



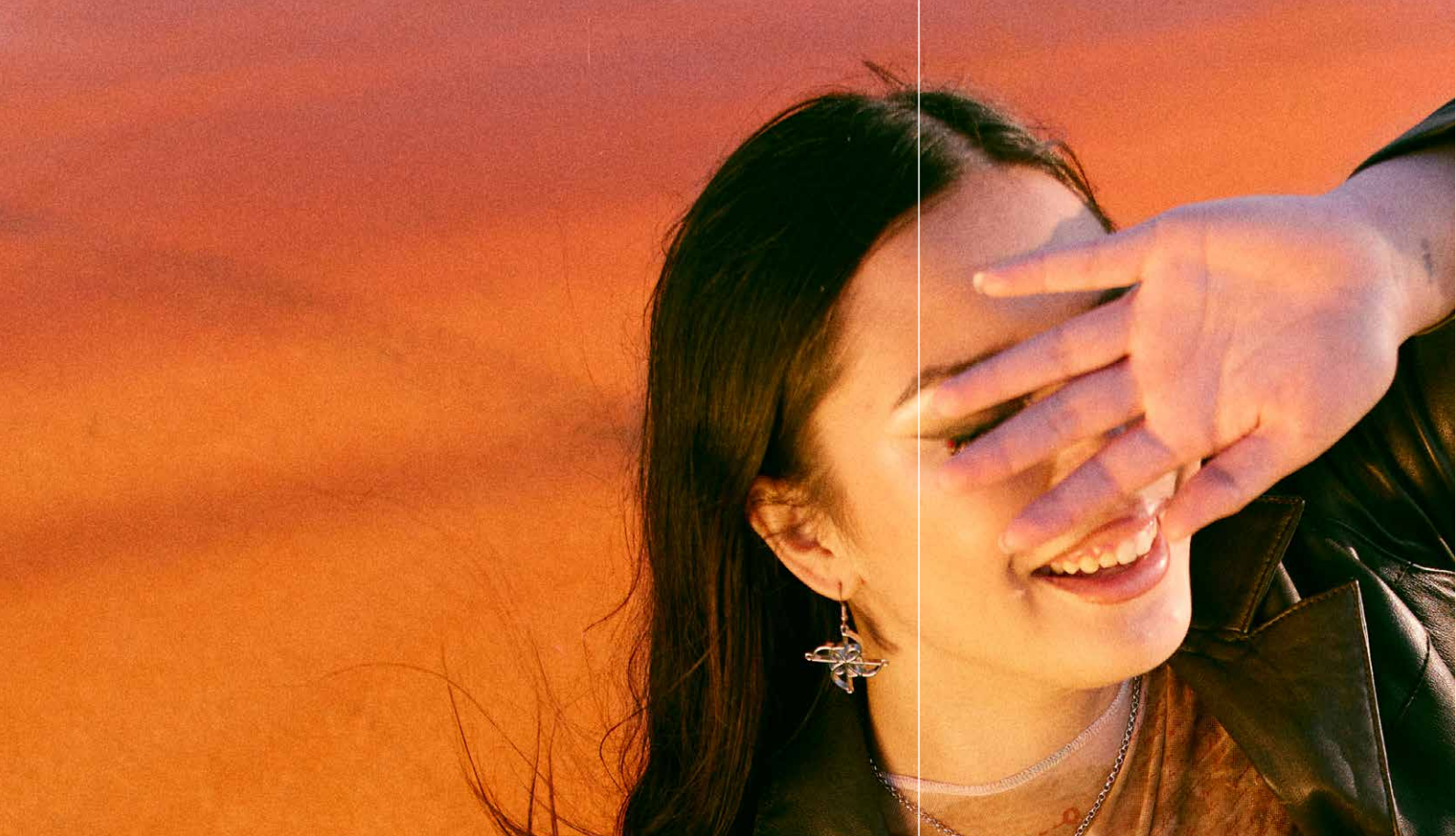
Te Ara Hou

Te Ara Taiohi Whakatapua
Kia Ora Ai Youthline
Māori Development
Strategy 2023 – 2026

