



ARCHDIOCESE OF BRISBANE
Evangelisation Brisbane

Evangelisation Brisbane STRATEGIC PLAN 2020 - 2024

*The mission of Evangelisation
Brisbane is to work with, inspire and
empower parishes and communities to
encounter Jesus and live the joy
of the gospel.*

2023 UPDATE





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Archbishop's Foreword





ARCHBISHOP'S FOREWORD

For some time now, I have been saying that we can't just put up a sign saying "business as usual." We have to come to a surer understanding of the situation we are in, and become intentional about what action we need to take.

It has become increasingly clear that our parishes and ministries are struggling to engage young people. The National Church Life Survey revealed that the average age of parishioners in Australia is 59 and 70% of parishioners are over 50. The 2016 Census revealed that in 2011, 25.3% of the population identified as Catholic, whereas only 22.6% in 2016 identified as Catholic. 2016 was the first year in which 'no religion' had a higher percentage than those who identified as Catholic. In Brisbane we have seen a decrease of around 12,000 people in our regular attendance at Mass.

Another phenomenon in the Catholic community is the number of people who identify as Catholic compared with those who actually come to Mass or might consider themselves 'practicing'. 2016 figures revealed that in the Archdiocese of Brisbane, about 8.1% of those who identify as Catholic actually attend Mass regularly. This suggests that we have 'sacramentalised' people without evangelising them. We have struggled to provide a compelling and engaging example of what it means to live the Catholic life and therefore have become irrelevant for many people.

Evangelisation Brisbane is one of our five Archdiocesan agencies and is intended to work with parishes and communities to inspire and empower them to accomplish the mission of the Church. This strategic plan seeks to address our situation intentionally in light of our mission. It is imbued with faith and hope, and is grounded in the belief that we do not simply have to watch the Church slowly decline. This plan believes that God is with us, and that, empowered by the Holy Spirit, we can begin to see our parishes and communities flourish and develop as centres of transformation, inclusion, inspiration, empowerment, belonging and encounter with God. This is not a restoration of anything but a new path into the new possibilities which God is opening before us.

Though it is a plan for Evangelisation Brisbane, it is a plan for all of us, because all the baptised are called to the mission of Christ to make disciples of all nations. All of us, the priestly people of God, are called to evangelisation. Therefore I gladly endorse and commend this strategic plan to all the Catholic people of the Archdiocese of Brisbane, and urge everyone to work generously with Evangelisation Brisbane to ensure that this vision yields the fruit that we both desire and need.

Mark Coleridge
Archbishop of Brisbane

Evangelisation Brisbane is committed to reconciliation with the Aboriginal and Torres Strait Islander peoples. As such, we respectfully acknowledge the Traditional custodians of the land that we work on. We pay our respects to Elders both past, present and emerging.

We pray that God will continue to bless us, turn his countenance upon us and give us peace as we walk this journey of reconciliation together.



1. WHY A STRATEGIC PLAN?

In a world where the only thing that is constant is change, setting out a five year strategic plan can be perceived as being too certain of the future. But the rationale for such a plan outweighs this concern. Firstly, if an organisation does not have a clearly articulated vision for the future with measurable outcomes, there can be no adequate measure of success. How do we know if we've achieved a goal if we don't have one?

Secondly, a strategic plan ensures synergy across the Agency. That is to say, if the Agency understands what it is trying to achieve, then all initiatives of the Agency can be measured by their contribution to that aim. This ensures that all initiatives contribute to a bigger picture. Thirdly, corporate knowledge informs us that it takes at least three years to imbed any new initiative and about five for it to be established. So it is important that any new initiative is tested and committed to for a substantial period before its success can be determined. Finally, a strategic plan enables all organisational units and individuals within it to create annual work plans that are mapped to the strategic plan. This means that leaders can manage staff in a more objective manner that addresses progress against agreed outcomes. In this light, the strategic plan becomes the foundation for the initiatives of Evangelisation Brisbane for the next five years.

2. HOW IS IT STRUCTURED?

This plan addresses the why, the how, and the what. As such, this plan begins with our mission statement – our why – which is an overarching statement that summarises our primary purpose. All of our initiatives in some way contribute to this purpose. This is followed by a vision statement that addresses what we think this could look like in five years. The vision is followed by our values which are our ‘how’. Values inform how we go about our strategies. They ensure that whatever we do, it is done in a manner that is in keeping with these values. This is followed then by our what – that is – our outcomes and strategies. The whole agency, and then each organisational unit, has its own overarching outcomes followed by a collection of strategies that will achieve that outcome. These strategies are our ‘what’ and are the explicitly measurable part of this plan.

Finally, there are some overarching principles that inform this plan. Firstly, we recognise that the world can change and that we may need to make revisions to this plan on the way. The plan articulates what we intend to do, but this is tempered by the desire to be flexible and change course if necessary. It also recognises that it is always easier to change course when you’re already moving. Secondly, this plan recognises that Evangelisation Brisbane is not a parish, but rather an Archdiocesan Agency designed to work with, inspire and empower parishes and communities. Thus, the aims of this plan are at the service of parishes and communities. Finally, Evangelisation Brisbane’s mission is to enact and help others enact the mission of the Church. *Evangelii Gaudium* (The Joy of the Gospel) is one of the most recent and thorough texts on this mission and is the primary document informing this plan.

Mission, Vision, Values



Our Mission:

The mission of Evangelisation Brisbane is to work with, inspire and empower parishes and communities to encounter Jesus and live the joy of the gospel.

Our Vision:

Evangelisation Brisbane has a vision to see the Catholic Church become a home for every generation. We envisage a Church that welcomes and engages children in such a way that they love to attend and ask their parents to take them; a Church where teenagers find purpose and meaning as they encounter truth, beauty, and goodness; a Church where young adults not only continue to practise their faith, but develop it and are empowered to lead and minister; a Church where adults do not merely attend, but continue to deepen their faith and become missionary disciples; a Church where families find such welcome, love, and support

MISSION, VISION, VALUES

that Church becomes an extension of their family; a Church that reaches beyond its own walls in working towards justice and peace in our world, and building relationships with other Christian traditions, other religious traditions, and with government; we envisage a Church where every person is loved, welcomed, and transformed as they encounter Jesus, and those who walk in his footsteps.

Our Values:

In all things, Evangelisation Brisbane aspires to be:

- **Christ-centred** (Mission-oriented, Faith-filled, Intentional)
- **Authentic** (Respectful, Transparent, Honest)
- **Inclusive** (Accompanying, Compassionate, Relational)
- **Innovative** (Excellent, Creative, Solutions Focussed)
- **Joyful** (Energetic, Positive, Fun)
- **Humble** (Always Learning, Listening, Serving)

Our Structure:

Evangelisation Brisbane has developed an inverse pyramid for its organisation structure which acknowledges that leadership means service and responsibility. As such, the leaders are at the bottom, empowering and supporting those who work with them (see Org Chart, Page 12).

