

Te Ara Hou The New Pathway

Christchurch City Libraries / Ngā Kete Wānanga-o-Ōtautahi
Bicultural Action Plan 2008 - 2010

A Summary



Mā te huruhuru ka rere ai te manu
It is feathers that enable the bird to take flight



A Summary

Ngā Tapuwae Hou, signifying New Footsteps, was the name given to the inaugural five year Bicultural Plan implemented within the services of Christchurch City Libraries / Ngā Kete Wānanga o Ōtautahi in 2002.

An extensive review of Ngā Tapuwae Hou in 2006 resulted in the development of a new action plan called *Te Ara Hou*, the New Pathway, signifying that the footsteps have extended far enough to describe a pathway and a consolidated direction for further work in this area.

The review was constructed against the objectives of Ngā Tapuwae Hou being:

- Objective One: To develop and implement a process for using the Treaty of Waitangi as a framework for our business
- Objective Two: Develop and establish relationships with the community
- Objective Three: Encourage and support akoranga / learning, for Māori and the community
- Objective Four: Actively promote and support the use of Te Reo Māori
- Objective Five: Make all our libraries welcoming places and easy to use
- Objective Six: Appoint and support Māori colleagues

A set of recommendations from the review were used as the basis for creating our new pathway *Te Ara Hou* and a guiding framework was developed to provide a set of broad parameters to give shape & substance

The Framework

There are five overlapping components to the framework.

1. Treaty of Waitangi
2. Guiding principles
3. *Te Ara Hou* action plan
4. Pathways
5. Kaitiakitanga

***Te Ara Hou* has a dual function.**

First it is about the future, the intention is to anticipate the directions that the library should take in order to be relevant to New Zealand Society and especially to the needs of Tangata Whenua. It is a model for continuous improvement that can be used to monitor progress and maintain bicultural efforts into the future

Second, there is a range of projects that will require the full support & commitment of library colleagues. The projects incorporate aspects of professional development & learning and, by implication about seeking the best outcomes for library customers.

The rationale for change is not primarily focussed on existing structures & systems but on the identification of future learner needs and the construction of pathways that will enable them to be addressed.

Te Ara Hou Action Plan



Nāu te rourou,
Nāku te rourou,
Ka ora ai te iwi

Your food basket & my food basket together feed the people

This whakatauki (proverb) reflects the aspirations of *Te Ara Hou*, three new pathways have been chosen with the expectation that library colleagues will use the framework as a tool to guide them on their way. The first two pathways are about the building blocks, to direct & improve colleagues' cultural fitness for the journey. The last pathway is destination *Te Ara Hou*, colleagues & customers engaging in a confident & welcoming way demonstrating our responsiveness to diversity.

The Pathways

1. Bicultural Professional Leadership

Respecting & valuing peoples differences' & promoting equity, fairness & organisational unity through

- *partnership*
- *recruitment processes*
- *performance management*
- *activity management*

2. Bicultural Professional Development

Confident capable people with an enlightened understanding of the Māori world view through

- *Treaty of Waitangi workshops*
- *marae experiences*
- *language & culture workshops*

3. Bicultural Service Delivery

Kanohi ki te Kanohi (face to face)

This pathway is the final step in the journey towards 'Destination Te Ara Hou'

These pathways will be inclusive & challenging & will require 'kaitiaki' (guardians) to lead the way. The task for the Kaitiaki will not be to develop an all-encompassing strategy, but to facilitate a process that allows for multiple contributions & input.

Ko te kai rapu, ko ia te kite
He who seeks will find

A proverb to encourage anyone searching for knowledge

Of the many variables that will shape the continued bicultural journey for Christchurch City Libraries', all will be influenced by a range of factors eg: Significance, budget, staffing, learning opportunities & commitment to Treaty based outcomes through '*Destination Te Ara Hou*'

Ma Muaka kite a muri
Ma muri ka ora a mua

Those who lead give sight to those who follow
Those who follow give life to those who lead

Key drivers to the success of Te Ara Hou

1) The Local Government Act 2002

The Treaty of Waitangi is now enshrined in legislation and policy including the Local Govt Act which saw the introduction of 'long term council community plans' (LTCCPs), where local authorities must identify in the long-term council community plan how they will work with Māori in their community to further community outcomes in the present and in the future".

2) Treaty of Waitangi

A commitment to the Treaty of Waitangi in all aspects of our work is imperative to addressing.

