

Te Whare Tikanga Māori

Te Whanau Tupu Ngatahi o Aotearoa /
Playcentre Aotearoa

Tātai Tauatanga / Succession Planning

Updated September 2020



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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 transition phase, and to be able to develop strong governance systems for the benefit of tamariki and whānau Māori 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.

Amalgamation of the organisation, through the High Court, was achieved in 2019. Alaine Tamati-Aubrey, as Perehitana Takirua, and Cynthia Murray, as kaitiaki completed their term. Char Martin was being prepared as the incoming Trustee. The Trustees sought legal advice from the Honorary Solicitor Te Whare Tikanga Māori were required to fill the vacant position and brought Ranees Davies forward as stated in our succession plan. Char Martin and Ranees Davies were inducted at the Annual General Meeting 2019 held in Christchurch.

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

- Please note that this table was formulated in 2017 with the best intentions.

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.

As written in the 22/11/2019 Whare minutes

Te Whare Tikanga Māori members who have shown interested in becoming a future trustee:

Liz Cribb from Papamoa Playcentre

Paia Terepo from Mt Wellington Playcentre

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

Our governance system will be based on the principles of

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 2017 (7)

North Shore, Waikato, Taranaki, Tamaki, Hutt, Western Bay of Plenty, Southland

Active representation within Te Whare Tikanga Māori, 2017 (22)

Northland, Mid Northland, North Shore, Auckland, Counties, Tamaki, Te Akoranga, Thames Valley Coromandel,

Western Bay of Plenty, Eastern Bay of Plenty, Tairāwhiti, Waikato, East Waikato, Taranaki, Whanganui, Central

Districts, Wellington, Hutt, Buller Westland, Canterbury, Otago

Our Potential

Identifying challenges and desired outcomes will be mahi for Hui ā-Tau Māori 2018.

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 may be delivered by the Māori Development Manager and Te Ao Māori Workers.

Hui will be held within 6 months of Playcentre Aotearoa AGM of each year, 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.

Information sharing;

Tātai Tauatanga / Succession Plan 2016-2017 as of NZPF Conference 2016 (Plan B)

November 2015: Te Whare Tikanga Māori confirm Tātai Tauatanga / Succession Plan (Plan B) at Hui aTau Māori 2015. Nominee Profiles presented.

Note: NZPF Constitution, Clause 7.1.1: A Tangata Whenua Co-President and a Tangata Tiriti Co-President elected in alternate years for a term of (2) years #

Poari Kaitiaki / Trustee Board				Kapa Matauranga / Education Team			Kaiwhakahaere	Journal
Year	Co-President	Trustee	Trustee	Co-Convenor	Team member	Team member	Admin	Editor
2013	M Pilkington	S Foster	A Tamati-Aubrey	M Lavender				M Mateparae
2014	M Pilkington	A Tamati-Aubrey	Vacancy	M Lavender	C Martin	H Ruru	A Robertson	M Mateparae
2015	A Tamati-Aubrey	M Mateparae	A Stewart	C Martin	•	•	D Palmer	
2016	A Tamati-Aubrey	A Stewart	C Murray	C Martin	•	•	D Palmer	
2017	A Tamati-Aubrey	A Stewart	C Murray	C Martin	•	•	D Palmer	

1. As Kaitiaki / Trustees we have learned it is important each position is filled to ensure personal wellness and workload knowledge and management.
2. At the National Executive April 2015 Te Whare Tikanga Māori agreed to:
 - 2a. "1. Endorse one nominee as Te Whare Tikanga Māori Kapa Mātauranga – Kaiwhakahaere for 2015-16 and
 - 2b. 2. Leave the remaining two positions of Te Whare Tikanga Māori Kapa Mātauranga – Kaimahi vacant for 2015-16 and
 - 2c. 3. Give the endorsed Kaiwhakahaere the mandate to spend the savings made from this action on items that will benefit whānau Māori. These items include but are not limited to bringing together the programme development team or co-opting or retaining consultant expertise should the need arise".
 - 2d. We recommend the above be carried over for the 2016 – 2017.
3. As Māori Federation officers we have endeavoured to find the best solution for Te Whare Tikanga Māori as a whole.

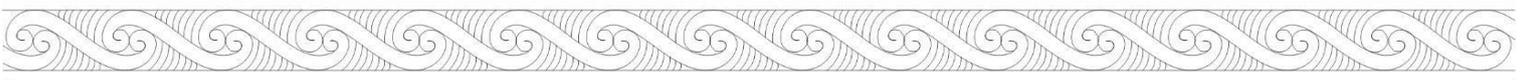
4. We present the updated 'Tātai Tauatanga / Succession Plan' 2016-2017 as of NZPF Conference 2016

Tātai Tauatanga / Succession Plan 2016-2017 as of NZPF Conference 2016 (Plan B)

The purpose of Te Whare Tikanga Māori Succession Plan leading into the proposed 'whole of Playcentre' restructure is Governance.

November 2015: Te Whare Tikanga Māori confirm Tātai Tauatanga / Succession Plan (Plan B) at Hui aTau Māori 2015. Nominee Profiles presented.

