



Diocese of Hexham & Newcastle

Pastoral Strategy (2026–2035)

Our Vision

A flourishing Diocese alive in the Holy Spirit, where people encounter Jesus Christ, where we live with justice and compassion, grow as one family of faith, and are formed and sent as missionary disciples to build God's Kingdom.

Our Mission

The Four Mission Commitments

1. Walking with Jesus and Enabling Encounters with Him
2. Living Justly and Caring for Our Common Home
3. Growing as One Diocesan Family
4. Being Formed by Christ for Mission

Diocesan Vision & Mission

Pastoral Priorities

Pastoral Strategy

**Local Mission
Plan**

**Local
Stewardship Plan**

Curia Plan

Diocesan Pastoral Action Plan

Our Pastoral Strategic Priorities

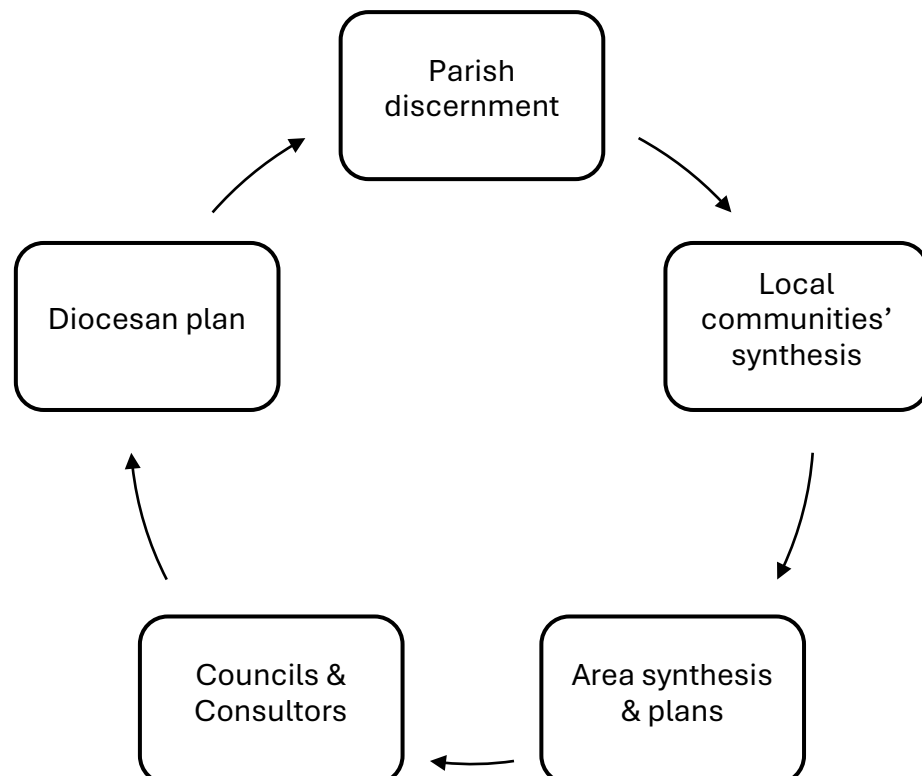
A flourishing Diocese alive in the Holy Spirit, where people encounter Jesus Christ, where we live with justice and compassion, grow as one family of faith, and are formed and sent as missionary disciples to build God's Kingdom

Walking with Jesus and Enabling Encounters with Him	Living Justly and Caring for Our Common Home	Growing as One Diocesan Family	Being Formed and Developed by Christ for Mission
Renewing sacramental preparation as a journey of accompaniment and encounter.	Stewarding our resources wisely — building a safe and sustainable future.	Growing as a synodal Church — learning to listen, discern and walk together.	Educating for Mission — forming hearts and minds in Christ.
Deepening our communities as places of welcome, safety & belonging — sharing God's love with all.	Being a Church that goes out to the margins.	Clergy: sustaining priestly ministry with care and collaboration.	Walking with our young people — forming faith, hope, and leadership.
Creating opportunities to walk with Christ throughout our entire lives.		Growing the gifts and vocations of all the baptised.	Growing our discipleship through lifelong, Spirit-filled formation.

