



# Te Whare Tikanga Māori

NZPF Annual General Meeting & Conference 2018

Brentwood Hotel, Wellington

## Tātai Tauatanga | Succession Plan

Updated: November 2018

Kaitūāpā / Facilitator: Liz Neill

*"It is for our children's children that we plan."*

Whaitiaki, Willie Brown; June 2007

*"... Our planning and actions today define the environment in which our children's children shall endure. These few words also challenge ... Māori to think beyond their immediate situational needs and consider longer generational implications and planning outcomes. But the little steps we take today will be the rewards our children's children shall enjoy tomorrow".*



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## Background

The purpose of Te Whare Tikanga Māori *Tātai Tauatanga* leading into the 'whole of Playcentre' amalgamation is Governance.

Tātai Tauatanga was first presented to Te Whare Tikanga Māori for Hui a-Tau Māori 2015 via Skype conference call. It was agreed to accept Tātai Tauatanga / Succession plan A and plan B. It was shared that if by 2017 the organisation is amalgamated in to Playcentre Aotearoa, Rōpū Māori need to be aware that plan B will come into effect.

At Hui a-Tau Māori 2016 at Te Mahurehure marae, Point Chevalier; Te Whare Tikanga Māori agreed to retain the current Tangata Whenua Trustees until Conference 2019 to ensure continuity during the amalgamation transition phase, and to be able to develop strong governance systems for the benefit of tamariki Māori and their whānau in the future.

Te Whare Tikanga Māori will have 3 Trustees to carry out the governance responsibilities. The Education co-Convenor will be defunct from November 2017; the administrator duties will transfer to the Māori Development Manager upon employment.

## Emergent Leadership for the Future

Succession planning is a means for Te Whare Tikanga Māori to ensure its continued effective performance through leadership continuity. For Te Whare Tikanga Māori to plan for the replacement of key leaders, potential leaders must first be identified and prepared to take on those roles. It is not enough to select people in the organisation who seem "right" for the job. Not only should the experience and duties be considered, but also the personality, the leadership skills, and the readiness for taking on a key leadership role.

Clear objectives are critical to establishing effective succession planning. These objectives tend to be core to many organisations that have well-established practices:

- Identify those with the potential to assume greater responsibility in the organisation;
- Provide critical development experiences to those that can move into key roles;
- Engage the leadership in supporting the development of high-potential leaders;
- Build a database that can be used to make better decisions for key roles.

Additional objectives may be embedded in the succession process:

- Improve member commitment and retention;
- Meet the role development expectations of existing members;
- Counter the increasing difficulty and costs of recruiting members with low participation and knowledge.

A succession plan should involve nurturing and developing whānau Māori from within. Members who are perceived to have the skills, knowledge, qualities, experience and the desire can be groomed to move up to fill specific, key positions.

The absence of a succession plan can undermine Te Whare Tikanga Māori's effectiveness and its sustainability. Without a succession planning process, Te Whare Tikanga Māori may not have a means of ensuring that the programs and services that are crucial to its operation are sustained beyond the tenure of the individual currently responsible for them.

## What makes for good Māori leadership?

Leadership requires the presentation of an achievable and desirable future state or outcome for which people are willing to follow their chosen leader. A good leader is viewed from the perspective of intentionally doing the right thing at the right time for the right reason and for the benefit of the people served. Both leader and follower are equally important. The emphasis ... is on what makes for good Māori leadership? It is clear that good followership creates good leadership. That is, without people who are willing to follow there would be no opportunity for anyone to exercise leadership.

From a firm foundation, a good leader paints a picture of some identifiable vision that people have aspirations for and then focusses on motivating, encouraging and supporting people to follow them and a mutually beneficial strategy toward achievement of the common vision. This is what a good leader has to do... the importance of transformation leadership and focusing on the vision, rather than the leader.

