

¹¹ Nā ka mea ia, “Putā mai, ka tū ki te maunga ki te aroaro o Ihowa.” Nā ko te haerenga atu o Ihowa, he nui ano te hau, he kaha, e whakakoara ana i ngā maunga, e wahi ana i ngā kōhatu i te aroaro o Ihowa; otiia kāhore a Ihowa i roto i te hau: a muri iho i te hau ko te ru; otiia kāhore a Ihowa i roto i te ru:

¹² A i muri o te ru ko te ahi; otiia kāhore a Ihowa i roto i te ahi: a i muri i te ahi ko te reo ngāwari, he mea iti.

¹¹ And He said, “Go forth, and stand upon the mount before the Lord.” And behold, the Lord passed by, and a great and strong wind rent the mountains and broke in pieces the rocks before the Lord, but the Lord was not in the wind; and after the wind an earthquake, but the Lord was not in the earthquake.

¹² And after the earthquake a fire, but the Lord was not in the fire; and after the fire a still small voice. -1 Kings 19:11-13

Tēnā tātou te kapa nei e whai ana i te kaupapa mātua, ki te hāpai i ngā whānau kātoa. What follows is an action plan, Te Au Hūmārika, for the outworking and realisation of The Preliminary Business Case as accepted by the Territorial Governance Board supported by Te Rūnanga.

Action plan: Te Au Hūmārika.

The name is chosen because it reflects the movement of the spirit that we find throughout scripture, and in all elements of Te Ao Māori. A gentle presence that moves despite obstacles, moving easily along its path. The gentle voice generates love and acceptance. In this, we acknowledge that our lives are a result of God's love and mercy. A current moves on and in the land, always in relationship with the land as are the various mission expressions of Te Ope Whakaora. With a gentle generous spirit, we mirror the deeds and ambitions of Catherine and William Boothe and all of our ancestors in faith and whānau.

This action plan helps us faithfully listen to the voice of God as we walk together for the uplifting of whānau.

MĀORI ENGAGED WITH TE OPE WHAKAORA THRIVE
Caring for People – Transforming Lives – Reforming Society

He Waka eke noa: Te Tai Aroha: Māori Ministries will be enabling, resourcing and releasing Te Au Hūmārika with a programme that is fully integrated with the operational and support structures of Te Ope Whakaora/ The Salvation Army. This will include all Te Ope Whakaora sections, key processes, and full engagement in the Local Mission Delivery model and as part of the Connected Support Network. It is acknowledged that some processes will be emergent and developed to ensure the integrity of both Te Ope Whakaora process and the Rūnanga Vision.

This business case is an updated iteration based on the significant work of Aux-Captain Amiria Te Whiu, and others. The new Covenantal relationship has enabled us to create a Te Ope Whakaora that genuinely supports Māori to thrive and experience the benefits of a culturally safe, effective, and bicultural organisation.

The proposed case creates an environment where Māori engaging with Te Ope Whakaora thrive, realising a fullness of life as intended by God. Māori will experience ‘a place we belong with our whole being’. Regarding Salvationists, it will create an attractive and accepting environment that encourages more Māori Salvationists, who could move into leadership roles within Te Ope Whakaora.

The developing organisational structure seeks to provide a relevant and supportive operational environment for Māori, with appropriate support for those who would benefit from our Mission expressions.

This approach is essential for Te Ope Whakaora in creating and maintaining equity for Māori in our authentic commitment to Te Tiriti o Waitangi. Further, this direction serves the mission of Jesus Christ (I came that you may have life, life in abundance John 10:10).

Te Tai Hono (team of The Tumu Whakarae), will be responsible for implementing the Rūnanga three-year strategy to deliver Te Au Hūmārika strategic plan. Centralised management through the Tumu Whakarae (national director) will ensure the kaitiakitanga and manaakitanga essential for effective implementation by all Te Tai Aroha - Māori Ministries personnel.

An environment that ensures that Māori who engage with Te Ope Whakaora thrive would see Māori worship in church services, Social Mission services that effectively engage and serve tāngata Māori, and Māori experiencing a strong sense of place, autonomy and trust in line with tūrangawaewae and tino rangatiratanga/self-determination principles.

Kia inoi, kia mahi - To work and to pray

Introduction

E rau rangatira mā, e ngā kai kawē o te mana me te tapu o tātou nei, he mihi aroha ki a koutou. Kei te whakatu Te Runanganui o te Ope Whakaora i tēnei pūkete pakihi, hei to mātau ahunga rautaki e toru tau mo ngā Manatū Māori.

