



**Kairos Prison Ministry Australia**

*Changing Hearts, Transforming Lives, Impacting the World*

**Strategic Plan**

**Five Year**

**2019 to 2023**

March 2019 Board Meeting

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## **GLOSSARY**

KPMI	Kairos Prison Ministry International
KPMA	Kairos Prison Ministry Australia
KI	Kairos Inside
KO	Kairos Outside
KT	Kairos Torch
KOW	Kairos Outside Women
KOM	Kairos Outside Men
RCs	Regional Committees
SCs	State Councils
VP	Vision Priority
KHI	Key Health Indicator
EI	Excellence Initiative
AKT	Advanced Kairos Training
EZRA	Software supporting KI, KO and KT programs
KSO	Kairos Support Office
TQ	ThankQ – licensor of VMS software
VMS	Volunteer Management System (Database)
PSDGEX	Program Support and Development Group Executive
MGG	Mission Growth Group
RDO	Region Development Officer

## Kairos Prison Ministry International (KPMI) (USA)

Kairos Prison Ministry International, Inc. (Kairos) is a Christian faith based ministry which addresses the spiritual needs of incarcerated men, women, youth and their families. By sharing the love and forgiveness of Jesus Christ, Kairos hopes to change hearts, transform lives and impact the world. Kairos sprang from the Cursillo movement and is supported by volunteers from the 4th Day movements such as Cursillo and the Upper Room's Walk To Emmaus as well as volunteers from denominational, independent and non-denominational Christian churches. As a ministry, Kairos embraces a diverse group of Christian volunteers working together to fulfill Christ's call to action in Matthew 25:36.

Kairos is a ministry of the church, a ministry of the apostles whom Jesus, the Christ, has called into community and sent forth into the environment of the correctional institution.

The Kairos program incorporates curriculum designed to build and encourage pro-social character and behavior.

The word, Kairos, is a Greek word meaning in God's Special Time or in the Fullness of Time indicating an opportunity for our Participants and Guests to re-consider their life choices - as hearts are changed, inmates begin to take responsibility for their actions - it's like a front row seat at a miracle - transforming lives and impacting the world.

There are three core programs of Kairos Prison Ministry:

*Kairos Inside* (KI) (Men and Women) program brings positive and negative leaders of the institution together for a program of carefully coordinated talks, discussions, chapel meditations, and music led by a same-gender team of volunteers. Kairos Inside conducts follow up ministry that strives to build the Christian community inside the institution where the Kairos community prays and fellowships together on a regular basis.

*Kairos Outside* (KO) is a program designed primarily for women who have been impacted by incarceration. The families of the incarcerated 'do time' along with their relatives/friends – often a lonely vigil of shame and isolation. Kairos Outside provides a safe place for these women to honestly confront their pain and begin healing, by experiencing Christ's love through the Weekend experience and in forming their own small group reunions.

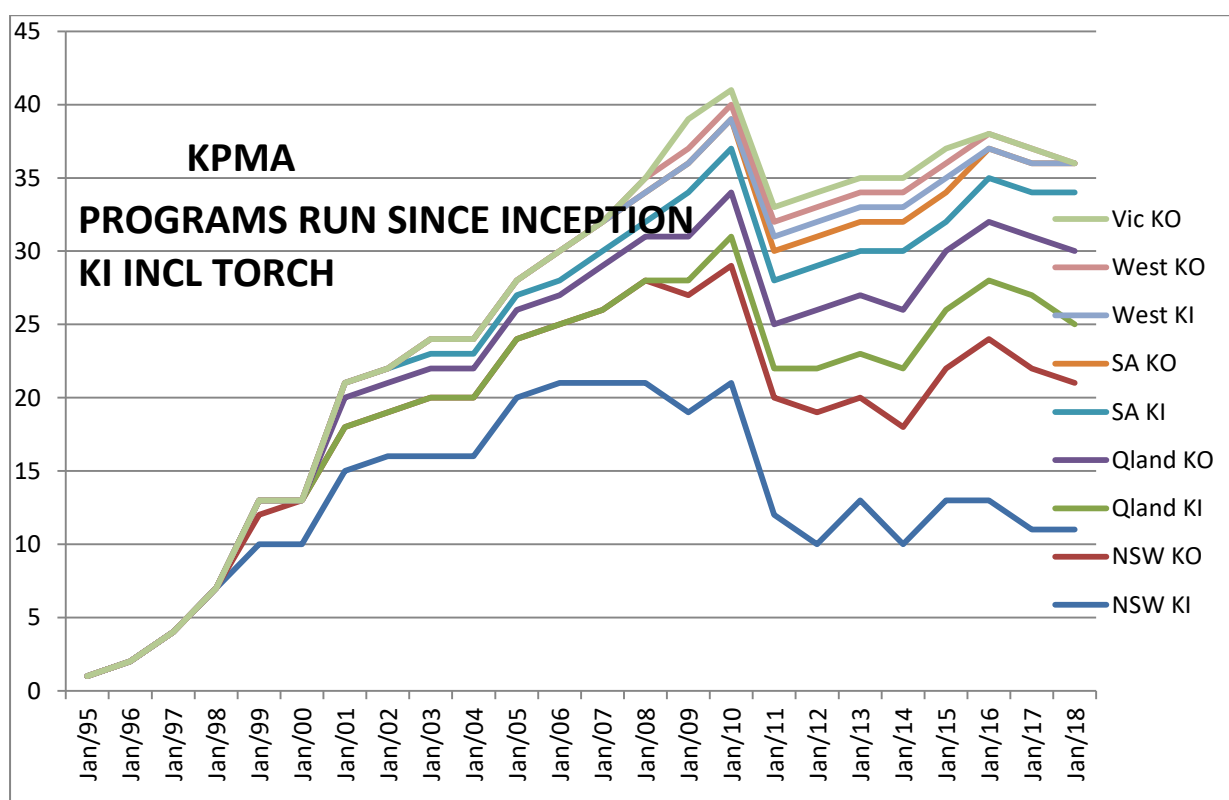
*Kairos Torch* (KT) offers unconditional love and acceptance, encouraging young men (under age 25) to share their life journey through participation in a long term mentoring process. The program begins with a Weekend retreat in the youth facility and continues with a regular mentoring program.