While the leader is a valued member of any team it is the common vision that is most important. This is consistent with Mant's (1977) approach of moving from binary to ternary approaches as a way by which goals can be best achieved. The binary approach is the typical master- servant relationship: whereas the ternary approach focuses on the goal and the master and servant being both servants. This connectivity allows both to have a common language and vision and in so doing results in humility and real power-sharing.

The ongoing leadership evolution will be continually influenced and shaped by Māori themselves. Leadership from men and women of all ages and affiliations, remain the most potent factor in Māori society and an effective catalyst for constructive change. Those who lead have obligations as well as rights, irrespective of lineage or qualifications. They have to prove themselves in service and be open, transparent and accountable to those for whom they serve and with the mandate to lead.

As past leaders and their achievements are acknowledged, today's leaders are constantly reminded of people's high expectations for them to continue the work and advance the cause further. It also places a heavy burden on the shoulders of today's leaders to look after the interests of not only present but upcoming generations and to ensure that their futures are well assured. In this way, contemporary Māori leadership is about iwi, hapū, whānau, Māori socio-economic advancement and political influence.

Present Māori vitality owes much to earlier generations, and traditional times. The Māori leadership system is still relevant. Today's leadership will predictably come from Māori building on the gains from those gone before. That leadership will be ongoing and ever changing. New personalities will emerge. They will have their own unique styles of leadership to meet the challenges of the day and take advantage of the opportunities of tomorrow.

<http://www.review.mai.ac.nz/index.php/MR/article/viewFile/334/477>, MAI Review, 2010, 2, Page 13

## What is Governance?

Governance consists of four key functions:

- *Advocacy* — to publicly support and recommend our philosophy and service.
- *Planning* — setting the strategic direction and planning in response to environmental scanning.
- *Evaluation* — an assessment of what we do, the quality and relevancy of the services we deliver, the culture we create, and the achievement of our vision.
- *Fiduciary care* — safeguarding of assets, legal obligations, financial care, risk management and employee relations.

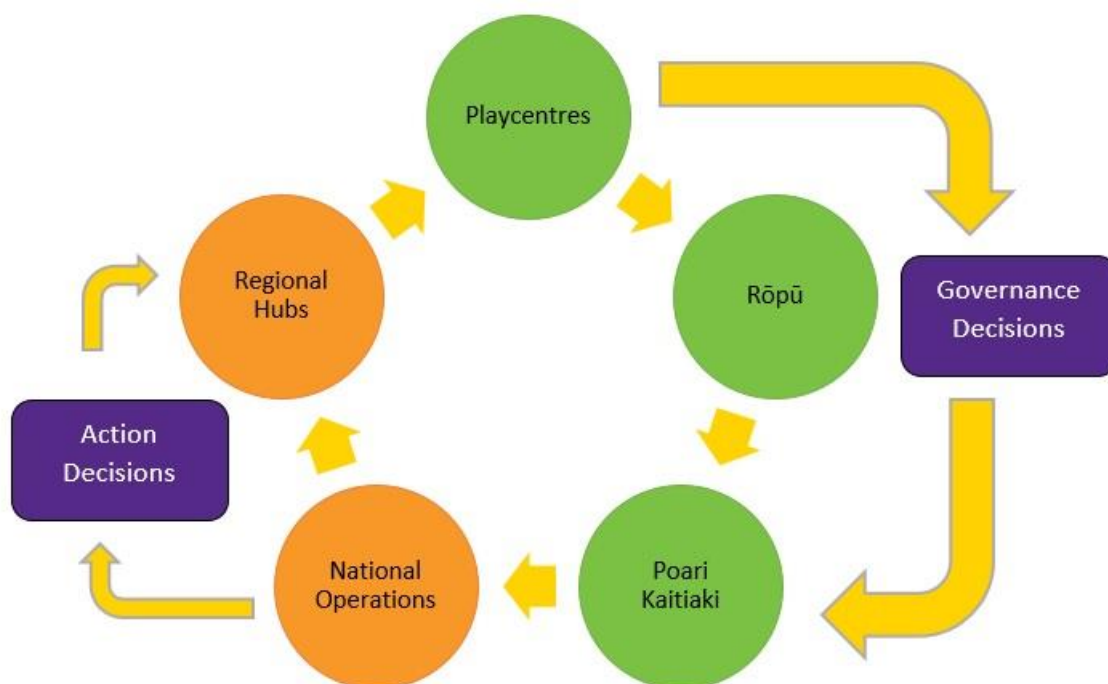
*In order to have an effective shared governance system we need:*

