



## REPORT TO DIOCESAN CONFERENCE 2024

### Introduction

This 'state of the organisation' report is provided ahead of the Diocesan Conference series in 2024 to help develop a picture of the key social and community services of the Diocese. BAF is one of these.

### BAF as an expression of the Diocese and Church

In order to provide further context to the work of the Bishop's Action Foundation, it is useful to explore the relationship between Church and community. Discussions about this relationship often lead to dialogue about the place and role of the church within or alongside the community. The reality is that disciples of Jesus are spread throughout the community, not separate or detached from it, but immersed in the daily tasks of reflecting God's love and purpose in everything they do. Using the metaphor of yeast, disciples are spread within communities as yeast is spread within bread, not separate or alongside, but fundamentally part of and capable of achieving incredibly positive change.

If this is our understanding, then the Church has enormous potential to build effective responses to need and to provide a critical voice in challenging and motivating communities. However, the Church needs to be able to articulate its capacity to achieve positive change and to effectively engage with the wider community. To do this requires an understanding of the principles and practices of community development and the consequent focus on working with communities to build their capacity to respond to the needs that they have identified. This is the mandate of the Church as the 'body of Christ' which is called to stand as Christ did with the most marginalized. Its call, to paraphrase Archbishop William Temple, is to *live for those who are outside of itself*.

The Foundation therefore offers a model for being Church that recognises the potential of combining a deep theological position with a working model based on capacity building and community development. Our work is about transformation, in the way that salt and yeast work, and it's what the church should be about as well. Building capacity and capability in others is a way of having a huge transformative impact which is out of proportion to the actual resource deployed.

### Our Impact

Our impact as a catalyst for change and the great outcomes being achieved by the people and organisations we support is demonstrated through our changemaker stories which continue to evolve as a record of our influence over time and can be viewed on our website at <https://www.baf.org.nz/our-impact/>

### Strategy

When BAF was founded in 2005 Bishop Philip introduced our priorities as follows:

*The Foundation has social justice as its primary motivator and represents an opportunity to enhance and support the extensive work of the Anglican Church within the communities of Taranaki and to work with these communities to identify and meet some of the most pressing needs that still go unanswered.*

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*Our model is one of strategic creativity. The Foundation will remain a vibrant body that nurtures and supports the widest possible range of organisations and projects. We aim to develop a focus on rural needs and social outcomes. At the same time, we envisage that the Foundation will become a major advocate on behalf of the not-for-profit sector and will become much needed support for organisations that deliver essential community services, but struggle to meet the demands of fundraising, management, compliance and administration.*

This focus has guided us over the past 18 years and has seen us:

- support, nurture and catalyse a vast array of social justice initiatives,
- inspire and resource a series of 5 in-depth reports into the realities of rural communities, their needs and innovative opportunities for their future sustainability,
- deliver a range of regional and national initiatives building capacity and capability for the not-for-profit sector (including The Wheelhouse, NZ Navigator, Get on Board and the Mentoring Foundation of NZ).

In 2023 our trustees reviewed and refreshed our strategy. This process resulted in three re-worked priority areas:

1. Equity – ensure everything we do is contributing to challenging inequity and seeking a more equitable Aotearoa New Zealand;
2. Oranga Ake – a focus on the wellness of the whole person and whole communities with a specific focus on achieving solutions to the systemic abuse that still permeates our nation in families/whanau, in communities and across the systems and structures of our society;
3. Environment – to support the Church to make a tangible impact on the issues of climate and genuinely advance our commitment to care of creation.

As we focus on these goals we do so with a commitment to learn from and embed matauranga Maori and/or work in partnership with Iwi/Hapu. We aim also for intergenerational change outcomes rather than short-term band aid responses.

### **Significant challenges**

BAF, like many organisations, faces several significant challenges. Our approach is to explore these as challenges, and as areas of opportunity as we seek to remain responsive and relevant into the future. The challenges include:

#### Sustainable funding

Traditional sources of funding – government grants, donations, fundraising activities and the like – can be unpredictable and difficult to secure. This makes it challenging to plan ahead, and to deliver consistent services. To address the funding challenge, it is important to diversify funding sources, but the hardest part to fund is the core function of the organisation without which none of the specific projects we generate would exist.