Evangelisation Brisbane is led by an Executive Director with a team of Associate Directors who lead the following areas:

- Children and Families
- Youth and Young Adults
- Adult Formation
- Inclusion
- Parish Leadership
- Vocation Brisbane

In 2020 there was an Associate Director, Santa Teresa Spirituality Centre but that role now sits within Adult Formation (since January 2021).

The Leadership Team



Teresa McGrath



Eric Robinson



Shane Dwyer



Chantale Wilson



Stephanie Rogers



Nick Kelly



Peter Pellicaan

TERESA MCGRATH - Associate Director, Parish Leadership

Teresa has been involved in ministry in the Church for over 15 years. She has a background in business management and is completing her Masters in Leadership and Theology. She is passionate about helping parishes discover their vision for the future and mapping out the tangible steps towards achieving this vision.

ERIC ROBINSON- Associate Director, Inclusion

With over twenty years' experience in youth ministry, leadership formation, event management and advocacy, Eric is dedicated to creating greater pathways of inclusion within the Catholic Church. Eric is an experienced leader, group facilitator and mentor, with a passion for equity and justice. Eric has a lifelong commitment to an inclusive Church that welcomes marginalised groups and champions the many benefits of diversity.

THE LEADERSHIP TEAM

SHANE DWYER - Associate Director, Adult Formation

Shane has worked for thirty years in response to the quest to express the Catholic faith in ways that are meaningful to contemporary adults. An experienced speaker, faith resource writer and course provider, his particular concern is for accompanying groups and individuals as they seek to grow in their understanding of our faith, and of how to live that faith in this place and time. He is a qualified and experienced faith formator, spiritual director, pastoral ministry supervisor and retreat leader.

CHANTALE WILSON – Associate Director, Children & Families

Chantale has been engaged in work and ministry to children and families for thirty years. She is a registered teacher with qualifications and experience in Early Childhood, Primary and Religious Education and has extensive experience in coordinating Catholic children's ministry in various settings. Chantale is dedicated to creating opportunities for children and their parents to encounter Jesus, find their home in the Catholic Church, and thrive as children of God who share the Good News with others.

STEPHANIE ROGERS – Team Leader, Youth & Young Adults

Stephanie has had 9 years of experience leading youth ministry including Parish youth groups, the South Coast Deanery, and NET Ministries. She enjoys studying Theology and passionately sharing the Gospel. She is passionate about building young leaders and creating spaces for young people to encounter Jesus and grow in their ongoing relationship with Him.

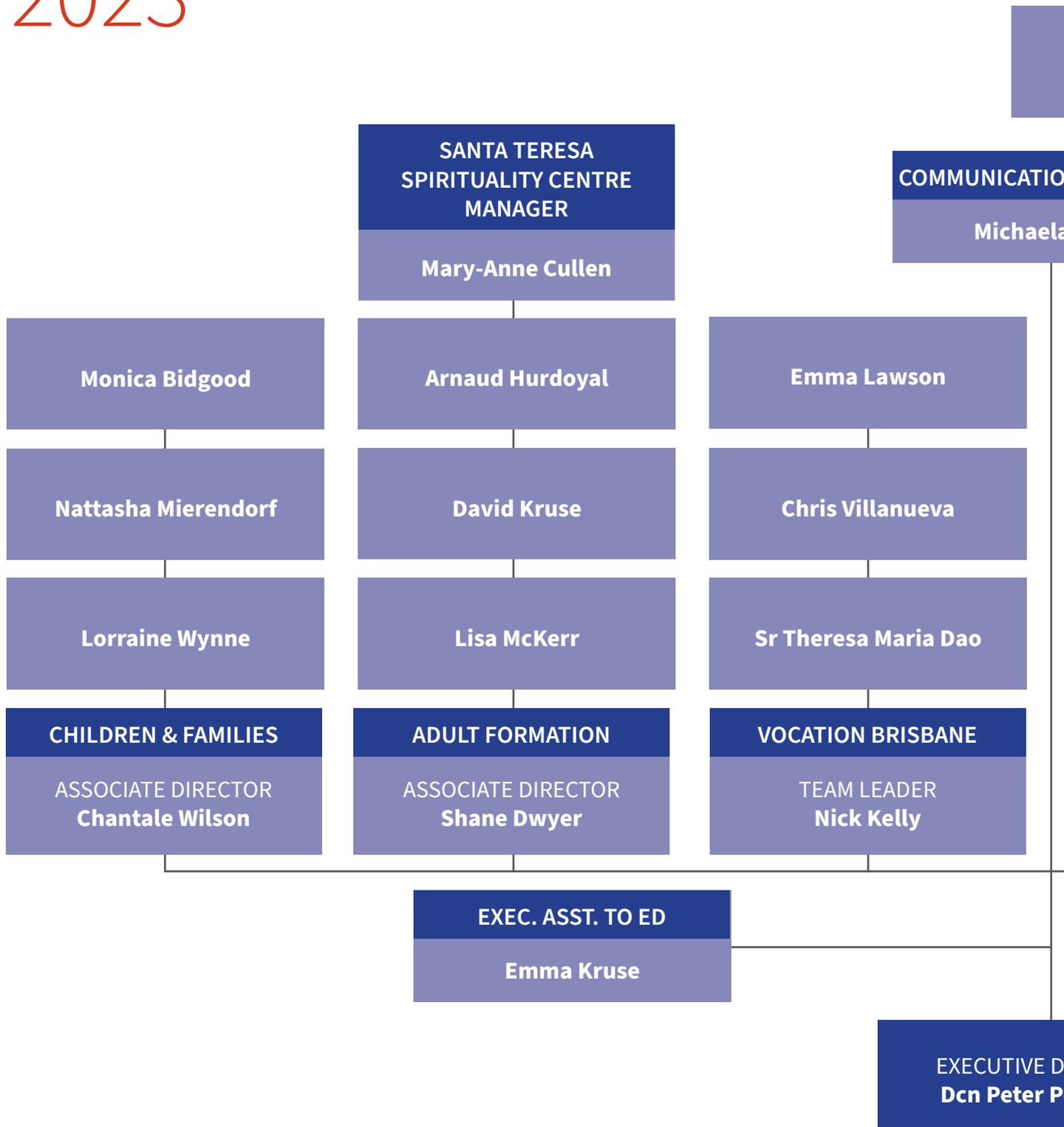
NICK KELLY – Team Leader, Vocation Brisbane