- *shared facilitative leadership,*
- *mutual accountability/co-operacy,*
- *organisational learning,*
- *generative thinking,*
- *strategic thinking.*

Our governance system will be based on the principles of

<ul style="list-style-type: none"><li>• <i>co-operacy,</i></li><li>• <i>self-determination,</i></li><li>• <i>genuine partnership based on Te Tiriti o Waitangi,</i></li><li>• <i>community level decision-making,</i></li><li>• <i>emergent leadership,</i></li></ul>	<ul style="list-style-type: none"><li>• <i>rangatiratanga,</i></li><li>• <i>mana,</i></li><li>• <i>whānaungatanga</i></li><li>• <i>wairuatanga</i></li></ul>
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## Governance and Operations Cycle



## Participation and Co-governance for a whānau Māori Playcentre member

A Playcentre journey and the tools for a whānau Māori member.

PARTICIPATION		CO-GOVERNANCE	TOOLS & RESOURCES
<i>Whānau Māori Playcentre member</i>		<i>Playcentre Rōpū Māori</i>	
<b>Centre</b>	Governance: decision-making	- in partnership	- Rōpū Māori - Te Ao Māori Workers
<b>Cluster</b>	Support & Network	- <b>No</b> governance decisions - May cover more than 1 cluster	- Rōpū Māori - Regional staff / expertise
<b>Regional Rōpū</b>	Governance: decision-making	- in partnership	- Te Ao Māori Workers - Hui ā-Tau Māori
<b>National</b>	Governance: decision-making	- in partnership as Te Whare Tikanga Māori	- Hui ā-Tau Māori - AGM & Raukawa-Mihinare 2 house model

## Rōpū Māori today

As we build for the future, we need to review our past performance, distinguish our current position to be able to identify where we need to focus our resources. Rōpū Māori growth has been a focus since 2012. Data has been gathered from Te Whare Tikanga Māori minutes for Associations Rōpū Māori for your information.

### Our Performance

#### *Active Rōpū Māori, 2007 - 2013 (13)*

North Shore, Te Akoranga, Hawkes Bay, Waikato, Taranaki, Wellington, Tamaki, Thames Valley Coromandel, Tairāwhiti, Hutt, Nelson, Marlborough, Southland

#### *No Rōpū Māori or Rōpū Māori disbanded\*, 2007 – 2017 (17)*

Far North, Rotorua\*, King Country, Wairarapa, Mid Canterbury, South Canterbury, East Waikato, Buller Westland, Mid Northland, Auckland, Counties, Thames Valley Coromandel, Tairāwhiti, Nelson, Marlborough, Canterbury, Otago

#### *Active representation within Te Whare Tikanga Māori, 2007 – 2016 (27)*

Northland, Mid Northland, North Shore, Auckland, Counties, Tamaki, Te Akoranga, Thames Valley Coromandel, Western Bay of Plenty, Eastern Bay of Plenty, Tairāwhiti, Hawkes Bay, Central Hawkes Bay, Waikato, East Waikato, Taranaki, Whanganui, Central Districts, Wellington, Hutt, Buller Westland, Nelson, Marlborough, Canterbury, Otago, Southland, Mid Canterbury

