Justice and Peace Office Strategic Plan

Feb 2019 – Feb 2022

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 outlines the process to be used for discerning our priorities. *The plan should be reviewed in its entirety in Feb 2022.*

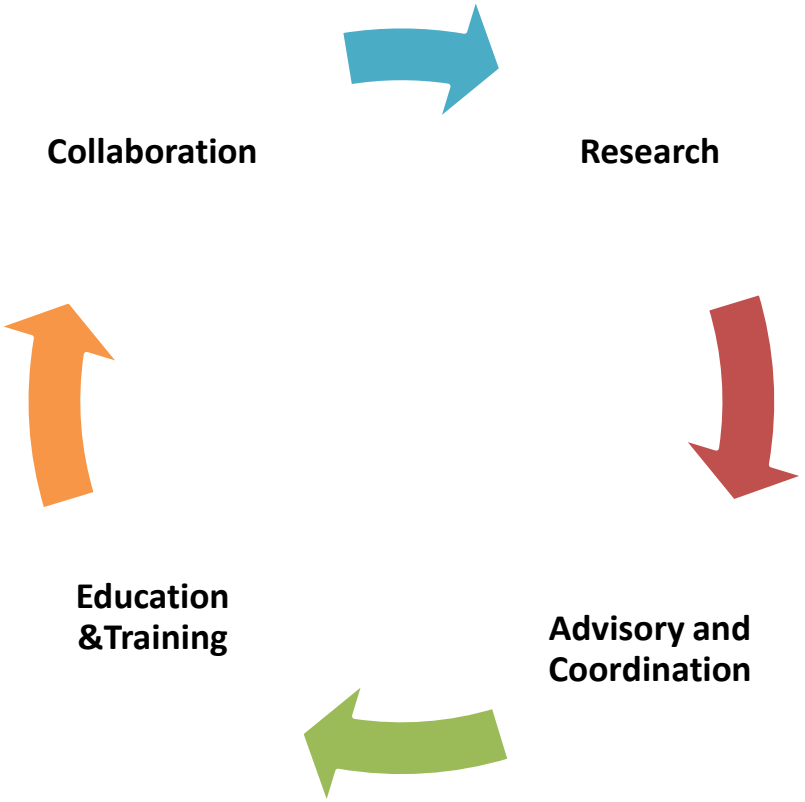
We believe:

- 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 our specific goals as outlined below.



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 (Including Family Educators) ACSJC CatholicCare Edmund Rice Centre St Bakhita Centre LMF Centre CYS ACM Gabbies Sewing Angels Prison Chaplaincy Cana JRS Refugee Welcome Centre Anti-Slavery Taskforce End Rough Sleeping Taskforce Ports Chaplaincy University Chaplaincy Caritas Vinnies David's Place Dioceses of Parramatta, Broken Bay - The CCS programme across 2017-2018 involved a lot of parishioner	All JPO staff - 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	- 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?

	engagement as well as with other Church agencies/groups, especially religious orders and also with Parramatta Diocese.		
2. Deepen and increase our relationships with parishes - clergy and parishioners	- RPOs visited 90-100 parishes and reached out to all for meetings - RPOs spoken at Masses and other parish based events - RPOs attended SJ Group meetings or assisted with establishing new ones with formal and informal training, workshops etc - The CCS programme across 2017-2018 involved a lot of parishioner engagement as well as with other Church agencies/groups, especially religious orders. - Tri-Diocesan Dinners have been successful collaborative events both at parish and cross-diocese levels.	RPOs primarily but also Promoter on occasion - Continue outreach to parishes - Maintain relationship with existing parishes - Continue outreach to all parishes with invitations and assistance with campaigns, events or research projects - Devise and implement a 'listening campaign' across as many parishes as possible to facilitate relationships, community building and our capacity to 'know' and respond to the real needs and interests of our communities - Host an end-of-year thank you and Christmas celebration for SJ Reps	- Have we continued to attempt to visit new parishes? Why/why not? How many have we contacted and visited? - Are our established relationships ongoing? How? - 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? - Did we carry out a deep listening campaign? What worked/didn't work? What did we learn? What were the follow-on outcomes of that campaign?
3. Increase and maintain relationships with other faith, community and union organisations	- Relationships with ACTU; NTEU; United Voice; Unions NSW; WWF; NSWNMA; SWCDO; Australian Aid; CANA;	JPO Staff - Develop current relationships with one-one meetings - Look for ways to collaborate	- Have we maintained our relationships? How? Which are our key relationships? - Have we developed any