Kairos Prison Ministry is an international Christian faith based ministry utilizing over 30,000 volunteers worldwide conducting the ministry daily.

## Kairos Prison Ministry Australia (KPMA)

Kairos in Australia was the first international expansion for KPMI and operates the Kairos programs under licence from KPMI. The Chart below shows the initial establishment of KI in NSW from a trial program in Parramatta Gaol in 1995 through the introduction of KOW in NSW, then Queensland followed by KI in Queensland and other States.

Kairos is administered through State Councils (SCs) and Regional Committees (RCs).



The chart depicts 'programs' not Regional Committees. In the early days it was common to run two programs per year in most regions with regular follow up 'Journey' meetings being in the early evenings allowing employed volunteers to attend. As budgets tightened and overtime was reduced a number of institutions went to one program per year with Journey visits being in working hours tending to restrict Journey visits to retirees. The flattening of program in KI NSW (mainly men) from 2005 – 2009 was probably due to these type of influences. More recently it is common in NSW for a Region to run one program per year so the relationship between the number of regions and programs is closer.

Because the Chart measures programs for KI it also reflects the number of inmates receiving the Kairos experience each year and is a better measure of our effectiveness than number of regions.

The feature which dominates the chart is the noticeable fall in programs in NSW KI in 2010 – 2011. This fall in the number of programs run was caused by the closure of three gaols in NSW; Berrima, Grafton and Silverwater, each of which was running two programs per year. Berrima and Grafton were very old country gaols and early starters for Kairos. The inmates

were moved across the whole NSW system and many would have been moved to gaols where there was only one program per year.

A major effect of the closures was the loss of volunteers and momentum in the country areas of NSW. With the closures the gaol system in NSW began to experience problems of overcrowding up until the NSW Government successfully sold off their ownership of the 'poles and wires' in the State electricity distribution system. One beneficiary, among many, of the injection of new funds was the Justice System when in 2016 the Government announced its *Better Prisons* program described as "a once-in-a-generation investment in modern, secure, fit-for-purpose prisons." Included in the program is a \$3.8bn *Prison Bed Capacity Program* to create an additional 7000 beds across the State.

NSW contains around one third of the approximately 40,000 persons incarcerated in Australia at any time.

New gaols are under construction at

- Grafton (Clarence CC)
- Cessnock
- Wellington
- Berrima
- Unanderra
- Nowra.

Major upgrades or expansions are under way at

- Bathurst
- Goulburn
- Junee
- Kempsey
- Parklea and
- Silverwater

We have a 'once-in-a-generation' opportunity to relaunch Kairos in NSW prisons, having already been approached to conduct or restart programs in a number of these areas.

In addition to the loss of momentum in some country areas most regions are experiencing difficulty in recruiting new volunteers. There are many elements to this issue including the ageing of the current volunteers and reduced capacity; changing denominational demographics in the local Christian communities; and dissonance between policies embedded in the Manuals and local recruitment possibilities - all of which need to be overcome to again grow our NSW volunteer and supporter base.