te ara taiohi
whakatapua kia ora ai
youthline

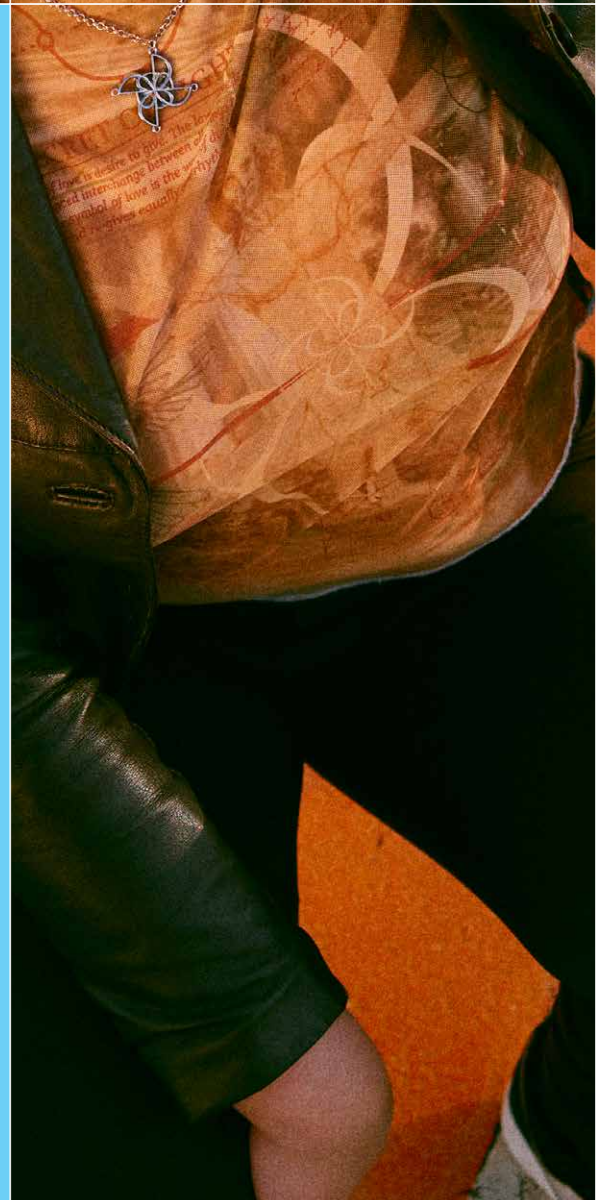


Est. 1970



Te Ara Hou

The new path
2023 - 2026



Introduction

Ngā hiahia kia titiro ki te tīmata, a, ka kite ai tātou te mutunga. We must understand the beginning if we wish to see the end.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline has made a strategic commitment to strengthen the hauora (wellbeing) of Youth. By amplifying the voices of youth, and through the provision of services which offer both quality and choice, the organisation has established itself as both industry leaders and innovators. The values of manaakitanga, whānaungatanga, kotahitanga, aroha, tika and pono provide the foundation upon which our organisation sits. Further empowering our vision to support young people to flourish within their communities.

Our seven strategic priorities define our key areas of activity and investment. These are designed to:

- Position Youthline as a youth focussed, accessible, culturally and clinically safe service for all young people.
- Demonstrate a practical commitment to Māori and Te Tiriti o Waitangi.
- Hold an equity focus on Pasifika, Rainbow, Asian, migrant and refugee and young people with disabilities.
- Build internal and external relationships and spaces that spark and retain engagement with Youthline.
- Demonstrate Youthline's leadership in the youth mental health and development sectors (and wider society).
- Build a fit for purpose organisational infrastructure that supports and evidences Youthline's effectiveness and impact.
- Advocate for and develop a strategy to ensure Youthline's people and culture, financial and environmental sustainability.

Derived from these strategic priorities, are a set of six primary outcomes. These include;

- Youthline is known for its youth focus and accessibility.
- Youthline is known for its cultural and clinical safety.
- Young people are positively impacted.
- Youthline is a service of choice for young people and their community supports.
- Youthline is informed by youth and sustained for future generations.
- Youthline drives organisational growth and accountability.

Strategic priority two places emphasis on demonstrating '**... a practical commitment to Māori and Te Tiriti o Waitangi**' and is what drives **Te Ara Hou** - our Māori development strategy. This implies a commitment to creating new and innovative approaches to supporting the wellbeing of taiohi Māori (Māori youth). Beyond simply building internal cultural capability and capacity and towards creating authentic partnerships which support Tāngata Whenua (Māori) and their aspirations for Hauora Māori (Māori well-being). If designed well, the outcomes of these initiatives can be woven throughout the organisation and as part of all that we do. Filtering through all strategic priorities and investments.

For this to occur, this document details the components of a three year Māori development strategy – **Te Ara Hou**. To initially provide a foundation for cultural investment and growth – but more significantly as a platform for improving the health and wellbeing of taiohi, whānau, hapu and Iwi Māori.

The need for a Māori Development Strategy

He aha te mea nui o te ao?

He tāngata, he tāngata, he tāngata.

What is the most important thing in the world? It is people, it is people, it is people.

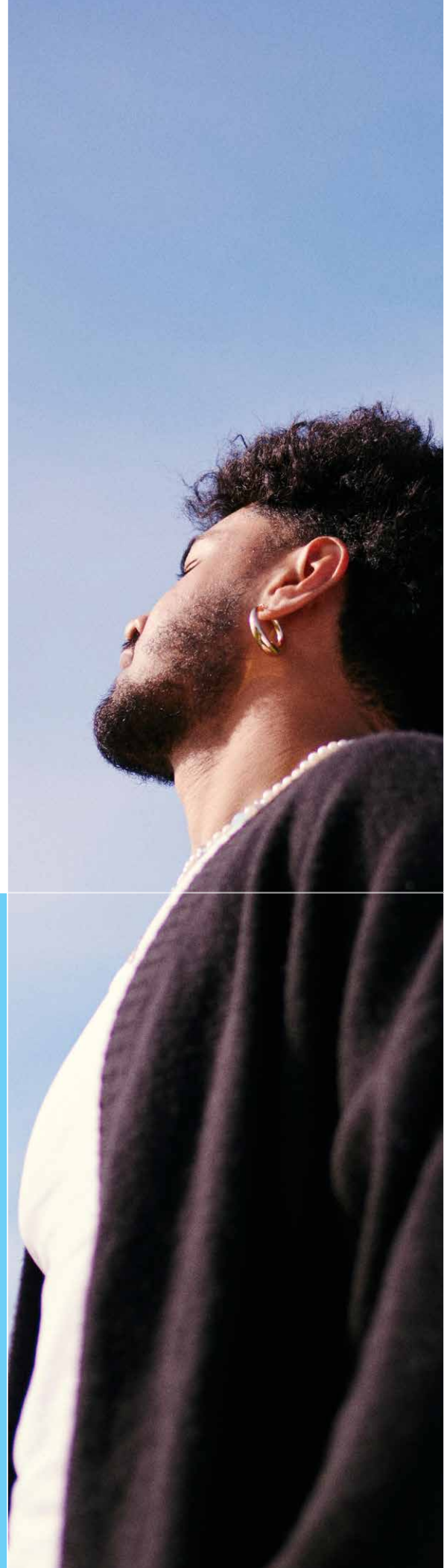
Te Ara Taiohi Whakatapua Kia Ora Ai Youthline has over the past several years explored ways in which the organisation might be more culturally responsive. And, while a number of initiatives have previously been introduced these were not always applied or coordinated in ways to maximise their potential. Due to these challenges the need was identified to develop a more comprehensive, integrated and targeted suite of initiatives. That is, a Māori Development strategy which could be applied in a more coordinated and systematic manner. A strategy which was bespoke to the organisation and which could help drive enhanced health outcomes for Taiohi Māori.