Why this strategy is needed

Our Diocese faces rapid changes in Mass attendance, fewer priests, shifting demographics, and growing pressure on buildings and finances. These realities demand courageous decisions and significant change — strengthening our Mission, renewing our structures, and planning sustainably for generations to come. We recognise many signs of hope but hope alone is not enough. True hope is Christ, and as a people of hope we are invited to walk forward letting that hope take flesh in our choices, this is a moment to act with faith, clarity, and courage.

How this strategy will be delivered



In 2026, parishes will enter a structured discernment process supported by a Diocesan Toolkit.

Pastoral councils in parishes and then in groups of parishes/partnerships will discern with their community.

The Council of Priests, The Council of Deacons, The College of Consulters, The Lay Pastoral Council and The Council of Young People will be involved in the discernment and decision making.

Deaneries will then prepare collaborative proposals that will be supported by a Diocesan Pastoral Steering Group.

The Bishop and Diocesan Trustees will synthesise these proposals into a Diocesan Strategic Pastoral Strategy.

We will work closely with our Catholic Education Trusts listening to their discernment and co-operating with them in furthering our Mission.

The strategy will be implemented through shared principles, support structures, and an annual review cycle.

1. Vision and Mission

1.1 Our Vision – What is the Lord calling us to be?

A flourishing Diocese alive in the Holy Spirit, where people encounter Jesus Christ, where we live with justice and compassion, grow as one family of faith, and are formed and sent as missionary disciples for the life of the world.

See **appendix 1** for fuller text.

1.2 Our Mission – What is the Lord calling us to do?

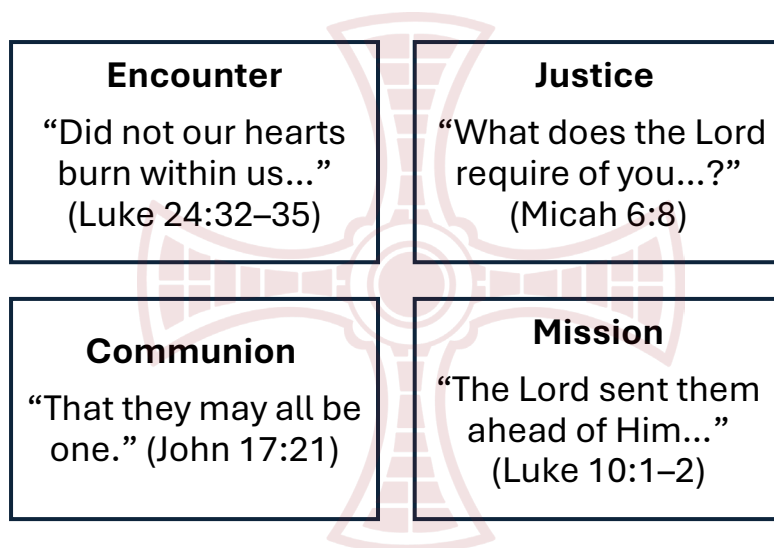
Our Diocesan Vision is grounded in four commitments that guide how we work with Christ and one another to achieve our Mission:

- Walking with Jesus and enabling encounters with Him
- Living justly and caring for our common home
- Growing as one diocesan family
- Being formed by Christ for Mission

See **appendix 2** for fuller text.

1.3 Scriptural and Theological Foundation

Our plan is rooted in the call of Christ and the life of the Church:



1.4 Diocesan Pastoral Priorities

Walking with Jesus and Enabling Encounters with Him

- Renewing sacramental preparation as a journey of accompaniment and encounter.
- Deepening our communities as places of welcome, safety and belonging — sharing God’s love with all.
- Creating opportunities to walk with Christ throughout our entire lives.

Living Justly and Caring for Our Common Home

- Stewarding our resources wisely — building a safe and sustainable future.
- Being a Church that goes out to the margins.

Growing as One Diocesan Family

- Growing as a synodal Church — learning to listen, discern, and walk together.
- Clergy: sustaining priestly ministry with care and collaboration.
- Growing the gifts and vocations of all the baptised.

Bring Formed by Christ for Mission

- Educating for Mission — forming hearts and minds in Christ.
- Walking with our young people — forming faith, hope, and leadership.
- Growing our discipleship through lifelong, Spirit-filled formation.

See **appendix 3** for further details.