This Five Year Strategic Plan covers the next five years of the ministry across all of Australia in all programs. However, the focus for 2019 will be almost entirely on KI Men in NSW to rebuild the base from which we can tackle all the other opportunities across the country.

## Vision, Mission, Statement of Faith



Kairos Prison Ministry Australia

“...I was in prison, and you visited me.” (Matthew 25:36)

### *Vision*

A Community

Spiritually Freed

From the Effects of Imprisonment

Reaching all Impacted by Incarceration,

Through the Love, Hope, and Faith

Found in Jesus Christ.

### *Mission*

The mission of the Kairos Prison Ministry is to share the transforming love and forgiveness of Jesus Christ to impact the hearts and lives of incarcerated men, women and youth, as well as their families, to become loving and productive citizens of their communities.

## **Statement of Faith**

The people of Kairos are called by God to share the love of Christ with those impacted by incarceration. Kairos encourages believers from a variety of Christian traditions to be volunteers in this Christ-filled ministry.

Kairos programs offer to prison residents, their families, and those who work with them, the opportunity to receive God's forgiveness through faith in Jesus Christ, and to grow in their faith and servant-hood in Christian community.

We stand on the common ground of the following elements of faith:

We in Kairos believe:

The Bible is God's authoritative and inspired word for our faith and our lives.

In the Trinity of the Father, Son and Holy Spirit.

In the deity, death and resurrection of Jesus Christ.

Friendship with God is a free gift, for God so loved the world that He gave His one and only son so that whoever believes in Him shall not perish but have eternal life.

The love of Jesus Christ motivates His followers to provide food for the hungry, drink to the thirsty, welcome to the stranger, clothes for the naked and visits to the sick and those in prison.

In sharing the love and forgiveness of Jesus Christ with all incarcerated individuals, their families and to those who work with them inside and outside the correctional institution.



## Overview of Correctional Institution Environment

### Kairos Inside

#### Correctional Centres in Australia – potential and serviced (at 2018)

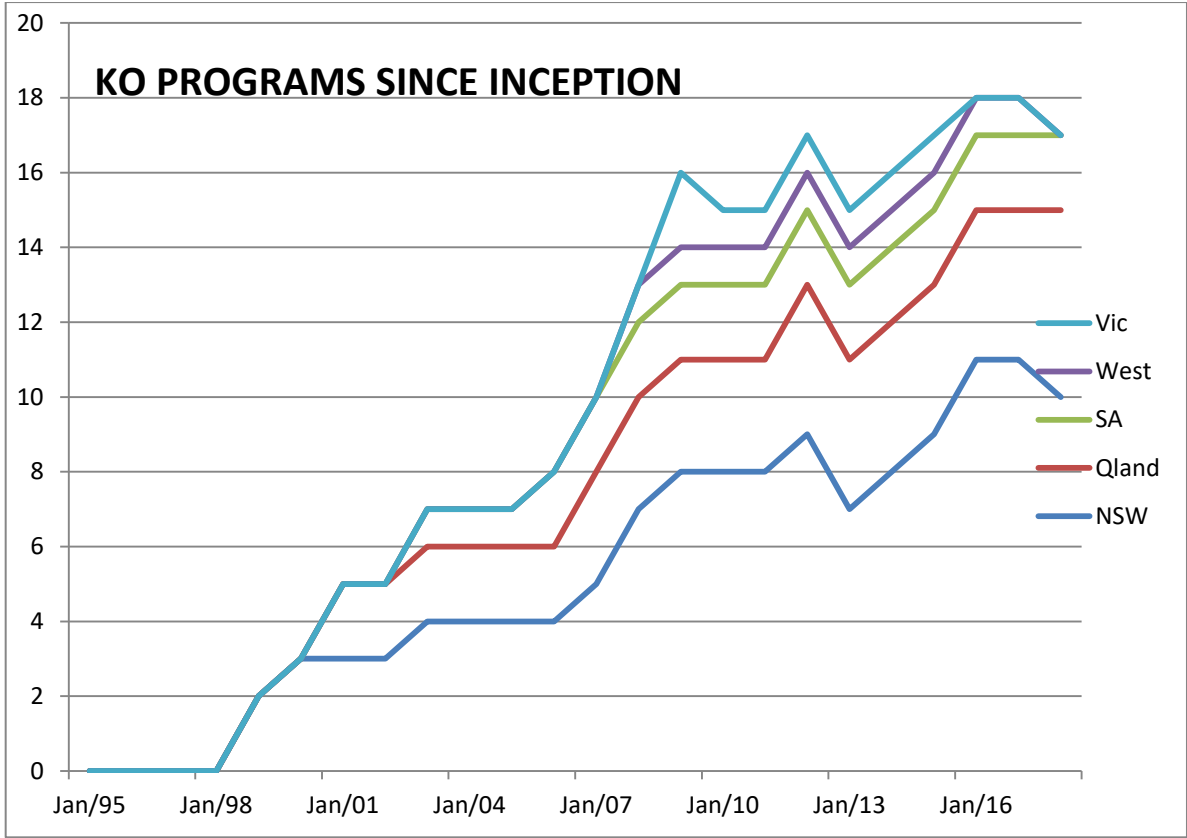
	Men		Women		Youth		Total	
	Potential	Serviced	Potential	Serviced	Potential	Serviced	Potential	Serviced
NSW	20	7	3	3	1	1	24	11
Queensland	10	3	1	0	1	0	12	3
South Aust.	5	3	1	1	1	1	7	4
West. Aust.	6	0	1	0			7	0
ACT	1	1					1	1
Victoria	10	1	1	0	1	0	12	1
Tasmania	1	0			1	0	2	0
NT	3	0			1	0	4	0
<b>Total</b>	<b>56</b>	<b>15</b>	<b>7</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>69</b>	<b>20</b>

