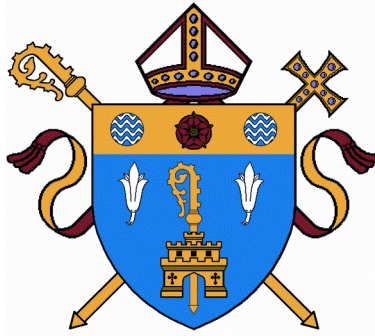


## ***The Bishops' Response***



***Rt Rev Patrick O'Donoghue***  
***Rt Rev Michael Campbell OSA***  
*30 March 2009*

On behalf of the Diocese we wish to thank very sincerely: Anna Cowell; Diocesan Youth Officer (Leeds), Fr Dermott Donnelly; Director of Youth Service, (Hexham and Newcastle), Mr Peter Metcalf; FCA, DChA, Mrs Judi Shimmell; Director of Youth Services, (Hallam) and Fr Joe Wheat; Director of Youth Services, (Nottingham)

The above team, who have a wealth of experience in the field of Youth Ministry around the country, generously reviewed at our request, the work of our Diocesan Youth Outreach Service and Castlerigg Manor (Residential Centre) in the light of the aims set out by the Vision Document '*Youth Ministry in the Diocese of Lancaster*' (June 2006). These aims remain:

- 1. To help the young people of our schools, colleges and parishes grow in a personal relationship with Jesus Christ as his disciples in the Church.**
- 2. To enable the full participation of young people in the life and mission of the local Church.**
- 3. To encourage and nurture the growth of the whole person in the light of Christ, with prayer and spirituality as the basis for all human development.**
- 4. The provision of attractive and safe environments in order to develop successful inter-personal relationships which will provide our young people with clear and engaging examples of discipleship, service, ministry and leadership.**

The above team produced and presented an internal Report (known hereafter as *The Report*) to both Bishop Patrick O'Donoghue and Bishop Michael Campbell on 18 December 2008. The executive summary of this report is available to all interested parties.

This document (*The Bishops' Response*), while not identical in all aspects to the recommendations of *The Report* is our response to it and based upon it. Here we are attempting to clarify the changes necessary in taking forward Youth Ministry in this Diocese. Professional advice has been sought for guidance through this time of transition. Our sincere hope is that all who are committed to the work of Youth Ministry in our Diocese will embrace the process of change and help with its implementation, thus giving to the Diocese the finest Youth Service possible. Already initial meetings have taken place with the staff of both Castlerigg and Outreach to secure its implementation and allay any undue

anxieties. We take this opportunity to thank all the staff for their contributions to the process so far and we are committed to supporting them in every way possible, especially in this time of transition.

In the light of *The Report* we have decided the following:

1. We, the Bishops, accept in principle *The Report* subject to certain amendments and additions that are given below.
2. The Youth Service Management Group (which acts with the delegated authority of the Trustees) will be developed to successfully manage the transition period. Consequently it is the role of the Bishop and Youth Service Management Group to work in consultation with others in deciding the policies and direction of Youth Ministry in the Diocese.
3. The presently separate Castlerigg Manor (Residential Centre) and the Outreach Youth Service will become one. The Lancaster Diocesan Youth Office will relocate to Castlerigg Manor and will be administered by the *Business Manager/Administrator*. The work of the united Diocesan Youth Service - both Retreats (at Castlerigg) and Outreach activities (in the schools and parishes of the Diocese) will include:
  - A varied experience of prayer
  - A basic understanding of the Gospel message
  - Encouragement and exhortation to deepen the young people's relationship with God and their belonging to the family of the Church
  - An experience of living in a faith-filled community
  - A deeper understanding of the sacramental life of the Church
  - A deeper awareness of self in relation to God and others.
4. The structure and content of all Youth Ministry in the Diocese will be underpinned by a distinctive Catholic character and ethos. All activities – both Residential and Outreach – should clearly relate to the language of faith, relationship with God, mission in and of the Church. These links must be clear and tangible.
5. There will be an appointment of a new *Director of Catholic Youth Services*. This post will provide strong, clear and focussed leadership in a newly united Diocesan Youth Service. A trained, seconded and experienced person may also be required from another Diocese for a period to provide more immediate support to Castlerigg and the new *Director of Catholic Youth Services*. This secondment will take place as soon as possible. A Diocesan Priest will be appointed as *Chaplain* to the Diocesan Youth Service.
6. A Major capital investment is envisaged at Castlerigg Manor bringing the facilities up to a necessary standard:
  - **Repairs to the roof**
  - **Provision of a proper disabled access to residential facilities**
  - **Review the size and position of, and access to, the Chapel. (At present it is barely adequate for large groups and in an almost inaccessible location for young people to have free and easy access.)**
  - **Increase and improve team accommodation**
  - **Replace windows where necessary**
  - **Install an adequate heating system**
  - **Better bathroom facilities for guests**

