

'PARTS OF A WHOLE'

Towards an Alliance of Methodist Missions,
Parish and Community based Social Services

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Abstract

A Working Paper towards establishing a formal Alliance of Methodist Missions & Community and Parish Based Social Services to improve their individual and collective strength and effectiveness, to benefit the people they work with, and advocate for.

Working Paper for the Methodist Alliance Proposal v4

Executive Summary

This paper proposes and recommends the establishment of a national Alliance that includes: all Methodist social Services, large and small, cultural and regional based; that operates in way that is true to the ethos and unique beliefs of Methodism; incorporates the bi-cultural commitment of Methodist Church of New Zealand / Te Haahi Weteriana o Aotearoa; and respects the need for diversity of operation in different communities to meet the diverse needs and challenges of different communities, families / whanau and individuals.

The Methodist Church has a disproportionate role in delivering high quality social services, and an impressive history of social service innovation and effectiveness. But our national “brand” is almost invisible. The proposal for a Methodist Alliance is to make that national identity more clear and effective, engaging the whole Church, while affirming the particular strengths and local identity of each member of the Alliance.

The intention is that the Alliance will replace the current MMA (Methodist Mission Aoteroa) structure. The proposed Alliance is a significant departure and change from the current MMA model which in reality is dominated by the four longest established regional based Methodist Missions: Auckland, Wellington, Christchurch and Dunedin.

The journey to this point has been long and considered and has included discussion and direct input and feedback from Methodist based social service leaders, Church leaders and external stakeholders. It is important to note, however, that, although dialogue has been ongoing with Te Taha Maori, due to unfortunate circumstances Te Taha Maori has been unable to provide final formal feedback on this proposal. But Te Taha Maori have asked that the process continues in the meantime.

The proposed change to form an inclusive national Alliance is driven by the collective commitment to work with individuals and communities to support them to improve their life opportunities and outcomes in an ever changing and challenging social and economic environment. While the external environment is rapidly changing, what we are proposing is not driven by Government policy, income generation or a desire to centralize, control or homogenise local operations.

The change to establish an inclusive national Alliance is significant, historic and timely and it is supported by many in the Methodist Church of New Zealand/ Te Haahi Weteriana o Aotearoa. The consensus view of internal and external stakeholders is that the current model has reached its limitations in terms of enabling Methodist based Social Services to be effective, efficient and influential nationally and in some case locally, especially in smaller regions and for relatively new and emerging cultural based services.

This paper sets out the rationale and benefits for change and proposes a strategy to move forward. It also proposes a national organisation model as a place to start and a dual implementation pathway which are intended to inform the decision making process to formally establish an Alliance. The paper intentionally does not propose solutions about operational matters as these are issues which are more appropriately addressed by the members of the Alliance once the Alliance is established. We are proposing to appoint an Interim Steering Group that is representative of the inclusive membership of the Alliance as soon as possible with the aim that major policy and key operational issues are resolved within 12 months.

Purpose of this Paper

This paper documents and recommends the establishment of a formal Alliance and operating structure for Methodist Missions, parish and community based social services and Trusts, within the life of the Methodist Church of New Zealand Te Haahi Weteriana o Aotearoa.

Background

The notion of a formal Alliance amongst Methodist Missions has been discussed and debated by the members of Methodist Mission Aotearoa (MMA) and its predecessor WesleyCom for several years. This has included the development and discussion of several papers over the years, all of which have been reviewed and are noted in the Bibliography.

Most recently a paper prepared in December 2014 has reignited the discussion which has included extensive consultation and culminated in a workshop of MMA members on 14 August 2015.

The outcome of the workshop was a consensus of support for establishing a formal Methodist Alliance that is based on the ethos of Methodism and includes all Missions and social services that are run in conjunction with Methodist Parishes.