There are more Correctional Centres by State than appear in the Potential column for Kairos involvement. The assessment of potential includes location as well as size of institution. Institutions too remote or too small have been excluded. The number being serviced in NSW at 2018 is at a decade low following major changes to the Corrective Services system. Major rebuilds and reopenings have increased the number of potentials significantly.

Over the 20 years since inception a number of attempts have been made to embed the Kairos program in Victoria with limited success however Victoria remains on a regular review of opportunities.

#### Kairos Outside Women

To the credit of its organising volunteers KO has been a continuing success story for the Ministry in Australia. The focus on KI in NSW in 2019 should not diminish the evidence that some KO regions are also having problems with ageing volunteers and funding. It is intended that knowledge gained in 2019 with KI will readily transfer into KOW particularly in volunteer recruitment and RC training.



## **Vision Priorities and Goals**

Within the long term Vision and Mission set out in Section 3 the purpose of the Five Year Strategic Plan 2019 -23 is to implement generational change in people, fundraising, systems and communications to achieve our mission faster and more effectively. The overall plans to accomplish this over five years are:

**Vision Priority 1. Sustain our existing programs and progressively establish new ones**

**Vision Priority 2. Enhance and continually focus on the spiritual health of the ministry**

**Vision Priority 3. Implement the 'new' Manuals for all three programs**

**Vision Priority 4. Achieve sustainable financial health of the ministry particularly for the Kairos Support Office**

**Vision Priority 5. Improve communication internally and externally**

**Vision Priority 6. Continually recruit and retain qualified Christian volunteers**

**Vision Priority 7. Build brand and awareness of the ministry in external audiences**

**Vision Priority 8. Create, fund and maintain training that supports all aspects of the ministry**

The term 'Vision Priority' was coined in the KPMI original Five Year plan 2014 – 2018 and used again in their latest Five Year Plan 2019 – 23. We have chosen to use the same terminology for KPMA as many of the issues and solutions are the same in both locations. Vision Priorities 1 through 8 carry equal importance over the life of the strategic plan, although supporting Goals – see below – have been ranked to reflect assessed urgency and available resources.

Goals are developed each year within each Vision Priority (VP) to maintain progress but also to ensure our aspirations for each year match our resources at each level of the Ministry. Our goals over the next five years within each VP are set out below.

## **VP 1: Sustain our existing programs and progressively establish new ones**

Goal 1. Implement Regional Development Officer (RDO) and Ministry Growth Group (MGG)

- Key Health Indicator survey of all RCs
- Targeted at KI NSW in 2019
- Build appropriate databases from NCLS and Census data
- new areas opened up
- opportunities to run two programs a year

Goal 2. Apply KI NSW RC learnings to KOW

- Initially in NSW
- Training and promotional material all available online

Goal3. Sustain and grow in WA ; re-establish in Victoria

- Review decision on Victoria Plan in 2019
  - Establish leadership team

## **VP 2: Enhance and continually focus on the spiritual health of the ministry**

Goal 1. Focus on prayer, devotions and biblical principles in all our meetings

- Assess in KHI surveys

Goal 2. Recruit widely within our interdenominational framework

- Use census data and NCLS data to understand the denominations in the areas in which we operate
- Review database for current denominational base