Te Ara Hou is the outcome of this process and is designed to provide strategic direction and guidance for the organisation over the next three years. Details of which are provided below.

Strategy Vision

Naku te rourou, nau te rourou ka ora ai te iwi. With your basket and my basket the people will thrive.

Te Ara Hou has a single vision of authentically incorporating Te Ao Māori (the Māori world) into all that we do. Moreover, that these practices, approaches, and philosophies are integrated as part of our broader organisational culture, and are applied in ways which contribute to the health and wellbeing of taiohi (youth).



About this Strategy

**Whāia te mātauranga hei oranga mō koutou.
Seek knowledge for the sake of our wellbeing.**

Te Ara Hou is Te Ara Taiohi Whakatapua Kia Ora Ai Youthline's Māori development strategy. The strategy is bespoke to the needs and operational parameters of the organisation and is founded on the premise that Māori philosophies and concepts can be integrated throughout the organisation and without conflict or compromise. Extending seamlessly within existing policies and processes, clinical practice, human resource, taiohi and whānau engagement, internal and external relationships.

Although we can reflect positively on our past efforts and more recent investments – further growth will require a more consolidated and integrated approach. A Māori Development Strategy that is capable of guiding the organisation into the future, and through the identification of high level objectives, a suite of relevant activities or investments, and the design of tools and measures to review success.

This strategy is also deliberately sequenced and should be read alongside Te Ara Hou – Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Māori Development Strategy Action Plan 2023 - 2026. Initially creating a foundation of internal capacity and capability building, and later extending towards identifying opportunities for external engagement, cultural relationships and partnerships.

The Design of this Strategy

**Ehara tāku toa i te toa takitahi, engari he toa takitini.
My strength is not as an individual, but as a collective.**

Te Ara Hou has derived from the views of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline kaimahi (staff and volunteers). To ensure a comprehensive range of perspectives were captured, a bespoke methodology (designed specifically for this strategy) was developed. This included capturing information through:

- Meeting and hui attendance
- Reviewing relevant literature
- Consultation with strategy designers
- Consultation with Māori Mātauranga (knowledge) and Health experts
- Active consultation with leadership and staff
- Two whole-of-staff surveys. One specific to this strategy and another included as part of the 2022 Staff Engagement Survey, and;
- A Marae Wānanga Evaluation 2022 survey

A number of internal and external documents were also reviewed in order to better contextualise the strategy. Importantly, to ensure that it was fit-for-purpose and consistent with existing plans and processes.

Key documents included:

- Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Māori Development Plan
- Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Strategic Direction
- Te Toi Ahorangi 2030 Te Whatu Ora Hauora a Toi Bay of Plenty
- Te ara ki tua – The pathway forward - Measuring confidence in Māori cultural competency across New Zealand organisations (An insights paper), and;
- Indigenous Growth (6 common mistakes genuine businesses make when trying to promote cultural diversity and inclusion in strategy).





Outcomes of Consultation

Poipoia te kakano kia puawai.
Nurture the seed and it will blossom.

By synthesising the information collected, and through testing and consulting on key ideas and concepts, it was possible to locate key focus and priority areas. Likewise, where gaps and challenges existed, where potential growth was possible, and how the organisation might best contribute to the health and wellbeing of taiohi Māori.

From this process, six high level Uara (principles) were identified, alongside a set of four strategic goals. The goals were in turn linked to a series of key investments and which describe the types of initiatives needed to ensure the success of the strategy. Indicators of success are also provided as well as a set of four outcome measures. The following sections describe, in greater detail, the Principles, Goals, Key Investments, Indicators, and Outcomes of **Te Ara Hou: Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Māori Development Strategy**.



Ngā Uara Our Strategic Principles

The review and synthesis of information offered valuable guidance on the shape and design of **Te Ara Hou** – where investment was needed and likewise how the strategy could be supported and implemented. However, this process also revealed a series of higher-level concerns and requirements. Philosophical foundations or principles that should underpin and guide the strategy and to ensure that an appropriate focus is maintained throughout its implementation. Six Uara were to emerge from this process.

1. **Best Health Outcomes**
2. **Relevance to Te Ara Taiohi Whakatapua Kia Ora Ai Youthline**
3. **Achievability**
4. **Sustainability**
5. **Translatable, and;**
6. **Culturally Framed**



Uara Tuatahi: Best Health Outcomes

Unsurprisingly, the first and foundational principle centres on the notion of **Best Health Outcomes**. This concept was to emerge as part of the consultations (especially) and with respect to the primary driver of the strategy. That is, its purpose was to fundamentally bring about and support positive change. To help address current challenges and promote health and wellbeing.