#### Resilient organisation

Covid accelerated the focus of organisations on their ability to remain resilient in times of unexpected crisis. Our challenge was to be open to the opportunities for change that the crisis presented, and to avoid the temptation to return to business as usual without fully exploring how things might be done differently and more effectively. Resilience for us also entails nurturing our people, being attentive to their mental health and well-being, and building a caring team environment.

### Evolving workforce and work patterns

Post Covid we have a range of hybrid work patterns involving:

- more work from home options,
- flexible arrangements like 9-day fortnights
- increasing interest in a permanent shift to a 4-day working week

These changes coincide with the emergence of millennials as the largest grouping in the active workforce and a growing number of Gen Z workers entering the workforce for the first time. All employers need to be aware of and responsive to these changes. Proactive and flexible strategies will ensure working practices that meet the needs and expectations of the changing workforce and as far as possible enable positive work life balance.

### Advancing technology including AI

Technology impacts every aspect of every organisation. It is imperative to have a focus on this at a strategic level to identify where and how technology can advance outcomes, and to understand the dangers and risks associated with a digital operation. As more Gen Z workers (digital natives) enter the workforce they will expect access to advanced technology which in return will improve outputs and advance innovation.

### Meaningful responses to diversity, equity and inclusion

Unconscious bias and systemic practices can undermine even the most well-meaning of approaches to diversity, equity and inclusion. Aotearoa New Zealand is a nation at the forefront of these conversations, and BAF is part of this journey. We wish to be a leader rather than a follower; we aim to be a beacon demonstrating compassion and tolerance. Our commitment is to see everyone in our communities flourish.

### Faithful leadership

Our communities, nation, and world are busy, noisy places where joy, misery, hope and suffering play out continually. Faithful leadership also requires space within which we can find the company of Christ and discern what is God's purpose and how we are part of achieving that – as summarized by Rowan Williams "A disciple is, as we have seen, simply a learner; and this, ultimately, is what the disciple learns: how to be a place in the world where the act of God can come alive."

Our challenge is to maintain a faithful approach to our leadership and thinking by making space for Christ's presence so we may know that our work is attuned to God's gentle guidance.

### **Statistics**

Below are the income and expenditure totals for the last 5 years showing the scale of our turnover and our end year surplus/deficit position:

		Income	Expenditure	Total
30/06/2023	11/06/2023	\$1,558,116	\$1,542,768	15,348
30/06/2022	16/06/2022	\$1,380,844	\$1,453,878	-73,034
30/06/2021	17/05/2021	\$1,396,862	\$1,337,968	58,894

30/06/2020	11/06/2020	\$1,621,311	\$1,679,182	-57,871
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30/06/2019	19/06/2019	\$1,469,277	\$1,451,444	17,833
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For the year ending 31 December 2023 we are projecting a small surplus year end position. Our 2024 budget projects a near break-even position by the end of the year, which is dependent on a number of aspirational funding opportunities eventuating. It does not give us room to grow our small team or replace a role we did not recruit to in 2023 after the person in that role resigned.

BAF has achieved success securing funding for the projects and innovations that are the outcomes of our work. Our struggle lies in the lack of ongoing sustainable funding for our core team to ensure that we can continue to support our communities as a catalyst for change.

### Staffing

BAF's staffing changes year on year depending on the number and nature of the projects we are involved with. Our core team is small and delivers far in excess of its size. 2023 saw staff numbers further decrease. reasons and BAF's current financial projections mean we did not seek to replace all of the roles.

Current staff numbers as at March 2024:

- Core team – 4 x FTE (CEO, Projects & Innovation Manager, Senior Accounts Officer, Operations & Environment Officer), 1 x part-time Accounts Officer
- Seasons Programme – 1 x FTE, 2 x part-time
- Manna Youth initiative – 4 x FTE, additional casual staff
- The Wheelhouse – 1 x FTE
- ICT Gateway – 1 x FTE (projected to increase to 1.5 FTE 2024 and 2 FTE 2025)
- Selwyn and Tainui Centres – 9 x part-time Coordinators

### Summary

The Bishop's Action Foundation is a significant vehicle for how the Diocese responds to its call to be the hands and feet of Jesus Christ. 18 years into our journey we have a proven track record of effective, humble service achieving deep impacts across communities. Financially we remain vulnerable and our potential continues to be impacted by our limited ability to scale what we do.