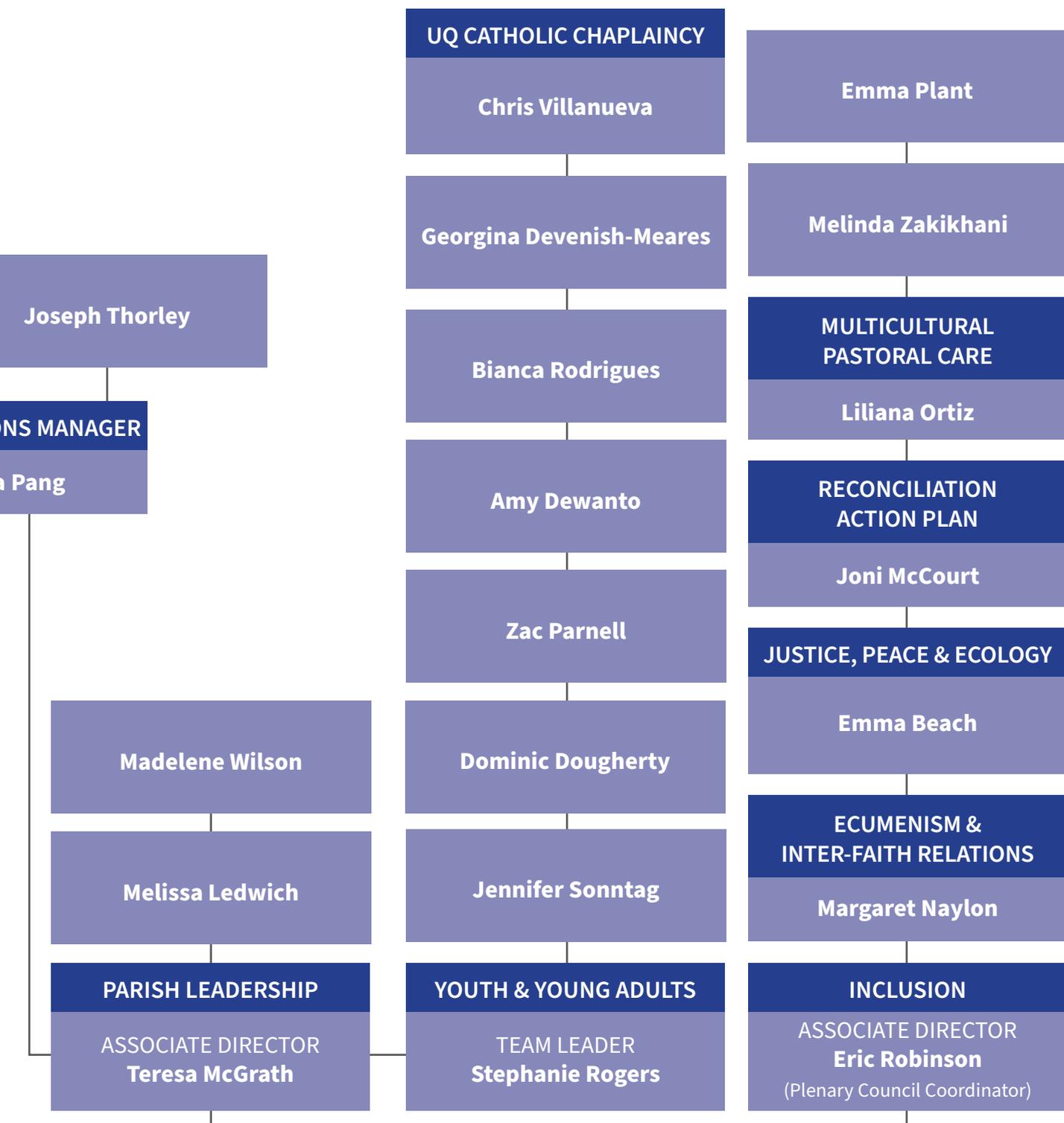
Nick has worked and volunteered in the Catholic Church for over 10 years, with experience in youth and parish ministry, school and university chaplaincy. Soon to complete his Bachelor of Theology, Nick has a passion for helping grow the Church in new and innovative ways. His hope is that he can encourage people to listen to God's voice and go wherever He is calling them.

DCN PETER PELLICAAN - Executive Director, Evangelisation Brisbane

Peter has 20 years of experience serving within the Christian tradition in both lay and ordained capacities. He brings a fresh enthusiasm for the beauty, goodness and truth found in the Catholic Church. He is passionate about encouraging Catholics to rediscover the wonder of their faith in order that they might re-engage in it, live it to the full, and share it with others.

Evangelisation Brisbane Organisational Chart 2023





DIRECTOR
Mellican

Whole of Agency Initiatives



OUTCOME ONE:

To work with, inspire and empower parishes and communities to encounter Jesus and live the joy of the gospel.

Strategies:

- a. To launch a Summit which brings together parishes and communities from across the Archdiocese for keynote presentations and workshops that promote and enhance the Archbishop's Priorities and the Plenary Council Decrees¹

OUTCOME TWO:

To develop and implement an online evangelisation strategy.

Strategies:

- a. To develop and implement an online evangelisation strategy that includes:
 - Website development
 - Blogs, videos and podcasts that explain Catholic faith in an accessible way
 - Social media: Instagram, Facebook, Twitter
 - Connecting those that make contact or enquire with their local parish

¹ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze*, and 2022, Fifth Plenary Council of Australia.

OUTCOME THREE:

To lead and manage the implementation phase of the Plenary Council.²

Strategies:

- a. To develop a strategy to ensure consistent and effective implementation of Plenary Council outcomes across the Archdiocese of Brisbane which:
 - Collaborates with parish and community leadership
 - Ensures that Plenary outcomes are implemented in a manner that creates a culture of inclusion and evangelisation

OUTCOME FOUR:

To recruit and apprentice leaders in the Archdiocese who are mission-oriented, visionary, transformational and authentic.³

Strategies:

- a. To ensure that all initiatives are focussed on the development of leaders in their respective areas

OUTCOME FIVE:

To provide Catholic Formation for all the baptised who wish to grow in their faith intellectually and experientially in order that they are formed as missionary disciples.⁴

Strategies:

- Launch the Archdiocesan Centre for Catholic Formation which will provide courses on Catholic theology, scripture, sacraments and mission that will draw Catholics into the fullness of the Catholic life, but also serve as targeted formation for those considering ministry roles in the Church including Lector, Acolyte and Catechist

²2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Pages 26-30).

³2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Embedding Synodal Governance).

⁴2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 7, Teaching Prayer).