Goal 3. Ensure our Statement of Faith is signed by all volunteers and staff

- monitor in EI questionnaire in both KI and KOW

## **VP 3: Implement the 'new' Manuals for all three programs**

Goal 1. Introduce the KO Manual along with EZRA in 2019

Goal 2. Address KPMI Licence Agreement to enable KPMA ministry flexibility

- Kairos Inside NSW
- Kairos Inside Continuing Ministry
- Kairos Torch

## **VP 4. Achieve sustainable financial health of the ministry particularly for the Kairos Support Office**

Goal 1. Create a new fundraising capacity for KSO independent of the Regional Committees without cannibalising existing sources

Goal 2. Implement systems policies to achieve the above

- Integrate TQ software/ EZRA/ Website to seamlessly support KSO fundraising
- Develop website strategy to enhance exposure
- Migrate to v4 of VMS
- Implement efficient and cheap data input including direct from EZRA
- Appoint a resource to manage all digital interactions for fundraising

Goal 3. Prepare a Five Year financial plan for KPMA and KSO

- Review the purpose of the Property Trust
- Review options for other accommodation

Goal 4. Conduct benchmark surveys of RCs, SCs and KSO on financial and operational health

Goal 5. Review progress each year compared with the benchmark results

#### **VP5. Improve communication internally and externally**

Goal 1. Adopt an interactive communication system for Board/Management Group/PSDGEX and MGG

- Review options in 2019

Goal 2. Achieve open and direct communication with RCs and SCs

- Assess effectiveness of current email network (kairos.org.au) for communication purposes
- Improve flow of policy information from Board to SCs, RCs and volunteers
- Clarify responsibilities in Operations Manual

Goal 3. Achieve open and direct communication with volunteers and supporters

- Encourage mail Newsletters to email
- Transition monthly Chair report to Regions into internal Monthly Newsletter
- Put more current information onto website
- Decide if KPMA website should be open or closed
- Validate, evaluate and segment the contacts on VMS

Goal 4. Improve communication with wider community

- Finalise Social Media Strategy

- Educate Christian community through Christian Advertising
- Educate non-Christian community about Kairos and recidivism
- Attend CMA conference etc

#### **VP6. Continually recruit and retain qualified Christian volunteers**

Goal 1. Strictly maintain the Christian focus

- Also See VP2

Goal 2. Recruitment from non-Fourth Day movements

- Appoint a team to review the problem and possible solutions
- Agree an Australian solution by end 2019 with KPMI

#### **VP 7. Build brand and awareness of the ministry in external audiences**

Goal 1. Promote the Style Guide and its use

- Use 2019 National Conference for examples
- Use KPMI as examples
- Develop policy on use of mykairos.org

Goal 2. Develop promotional materials

- Material for recruitment
- Develop awareness material for Chaplains
- Material for fundraising
- All on line by 2021

Goal 3. Develop Policy and strategy for

- Social Media
- Christian News media

Goal 4. Coordinate with other Prison Ministries

- Closer relations with The Walk to Emmaus and Cursillo

Goal 5. Plan presence of directors at promotional functions

- CMA
- Chaplains Conference

#### **VP 8. Create, fund and maintain training that supports all aspects of the ministry**

Goal 1. RC Training Program

- Focus on recruitment tools
- Create new promotional material to support RCs
- Promote One Ministry
- Improve Governance education
- Annual RC training in all RCs by 2021

Goal 2. Plan similar training for SC members

Goal 3. Program Training AKT etc

- Review practicality of policy timings in Manuals
- Find a way for KSO to finance more program training

Goal 4. All training material to be on line by 2021

## Resources

KPMA is a volunteer based organisation with three part time paid employees in KSO. All other work relies on a flow of volunteers into positions from Chair of the Board and directors through to the volunteers who provide meals to participants. Apart from some grants all funding comes from donations. Success in the Five Year Plan and its timing depend on the flow of both these resources.

In many cases, the implementation is dependent on readiness of other items - prioritization of financial resources and the available time of staff/volunteers - so implementation will be somewhat fluid as priorities are regularly reviewed.

The purpose of the plan is to know where we want to go and to implement it, while understanding we need to ebb and flow as we proceed forward.

As each year is accomplished, the next year flows off the previous one enhancing the ministry, implementing changes as needed and growing the ministry in various ways. A strategic plan is never finished. It rolls on year to year, updated as necessary to be current with accomplishments, new information, issues, and opportunities.

(Dr) Vern Harvey

Chair of the Board  
Kairos Prison Ministry Australia  
5 April 2019