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Good Shepherd is a network of people and organisations working to enhance the dignity and worth of each person.

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Good Shepherd
Australia
New Zealand

Strategic Plan
2010 – 2020





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St Mary Euphrasia Pelletier believed in the Christian gospel message of love and compassion for the most vulnerable. The innate dignity of each person is at the heart of the Good Shepherd mission. Mary Euphrasia’s love, compassion, courage and audacity are our legacy and motivation as we form future pathways.

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values: Justice. Compassion.
Reconciliation. Respect.
Cooperation. Creative partnerships.

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vision:

Our inspiration is Jesus, the Good Shepherd, and a world where all persons enjoy fullness of life. In the tradition of Mary Euphrasia Pelletier we envision Good Shepherd in Australia and New Zealand as a network of people and organisations working to enhance the dignity and worth of each person.

We aspire to make creative and effective responses to the needs of disadvantaged people and to the needs of our planet, working cooperatively with others for the good of all.

mission:

Our mission is to bring about change through creating partnerships which enhance life and increase hope for disadvantaged, marginalised and oppressed persons, especially women and girls.

beliefs:

We are passionately committed to the Good Shepherd tradition of justice, compassion and reconciliation. When any person is oppressed, we are all diminished. When any part of creation is abused or destroyed, we are all impoverished.

GSANZ strategic framework

This Strategic Plan sets out the priorities, actions and desired outcomes of Good Shepherd Australia New Zealand (GSANZ) over 2010–2020.

It builds on our strengths—particularly with existing programs and projects—and helps us identify the challenges and opportunities ahead.

This plan was developed following valued consultation with Good Shepherd sisters, partners and co-workers.

Results we aim to influence

- Reduced economic inequality in society
- Increased promotion of social justice policies and programs
- Increased commitment to marginalised and disadvantaged people
- Increased understanding of Good Shepherd spirituality and values

Actions we will take

- Develop the partnership between Good Shepherd sisters and the lay community, ensuring continuity
- Deepen spirituality and values through formation and education programs
- Confront unjust systems and structures through social justice research and advocacy
- Resource good works to build capacity and skills among disadvantaged groups
- Effectively manage our resources to support our mission, locally, nationally and internationally

Priority populations

Our priority populations are women and children.

Good Shepherd agencies operating in Australia and New Zealand

Good Shepherd Youth and Family Service (Victoria)

Rosemount Good Shepherd Youth and Family Services, NSW (Sydney)

Good Shepherd Aged Services (Victoria)

St Clare's School (Perth)

The Trading Circle (Australia and New Zealand)