Bi-Cultural Statement

In 1983, the Conference of the Methodist Church of New Zealand – Te Haahi Weteriana O Aotearoa, decided to order its life on the principles of the Treaty of Waitangi and to base its decision making, power sharing and daily life around what the Conference called the 'Bi-cultural Journey'. The Missions are by this committed to carrying out all functions based on the Treaty of Waitangi. The Missions, supported by the church, issued two key statements; *Breaking the Cycle* followed by *Cycles of Hope*, both highlighting the importance of social justice, inclusiveness, and social development. The church further approved the principle that missions should establish services that embrace a 'theology of life' (ka ora) not a 'theology of death' (ka mate). Missions are required to operate in consultation with Te Taha Maori (the Treaty Partner) and to keep both church and local iwi informed and involved in the work of the social service agencies.

Context

Currently Methodist based social services, community development and advocacy is provided on different scales by 7 Methodist Missions and Trusts (Auckland, Hamilton, Palmerston North, Wellington, Christchurch, Dunedin, Sinoti Samoa, Vahefonua Tonga) and Tamahere Eventide Home, (see Appendix One); and a wide range of services connected to Parishes. Each Mission has a governing Board that guides and oversees the work and direction of the Mission.

Methodist Mission Aotearoa (MMA) links the Mission based services together and has the ability to review the performance of each Mission. There is no equivalent link for the parish based services. Historically, the four regional Missions (Auckland, Wellington Christchurch and Dunedin) have had MCNZ Lawbook responsibility for parish-based services in their area, however this model has struggled in recent years.

Conference has recognised that the Missions are no longer parishes, are run by Directors who do not need to be ordained Ministers, and are overseen by Boards rather parish councils. This is now reflected in the Law Book relating to Parishes.

At the same time there is:

- Increasing pressure on the most vulnerable people in our communities
- An ongoing need to challenge and inform government policy to address root causes and propose constructive alternative solutions
- Limited visibility of the community based work done by the Methodist organisations
- A desire by Government to work with fewer, more capable community based agencies and to forming long term relationships with credible national organisations and place based funding
- Recognition of the value and expertise of specific work undertaken by individual Missions
- Signalling from Government that much stronger quality assurance, outcome achievement and reporting, and productivity management, will be expected from providers in the near future.

Key Challenges

- Being inclusive of a wide range of Methodist providers of social services and operating as an effective, agile joined up national organisation
- Embracing and articulating the Church's Bicultural Journey in service design and provision
- Respecting and embracing multi-cultural diversity in the design, policies and operation of a national Alliance
- Operating collectively and coherently nationally and ensuring local decision making to address local community needs / issues

- Ensuring all services provided by Methodist providers of social services follow recognised best practice and acknowledging the differences in size, locality, staffing and ethnicity, that is clearly within the Methodist Kaupapa and informed by Methodist theology
- Maintaining Methodist independence and working with Government
- Closer working relationships with Parishes
- Retaining the momentum and impact of the established larger Missions and integrating the newer Missions that will grow and develop in the future and work directly with specific ethnic communities including: Tongan, Samoan, Fijian, Korean
- Sharing a common identity and the associated risks of that

Proposal / Recommendation

Based on the outcomes of the consultative research and discussion and strength of support, it is recommended that:

- i. Conference supports the establishment of a formal Alliance between all Methodist Missions, parish and community and based social services and Trusts, so that the Alliance is open to all the social services that are run in conjunction with all parts of the Methodist Church of New Zealand – Te Haahi Weteriana o Aotearoa, and
- ii. Notes that:
 - a. the Alliance replaces Methodist Mission Aotearoa (MMA), but not any individual Mission;
 - b. No change is proposed to the current direct accountability of Missions to Conference; and
 - c. Use of the name of the Alliance by social service groups is subject to their committing to the agreed Code of Conduct / Operating Protocols.

Goals

The Alliance of Methodist Missions and Social Services will:

- Support the work of members, through the promotion of best practice and professional standards
- Leverage the collective skills, experience, imagination and resources to work towards building a just and inclusive society
- Increase the visibility of the work being undertaken by the Methodist Church of NZ/ Te Haahi Weteriana o Aotearoa
- Ensure that the voice of those without power is heard
- Enable members to work collectively.