Parish Leadership Team



Introduction:

The Parish Leadership Team exists to provide the foundations for parishes to grow missionary disciples. We believe that leaders are called not just to maintain but to inspire, encourage and exhort their parishes to become missionary centres that are growing and flourishing. We work with parish, community and archdiocesan leadership to promote intentional strategic leadership across the Archdiocese and we provide training, formation and facilitation to equip them for this. Finally, we seek to create a leadership culture in the Archdiocese that is infused with what Pope Francis calls “a missionary impulse capable of transforming everything, so that the Church’s customs, ways of doing things, times and schedules, language and structures can be suitably channelled for the evangelization of today’s world rather than for her self-preservation.” (Joy of the Gospel, n.27)

OUTCOME ONE:

Recruit 10 parishes that partner with Evangelisation Brisbane in creating and implementing a strategic plan for their parishes to become missionary centres of evangelisation.⁵

Strategies:

- a. Find 10 parishes that are willing and eager to partner with Evangelisation Brisbane
 - i. Share with as many priests and leaders as possible a vision of what great parish and community leadership could look like and the difference it makes
 - ii. Begin with three parishes in the first year based on level of openness and investment by all key stakeholders
 - iii. Create a Memorandum of Understanding clarifying expectations and agreed desired outcomes which include all key stakeholders
- b. Create a strategic plan with each of the parishes referred to in (a) above.
 - i. Invest in understanding each parish through meetings with the leadership team, surveys and collating insights from key influencers in the parish
 - ii. Facilitate a parish strategic planning process that engages all parishioners and provides the opportunity for them to share their hopes and dreams for the parish which will inform the initial drafting of a strategic plan
 - iii. Support the parish in finalising and launching their strategic plan as a whole of parish initiative
- c. Support the execution of the plan with each of the parishes
 - i. Regular meetings with the parish leadership team (including the priest) to track progress, problem-solve and clarify
 - ii. Support the parish in running quarterly leaders' events for all ministry leadership teams to come together and celebrate wins, engage in leadership formation and encounter Christ in prayer
 - iii. Facilitate annual planning workshops to reflect on the previous year and refocus for the year ahead

⁵2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Pages 26-30); 2022, Fifth Plenary Council of Australia, *At the service of communion, participation, and mission: governance* (Pages 31-33); 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Embedding synodal governance; Priority 2, Reshaping parish communities).



OUTCOME TWO:

That the leadership culture in the Archdiocese is mission-oriented, visionary, transformational and authentic.^{6,7}

Strategies:

- a. Develop a culture of continual growth and development of leaders
 - i. Develop an ongoing formation program for leaders with at least 80 new participants each year that it's held (commenced 2021)
 - ii. Provide individualised workshops and formation for parish priests and leadership teams to build leadership capacity and encourage ongoing formation and development as leaders
 - iii. Parishes target those with experience and the charism of leadership to be a part of their leadership teams

⁶2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Pages 26-30).

⁷2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Embedding synodal governance; Priority 2, Reshaping parish communities).

- iv. Create a network of at least 400 current effective leaders in parishes who will champion this culture change across the Archdiocese and provide them with regular opportunities for ongoing leadership development
- v. Review and update Parish Leadership resources in the Archdiocese to reflect this culture and ensure they are embedded with contemporary leadership principles
- vi. Actively seek opportunities to embed prayer and encounter in all that we do
- b. Develop a culture of succession planning and intentionally growing potential leaders
 - i. Provide practical suggestions and models for parish leaders to identify and raise up new leaders
 - ii. Encourage parishes to financially invest in the development of potential leaders
- c. Develop a culture of right people, right places
 - i. Respond to parish requests for support in the formation of pastoral councils and/or leadership teams

OUTCOME THREE:

Appointments of clergy are strategic, informed, forward-thinking, sustainable, well-planned and well-executed, directly impacting the effectiveness of ministry across the Archdiocese. ^{8,9}

Strategies:

- a. Work collaboratively with the Episcopal Council and College of Consultors to create an Archdiocesan strategy and accompanying processes for the appointment of clergy that includes 'expression of interest' documentation, profiling of parishes, supporting documentation for the College of Consultors, and a consultation process with parishes
- b. Produce forecasting documentation for medium- and long-term pastoral planning including recommendations for the long-term sustainability and growth of the Church's mission in the Archdiocese of Brisbane
- c. Coordinate the Archdiocesan mass count annually

⁸2022, Fifth Plenary Council of Australia, *At the service of communion, participation, and mission: governance* (Pages 31-33).

⁹2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 2, Reshaping parish communities).

Children and Families



Introduction:

It is clear that one of the biggest opportunities for evangelisation is amongst families: parents and their children. The Children and Families initiative of Evangelisation Brisbane was formed to respond to this opportunity so that more families may encounter Jesus, find their home in the Catholic Church and thrive in the joy of the gospel.¹⁰

This initiative seeks to inspire and empower parishes and communities as they welcome and engage children, and their parents, with the Catholic faith in ways that are life-giving and incorporated into the broader life of the faith community.¹¹ The understanding of what constitutes ministry to children and families is broad and encompasses activities such as Sacramental preparation, Children's Liturgy of the Word, State School RI, Family mass, Primary youth groups and Playgroups depending on the context of each parish or community.¹²

In engaging with this initiative, the Children and Families team recognises a number of significant factors. Firstly, evangelisation happens first in the family by parents who are the first educators.¹³ Secondly, collaboration between Catholic Agencies that work and minister to families (Parishes, Schools (BCE), Early Ed care and OSHC (Centacare)) is necessary for optimal realisation of this initiative. Finally, the work of this initiative necessarily intersects with the work of other teams in Evangelisation Brisbane.

¹⁰ 2022, Fifth Plenary Council of Australia, *Called by Christ sent forth as missionary disciples* (Paragraph 3, Page 10).

¹¹ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Reshaping Parish Communities).

¹² 2022, Fifth Plenary Council of Australia, *Called by Christ sent forth as missionary disciples* (Paragraph 4, Page 10).

¹³ 2022, Fifth Plenary Council of Australia, *Formation and leadership for missionary and ministry* (Paragraph 6, Page 27).

CHILDREN AND FAMILIES

OUTCOME ONE:

Integrated networking, support, formation and training is delivered to address the needs of parishes and those ministering in sacramental preparation and children's ministry that is accessible, affordable, adaptable, engaging and inclusive.¹⁴

Strategies:

- a. Evangelisation Brisbane Sacramental Preparation and Children's Ministry document is produced and made available across the Archdiocese
 - a. Dream video for Catholic Children's Ministry (by end 2021)
 - b. Brochure of vision for Catholic Children's Ministry (by end 2022)
- b. Establish a network for Children's ministry leaders in order to communicate, inspire, collaborate, empower and encourage them in their ministry^{15 16}
 - a. Training and support provided regularly and also in response to requests (4 workshops per year, repeated morning and evening sessions for each when possible, aim for 15 parishes or communities represented in attendance across repeated workshops)
 - b. Formation opportunities for those working in children's ministry developed and offered strategically around the Archdiocese. (4 formation evenings per year, aim for 80 in attendance)
- c. Establish ministry support plans (or a regular pattern of engagement) for at least 20 Children's ministry leaders (drawn from: key parishes with strategic plans; those in the Catholic formation program or those who engage with the Children & Families team)¹⁷

Including:

 - i. Develop pathways for leaders
 - ii. Regular meetings as negotiated with leaders and Children & Families team
 - iii. Support with Parish Children & Families ministry strategic planning
 - iv. Support with practical needs (e.g. safeguarding, registration for events)
 - v. Communications strategy to support engagement between the Evangelisation Brisbane Children & Families team and Children's Ministry leaders

¹⁴ 2022, Fifth Plenary Council of Australia, *Called by Christ sent forth as missionary disciples* (Paragraph 11f, Page 12).

