

Responsiveness to Māori – The Business Case

The Board has identified one of our key priorities of the 2014 – 2017 Barnardos Strategic Plan is “working effectively with Māori”. Ngā Pou E Whā, our vision for Māori development, sets out our commitment to build partnerships with and ensure participation by Māori, and to be effective and responsive. Together we want to be able to work well in a shared space where people move between Te Ao Māori and Te Ao Pākehā with respect and mana, and an ability to negotiate that space in-between, so that together we develop a robust understanding of each world view to achieve outcomes for whānau and tamariki.

We need to be culturally responsive in order to achieve our own vision

International research shows that for children to be safe, resilient and able to achieve at school they need to be confident in their own culture and identity. Barnardos is effective when we consciously protect culture and understand whānū, hapū and iwi.

Barnardos work is complex. We are often dealing with children and families (both Māori and Tauīwi) for whom accepted Pākehā ways of being may not be working. Barnardos needs to be able to draw on, honour and incorporate diverse skills and knowledge – including the tikanga and kawa of Te Ao Māori - in order to achieve our vision.

We need a skilful, diverse and knowledgeable staff. We need to be able to attract and retain Māori (as teachers, social workers, managers, administrators, advisors etc.). And we need to attract and retain Tauīwi staff who are culturally intelligent, open, curious and respectful of difference; who are able to operate in that shared Space between Te Ao Māori and Te Ao Pākehā – Māori and Pākehā world views

We are obligated to take account of Te Tiriti.

Honouring Te Tiriti supports and enhances the dignity of both Māori and Tauīwi in Aotearoa. Te Tiriti gives Barnardos a right to be operating in Aotearoa and offering services. Ngā Pou E Whā, is the Barnardos expression of commitment to Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand & underpins all services & relationships with Iwi, Hapū & Whānau.

When Barnardos works on behalf of the Crown we are obligated to help the Crown to meet its Tiriti obligations.

All ECE services are legally required to demonstrate that they are operating in line with Te Tiriti and demonstrate that we are delivering Te Whāriki (the NZ ECE curriculum)

Under the Care of Children Act, The CYPF Act, and CYF Approval Standards, providers of C&F services will – whenever possible- preserve and strengthen children’s identity (including culture, language and connection to their own whānau, hapū and iwi) and have particular regard to the culture, values and beliefs of Māori.

It makes good business sense

Māori (iwi, business people, individuals) are motivated to spend time and money making a difference for their people. There are significant opportunities to work in partnership with Māori to add value and gain support for what we do.

Providing ‘the same old services in the same old way’ has not worked for Māori so far. We need to demonstrate (especially to Government as a purchaser of services) that what we have to offer is of value - that what we do and the way we do it makes a difference for Māori children.

Māori are overrepresented in all data on social and economic deprivation. This means a significant proportion of the people who need support from the services Barnardos provide are likely to be Māori. There is a high demand for services that Māori like and trust and feel welcomed to.

Where are we now?

We have pockets of excellence
we need to recognise, celebrate and use the expertise and knowledge we have.

We have a good base on which to build
We are in a good place to begin taking bigger/different steps that build on what we have already achieved.

High levels of variability
One-size fits all is not going to work. We need to be able to be responsive to individual people, areas of work and needs.

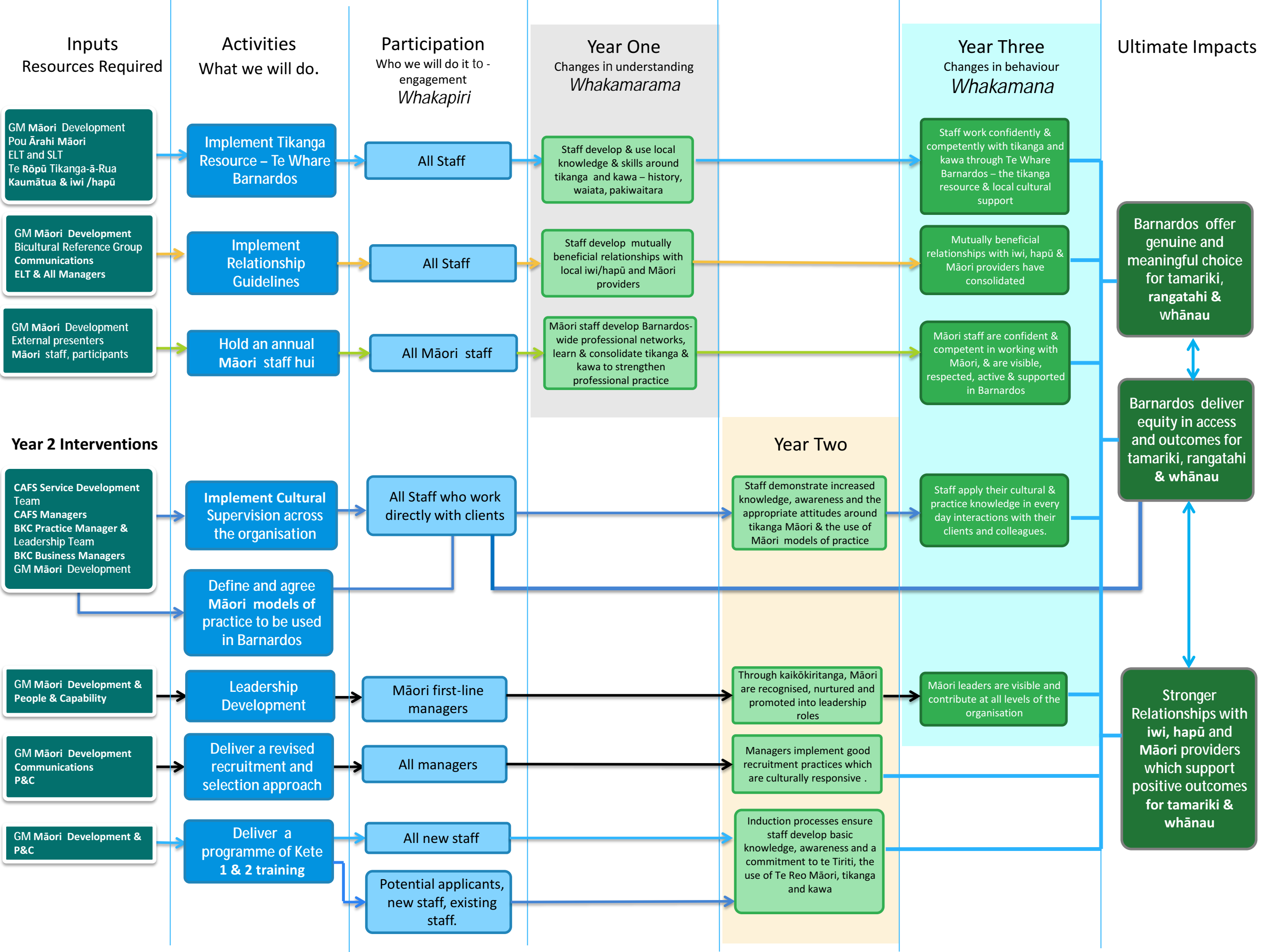
What we need to take in to consideration.