### Our Position

#### *Active Rōpū Māori 2018 (15)*

Puriri Whakamaru o Taranaki (Taranaki), Kapa Tautoko ki Whanganui-a-Tara (Wellington), Puriri Whakamaru o Te Awakairangi (Hutt), Counties, Kia Puāwai o Tamaki (Te Akoranga), Puriri Whakamaru o Otago (Otago), Te Kimiora o Tamaki (Tamaki), Te Tairāwhiti (Tairāwhiti), Rawhiti Waikato (East Waikato), Te Taonga o Pohutukawa (Eastern Bay of Plenty), Tauranga Moana Whānau Rōpū (Western Bay of Plenty), Mahi Ngātahi o Puawai (North Shore), Te Roopu Whakaaro Kotahi (Northland), Te Rito (Auckland) and Puriri Whakamaru o Central Districts (Central Districts)

#### *Active representation within Te Whare Tikanga Māori, 2018 (13)*

North Shore, Counties, Tamaki, Te Akoranga, , Western Bay of Plenty, Eastern Bay of Plenty, Tairāwhiti, East Waikato, Taranaki, Central Districts, Wellington, Hutt, and Otago

### Our Potential

Identifying challenges and desired outcomes will be mahi for Hui ā-Tau Māori 2019.

## National Governance: 6 into 3

The Regional hubs and boundaries are now established. The below graph is how to enable all Rōpū Māori. The governance model for the 'whole of Playcentre' costs are via the budget presented to AGM:

- *Hui ā-Tau Māori 2019*: will enable representation of 24 from 6 regional Rōpū Māori, 3 Tangata Whenua Kaitiaki, with 6 Regional Te Ao Māori workers and the Māori Development Manager.
- *Playcentre Aotearoa AGM 2019*: will enable representation of 24 from 6 regional Rōpū Māori and 3 Tangata Whenua Kaitiaki and the Māori Development Manager.
- *3 Kaitiaki positions*: at the national level have been set aside for Te Whare Tikanga Māori.

Region	Northern	Auckland	Central North	Lower North	Upper South	Southern
Hui ā-Tau Māori	4	4	4	4	4	4
AGM	4	4	4	4	4	4
<b>Trust Board</b>	<b>1 Tangata Whenua</b>		<b>1 Tangata Whenua</b>		<b>1 Tangata Whenua</b>	
Current Rotation	2		1 & 3			
Future Rotation	2		1		3	

## Poari Kaitiaki

At Hui ā-Tau Māori 2016 at Te Mahurehure marae, Point Chevalier; Te Whare Tikanga Māori agreed to retain the current Tangata Whenua Trustees until Conference 2019 to ensure continuity during the transition phase, and to be able to develop strong governance systems for the benefit of tamariki and whānau Māori in the future.

### *Emergent Leadership for Te Whare Tikanga Māori*

As Kaitiaki we are indicating the need to plan for the replacement of Kaitiaki from Playcentre Aotearoa 2019. Our potential Kaitiaki must first be identified and prepared to take on those roles. It is not enough to select people in the organisation who seem "right" for the job. Not only should the experience and duties be considered, but also the personality, the leadership skills, and the readiness for taking on a key leadership role. The following is to indicate the best option to enable Emergent Leadership for Te Whare Tikanga Māori Kaitiaki | Trustees.

Year	Ngā Kaitiaki			Indication for Poari Kaitiaki for 2019 – 2022
2016 – 19	A Tamati-Aubrey	A Stewart	C Murray	Char Martin, Rane Davies
2019 - 20	A Stewart	C Murray	C Martin	
2020 - 21	A Stewart	C Murray	C Martin	
2021 - 22	C Murray	C Martin	R Davies	

## Hui ā-Tau Māori of the Future

Future Hui will be governance focussed and offer Professional Development.

Governance topics will be presented by Kaitiaki with the Professional Development component delivered by the Māori Development Manager and Te Ao Māori Workers.

Hui will be held in May 2019, this will allow a 6-month window to emerge and induct new Kaitiaki. Our new Kaitiaki will be prepared to represent your views on the Monday after the Playcentre Aotearoa AGM.

Hui will begin for Kaitiaki, Māori Development Manager and Te Ao Māori Workers on the Thursday. Hui for Rōpū Māori representatives will be from the Friday to Sunday.