GSANZ, Good Shepherd agencies and sisters are active in the following settings

Formation programs

Family violence services

Prisons

Migrant groups

Indigenous education scholarships for women

Asylum seekers centres

Social policy and research

Youth services

Women's development

Violence against women

Anti-trafficking

Child protection

Harm minimisation programs

Alternative education

Sexual assault programs

Micro finance programs

No interest loans

Aged care

Towards Healing

Pastoral care

Our partners – local, national and international

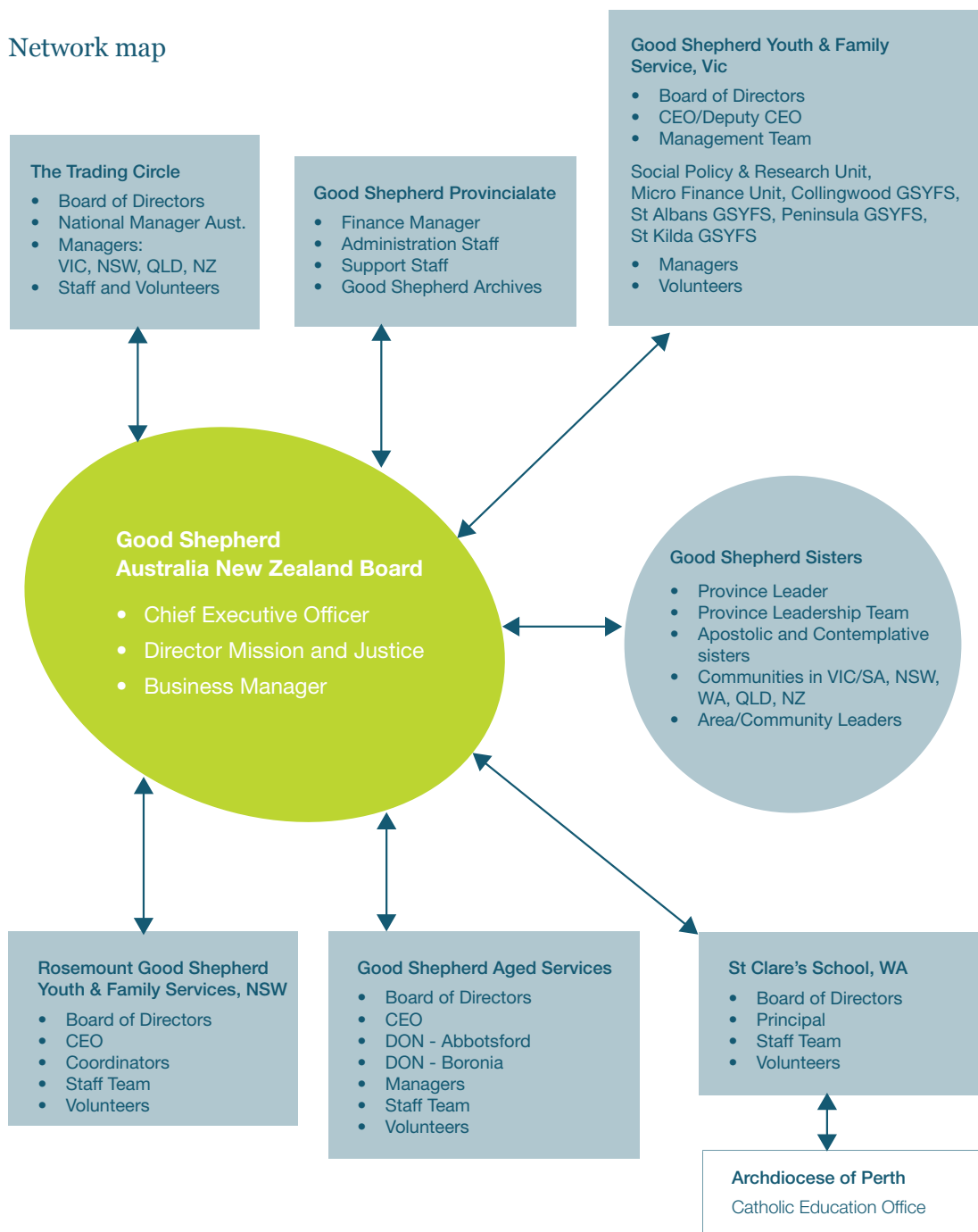
GSANZ, as a member of the Good Shepherd Asia-Pacific region, is committed to using its resources effectively throughout the region and the Good Shepherd congregation.

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Network map



Strategic Plan - Our outcomes will be:

1. The partnership between Good Shepherd sisters and the lay community

GSANZ and Good Shepherd sisters, together with the broader Good Shepherd community, drive mission and ministries into the future. This unique relationship inspires in others a deep desire to participate in growing GSANZ.

2. The mission and spirit of Good Shepherd sisters

The Mission and Justice division of GSANZ is established. A spirit and mission formation plan is implemented across the province. Young people find their role and place in the Good Shepherd community.

3. Ministries for the most disadvantaged with a focus on women and children

A focus on women and children continues the past work of the sisters. Opportunities for existing ministries and complementary ministries are developed. Continuous improvement is built into GSANZ operations. Progress is measured and reported to GSANZ and the wider community.

4. Social justice and just systems for social and economic equality

A shared understanding of social justice is held across GSANZ. Mission, ministries and social justice are linked together. Evidence-based policy is developed and advocated, with a focus on strengthening just systems. Research guides our decisions. GSANZ contributes to public policy and debate, in partnership with like-minded organisations. Effective campaigns are conducted and delegations undertaken.