1.5 Principles for Change

1. Mission first, structures second
2. Honest discernment of our Reality
3. People-centred, we are a Church of relationships and accompaniment
4. Walking together in co-responsibility; listening to one another, living out our God-given vocations as a synodal Church
5. We build from current strengths (“Beacons of Mission”)
6. Stewardship with courage and compassion
7. Care for clergy and lay leaders
8. A posture of hope, not survival
9. Discernment as a way of proceeding
10. Always outward-looking

See **appendix 4** for further details.

2. Case for Change

2.1 The social context we live in

- Shift in demographics and patterns of Mass attendance.
- Fewer priests: projected 42 active priests by 2035.
- Deacons: projected 32 by 2035.
- Rising building and maintenance costs.
- Deep social and economic challenges across the region.

2.2 Why Planning Matters Now

We must act now to strengthen our Mission, support clergy and lay leaders and steward our resources wisely so that now and for future generations we have a Church that is vibrant, sustainable, and faithful.

3. Roadmap for Implementation (2026–2035)

Overview

In 2026, all parishes will enter a Diocese-wide discernment process using a Discernment Toolkit. Parish and Partnership Pastoral Councils will lead local reflection.

Throughout the process, the Diocese will consult in an advisory capacity with:

- The Council of Priests
- The Council of Deacons
- The College of Consulters
- The Lay Pastoral Council
- The Council of Young People

Deaneries will form collaborative proposals, which will be synthesised into a single diocesan strategy.

Phase 1 – Local Discernment (Spring 2026)

Parishes and Partnerships reflect on Mission and Stewardship to include a focus on areas such as community life, ministries, and buildings using the Pastoral Strategy Mission Discernment Toolkit.

These proposals are shaped through advisory input from: The Council of Priests, The Council of Deacons, The Lay Pastoral Council, The Council of Young People, The College of Consulters and The Diocesan Pastoral Steering Group.

Key Dates:

From January 2026 Pastoral Strategy and Discernment Toolkit is shared with:

- Clergy via deanery meetings
- The Lay Pastoral Council
- The CEO's of Trusts (headline information)
- Diocesan staff (headline information)
- The Youth Council (headline information)

The Discernment Toolkit is then shared with parishes by Bishop Stephen via a pastoral letter and the website. (February 2026)

Ongoing dialogue:

- 7 March 2026 – Council of Deacons meeting
- 21 March 2026 – Youth Council
- 1 May 2026 – Deans with Lay Chairs initial consolidation

- 17 May – Youth Council
- TBC – The Council of Priests
- 9 July 2026 – College of Consultors (advisory review)
- 17 July 2026 – Deans and Lay Chairs refinement meeting
- Output: Deanery Collaborative Proposals (submitted for diocesan synthesis).

Phase 2 – Diocesan Strategic Pastoral Strategy (Autumn–Winter 2026)

The Bishop and Diocesan Trustees synthesise Deanery proposals into the Diocesan Strategic Pastoral Strategy.

The draft strategy receives advisory consultation from: The Council of Priests, The College of Consultors, The Council of Deacons, The Lay Pastoral Council, The Council of Young People.

All final decisions rest with the Bishop.

Key Dates:

- 19 September 2026 – Council of Deacons
- 14 October 2026 – College of Consultors
- 16 October 2026 – Deans feedback
- 7 November 2026 - Lay Pastoral Council
- 12 November 2026 – Council of Priests
- TBC - The Council of Young People
- 11 December 2026 – Deans pre-implementation briefing
- Output: Final 2026 Diocesan Strategic Pastoral Strategy (approved by Bishop Stephen).

Phase 3 – Implementation & Accompaniment (2027 onwards)

A Diocesan Support Team accompanies parishes and deaneries during implementation.

Annual Review Cycle: Advisory feedback is gathered yearly from all diocesan councils.

The Bishop reviews progress, makes any necessary adjustments, and provides guidance for the next cycle.

3. Governance and Accountability

3.1 Steering group

The Pastoral Strategy Steering Group, consisting of the Bishop, clergy, laity and staff, will provide overall leadership and co-ordination for the development and implementation of the diocesan plan. Acting on behalf of the Bishop and Trustees, the group ensures that the vision and priorities are translated into practical steps. It will work closely with the Council of Priests, Council of Deacons, College of Consulters, Lay Pastoral Council, Council for Young People, diocesan committees, parish representatives, and other stakeholders to monitor progress, address challenges, and maintain alignment with the Mission of the Diocese. The Pastoral Strategy Steering Group is committed to transparent communication, parish support, and shared responsibility as paramount throughout.

