

Justice and Peace Office Strategic Plan – DRAFT ONLY

June 2016 – June 2018

Mission Statement

The Justice and Peace Office (JPO) exists to promote justice, peace, ecology and development as guided by sacred scripture through Catholic Social Teaching (CST). We promote these values through work on specific social justice issues affecting the Archdiocese and Sydney. We do this work in pursuit of a fairer, more just and sustainable city, Church and community. We achieve these goals by partnering and collaborating with parishes, Catholic agencies, neighbouring dioceses and other community organisations and groups to empower Catholics in the Archdiocese to advocate for justice in their own and others' lives in pursuit of the common good.

This Strategic Plan is divided into two parts. The first outlines our four 'Core Areas' and our strategic goals in each. The second part identifies our process for discerning our social justice issue priorities. The Appendix lists, in order, our priority issues for 2016-2017. The plan should be reviewed in its entirety in June 2019.

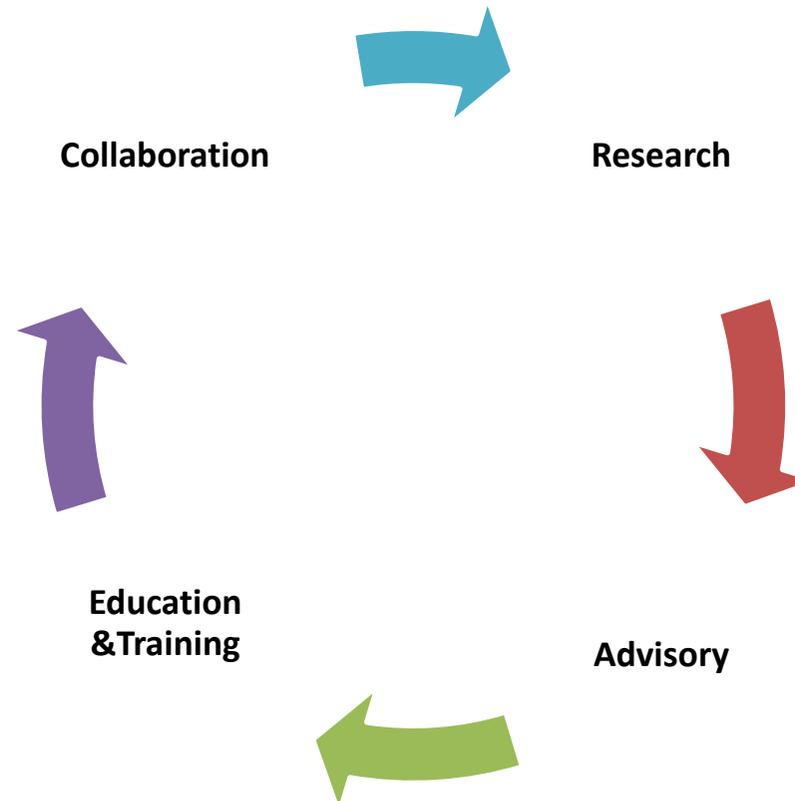
We believe:

- that working for peace and justice is evangelisation in action as it is a way to live out Jesus' command to love one another as He has loved us;
- in the God-given dignity of the human person and rejecting or changing any policy or system that reduces or denies this dignity;
- that working for peace and justice means working for all of God's creation, both people and earth, in an integrated harmonious way so as to reflect the divine relationship between all of creation and our God.
- in the common good and that every person has rights and duties in promoting and enjoying the welfare of the community at local, national and global levels;
- in solidarity by standing with others, especially the marginalised and excluded in our communities. We believe this is an active commitment of responsibility and love for each other;
- that people can and should speak and act for themselves in ways that accord with their own chosen desires, cultures, norms and needs. We believe we should never do something for someone that they can do for themselves;
- that our poor and vulnerable brothers and sisters should be at the forefront of the decisions we make about how our communities and societies are structured at every level;

PART I

CORE AREAS

These are the four 'Core Areas' through which we achieve our Mission. The four Areas are mutually constitutive and come to life through specific social justice issues or activities that skill others to work for social justice. The strategic goals in each area are designed to be reviewed by JPO Staff and Advisory Council every 12 months in June (or the month either side in accordance with the Advisory Council meeting calendar).



1. Collaboration

Terminology: RPO – Research and Project Officer; Promoter – Promoter of Justice and Peace.

