



# MAHI MIHINARE

ANGLICAN ACTION

OPERATIONAL PLAN  
2022-23

# OUR MISSION STATEMENT

Anglican Action stands for Justice Through Service.

Anglican Action unites Faith and Te Tiriti in a Mission committed to flax roots support and challenge from the margins to an unequal society in order to liberate and empower.

Anglican Action celebrates the spirituality of life and believes that every sister and brother, known or stranger, of this land or another, is considered to be our neighbour.

All of creation is sacred and of equal and infinite value with a soul worthy of care and respect.

To this end, Anglican Action commits itself to the pursuit of justice through service within and beyond the borders of Aotearoa New Zealand.

We will advocate and stand in solidarity with all of creation and every brother and sister being denied justice or the basic human necessities of life.

We offer hope.

# OUR VALUES

## **WHAKAHOU - REGENERATION**

This value refers to living in the rhythms and cycles that are life-giving without wasting, exploiting or violating the natural order.

## **WHAKAORATANGA - RESTORATION**

This value refers to the restoring of individuals to themselves to enhance their sense of self, their mana, their mauri, spirit and humanity.

## **WHAKARATONGA - REDISTRIBUTION**

This value reminds us that inequality is rooted in systems of greed and destructive consumption. This value is not based on merit but on the commitment to equity that ensures everyone receives all they need to flourish and thrive.

## **TAU TAUPAKI - RECIPROCITY**

This value reminds us that life is not a balance sheet or ledger. It is based on giving and receiving freely. In this "economy" of community, we learn to be generous and open-handed and to offer support, care, our time and talents to whoever needs it.

# OUR TACTICAL PLAN

1. Te Tiriti (partnerships, hapū/iwi, Mission practice)
2. Workforce Sustainability (work and workplaces, staff, succession planning)
3. Oranga (recognise the centrality of wairua, whakapapa)
4. Health, Safety and Wellbeing (BCPs, risk registers, policies and processes)
5. Hope-filled Mission Culture (enacting Mission Statement in all of our actions)
6. Alliances (property managers, whānau, Church, community groups, businesses, local/central Govt)
7. Financial and Infrastructural Sustainability (contracts, investments/funding, assets)

## OUR PURPOSE: TRANSFORMATIONAL CHANGE

8. Justice Leadership (environmental, research, advocacy)

9. Continuous Development, Innovation (policies, procedures, processes, technology, professional standards, training and professional development)

10. Data, Insights, and Evidence (to ensure equity, to make the connection between social and environmental factors for vulnerable communities, develop innovative evaluation tools)

11. Celebrating Diversity and Being Inclusive (celebrating gender, orientation, ethnicity, faith)

12. Paramountcy of Tamariki and Rangatahi (protected, thriving, flourishing, aroha)

# OUR OPERATIONAL PLAN

FOR OUR WORKFORCE THIS MEANS:

## **1. Te Tiriti (partnerships, hapū/iwi, Mission practice)**

- a. Establishing a Māori Strategic Team
- b. Cultural supervision, Kaumatua-led
- c. Te Tiriti-based training
- d. Enacting Whatu Te Muka Tangata
- e. Attending noho and engaging in significant cultural occasions
- f. Using pepeha, waiata, karakia, Te Reo
- g. Knowing, acknowledging, respecting, mana whenua on all sites
- h. Developing a working relationship with mana whenua
- i. Understanding and weaving in tikanga-based practice
- j. Guaranteeing cultural equity in leadership
- k. Acknowledging, protecting, enhancing mana
- l. Acknowledging and celebrating culture
- m. Working to enhance mauri and mana of all people

## **2. Workforce Sustainability (work and workplaces, staff, succession planning)**

- a. Providing responsive employment packages
- b. Providing flexible work and workspaces
- c. Committing to developing healthy rosters, work-life balance
- d. Providing isolation leave, paid lunchtimes, paid birthdays, gift days
- e. Managing leave balances to ensure safe practice and a well workforce
- f. Ensuring up to date job descriptions
- g. Providing professional supervision
- h. Undertaking annual appraisals including professional development plans
- i. Undertaking exit interviews to evaluate the Mission as a workplace
- j. Planning for seamless transitions for absences and departures
- k. Being whānau-focused
- l. Ensuring adequate staffing levels across the Mission
- m. Developing and maintaining transparent workplans and easily accessible systems for each role
- n. Establishing appropriately resourced onsite workspaces
- o. Acknowledging and upholding tikanga in tuakana-teina relationships
- p. Recognising culturally different ways of working and practice and adapting to incorporate those strengths

The top half of the page features a light green background with a subtle, intricate Maori pattern of swirling lines and curves. Centered on this background is the text 'MA TE RATONGA MAHI KA WHAI I NGA MEA TIKA' in a dark green, sans-serif font. Below this, the English translation 'JUSTICE THROUGH SERVICE' is written in the same font and color.