¹⁵ 2022, Fifth Plenary Council of Australia, *Communion in grace: sacrament to the world* (Decree 5, Article 1, Page 25).

¹⁶ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 9g, Page 28).

¹⁷ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Decree 6, Article 1f, Page 29).

OUTCOME TWO:

Resources to assist those engaged in sacramental preparation and children's ministry are delivered so that children and families participation in the Church's liturgy and sacraments, as well as spiritual nourishment is provided for.¹⁸

Strategies:

- a. An audit of Evangelisation Brisbane resources relevant to sacramental preparation and children's ministry is undertaken (by end 2021)
- b. Proposals for updating or the provision of new resources tabled
 - i. Resources that assist those engaged in regular children's ministry (i.e. resources for use in different modes of children's ministry by end 2021)
 - i. Weekly resources with messages, activities, crafts, encounter experiences
 - ii. Seasonal resources to support parishes and communities in engaging children and families
 - ii. Plan for new resources supporting sacramental preparation (by end 2022)

¹⁸2022, Fifth Plenary Council of Australia, *Communion in grace: sacrament to the world* (Paragraph 14a, Page 23).

CHILDREN AND FAMILIES

OUTCOME THREE:

Promote, model and implement a holistic vision of Catholic Children’s ministry which recognises ministry to children and families as integral to healthy parishes and communities, and incorporates children and families into the life of these faith communities by:

Strategies:

- a. Launch and lead three ministries for primary-school-aged children with a regular attendance of 30-40 students (Encounter Catholic Kids Initiative)¹⁹
 - i. Provide high quality children’s ministry by including music, high quality presentations and activities, encounters with Jesus, spaces to ask questions/small groups, talks and food
 - ii. Children’s program would run regularly (preferably weekly) at a time negotiated by stake holders
 - iii. Sacramental preparation to be integrated into the program
 - iv. Ministry to parents and guardians coinciding with key children’s ministry activities
- b. Launch and lead Encounter Catholic Kids Days (Holiday programs - Encounter Catholic Kids Initiative) and run 10-15 of these in collaboration with parishes in the Archdiocese by the end of 2024 (5-6 per year)²⁰
 - i. Provide high quality children’s ministry by including music, high quality presentations and activities, encounters with Jesus, spaces to ask questions/small groups, talks and food
 - ii. Children’s program would run during school holidays as a standalone day or on weekends incorporated into sacramental preparation as negotiated by stake holders
 - iii. Where possible: Sacramental preparation to be integrated into the program
 - iv. Where possible: Ministry to parents and guardians coinciding with key children’s ministry activities

¹⁹ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 9f, Page 28).

²⁰ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 9f, Page 28).

- c. Collaborate, communicate and build relationships with parents and other Catholic agencies to enable these ministries, for example:
 - i. In conjunction with Encounter Catholic Kids Days Holiday programs and Encounter Catholic Kids, lead school assemblies / class visits / OSHC visits (5-6 per year)
 - ii. Parent communication flyers
 - iii. Promotion and invitation to parish life

OUTCOME FOUR:

Recruit staff who will develop and implement strategies that promote, encourage and support Catholic marriage in the Archdiocese of Brisbane.²¹

Strategies:

- a. Welcome: develop improved process for those enquiring to get married to ensure the experience is engaging, positive and an opportunity for evangelisation
 - i. Make information for couples and parishes available on the Evangelisation Brisbane Website (by end 2023)
- b. Engagement: promote the Catholic understanding of marriage through online resources
 - i. (As above) Make information for couples and parishes available on the Evangelisation Brisbane website (by end 2023)
- c. Support: develop strategies to support and encourage married couples, help them through their struggles, and lead them toward an engaged and life giving marriage
 - i. Run The Marriage Course online (Alpha Australia) in 2022 and 2023
 - ii. Throughout the course, accompany it with a communications and social media campaign to encourage married couples in their life and relationship

²¹ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 9d, Page 28).

Youth and Young Adults



Introduction:

The Youth and Young Adults initiative recognises that the teenage years through to early adulthood are key moments for evangelisation and discipleship. As such, this initiative is designed to lead as many young people as possible to an encounter with Jesus, through the truth, beauty and goodness of the Catholic faith; and also build a network of youth leaders that are well apprenticed, competent, and are a compelling example to young people of the Catholic life lived to the full.

OUTCOME ONE:

Recruit, inspire, train and empower youth leaders across the Archdiocese of Brisbane.^{22 23}

Strategies:

- a. Facilitate structured and engaging Masterclasses quarterly that include workshops, networking and opportunities for encounter for 70 youth leaders²⁴
- b. Provide opportunities for one on one and group coaching for all youth leaders
- c. Provide pathways for young leaders to be identified and empowered
- d. Help youth ministries grow by helping them to create and implement annual plans
- e. Develop a communications strategy to support the above strategies
- f. Coordinate one Archdiocesan wide youth rally each year

OUTCOME TWO:

Launch and lead four youth ministries in parishes that have secondary schools with a regular attendance of over 50 youth weekly.^{25 26}

Strategies:

In Schools

- a. Build relationships with youth and invite them to participate in parish life by leading engaging assemblies, lunch time mingling, music classes, RE classes, after school sport etc.
- b. Lead engaging assemblies for the whole school to give a taste of youth group
- c. Identify, recruit, inspire and empower potential leaders²⁷
- d. Develop youth ministry launch teams from school and parish through annual volunteer intake and band auditions
- e. Build relationships with teachers by hosting morning tea twice a year, intentional acts of kindness, offering to serve where possible

²² 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 2, Reshaping Parish Communities).

²³ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 3, Page 26).

²⁴ 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 10).

²⁵ 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 10).

²⁶ 2022, Fifth Plenary Council of Australia, *Communion in grace: sacrament to the world* (Paragraph 7, Page 22).

²⁷ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 5, Page 27).