Goal	Current Status	How (who, what,)	Evaluation and Outputs
1. Grow our relationships and collaboration with other Catholic agencies, dioceses, and commissions	Relationships and collaborations with (amongst many others): ACCER Sydney Catholic Schools ACSJC Earthcare CatholicCare Columban Mission Institute Edmund Rice Centre St Bakhita Centre LMF Centre CYS ACM University Chaplaincy Caritas Vinnies David's Place Ephpheta Centre L'Arche Xt3, CatholicTalk Dioceses of Wollongong, Parramatta, Broken Bay	All JPO staff <ul style="list-style-type: none"> - Maintain current relationships - Identify 'gaps' in our network - Facilitate relationship building within the JPO via introductions etc - Continue attending events that broaden our networks - increase, where appropriate, collaboration on existing JPO projects - Look for new opportunities to, where appropriate, collaborate with others 	<ul style="list-style-type: none"> - Have we taken up any new opportunities for collaboration, when and with whom? - Are our current relationships functioning, how well? What have we done to maintain or grow them? - Have we lost any? - Have we developed any new relationships? With whom? How? - Have we increased collaboration in existing JPO events, projects? Which ones and how many?
2. Deepen and increase our relationships with parishes - clergy and parishioners	<ul style="list-style-type: none"> - RPOs visited upwards of 30 parishes and reached out to all for an introductory meeting - RPOs spoken at Masses - RPOs attended SJ Group meetings or assisted with 	RPOs primarily but also Promoter on occasion <ul style="list-style-type: none"> - Continue visits to new parishes - Maintain relationship with existing parishes - Continue outreach to all 	<ul style="list-style-type: none"> - Have we continued to attempt to visit new parishes? Why/why not? How many have we contacted and visited? - Are our established relationships ongoing?

	<p>establishing new ones with formal and informal training</p>	<p>parishes with invitations and assistance with campaigns, events or research projects</p>	<p>How?</p> <ul style="list-style-type: none"> - Are parishes reaching out for information, training or other assistance? Who, what, when? - Have we continued to offer opportunities for Catholics to participate in SJ work? What and how?
<p>3. Increase and maintain relationships with other faith, community and union organisations</p>	<ul style="list-style-type: none"> - Relationships with ACTU; NTEU; United Voice; Unions NSW; WWF; NSWNMA; SWCDO; Australian Aid; CANA; Micah; Baptist, Anglican and Uniting Churches. 	<p>JPO Staff</p> <ul style="list-style-type: none"> - Develop current relationships with one-one meetings - Look for ways to collaborate further on projects and events as they arise 	<ul style="list-style-type: none"> - Have we maintained our relationships? How? Which are our key relationships? - Have we developed any new relationships? Who and how? - Have we collaborated more or less – numbers and with whom?
<p>4. Strategically participate in the Sydney Alliance and actions and campaigns in ways that benefit and grow the JPO but do not become the main drivers of the actions or direction of the JPO.</p>	<ul style="list-style-type: none"> - Council Co-Chair in religious caucus - Seat on the Board - Refugee and Asylum Seeker Campaign - Housing Affordability Campaign - Save Our Weekend Campaign 	<p>JPO Staff</p> <ul style="list-style-type: none"> - Continuously discern our level of involvement and that JPO priorities are aligned with our involvement - Continue to allocate specific campaigns/collaborations/tasks to staff to maximise efficiency of our participation 	<ul style="list-style-type: none"> - Have we got the balance of our participation right? What is the cost/benefit analysis of our participation? - What have we achieved through our Alliance work? Specifics? - Has our work aligned with JPO Mission and Values – how?

