

THE CONSTITUTION AND BY-LAWS OF THE PARISH PASTORAL COUNCIL OF THE CATHOLIC PARISH OF WAIRARAPA

Brief Summary

The Constitution and By-laws of the Parish Pastoral Council (PPC) of the Catholic Parish of Wairarapa establishes the Council as a consultative body that collaborates with the Pastor to foster a living Christian community. Its primary purpose is to support the parish's mission through planning, reflecting, and acting on pastoral matters such as worship, evangelization, and social justice.

The Council is designed to reflect the parish's "community of communities," ensuring representation from each of its five constituent towns through a process of communal discernment rather than popular election. Members serve staggered two-year terms and are expected to be practicing Catholics committed to the shared responsibility of the parish.

Operationally, the Council functions through several key commissions—including Liturgy, Christian Formation, Christian Service, Safeguarding, and Administration and Finance—which serve as the "hands and feet" to implement the Council's vision. The PPC also maintains a vital link with parish schools and Local Church Committees (LCCs), which manage local hospitality and spiritual life while remaining aligned with the central PPC policies.

Decisions are reached through a consensus model of spiritual discernment, aiming for a "common mind" through prayer and listening.

To maintain transparency and integrity, the Council requires members to disclose conflicts of interest, maintain confidentiality, and provide regular public summaries of their monthly meetings to the wider parish community.

Constitution of the Parish Pastoral Council

Article I: Name

The name of this body shall be the Parish Pastoral Council (hereafter referred to as "the Council") of the Catholic Parish of Wairarapa.

Article II: Nature and Purpose

1. **Nature:** The Council is a consultative body that collaborates with the Pastor to build the parish as a living Christian community.
2. **Purpose:** Its primary purpose is to reflect, plan, animate, and act in support of the parish's mission. This includes examining pastoral matters, assessing them, and proposing practical conclusions.
3. **Pastoral Character:** The Council focuses on the Church's mission, including worship, teaching the faith, evangelization, and fostering spiritual growth and social justice.

Article III: Relationship to the Pastor

The Council assists the Pastor in his role of leading the parish. While the Pastor has primary canonical and legal responsibility, he relies on the Council's insights and expertise to identify and implement pastoral initiatives.

Article IV: Selection Principle

The selection of Council members shall be a process of communal discernment. It is not a contest of popularity but a search for those gifted by the Holy Spirit to provide pastoral leadership and vision for the Wairarapa community.

Article V: Representation

The Parish Pastoral Council shall reflect the reality of the Catholic Parish of Wairarapa as a "community of communities." While the Council works for the common good of the entire parish, it shall ensure that the unique pastoral needs and cultural identities of each of the five constituent communities are recognized and represented.

Article VI: Safeguarding Commitment

The Catholic Parish of Wairarapa recognizes the inherent dignity of every person and is committed to fostering a culture of safety. The Parish Pastoral Council shall ensure that safeguarding is an integral part of all pastoral planning and that the parish complies with all Diocesan and National Safeguarding Policies.

By-Laws of the Parish Pastoral Council

Article I: Membership & Selection

1. Eligibility:

Candidates must be practicing Catholics, at least 18 years of age, and registered members of the Wairarapa Parish who are willing to share responsibility for the community.

2. Representational Composition:

The Council shall consist of at least one (1) representative from each of the five communities within the Parish of Wairarapa.

3. Selection Method:

The discernment and recommendation process shall be conducted locally within each community to ensure that the chosen representative is a person deeply rooted in and knowledgeable of that specific local area. (Please see Appendix 2.)

- **Recommendation:** Every two years, the communities in the parish shall be invited to recommend potential members via a "Pew Card" process.
- **Orientation:** All recommended persons shall attend a mandatory orientation on the Council's role.
- **Selection:** Final membership shall be determined through a prayerful discernment session. If necessary, a "Selection by Lot" or negotiation process may be used to finalize the number of members.

4. At-Large Members:

In addition to the five community representatives, the Pastor may appoint "at-large" members to ensure the Council has a balance of necessary skills (e.g., youth ministry, finance, or legal expertise) that may not be present in the initial geographic selection.