See **appendix 5** for draft Terms of Reference.

3.2 Decision-making responsibilities

Parishes, working with their local communities (Partnerships) where applicable, will identify local actions for Mission development and good stewardship—such as the use of buildings and other resources—and submit these to their Deanery. Each Deanery, with the support of the Pastoral Strategy Steering group, will then draft a deanery-level plan. Once the Bishop and Trustees have reviewed and approved the plan, and after consultation with Diocesan Councils and Consulters, the Steering Group will assist with its implementation. These deanery plans, together with diocesan priorities, will inform a full operational plan, which will return to the Trustees for final approval.

4. Appendices

Appendix 1: Our Vision – What is the Lord calling us to be?

Diocesan Vision and Our Synodal Diocesan Mission Commitments

A flourishing Diocese alive in the Holy Spirit, where people encounter Jesus Christ, where we live with justice and compassion, grow as one family of faith, and are formed and sent as missionary disciples to build God's Kingdom.



Hexham & Newcastle Diocesan Vision

Walking with Jesus and Enabling Encounters with Him

We envision a Diocese alive in the Holy Spirit, where an encounter with the Risen Lord shapes all we are and all we do. We long to be a community in which Christ's love is shared generously, and where people are drawn to Him through our witness.

"Did not our hearts burn within us while he talked to us on the road, while he opened to us the Scriptures? ... and how he was known to them in the breaking of the bread."
(Luke 24:32, 35)

Living Justly and Caring for our Common Home

We envision a Church that stands with the poor, the excluded, and the vulnerable, recognising Christ in them. We seek to be a Diocese that embodies justice, compassion, and responsible stewardship of creation, continuing the Mission Christ entrusted to His Church.

"...what does the LORD require of you but to do justice, and to love kindness, and to walk humbly with your God?" (Micah 6:8)

Growing as One Diocesan Family

We envision a Diocese rooted in communion—deepening relationships, strengthening trust, and walking together as one family in Christ. We desire to be disciples united in heart and mind, so that our Mission may be credible and fruitful.

"...that they may all be one" (John 17:21)
"Finally, all of you, have unity of mind, sympathy, brotherly love, a tender heart, and a humble mind." (1 Peter 3:8)

Being Formed by Christ for Mission

We envision a Diocese where formation is offered for all, at every stage of life, enabling us to grow in holiness and to share confidently in the work of evangelisation and catechesis. We seek to build a culture where every baptised person is equipped and supported to be a missionary disciple.

"After this the Lord appointed seventy-two others and sent them on ahead of him... Therefore pray earnestly to the Lord of the harvest to send out labourers into his harvest." (Luke 10:1–2)

Appendix 2: Our Mission – What is the Lord calling us to do?

Our Synodal Hexham & Newcastle Diocesan Mission and Commitments

As disciples of Jesus in the Church of Hexham and Newcastle, listening to His invitation, we are being called and challenged to make the following commitments:

Commitment 1: *Walking with Jesus and Enabling Encounters with Him.*

“Did not our hearts burn within us while he talked to us on the road, while he opened to us the Scriptures?

... and how he was known to them in the breaking of the bread.” (Luke 24:32,35)

We have confidence that the Spirit is at work in our Diocese and that the encounter with the Risen Lord is the heart of our life together. As we receive God's saving love in our lives, we offer that love to others through:

- Continually renewing and nourishing ourselves through Jesus' gift of Himself in scriptures, sacraments, and the richness and diversity of the Church's liturgy, including:
 - Participating joyfully in the Eucharist particularly when the whole community gathers.
 - Seeking the Lord's will in personal and communal prayer both before the Blessed Sacrament, and in our homes and schools.
 - Receiving with joy the gift of the Lord's forgiveness and mercy, particularly through the sacrament of Reconciliation.
- Being intentional in reaching out and welcoming all into our communities.
- Accompanying one another with compassion, especially in times of suffering.
- Growing in confidence as witnesses to the Gospel in daily life.
- Working and praying with other Christian communities in shared witness and friendship.

For holiness and sharing Christ with others, St Aidan, pray for us.

