word.

+ DEMOGRAPHICS AND SOCIAL PROFILE

The Archdiocese is home to a total population of 2,582,298 and to 590,175 Catholics (22.9%). Its mission and activities target an ethnically diverse population with changing socio-economic and demographic profiles. All look to finding their own cultural home within the Archdiocese.



+ GIFTS OF OUR FAITHFUL

Our people receive and share spiritual gifts. As God's children made in His image and likeness, and sealed indelibly in baptism, we are called to exercise our talents to assist in the formation and development of the Christian community.

+ CANON AND CIVIL LAWS

Our Church operates in accordance with the Code of Canon Law and is subject to civil laws of Australia and NSW. We adhere to contemporary standards of governance and professional standards.

+ SOCIETAL SHIFTS AND NORMS

Changes in societal norms and values, such as the secularisation of society, create needs for strong moral leadership, evangelisation and community support, advocacy and renewal. Together these form a culture that is truly Christian.

+ PUBLIC TRUST AND REPUTATION

To fulfil our mission and preach with compassion and authority, we must have the confidence of our people, and continue to build trust through pastoral leadership and good practice.

01

Priority 1

Through the sacrament of Holy Orders, priests share in the universal dimensions of the mission that Christ entrusted to the apostles. The spiritual gift they have received in ordination prepares them, not for a limited and restricted mission, “but for the fullest, in fact the universal mission of salvation “to the end of the earth” “prepared in spirit to preach the Gospel everywhere.

CCC 1565

PASTORAL AND VOCATIONAL LEADERSHIP

STRATEGIC OBJECTIVES

Recognising the fundamental need for priests and religious institutions in carrying out our mission, we strive and hope for the following:

- A. Priests who are effective pastoral leaders and holy mediators between God and His people.
- B. To grow the number of seminarians in formation and so the number of priests.
- C. To support religious institutions and their religious leaders who operate in or are associated with our Archdiocese.





STRATEGIC ACTIONS

- 1.1** Seek to understand what forms of support might assist in the initial and ongoing formation of our priests as pastoral leaders and facilitate this support.
- 1.2** Seek to understand what forms of support would assist to promote and encourage priestly vocations and facilitate this support.
- 1.3** Steadily increase the number of active priests, seminarians and priests in formation within the Archdiocese.
- 1.4** Support our Catholic religious institutes and religious vocations by understanding their mission and vision, and responding to requests for assistance as they need it.

OUR MEASURES

- Monitoring the number of parishioners, and attendance numbers at Mass and parish community events.
- Priesthood numbers are meeting or exceeding our needs.
- Seminaries have a thriving culture, and seminarian and vocational numbers are meeting or exceeding our needs.
- Religious institutes' vocation numbers are meeting or exceeding their needs.

02

Priority 2

They devoted themselves to the apostles' teaching and to fellowship, to the breaking of bread and to prayer.

Acts 2:42

THRIVING PARISH MINISTRIES

STRATEGIC OBJECTIVES

Thriving parish ministries are a key focus of our Archdiocesan Mission Plan and coincide with increasing Mass attendances, sacramental participation, and community engagement. This Priority focuses on the following intentions:

- A. High rates of Mass attendance and active parish communities.
- B. More prayerful liturgies and Christ-centred communities that are welcoming, inclusive and focused on conversion of life.
- C. Preaching that moves people to embrace lives which are more Christ centred.
- D. Inspiring liturgical music ministries.





STRATEGIC ACTIONS

- 2.1** Support parishes and their ministries through the implementation of our Go Make Disciples mission plan.
- 2.2** Encourage priests to consider, with the input of their parish communities, how the following pastoral goals may be achieved, and establish ways to provide the support and resources necessary to facilitate them:
 - (i) Increased Sunday Mass attendance and participation in the Sacraments.
 - (ii) More prayerful liturgies and increased opportunities for community prayer and worship.
 - (iii) Increased opportunities for family engagement.
 - (iv) Increased opportunities for youth engagement.
 - (v) Christ-centred communities focused on engagement and social outreach to the poor, underprivileged and marginalised.
 - (vi) Increased opportunities for personal engagement and formation.
- 2.3** Identify the qualities of impactful preaching and invite our priests and ministry speakers to reflect on how they might grow in those qualities, and provide resources that support and facilitate development in this area.
- 2.4** Invite our parish priests to review and consider, with the input of their parish communities and Archdiocesan resources, how they might establish and/or maintain inspiring music ministries and facilitate the support and resources needed to enable this.