Strategy

The agreed Strategy to achieve the Goals is an interdependent and inclusive.

It is to set up and operate a formal National Alliance that will increase the national and local effectiveness, profile and robustness of the work that is done in communities by Missions and social services associated with Methodist parishes and groups, without controlling or limiting their direction or initiative. Participants in the Alliance will commit to a common code of conduct to ensure the quality and credibility of the Alliance brand and practice.

Achieving even greater results from the same or fewer resources will be dependent on the effectiveness of the local organisations working individually, and together, as part of the National Alliance and the Methodist Connexion.

Rationale

The arguments in favour of a formal Alliance have been well rehearsed in previous papers noted in the Bibliography. However, amongst the most compelling is the limitation of the current approach to increase the effectiveness, quality and reach of current programmes; to develop new initiatives; have greater national voice; and develop the capability of the missions and other Methodist social service providers to meet the changing community needs and regulatory requirements. In essence the current model has reached its potential.

Benefits

The potential benefits of establishing a formal Alliance include:

- Sustainable, agile, consistently high quality services for clients of all Methodist social services, throughout Aotearoa, that is consistent with Methodist kaupapa
- A national identity and vision for all Methodist social service and development organisations, supported by co-branding
- Stronger national voice and 'position' on social and development issues
- Greater impact and influence on Government policy
- Increased credibility through collective scale and operating to agreed standards of practice
- Clear and consistent articulation of Methodist principles in practice (word and deed)
- Formal sharing of resources and expertise between Missions to improve their efficiency and effectiveness and to help manage costs
- Clearer and supportive relationships between parishes and Missions
- Supporting realistic models for strengthening the viability of members of the Alliance
- Continuation of local decision making by services and their ability to apply cultural ideologies within agreed standards of practice
- Collective investment in the capability and development of the Alliance and its members which will provide particular benefits to small and emerging missions and services
- Greater professional development and career opportunities for staff
- Access to economies of scale for purchasing and service delivery

- Better shared capacity for tendering and delivery of national and regional services and contracts
- Access to high quality management systems and processes e.g. IT systems, Employment contracts data base, and reduced duplication of investment.

Building Connexionalism

In many ways the Alliance will actively facilitate and support connexionalism to improve the effectiveness and relevance of what the Methodist Church does in communities and nationally, to address injustice and improve opportunities and the quality of life of the least advantaged.

Connections between:

- Methodist based providers of community development and social services
- The Services and the Church – Conference, parishes, other groupings
- Services and Government
- The Services with other community development and social service agencies, including other faith-based agencies
- Local communities and the Church

In keeping with the Methodist concept notion of connexional accountability and discipline, the Alliance will provide a formal and informal forum for sharing information, and ideas, for questioning, reviewing, learning, and developing what is done by each member of the Alliance. It will also provide an ultimate channel of accountability to Conference.

In practice what does this mean?

It is... supporting and strengthening the ability of local Methodist organisations to work effectively locally, and nationally through working as one, as 'a whole', nationally.

Based on discussion this is likely to include:

1. Social Justice Issues - Advocacy

- Agreeing a national agenda of social justice issues
- Researching and agreeing position and approach for each issue
- Co-ordinated campaigns and work
- Led by staff from with Mission and services so we can all draw on the greatest knowledge and expertise for each particular issue
- Leaders mandated to speak on behalf of the Alliance
- 'Campaigns' participated and supported by Missions and services with relevant local / national experience and involvement

2. Social Services Delivery

- Researching and agreeing best practice(s) in each area of service delivery, led by staff with the greatest expertise in the area
- Developing priorities for supported implementation of best practice
- Working together and supporting members to implement best practice in ways appropriate to their clients and communities
- Developing the systems, infrastructure and capability to apply best practice efficiently and effectively and meet all regulatory and compliance requirements
- Sharing learning
- Effective reporting of results and outcomes
- Advocating nationally for the funding and application of best practice

