



# Te Whare Tikanga Māori

## Hui ā-Tau Māori has been deferred to April 2022

As previously announced, the 2021 ngā whare hui have been postponed until April 2022. These hui have been deferred owing to Rōpū request for a Special General Meeting. The Trustee Board agreed to hold the SGM on the Friday before ngā whare hui, as this was kanohi ki te kanohi. The resurgence of the pandemic and with lockdown protocols in place the venue was unable to cater for us as we exceeded the number of attendees allowable. The Trustee Board then agreed to run an online reconvened AGM as the dates had already been scheduled. We need to allow sufficient time for the SGM and reconvened AGM. We also need to provide the opportunity for ngā whare hui to be held kanohi ki te kanohi, to ensure we are less restricted by time constraints, to help build relationships and have robust discussions. Ngā whare hui 2022 will still be held in October/November 2022.

Held at Brentwood Hotel. Wellington

## Tātai Tauatanga / Succession Plan 2021/2022

This booklet is being released early because the Trustee Board mention it in their responses for the upcoming SGM. This booklet will be updated before the 2021 Hui-ā Tau.



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## Background

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

In 2012 National Māori Hui which was held on Rāpare, 3 Haratua 2012 – Rātapu, 6 Haratua 2012 at Tamatekapua Marae, Ohinemutu, Rotorua. It was identified at this hui, that a succession plan was needed.

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. Elaine 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 - 2022	A Stewart	C Martin	R Davies	Char Martin, Ranees Davies

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

Each Playcentre is responsible for making governance decisions in partnership with Rōpū Māori, about the individual Centre.

Governance decisions means - decisions about values and culture, vision and priorities, self-review, innovation and local level planning decisions. Existing mechanisms for making Centre-level governance decisions will continue (that is regular business meetings and forums operating under a consensus decision-making framework).

Centre Members will still be responsible for the running of their Centre. They will continue to make the governance decisions they need to, in partnership with Rōpū Māori, such as:

- decisions about their values and culture,
- decisions and processes around self-review,
- budgets and use of resources,
- encouraging and implementing innovation, and
- building and maintaining relationships with the local community and other Centres.

The involvement of Rōpū Māori in the governance of Centres is the culmination of decades of work by Te Whare Tikanga Māori members. They have striven for co-governance at this level and this is our opportunity to honour our commitment to partnership.

Volunteers will still be important in order to keep the Centre running.

Centres will not be left on their own; they can still meet informally with other nearby Centres, forming a Cluster. Māori members of Centres are automatically members of the rōpū from their Centre enrolment date.

## Rōpū Māori

Rōpū Māori will be established, the purpose of which is to allow Māori Playcentre members (and whānau of Māori children) to share information and learning and build and maintain relationships across the Region.

Rōpū Māori may cover one or more clusters within a Region. The most appropriate geographic boundary and meeting process will be determined by the Māori whānau within the Rōpū.

## Clusters and Rōpū Māori

In order to maintain and strengthen links and networks between Centres, they will join together with nearby Centres to form a Cluster. No governance decisions will be made at Cluster level.

Clusters and Rōpū Māori will be able to:

- share best practice and learn from each other,
- share their successes, challenges and information,
- discuss and put into action the national strategic plans and initiatives,
- discuss values and culture,
- participate in self-review,
- innovate
- build and maintain relationships with the local community and with other

Centres, Clusters and Rōpū Māori,

- undertake education and Professional Development,
- form project groups,
- collaborate on specific issues,
- celebrate graduations, and
- participate in PR opportunities.

## Cluster and Rōpū Māori Meetings Purpose

**The purpose of Cluster meetings is to:**

- get Centre members together to develop support networks and learn from each other,
- coordinate activities and events,
- discuss organisational strategic direction and National issues

**The purpose of Rōpū Māori meetings is to:**

- provide co-governance at Centre level,
- support, value and embrace whānau Māori within Playcentre,
- celebrate, empower and educate tamariki and whānau. And
- ensure that Māori reach their full potential.

The meeting allows kanohi-ki-te-kanohi/face-to-face contact for Māori.

## Region Governance

Regional and national hui have a decision-making function. Representatives from centres and Rōpū Māori work in a two-house model to establish their position on decisions. Representatives from each region's houses then meet together to negotiate national decisions. The Trustee Board has a leadership and advisory role and a lesser decision making role.

## National Governance

A Governance Board will be established with responsibility for:

- being Guardians of Playcentre philosophy
- providing vision, leadership and strategic direction for Playcentre,
- monitoring risks and acting to address them,
- maintaining oversight of the operations of Playcentre, through reports from the General Manager/Chief Executive

The Trustee Board will have three members selected by Te Whare Tikanga Māori

and three selected by Tāngata Tiriti. Hui a Tau (an annual gathering for Te Whare Tikanga Māori) remains.

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

A proposed Playcentre journey and the tools for a whānau Māori could look like the graph below.

Level	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 - Kaihononga Māori
<b>Cluster</b>	Support & Network	- No governance decisions - May cover more than 1 cluster	- Kaihononga Māori - & other Regional staff / expertise
<b>Region</b>	Governance: decision-making	- in partnership	- Raukawa-Mihinare 2 house model
<b>National</b>	Governance: decision-making	- in partnership as Te Whare Tikanga Māori	- Raukawa-Mihinare 2 house model

## 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 31/10/2020 Whare minutes

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

Paia Terepo from Mt Wellington Playcentre (previously)

Liz Cribb from Papamoa Playcentre

Andrea Read from Linwood Playcentre

Delyce Hill from Tirau Playcentre (previously)

Mary-Jane Dixon from Matawai and Kaiti (previously)

<b>Year</b>	<b>Ngā Kaitiaki</b>			<b>Indication for Poari Kaitiaki</b>
2020 – 22	A Stewart	C Martin	R Davies	Paia Terepo, Liz Cribb, Andrea Read, Delyce Hill, Mary-Jane Dixon
2022 - 23	A Stewart	R Davies	P Terepo	Liz Cribb, Andrea Read, Delyce Hill, Mary-Jane Dixon
2023- 2024	R Davies	P Terepo	L Cribb	Andrea Read, Delyce Hill, Mary-Jane Dixon

- Please note that this table was formulated in 2021 with the best intentions.