5. School Representation

To foster the vital link between the Parish and its Catholic Schools:

- **Educational Liaison:** There shall be one (1) designated seat on the Council for a "School Representative." Each principal will seat one term each, selected by their peers, to serve a year term as a liaison for all parish schools.
- **Reporting:** The School Representative shall provide a unified report on the spiritual and educational health of the schools at each Council meeting.
- **Pastoral Attendance:** All Principals are invited to attend Council meetings as guests whenever an agenda item specifically impacts the schools or the wider youth formation of the parish.

6. Terms of Office:

Members shall serve a term of two years. To ensure continuity, terms shall be staggered so that only one-half of the Council is new in any given year.

7. Vacancies:

Casual vacancies occurring during a term may be filled by appointment by the Pastor after consultation with the Executive, serving until the next regular selection cycle.

Article II: Officers and Executive

The Executive consists of the Pastor, Chair, Vice-Chair, and Secretary.

1. Pastor (President):

Presides over all meetings as a representative of the Archbishop.

2. **Chair:**

Prepares agendas in consultation with the Pastor, chairs meetings, and ensures communication between the Council and parishioners.

3. **Vice-Chair:**

Assists the Chair and assumes duties in their absence.

4. **Secretary:**

Records minutes, maintains membership rosters, and handles Council correspondence.

Article III: Commissions and Committees

Commissions are the major working mechanism of the Council. For a detailed explanation, please go to Appendix 1. Recommended commissions include:

- **Liturgy:**

Concerns divine worship and sacramental life.

- **Christian Formation:**

Focuses on religious education and catechesis.

- A.** The Christian Formation Commission shall include the Principals of the four parish schools (or their delegates). Their primary task is to ensure a "cradle-to-grave" approach to faith formation, ensuring that the mission of the schools is deeply integrated with the mission of the Wairarapa Parish.

- **Christian Service:**

Addresses social justice, charity, and reaching out to the marginalized.

- **Administration and Finance:** (for more details, please see separate constitution and by-laws of the PFC)

Works with the Finance Council on budgets and property maintenance to support pastoral priorities.

- A. Mandate:**

- There shall be a Finance Commission, canonically separate from but pastorally aligned with the Parish Pastoral Council.

- B. Function:**

- It shall assist the Pastor in the administration of parish goods, the preparation of the annual budget, and the maintenance of all parish properties.

- C. Communication:**

- The Chairperson of the Finance Commission shall be an ex officio member of the Parish Pastoral Council to facilitate communication between the two bodies.

- **Safeguarding Commission (Mandated)**

1. **Nature:** The Safeguarding Commission is a standing, mandated body of the Council.
2. **Membership:** It shall be led by the Parish Safeguarding Officer (PSO) and include members with experience in social work, law, education, or healthcare where possible.
3. **Duties:**
 - Implementing the "Safe Environment" protocols for all five communities and four schools.

- Verifying that every individual in parish ministry involving children, youth, and vulnerable adults has a current and valid background check.
 - Providing a briefing on safeguarding for new ministers, most especially for those involved with children, youth, and vulnerable adults within 3 months after they have started their role.
 - Providing an annual "Safeguarding Audit" report to the Parish Pastoral Council.
 - Monitors the record for the Code of Conduct and police-vetting.
4. **Authority:** While consultative, the Safeguarding Commission has the authority to pause any parish activity that does not meet the required safety standards until compliance is achieved.
 5. **School-Parish Integration:** The Safeguarding Commission shall meet at least once per term with the designated Safeguarding Leads from the four parish schools. The objective of these meetings is to ensure that transition points (Sacramental programs, Youth Ministry, and shared facility use) adhere to a singular, high standard of protection. The Commission shall ensure that parish volunteers are held to a standard of vetting and conduct equivalent to that required of school personnel.
- **Local Church Committees (LCCs)** (for more details, please see appendix 4)
 1. **Purpose and Scope** Each of the five communities within the Parish of Wairarapa shall maintain a Local Church Committee. The purpose of the LCC is to foster the spiritual life and community "closeness" of the local chapel while remaining in full communion with the Parish Pastoral Council.
 2. **Relationship to the PPC**
 - a. **Alignment:** All local initiatives, fundraisers, and liturgical changes must be consistent with the policies and Mission Statement established by the PPC.
 - b. **Representation:** The local community's elected/discerned representative to the PPC shall serve as the Chairperson or Liaison for the LCC to ensure a seamless flow of information.
 - c. **Financials:** LCCs do not hold separate bank accounts. All local fundraising and expenses are processed through the central Parish Finance Commission, though funds raised for specific local projects shall be tracked and utilized for those designated purposes.
 3. **Responsibilities of the LCC**
 - a. Care and "hospitality" for the local church building and grounds.
 - b. Welcoming new parishioners specifically within that town.
 - c. Organizing local social and devotional events.
 - d. Implementing parish-wide safeguarding and pastoral initiatives at the local level.