Commitment 2: *Living Justly and Caring for Our Common Home.*

“...what does the LORD require of you but to do justice, and to love kindness, and to walk humbly with your God?” (Micah 6:8)

Jesus identified himself with the poor and those rejected by society. He came to proclaim good news to the poor and commands the Church to continue His Mission through:

- Seeing Christ in the poor and marginalised; listening to them, being changed by them, and enabling their voices to be heard.
- Responding to the cry of the earth and caring for our common home. Living and ministering sustainably, including being good stewards of our physical and financial resources and working for climate and biodiversity justice.
- Being advocates for social justice and human rights, living and ministering in concrete ways in accordance with Catholic Social Teaching.
- Working against racism, misogyny, homophobia, and all other prejudices which attack human dignity and weaken the Body of Christ.
- Working with our sisters and brothers of all faiths and none to live justly and care for our common home.

For justice and care for our common home, St Cuthbert, pray for us.

Commitment 3: Growing as One Diocesan Family

“... that they may all be one” (John 17:21) “Finally, all of you, have unity of mind, sympathy, brotherly love, a tender heart, and a humble mind.” (1 Peter 3:8)

To be the Lord's missionary disciples, we must be disciples in communion with Christ and one another. Discerning new, collaborative ways to walk together is vital to the life and Mission of our Diocese through:

- Growing as one diocesan family, increasing our understanding of each other's lives, faith, and vocations.
- Deepening trust by listening to the Holy Spirit in prayer, accompaniment, and discernment.
- Being generous in offering our gifts and talents in fulfilling our calling to serve our local communities and the wider diocesan family.
- Working together to foster a culture in which our churches are safe, especially for children and all who are vulnerable, ensuring safeguarding is the responsibility of all.
- Recognising the need to attend to the voices of those most marginalised and wounded by the Church.
- Becoming more of a Church where our wounds and struggles are acknowledged, our concerns explored, and our voices listened to with respect.
- Resolving differences through just processes in keeping with Gospel values.
- Honouring our priests' lifelong service, committing to their well-being throughout ministry, especially in sickness and old age.

For wisdom, unity and discernment, St Hilda, pray for us.

Commitment 4: Being Formed by Christ for Mission

“After this the Lord appointed seventy-two others and sent them on ahead of him, two by two, into every town and place where he himself was about to go... Therefore, pray earnestly to the Lord of the harvest to send out labourers into his harvest.” (Luke 10:1,2)

As a Diocese, we are committed to offering lifelong formation for all. We are called to grow together in our shared vocation to holiness and evangelisation through:

- Being open, as lay and ordained people, to being formed by the Lord and one another as we discern new ways to be co-responsible for Mission in structure and practice.
- Rejoicing in the accompaniment, education and formation of our children and their families.
- Allowing our communities to be guided by the momentum and intuition of our young people.
- Valuing, supporting, and developing the active service and leadership of the laity, by strengthening the opportunities for formation and the use of their gifts.
- Working together co-responsibly with our Bishop, priests, and deacons to be faithful to our callings from the Lord.
- Building ever closer connections between home, parish, schools, chaplaincies, and our youth services, and sharing resources and expertise.

For knowledge, understanding and evangelisation, St Bede, pray for us.

These priorities are interwoven and interconnected. There is no true formation without encounter, no growth in communion without justice, and no healing of relationships which does not also draw us closer to the Lord.

We entrust the future of our diocesan family to our patron, Our Blessed Lady Immaculate, pray for us.

Appendix 3: Diocesan Pastoral Priorities

Draft Diocesan Pastoral Priorities in full

Walking with Jesus and Enabling Encounters with Him

- **Renew sacramental preparation as a journey of accompaniment and encounter.**
We see sacramental preparation as a moment of grace — a place where people meet Jesus personally, not simply a process. We accompany families, as catechists in our parish and in Catholic schools, helping them rediscover faith and deepen belonging.
- **Deepening our communities as places of welcome, safety and belonging — sharing God’s love with all.**
We want every person to know they have a safe place here in our community of communities. We are all created in God’s image, loved by Him and called by name to follow Him. Our parishes grow as joyful, hospitable communities where diversity is embraced as a gift and inclusion reflects the justice and unity of Christ’s Body. *“The Church is called to be the house of the Father, with doors always wide open.”* — Pope Francis
- **Creating opportunities to walk with Christ throughout our entire lives.**
We nurture a culture of evangelisation that helps people meet Jesus and walk with Him in the ordinary rhythms of life. We accompany one another with patience and compassion, creating spaces where people can ask questions, share struggles, and experience faith as relationship. *“To follow Christ is not an idea, but a way.”* — Pope Benedict XVI