	Micah; Baptist, Anglican and Uniting Churches.	further on projects and events as they arise	new relationships? Who and how? - Have we collaborated more or less – numbers and with whom?
4. Establish an Archdiocesan Coordination Team for Social Justice	- Have a core group of parish reps to form the team - Met for the first time in Dec 2018 to dialogue around the idea, needs and aims of such a team and discern interest and capacity from parish reps	RPOs mostly but all JPO Team as necessary - Bring core team together again to create practical vision of the Team and what it needs and wants - Develop some centralised comms, e.g. Facebook Group method for parish reps to be able to communicate with each other directly, JPO to facilitate. - Create a new section on website with all the details of SJ Groups around the Archdiocese and update regularly with their campaigns, events etc. JPO to facilitate but responsibility to provide updates belongs to reps on the Coordination Team.	- Do we have an established function Coordination Team? - Are SJ Reps taking leadership and ownership of it? - Is it meeting their needs? - Is the Team functioning as an effective method for reaching out to SJ groups and parishes? - Are relationships and collaborations happening across parishes/groups without the JPO having to directly facilitate them? - Have we developed a centrally facilitated peer-to-peer comms method? - Do we have an SJ Group dedicated section on our website? Are SJ Reps maintain the content updates?
5. Strategically participate in the Sydney Alliance in ways that benefit and grow the JPO but do not become the main drivers of the actions or direction of the JPO.	- Engaging in a process of review and dialogue with Sydney Alliance around our involvement and how to move forward productively	JPO Staff - In 2019 draw back from the 'busy' work to use the organising tools of the Alliance to do a deep	- Have we got the balance of our participation right? What is the cost/benefit analysis of our participation?

	and strategically.	listening campaign and organising work in parishes. - Review this work throughout 2019 and re-evaluate and reset this goal at the end of the calendar year.	- Have we re-established some clear boundaries, around our needs, benefits and participation in the Alliance? - How has using community organising worked in our parishes throughout 2019 in our deep listening campaign? What have we learned? What works well, what doesn't and where do we need to make adjustments? - Has our work aligned with JPO Mission and Values – how?

2. Education and Training

Goal	Current Status	How (who, what,)	Evaluation & Outputs
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.	- June 2016 - 53 - Oct 2016 - 55 - April 2017 - 60 - Oct 2017 – 35 (Calendar clash with major Church day) - May 2018 - 55 - Oct 2018 - 65 - We have had sessions on advocacy options/campaigns e.g. Cancer Council Palliative Care and NSWNMA 24/7 RN campaign. - We have also introduced sessions led by Parish SJ Reps who have shared their experiences and lessons in setting up and running the groups.	Primarily RPOs but with guidance, input and feedback from Promoter - Increase breadth and depth of advertising, more personal invitations - Continue to secure high quality speakers	- 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?
2. Discern nature of training services for SJ groups and others	- We now have a flexible training guide for a workshop for re-establishing or brand new SJ groups - Training remains ad hoc and largely reliant on word of mouth and relationships	Primarily RPOs - JPO to conduct a review of current training – materials, content as needed and grow and develop materials as needs arise - Proactive promotion of the training we can offer – flyers	- Have we developed our training portfolio? Why? Why not? - How many training sessions have we done? - How did the training come about – request,

	- No current explicit advertising to key stakeholders of what we offer beyond a section on website. - The Caring for Creation Through Solar Project achieved quite a bit in the training and education space both with the extensive, credible information online but also early in the process through Information Sessions	and announcements at SJ Gatherings needs to occur, a more graphic flyer etc on website to make it more accessible.	offer? - What did we train? - Did we conduct an evaluation with the groups – outcome? - Do we need to re-evaluate our own skills and seek out any train-the-trainer or other PD opportunities?
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.	Please see Goal #1 in Research Core Area below.	Please see Goal #1 in Research Core Area below.	Please see Goal #1 in Research Core Area below.
4. Continue to promote analysis and awareness of a range of SJ issues through social media, website, and newsletter, *Act Justly* as well as through presentations at Masses or in other contexts.	- *Act Justly* being reviewed – format and content. Re-evaluating and clarifying what is its purpose, role etc. Current subscribers: 368 (compared to 321 in 2016); but a high open rate of 32.9% - meaning a well engaged readership, but low subscription growth rate. - Social Media generally updated daily. - Website updated regularly, the major growth area has been the	RPOs with approval and direction from Promoter - 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 *Act Justly* in Feb 2019.	- 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? Can we get some analytics on

	development of the Resources section giving introductions to various SJ issues, CST on them and practical options for getting involved.	- Continue to try to grow the subscription list for *Act Justly*. - Give public presentations/talks whenever possible.	our traffic? - Have we grown our subscription list for *Act Justly?* By how many? How? - Have we given any public presentations or talks?