# Te Whare Tikanga Māori

Tangata Whenua Kaitiaki Profiles


2017-2019

He rau ringa e oti ai te mahi.

*With many hands (rau ringa) the job will be done.*

If we consider this whakataukī within Playcentre, it promotes collaboration between each Rōpū Māori, each Association and Federation for whānau to improve learning.

We are reminded to engage with Te Whare Tikanga Māori to enable tamariki Māori and their whānau to reach their potential as Māori.





Ko Aoraki te Mauka, Ko Otakou te Moana, Ko Araiteuru te Waka, Ko KaiTahu, KatiMamoe ka Iwi, Ko Ruahikihiki te Hapu, Ko Otakou te Papakaika. Ka huri taku aro ki Te Tai Hauāuru, kurei tangara, o aku tini waka Kei Mohakatino Tokomaru tena. Puta noa ki te tini o Te Atiawa. Ko Taranaki te Maunga, Ko Moana-nui-a-Tawhaki, Ko Mangaoraka te awa wai-iti Ko Puketapu te Iwi, Ko Manutahi te Hapu, Ko Manutahi te Papakainga. Ka huri taku aro ki Te Puhi or Te Puhi, Ko Ohau Tieke te Maunga, Ko Touwai te awa wai-iti, Ko Whanaupani me Kaitangata ngā Hapu, Ko Ngāpuhi te Iwi. Ko Chance, ko Rawiri, ko Chaz, ko Vanessa, ko Dane me raua ko Cheyenne he kākano i ruiruia mai ki Te Ao. Ko Elaine Tamati-Aubrey ahau.



POSITION #: Perehitana Takirua / Co-President

IWI: KaiTahu, Te Atiawa-nui-tonu, Ngāti Mutunga, Ngāpuhi

HAPŪ: Ruahikihiki, Manutahi, Puketapu, Kaitangata, Whānaupani, Kaitangata

RŌPŪ: Puriri W'akamaru o Taranaki / Taranaki Playcentre Association

HOW HAVE YOU CONTRIBUTED TO YOUR CENTRE/ASSOCIATION?

Contributing whānau of Puriri W'akamaru o Taranaki 11 years, Association Board of Governance 1 year, Association PR 1 year.

\*HOW WILL YOU CONTRIBUTE TO FEDERATION?

I have working knowledge and experience in the areas of: Strategic and Governance outlook; Sound communications; Human Resources; Risk Management; Project Planning and Management; Events Management; Promotions and Media, Marketing and Sponsorship; 9 years as a NZ Playcentre Federation officer.

\*\*HOW WILL YOU CONTRIBUTE TO TE WHARE TIKANGA MĀORI FEDERATION TEAM?

I will contribute knowledge with: Mātauranga Māori, Policy Analysis, Systems Information and a little bit of crazy and haututū.

HOW WILL YOU CONTRIBUTE TO YOUR PREFERRED FEDERATION TEAM?

Please refer to \* and \*\*

PLEASE PROVIDE A BRIEF NON-PLAYCENTRE WORK, VOLUNTEER, EDUCATION AND LIFE HISTORY PRIOR TO AND/OR DURING PLAYCENTRE

A culturally diverse circle of whānau, friends and associates keeps me grounded.

I have an interest in relationship building and have an advanced understanding of Media through past employment. I have worked at various levels within Tertiary Education.

I provide 1:1 IT training covering various Finance and Administration Software and Microsoft applications.

I have employment experience in Media, Tertiary Education, Social Services, Hospitality and Private Business Sectors, 24 and 27 years respectively.

Within my whānau I am responsible for our Whānau Database which holds 5000+ contact details and links. My key role is to develop and maintain connections, data integrity and facilitate hui whānau for 1000+ people.