OUR MEASURES

- Parish community participation and Mass attendance numbers.
- Review by parish priests, and feedback from parishioners and parish volunteers on the fruitfulness of these areas.
- Increases in the numbers of those receiving the Sacraments of Initiation, Marriage and Holy Orders.
- Improvement in the quality of sound and audio system in all our churches.

03

Priority 3

For her part, the Church has the duty to educate especially because she has the responsibility of announcing the way of salvation to all men, of communicating the life of Christ to those who believe, and, in her unfailing solicitude, of assisting men to be able to come to the fullness of this life. The Church is bound as a mother to give to these children of hers an education by which their whole life can be imbued with the spirit of Christ.

Second Vatican Council, Declaration on Christian Education Gravissimum educationis

CATHOLIC EDUCATION

STRATEGIC OBJECTIVES

Catholic education provides an environment for fostering the pursuit of truth, beauty and goodness, and forming the whole person; body, soul and mind. From early childhood to primary and secondary schooling, to tertiary and adult education, this priority is motivated by the following intentions:

- A. Students, their families and educators come to know and grow in love for Christ through learning.
- B. The number and impact of our early childhood services, and our primary and secondary schools, is increasing to meet the needs of our growing Catholic population.
- C. Collaborative relationships between parishes and their schools.
- D. Thriving, authentically Catholic tertiary institutions.





STRATEGIC ACTIONS

- 3.1** Establish ways to facilitate effective forms of support to parents, carers and guardians in carrying out their responsibilities as first educators of God's children.
- 3.2** Continue to provide high-quality early childhood services consistent with our Catholic values through Sydney Catholic Early Childhood Services (SCECS).
- 3.3** Support the continued provision of high-quality Catholic primary and secondary schooling and formation consistent with our Catholic values through Sydney Catholic Schools (SCS).
- 3.4** Encourage principals and parish priests to identify ways to enhance the relationship between parishes and schools, and provide support as needed to facilitate this.
- 3.5** Support Catholic religious institute schools to deliver quality Catholic education and formation.
- 3.6** Provide pastoral leadership to Catholic school agencies including the various system authorities, peak bodies and Catholic education networks.
- 3.7** Work collaboratively with Catholic Institute Sydney (CIS) leadership to support and facilitate the implementation of its strategic objectives for Catholic tertiary and adult education.
- 3.8** Work cooperatively with Catholic universities and institutions operating in our region to support Catholicity and academic excellence.
- 3.9** Deliver quality catecheses in government schools through the Confraternity of Christian Doctrine (CCD) and support an effective catechist teaching network throughout the Archdiocese.

OUR MEASURES

- Enrolment numbers measured against targets established by SCECS, SCS and CIS.
- Academic performance and mission outcomes measured against objectives and intentions established by SCECS and SCS.
- Completion rates, educational and research outcomes, and mission outcomes, in adult education measured against objectives and targets established by CIS.
- Catechesis participation numbers, formation and educational outcomes measured against objectives and commitments established by the CCD.
- Feedback of parents, students and educators.
- Catholicity audits (or similar) of Catholic tertiary and secondary institutions.

04

Priority 4

For I was hungry and you gave me food, I was thirsty and you gave me drink, a stranger and you welcomed me... Truly, I say to you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.