Uara Tuawhā: Sustainability

Principle four is in many ways linked to Principle Three and centres on the idea that any solutions or investments will need to be **sustainable – long-term** – and not simply offering short-term or intermittent solutions. This concept was to emerge from discussion with senior management, in particular, and so as to ensure that the strategy would have long-term and enduring impact.



Uara Tuarua: Relevance to Te Ara Taiohi Whakatapua Kia Ora Ai Youthline

Unless nuanced to the needs, expectations, and operational environment of the organisation, there is a risk to the implementation and application of this strategy. For this reason, **Te Ara Hou** is especially cognisant of providing strategic solutions which are **relevant** and **meaningful** to Te Ara Taiohi Whakatapua Kia Ora Ai Youthline and which are aware of the broader strategic direction of the organisation.



Uara Tuarima: Translatable

In discussions with strategy designers and external experts, the point was emphasised that for the success of any strategy, it must include ideas, concepts, goals or investments which were **translatable** and **pragmatic**. Initiatives which could be identified, designed, and implemented and without being too cumbersome, costly, complex, or inconsistent with the operational parameters of the organisation.



Uara Tuatoru: Achievability

While there is some utility in setting higher level visions or long-term goals, there is likewise a need to establish objectives which are more **pragmatic and achievable**. Objectives or outcomes which are too ambitious or overly aspirational will ultimately offer little in terms of strategic guidance and could in fact create more confusion than insight. For this reason, the **Te Ara Hou** must set goals and objectives which, while aspirational, must also be achievable and pragmatic.



Uara Tuaono: Culturally Framed

The sixth and final Principle is a reminder that the fundamental purpose of this strategy is to explore how **cultural concepts** or **philosophies** might be used to support the broader strategic goals and aspirations of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline. Moreover, and while the opportunities and outcomes may extend in multiple directions, each of the goals set by this strategy will need to be framed in ways which support and promote Māori cultural concepts and perspectives.

Ngā Pou e Whā

Our Four Goals and Investment Priorities

As described, the Principles are designed as a broad frame or guide, an overarching criteria for the strategy and its investments. By analysing the information gathered from the various consultation and review processes, it was likewise possible to refine these Uara further and to establish the Goals of the strategy as well as Investment opportunities.

While a wide range of perspectives and insights were gathered from the various consultation processes and reviews of literature there were four primary themes to emerge from this process. These themes were then refined into four organisational Goals or **Pou** and which further informed the identification of relevant investment priorities and activities.

The four **Pou** and investment priorities are described over the next 8 pages.



Pou Tikanga:

Building Cultural Capability within the Organisation

The first of the four goals is **Pou Tikanga** and which is consistent with the desire to grow and sustain cultural capacity and capability within the organisation. This was perhaps the most universally supported idea and goal and which was especially expressed through both the surveys and consultations. Most commonly when referring to the requirement to better support Māori, to ensure that processes and practices were culturally safe, and that staff possess the requisite skills to effectively engage Māori.

Cultural capability centres on building the skills, knowledge and behaviours which are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner. Having the opportunity to be exposed to knowledge that has been marginalised, connecting with and legitimising

this knowledge through our work is vital. Improving our understanding, knowledge and skills which encourages action towards amplifying the views and practices within Te Ao Māori.

Key to the implementation of this Pou would be the creation of safe environments in which staff/volunteers could learn and grow and embrace Māori concepts and practices. Understanding the whakapapa (history) and the realities of Māori, how cultural perspective and practices can influence better health outcomes, and most importantly how these can be applied in ways which are relevant and meaningful to the work of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline.

On the next page are the **six** key investments which are relevant to the implementation of **Pou Tikanga**.

Investment One: Cultural Competency and Supervision

This investment centres on providing staff opportunities to engage with Te Ao Māori, Mātauranga Māori (Māori Knowledge), Te Reo Māori (Māori language) and Tikanga Māori (Māori Practice) in ways that supports their personal and professional cultural development. Including supervision opportunities that guide them through their learning journey.

This investment was commonly expressed throughout various staff engagement mechanisms, as was the desire to create greater learning opportunities, support, and role specific cultural training.

Investment Two: Te Tiriti o Waitangi Training and Development

This investment centres on continuing to provide staff with a foundational understanding of Te Tiriti o Waitangi. Furthermore creating a more advanced Tiriti training which considers its contemporary application and relevance to the work of kaimahi. This investment could include internal workshops or training initiatives and likewise be supported by engagements with external entities and providers – for example Whare Wānanga (Tertiary Providers). The longer-term possibility of creating a qualification or recognition of completion could also be explored as could a collaboration with tertiary providers.

Investment Three: Ngā Whetū Poutama Programme Development

This investment centres on development and redirection of an already cemented initiative within the organisation. Expanding its opportunities through engaged staff leadership, and reorganising its delivery and intent to support wider staff engagement and learning opportunities.

Through staff engagement it was acknowledged that its intent was not fully operationalised, and lacked engagement of staff due to competing work priorities, lack of interest, unknown existence and minimal incentives to engage. Through this engagement, solutions and innovation of thinking was highlighted that led to redevelopment and co-design to maximise Ngā Whetū Poutama, its purpose and cultural competency opportunities.

Investment Four: Annual Marae Wānanga / Noho

This investment centres on continuing to provide staff with an annual Marae wānanga (gathering) / Noho (stay). This provides an essential opportunity to experience (first hand) Māori cultural practices and was further highlighted and valued through the 2022 Marae Wānanga Evaluation feedback.