3. Community and Neighborhood Development

- Agreeing national joint projects, and building linkages among locally initiated projects
- Researching and agreeing position and approach for each project
- Agreeing project leadership and participation
- Co-ordinated campaigns and work
- Led by staff from services with the greatest knowledge and expertise of the particular issue
- Participated and supported by Missions and services with relevant local / national experience and involvement

4. Government Relationships and Contracting

- Agreeing process and relationship leadership roles and accountability for working with Central Government and speaking on behalf of the Alliance
- Researching and agreeing positions on key issues involving representation to central Government (Ministers and Officials)
- Supporting relationship leaders in agreed areas
- Actively sharing information and involving members within the Alliance
- Working together 'as one' to:
 - Develop long term partnership based relationships with Government departments and agencies
 - Secure contracts that will enable the viable and effective delivery of services relevant to the strengths of each service and of value to local communities
 - Influence effective contracting

5. Capability Development (as identified in Appendix 2)

- Identifying areas to strengthen the capability, (people, governance, management, systems, operational and professional practice), efficiency and effectiveness of members and the Alliance
- Agreeing capability development priorities and work programme
- Developing initiatives and resourcing approaches to improve capability in priority areas
- Seeking external resourcing and contributing collectively to support capability development
- Working together to support the implementation of capability development projects

6. Church Relationships

- Developing and implementing formal approaches and processes to:
 - Connect with 'the Church' and Conference
 - Keep the national Church organisation informed of Alliance activities, results, achievements and developments,
 - Facilitate support and participation
 - Meet formal reporting requirements

Organisation Form

An organisation's form is made up of the internal and external relationships, shared systems and accountability structure.

The unanimous view is that the Alliance is to be a living part of the Connexion.

In many ways it exists now, but giving it a formal structure, committing to shared systems and agreeing transparent accountabilities will make it more intentional and effective as a vehicle and voice for delivering services and initiatives which will achieve social change.

Operating / Design Principles

The design and operation of the Alliance will apply these principles:

- Inclusive
- Respectful and empowering of individuals and local communities
- Courage and Leadership
- Client informed
- Development focused
- Strengths and knowledge based
- Positive and constructive
- Interdependent
- Honest, open, transparent and understood
- Internal integrity and discipline
- Mutual accountability
- Proudly Methodist

Membership

The principle of inclusivity and support has always been important in the Methodist Church.

Accordingly Alliance membership will be open to all Methodist based providers of social services and community development. This includes the 'traditional big Missions', new and smaller Missions and Church / Parish based or associated services.

Commitment

Each member of the Alliance will need to commit to an agreed operating Protocol / Code of Conduct and follow it. The Protocol / Code of Conduct will confirm the commitment of the members to apply the principles of Methodism and set out the responsibilities the members have to each other. It will also include the professional and legal standards by which they will operate, and include a disputes mechanism

Missions and social service operations not prepared to commit to, and sign the Protocol / Code of Conduct will not be able to use the Alliance Brand or represent themselves as part of the Alliance in any way.

Brand

A unique name and identity will need to be developed. However it is more than a name; it is what the organisation does and how it behaves.

The formal Alliance brand will reflect the Alliance's goals and operating principles. The actual brand will be what the Alliance does. The goal is that the two are the same.

It is intended that the Alliance brand will be used:

1. Alone to represent the views or position of all members;
2. As a co-brand in conjunction with each member's brand;
3. In a consistent way by all members in accordance with agreed guidelines, to achieve maximum effect and preserve its strength as a national Brand

Operation and Organisation Form

The operation of the Alliance needs to balance the need of each member to be agile, flexible and timely with being informed and accountable. It must be fit for purpose and add value.

The organisational form or structure of the Alliance needs to reflect a balance between the frugal use of resources, time and money with the need to continually invest in the capability of each member and the collective in order to be more effective locally and nationally.