Mt 25:35

OUTREACH AND CHARITABLE WORKS

STRATEGIC OBJECTIVES

We are called to imitate the example of Jesus by gathering the lonely, vulnerable and disadvantaged into the Body of Christ through acts of service. This Priority focuses on the following intentions:

- A. Provide the Seven Corporal Works of Mercy which call us to feed the hungry; give drink to the thirsty; clothe the naked; shelter the homeless; visit the sick; visit the imprisoned; and bury the dead.
- B. Uphold Catholic Social Teaching on the dignity of the human person; the common good; subsidiarity and solidarity.





STRATEGIC ACTIONS

- 4.1 Provide oversight and resources as required to ensure effective delivery of high-quality, Catholic social and welfare services through CatholicCare and other Archdiocesan ministries, including home care, disability services, child and family services, allied health services, counselling and relationship support, as well as formation of staff.
- 4.2 Support Catholic healthcare providers operating in our Archdiocese to deliver healthcare services that are high-quality, sustainable and accord with Catholic social teaching.
- 4.3 Provide high-quality Catholic aged care services through the Trustees of Catholic Aged Care Sydney and our parishes, as well as supporting the other Catholic aged care providers to establish and operate aged care facilities that are high-quality, sustainable and accord with Catholic social teaching.
- 4.4 Provide immigration support to improve the welfare, and support the settlement, of refugees and migrants.
- 4.5 Honour the deceased faithful and support grieving families through the services provided by Catholic Cemeteries, Grief Care, priests and parishes.
- 4.6 Work to eradicate modern slavery through active management of our supply chains and by providing advice, remediation and prevention services through our registered charity Domus 8.7.

OUR MEASURES

- Scale and financial sustainability of CatholicCare.
- Agency reports (CatholicCare and Catholic Cemeteries) on outcomes against metrics such as budgets and mission objectives.
- Catholic healthcare providers annual reports to the Archbishop on quality of services and Catholicity.
- TCACS reports on performance of residential aged care and retirement villages against their operational and mission objectives.
- Number of Sydney based Catholic entities reporting on modern slavery efforts and outcomes.

05

Priority 5

*But how are men to call upon him in whom they have not believed?
And how are they to believe in him of whom they have never heard?
And how are they to hear without a preacher?*

Rom 10:14

ARCHDIOCESAN MINISTRIES

MAJOR EVENTS

STRATEGIC OBJECTIVES

Through major events and other ministry activities we boldly set out to Go Make Disciples, creating opportunities to strengthen the faith and for the unbaptised to discover the faith. This Priority is guided by the following intentions:

- A. Provide connection and engagement across our communities.
- B. Provide ongoing formation of the Catholic faithful.
- C. Provide opportunities for others to discover and come into relationship with Christ and His Church.





STRATEGIC ACTIONS

- 5.1** Successfully plan and deliver the 2028 International Eucharistic Congress in Sydney.
- 5.2** Successfully plan and deliver annual large scale evangelisation events (Christmas at the Cathedral, Corpus Christi procession).
- 5.3** Successfully plan and deliver special large scale evangelisation events (every 4-6 years).
- 5.4** Pursue government and philanthropic support and sponsorship to enable the development and execution of large scale evangelisation activities.
- 5.5** Appropriately empower all our agencies engaged in Archdiocesan ministries and events, including our Sydney Centre for Evangelisation (SCE) to:
 - (i) Support the successful implementation of our Archdiocesan Go Make Disciples mission plan.
 - (ii) Effectively support the evangelisation and parish renewal efforts of our clergy, parishes, chaplaincies and other Eucharistic communities.
 - (iii) Optimise and build upon the evangelistic impact following major events.
 - (iv) Proclaim and equip our Catholic communities to be outposts of Jesus' Great Commission "to go make disciples of all nations" (Matt 28:19) with particular focus on ministries for life, marriage and families, young people, parish renewal, and media and communications.

OUR MEASURES

- Number of major evangelisation events, event attendance and outcomes (temporal and evangelical outcomes).
- Testimony and feedback from participants on the impact on their personal growth and spiritual conversion following events or ministry activities.
- Monitoring the sustained engagement with the Church of attendees following participation in events or ministry activities.
- Monitoring achievement of mission objectives detailed in the Archdiocesan mission plan.