YOUTH AND YOUNG ADULTS

- f. Engage parents by creating flyers that informs them and promote youth ministry, and send weekly or monthly emails with term dates/topics²⁸
- g. Develop quality retreat programs

In Parish: Youth Group

- h. Provide high quality youth nights by including music, encounters with God, spaces to ask questions/small groups, talks and food²⁹
- i. Integrate ourselves into parish life by building youth group and making parish music beautiful
- j. Create space of encounter for every parishioner by having intergenerational parish events
- k. Coordinate two Archdiocesan wide youth rallies each year

OUTCOME THREE:

From these four parishes, recruit at least 32 trained and fully engaged leaders and volunteers, inclusive of students currently in Grade 11 and 12 (eight leaders per youth group).³⁰

Strategies:

- a. Develop pathways for young leaders to be identified and empowered to lead
- b. In principle, recruit one leader for every 10 students
- c. Establish regular leaders' meetings with the leadership team for formation and training³¹
- d. Build relationship with parish youth leadership team through team dinners, coffee catch-ups, prayer, and team honouring³²
- e. Ensure youth leaders have structured accountability strategies in place

²⁸ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 6, Page 27).

²⁹ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 7, Teaching Prayer).

³⁰ 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 3, Page 26).

³¹ 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 10).

³² 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 10).

OUTCOME FOUR:

Recruit, inspire, empower and train musicians in parishes which are engaged in the youth project to develop high quality beautiful music that facilitates an encounter with God.³³

Strategies:

- a. Facilitate regular band rehearsals to build up youth bands
- b. Facilitate training days for all musicians to come together to share skills at the beginning of every term
- c. Establish quality house band for youth group by recruiting from the local parish and investing in young school musicians by visiting their music classes, and facilitate space for Encounter songwriting
- d. Create a network of young Catholic songwriters by running songwriting workshops for young musicians
- e. Empower young musicians in the church by recording original music that has been tested in the community and releasing it
- f. Equip music point leaders to oversee above strategies

OUTCOME FIVE:

Provide opportunity for young adults (18 – 30) to deepen their faith and be engaged in their local parish.³⁴

Strategies:

- a. Recruit and support chaplaincy coordinator at University of Queensland³⁵
- b. Continue support of chaplaincy in universities where viable
- c. Support and promote initiatives that work to connect young adults with local parishes
- d. Lead and manage the Reclaim ministry to young adults in collaboration with key stakeholders including NET, Frassati, Emmanuel, and University ministries
- e. Develop young adult discipleship pathways (i.e. school leavers weekend, Reclaim, Red Frogs, World Youth Day, young adult groups)³⁶

³³ 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 10).

³⁴ 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 10).

³⁵ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 2, Reshaping Parish Communities).

³⁶ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 7, Teaching Prayer).



Adult Formation

Each of us is called by our baptism to be a missionary disciple, hearing and responding to God's invitation to follow Jesus Christ with joy. (Joy of the Gospel, n. 120)³⁷

The vision for the adult formation initiative is that all are invited to embrace a relationship with Jesus Christ in the power of the Holy Spirit, are provided with opportunities to grow in their understanding of that developing relationship and receive the support, formation, and resourcing needed to be equipped for ministry and mission.

³⁷ 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 2, Page 9).

OUTCOME ONE:

An ongoing outreach to those who have yet to encounter Jesus Christ.

Strategies:

- a. A bi-annual “Call to All Catholics” campaign as an outreach to Catholics who may no longer identify strongly with the faith into which they have been baptised is undertaken
 - i. Goal of 1000 direct engagements (emails, phone calls) per campaign and 5000 engagements by social media
- b. Two contemporary spirituality events attended to offer a Catholic presence
 - i. Goal of 50 1-1 conversations with event attendees per event, and 100 resources handed out

OUTCOME TWO:

Evangelisation formation through the delivery of events, programs and resources to Catholics.³⁸

Strategies:

- a. “A Morning’s Prayer” sessions offered at Santa Teresa Spirituality Centre (STSC) (6 per year)
 - i. Target engagement of 40 participants in keeping with STSC venue capacity
- b. Guided weekend retreats at STSC per year (2)
 - i. 25 – 30 participants for each retreat
- c. Ministry and mission preparation
 - i. Adult Formation component of the Evangelisation Brisbane Catholic formation course
 - ii. In conjunction with the Evangelisation Brisbane leadership team, material is developed and delivered for the proposed formation course. 10 sessions per year.
- d. Lenten Resource of daily reflections
 - i. Produced annually with growth from the current 12,000 to 15,000 per year
- e. A ‘Going Deeper’ book
 - i. Written under the auspices of a professional publisher. For completion at the end of 2024

³⁸ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 7, Teaching Prayer).

ADULT FORMATION

- f. Daily Gospel Reflections
 - i. 365 reflections provided each year with 20% growth in subscriptions each year
- g. Advent+ resource
 - i. Produced annually with Incremental growth from 6000 per year to 10000 per year by the completion of the strategic plan
- h. More with Jesus
 - i. Goal of selling 1000 copies per year
 - ii. Going Deeper podcasts
 - iii. Weekly podcasts with growth of 20% per year achieved
- j. Resources utilised by RCIA catechists are reviewed and strengthened

OUTCOME THREE:

An integrated adult formation program established to address the needs of parishes, communities and ministry groups and individuals that is accessible, affordable, adaptable, engaging and inclusive.³⁹

Strategies:

- a. Going Deeper video series
 - i. Offered February and August each year, launched nationally in February 2023, with a target cohort of 200 per intake
- b. Cathedral Seminar series
 - i. A series of four evening seminars delivered each year on living a particular aspect of the Catholic faith with a target of 60 participants per seminar plus 50 online views.
- c. Alpha engagement
 - i. Assist the national Alpha coordinator at local training events (2 per year)
 - ii. Work with the national coordinator to grow the presence of Alpha in the Archdiocese (goal of 2 new groups per year)

³⁹ 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 6, Teaching Prayer) and 2022, Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 4, Page 9).

OUTCOME FOUR:

The development of a network of Catholics who become leaders of formation in their various parishes and communities and work toward the ongoing formation of those in their parish or community.⁴⁰

Strategies:

- a. Adult Formation network developed and strengthened
 - i. A database of those who attend Adult Formation events and access Adult Formation resources is maintained
 - ii. Growth of 20% per year to network numbers with representation from each deanery
- b. Adult Formation conference
 - i. Members of the Adult Formation network (and others) are invited to a conference to find support, networking, formation and resourcing. Biannual except when there is an Archdiocesan summit
- c. The Vine
 - i. A monthly formation newsletter is provided
- d. RCIA network engagement
 - i. Members of the Adult Formation team will serve as members of the Archdiocesan Catechumenate Committee (quarterly meetings) to assist with support and formation opportunities
 - ii. Quarterly RCIA newsletter provided

⁴⁰Fifth Plenary Council of Australia, *Called by Christ – sent forth as missionary disciples* (Paragraph 11 e, Page 12).