What was most valued by staff through this experience was the opportunity to Whakawhānaunga (connect). Having time to connect, engage and learn with one another. Evaluation feedback revealed that the experience of learning Tikanga (practice) and Kawa (protocols) of the marae was highly valued and led to significant shifts in people's

confidence and understanding of these practices. Further interest around having space and time to learn pepeha (reciting tribal affiliations), waiata (song), karakia (blessing), and Māori health frameworks were also common themes.

Investment Five: Māori health education

This investment centres on providing staff with opportunities to learn more about Māori health and wellbeing. Identifying key programmes, experts and frameworks which align to the organisation and our multiple areas of practice will be critical to the implementation of this investment area. For staff there was a keen interest in better understanding Māori health models of practice and to consider how these may be incorporated into their own work. As with investment area two, the possibility of building relationships with key experts or providers should be explored as well as some mechanism to gather academic credit or recognition.

Investment Six: Internal marketing and communication

The final investment area of **Pou Tikanga** centres on developing enhanced approaches to communicate engagement and learning opportunities.

Through staff feedback, communication challenges were identified and which played a significant part in poor staff awareness, a lack of interest, and engagement in past and current Māori development initiatives. Challenges which could be mitigated through improvements to internal marketing, communication and a designated resource centre.

Pou Tikanga Outcome Statement:

The Outcome Statement below is designed to capture the overall intent of **Pou Tikanga** and the opportunities created through the successful implementation of these investments.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline staff and volunteers are equipped to analyse and adjust practices to communicate and engage in ways that develop critical consciousness and sustain cultural values, practices and identity of the organisation, taiohi and whānau māori.



Pou Hononga:

Building Relationships with Key Māori Stakeholders

Building relationships is crucial to our organisational growth and cultural development. **Pou Hononga** is designed to emphasise this point. Through education and awareness, understanding cultural bias, clarifying intentions and acknowledging privilege then authentic and long term relationships with Tangata Whenua will be enabled and created. The core principles underlying all good relationships are trust, respect, honesty, openness and integrity; all of which take time to develop and require ongoing investment. Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Mātāpono (values) provide a foundation upon which our relationships with Tangata Whenua can be established and nurtured. These values should underpin any engagement and partnership with Māori.

Below are the **five** key investments which are relevant to the implementation of **Pou Hononga**.

Pou Hononga: Investments

Investment One: Māori Tertiary Providers

This investment centres on identifying key Māori tertiary providers and identifying opportunities within those relationships that support the growth and development of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline and furthermore the aspirations of Māori development as an organisation. This investment is viewed as a broad opportunity which can be leveraged in many ways, from the marketing of the organisation within Māori tertiary providers, to engaging Māori education expertise (Te Reo Māori & Tikanga), Taurua Māori (Māori student) pathways and placements (intern, staff, volunteer capacity), and research partnership opportunities.

Through the engagement process, staff expressed concerns of the lack of Māori representation in staff and volunteer roles, governance and leadership. The challenges of role attraction, retention and pathway opportunities and the desire to improve in this area were highlighted.

Investment Two: Kaupapa Māori Health and Social Services

This investment centres on identifying and building relationships with Kaupapa Māori health and social services that also support taiohi and whānau Māori. Partnership opportunities is an identified goal of this investment, which allows Te Ara Taiohi Whakatapua Kia Ora Ai Youthline to leverage from Kaupapa Māori expertise and likewise for Kaupapa Māori Health and Social services to leverage from Te Ara Taiohi Whakatapua Kia Ora Ai Youthline.

Through engagement with staff, there was a need for furthering our own understanding and practice specifically with Taiohi and whānau Māori, seeking education and understanding of holistic whānau approaches. Along with seeking out other cultural service approaches which are engaging to whānau Māori and are supportive of cultural identity. It was also noted that we may not have the capability or expertise, which is why we have placed importance on building relationships with those who can provide alternative approaches and cultural expertise.

Investment Three: Taiohi and Whānau Māori

This investment centres on our engagement approach and opportunities that allow taiohi and whānau Māori to identify their needs and aspirations of hauora (wellbeing).

As highlighted previously, staff identified a lack of representation of Māori across multiple domains, but furthermore insignificant evidence of how we have engaged and offered equitable opportunity to taiohi and whānau to share and influence what we do as an organisation and meeting their needs.

Investment Four: Hapu and Iwi Māori Engagement

This investment centres on our tikanga (practice) of engagement processes with hapu (sub-tribe) and iwi (tribe). Our understanding of when and what is needed when looking to engage hapu and iwi Māori.

It is not unique to Te Ara Taiohi Whakatapua Kia Ora Ai Youthline that engagement with hapu and iwi Māori can be difficult in the sense of knowing who, what and when is it appropriate. The forever changing environment and demands within Aotearoa is evident through politics, contracting and funding which are influential to the organisation. The emphasis and expectation of hapu and iwi engagement is significant, but also signifies the need of a clear and authentic approach which aims to create sustainable and meaningful relationships. In which is identified by hapu and iwi.

Investment Five: Mātauranga Māori experts

This investment centres on identifying needs of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline and the expertise that is needed to share and deliver Mātauranga Māori. Identifying and building relationships with the right expertise is critical to our learning and development. Part of this investment is understanding that although we desire to build our own capability, we must also respect that mātauranga Māori should also be led and shared by those Rangatira (leaders) Māori that hold this expertise.

