



EMPLOYEE HANDBOOK | *PUKAPUKA KAIMAHI*

Bicultural Practice Policy | *Te Kaupapa Here mō ngā Tikanga Mārua*

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Glossary | *Kupu Whakamārama*

Term	Definition
Aotearoa	Commonly used Māori name for New Zealand; traditionally only referred to the North Island, and Te Wai Pounamu used for the South Island.
Hapū	Sub-tribe; a kinship group descended from a common ancestor, forming part of an iwi.
Iwi	Tribe; a large group of Māori people descended from a common ancestor and associated with a particular region.
Kaimahi	Staff or workers.
Karakia	Prayer, often used to open or close meetings or gatherings in Māori contexts.
Mana whenua	The iwi or hapū with ancestral and territorial rights over a particular area; the customary authority of the land.
Mihi whakatau	A formal welcome speech, less formal than a pōwhiri, typically used in workplaces or meetings.
Ōtautahi	Commonly used as the Māori name for Christchurch; translates as “Of Tautahi”, referring to Tautahi who was a Rangatira (chief) in the Christchurch area.
Pōwhiri	A formal welcoming ceremony that includes speeches, singing, and hongi.
Rūnanga	Governing council or tribal authority; often used to refer to the representative body of an iwi.
Tangata whenua	People of the land; refers to Māori as the Indigenous people of Aotearoa New Zealand.
Te ao Māori	The Māori world view; encompassing Māori values, beliefs, customs, and ways of understanding the world.
Te reo Māori	The Māori language



Te Tiriti o Waitangi	The Treaty of Waitangi, signed in 1840 between the British Crown and Māori chiefs, recognised as Aotearoa New Zealand's founding document.
Tikanga	Customs and protocols; the correct or accepted way of doing things in Māori culture.
Whānau	Extended family or community; an inclusive term often used to describe supportive and caring relationships.
Whanaungatanga	The process of establishing and maintaining relationships, kinship, and a sense of connection and belonging.



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Bicultural Practice Policy

Te Kaupapa Here mō ngā Tikanga Mārua

1. Purpose

Youth Alive Trust is committed to honouring *Te Tiriti o Waitangi* as the foundational document of *Aotearoa* New Zealand and embedding bicultural values into all aspects of our work. This policy sets out our commitment to a localised expression of bicultural practice, ensuring that our mission, vision, and service delivery reflect our responsibilities to Māori as *tangata whenua* and to the principles of partnership, protection, and participation.

2. Guiding Principles

This policy is underpinned by the three principles of *Te Tiriti o Waitangi*:

-  **Partnership:** Actively working alongside Māori at all levels to build genuine, respectful relationships and share decision-making.
-  **Protection:** Upholding the rights of Māori to practice *tikanga*, speak *te reo Māori*, and achieve equitable outcomes in health, education, and wellbeing.
-  **Participation:** Ensuring Māori have equal opportunities to be involved in all aspects of Youth Alive Trust, including governance, service design, delivery, and evaluation.

3. Commitment Statement

Youth Alive Trust acknowledges Ngāi Tahu as *mana whenua* of the *Ōtautahi* (Christchurch) area and is committed to:

-  Embedding *Te Tiriti o Waitangi* within our governance structures and operational frameworks.
-  Recognising and celebrating *te ao Māori* (the Māori world view) through the lens of our Christian faith, as integral to our identity, values, and approach to holistic youth wellbeing.
-  Supporting staff to grow cultural competencies through *te reo*, *tikanga*, and *whanaungatanga*.

4. Implementation Areas

4.1 Governance and Leadership

-  Ensure representation of Māori perspectives at the board level through consultation and/or co-governance mechanisms.
-  Incorporate *Te Tiriti* responsibilities into strategic planning and annual reporting.



- Include cultural competency expectations in board member and leadership role descriptions.

4.2 Organisational Culture and Practice

- Embed *mihi whakatau*, *karakia*, and *tikanga* into regular team meetings, events, and training.
- Promote use of *te reo Māori* in internal communications, signage, and branding.
- Reflect bicultural values in mission, vision, and values statements.

4.3 Workforce Development

- Provide ongoing cultural competency training for staff and volunteers.
- Encourage personal and professional development in *te reo Māori* and *tikanga Māori*.
- Include bicultural practice in induction, supervision, and performance review processes.

4.4 Programmes and Services

- Design and deliver youth programmes that reflect Māori perspectives and incorporate Māori models of wellbeing.
- Build partnerships with local *iwi*, *hapū*, *rūnanga*, Māori providers and Māori community leaders.
- Prioritise inclusion of Māori youth voice in programme design and evaluation.

4.5 Partnership and Engagement

- Establish and maintain active relationships with Ngāi Tahu and other local Māori stakeholders.
- Regularly consult with Māori community members and *kaimahi* to inform service development.
- Ensure Māori families (*whānau*) feel welcome and valued in all interactions with the Trust.

5. Monitoring and Evaluation

- Develop annual bicultural action plans and review progress against them.
- Include indicators of bicultural commitment in organisational audits and evaluations.
- Report annually to the Board and key stakeholders on progress towards bicultural goals.

6. Review

This policy shall be reviewed every three years or more frequently if required, in consultation with Māori stakeholders, to ensure it remains relevant, responsive, and reflective of best practice.



7. Document Information

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Version	Author	Remarks	Approval Date
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