Article IV: Meetings

1. Frequency:

The Council should meet monthly regularly.

2. Agenda:

Must be prepared in advance and include time for prayer and spiritual formation.

3. Decision-Making: The Consensus Model

- **A. Spiritual Basis:** The Council shall not operate by parliamentary debate but by communal discernment. The goal of every meeting is to find the "common mind" of the group through prayer and listening.

- **B. Achieving Consensus:** A decision is reached by consensus when every member can honestly say: *"I have been heard, I understand the decision, and even if it is not my first choice, I can support it for the good of the Parish."*
- **C. Lack of Consensus:** If consensus cannot be reached after significant prayer and discussion, the Council may:
 1. Table the matter for further study and prayer.
 2. Refer the matter to a specific Commission for a recommendation.
 3. Request the Pastor to make a final decision in his capacity as Shepherd of the Parish.

4. Quorum

- **A. Requirement:** A quorum for the transaction of business shall consist of a simple majority (50% plus one) of the current voting membership, provided the Pastor (or his designated delegate) is present. No official meeting may be held in the absence of the Pastor.

5. The Executive Committee

- **A. Term of Office:** The Chair, Vice-Chair, and Secretary shall be selected by the Council from among its members for a term of two (2) years. They may be re-selected for one additional consecutive term, after which they must step down from the Executive for at least one year.

Article V: Local Community Liaison

1. Role of the Representative:

Each representative from the five communities is responsible for maintaining a "Local Liaison Committee" or "Team."

2. Reporting:

At each monthly PPC meeting, a dedicated time shall be allotted for "Community Updates," where representatives can brief the Council on the specific pastoral successes or challenges within their respective geographic areas.

3. Shared Resources:

The Council shall strive to ensure that parish-wide resources (staff, funding, and programming) are distributed equitably across the five communities, prioritising mission and need over community size.

Article VI: Records and Communication

1. Minutes of Meetings

- **A. Responsibility:** The Secretary shall record accurate minutes of all Council meetings, noting attendance, key discussion points, and all decisions or consensus reached.
- **B. Approval:** Draft minutes shall be circulated to the Executive (Pastor and Chair) for a preliminary review within one week of the meeting, then formally approved by the full Council at the following meeting.
- **C. Confidentiality:** While the Council operates with a spirit of transparency, the Pastor may designate certain discussions (such as sensitive personnel issues or private pastoral care matters) as "In-Camera." These portions shall be recorded in a separate confidential annex and are not for public distribution.

2. Publication and Distribution

- **A. Public Summary:** Within ten days of approval, a summary of the minutes (the "Communique") shall be made available to the parish.
- **B. Methods of Publication:** To reach all five communities and the four schools, the summary shall be:
 - Published on the Parish Website.
 - Linked in the Parish Bulletin/Newsletter.
 - Posted on the noticeboards of each of the five churches.
 - Sent to the four School Principals for inclusion in their respective school newsletters as appropriate.
- **C. Feedback Loop:** Each published summary shall include the contact details of the Council Secretary or the relevant Community Representative to allow parishioners to provide feedback or ask questions regarding the decisions made.

Article VII: Operational Integrity & Governance

1. Conflict of Interest

- **A. Disclosure:** Any member of the Council or its Commissions who has a direct or indirect financial or personal interest in a contract, transaction, or pastoral decision being considered by the Council shall disclose the nature of the interest at the beginning of the discussion.
- **B. Recusal:** The interested member shall withdraw from the meeting during the final deliberation and consensus-building process. The minutes shall reflect that a disclosure was made and that the member recused themselves.

2. Confidentiality

- **A. Principle of Trust:** To ensure a "safe space" for open and honest discernment, all discussions, opinions expressed, and preliminary drafts within Council meetings are to be held in strict confidence by all members.
- **B. External Communication:** Only the official "Communique" or minutes approved by the Pastor and Chair shall be considered the public record. Breach of confidentiality is grounds for removal from the Council.