Staff clearly outlined their needs of understanding, but also the need of having the right people to deliver on these needs and in a way that aligns and is valuable to their specific area of work. Staff also expressed this way of engagement and learning showed a practical commitment to Māori and Te Tiriti o Waitangi by accessing and resourcing Māori to deliver on their own mātauranga.

Pou Hononga Outcome Statement:

The Outcome Statement below is designed to capture the overall intent of **Pou Hononga** and the opportunities created through the successful implementation of these investments.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline will have authentic relationships and partnerships with Māori that are built on a foundation of **Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Mātāpono** (Youthline Values).



Pou Whairawa:

Exploring Sustainability Opportunities

The third goal, **Pou Whairawa**, aims to support initiatives which contribute to the broader sustainability and growth of the organisation. This concept was to emerge during staff hui (meetings in particular) and likewise as part of discussions with cultural advisors, academics, researchers and other experts. Noting here, that Te Ara Taiohi Whakatapua Kia Ora Ai Youthline had not hitherto explored how the organisation might capitalise on external cultural opportunities – in research, service delivery, funding, or investment – and in order to help support and grow the organisation.

While these concepts are not unique to Māori, **Pou Whairawa** is designed to explore culturally inspired or aligned opportunities and to position Te Ara Taiohi Whakatapua Kia Ora Ai Youthline to take full advantage of these.

Below are the **six** key investments which are relevant to the implementation of **Pou Whairawa**.

Pou Whairawa: Investments

Investment One: Co-funding and delivery partnerships

This investment centres on exploring and identifying opportunities of co-funding and delivery partnerships. It is reliant on the success of **Pou Hononga** – Building relationships with key Māori stakeholders, but has the potential to look further into the future of our delivery and future funding attraction.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline continue to seek out funding opportunities through multiple avenues, however with Māori specific funding and opportunities we would be better placed and more attractive to potential funders by adopting a collaborative approach.

Investment Two: Kaimahi Māori Engagement and Retention

This investment centres on the success of **Pou Hononga** – building relationships with key Māori stakeholders. Seeking out opportunities that create an awareness and specific pathway to engage Kaimahi Māori (Māori staff). However there are current opportunities which allow the organisation to take some initial steps whilst progressing with **Pou Hononga**. Identifying Human Resource processes that can influence kaimahi Māori engagement and retention is fundamental.

The workforce environment in Aotearoa has many challenges, not only in the Kaimahi Māori capacity but also clinical Kaimahi Māori. This emphasises the importance of reviewing our current approaches of communication, engagement and retention, and shifting towards identifying a more strategic and targeted approach to engage Kaimahi Māori.

Whilst consultation feedback identified that it was highly important to further engage and retain Kaimahi Māori, it was also important to build on internal cultural specific roles, which staff could utilise as support in multiple areas of need. Research also highlights that when Māori specific roles are left in isolation it can be negatively influential on the individual and increases the risk of poor retention.

Investment Three: Meaningful Māori Representation

This investment centres on identifying the gaps and opportunities of Māori advocacy and representation within Te Ara Taiohi Whakatapua Kia Ora Ai Youthline. Identifying what is required, in terms of role (for example: Governance, Youth Advisory...), and what resource may be needed.

Reviewing where we are at and what is needed will be crucial. It has been identified through research and staff engagement that greater and equitable Māori advocacy and representation is required. With this, it needs to be considered that we have expectations and measures of what this looks like across Te Ara Taiohi Whakatapua Kia Ora Ai Youthline and all its functions.

Investment Four: Tikanga and Engagement processes

This investment centres on having clear Tikanga (practice and processes) within Human Resources that are utilised to understand our engagement processes and practice expectations internally and also influence external contractors we engage.

Whilst we endeavour to be inclusive and engage appropriately it is recommended that we have a guide that supports us to understand the appropriate approach of engagement, whakatau (informal welcome), pōwhiri (formal welcome) and which has identified resource attached to support staff, volunteers and external contractors to learn and implement our expected practice and approach in these areas.

Investment Five: Policies and Procedures

This investment centres on developing and implementing a Te Tiriti o Waitangi and Māori Health Equity policy to support our understanding, commitment and responsibilities to Tāngata Whenua. It also offers opportunity to enhance staff learning of our organisational commitment to Māori and Te Tiriti o Waitangi.

In addition, and where appropriate, Te Ao Māori perspectives and tikanga will be incorporated into other organisation Policies and Procedures.

The current Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Te Tiriti o Waitangi policy is a statement that is included within the organisational Diversity Policy. This is no longer sufficient to the organisation's needs and desires of cultural development and needs to be designed to be fit for purpose and future proof.

Investment Six: Human Resource Processes

This investment centres on Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Human Resource processes, and is designed to review, identify and implement processes that support, maintain and evaluate cultural engagement and development from an HR perspective.

Through evaluation, firstly there was minimal evidence that highlighted staff and volunteer identity, cultural engagement, cultural development and improvement. Through staff feedback it was identified that cultural development should be included within Professional Development Plans, in some cases made mandatory, and more importantly captured to highlight their success and possible areas of improvement.



Pou Whairawa Outcome Statement:

The Outcome Statement below is designed to capture the overall intent of **Pou Whairawa** and the opportunities created through the successful implementation of these investments.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline creates and influences a range of new initiatives to help support its cultural growth and sustainability.