06 Priority 6

Rather, speaking the truth in love, we are to grow up in every way into him who is the head, into Christ.

Eph 4:15

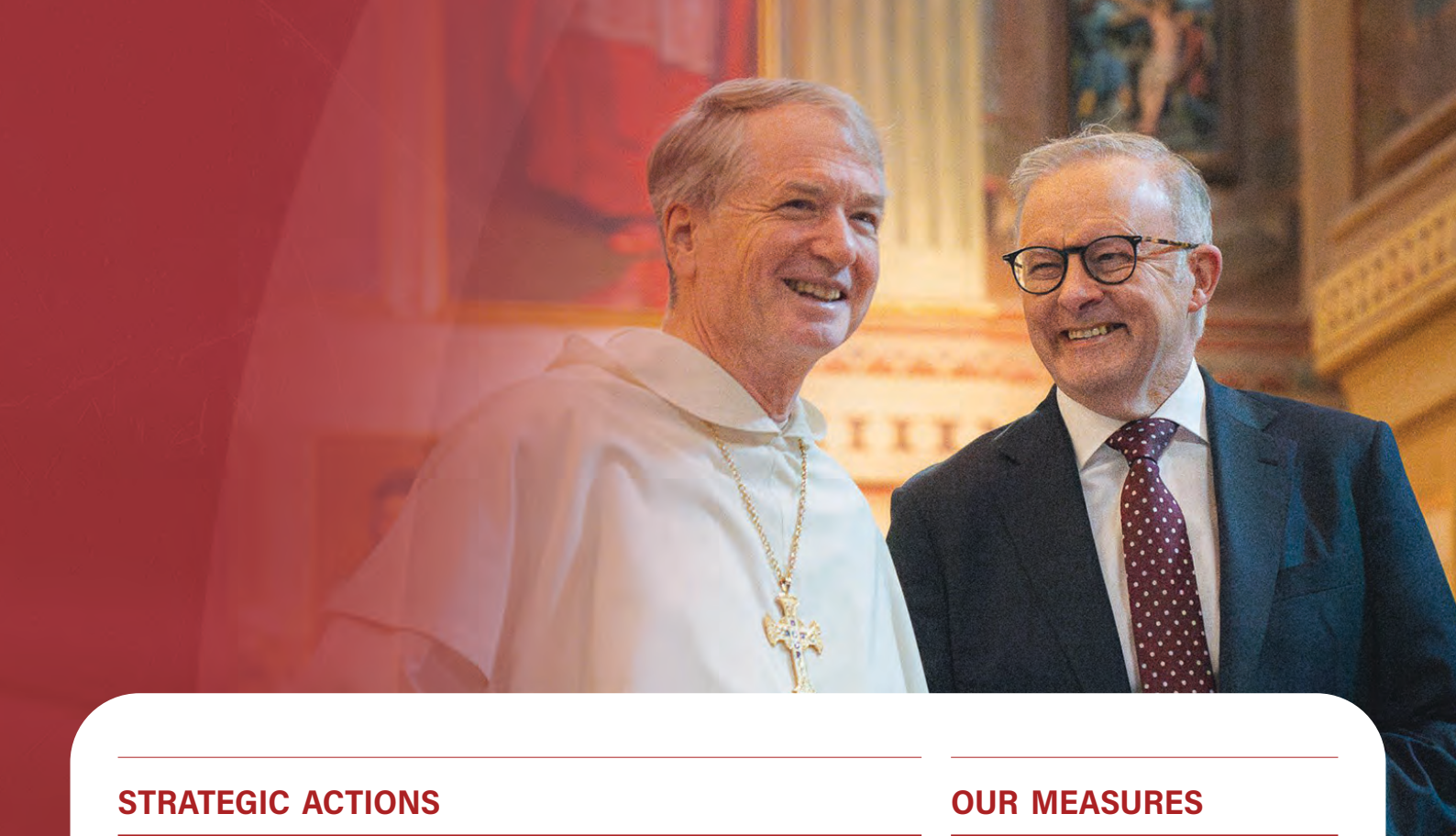
ADVOCACY

STRATEGIC OBJECTIVES

As Christians who are in the world but not of it, we are called to be the light of the world. The Archdiocese is therefore committed to Speaking the truth in love. This Priority is guided by the following intentions:

- A.** Advocate in the public square on matters that particularly affect religious individuals and institutions.
- B.** Uphold the dignity of each and every human person from conception to natural death, and promote justice, peace and Catholic Social Teaching in our society.