The proposed organisational model for the Alliance is based on the design principles set out above and is to some extent unique. It is not centrally structured or managed nor is it totally devolved. In reality it is a hybrid designed to ensure that the local organisations (missions and community based social services) can continue to be flexible and highly effective individually (and in groups) and work together as one organisation (the Alliance) nationally. In short, to have greater national coherence and retain local independence.

It is proposed that a competence based Steering Group made up of members from a cross section of services will provide the strategic direction and performance overview for the Alliance. The Steering Group includes representation from the Methodist Church, possibly Mission Resourcing, to help provide and ensure the theological base and link with the Connexion.

The Steering Group will be supported by working groups focusing on Governance, Strategic, Operational Management and other matters as required such as Professional Practice. Membership of these working groups will be drawn from the member organisations. In the longer term, a national forum for sharing ideas and information and addressing key challenges will be held annually for all members.

A particular feature of the proposed Alliance structure is that it will draw on and leverage the strengths and specialist expertise of its members using a portfolio based approach to allocate and manage leadership accountabilities rather than appointing a separate central group of experts. It will however require co-ordination and organisation and this will be provided by a small secretariat.

Governance and Operating Framework

The intended governance and operating framework for the Alliance as a whole, and its members, is based on the “Tight-Flexible-Tight” model that is used in many modern and high performing service organisations; a Tight definition of the Goals, a Flexible approach to how the Goals are addresses, and a Tight framework of monitoring whether the Goals have been achieved.

The elements that are tight will be apply throughout the Alliance and within each member organisation, leaving flexible areas to be defined and implemented locally.

Tight

- Organisation Values / Methodist kaupapa
- Strategic Goals
- National Objectives and targets
- Professional Standards
- Alliance Policies
- Risk Analysis
- National Portfolio management

Flexible

- Design and delivery of local programmes to meet the specific needs of communities
- Service delivery
- Local and national Projects

Tight

- Consistent Outcomes Measurement
- Consistent and rigorous Reporting
- Performance (outcomes) Review
- Risk Assessment

Accountabilities

The Alliance Steering Group will be primarily accountable for designing and reviewing the tight elements, with input from the principal Working groups, **and** the Boards / Governance Groups of each Alliance member organisation.

An Operational Management Working group and in particular Individual member organisation Directors and Management teams will be accountable for the flexible elements.

The members’ Governance groups will use the same Governance principles as the Steering group focusing on the “tight’ elements and the Directors / Managers will be responsible for the flexible elements. The local and national activity and initiatives will link together through the Steering Group and working groups.

As an early priority it is intended that common performance measures and data collection is used that will enable the national and local identification and promulgation of best practice and the collective focus on building capability in areas that need development.

It is also intended that common systems and information and intelligence sharing will reduce the amount of duplication of time and cost of processing and compliance related activity

The suggested organisation form and operating model for the Alliance is set out in the following table.

It is important to note that:

1. The important connection with wider Church family will be formally provided by the Church representative on the National Steering Group and continued accountability to Conference, and informally through the intended closer connection with parishes by all members of the Social Services and parish leaders;
2. The commitment to our Bicultural Journey is formally reflected in Te Taha Maori's membership on the national Steering group, along with ongoing work of the Church, Mission and social service organisations;
3. The Meeting structure proposed is based on the principle that those participating should gain and add value. Therefore it is not intended that every organization, or staff attend every meeting, Instead the meetings are structured in accordance with the agreed accountabilities of each group. This is intended to improve the relevance and value for the participants and the Alliance as a whole; and
4. The meetings need to be convened and run in a way that is efficient and effective. Therefore it will be essential to balance face to face meetings with the use of technology while at all times to ensure real accessibility is achieved for all participants, for all cultures and regions, consistent with the principle of inclusivity.