3. Research

Goal	Current Status	How (who, what)	Evaluation/Output
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)	Some examples include: - Housing Affordability Crisis – public talks, articles in AJ and on website - Renewable Energy – especially solar changes and technology through the CCS programme. - Anti-Slavery legislative developments via involvement with the Taskforce - Summary and explanation of IPCC Report	JPO Staff, primarily RPOs - 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.	- 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?
2. Develop a collection of introductory synthesised research on umbrella social justice issues, CST in relation to them and practical options for getting involved.	We have sections on: - Peace and Conflict - Protection of Human Life - Homelessness and Housing - Fair and Dignified Working Conditions - Poverty in Australia - Caring for Creation - Domestic and Family Violence - Human Slavery and Trafficking - Living with Disability	Primarily RPOs, with Team discernment. - RPOs to add more broad sections as discerned by the team in Quarterly Reviews using the discernment process on p. 11. - Existing sections to be updated regularly with new reports, statistics, practical options to get involved.	- What topics have we researched in the period under review? - Have we updated and maintained existing sections. - What have been some of the challenges? - Are we getting any feedback or analytics on the use and usefulness of this?

	- Ageing in Australia - Incarceration in Australia - Human Rights - People Seeking Asylum and Refugees		
3. Create a more discrete set of topics to sit alongside the umbrella topics above. These will explore more specific topics, be responsive to current events, crises, issues etc	JPO Staff, primarily RPOs - As at Jan 2019 this is a new area	JPO Staff, primarily RPOs - Discern in conjunction with the Team and the discernment process topics to be covered. - Quarterly reviews should evaluate as well as set some goals for the following quarter.	- What research projects have we undertaken? - Have our research projects resulted in appropriate outcomes? - Have there been barriers to our research outputs or progress? - Do we have analytics for online use? Any other feedback about its use and usefulness?

4. Advisory

Goal	Current Status	How (who, what)	Evaluation and Outputs
1. Maintain advisory role to Archbishop and from Chancery	Promoter regularly does this in response to requests	Promoter RPOs may provide some research assistance to promoter. - Occurs on an *ad hoc* 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	- 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 etc dealing with SJ issues and discern appropriate role for JPO in making a submission or other contribution.	Some examples: - Various Affordable Housing Submissions to Premier, Minister, GSC - Participation in End Rough Sleeping Taskforce - Participation in Anti-Slavery taskforce	RPOs with Promoter approval - Researching and writing submissions, appeals etc to appropriate bodies and representatives - Involvement in various groups, committees, taskforces working on issues relevant to JPO Mission.	- 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? - What is our involvement in any other committees or groups? Why/why not?
3. Develop our advisory role to other Catholic agencies and bodies – be a reputable source of information and advice.	A few examples include: - SJ groups routinely call on us for advice on topics related to the environment,	JPO Staff - Develop our research capacity with varied outputs - Collaborate or involve other	- Who has come to us for advice? Have we been able to provide it? Why/why not?

	refugees and asylum seekers, homelessness and penalty rates/hours. - Australian Catholic Housing Alliance asked us to make presentation on the Inclusionary Zoning campaign in Sydney - Anti-Slavery Taskforce sought advice and help based on our knowledge and relationships with parishes. - Chancery staff have sought advice for election guide and parliamentary letter campaign around various social justice issues	agencies in appropriate research or event work to increase our profile	
4. Take on a coordinating role that proactively seeks opportunities to bring together other Catholic agencies, groups and bodies working in the SJ space to facilitate awareness, dialogue and relationships between them.	- New goal as at Jan 2019.	JPO Staff - Create a list of the key groups. agencies, people in this space. - Discern a plan for best bringing them together - Have a particular focus on finding out how (if possible) we can support, encourage or further their work – especially some of our smaller groups or one-person efforts.	- Did we bring together key groups, people? - What did we learn? - Is there a space for us to be effective coordinating body? - What else is there to do in this area?
5. Raise the profile of the JPO	- New goal as at Jan 2019	JPO Staff This goal is implied and embedded throughout much of our work but	- Reflecting on all the goals in this Plan how have they contributed to

		some key areas that we are focusing on in 2019 include: - Developing the coordination role as outlined above - Building relationship with Sydney Catholic Schools under the new Director - The Dicastery Mining Project (details TBA)	the profile of the JPO? Where are our strengths and how can we build on them? What weaknesses need to be addressed? - Have we met our goal of becoming a coordinating body for Catholic SJ groups, agencies and key people? How? What went well, what needs improving and growing? - Have we met our goal of developing a productive relationship with SCS? How? With whom? Do we need to deepen these relationships? Have there been any practical outcomes? - Did the mining project with the Vatican come to fruition? What did we learn? Has it benefitted the Office? How?