Pou Whakatairanga:

Improving Access for Taiohi Māori

Within Aotearoa, there has been very little improvement in the health and wellbeing of taiohi Māori. Strategies which have positive influence in narrowing health inequities for taiohi māori, have specific policies for taiohi, tangata whenua leadership at multiple levels, are evidenced based, sustained, and comprehensive. And overall place the rights, needs and preferences of taiohi and whānau Māori at the core. The fourth and final Pou is designed to explore ways in which Te Ara Taiohi Whakatapua Kia Ora Ai Youthline can improve health outcomes for taiohi Māori and through the implementation of new and innovative ways of enhancing access to services.

Below are the **four** key investments which are relevant to the implementation of **Pou Whakatairanga**.

Pou Whakatairanga: Investments

Investment One: Advocacy and Representation

This investment centres on identifying and creating specific opportunities for taiohi Māori to advocate and represent themselves.

As mentioned within other investments it is crucial that taiohi Māori have clear and equitable opportunities to advocate and represent their own needs and desires of hauora. There are multiple ways in which this can be created. Through both internal and external forums. First investigation will need to be undertaken into what the organisation currently has in place, past strategies and what resource might be needed to obtain and retain appropriate representation and advocacy of taiohi Māori.

Investment Two: Development pathways

This investment centres on exploring opportunities in which we can provide specific pathways to taiohi Māori to grow within themselves and as leaders.

Inequity that exists for Māori and in particular taiohi Māori needs a targeted approach to unravel and specific investment to encourage equity. Identifying a targeted approach and opportunities to engage, and with a specific development path which better supports taiohi Māori to grow is needed. Again this could be seen through both internal and external opportunities.



Investment Three: Service Evaluation and Improvement

This investment centres on evaluating current services and identifying ways we can improve to better engage and support taiohi Māori through our Te Ara Taiohi Whakatapua Kia Ora Ai Youthline services and programmes.

This investment is also reliant on other investments above but is crucial to improving access for taiohi Māori. Included will be a focus on our Helpline, youth services and programmes, along with the organisations Personal Development, Basic Youth Community Counselling Course to ensure we target and provide understanding and skills through early opportunities of learning for staff and volunteers to better engage and achieve better health outcomes for taiohi Māori. These areas of service evaluation and improvement will need to be prioritised over the three year strategy.

Investment Four: External Marketing and Communication

This investment centres on identifying opportunities to better market and communicate with taiohi Māori.

Firstly understanding the needs, desire and understanding of hauora for taiohi māori is of key value and will influence the way external marketing and communication of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline services and programmes is approached. Understanding taiohi Māori realities, geographics, demographics, language and the best approach to target and organise messaging that is reflective and engaging to taiohi Māori. Staff feedback had reflected on our branding, our environments which lack Toi Māori (Māori art) and although we use Te Reo Māori we have the opportunity to explore and expand through the use of māori art, design and concepts.


Pou Whakatairanga Outcome Statement:

The Outcome Statement below is designed to capture the overall intent of **Pou Whakatairanga** and the opportunities created through the successful implementation of these investments.

Taiohi and whānau Māori are supported and positioned to identify their own needs and aspirations of hauora.



Te Ara Hou: Summary Framework

Foundational Principles	Goals	Investments
 <p>Uara Tuatahi: Best Health Outcomes</p>	<p>Pou Tikanga: Building Cultural Capability in the Organisation</p>	<ol style="list-style-type: none"> 1. Cultural competency and supervision 2. Te Tiriti o Waitangi Training and Development 3. Ngā Whetū Poutama Programme Development 4. Annual Marae Wānanga/Noho 5. Māori Health Education 6. Internal Marketing and Promotion
 <p>Uara Tuarua: Relevance to Te Ara Taiohi Whakatapua Kia Ora Ai Youthline</p>	<p>Pou Hononga: Building Relationships with Key Māori Stakeholders</p>	<ol style="list-style-type: none"> 1. Providers of Māori Tertiary Education 2. Kaupapa Māori Health and Social Services 3. Taiohi and whānau Māori 4. Hapu and Iwi Engagement 5. Mātauranga Māori Experts
 <p>Uara Tuatoru: Achievability</p>		
 <p>Uara Tuawhā: Sustainability</p>	<p>Pou Whairawa: Exploring Sustainability Opportunities</p>	<ol style="list-style-type: none"> 1. Co-funding and Delivery Partnerships 2. Kaimahi Māori Engagement and Retention 3. Meaningful Māori Representation 4. Tikanga and Engagement Processes 5. Policies and Procedures 6. Human Resource Processes
 <p>Uara Tuarima: Translatable</p>		
 <p>Uara Tuaono: Culturally Framed</p>	<p>Pou Whakatairanga: Improving Access for Taiohi Māori</p>	<ol style="list-style-type: none"> 1. Advocacy and Representation 2. Development Pathways 3. Service Evaluation and Improvement 4. External Marketing and Communication

Outcomes

Indicators

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline staff and volunteers are equipped to analyse and adjust practices to communicate and engage in ways that develop critical consciousness and sustain cultural values, practices and identity of the organisation, taiohi and whānau Māori.

1. A suite of initiatives are developed for staff to engage with Cultural Competency and supervision.
2. Te Tiriti o Waitangi training one and two are developed and implemented for staff.
3. Ngā Whetū Poutama programme is re-developed and implemented.
4. Annual Marae Wānanga/Noho is fit for purpose and held.
5. Māori Health Education opportunities are identified and implemented for kaimahi.
6. Internal Marketing and Promotion opportunities are explored and implemented.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline will have authentic relationships and partnerships with Māori that are built on a foundation of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline's Mātāpono (Youthline values).