2. Education and Training

Goal	Current Status	How (who, what,)	Evaluation & Outputs
<p>1. Grow our bi-annual Archdiocesan SJ Gatherings both in numbers and in developing the content so that it is issue-specific and grows advocacy skills and relationships across the Archdiocese.</p>	<ul style="list-style-type: none"> - October 2016 Gathering largest with 63 people 	<p>Primarily RPOs but with guidance, input and feedback from Promoter</p> <ul style="list-style-type: none"> - Increase breadth and depth of advertising – add Catholic Weekly, personal invitations from RPOs and Promoter amongst networks – especially SJ Group members in parishes 	<ul style="list-style-type: none"> - How many people came? - Did we blend issue content with generic advocacy skill building? - Are we building on connections post-Gathering, especially in facilitating connections between SJ Groups and between SJ Groups and JPO? How and who. - What was evaluation from participants? How can we improve identified weaknesses or grow the strengths?
<p>2. Discern nature of training services for SJ groups and others</p>	<ul style="list-style-type: none"> - All training is informal and ad hoc - Promotion of what we specifically offer is not systematically or clearly outlined on our website or elsewhere - SJ Resource provides a guide for content for training an SJ group and we have a draft training kit for an SJ group newly forming 	<p>Primarily RPOs</p> <ul style="list-style-type: none"> - JPO to conduct a review of current training – materials, content as well as review our promotion - JPO to discern how to develop and best offer this service 	<ul style="list-style-type: none"> - Have we developed a mini-strategy for our training portfolio? - How many training sessions have we done? - How did the training come about – request, offer? - What did we train? - Did we conduct an evaluation with the groups – outcome?

<p>3. Provide accessible web-based information kits on a range of social justice issues for parishes, groups and general public that is formed by the ‘See, Judge, Act’ paradigm. That is, outline the issue, its relationship to CST, others working on issue, practical suggestions for action.</p>	<p>Please see Goal #3 in Research Core Area below.</p>	<p>Please see Goal #3 in Research Core Area below.</p>	<p>Please see Goal #3 in Research Core Area below.</p>
<p>4. Continue to promote analysis and awareness of a range of SJ issues through social media, website, and newsletter, <i>Act Justly</i> as well as through presentations as Masses or in other contexts.</p>	<p>- <i>Act Justly</i> recently reviewed and currently (2016) trialling a longer bimonthly publication cycle with each edition on a specific SJ issue, new sections on Archdiocesan parish activity, reflective piece by JPO staff member on the chosen issue. Current subscribers: 321 - Social Media generally updated daily Website updated regularly – especially with news and events and occasionally with practical information on special issues e.g. AB Syrian Refugee Appeal</p>	<p>RPOs with approval and direction from Promoter</p> <ul style="list-style-type: none"> - Maintain daily updating with relevant SJ material on social media - Maintain event and news additions to website - Regularly update and ensure the website is easy to use, current and relevant. - Review <i>Act Justly</i> in Dec/Jan 16/17 to discern the success of the 2016 trial and respond appropriately. - Continue to try to grow the subscription list for <i>Act Justly</i>. - Give public presentations/talks whenever possible. 	<ul style="list-style-type: none"> - What is the cost/benefit of our comms. strategy? Can we improve this? - How many people are we reaching? - Are we making sure that our Website is streamlined and easy to use with every new permanent content addition we make? - Have we grown our subscription list for <i>Act Justly</i>? By how many? How? - Have we given any public presentations or talks?

3. Research

Goal	Current Status	How (who, what)	Evaluation/Output
<p>1. Continue to remain abreast of current events and respond as appropriate. (use priority analysis tool in Part II of this plan to determine substantial involvement)</p>	<p>Some examples include:</p> <ul style="list-style-type: none"> - Asylum Seekers and Refugees – AB Appeal; Day Centre at Rozelle project - Take the Time Campaign – invited all PPs to take part with letter to MP - Penalty Rates issue – involved with Save Our Weekend campaign - Laudato Si’ – many responses such as Leadership Initiative, table talks, Climate March 	<p>JPO Staff, primarily RPOs</p> <ul style="list-style-type: none"> - Maintain habit of daily news (Church and secular) reading. - Maintain collaborative relationships to keep abreast of various happenings across a range of sectors and areas. - Continue to share information with JPO staff informally and at staff meetings. 	<ul style="list-style-type: none"> - What current events came up in the period under review that we responded to? - How did we respond? - If our response was more than simply raising awareness via our usual comms. was it an appropriate response in terms of our priority analysis?
<p>2. Develop a body of original research produced by the JPO on a range of SJ issues in varying contexts</p>	<p>We are in the early stages of this goal RPOs are working or will be in 2016 on topics such as the environment, disability, peace and conflict and economic justice.</p>	<p>JPO Staff.</p> <ul style="list-style-type: none"> - RPOs to develop an annual research plan of what topics/issue they would like to work on each year. - Develop realistic timelines for research output. - Research to be given regular designated time in RPOs’ diaries. 	<ul style="list-style-type: none"> - Do RPOs have detailed research plans/timelines? - What topics have we researched in the period under review? - What have been some of the challenges?