Living Justly and Caring for our Common Home

- **Stewarding our resources wisely — building a safe and sustainable future.**
We plan boldly and responsibly so that our parishes, schools, and shared resources serve the Gospel and future generations. This work will involve real sacrifice: letting go of buildings we cherish, reshaping patterns of ministry, and accepting that some things we once sustained can no longer continue. Through strategic collaboration and careful stewardship, we make choices that are sometimes painful but necessary, ensuring that what we keep and what we build truly supports vibrant communities of faith and Mission. *“Pastoral structures must be reviewed and renewed to better serve the mission.”* — *Pastoral Conversion of the Parish*
- **Being a Church that goes out to the margins.**
We learn from and walk alongside those on the margins; they shape our priorities and evangelise us. *‘It is evident that all of us must “let ourselves be evangelised” by the poor and acknowledge “the mysterious wisdom which God wishes to share with us through them.”’* (DT § 102)

Growing as One Diocesan Family

- **Growing as a synodal Church – learning to listen, discern, and walk together.**

In synodality we discover that the Spirit speaks through every voice, particularly the young. We embed listening, discernment, and shared responsibility. *“The path of synodality is the path that God expects of the Church in the third millennium...” – Pope Francis*

- **Clergy: sustaining priestly ministry with care and collaboration.**

We support our priests in their vocation to teach, sanctify, and lead. As numbers decline, we commit to patterns of ministry that are shared, realistic, and rooted in trusting relationships with the whole community. We also commit to caring for our clergy when they are sick, ageing, or retired, recognising their lifelong service to the Church.

- **Growing the gifts and vocations of the baptised.**

We affirm the wide range of vocations that sustain the Church — parents, catechists, parish leaders, priests, deacons, religious, chaplains, educators, and all who live their baptismal call in daily life. We commit to offering accessible pathways of growing in formation, discernment, leadership, and support so that every person can respond confidently to the gifts God has given them. *“The priesthood is the love of the heart of Jesus.” – St. John Vianney*

Being Formed by Christ for Mission

- **Educating for Mission — forming hearts and minds in Christ.**

We commit to strengthening Catholic education as a vital ministry of the Church. Our schools are places of encounter with Christ, where faith and learning grow together. This means safeguarding Religious Education, investing in the formation of teachers and Catholic leaders, and ensuring that every child can flourish academically and spiritually. In partnership with families and parishes, we seek to nurture a generation ready to serve, lead, and witness to the Gospel in today's world.

- **Walking with our young people — forming faith, hope, and leadership.**

We invest in our young people as disciples and leaders, helping them grow in faith, confidence, and purpose. We encourage peer-to-peer ministry and create space for them to lead in the Church and the wider community. Alongside them, we support those who accompany their journey — parents, educators, clergy, catechists, chaplains, and mentors. *“Young people are the hope of the Church.” — St. John Paul II*

- **Growing our discipleship through lifelong, Spirit-filled formation.**

We recognise where the Spirit is quietly developing Mission in our parishes, chaplaincies, and movements, and we learn from these places that already shine as *beacons of Gospel life* — communities where prayer, service, and discipleship are lived with distinctive depth. Building on these examples, we commit to a more systematic and accessible approach to formation, ensuring that every member of the Church, whatever their circumstances, can grow in faith.

Appendix 4: Principles for Change

Principles as we go forward in planning:

1. Mission first, structures second

Everything we do should begin with the question: “Does this help people encounter Jesus and grow as disciples?” Then, “Do our buildings strengthen or weaken that Mission?”

2. Honest discernment of our reality

We face where we truly are, having fewer priests, fewer people, fewer resources. We discern with clarity and without fear: what is working? What is not? What might God be asking us to let go of?

3. People centred, we are a Church of relationships and accompaniment

Structures cannot replace relationships. We consider not just what to do but how to make changes.