STRATEGIC ACTIONS

- 6.1** Support our Archbishop as our chief pastor and public advocate, and our Auxiliary Bishops in advocating effectively including by making powerful and timely public statements on moral and ethical matters.
- 6.2** Identify, form and empower new leaders (clergy and lay) to advocate publicly on relevant issues in line with the teachings of the Catholic Church.
- 6.3** Engage and advocate effectively with federal and state members of parliament, local councils and relevant government departments.
- 6.4** Collaborate with and support groups engaged in similar advocacy works and other key initiatives, including pro-life and pro-family groups, social justice organisations and members of other faith communities whose views align with our Catholic mission.
- 6.5** Raise awareness, provide formation and lead action in relation to the strategic objectives.
- 6.6** Through our communications and news media, report on and raise awareness of key matters of Church advocacy.

OUR MEASURES

- Awareness and responsiveness of the faithful and general public to the Archbishop's statements and broader Archdiocesan advocacy efforts and the Catholic teaching that underpins these efforts.
- Relationships with elected representatives from all parties.
- Campaign outcomes (recognising that the fruits of our efforts are often not immediately apparent).
- Circulation and readership of media publications and communications channels.

07

Priority 7

Who then is the faithful and wise steward, whom his master will set over his household, to give them their portion of food at the proper time? Blessed is that servant whom his master when he comes will find so doing.

Luke 12: 42-45

STEWARDSHIP

STRATEGIC OBJECTIVES

Sustainability of resources and prudent stewardship of our temporal goods are essential to the continuation of the many works of the Archdiocese. This Priority is guided by the following intentions:

- A. Responsibly manage the resources and cultural patrimony with which we have been entrusted.
- B. Sustainably grow Archdiocesan temporal goods.
- C. Sustain resourcing that enables us to carry out our mission and our people to flourish.





STRATEGIC ACTIONS

- 7.1 Sustainably grow the temporal earnings and reserves of the Archdiocese by growing revenues including through bequests, sponsorships, new initiatives, efficient operations, and sustainably funding our mission activities.
- 7.2 Optimise treasury and investment functions of the Catholic Development Fund to generate sustainable surpluses and fund the development of our Church through effective loan strategies, consistent with the CDF's objectives.
- 7.3 Develop and execute investment plans to optimise our asset management and the net costs or returns from CAS's Church properties, property assets and our other temporal assets.
- 7.4 Support our parishes to optimise their temporal goods, earnings and financial administration functions through our parish support services and the sharing of knowledge, expertise and resources of our Chancery.
- 7.5 Empower, develop and invest in our people and Archdiocesan chancery functions so they may fully harness their talents and gifts in service to our Church, adopting excellent employment practices and People & Culture support frameworks.
- 7.6 Invest in our key enablers (governance, policy frameworks, culture, partner collaborations, information technology and communications, and continuous improvement and adaptation initiatives) to ensure the efficient, effective and compliant operations of our Archdiocese.
- 7.7 Ensure the Archdiocese is compliant with all Canonical and civil laws and obligations.

OUR MEASURES

- Financial growth and results.
- CDF growth and attainment of its strategic objectives.
- Attainment of our asset management objectives for property and other assets.
- Financial sustainability and improved outcomes of our Parish financial positions.
- Staff performance and retention, and healthy workplace culture.
- Operational efficiency, effectiveness and compliance metrics.
- Archdiocesan Finance Council and Trustee governance meetings are conducted regularly.



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