Inclusion

Introduction:

The vision for the Inclusion initiative is that every person from every ‘tribe and nation’ and from every perspective, situation and orientation is welcomed, included and represented in the Catholic Church. We aim to create a ‘unity which is never uniformity, but a multi-faceted and inviting harmony’ (Joy of the Gospel, 117). This means the development of intentional pathways of inclusion that enable people from all walks of life to be able to journey toward the Eucharistic centre. It also means that for those that don’t wish to walk this journey, we are intentional about listening and understanding their story in order that they know that they are loved and valued. The Inclusion initiative is therefore, committed to identifying and removing barriers of exclusion within the Archdiocese of Brisbane, whether that be unconscious or conscious, institutional or individual, through fostering strategies of engagement, empowerment, equality and equity.

OUTCOME ONE:

Develop a skilled and committed EB workforce by facilitating professional development for EB staff to increase their cross-cultural skills and awareness; understanding of ecumenism and inter-religious relations; knowledge and commitment to social justice issues, ecology, First Nations peoples and the Archdiocesan Reconciliation Action Plan.⁴¹

Strategies:

- a. Three annual education and training opportunities for EB staff including inter-faith experiences, intercultural competency experiences, and opportunities for encounters with marginalised peoples
- b. Encourage EB to practise inclusion in all aspects of day-to-day work and that policies reflect inclusion
- c. Integrate all Inclusion Team areas in all EB initiatives
- d. Build the profile of the Inclusion Team by promoting and increasing awareness about the good work already being done by members of Inclusion Team and promotion of new projects and initiatives

OUTCOME TWO:

Foster and coordinate multicultural pastoral care in the Archdiocese of Brisbane and beyond.⁴²

Strategies:

- a. Assist parishes, cultural communities and archdiocesan agencies in creating inclusive environments which promote the benefits of a multicultural church
- b. Action the recommendations as outlined in the Archdiocese of Brisbane Catholic Cultural Communities Consultations Report
- c. Work with the Bishop for Multicultural Communities and the Archdiocesan Commission on Liturgy to carry forward the concept of liturgical inculturation within the Archdiocese of Brisbane (music, Imagery/symbols, saints etc.)

⁴¹ 2022, Fifth Plenary Council of Australia, *Reconciliation: healing wounds receiving gifts* (Paragraph 2, page 3); *Integral ecology and conversion for the sake of our common house* (Paragraph 2, page 35). 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Embedding synodal governance; Priority 4, Engaging with First Nations peoples; Priority 5, Bringing Cultural Communities to the Centre; Priority 6, Implementing Integral Ecology).

⁴² 2022, Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 3, page 26) and 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 5, Bringing cultural communities to the centre).

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- d. Develop a database of Communities, their leaders and key statistics for ease of contact and communication. Likewise, develop a database of government resources and archdiocesan resources that could be of help for the migrants as they settle in Australia
- e. Promote the value and importance of multicultural communities within the life of the Archdiocese of Brisbane
- f. Lead and manage bi-monthly meeting of multicultural leaders in the Archdiocese

OUTCOME THREE:

Deepened awareness and commitment to social justice, peace and ecology issues within the Archdiocese of Brisbane.⁴³

Strategies:

- a. Deepening awareness and opportunities for action in parishes, faith communities and agencies through embracing Laudato Si (Care for our Common Home) and the Archdiocese of Brisbane Refugee Sponsorship Initiative
- b. Coordinate the launch of the Archdiocese of Brisbane Refugee Sponsorship Initiative. Pilot initiative with two parishes/faith communities in 2023 and double engagement annually by 2025
- c. Provide support to the Catholic Justice and Peace Commission
- d. Oversee annual update and in partnership with Church agencies coordinate the implementation of the Archdiocese of Brisbane Laudato Si' Action Plan
- e. As part of the Archdiocese of Brisbane Laudato Si' Action Plan work with three parishes initially (2023) to provide on-going support, spiritual formation and resources especially as indicated in the actions under Goals 5 and 6 of the Plan. Double parish engagement annually
- f. Annual solidarity visit to Cherbourg and associated action and advocacy aligned with the Signs of Our Times framework
- g. Ongoing engagement and dialogue on aspects of Uluru Statement from the Heart including awareness raising initiatives within the Archdiocese of Brisbane in line with the endorsement by Archbishop Mark Coleridge

⁴³ 2022, Fifth Plenary Council of Australia, *Reconciliation: healing wounds receiving gifts* (Paragraph 1, page 3); *Called by Christ sent forth as missionary disciples* (Paragraph 7, page 11); *Integral ecology and conversion for the sake of our common house* (Paragraph 3, page 35).

OUTCOME FOUR:

Increase understanding, appreciation and the number of parishes and agencies implementation of the Reconciliation Action Plan.⁴⁴

Strategies:

- a. Development, implementation and review of the Reconciliation Action Plan
- b. Engage with Reconciliation Australia
- c. Review findings of the RAP barometer to inform future actions and opportunities
- d. Active annual engagement in the review of the RAP Communication Plan
- e. Review and update resources to implement the RAP
- f. Develop the next iteration of an Innovate RAP which will be inclusive of incomplete action and deliverables from the first RAP.
- g. Coordinate delivery of annual Laurel Blow Speaker Series with focus on engaging clergy, agency staff and parishioners with Truth Telling by First Nation peoples. Inclusive of annual review to keep First Nation speakers topics relevant and up to date

OUTCOME FIVE:

Implement the Plenary Council Decrees including developing pathways of inclusion for all people with a focus on those with disabilities, women, the divorced and remarried, and members of the LGBT+ community.⁴⁵

Strategies:

- a. Set up a network within the Archdiocese of Brisbane that supports people who are passionate about creating a more inclusive Church community. This network is to provide professional development resources, access to networking events and one-on-one support
- b. Develop inclusion reference groups for identified groups such as LGBT+ community
- c. Provide support for the Archbishop's commitment to survivors of abuse

⁴⁴ 2022, Fifth Plenary Council of Australia, *Reconciliation: healing wounds receiving gifts* (Paragraph 3, page 3); *Called by Christ sent forth as missionary disciples* (Paragraph 7, page 11).

⁴⁵ 2022, Fifth Plenary Council of Australia, *Choosing repentance, seeking healing* (Paragraph 1, page 6); *Called by Christ sent forth as missionary disciples* (Paragraph 8, page 11); *Witnessing to the equal dignity of women and men* (Paragraph 4, page 16); The implementation phase of the Fifth Plenary Council (Paragraph 1, page 38) 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Embedding synodal governance).