<p>3. Create different research outputs: (NB not every discreet research project will lend itself to outputs in each of these modes – aim is to get a range of outputs across a range of projects)</p> <ol style="list-style-type: none"> 1. Academic peer-reviewed output 2. Accessible output for public audiences in various modes – news, op eds, public talks, etc in both Catholic and secular media etc 3. Accessible information and action ‘kits’ on issues made available on our website for parishes, SJ groups, interested parties etc. 	<p>We have yet to systematically build our research outputs.</p>	<p>JPO Staff, primarily RPOs</p> <ul style="list-style-type: none"> - Design and conduct discreet research projects - Cover a broad range of ‘umbrella’ areas – housing and homelessness, ecology, disability, discrimination, work, family and community (domestic violence, ageing etc), indigenous justice, poverty, peace and conflict. This may mean a broad project covering various elements under one umbrella or issue-specific projects that fall under an umbrella (e.g. gardening in ecology). 	<ul style="list-style-type: none"> - What research projects have we undertaken? - Have our research projects resulted in appropriate outcomes? i.e. if they lent themselves to an academic output, has this happened? - Have there been barriers to our research outputs or progress?
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4. Advisory

Goal	Current Status	How (who, what)	Evaluation and Outputs
1. Maintain advisory role to Archbishop	Promoter regularly does this in response to requests	Promoter RPOs may provide some research assistance to promoter. <ul style="list-style-type: none"> - Occurs on an <i>ad hoc</i> basis so involves responding to requests from AB - Research projects will likely help make this process more timely as a body of work will be there to draw from - Being informed on current issues will also assist with responding to requests 	<ul style="list-style-type: none"> - Have we been able to respond to the AB's requests? - What difficulties have there been? How can we address them? - Is our research assisting?
2. Remain abreast of public inquiries, policy developments dealing with SJ issues and discern appropriate role for JPO in making a submission or other contribution.	Some examples: <ul style="list-style-type: none"> - Take the Time Campaign - Fair Work Commission – Penalty Rates Case 	RPOs with Promoter approval <ul style="list-style-type: none"> - Researching and writing submissions, appeals etc to appropriate bodies and representatives 	<ul style="list-style-type: none"> - Did we make any submissions or appeals? Why/why not? - Have we stayed on top of relevant policy developments or inquiries to which we could have contributed? Why/why not?
3. Develop our advisory role to other Catholic agencies and bodies – be a reputable source of information and advice.	Some SJ groups have called on us for advice on topics related to the environment, refugees and asylum seekers, homelessness and penalty rates/hours.	JPO Staff <ul style="list-style-type: none"> - Develop our research capacity with varied outputs - Collaborate or involve other agencies in appropriate research or event work to increase our profile 	<ul style="list-style-type: none"> - Who has come to us for advice? Have we been able to provide it? Why/why not? - How have we raised the profile of the JPO?

PART II

Identifying Social Justice Issue Priorities

Our Core Areas are brought to life and strengthened through specific social justice issues and action. The portfolio of issues that make up ‘social justice’ is large and varied. It can include topics such as homelessness, housing affordability, working conditions and unemployment, training others to work in social justice, discrimination in its many forms, promoting Catholic Social Teaching and a spirituality for justice, refugee and asylum seeker issues, family violence, peace and conflict issues, treatment of women, disability, economic justice, treatment of the young and old, ecological concerns, our justice system, treatment and social participation of indigenous Australians, poverty and the wealth gap. The JPO needs a flexible discernment process to help us devise a proactive plan of work, as well as process that allows us to flexibly respond to current affairs.

Therefore, the JPO, along with the Advisory Council, will annually use the following criteria to select and prioritise the issues on which the JPO will work proactively over a twelve month period and in what capacity. This process should occur in June, or the month either side according to the Advisory Council meeting calendar.

The JPO, and where appropriate the Advisory Council, will also use this process throughout the year to evaluate and adjust progress towards priorities and discern how and if to respond to SJ issues as they arise. This will especially be the case where substantial time and resources will be needed to respond to any issue and that issue is not already a priority area.

Discerning Issues and their Priority