Purposeful relationships are key
We need to deepen the relationships we already have as well as to expand the number and type of relationships we have

Data is useful
We need to continue to get better at monitoring and collecting information which informs our problem definition and our future interventions

Flexibility is vital
Flexibility in relation to the interventions we implement and our willingness to change tack.

People matter
We make the biggest/best progress when we have the right staff with the knowledge and skills to deliver our outcomes



Measures – How will we know the intervention is working or where might we look for evidence?

Year One

Staff develop & use local knowledge & skills around tikanga and kawa – history, waiata and pakiwaitara

- Managers report the use of tikanga and local kawa practices in day to day work

Staff develop mutually beneficial relationships with local iwi, hapū and Māori providers

- 30% of sites report mutually beneficial relationships are developing whereby the parties understand the purpose and intent of the other in our work with tamariki & whānau

Māori staff develop Barnardos-wide professional networks, learn & consolidate tikanga & kawa to strengthen professional practice

- “Inspire our Future” confirms Barnardos wide Māori professional networks exist through the Māori staff hui

Year Two

Staff demonstrate increased knowledge, awareness and the appropriate attitudes around tikanga Māori & the use of Māori models of practice

- Staff are able to articulate & work with basic tikanga & kawa & appropriate Māori models of practice, for their respective professions

Through kaikōkiritanga, Māori are recognised, nurtured and promoted into leadership roles

- 10% of leadership roles recruited identify as Māori
- Succession planning & development activities target & support potential Māori leaders in Barnardos

Managers implement good recruitment practices which are culturally responsive .

- Managers report the use of culturally responsive recruitment practices

Induction processes ensure staff develop basic knowledge, awareness and a commitment to te Tiriti, the use of Te Reo Māori, tikanga and kawa

- All new staff complete Te Tiriti & Ngā Pou E Whā module of the induction process within 3 months of recruitment

Year Three

Staff work confidently and competently with tikanga and kawa through Te Whare Barnardos – The Tikanga resource & local cultural support

- Inspire Our Future Engagement Survey* reports positive engagement with the kaupapa & increased levels of skills & confidence

Mutually beneficial relationships with iwi, hapū & Māori providers have consolidated

- 90% regions & sites have engaged with iwi, hapū & Māori providers to develop & consolidate mutually beneficial relationships

Māori staff are confident & competent in working with Māori, and are visible, respected, active & supported in Barnardos

- Māori staff tell us through words and actions they have the tools to do the job and are supported by Barnardos

Staff apply their Māori practice knowledge in every day interactions with their clients and colleagues.

- Client satisfaction surveys affirm that staff engage appropriately with Māori using our services
- Reporting mechanisms confirm improved outcomes for tamariki and whanau

Māori leaders are visible and contribute at all levels of the organisation

- 14% of Barnardos leadership at all levels is Māori

ULTIMATE IMPACTS

Barnardos offer genuine and meaningful choice for Māori children and families

- Māori tell us through words and actions that they choose Barnardos

Barnardos deliver equity in access and outcomes for Māori clients

- Equitable outcomes are demonstrated through Client Satisfaction Surveys, Bconnect and ERO reports

Stronger Relationships with iwi, hapū and Māori providers which support positive outcomes for children

- Barnardos knows the outcomes we are striving for are meaningful and valued by Iwi, hapū and whanau
- Barnardos know who the Māori tamariki are in our services