Ko Taranaki te maunga. Taranaki is the mountain  
Ko Waiaua te awa. Waiaua is the river

Ko Tawhitirahi te maunga Tawhitirahi is the mountain,  
Ko Te Awa Poka te awa Te Awa Poka is the river

Ko Kurahaupo te waka. Kurahaupo is the waka

Ko Mamari te waka Mamari is the waka

Ko Taranaki te iwi. Taranaki is the tribe

Ko Te Aupouri te iwi Te Aupouri is the tribe

Ko Orimupiko te marae. Orimupiko is the marae

Ko Potahi te marae Potahi is the marae

No Opunake toku papa.

My father is from Opunake

No Te Kao toku mama

My mother is from Te Kao

Ko Toko Stewart toku papa ka moe ia a Ngapeka Nopera toku mama ka puta mai aku kuini

Ko Avis Stewart toku ingoa

POSITION: Trustee / Kaitiaki

ASSOCIATION: Te Waewae Koukou o hau raro / Mid Northland

WHAT HAVE YOU BI-CULTURALLY CONTRIBUTED TO YOUR CENTRE/ASSOCIATION? Being present, attended both. Developed flip chart with Te Reo / English and phonetics

WHAT WILL YOU CONTRIBUTE TO FEDERATION? Common sense, honesty, transparency, language

WHAT WILL YOU CONTRIBUTE TO THE MĀORI FEDERATION OFFICERS TEAM? Sharing of resources / knowledge / opinions / ears / language

WHAT WILL YOU CONTRIBUTE TO YOUR PREFERRED FEDERATION TEAM? Knowledge / experiences / an ear / opinion / networks / language

PLEASE PROVIDE A BRIEF NON-PLAYCENTRE WORK, VOLUNTEER, EDUCATION AND LIFE HISTORY PRIOR TO AND/OR DURING PLAYCENTRE Born and partly schooled in Christchurch, raised and educated in Mangere, live in Kaikohe (23 years) Gave birth to 6 tamariki ( 5 sons and a daughter) and inherited 10+, Nanny to 27 + ngā mokopuna whāngai. (Ran out of toes to count).

Have a diploma in Social Work and will complete my last paper (sometime) for my degree.

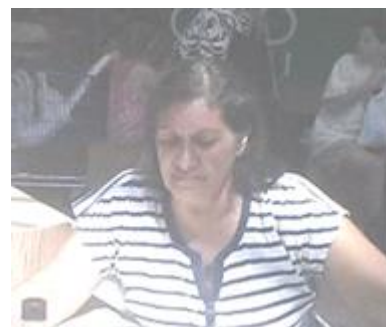
My Playcentre journey started 19 years ago, I held many positions within the centre from the cleaner to the President as well as being the unqualified builder of display units , decks and sandbox seats that are still being utilised (all equipment was built under 1.5mtrs to avoid a building permit)

I became a member of the Association executive committee then I was later elected as the Non – Māori Co Convenor which was held for a number of years. Part of the Management committee from 2004 – 2007 after which the Association created employed positions as the volunteers had been on a decline.

I am currently employed as the CEO of the Mid Northland Playcentre Association, main duties are to ensure the licensing and compliance of all Playcentres are maintained. I have knowledge of employment relations, conflict resolution as well as problem solving skills.

I acknowledge and respect the diversity of whānau, hapū, Iwi, Tikanga, Kawa i Te Ao Māori.

I am willing to learn, share, support, and encourage the growth of our tamariki and whānau.



Ko Mauao Te Maunga  
Ko Tauranga Te Moana  
Ko Ngai Terangi Te Iwi  
Ko Ngati Tauaiti Te Hapu  
Ko Mataatua Te Waka  
Ko Kutaroa Me Te Opureora Te Marae  
Ko Cynthia Murray Toku ingoa

PREFERRED POSITION: Trustee / Kaitiaki  
Association/Rōpū: Eastern Bay of Plenty Association



#### WHAT HAVE YOU BI-CULTURALLY CONTRIBUTED TO YOUR CENTRE/ASSOCIATION?

I have been bicultural convener since 2008 where I built a working relationship with REAP who are Rural Education Activities Program in Whakatane. I worked with the ECE coordinators, where we created a Taha Maori Kete folder in partnership. This Kete was to be used by our Playcentres and also by Reap during their ECE programs they offer to the community. This Kete was made to collate Maori resources useful to ECE services.