E tautohu ana te Rūnanga i tēnei kēhi pakihi hei ara hou whakamua, ā, he maha ngā haora kua whakaritea ki te whakatakotoranga me te kōrero ki te whānui ake o te kaiārahi o te Taua Whakaoranga. Ka hiritia e mātau ināianei ki te inoi, a, ka waiho ki o ringa kaha i a mātou e tatari ana ki to Whakataua.

To the many rangatira, you who carry our strength and our purpose, we acknowledge you with love. Te Rūnanga o Te Ope Whakaora presents this business case as its three-year strategic plan for Te Tai Aroha: Māori Ministries. The Rūnanga endorses this business case as its proposed way forward. We now offer this paper with prayer and present it to TGB for ratification.

The goals of the restructuring for Te Ope Whakaora:

1. Ensure an appropriate and supportive environment for Māori personnel.
2. Ensure effective support for Māori who would benefit from Social Mission expressions.
3. Provide an environment that encourages more Māori Salvationists.
4. Ensure Te Ope Whakaora meets all commitments under Te Tiriti o Waitangi.
5. Ensure our structures and systems achieve tenders for government contracts (current and future).

Situation Analysis

There are currently multiple levels of change being implemented and communicated across the New Zealand Te Ope Whakaora landscape. These include the introduction of an 'Area' based geographical design to support a Local Mission Delivery Model, the introduction of a Connected Support Network, line management changes for some officers and staff, the reduction of the number of officers in training, a drive for greater financial sustainability, and the establishment of the Rūnanga and Tumu Whakarae.

Into this mix comes the updating, refreshing, and representing of the Māori Strategic Plan, Business Case and Action Plan. This journey seeks to support and resource Te Au Hūmārika (The gentle Current) that honours Te Tiriti of Waitangi and our faith position in God's call for all to experience a life of fullness. (John 10:10)

Te Au Hūmārika aims to:

Provide a clear sense of belonging for Māori in Te Ope Whakaora and an environment through which to thrive.

- Intentional development of Māori leaders for senior and strategic roles

- Effective Māori-led social services and firmly positioned to tender for future (Māori-centric) contracts, including Kaupapa Māori Services (Māori-led for Māori)
- Whare Karakia (Māori-led ministry supporting Māori to connect their faith and culture and grow as Māori Christians)
- Communicating what is important for Māori and the stories of God's spirit in our lives.
- Support for all Corps with tikanga, reo and resources for bi-cultural expression.
- A voice in leadership decision-making across Te Ope Whakaora
- Greater and appropriate use of te reo and tikanga
- A tūrangawaewae in the form of a Whare Rūnanga

In all things, we place our trust in God, pray that we remain with God, and act in ways that transform our world for the better.

Explanation of Core Elements of the structure

Te Au Hūmārika The Gentle Current – Richard Kerr-Bell

Vision: Te tō Mai I a Ngāi Māori: To engage Māori that they might have the fullness of life, as God intended.

Te Au Hūmārika is the refresh of Te Ōhākī Māori Strategy. It retains the essential agreed goals and places them in the current context of Te Ope Whakaora while adjusting to the developing landscape of: Te Waka Eke Noa, Local Mission Delivery, Territorial Action Plan, and the current Connected Support Network. It also includes a refresh and amendments to the Preliminary Business Case for Māori Ministry. The plan and budget have been ratified by the TGB, and Finance & Risk Committee.

Below is a graphic that outlines the team,

'Te Tai Hono' (The Tide that Gathers) which

forms the leadership of Te Tai Aroha (the Tide of Compassion).

It is in the shape of a Pātiki (flounder) to symbolise abundance, generosity, and manaakitanga (caring for people), it also references Jesus feeding the 5000 and connection to the tides/currents of Gods love. Not all roles are currently active but will be by Dec 1 2024.

The roles are as follows.