## MA TE RATONGA MAHI KA WHAI I NGA MEA TIKA JUSTICE THROUGH SERVICE

### **3. Oranga (recognise the centrality of wairua, whakapapa)**

- a. Understanding what oranga means and how that weaves into our work
- b. Recognising we are wairua beings
- c. Importance of karakia, waiata, prayer and reflection, meditation and retreat times
- d. Integrating spiritual leaders within the work of the Mission
- e. Acknowledging faith as part of the Mission's whakapapa
- f. Knowing your whakapapa
- g. Working with Kaumatua and cultural leadership to celebrate whakapapa
- h. Nurturing the interconnectedness of all life
- i. Identifying different spaces and opportunities to enhance oranga



# KO TA MATOU HE TUMANAKO WE OFFER HOPE

## **4. Health, Safety and Wellbeing (BCPs, risk registers, policies and processes)**

- a. Adherence to policies, processes, and procedures
- b. Dedicated Health and Safety Lead who will be consulted on all health and safety matters
- c. Consistently reviewing Business Continuity Plans
- d. Consistently reviewing Operational Risk Register
- e. Ensuring Safety Plans are produced, signed, and followed
- f. Risk Assessments are completed for each person coming into our work and are regularly reviewed
- g. Ensuring a comprehensive understanding from referral documents of the physical and mental health of each person and reviewing regularly
- h. Prioritising victim impacts in all planning and goal setting
- i. Applying the mitigating factors in risk assessments
- j. Ensuring Health and Safety on all meeting agendas and evidencing all health and safety actions

## **5. Hope-filled Mission Culture (enacting Mission Statement in all of our actions)**

- a. Having a comprehensive understanding of the Mission Statement
- b. Using hope-filled language/narratives and models of practice that uplift mana and mauri
- c. Attending and participating in staff hui

## **6. Alliances (property managers, whānau, Church, community groups, businesses, local/central Govt)**

- a. Supporting people to find a house and create a home
- b. Identifying key stakeholders to support and enhance the work of the Mission
- c. Reconnecting and restoring individuals with whānau/fanau/family and marae
- d. Providing support and solidarity for each other across the Mission

## **7. Financial and Infrastructural Sustainability (contracts, investments/funding, assets)**

- a. Understanding and meeting obligations under contracts
- b. Maintaining high occupancy rates within residences
- c. Meeting required engagement with rangatahi
- d. Understanding relevant budgets pertinent to each team
- e. Ensuring high standards of care and respect in the maintenance of residences, vehicles, and workplaces
- f. Accountability for all financial activities
- g. Supporting funding initiatives
- h. Investing ethically (people and planet)

## **8. Justice Leadership (environmental, research, advocacy)**

- a. Taking the Mission into the future with a justice focus
- b. Reducing of the Mission's environmental impact (waste minimisation, EVs)
- c. Working alongside mana whenua on environmental and justice issues
- d. Developing submissions to challenge unjust structures and systems

## **9. Continuous Development, Innovation (policies, procedures, processes, technology, professional standards, training and professional development)**

- a. Reviewing policies to align with Te Tiriti and assess if they are fit for purpose
- b. Developing new policies, procedures, and processes, following incidents, debriefs, and evaluations
- c. Undertaking annual appraisals
- d. Formulating professional development plans
- e. Using technology to enhance effective and efficient practice and diminishing the use of unsustainable resource use
- f. Developing standard operating procedures that give staff clarity on areas of practice that require consistency

## **10. Data, Insights, and Evidence (ensuring equity, the connection between social and environmental factors for vulnerable communities)**

- a. Continuing to roll out new reporting tools that make data and information available to operational staff, managers, and the leadership team, to inform decision making
- b. Developing options for replacing our current data system in a cost conscious and timely way
- c. Committing to capturing and recording data and evidence to the highest standard
- d. Analysing and using data for continuous improvement and advocacy



## **11. Celebrating Diversity and Being Inclusive (celebrating gender, orientation, ethnicity, faith)**

- a. Developing a Diversity Position Statement for the Mission
- b. Ensuring that all expressions of humanity and spirituality are respected and celebrated

## **12. Paramountcy of Tamariki and Rangatahi (protected, thriving, flourishing, aroha)**

- a. Using best practice models to fundamentally shift how staff assess and prioritise safety and security of tamariki and rangatahi
- b. Creating robust and comprehensive safety plans with tamariki and rangatahi at the centre
- c. Providing a safe environment where tamariki and rangatahi will be protected, and can thrive and flourish

# OUR ACTION PLAN

We have grouped these actions into twelve areas which represent the key features of the work of the Mission, and the oversight and monitoring required to hold us to account for these actions.