- **Reconfigure dining room to make it more communal**
- **Improve office and IT provision: Separate offices should be provided for Director, Business Manager/Administrator, Retreat Leaders and Outreach Leader and volunteer team**
- **Provide a staff rest room with locker provision for House Staff**
- **Remodel ground floor. Provide better facilities for group work**
- **Re-decoration**

To avoid any unnecessary disruption to the Youth Service at Castlerigg Manor it is intended to implement a phased programme of prioritised refurbishment and essential building work (as operated in many schools). This will avoid the 'fallow year' proposed by *The Report*.

7. There will be a gradual restructuring of staffing of the united Youth Service modelled *as per* the Organigram given below. There will be **no** redundancies among the current lay employees and we sincerely hope that **all** staff will join us in embracing the changes. Any changes to individuals' roles shall be agreed with those concerned after a genuine consultation. We intend that all current trainee youth tutor contracts will remain until their proposed end in 2010. This means that the intention is that new trainee youth tutor contracts to be issued in September 2009 will be for 12 months duration only.
8. The intention is that 'Youth Tutors' currently at Castlerigg, will work interchangeably within the new structure *i.e.* Residential Retreat & Outreach Mission as will all volunteer 'gap year' members of staff. We intend that the current role of Programme Coordinator/Team Leader at Castlerigg will be revised into one of the *two Retreat Leader* posts. All changes to roles shall be done through genuine and joint consultation.
9. The appointment of the current Director and Chaplain of Castlerigg Manor ceases with effect from 1 September 2009. The new *Director of Catholic Youth Services* will oversee both Residential Retreat and Outreach activities of the Diocesan Youth Service as soon as possible.
10. Upon the appointment of the new *Director of Catholic Youth Services* the Courses in Informal Education at Castlerigg Manor will gradually become opportunities for Retreats. The content of these times of prayer and self-reflection, faith and sharing, fun and friendship will be re-drawn under the direction of the new *Director of Catholic Youth Services*. Schools and parishes will be notified of this by the new *Director of Catholic Youth Services* in due course.
11. The role of the proposed Youth Ministry Coordinator as in *The Report* will be distributed between the new *Director of Catholic Youth Services, the Chaplain, the Outreach Leader* and the *two Retreat Leaders*
12. Upon the appointment of the new *Director of Catholic Youth Services* a new *Outreach Team*-aspect of the united Diocesan Youth Service will be established. It is the intention that the current role of the Outreach Youth Worker/s will be revised into a newly appointed *Outreach Leader's*, role based at Castlerigg Manor and appropriately resourced. Again, individuals shall be consulted as to how best these changes may be realised.
  - A strategic timetable of work, needs to be established, that takes the Outreach Team into the schools and parishes of Lancaster diocese to lead: School retreat days, School missions, Confirmation days, Year 6 transition days, Year

9 choices and vocation days, 6<sup>th</sup> form work, Promotion of volunteering opportunities with the Youth Service, Collaborative work with other Diocesan agencies (Education, Vocation, etc), Pilgrimage preparation days etc

13. Upon Appointment of the new *Director of Catholic Youth Services* there will be a full review of the bookings system at Castlerigg Manor – the new *Business Manager/Administrator* will oversee this operation in close collaboration with the new *Director of Catholic Youth Services*.
14. The programme of residential Retreats offered at Castlerigg Manor should encourage the use of the Manor by Diocesan school and parish groups. Schools from outside the Diocese, however, which have used the Manor over the years, will always be welcome. Bookings already in the diary will be duly honoured.
15. There needs to be a flexible provision for diocesan schools and parishes offering different options for length of Retreats, work with Confirmation groups, parish youth groups and 6<sup>th</sup> forms, parish catechists.
16. All those in leadership in the Diocese and the Diocesan Youth Service should engage in a robust campaign of publicity. Schools and parishes need to be encouraged in the use of Castlerigg Manor to aid their ministry with young people.



**+Patrick O'Donoghue**  
**Bishop of Lancaster**



**+Michael Campbell OSA**  
**Coadjutor Bishop of Lancaster**

**Date: 30 March 2009**

**N.B. The Organigram below aims to demonstrate how the new Youth Service will work. It is to be emphasised that this is the model that the Diocese will move towards in the next 12/18 months.**