5. International links

An increasing focus is developed on international projects and programs in the Asia-Pacific region and beyond. This is an extension of the Good Shepherd mission and social justice in Australia and New Zealand.

6. Long-term financial security

The GSANZ budget and Strategic Plan are aligned. Resources are fairly and responsibly allocated to our work. Outcome focused spending ensures results that reflect the GSANZ spirit and mission. We operate according to high standards of accountability, risk management and people management.



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Priority 1: Ongoing partnership between Good Shepherd sisters and the lay community

Shared work and shared experience between the Good Shepherd sisters and the community will strengthen partnerships. GSANZ will model leadership based on its values and will develop partnerships in advocating for, and serving, the most disadvantaged.

Objective

Actions

To enhance unity and common purpose

- Provide opportunities to develop a shared understanding of the partnership between the sisters and the lay community
- Be open to new expressions of the partnership that supports the Good Shepherd mission
- Develop general policies applicable to all Good Shepherd agencies, e.g. Human Resources Charter

To build effective governance and leadership for all board members, staff and volunteers

- Promote and support the Good Shepherd mission and the values of GSANZ in the internal and external environment
- Develop innovative ways of reflecting past achievements in present and future governance structures
- Develop criteria for the recruitment and orientation of members of Good Shepherd agency boards
- Build capability and capacity of Good Shepherd people at local and province level to provide continuing strategic leadership

Build a shared and stronger voice

- Develop processes for building a shared understanding of issues of concern to Good Shepherd, based on Good Shepherd values
- Develop processes and protocols for expressing Good Shepherd stance on issues of concern
- Explore current networks and partnerships to develop a collective voice

Develop structures and systems to support partnership

- Ensure adequate resources are provided to achieve the ongoing vision of the Good Shepherd sisters
- Identify opportunities to work efficiently across GSANZ

Good Shepherd
Australia New Zealand
Strategic Plan 2010 – 2020

KPIs	Responsibility	Update
<ul style="list-style-type: none"> • Training events, induction programs, communications aimed at external and internal audience 	CEO, Director Mission and Justice	
<ul style="list-style-type: none"> • Number of promotions of Good Shepherd mission and values • Feedback on these promotions • Number of leadership activities supporting lay and sister partnership • Partnership survey conducted • All members of Good Shepherd boards have participated in orientation programs 	CEO, Director Mission and Justice	Annual review
<ul style="list-style-type: none"> • Demonstrated partnerships with organisations whose affiliation connects with GSA NZ values • Leadership programs • Number of advocacy initiatives 	CEO, Director Mission and Justice, Business Manager	
<ul style="list-style-type: none"> • Increased resources for partnerships 		



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Priority 2: Promote the mission and spirit of the Good Shepherd sisters

Continuing the tradition of Mary Euphrasia, GSANZ will tell a contemporary story, inclusive of all peoples and generations. GSANZ will inspire others to work for justice. Inclusiveness and equality will be reflected in mission and justice work. GSANZ will be recognised for its spirit, courage and vibrancy.

Objective	Actions
Foster Good Shepherd mission and spirit as the continuing source of connectedness	<ul style="list-style-type: none"> • Resource and develop organisational structure to support the Good Shepherd mission and spirit • Present and communicate the Good Shepherd mission as a contemporary, relevant inclusive story • Integrate and support mission and spirit at local community, national, Asia-Pacific regional and international levels • Use community building approaches to develop Good Shepherd mission and spirit
Develop formation processes and support environments that educate and develop an understanding of GSANZ mission	<ul style="list-style-type: none"> • Consult and work collaboratively with others to develop and implement formation programs • Provide contemporary pathways and entry points for all, focusing on under-represented groups including young people and people from different cultures
Foster leadership for mission	<ul style="list-style-type: none"> • Develop leadership models that are inclusive and participative in all Good Shepherd structures • Develop proactive programs and processes to identify and foster leadership potential throughout the Good Shepherd network • Create opportunities for staff and volunteers to participate in GSANZ committees or ad hoc groups as a way of fostering active ownership
Proactively engage young people	<ul style="list-style-type: none"> • Promote Good Shepherd work in ways that will inspire younger people