Organisational Form	Purpose	Membership
Alliance Forum Meets: Annually (possibly at time of 'Conference')	<ul style="list-style-type: none"> ▪ Discuss the work and direction the Alliance ▪ Review and discuss key and emerging work and organisational issues for different Alliance Members e.g. cultural based, small, voluntary approach based, large professionally supported ▪ Update on Government policy in key areas ▪ Get feedback on the operation of the Alliance 	All members of the Alliance
Alliance Steering Group (ASG) Meets: 4x per year	<ul style="list-style-type: none"> ▪ Strategic Direction ▪ Strategic Programme Prioritising & planning ▪ Budget planning & overview ▪ Monitoring & Review ▪ Mentoring & Advising ▪ Brand Management ▪ Alliance policy and protocols ▪ Communications policy ▪ Decision making ▪ Inclusion of new members ▪ Formal reporting & connexional relationship with Church & annual 'Conference' ▪ Staff overview 	Mix of Chairs & CE's competencies and diversity (cultural, geography, size of operation) Including: Te Taha Maori, Cultural missions, large and small organisations and Church representation Possibly an Indept Chair?
ASG Governance Sub-Group Meets: 3x per year	Governance related issues <ul style="list-style-type: none"> ▪ Discussion of Key orginsational issues ▪ Organisation Performance Measurement and management ▪ Governance Competency Development ▪ Strategic and operational alignment with Church values ▪ Outcomes/co-operation/sharing of resources 	All Board Chairs
ASG Operational Management Sub-Group Meets: 6X per year	Strategic and Operational work programme including: Direction, coordination and development of:	CE's / Directors of Missions and services that employ staff

Organisational Form	Purpose	Membership
(At least 3 face to face meeting)	<ul style="list-style-type: none"> ▪ Social Justice Portfolio Programme ▪ Social Service Delivery, development & funding ▪ Community & Neighbourhood Development programme ▪ Partner relationships (Govt, other agencies) ▪ Member and Alliance wide Capability Development ▪ Church relationships 	
<i>Any other working groups as required such as: Social issues Advocacy , Corporate functions (ICT, HR...)</i>		

Staffing

Highly effective organisations use resources wisely to achieve intended results. In the case of the Alliance this means:

- Using the strengths and expertise of the members to lead campaigns and the development of social services and community based initiatives
- Maximizing the benefits of scale
- Minimising unnecessary duplication
- Investing in capability of the Alliance and employing or contracting skills and expertise to be responsible for Alliance specific and common tasks and projects, rather than expecting the tasks to be carried out by Alliance members and inevitably having to compete for scarce resource within each member organization.

Likely Tasks for Alliance Staff would include:

- Co-ordination of Alliance work programme
- Support / co-ordinate bids for national contracts e.g. Research
- Business Support for Alliance Steering Group, Sub groups, Working groups and Annual Forum
- Facilitating Information Sharing
- Handling and directing external enquiries
- Project management and co-ordination
- Brand management, communications, marketing

Resourcing

The organisational form and role of the Alliance is not a traditional national structure. It is neither top down (directional) nor bottom up (communal). Instead it is a mix that supports the independence of each member within the connexional framework of interdependence and mutual accountability and enable the Alliance (as a group) to work and be seen as one 'organisation'

This brings a complexity within the working of the Alliance that to be agile and effective, and retain the integrity of the Methodist way of working, will require additional resourcing, both to get things done and ensure the intended processes is followed.

The nature and scale of resource required will change over time depending on the pace and scale of implementation, extent and complexity of work programme and the degree of centralized functions.

However core resourcing is likely to be:

- Staff: 1.5-2 FTEs
- Office and access to office equipment and services
- Travel and meeting budget for Alliance related meetings

Implementation

There is a strong collective view that the time for change is now and that the Alliance should start as it means to continue. There is also equally strong acknowledgement that the implementation must be:

- Driven by a clear goal(s) / vision
- Inclusive
- Planned and implemented in stages, and
- Not limit or inhibit members from working together to be more effective.