- The needs of Māori customers
- The needs of Māori colleagues
- Responsive information delivery
- Te reo & tikanga learning opportunities for all colleagues
- Building strong relationships with Mana Whenua, Ngāi Tahu and Ngā Mata Waka (other iwi)

3) Community Outcomes for Christchurch to 2012

The following community outcomes support the pathways in *Te Ara Hou*

- A City of Inclusive and Diverse Communities
- A City of People who Value and Protect the Natural Environment
- A City for Recreation, Fun and Creativity
- A City of Lifelong Learning

4) CCC Strengthening Communities Strategy

Celebrate and promote the city's identity, culture & diversity by Advocating for good race relations & the value of cultural diversity

- Ensuring the physical environment & promotion of the city reflect its bicultural & multicultural nature
- Promote non-discriminatory democratic participation by protecting & advocating for the rights & responsibilities of all citizens, including those established under the Treaty of Waitangi & providing services & information about them that is accessible to all sectors of the community

5) 2025 Libraries Facilities Plan

The Facilities plan provides a framework to plan the future development of the libraries network to meet Christchurch's changing geographic and demographic needs during the next 20 years. The plan places emphasis on partnerships as critical for future development of the network.

Tikanga / Values

Values influence the culture and development of an organisation. Incorporating concepts core to Māori tikanga can enrich the culture of the organisation and the services delivered. There are a number of values that can be applied to the *Te Ara Hou* framework.

1. Akoranga

To teach or learn.

- Formal / informal education
- internal professional development opportunities
- community based learning programmes
- Indigenous knowledge systems

2. Aroha

empathy, selflessness, tolerance, warmth, goodwill, building aroha into the structures and procedures of an organisation is an ongoing task that requires constant practice - Areas of focus include:

- opportunities for people to have their say, share views, debate issues and make decisions

3. Manaakitanga

expresses respect, care, support and hospitality.

Where there is aroha and a sense of whānau in an organisation, manaakitanga will develop. It is often expressed:

- in the way visitors are welcomed
- in induction of new staff
- in the sharing of problems arising from work.

4. Te reo

He taonga tuku iho a te Atua (gift of the gods). Māori language is the life-blood and sustenance of the culture. Using Māori language:

- affirms and preserves the language and culture of Māoridom
- gives recognition to the validity of the language as an official NZ language
- shows ones commitment to bicultural development

Framework

Te Ara Hou Bicultural Action Plan 2008 - 2010

Treaty of Waitangi

underpins the following
tikanga / values

- Akoranga
- Manaakitanga
- Aroha
- Te reo

Guiding Principles

- Treaty of Waitangi
- 2025 Facilities Plan
- Content Dev Policy
- Lifelong Learning Outcomes
- 'What would the Library look like if we were Treaty compliant' a visioning exercise led by Robert Consedine
- Draft Indigenous Culturally Responsive Guidelines
- CCC Community Outcomes for ChCh 2012
- CCC Strengthening Communities Strategy
- Standards for NZ Public Libraries: *(Libraries must reflect the aspirations of Māori guaranteed by Te Tiriti o Waitangi)*
- Public Libraries of NZ : a Strategic Framework 2005-2016: "The Treaty of Waitangi is the founding document of this nation, which is reflected in law, governance structures and legislation, including the Local Government Act 2002. The unique identity of New Zealand is inextricably bound up with its indigenous people, the Māori, and this is reflected strongly in the library, heritage and information sectors of New Zealand." (p. 13) This strategic framework describes the challenges ahead for the 73 Local Authority Public Library networks in NZ)
- formal partnership between LIANZA (Library & Information Association NZ, Aotearoa) and TRW (Te Rōpū Whakahau), Māori in Libraries and Information Management

Pathways

1. Bicultural Professional Leadership
2. Bicultural Professional Development
3. Bicultural Service Delivery

Guardianship

- Library Leadership Team
- Places & Spaces
- Content Management
- Programmes Events & Learning
- Digital Services
- Team Leaders
- Ngā Kaiawhina

Māori population projections to 2021

- Māori population increase of 30% in last 15 years
- More than 1 in 7 people in NZ belong to the Māori ethnic group

Age

- European population ageing/ smaller proportion of children
- Children 0-14 make up 21% of the total New Zealand population
- Children 0-14 make up 34% of the total Māori population
- The general population is ageing, however the Māori population is much younger- median age 22.7 compared with 35.8 years
- Half the Māori population are aged under 23 (as at 30 June 2007) with 35% of the total Māori population aged 15 or under
- Of the 35% under 15, 17% (1 in 6) can converse in Te Reo
- 2021 children will comprise 16% of total NZ European population.
- The percentage of New Zealand children who identify as being of European descent will have decreased from 74 percent to 63 percent
- The number of Māori children is expected to increase, making up 28 percent of all New Zealand children by 2021

Māori Language

- 23.7 % of the total Māori population speak Te Reo as a first or second language
- Increasing number of Māori children (and adults) are speaking Te Reo Māori as first or second language and are bilingual

the number of people identifying as Māori in Christchurch City is the 3rd highest territorial authority in NZ

Feedback

We want your feedback

We would like to hear your thoughts and provide comments for the framework & pathways in Te Ara Hou. Your comments will help shape future pathways

How you can Respond

Please send your feed back to
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Or you can visit our website at
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