KPIs

Responsibility

Update

- The new division Mission and Justice established
- Budget target set for mission and spirit
- Number of programs reflecting commitment to women and girls

Director Mission and Justice,
CEO, Business Manager

Annual
review

- Sisters engaged in developing new programs
- Interactive and digital age formation programs
- Indicators developed to measure integration of formation, ministries and social justice

Director Mission and Justice

- Leadership training programs
- Accredited formation programs in educational institutions
- Evaluation of mission programs

Director Mission and Justice,
CEO

- Youth coordinator recruited
- Number of young volunteers
- Multimedia used to communicate to young people (number and variations)
- Number of partnerships with youth organisations
- Number of international exchange programs

Director Mission and Justice



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Priority 3: Strengthen ministries for the most disadvantaged with a focus on women and girls

GSANZ will achieve outcomes for the most disadvantaged, with a particular focus on women and girls.

Objective	Actions
Build organisational capacity to further support GSANZ ministries	<ul style="list-style-type: none"> • Resource GSANZ ministries to align with mission priorities • Implement outcomes focus within GSANZ ministries
Seize existing and create new opportunities to expand GSANZ ministries	<ul style="list-style-type: none"> • Develop a new ministries plan for GSANZ • Explore different models and approaches to achieving ministry outcomes • Develop projects to enhance opportunities for indigenous women and children (Australia and Aotearoa/New Zealand) • Support women living in poverty • Increase women’s access to programs for economic justice • Work with women and children who are trafficked or forced to migrate
Build capacity for evidence-based ministries to influence change	<ul style="list-style-type: none"> • Resource GSANZ research to support ministries • Embed evidence-based approach to policy development and programs
Ensure governance, operating structures and processes to grow GSANZ ministries	<ul style="list-style-type: none"> • Maintain effective and contemporary governance structure to support implementation of the plan • Develop communications plan for GSANZ

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Strategic Plan 2010 – 2020

KPIs	Responsibility	Update
<ul style="list-style-type: none"> • Ministries increased as proportion of budget • Outcome indicators established for each ministry 	CEO, Director Mission and Justice	Annual review Evaluate after three years
<ul style="list-style-type: none"> • Number of new models for delivering ministry • GSANZ working with government (number of advisory committees, consultations, funding applications) 	CEO, Director Mission and Justice	
<ul style="list-style-type: none"> • Number of research projects • Qualitative and quantitative evidence reports to GSANZ Board on priority areas 	CEO, Director Mission and Justice	Annual review
<ul style="list-style-type: none"> • Governance structure independently reviewed • Internal and external communications plan developed • Stakeholder survey on communications 	Business Manager	Review every three years



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Priority 4: Embed social justice, advocacy and research, with a focus on social and economic equality

GSANZ seeks social justice for all. Our voice for justice will be heard across Australia and New Zealand and the wider global community. We will be a strong, courageous and informed collective voice. We will inspire and energise others.

Objective	Actions
Ensure that social justice is central to all aspects of GSANZ	<ul style="list-style-type: none"> • Create strong links between Good Shepherd direct service ministries and Good Shepherd social research, policy and action for justice • Prioritise resource allocation for social justice
Focus GSANZs social justice goals on women and children	<ul style="list-style-type: none"> • Include focus on women and children in program and service development, research and advocacy • Develop focus on women and children when establishing new ministries
Effectively communicate GSANZs social justice goals	<ul style="list-style-type: none"> • Develop a GSANZ social justice policy framework to support social justice formation • Inform, educate and support all within GSANZ to implement the framework
Ensure social justice capacity across GSANZ	<ul style="list-style-type: none"> • Investigate new approaches including social justice hubs • Integrate social justice, mission and research areas to build impact and effectiveness
Develop partnerships with other social justice and advocacy groups across Asia-Pacific	<ul style="list-style-type: none"> • Review and develop GSANZ role in social justice partnerships • Develop new partnerships and alliances • Develop Good Shepherd’s commitment to ecological justice