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OUTCOME SIX:

Promote the essential nature of ecumenism and inter-religious relations to the local church in the Archdiocese through prayer, communication, education and building relationships with other Christians and those of other faiths.⁴⁶

Strategies:

- a. Provide Executive Officer support to the Council for Ecumenism and Inter-religious Relations and its Education Task Group
- b. Provide and promote two annual formation sessions open to parishes, faith communities and Archdiocesan agency staff
- c. Provide regular communication to parishes and Church agencies
- d. Provide expert advice and resources to parishes, Brisbane Catholic Education, individual schools, ACU as requested
- e. Maintain and strengthen the Covenant relationship between the Catholic Archdiocese of Brisbane (and Diocese of Toowoomba) and the Anglican Diocese Brisbane
- f. Maintain and develop the network of cooperation between Christian Churches through ecumenical initiatives such as the Queensland Heads of Churches and Queensland Churches Together (QCT)
- g. Enhance ecumenical and inter-religious relationships and build networks by representing the Archbishop on various committees, at events and by communicating with other communities
- h. In line with Plenary Council Article 3 (Decree 3) invite two parishes or faith communities to begin a more intentional strategy for local ecumenism, and work with these parishes to develop a strategy of local ecumenical formation, promotion and engagement

⁴⁶ 2022, Fifth Plenary Council of Australia, *Called by Christ sent forth as missionary disciples* (Paragraph 10, page 12); *Formation and leadership for mission and ministry* (Paragraph 4, page 27); 2022, Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 1, Embedding synodal governance).





Vocation Brisbane

Vocation Brisbane exists to promote, encourage and inspire vocations in the Archdiocese of Brisbane. Every baptised person needs to be supported, accompanied and encouraged on their journey of discovering God's call for their life. This is done by fostering a Christ-centred culture of vocations across the Archdiocese and facilitating opportunities for young people to explore their vocation. Vocation Brisbane collaborates with other relevant catholic initiatives to celebrate and promote the beauty of the Priesthood, the Diaconate, Marriage, Religious and Single Life.

STRATEGIC PLAN 2022-2024

OUTCOME ONE:

Create a culture of vocational awareness across the Archdiocese.⁴⁷

Strategies:

- a. Engage with 5 Parishes, a university, 5 schools, and 2 ethnic communities
- b. Build relationships with priests from each deanery and key stakeholders in vocations ministry
- c. Develop 10 local vocations ‘champions’ in parishes and communities that promote and support the work of Vocation Brisbane
- d. Resources
 - i. Create engaging resources that provide education and engagement that supports Vocation Brisbane’s mission
 - ii. Develop a communication strategy to support the above strategies
 - iii. Provide formation, resources and an annual training opportunity for vocation champions that explore what it means to live one’s Vocation and ways to promote Vocation in parish and community settings
- e. Collaborate with other teams in Evangelisation Brisbane to achieve the above outcome

OUTCOME TWO:

Build an intentional relationship with 5 parishes to create a local vocation ministry.

Strategies:

- a. Identify key parishes to begin the process of creating a vision for the ministry
- b. With the Parish Priest, identify a leader based in these parishes to support the mission of Vocation Brisbane⁴⁸

⁴⁷ Fifth Plenary Council of Australia, *Called by Christ – Sent forth as missionary disciples* (Paragraph 2, page 9).

⁴⁸ Fifth Plenary Council of Australia, *Called by Christ – Sent forth as missionary disciples* (Paragraph 5, page 10).

OUTCOME THREE:

Create an active community for both men and women where they have an opportunity to intentionally explore their vocation.⁴⁹

Strategies:

- a. Organise at least two full days or overnight discernment retreats
- b. Organise annual Archbishop's Dinners
- c. Facilitate monthly discernment groups that engage with at least 50 people annually; through:
 - i. Teachings on prayer and discernment⁵⁰
 - ii. Accompaniment in spiritual and human formation
 - iii. Social activities and shared meals
- d. Collaborate in activities organised by other ministries
 - i. Active participation in Evangelisation Brisbane Youth team events
 - Archdiocesan Youth Masterclass
 - Reclaim
 - Youth leader's summit
 - ii. Participate in other youth events throughout the Archdiocese

OUTCOME FOUR:

Develop and implement the Canali Program: a program of formation and engagement for those considering Seminary.⁵¹

Strategies:

- a. Promote and attract at least 5 candidates per year for the Canali Program
- b. Accompany them through the program⁵²
- c. Develop and run an annual Canali Program advertising campaign
- d. Run an ongoing Archdiocesan priesthood campaign

⁴⁹ Fifth Plenary Council of Australia, *Witnessing to the equal dignity of women and men*.

⁵⁰ Apostolic Priorities for the Archdiocese of Brisbane, *With lamps ablaze* (Priority 7, Teaching Prayer).

⁵¹ Fifth Plenary Council of Australia, *Communion in grace: sacrament to the world*.

⁵² Fifth Plenary Council of Australia, *Formation and leadership for mission and ministry* (Paragraph 2, page 26).



OUTCOME FIVE:

Present 3 applicants to the Seminary annually and 1 applicant annually to religious life.

Strategies:

- a. Ongoing mentoring – face to face and/or online.
- b. Facilitate and support men undergoing application for the Holy Spirit Seminary

Santa Teresa Spirituality Centre



Introduction:

The Santa Teresa Spirituality Centre has been designed as a place of encounter with God through prayer and reflection, spiritual formation, hospitality, natural beauty, refreshment, enjoyment and a rich heritage of spirituality including the ‘Little Way’ of St Therese of Lisieux, the patron of the Centre.

OUTCOME ONE:

Provide a place of beauty where guests can encounter God through spending time in prayer, reflection and Christian formation.

Strategies:

- a. Maintain and improve the Centre facilities and beautiful surrounds
- b. Create spaces that invite guests to engage in a range of spiritual experiences
- c. Provide prayer rituals and resources to assist guests to undertake a spiritual journey

OUTCOME TWO:

Seek to grow the number of bookings/guests.

Strategies:

- a. Promote the Centre through a range of communication strategies
- b. Develop collaborative relationships with key stakeholders
- c. Review the online booking system

OUTCOME THREE:

Grow an environment of welcome and inclusion through the ongoing exercise of hospitality.

Strategies:

- a. Hold staff formation sessions twice a year to reflect on the STSC vision
- b. Gather guest evaluation forms to discern the impact of hospitality measures
- c. Implement hospitality measures discerned by staff

OUTCOME FOUR:

Foster spirituality opportunities for groups and individuals.

Strategies:

- a. Conduct parish reflection days each year
- b. Host a Youth Leader weekend retreat annually
- c. Coordinate Archdiocesan staff spirituality formation days
- d. Develop online spirituality courses accessible to parishes and individuals

OUTCOME FIVE:

Ensure the safety and security of guests and staff.

Strategies:

- a. Maintain all equipment and facilities to WHS standards/certification
- b. Provide staff training in first aid, fire safety, health and hygiene (kitchen)
- c. Ensure staff are aware of all relevant WHS requirements
- d. Conduct regular audit and review of all safety and security measures





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*“I invite all Christians,
everywhere, at this very
moment, to a renewed personal
encounter with Jesus Christ,
or at least an openness to
letting him encounter them”*

- Pope Francis



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