3. Removal of Members and Vacancies

- **A. Automatic Resignation:** Any member who is absent from three (3) consecutive regular meetings without a reason deemed valid by the Executive shall be considered to have resigned.
- **B. Removal for Cause:** A member may be removed by the Pastor, after consultation with the Executive, for serious reasons, including but not limited to: conduct inconsistent with Catholic teachings, breach of the Safeguarding Code of Conduct, or actions that significantly disrupt the unity of the Parish.
- **C. Filling Vacancies:** Should a vacancy occur (by death, resignation, or removal), the Pastor may appoint a successor from the same community/school group to serve the remainder of the unexpired term.

Article VIII: Adoption and Amendments

1. **Adoption** This Constitution and By-Laws shall become effective upon the approval of the Pastor and the signature of the Executive Committee.
 - **Date of Adoption:** _____

2. **Amendments** These By-Laws may be amended at any regular meeting of the Council by consensus of the members, provided the proposed amendment was submitted in writing at the previous meeting. All amendments require the final approval of the Pastor and must remain consistent with the Diocesan Statutes.

Appendix 1

A Detailed Explanation on Each Commission and Its Function

D. Primary Commissions

In the context of a Parish Pastoral Council (PPC), Commissions (sometimes called Committees or Ministries) are the "hands and feet" of the Council. While the Council itself focuses on visioning and long-range planning, the Commissions are responsible for the specific areas of parish life, ensuring that the goals set by the Council are actually implemented.

Below is an elaboration on the three primary commissions, along with how they typically function.

1. Liturgy Commission

This commission assists the Pastor in nourishing and localizing the prayer life of the community. It is not just about "organizing ceremonies," but about ensuring the "full, conscious, and active participation" of the faithful.

- **Primary Focus:** The Eucharist, the Sacraments, and the liturgical seasons (Advent, Lent, etc.).
- **Key Responsibilities:**
 - **Ministry Coordination:** Training and scheduling Altar Servers, Lectors, Extraordinary Ministers of Holy Communion, and Ushers.
 - **Music:** Collaborating with choir directors and musicians to ensure music supports the liturgy. Keeping track with the music/song licensing recording. Care and maintenance of music equipments.
 - **Environment:** Decorating the church sanctuary to reflect the liturgical season.
 - **Devotions:** Organizing Holy Hours, the Rosary, or Stations of the Cross.
 - **Supplies:** Ensuring that there are enough supplies for liturgical celebration. Keeping an inventory of different liturgical equipment and supplies. Storing of these equipment and supplies.

2. Christian Formation Commission

This commission is dedicated to the lifelong faith journey of every parishioner. It recognizes that "formation" does not end with Confirmation; it is a continuous process of growing closer to Christ.

- **Primary Focus:** Education, catechesis, and spiritual growth for all ages.
- **Key Responsibilities:**
 - **Religious Education (CCD/RE):** Supporting programs for children not in Catholic schools.
 - **Sacramental Prep:** Organizing classes for Baptism, First Communion, and Marriage.
 - **RCIA:** Guiding adults who wish to enter the Catholic Church.
 - **Adult Faith Formation:** Organizing Bible studies, retreats, or guest speaker series.
 - **Youth Ministry:** Creating engaging spaces for teenagers to explore their faith.

3. Christian Service Commission

This commission fulfils the Church's mission to be a "servant" to the world. It looks outward to the needs of the neighbourhood and inward to the needs of parishioners who are hurting.

- **Primary Focus:** Social justice, charity, and pastoral care.

- **Key Responsibilities:**

- **Outreach:** Coordinating food pantries, St. Vincent de Paul conferences, or homeless ministry.
- **Advocacy:** Educating the parish on Catholic Social Teaching and Pro-Life issues.
- **Pastoral Care:** Organizing visits to the sick, the homebound, or those in hospitals.
- **Hospitality:** Welcoming new parishioners and fostering a sense of belonging within the Wairarapa community.

E. Optional Commissions

Optional commissions are established based on a parish's specific pastoral needs and size, providing focused leadership in areas that go beyond the core liturgical and educational functions.

1. Evangelization Commission

The primary focus of this commission is the outward-facing mission of the Church—reaching those who have not heard the Gospel or who no longer practice their faith.