Good Shepherd
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KPIs	Responsibility	Update
<ul style="list-style-type: none"> • Target for social justice funding as a percentage of budget 	CEO, Director Mission and Justice	Annual review
<ul style="list-style-type: none"> • Number of programs, research projects and partnerships with agencies working for women and children 	CEO	Annual review
<ul style="list-style-type: none"> • Number of participants in social justice training • Number of social justice presentations and advocacy initiatives • External partners engaged in social justice activities (partners identified) 	CEO, Director Mission and Justice	Annual review
<ul style="list-style-type: none"> • Number of social justice programs across the province (hubs piloted) • Integration indicators developed • Number of planning activities for social justice development 	CEO, Director Mission and Justice	Annual review
<ul style="list-style-type: none"> • Number of partnerships with other agencies • Ethical guidelines for partnerships developed • Outcomes of partnerships measured 	CEO, Director Mission and Justice	Annual review



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Priority 5: Maximise our international links

GSANZ international partnerships will be mutual and respectful, enabling organic development within the Asia-Pacific region and globally. We will be recognised for our commitment to justice and our contribution to creative partnerships.

Objective

Actions

Maximise and coordinate GSANZ international links

- Develop a framework of values for international involvement
- Build partnerships within Australia and New Zealand to develop human and financial resources
- Develop and implement a crisis response strategy (with Asia-Pacific provinces)
- Develop a communication strategy across Asia-Pacific

Develop relationships and partnerships within Asia-Pacific and globally

- Develop and implement cultural awareness programs
- Promote GSANZ personnel exchange with partners

Develop a collective voice for advocacy with a strong focus on the Asia-Pacific region

- Develop protocols and structures for speaking as a collective voice on international issues
- Identify priorities for advocacy on international issues

Contribute to a social justice strategy for the Asia-Pacific region

- Consult within the Australia New Zealand province and across the Asia-Pacific region and set priorities, goals and actions
- Identify and contribute to resource requests

Develop effective communication networks and systems with the Asia-Pacific region and across the globe

- Establish an effective network of province groups and individuals with international links
- Utilise technology to support network communication for partners inside and outside the province
- Use direct quotes and stories from other countries as a way of sharing information

Good Shepherd
Australia New Zealand
Strategic Plan 2010 – 2020

KPIs	Responsibility	Update
<ul style="list-style-type: none"> • Justice and Development Coordinator appointed • International work plan developed including plan for AusAid accreditation and marketing campaign supporting Good Shepherd overseas projects • GSANZ and Good Shepherd United Nations connection developed • Crisis response proposal developed • International partnerships and exchanges, with a particular focus on young people (number/feedback) 	CEO, Director Mission and Justice, Business Manager	Annual review
<ul style="list-style-type: none"> • Skills bank developed • Applications for support from federal government, UN and AusAid/New Zealand equivalent • Opportunities for GSANZ within the fields of human rights, faith, development, environment and social enterprise identified (annual report – number/feedback) 	CEO	
<ul style="list-style-type: none"> • Protocols developed in three priority areas 	Director Mission and Justice	Three years
<ul style="list-style-type: none"> • Consultative mechanism developed • Resources policy developed • Amount of resources allocated according to policy 	CEO, Director Mission and Justice	Two years
<ul style="list-style-type: none"> • Whole of network communications undertaken (number) 	Director Mission and Justice	Annual review



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Priority 6: Achieve long-term financial security

GSANZs bold program will be supported across the Australia New Zealand province by high standards of financial professionalism and financial self-sufficiency.

Objective	Actions
Develop effective planning and systems for financial management	<ul style="list-style-type: none"> • Develop effective financial systems and controls
Facilitate harmonisation in financial systems, development of capital resources and planning across the ministries	<ul style="list-style-type: none"> • Implement a consultative process with all agencies and ministries • Standardise policies and procedures • Share expertise and internal networks/consultants • Share services • Develop internal funding guidelines, incorporating frameworks and model submissions • Optimise access to premises and facilities
Maximise income generation opportunities	<ul style="list-style-type: none"> • Establish a foundation to gain public support for Good Shepherd agencies • Identify and evaluate social enterprises • Develop and implement investment guidelines • Develop functions which assist agencies to lobby for funding • Centralise marketing/fundraising • Develop capacity for attracting bequests
Identify resources to support and manage risk	<ul style="list-style-type: none"> • Develop internal funding guidelines, incorporating frameworks and modelling for new and creative initiatives • Develop and implement sound risk management strategies • Drive continuous improvement in business model, systems and processes • Establish system to track business plan success • Drive human resources plan for attracting and rewarding staff • Promote a safe, healthy and productive work environment • Promote GSANZ greening initiatives