Tumu Whakarae

Connect Vision to Action

Lead the Te Au Hūmārika

Represent at TMB

Kai Tohutohu

E/A, Hui Manager Secretary to the Rūnanga

Tai Karere

Tai Māngai

Providing the Perspective of Māori

Te Kaea

Cultural Activations and Development
Manage Whare Rūnanga

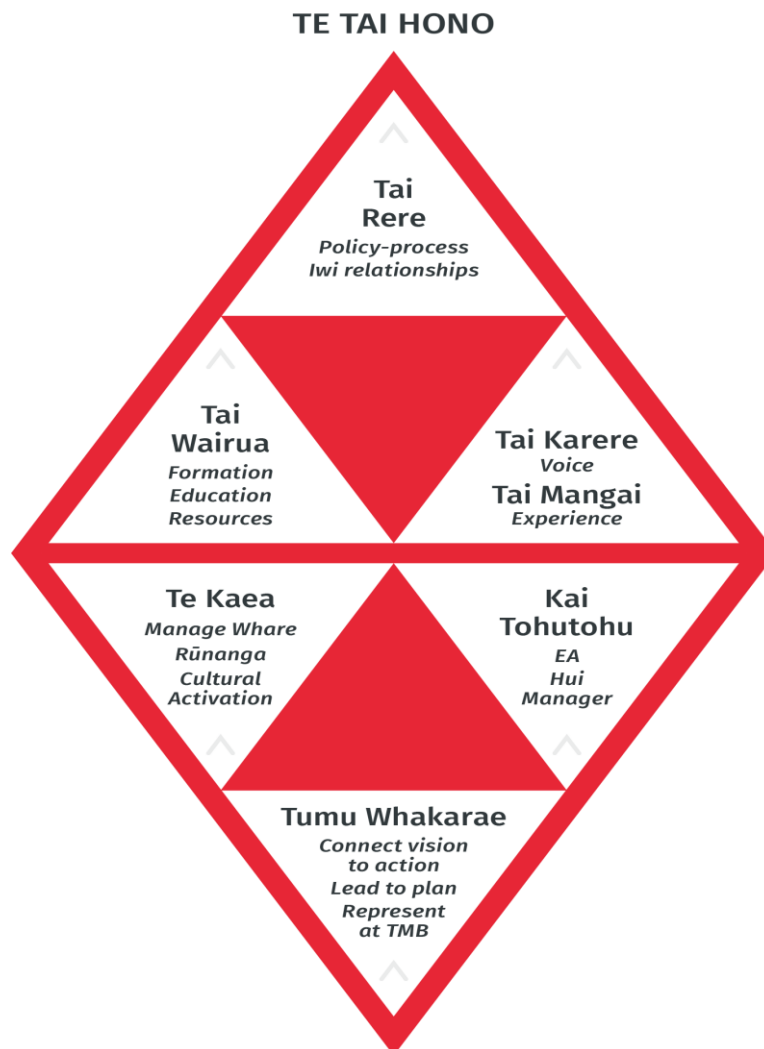
Tai Rere

Policy-Process -Cultural Safety a& Relevance
Iwi Relationships

Writing the Experience of Māori

Tai Wairua

A Roopū made up of three Officers and an Envoy)Formation, Education, Resources to support Whare Karakia, Corps, and Social, Services around tikanga and celebration of Te Ao Māori



Roles

Rūnanga

The Rūnanga provides a bicultural executive focused on strategic leadership. It will have a governance perspective over the work within Te Tai Aroha: Māori Ministries and the wider Salvation Army, providing direction on issues of strategic significance.

New roles

Te Tumu Whakarae (TW)

Te Tumu Whakarae is the National Māori Director of Te Tai Aroha: Māori Ministries committed to providing a Treaty-based response for all across Te Ope Whakaora and Aotearoa. The Tumu Whakarae is part of the team of the Chief Secretary (who also holds 'line management' for the role) and sits within the Senior Leadership Team of Te Ope Whakaora. Te Tumu Whakarae is accountable to Te Rūnanga, The Territorial Governance Board, and will hold line management for senior roles within Te Tai Aroha: Māori Ministries. The TW, or their proxy, will support Māori staff and, specifically Officers, in the appointment process in collaboration with Personnel.

Te Tai Hono (Te Tumu Whakarae Team)

Made up of Kai Tohutohu (Office Administrator), Te Tai Karere (Communications), Te Tai Hauora (Kaupapa Māori Services), Te Tai Wairua (Leader Whare Karakia), and Te Tai Mātauranga (Education/Formation). These will replace all other Senior leadership roles within Te tai Aroha - Māori Ministry.

To that end, the Tumu Whakarae provides leadership and guidance in this area and advocates clear messages, guidance, and leadership about Rūnanga expectations around workforce development, delivery of services, and future potential of Te Tai Hono in supporting the national cultural and bicultural needs for the whole of Te Ope Whakaora. Support will be ongoing and developed within Te Tai Hono to ensure Māori receive appropriate support and guidance in this area.

Kai Tohutohu (Executive Assistant & Hui Manager)

The Executive Assistant and Hui Manager will provide administrative assistance to the co-chairs, Tumu Whakarae and Te Tai Hono (Māori Ministry Leaders) and coordinate Events and Programmes, Travel and accommodation as required with a range of secretarial, reception, hosting and administration tasks to ensure the smooth running of Te Tai Aroha: Māori Ministries.