Previously I was a part of our first establish Roopu before 2008, I have attended some Maori hui and also attended National meetings participating in Maori Caucus.

At present I'm supporting our Bicultural Convener in establishing our Maori Roopu, which is still work in progress.

#### WHAT WILL YOU CONTRIBUTE TO FEDERATION?

- I will bring, honesty, transparency and trust.
- I don't like conflict and will find a way to eliminate or to fix.
- I bring property knowledge
- have good leadership skills
- Good Playcentre knowledge and experience
- Good communicator and Team player

My contribution to Federation is by offering my skills, experience, Partnership and support for others.

#### WHAT WILL YOU CONTRIBUTE TO THE MĀORI FEDERATION OFFICERS TEAM?

My contribution will be same as above for federation. I will support where ever I am needed. The biggest contribution I can make is continue the Whanau Tikanga our Whare entails and to ensure I'm up to date with The Past and Present.

#### WHAT WILL YOU CONTRIBUTE TO YOUR PREFERRED FEDERATION TEAM?

I will contribute my time and ensure I complete tasks I'm allocated too.

#### PLEASE PROVIDE A BRIEF NON-PLAYCENTRE WORK, VOLUNTEER, EDUCATION AND LIFE HISTORY PRIOR TO AND/OR DURING PLAYCENTRE

I am 2nd oldest of 6 siblings. I was born in Turangi. Mum is from Mourea Rotorua, dad is from Matakana Island Tauranga. I grew up with English being our main language, I have learnt basic Reo, just not fluent. I learnt a lot from my Whanau, knowing who I am, where I'm from and always taught To uphold Tikanga.

So previous to being a mum, I never finished school, I participated in numerous courses, electrical and horticulture. I worked in Shearing sheds as this was my family business. I have course PC course 3 and looking at starting course four.

I was young mum having my first son before my 17th birthday. I started Playcentre in Opotiki when he was 1 and ½. This was around start of 1998. All my five children went through Playcentre their ages are 19 to 11 years old. I have four boys and one girl. My Tane is John he is European and from Kaimai, Tauranga.

The skills I have today is what I have gained from being 100% committed to Playcentre and through emergent leadership into various Playcentre roles within centre and Association over these 17 ½ years. Playcentre has made me the person I am today. I am life member of Opotiki Playcentre and currently volunteering as role model and now volunteering as a support person/ trainee facilitator for space in Opotiki. I am Association President and also take care of Property role at present.

Non Playcentre jobs- over past 18 years I have done:

- Merchandiser in supermarkets
- Shed hand
- Currently I am under Geneva healthcare being my son caregiver and I am looking at starting my levels 1 in healthcare.
- Bookkeeper for our Earthmoving business – using Xero software, employing casual workers, take care of all health and safety paperwork.
- I was heavily involved in previous primary school was on BOT, PTA, volunteered many hours to organizing events and fundraisers

Over these 18 ½ years I have predominately done Playcentre jobs.

Centre level – I have done: rolls officer (Bulkfunding), equipment and Property officer, co-president, president, bicultural, paid supervisor then role model and now volunteered role model.

I also completed roles on association whilst at centre level. Association roles – I have done: bicultural convener, centre support worker, commenting on Ed team, property convener, co-president, president

I stepped out of Playcentre for 1 ½ years to care for my son whom had accident. Then I come back in as I needed to find me again. I stepped in 2013 into Property convener role then I stepped into president role where I'm currently now.

As you can see my life is Playcentre and it will continue to be this for years to come.

Kia ora Koutou x

## References/Sources:

1. Key Components of Te Whanau Tupu Ngātahi o Aotearoa – Playcentre Aotearoa Inc. May 2015
2. Te Whānau Tupu Ngātahi o Aotearoa – Playcentre Aotearoa Incorporated, Background Paper April National Executive 2015 and Conference 2015