- **Target Audience:** It specifically focuses on "lapsed" Catholics and the "unchurched" within the local Wairarapa neighbourhood.
- **Key Functions:**
 - **Outreach and Welcome:** Creating programs to welcome new residents and inviting non-practicing Catholics back to the sacramental life of the Church.
 - **Missionary Spirit:** Promoting an understanding of the Church's mission and encouraging all parishioners to explore ways to live that mission in their daily lives.
 - **Proclamation:** Organizing events or distributing materials that proclaim the Word of God to the wider community.

2. Stewardship and Development Commission

This commission is rooted in the belief that disciples recognize God as the origin of all they have and are. It moves the parish from a "maintenance" mindset to one of active "mission".

- **The "Three Ts" Philosophy:**
 - **Time:** Encouraging parishioners to dedicate time to prayer and parish life.
 - **Talent:** Identifying and calling forth the unique gifts and expertise of parishioners to serve the community.
 - **Treasure:** Fostering a sense of responsibility for the financial health and resources of the parish to ensure it can carry out its mission.
- **Key Functions:**
 - **Education:** Teaching the biblical concept of stewardship as a "disciple's response" to God's gifts.
 - **Resource Development:** Assisting in the long-range planning of parish resources (people, finances, and property) to meet future goals.
 - **Engagement:** Creating opportunities for parishioners to contribute "personal service" to parish programs and projects.

How They Function Within the Council

- **Relationship:** These commissions are accountable to the Parish Pastoral Council and typically have a chairperson who reports on their progress.
- **Organization:** They are expected to have a clear purpose, defined scope of activity, and a plan for the spiritual formation of their own members.

- **Flexibility:** Unlike mandated commissions (like Finance), optional commissions can be formed as "ad hoc" committees for a specific period or established as permanent "standing" committees if the need is ongoing.

How they interact with the Council

The relationship is typically structured as a flow of information:

1. **The Council** identifies a need (e.g., "We need to better engage our young families").
2. **The Formation Commission** develops a plan (e.g., "Let's start a monthly 'Family Faith Night'").
3. **The Liturgy Commission** might add a "Children's Liturgy of the Word" to the Sunday Mass to support this goal.
4. **A Representative** from each commission usually attends Council meetings to report on progress and ensure all efforts are aligned with the Parish Mission Statement.

Appendix 2

The Process of Membership Selection

This process is called **The Recommendation and Discernment Process**. This is often considered more effective than standard nominations.

Step 1: Parish Input: On a designated "Council Weekend," parishioners in each five communities are given cards to write down names of people they believe would be good leaders. The number of times a person is recommended does not automatically guarantee membership; it is simply an invitation to the next step.

Step 2: Orientation: The Pastor invites all recommended individuals to an information session to learn about the Council's purpose and the spiritual nature of the role.

Step 3: Personal Discernment: Following the orientation, individuals take time to pray and decide if God is calling them to this specific service.

Step 4: Final Selection: If more people remain interested than there are open seats, a "prayerful selection process" (such as drawing lots or consensus negotiation) is used to finalize the group.

Appendix 3

Safeguarding Commission

In contemporary Catholic governance, **Safeguarding** has moved from being a voluntary activity to a **mandated commission**. This ensures the parish is a safe environment for children, young people, and vulnerable adults, fulfilling both moral obligations and civil legal requirements.

Elaboration: The Role of a Safeguarding Commission

The Safeguarding Commission is not merely administrative; it is a ministry of protection and care. Its primary functions include:

- **Compliance:** Ensuring all volunteers and staff have the necessary background checks (e.g., Police Vetting).
- **Education:** Organising training sessions for parishioners on how to recognize and report signs of abuse or neglect.
- **Risk Management:** Assessing parish activities (like youth groups or altar serving) to ensure appropriate supervision ratios and safe physical environments.
- **Audit and Review:** Maintaining accurate records for diocesan audits to prove the parish is meeting national safeguarding standards.

The "Wairarapa Model" for Safeguarding

Because the parish consists of five communities and four schools, the Safeguarding Commission acts as the central hub:

- **For the 5 Communities:** The Commission ensures that even in remote chapels or small meeting rooms, the "Code of Conduct" is displayed and followed.
- **For the 4 Schools:** While the schools have their own professional safeguarding protocols, the Commission ensures a "seamless transition" for students moving between school activities and parish ministries (like Sunday Mass or Youth Groups).
- **The Parish Safeguarding Officer (PSO):** This individual should have a seat on the Executive of the Council or attend meetings regularly to ensure that "Safeguarding" is a standing item on every agenda.