1. Providers of Māori Tertiary are identified, engaged with YL and opportunities are explored.
2. Kaupapa Māori Health and Social services are identified, engaged with YL and opportunities are explored.
3. Opportunities are provided for taiohi and whānau Māori to have input into the design of YL services.
4. Hapu and Iwi Māori are engaged with YL and meaningful partnerships are created.
5. Kaupapa Māori Experts are identified, engaged with YL and opportunities are explored.

Te Ara Taiohi Whakatapua Kia Ora Ai Youthline creates and influences a range of new initiatives to help support its cultural growth and sustainability.

1. Co-funding and delivery partnership opportunities are explored.
2. A strategy to recruit and retain Māori kaimahi is developed and implemented.
3. Meaningful representation of Māori is provided for YL engagements.
4. YL Tikanga and engagement processes are agreed to, and implemented.
5. Te Tiriti o Waitangi and Māori Health Equity Policy is established and socialised with YL kaimahi.
 - a. Policies and Procedures relevant to the implementation of Te Ara Hou are identified. These are then amended to better support the goals and aspirations of Te Ara Hou.
6. Processes are developed to better capture the ethnic and demographic profile of staff, and to assess training and development.

Taiohi and whānau Māori are supported and positioned to identify their own needs and aspirations of hauora.

1. Opportunities are identified and created for taiohi Māori to advocate and represent their needs.
2. Development Pathways for taiohi Māori are designed and implemented.
3. Key services are evaluated and which specifically included an assessment of responsiveness to Māori.
 - a. Recommendations for improvement are identified and used to enhance delivery.
4. External Marketing and communication strategies include mechanisms to directly engage with taiohi Māori.



Priorities

Me mahi tahi tatou mo
te oranga o te katoa.
We should work
together for the
wellbeing of everyone.

Te Ara Hou is a high level guide which sets out the aspirations of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline, and better elucidates the pathway forward. As a guide, and given the diverse range of investments, it will be important that these are appropriately sequenced, over the next three years, and to ensure that the efforts towards implementation are supported in ways which are both manageable and achievable. As well, it is likely that some investments may be achieved far sooner than others and that these are also nuanced in order to take advantage of emerging and as yet unknown opportunities.

Key Priorities to this success must come from the following domains:

Resource

With any strategy there is a financial resource needed, it is acknowledged that there will be three main financial investments needed, some foundational, and others explored and accessed along the way.

More ambitious longer-term goals and will require more investment but we believe will have a larger impact in terms of development and growth and are likely to save money in the long term. Medium-term goals will intervene and change immediate challenges in the system and may require some upfront investment. Smaller goals could be done within current services and potentially with minimal investment.

Year one and two goals will sit within the small and medium placements of financial investment. The more ambitious longer-term goals requiring larger financial resource will be explored throughout year one and two, and implemented as identified and secured.

Board and Senior Leadership Commitment and Contribution

Leadership internally, roles and responsibilities are identified as a key priority to the success of this **Te Ara Hou**. Identified leadership must show commitment and contribution to its implementation as identified across the organisation. There is an expectation that cultural capability is a priority and championed by Te Ara Taiohi Whakatapua Kia Ora Ai Youthline leadership. With an expectation that engagement of cultural capability and key māori partnerships will be approached and held by and at first, the Board and Senior Leadership team members, including but not exclusive to the Pou Ārahi, Kaumatua and māori staff and or consultants.

Partnerships with Whānau, Hapu and Iwi Māori

Although Te Ara Taiohi Whakatapua Kia Ora Ai Youthline strives to build our own cultural capacity and capability we must remain humble in understanding Māori aspirations of Mana Motuhake (Self –government) and Tino Rangatiratanga (Self-determination). We acknowledge this by knowing we have the opportunity and privilege to leverage from the mātauranga of tāngata whenua, however we do not endeavour to cause further harm, nor take away the opportunities of tāngata whenua and their aspirations for taiohi Māori. In this, we strive to partner and open opportunities of tāngata whenua to leverage from Te Ara Taiohi Whakatapua Kia Ora Ai Youthline in order to achieve their own aspirations, whilst we continue to grow and develop our own culturally.

Progress evaluation

The monitoring and evaluation of **Te Ara Hou** progress is crucial to its overall success. It will identify if goals are being accomplished and aspects that may need improvement or further investment which is important in the scale up, replication or adjustment to ensure the success of the initiatives being implemented.

Forward thinking

He mokopuna taku iti, he tipuna taku rahi. I'm a descendant so I must remain humble, I'll also have descendants so what I do is important.

Te Ara Hou is the first Te Ara Taiohi Whakatapua Kia Ora Ai Youthline Māori Development Strategy, it is our intent that we move strategically in our growth and development culturally as an organisation, and ultimately contributing to greater health and wellbeing outcomes for taiohi Māori, whānau, hapu and iwi of Aotearoa.

Te Ara Hou is designed to first and foremost provide guidance and to set a foundation from which we will continue to grow beyond its 3 year plan, including significant growth in our investment of cultural development. And evolve with the environment and aspirations of Te Ara Taiohi Whakatapua Kia Ora Ai Youthline and Tāngata Whenua.

Te Ara Hou describes the broad range of opportunities which are possible within the next three years. At the completion of this period, in 2025, it will be important that a full review of Te Ara Hou takes place. Not only to review the success and challenges experienced over this time, but to consider what future opportunities exist and how a new and more sophisticated strategy might be developed and implemented.





te ara taiohi
whakatapua kia ora ai
youthline