Good Shepherd
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Strategic Plan 2010 – 2020

KPIs	Responsibility	Update
<ul style="list-style-type: none"> • All resource generation and use is consistent with Good Shepherd mission and values • Regular reviews of goals are conducted by the GSANZ Board • Internal auditing systems attain best practice in financial processes across the province • Compliance is achieved with external audits across the province 	Business Manager	Two years
<ul style="list-style-type: none"> • Board achieves cooperation in sharing resources • Costs, reduced through shared resources, have been redeployed for positive effect • Agencies across the province have achieved self-sufficiency in general operating expenses • Deductible Gift Recipient approved 	Business Manager	Two years
<ul style="list-style-type: none"> • Increased investment income is achieved across the province, adjusted year by year for inflation and other extraordinary factors • Foundation proposal implemented • Increased external funding is achieved across the province, adjusted year by year for inflation and extraordinary factors 	Business Manager CEO, Business Manager	Two years Five to ten years
<ul style="list-style-type: none"> • Funding guidelines developed • Risk management plan externally evaluated • Compliance with all relevant legislation, financial management and governance regulations • Continuous improvement business targets met • Reporting system established • Staff survey completed • New performance appraisal system implemented • GSANZ carbon footprint decreased 	Business Manager	Annual progress reports

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Action plans

Action plans will be developed for each priority of the Strategic Plan. Action plans will be reported to the Board through its committees.

Good Shepherd sisters and others as required will oversee action plans for priorities one, two and five

- Ongoing partnership between Good Shepherd sisters and the lay community
- Promote the mission and spirit of the Good Shepherd sisters
- Maximise our international links

The Strategy and Agency Partnership (SAP) Committee will oversee action plans for priorities three and four

- Strengthen ministries for the most disadvantaged with a focus on women and children
- Embed social justice, advocacy and research, with a focus on social and economic equality

The Finance Committee will oversee priority six

- Achieve long-term financial security

All action plans will include governance requirements to be reported to the Governance Committee.

GSANZ action plan template

- Relationship to the GSANZ Strategic Plan
- Governance and decision making
- Actions and timelines
- Compliance with GSANZ policies
- Good Shepherd Environmental Charter
- Risk management – potential threats and mitigating strategies
- External influences including timelines and commitments
- Budget and finance compliance
- Shared opportunities across Good Shepherd agencies
- Communicating action to others
- Relevant research
- Indicators of success
- Evaluation
- Good Shepherd Human Resources Charter

GSANZ communications

A communications strategy will be completed to support GSANZ to achieve its social justice goals through positive participation in media and political environments.

Communications will also perform the key function of developing a shared understanding of GSANZ. We will report on our events, activities and our decisions to each other. We will share information with support staff and volunteers and we will communicate the renewal of the Good Shepherd mission.

Our communications will assist us to prepare for unexpected events. Appropriate delegations, training and coordinated responses will be outlined.

Continuous improvement

Opportunities for continuous improvement will be identified. GSANZ will operate in an open and consultative environment, encouraging ideas and questions. We will hold an annual planning event where this plan will be reviewed for progress and improvement.

Evaluation

In 2015 GSANZ will conduct a formal evaluation of this Strategic Plan. Independent recommendations will be communicated to the whole Good Shepherd community. A further evaluation will be completed no later than 2018, in preparation for the next strategic planning process.