Implementation Planning & Governance

Consistent with all aspects of the Alliance the dual desire and expectation of members to immediately work together and take time to establish the Alliance in a way that will be inclusive and reflect the connexional approach of the Methodism will require a dual stream implementation process and plan within a high level 2-3 year work programme set out in Appendix 1

One work stream will need to focus on the formal creation of the Alliance while the other should support and facilitate the immediate practice of greater collaboration on agreed projects amongst willing members. The experience of this process will help to inform the ongoing development and operation of the Alliance.

'Governance'

An interim Steering Group should be formed as soon as possible to:

- Guide and oversee the establishment of the Alliance and the transition from the current MMA arrangements to the Alliance structure
- Agree and oversee a 1 year Alliance establishment work programme
- Facilitate the inclusion of all Methodist based services
- Develop and agree protocols and policies
- Employ and provide direction for Alliance staff
- Identify priority areas to improve the collective capability of the Alliance

- Support the Missions' Collaborative Action Programme and monitor the results
- Identify and apply key learnings to the ongoing development of Alliance policy and operations
- Ensure formal connexion to the Methodist Church nationally

Timeframe

Within an agreed timeframe, which should be no more than one year, starting as soon as possible:

1. The Alliance organisation structure and processes should be set up and operating
2. The Alliance structure and processes will have replaced the current MMA structure and processes;
3. The two workstreams formally converge as an integrated work programme within the agreed Alliance framework, and
4. The integrated work programme should include initiatives that involve and benefit Alliance members all whom will have committed to work to an agreed Protocol / Memorandum of Understanding.

Implementation Workstreams

1. Alliance Establishment

The focus of this workstream is to establish and develop the Alliance to the point that it becomes the way of operating and is integrated with the Action programme.

Objectives:

- To formally establish the Alliance
- To develop and promulgate the Code of Conduct
- To develop, trial and evaluate Alliance protocols and processes
- Monitor and review interim operating arrangements
- Determine final formal operating arrangements, policies etc
- Develop and implement processes and practices to include 'non-Mission' members
- Formally transition MMA responsibilities to the Alliance Steering Group
- Support Action Collaboration Workstream
- Develop and implement formal workable Church connexion

Priority Actions

1. Discuss draft Alliance proposal paper with MMA and Te Taha Maori, Sinoti Samoa, Vahefona Tonga.
2. Formally collectively agree to establish the Alliance
3. Develop Interim Steering Group: Terms of Reference, Competencies, Decision making / voting system and membership

4. Agree Steering Group Membership and appoint members
5. Inviting membership of the Alliance
6. Agree establishment pathway and interim work programme with clear objectives and performance measures
7. Agree interim budget
8. Commit contributory funding from members
9. Apply for MSD Capability Development funding to support the development of the Alliance and improve the collective capability of the Alliance and Alliance members
10. Prepare and submit report to Conference
11. Develop Alliance Members Code of Conduct
12. Develop brand and brand guidelines
13. Prepare Annual Budget
14. Propose basis for resourcing Alliance from differential member's contribution
15. Appoint and manage Alliance staff

2. Immediate Collaborative Action

The focus of this workstream is to facilitate and achieve immediate joint and collaborative action within the intended framework of the Alliance, and to apply the learning from this process to the development of Alliance protocols and policies to the point that an integrated full Alliance work programme is established.

Objectives:

- Agree action and prioritised collaborative 12 month work program
- Develop and 'test' collaborative operating arrangements
- Increase public profile on agreed issues
- Undertake joint projects
- Achieve and demonstrate increased results from working collaboratively
- Integrate learnings into the development of Alliance protocols and processes
- Support Alliance Establishment Workstream

Priority Actions

1. Develop and agree 12 month work programme, objectives, intended results, leadership responsibilities and accountability expectations
2. Sharing information
3. Aligning performance measures and reporting
4. Report results to Alliance Steering Group
5. Identify learnings, integrate into processes and provide ongoing information to Alliance Steering Group

Working Paper

Identified Action Areas for 12 month Work Programme (MMA Meeting & Alliance Forum)