4. Walking together in co-responsibility; listening to one another and living out our God-given vocations as a synodal Church

The parish is the *whole people of God*. Priests do what only priests can do; the laity do what the laity can do, together we serve. We invest in deacons, catechists, lay leadership, religious, volunteers and we allow ministry to be shared. We make decisions in collaboration with one another.

5. We build from current strengths (“Beacons of Mission”)

Instead of trying to start everything everywhere, we identify: the communities, ministries, prayer groups, schools, outreach efforts where the Spirit is already at work. We strengthen these, learn from them, and let them illuminate the wider area.

6. Stewardship with courage and compassion

We make decisions that are painful but necessary. We honour grief around loss, yet we recognise that letting go makes space for new life. We ask: what will sustain Mission for the next generation?

7. Care for clergy and lay leaders

Priests, deacons, religious, and lay leaders must not be overwhelmed. We prioritise healthy workloads, rest, support, and shared ministry. A flourishing community depends on flourishing leaders.

8. A posture of hope, not survival

We resist the temptation to “hold on until it passes.” Instead, we trust the Spirit’s work in a smaller, humbler Church. We look for signs of life, seeds of renewal, and moments of encounter.

9. Discernment as a way of proceeding

We actively plan for the future within our parish communities, attentive to the voice of the Holy Spirit. We see discernment not as a one-off exercise, but as a consistent habit: Pray-Listen-Reflect-Decide-Review. This rhythm keeps us attentive to the Spirit rather than locked into rigid plans or avoiding facing the future.

10. Always outward-looking

We ask in every area: how does this reach beyond the parish to those who do not yet know Christ? A missionary parish thinks neighbourhood, schools, families, the poor, those who have drifted away, those seeking meaning.

Appendix 5: Draft Terms of Reference

Diocese of Hexham & Newcastle Pastoral Strategy Steering Group Terms of Reference

Introduction

These Terms of Reference set out the purpose and responsibility of the Diocesan Pastoral Strategy Steering Group.

Purpose

The Pastoral Strategy Steering Group, which is time limited, has been established to work with the Formation and Mission Committee to support the Bishop and Trustees to deliver the Bishop's Vision and prepare a sustainable Diocese for future generations.

Responsibility and Deliverables

Accountable to the Bishop and Trustees, and working with the Formation and Mission Committee, the Pastoral Strategy Steering Group has responsibility for:

- ensuring the crafting and agreement of the Diocesan Pastoral Strategy
- ensuring the delivery of the Diocesan Pastoral Strategy Action Plan

Diocesan Vision



What is the Lord Calling Us to Be and Do?

A Synodal Vision for the Diocese of Hexham and Newcastle

Commitment 1: Walking with Jesus and Enabling Others to Encounter Him

Commitment 2: Living Justly and Caring for Our Common Home

Commitment 3: Growing as One Diocesan Family

Commitment 4: Being formed and Developed by Christ and one another for Mission

Diocesan Values

Trust Service Respect Integrity Compassion

Diocesan Objectives

The Diocese will ensure the:

- Dynamic growth and renewal of the Church through our Partnerships
- Building of God's Kingdom in community and public life
- Sustainability and resourcing of the Diocesan Mission and Ministry

Membership

Membership of the Pastoral Strategy Steering Group will include:

1. Chair – Bishop
2. Vicar General North

3. Vicar General South
4. Dean Northumberland
5. Dean Newcastle and North Tyneside
6. Dean South Tyneside and Gateshead
7. Dean Sunderland and Durham
8. Dean Cleveland and South Durham
9. Director Formation & Mission Development
10. Director Education
11. Head of Finance
12. Head of Property
13. Chief Operating Officer
14. TBD

Attendees

- i. Administrative support
- ii. Ad hoc attendance as required

Meeting arrangements

The Pastoral Strategy Steering Group will meet at least four times a year as part of the Deans' meetings with the Bishop and Vicars General, either in person or online via, for example, Zoom. The quorum necessary for the transaction of business shall be seven. This will include either the Bishop or one of the Vicars General, three of the Deans and three of the Curia representatives. An agenda and papers will be circulated no later than one week in advance of the meeting, following which draft minutes will be sent to members by email within six weeks of the meeting. Subject matter experts may be invited to attend as appropriate.

Review

The Terms of Reference and effectiveness of the Pastoral Strategy Steering Group will be reviewed bi-annually by members in May and November.

Fiona Standfield
Chief Operating Officer
5 December 2025