This Action Plan contributes to our overall aim of delivering great outcomes with and for tamariki, rangatahi, adults, and their whānau, so we can address the inequities in systems and structures. We will support and empower people to move beyond their trauma and disconnection. We offer hope.

This is not an exhaustive list of all work underway or to be carried out, these actions will be updated and reviewed periodically to ensure we are on track to achieve our goals. Further planning at a more detailed level will take place in teams. As we learn and review these actions may change.

# 1. TE TIRITI (PARTNERSHIPS, HAPŪ/IWI, MISSION PRACTICE)

## Do now (2022)

1. Work with Kaumatua, Cultural Leads, and Māori Strategic Team to establish:
  - a. Comprehensive cultural programmes, including wānanga for staff and programme participants
  - b. Restoration hui with whānau and hāpori
  - c. Tikanga and kawa
  - d. Confidence in reciting pepeha, karakia, waiata
  - e. Mihi whakatau and poroporoaki processes
  - f. A cultural calendar to celebrate events
  - g. Noho
2. Develop confidence and the normalisation of Te Reo
3. Support programme participants to register with their iwi
4. Invite whānau to participate in the development and navigating of plans for their loved ones

## Do later (2023)

1. Māori staff to be provided with training and wānanga opportunities in terms of Te Ao Māori and tikanga
2. Opportunities for staff and residents to attend Te Tiriti wānanga
3. Strengthening ties with mana whenua, inviting them to establish tikanga and kawa, cultural calendar events in that rohe, lead wānanga with staff and programme participants, reciting pepeha and karakia for that rohe, and noho in their marae

## 2. WORKFORCE SUSTAINABILITY (WORK AND WORKPLACES, STAFF, SUCCESSION PLANNING)

### Do now (2022)

1. Create leave plans within the team in advance with equity and fairness
2. Create annual leave calendar for the year, two weeks must be taken consecutively. Leave not to be banked.
3. Training for online timesheet and leave system
4. Ensure good team contingency planning for unexpected absenteeism (eg. sickness, tangi)
5. Take alternative leave within a month (days in lieu of working on a public holiday)
6. Two weeks notice is required for all staff to take annual leave.
7. Workplans must be submitted for staff working remotely
8. Working with your supervisor to provide an annual report to bring to your annual appraisal
9. Ensuring that workspaces are tidy and safe

### Do later (2023)

1. Create annual leave calendar for the year, two weeks must be taken consecutively. Leave not to be banked.
2. Workplans must be submitted for staff working remotely.

### 3. ORANGA (RECOGNISE THE CENTRALITY OF WAIRUA, WHAKAPAPA)

#### Do now (2022)

1. Begin and end the day with karakia
2. Develop a team understanding of oranga and how it weaves into their work
3. Engage spiritual leaders to participate in the mahi
4. Support programme participants to explore their whakapapa and history, including whānau in the exploration
5. Identify different spaces and opportunities to enhance oranga (eg. using nature, going for walks, using different environments to engage with those we work with)
6. All staff and programme participants will work together to practice kaitiakitanga

#### Do later (2023)

1. Identify different spaces and opportunities to enhance oranga (eg. using nature, going for walks, using different environments to engage with those we work with)
2. Staff to engage programme participants in transforming and maintaining our spaces to enhance and reflect the restorative nature of our work
3. Develop a kaupapa driven plan which honours and respects people and environment

## 4. HEALTH, SAFETY AND WELLBEING (BCPS, RISK REGISTERS, POLICIES AND PROCESSES)

### Do now (2022)

1. Plan annual leave for the year. Leave not to be banked.
2. Monthly reporting to Health and Safety Lead on any issues of Health and Safety
3. Review BCPs to reflect the season bi-monthly
4. Submit Safety Plans to Health and Safety Lead one week prior
5. Complete comprehensive risk assessments as part of the assessment process and submit to Assistants to GM within two weeks
6. All staff to complete PeopleSafe training and refreshers
7. All relevant staff must maintain first aid certification otherwise risk suspension
8. Create a safe culture for honest and trustworthy staff reflection

### Do later (2023)

1. Plan annual leave for the year. Leave not to be banked.
2. All relevant staff must maintain first aid certification otherwise risk suspension

## 5. HOPE-FILLED MISSION CULTURE (ENACTING MISSION STATEMENT IN ALL OF OUR ACTIONS)

### Do now (2022)

1. Develop a service-specific hope statement that is then lived-out and reflected on at team hui
2. All staff to attend and participate at staff hui
3. For rostered staff intentional time given for reflection to learn from challenge and successes to continuously improve and develop practice
4. Calendar meetings between management and rostered staff to reimagine vision and mission

### Do later (2023)

1. Revise all document and assessments to reflect narratives of hope
2. Invite spiritual reflection from across the Mission