MMA Meeting – ‘Learning conversation Issues’

- Financial Wellbeing
- Community led development
- MSD Contracting
- Neighbourhood Day
- Service Delivery in Aged Care
- Social Housing model
- Parenting
- Outcomes for Children in Separation
- Operations Managers / Services / Budget
- Efficiency of Delivery of Government Contracts
- ECE ethos

By way of example this could include:

1. Social Justice Issues

- Agree Alliance Social Justice Agenda (priorities)
- Agree what outcome and strategy for each of these.
- Agree lead and participants
- Develop advocacy programme

2. Service Delivery

- Agree 3-4 projects (from MMA Meeting ‘Learning Conversations’) with outcome of improved practice and exploring areas for co-operation.
- Improve practice by identifying best practice – e.g ECE
- Explore opportunities – e.g. social housing

3. Community / Neighbourhood Development

- Neighbours Day
 - National Report on Govt Group
 - National info sharing

4. Government Policy & Decision making

- Be represented on MSDs Expert Advisory Group (top 10)
- Contribute to CYF review and influence outcomes
- Influence Funding - new Community Investment Strategy
- Results reporting

Appendix 1: Initial Alliance Members

To be joined by parish and community based social services including:

- Methodist Mission Northern
- Lifewise Trust
- Airdale Property Trust
- Tamahere Eventide Home
- Sinoti Samoa
- Vahefonua Tonga
- Hamilton Methodist Social Services
- Palmerston North Methodist Social Services
- Wesley Community Action (Wellington)
- Methodist Mission Christchurch
- Methodist Mission Southern

Appendix 2: DRAFT 'High Level' 2-3 Alliance Work Programme

Objectives and key actions include:

1. The Methodist Alliance

Establish the Methodist Alliance as an effective, useful and credible organisation', nationally and locally

- Establish and review Alliance:
 - Policies
 - Practices
 - Secretariat
 - Lead accountabilities
 - Branding
 - National Work Programme co-ordination and management
 - Infra structure for managing and sharing, information, reviewing and reporting performance

2. Strategic Governance

To ensure consistently high quality Strategic Governance for all Methodist Social Services locally and nationally

- Agree and work with:
 - Common planning processes
 - National and local strategic goals and priorities
 - A Clear vision and purpose
 - Consistent performance measurement and review
 - Common risk analysis and risk management
 - Consistent policies and quality management practices
 - Common accountability framework
 - Common information

- Develop
 - The governance capability of member organisations and the National Steering Group

- The understanding of all Governance groups about the work and challenges of member organisations to provide an informed national context for decision making
 - Systems and processes to link national and local governance and strategic decision making
- Share and Review
 - Strategic governance related information
 - Internal and external environmental information and changes
 - Feedback from client, whanau, communities, funders
 - Local and national performance
 - Resources and experience

3. Improved Professional Practice

To develop and appropriately apply best practice in key areas of social service delivery

- Identify and Agree
 - Priority professional service areas for best practice development and sharing in areas including: social work, family, youth and child services
 - Best Practice options to apply
 - Competence and professional development requirements
- Develop
 - Best practice implementation tools and resources and training programmes
 - Implementation / roll-out programme
- Support
 - All member organisations offering services in priority areas to:
 - develop the capability and systems to apply best practice in a way that is appropriate to their community, client groups
 - Implement best practice within their organization /community
- Monitor, Review, Evaluate
 - Implementation and use of best practice in all Member organisations

4. Outcomes & Results Achievement and Reporting

To define, measure, review and report results and outcomes consistently locally and nationally.

- Develop and apply
 - Methodologies to know and understand the needs of communities, whanau and clients to inform the outcome and performance measures
 - Outcome definitions and performance measures

- Consistent methods to gather Qualitative and quantitative information to measure results and outcomes
- Review, Evaluate, Share and Report
 - Results
 - Progress against and outcomes
 - Initiatives to improve results

Working Paper

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