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



Te Whare Tikanga Māori

Tangata Whenua Kaitiaki Testimonies

2020 – 2021

He rau ringa e oti ai te mahi.

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

If we consider this whakatauki within Playcentre, it promotes collaboration between each rōpū Māori, each Region and Playcentre Aotearoa for whānau to improve learning.

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



Trustee Succession Plan -

Char Martin

Trustee since November 2019

Joined Centre in 2006

September 2020

I spent 4.5 years on the New Zealand Playcentre Federation (NZPF) Education Team. 2 as a Team member and 2.5 as Co-convenor for Te Whare Tikanga Māori (TWTM). I completed the term as Co-convenor at the NZPF Conference 2017.

At Hui a-Tau Māori 2016 I was approached by those who attended this hui and TB members to seek my interest in becoming a Trustee Board member. I consulted with my Association Rōpū, Association Management Team and mostly my whānau, I had their full support, so I accepted that I could fulfil the positions as a Trustee Board member, based on the knowledge I had gained from the Education Team.

The timeframe from when I accepted becoming a Trustee Board member to when it was to become a reality was 2 years. This length of time did not concern me as I took a year off to recharge after being on the Education Team as I was helping to rewrite the Adult Education Program also. So the time away was perfect for when I started in November 2019.

The only challenge I had was that I had not been into a Centre during my time out except for delivering Modules in our Education Program, so it was important to stay focused with the Regs and Policies, understand the Philosophy and Constitution, These helped my when I came back. An advantage I had was being a Commenter, was knowing all the answers when marking Assessments, these kept myself in touch also with Playcentre procedures.

6 months leading up to the AGM 2019, I was invited by the then Co-President to attend a Trustee Board meeting. This was to introduce myself to the procedures that are followed with the TB Team when meeting. This was very helpful leading towards the main Annual General Meeting (AGM)

My first year on Trustee Board Team, I have noted that the team are very supportive of helping, where your strengths have not emerged yet. Based on this, I recommend that the succession is staggered to always allow and acknowledge the Tuakana/Teina support mechanism.

Trustee Succession Plan 2020 –

Ranee Davies

Trustee since November 2019

Centre since 2008

I started Playcentre back in 2008 with my twins, i started at Papakura Playcentre then moved to Hunua Playcentre where it became my family and i learnt so much about Playcentre and how a centre runs. I left in 2010.

In 2014 i returned to Playcentre, this time to Takanini Playcentre with my youngest child, this is where i found my new family and had to support and teach others to run the centre from my earlier experience.

In 2016 i joined the Association Education team as i wanted to go as high in Playcentre as i could thinking Association was the highest you could go , and learnt more about the Association level in Playcentre and this got me going to the National Education Meetings which led me to wanting to join the National level meetings.

In 2017 I attended Hui ā-tau for the very first time and i instantly felt like i was home with my family and over the weekend i met some amazing ladies. On the Sunday during the Poroaki i said that i would take Alaine's job as co-president as a joke.

In 2018 i was asked by the co-president if i meant what i said as they needed to know for the succession plan. I was shocked of course but i said yes i meant it.

Did I have a timeframe in mind on when you would come to the Trustee Board?

Not really, my youngest was young at the time so I wasn't in too much rush.

Why did I want to put my name forward to the trustee board?

A personal goal for as far as i can remember is to get to the very top of any organisation I am part of, to prove to myself and all my haters that i can do it and to show the world that single mums can be amazing mums, (we all are by the way) to be all that we need to be at home for our babies and still work our asses off to get where we want to be in life..

From the time of putting my name on the list to the time of getting into the TB, was it good, adequate or too long?

It felt like my name was on the list for a very long time but when looking back at minutes and seeing when I actually started coming to National Meetings it was hardly any time at all. But Playcentre Aotearoa was going through changes and so I did have to come on earlier than expected.

Did you have support before going onto Trustee Board? What were your challenges?

I had support from my whanau, Te Whare Tikanga Maori whare, Te Kimiora o Tāmaki Rōpū. My challenges were my confidence and self-doubt. Thankfully Alaine, Avis and Cynthia have been amazing with support.

Was there impact on your whānau? Before going onto the board? After getting onto the Board?

The biggest impact on my whānau was me going away for meetings for the National Meetings, but they also enjoyed spending time with their extended families. My tamariki were used to me being so busy with running Takanini Playcentre that they were prepared when I got on the trustee board. My youngest has enjoyed me not being able to go away for Trustee board meetings this year because of Covid-19.

Did you have enough information before going onto the board?

I feel like there could have been more information about the process of becoming a trustee, so it has become my mission to make sure we are giving enough information to all of TWTM whare.

Are you able to access information to carry out your role as a trustee?

The whole trustee board are very supportive of my learning and are very approachable when I need assistance in anyway.

What are the challenges of being on the board?

The biggest challenge for myself is what the trustee board actually can do rather than what everyone thinks the trustee board does. On the trustee board, we oversee what is happening but it is Operations who do most of the work for Playcentre. We do the preparation for National AGM's and Hui.

Moving forward, how can we best prepare emerging Trustee's?

Communication and information, the current trustees will make sure the emerging trustees get the full preparation beforehand, so they are prepared when it is their time.