Te Tai Karere (Communications)

The Communications Advisor will be responsible for the outworking of the high-quality communication plan of Te Tai Aroha - Māori Ministries and will manage and coordinate all elements of Te Ope Whakaora Māori communications. This will include overseeing the contracting of specialists and interacting with and guiding the STA communication

specialists in the creation and production of content, and liaising with the Communications Team of The Salvation Army.

Te Tai Wairua (Committee)

a) Te Tai Wairua will support and collaborate with Kai Karakia (leaders) of Whare Karakia, providing kauhau skill development and support across Whare Karakia in each Rohe (Area). They are responsible for advancing culturally relevant, theologically aligned (with Christian and Te Ope Whakaora philosophy Māori) tikanga for services, and sourcing resources for use in Whare Karakia, supporting Kai Karakia in the formation and promotion of people in a leadership role (such as Kai Kauhau (preachers), Kai whakapai (people with gifts in discerning spirits, clearing negative energy, blessing objects, and spiritual directors roles and promotion of appropriate people into roles of leadership within the community).

The Whare Karakia are led to create a familiar and culturally relevant environment for Māori. This position will champion and practice engaging and hope-filled Māori services, utilising scriptural and theological knowledge, an understanding of te ao Māori, tikanga Māori, and the ability to mentor and coach in support of other leadership roles. They will work collaboratively with Te Tai Mātauranga to educate and form new and aspiring leaders.

b) Resourcing of Corps, social services, and Whare Karakia will be guided by Te Tai Wairua Committee and carried out under the responsibility of Tai Karere (Communications). The Committee will ensure the development and teaching of Māori theology and spirituality, as contributing to programmes and appropriate learning for new and aspiring leaders within Whare Karakia. It will work collaboratively with Te Tai Wairua/CLD and BCM on this.

Te Tai Mātauranga will provide the translation guide and principles for translation in Te Ope Whakaora spaces. And put together a team of translators for ongoing work. They will ensure everyone who wants to have access to the Education Perfect online Te Reo Māori programme.

Te Tai Rere (COO Māori)

The primary function of the Tai Rere is to oversee the professional and cultural safety and competence of Māori service delivery, cultural competence, and work closely with all services in all Areas, Corps and centres, including managing the Pou Ārahi.

The role of the Pou Ārahi role will be more specialised to support cultural compliance and lead kawa at appropriate events. New roles of Iwi Liaison will be created to eventually replace Pou Ārahi to enable the long-term sustainability of relationships and contracts with Iwi and iwi services.

National Whare Rūnanga

The Whare Rūnanga will serve as a place for Kaupapa Māori programmes, worship, and other activities and will offer a place where Te Ope Whakaora operate their tikanga practices and principles and aim to enhance a sense of belonging for Māori Salvationists and other Māori involved with Te Ope Whakaora.

A National Ope Whakaora Whare Rūnanga will also provide a centre for locally operating Māori Mission expressions.

More critically, it will physically represent a place for Māori within Te Ope Whakaora—contributing to a sense of tūrangawaewae, literally ‘a place to stand’. It will provide a place where Te Ope Whakaora tikanga is observed as a regular part of daily working lives.

Whare Runanga will provide an important venue for:

- Hui, both internal and with the community
- Teaching, including delivering knowledge from a culturally specific environment
- Worship and being church together
- Tangi
- Full expression of pūrākau, language and Salvation Army hapū tikanga.

Finally, the Whare Runanga will generate income for Te Tai Aroha: Māori Ministries, reducing financial outgoings.

Whare Karakia (Māori-Centric Corps)

Whare Karakia will help drive Māori participation in Te Ope Whakaora by ensuring an environment that welcomes and nurtures Māori as Salvationists and adherents and recognises those with leadership potential. This will be a consultive process involving formation, community discussion, and ongoing support and guidance.

The intention is a setting where Māori knowledge and ways of being are revitalised, valued, and normalised, where Māori feel a strong sense of place and can see ongoing involvement in Te Ope Whakaora as respected leaders, providers, problem-solvers, and decision-makers for the wellbeing of Māori. These will be places where Māori capacity for leadership will be identified, promoted, and developed.

Critically, including Whare Karakia in Te Ope Whakaora does not preclude ongoing progress towards cultural proficiency and a welcoming environment for Māori in all corps.

Appointments

Appointment of Officers and other commissioned roles involving Māori will be a shared conversation with Tumu Whakarae or their proxy.

“I haere mai ahau kia whiwhi ai ratou ki te ora, ina, tona nui noa atu”

I have come that you may have life, life abundantly – John 10:10”