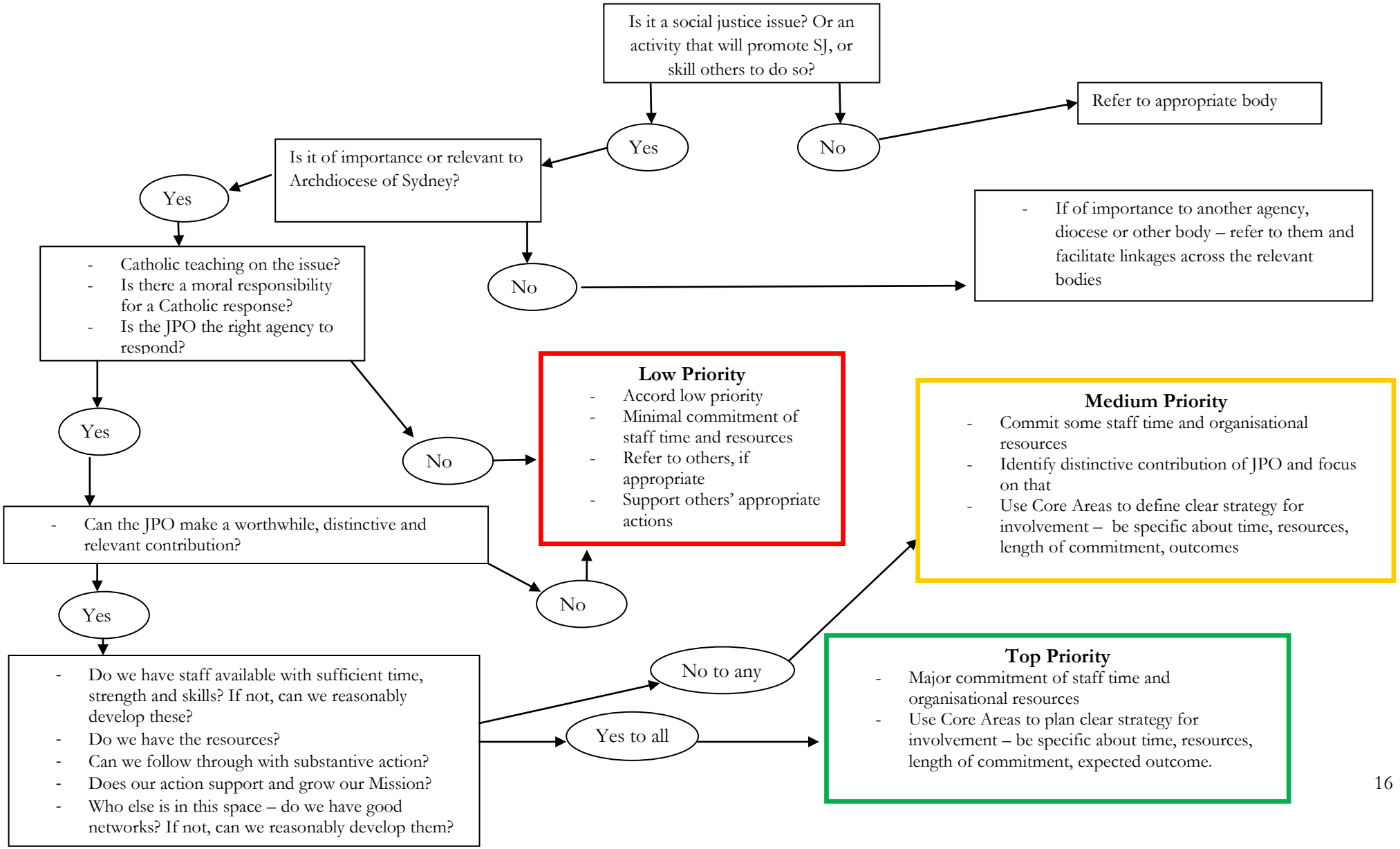
PART II

Identifying Priorities

Our Core Areas are brought to life and strengthened through specific actions, campaigns and projects. 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 and policy developments.

Therefore, the JPO will regularly, preferably quarterly but at least annually, use the following criteria to select and prioritise the issues, areas, projects and campaigns on which the JPO will undertake and in what capacity. The JPO will also use this process throughout the year to evaluate and adjust progress towards priorities and discern how and if to respond to issues as they arise. This should especially be the case where substantial time and resources will be needed to respond to any issue or project and that issue or project is not already a priority area.

Discerning JPO Priorities



Priorities– Quarterly/Monthly Reviews

Using the process above discern priorities area for each quarter or month and use as the basis for monthly/quarterly/annual reviews and reflections.

Top Priority

Medium Priority

Low Priority