In a complex parish like Wairarapa—where you have five distinct worshiping communities and four schools—the "gap" between school hours and parish life is where children and vulnerable adults are often most at risk.

School and Parish Collaboration

The Safeguarding Commission acts as the connective tissue between the high-level professional protocols of the school system and the often more informal volunteer-led ministries of the parish.

1. Unified Standards of Conduct

Schools operate under strict Ministry of Education and Diocesan education office guidelines. However, a child might be under school supervision at 3:00 PM and then move to a Parish Youth Group or Altar Server practice at 4:00 PM.

- **The Commission's Role:** It ensures that the "Code of Conduct" a student experiences in the classroom remains identical when they are in the sacristy or a parish hall. It prevents "protocol drop-off" where volunteers might be less rigorous than professional teachers.

2. Information Sharing and Awareness

While privacy laws are strict, a "seamless transition" means the parish is not operating in the dark.

- **Integrated Risk Assessment:** If a specific school activity involves a high-risk environment (e.g., a multi-school sports trip using parish vans), the Safeguarding Commission ensures the parish's insurance and safety protocols match the school's high standards.
- **The "One-Parish" Identity:** For the children, the school and the church are the same community. The Commission ensures that if a safety concern is raised in a parish ministry, there is a clear, professional pathway to communicate that (as appropriate) to school leadership, and vice versa.

3. Verification of "Cross-Over" Volunteers

In Wairarapa, many parents or teachers likely volunteer in both the school and the parish.

- **The Commission's Role:** It maintains a centralised database to ensure that a "Code of Conduct" or "Police Vetting" used for a school field trip is also verified and filed for parish-based activities like Children's Liturgy. This eliminates the "I thought the school checked them" excuse.

4. Physical Space Safety

Since schools and parish communities often share buildings (halls, churches, playgrounds):

- **Shared Environment Audits:** The Commission conducts "safety walks" to ensure that spaces used by both students and parishioners are safe. This includes ensuring that "Adult-only" spaces are clearly defined and that there are no "blind spots" in shared facilities where a child could be isolated.

Why it is Mandated

By including this as a Mandated Commission (alongside Liturgy and Finance), safeguarding is ensured that it is never treated as an "afterthought." It becomes part of the "vitals" of the parish—if the parish is not safe, it cannot effectively carry out its mission of evangelization or service.

Appendix 4

Local Church Committees

In a multi-community parish like Wairarapa, where five distinct towns (communities) coexist, the relationship between the **Local Church Committees** and the central **Parish Pastoral Council (PPC)** is the key to preventing local isolation and ensuring a unified mission.

Here is how these local committees should function in alignment with the central Council.

1. The "Subsidiarity" Principle

The relationship is governed by the principle of **subsidiarity**: matters should be handled by the smallest, lowest, or least centralized competent authority.

- **Local Level (The Church Committee):** Handles things specific to that chapel or town—local feast days, maintenance of the local building, hospitality after local Masses, and local outreach.
- **Central Level (The PPC):** Handles things that affect the whole parish—strategic planning, hiring shared staff (like a youth minister), setting safeguarding standards, and major financial allocations.

2. The Communication "Bridge"

Each of the five towns should have an elected/designated **Community Representative** who sits on the PPC. This person's role is two-fold:

- **Bringing the local Church community to the Council:** They voice the specific pastoral needs, anxieties, and successes of their local town to the PPC.
- **Bringing the Council to the local Church community:** They bring the "big picture" vision and decisions from the PPC back to the local committee, explaining the *why* behind parish-wide initiatives.

3. Integrated Planning

The local church committees should not plan in a vacuum. Their calendar of events and local goals must flow from the Parish Mission Statement.

- **Example:** If the PPC sets a parish-wide goal of "Improving Adult Faith Formation," the local church committee doesn't wait for a central event. Instead, they might organize a local Bible study in their town that aligns with that parish-wide goal.

4. Administrative vs. Pastoral

The local Church committee acts as a "sensor" for the PPC.

- **Identification:** The local Church committee identifies a problem (e.g., "The local hall roof is leaking" or "We have five new families in town").
- **Referral:** They refer these to the relevant PPC Commission. The roof goes to the **Finance/Administration Commission**; the new families go to the **Christian Service/Evangelisation Commission**.