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Overview of next ten years

Good Shepherd Australia New Zealand Strategic Plan

Annual planning cycle includes:

- Work plan and performance
- Budget
- Communications plan
- Action plans
- Finance
- Mission and Justice
- Individual performance plans

2011 Sesquicentenary grants program

2013 Good Shepherd sesquicentenary – celebrating formation

2013 Budget review

2015 GSANZ Strategic Plan mid-report and strategic statement

2018 Evaluate and commence development of next plan

2020 GSANZ Strategic Plan 2020 – 2030

2013 Major budget review

A major budget review in 2013 will report on:

- The Good Shepherd sisters and community partnership
- Capital income
- Aidanfield
- Government, private and donor support
- Good Shepherd Foundation
- GSANZ budget status

This review will form the basis of the next budget forecast.

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29th Congregational Chapter
Congregation of Our Lady of Charity of the Good Shepherd
Angers, France
13 June – 9 July 2009

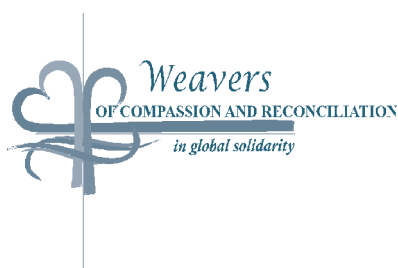
This Direction Statement for the international Congregation of the Good Shepherd guides the work of the sisters in 72 countries from 2009-2015.

Direction Statement

We, Sisters of the Good Shepherd, reflecting the global vibrancy of our mission experienced a profound peace, trust and unity as we plunged “into the deep waters” of communal discernment allowing the Holy Spirit to guide us. This experience fired us with passion and zeal to weave together the threads that emerged as key directions for our future vitality. The presence of Contemplative delegates for the first time as full members, the joyous approval and commitment to live in mutuality our integrated Constitutions were graced historic moments in the life of our Congregation.

Inspired by the creative audacity of St. Mary Euphrasia, her prophetic and radical response to the needs of her time, we are impelled as “Weavers of Compassion and Reconciliation in Global Solidarity” to commit ourselves to:

- Foster a deepening of our spirituality and a new consciousness of our identity as Good Shepherd which enlivens our prayer, community life, ministries and our desire to “shepherd” God’s creation.
- Respond to the anguish of the world calling us to the margins where God is waiting for us, by taking courageous steps to use our international resources effectively, to network and to restructure on all levels creating **new pathways for mission**.
- Work zealously with women and children, especially those who are **trafficked, forced to migrate and oppressed by abject poverty**. We support projects for economic justice, confront unjust systems and take a “corporate stance” where appropriate.
- Respond to the urgency to nurture new life through **holistic and relevant information** that prepares, renews and sustains us for the challenges of today’s realities.



- Promote and engage in **inter-faith dialogue** in response to the international climate of intolerance and exclusion of minorities and immigrants.
- Respect and appreciate the **diversity and richness of cultures** and at the same time recognise that we need to take concrete steps to move beyond the incrustations that impede growth and development individually and communally.
- Create and strengthen **co-responsibility** for the mission with Good Shepherd lay partners.
- Continue the **Journey of Enrichment** with the Sisters of Our Lady of Charity with mutual respect, creativity and courage, discerning “new ways” and options for the future.

In fidelity to these directions, we give witness to Micah’s call “... to act justly, love tenderly and walk humbly with our God.” Micah 6.8

Recommendations

1. Mother House

Valuing the presence of Sisters at the Mother House, we recommend that the Circles of Province Leaders find ways to assist the Congregational Leadership Team in filling the need for sister personnel.

2. Spirituality Centre

That the Spirituality Centre in Angers be the coordinating body for developing a worldwide spirituality and research network.

3. Vocations for Mission

That each unit discerns creative ways to enthusiastically promote our mission thus attracting new members and lay partners.

4. Mission Development

That we address the challenges and implement the recommendations in the Mission Development report presented at the 29th Congregational Chapter regarding economic justice and mission development: accountability, sustainability, networking, planning and continuity.

Directive

• Authorisation

The Congregational Chapter entrust to the Congregational Leader and her council/s the interpretation of the official documents of this Chapter, and the completion and implementation of unfinished matters (Constitution #152).

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when any person is oppressed
we are all diminished.

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