## 6. ALLIANCES (PROPERTY MANAGERS, WHĀNAU, CHURCH, COMMUNITY GROUPS, BUSINESSES, LOCAL/CENTRAL GOVT)

### Do now (2022)

1. Nurture the network of property managers to support housing provision
2. Identify champions within whānau to support and plan the journey with our programme participants from the outset
3. Build networks within the community to support the programme participants once they leave our mahi
4. Maintain and develop relationships with churches

### Do later (2023)

1. Develop wider networks of support for employment, education, training, and independent accommodation
2. Make local and central government aware of the mahi of the Mission and resources required to support ongoing development
3. Maintain and develop relationships with churches
4. Cultivate a working relationships with Community Law Centre

## 7. FINANCIAL AND INFRASTRUCTURAL SUSTAINABILITY (CONTRACTS, INVESTMENTS/FUNDING, ASSETS)

### Do now (2022)

1. Residential programme budget provision is driven by occupancy levels and team leads will receive monthly updates
2. Undertake maintenance and inventory to allow one week turnaround on all units
3. Proposals for larger projects to be submitted to the management team by October of each year for the following year
4. Explore funding options to support our environmental work
5. Secure ongoing contracts for Whakaoranga Wāhine
6. Appoint an Asset Maintenance Lead
7. Meet with Momentum Foundation future development opportunities
8. Make explicit the links between the budget and service delivery
9. Identify contract outcome measures for 2021 for comparison with 2022

### Do later (2023)

1. Make investment in Awhitia
2. Secure ongoing contracts for Kāinga Taupua and He Ūkaipō
3. Investigate the changes to the Charities Commission in regards to financial reserves
4. Review Operations Management Plan
5. Participate in the redevelopment project for Te Ara Hou
6. Make explicit the links between the budget and service delivery

## 8. JUSTICE LEADERSHIP (ENVIRONMENTAL, RESEARCH, ADVOCACY)

### Do now (2022)

1. Develop a position statement on prisons
2. Develop a position statement on the environment
3. Develop an environmental policy
4. Produce research on Womens' Reintegration
5. All services to have a working waste minimisation programme
6. Map the emissions profile across the Mission
7. Undertake research on 99 year parole conditions
8. Provide opportunities for staff and programme participants to contribute to the ongoing restoration of the Mangaonua Gully

### Do later (2023)

1. Undertake research on the impacts of institutionalisation
2. Review the Family Group Conference process and make a submission to MSD
3. Develop an effective way of collecting data on property viewings and applications

## 9. CONTINUOUS DEVELOPMENT, INNOVATION (POLICIES, PROCEDURES, PROCESSES, TECHNOLOGY, PROFESSIONAL STANDARDS, TRAINING AND PROFESSIONAL DEVELOPMENT)

### Do now (2022)

1. Develop Wāhi Āwhina into an online staff portal
2. Update branding across the Mission to ensure it is consistent
3. Produce merchandise to strengthen the visibility of our brand
4. Use every critical incident and evaluation to reflect on service delivery, practice, and development, including policy review

### Do later (2023)

1. Build a framework that incorporates the current practice standards and the multiple professional competency standards into one place
2. Create a matrix of training for the roles across the Mission

## 10. DATA, INSIGHTS, AND EVIDENCE (TO ENSURE EQUITY, TO MAKE THE CONNECTION BETWEEN SOCIAL AND ENVIRONMENTAL FACTORS FOR VULNERABLE COMMUNITIES, DEVELOP INNOVATIVE EVALUATION TOOLS)

### Do now (2022)

1. Produce video stories from programme participants
2. Develop options for replacing our current data system in a cost conscious and timely way
3. Commitment to capture and record data and evidence to the highest standard
4. Analyse and use data for continuous improvement and advocacy
5. Review and revise our evaluation tools

### Do later (2023)

1. Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference
2. Develop new evaluation tools

## 11. CELEBRATING DIVERSITY AND BEING INCLUSIVE (CELEBRATING GENDER, ORIENTATION, ETHNICITY, FAITH)

### Do now (2022)

1. Develop a Diversity Position Statement
2. Explore feasibility of becoming Rainbow Tick accredited
3. Celebrate the various language weeks and cultures
4. Provide safe spaces for transgender programme participants

### Do later (2023)

## 12. PARAMOUNTCY OF TAMARIKI AND RANGATAHI (PROTECTED, THRIVING, FLOURISHING, AROHA)

### Do now (2022)

1. Place tamariki and rangatahi at the centre of all safety plans and risk assessments
2. Look at opportunities for our programme participants to reconnect with their children
3. Training on child protection studies particularly for our tāne staff
4. Staff hui dedicated to a training session by He Ūkaipō
5. Ensure our facilities are conducive to tamariki and rangatahi oranga and wellness

### Do later (2023)

1. Develop a policy around the paramountcy of tamariki and rangatahi





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