# Te Whare Tikanga Māori

Tātai Tauatanga /  
Succession Plan 2021-  
2022

## TWTM TRUSTEE BOARD Profiles

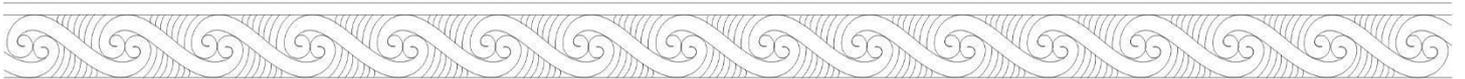
He rau ringa e oti ai te mahi.

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

If we consider this whakataukī within Playcentre Aotearoa, it promotes collaboration between each whānau, centre, Rōpū Māori, and Region to improve learning. We are reminded to engage with Te Whare Tikanga Māori to help whānau Māori to reach their potential as Māori.

Ko Taranaki te maunga / Taranaki is the mountain  
mountain

Ko Tawhitirahi te maunga/ Tawhitirahi is the



Ko Waiau te awa / Waiau is the river  
river

Ko Te Awapoka te awa / Te Awapoka is the

Ko Kurahaupo te waka / Kurahaupo is the canoe

Ko Mamari te waka / Maamri is the canoe

Ko Orimupiko te marae / Orimupiko is the marae

Ko Potahi te marae / Potahi is the marae

Toko Stewart toku Pāpa/ Toko Stewart is my father  
Stewart my mother

Ngapeka Stewart toku Māma/ Ngapeka

No Opunake ia/ He is from Opunake

No Te Kao ia / She is from Te Kao

Toko te kau ma tahi nga tamariki a toku Pāpa me toku Māma, ko ahau te tuaiwa.



Avis joined the Trustee Board in 2015. My Playcentre journey spans 20+ years. Gave birth to 6 children ( 5 sons and a daughter) ages from 42 to 21 along with a few extra's that have graced us with their presence. We have 28 mokopuna and 4 mokopuna tuarua – Ryder, Messiah, Malachi and Carter May, again being blessed with others that call us Nan and Papa

As a centre member I held many voluntary positions from the cleaner to the President. My volunteer roles at Association started on the Education team getting all the QMS in order moving through the Association policies, constitution, delegate to National meetings and becoming the first non-Māori Co Convenor for Mid Northland Playcentre Association. From 2015 – 2017 I became employed as the CEO for Mid Northland Playcentre Association holding the compliance, through licensee, for all centres among other duties. Federation positions saw me have a stint in the Association Support team, part of the 'summer working party' to develop the structure that we are now implementing, part of the Constitutional working party (as the Trustee Board support) to develop the constitution we now operate under. My attendance at National meetings started with participating in the Northern regional meetings, made up of 8 Associations at the time, Far North, Mid Northland, Northland, North Shore, Te Akoranga, Auckland, Tamaki and Counties. Te Waewae Koukou o Hau raro was the whanau Rōpu from Mid

Northland and when I started attending National meetings Māori Caucus was for the delegates of Māori descent from Associations. Our meetings were held after the “main” meeting and often getting to bed at 1-2am and waking at 7am so we were present for our Associations. The organisation progressed through our Bicultural pathways eventually getting to Te Whare Tikanga Māori and Tāngata Tīriti working in partnership and having the same information at the same time, a giant step for partnership. I stepped into kaiwhakahaere for Te Whare Tikanga Māori, to currently holding the position of Perehitana Takirua o Te Whānau Tupu Ngātahi o Aotearoa.

Memorable moments from Centre / Association – my whanau being welcomed unconditionally. Respect for one another regardless of age, gender, race and income. Watching growth for everyone attending where emergent leadership and diversity was celebrated. Knowledge was shared and opportunities were encouraged. Friendships, many spanning beyond Playcentre sessions. Messy play, sitting in the sandpit, sharing kai, sharing experiences and cooperatively learning. Communities were enriched

Memorable moments beyond Association – Meeting people, visiting different places / Centres / marae for meetings and Hui, Associations being a huge part of the National meetings and the different ways we celebrated the rohe/district we happened to meet in. Late nights participating in the many working groups that were developed from the meeting during the day. Watching people blossom as they learn’t the ropes while on the job. Being part of the organisation as we moved through the phases to ensure that Playcentre remained in communities for future generations.

Our babies continue to inspire me to make sure that the Playcentre journey continues for future generations.

Tēnā koutou ki ngā whānau o Whānau Tupu Ngātahi o Aotearoa

Ko Pukekiwiriki te maunga e ru nei taku ngākau  
Ko Maraetai te moana e mahea nei aku māharahara  
Ko te Whare Wānanga o Owairoa, Te Whare o Matariki te Marae, tōku  
tūrangawaewae

E. Mihi ana ki ngā tohu o nehe, o Tāmaki-makau-rau e noho nei au

Kei Pokeno ahau e noho ana inaianei

Ko Robert rāua ko Anita taku matua tupuna

Ko Maree toku mama

Kō Jhett, Robert, Honor toku tamariki

Ko Raneë Davies toku ingoa

No reira, tēnā koutou katoa

Position: Kaitiaki/Trustee

Region: Ngā Kākanō Puriri Whakamaru

About me:

I am a proud Solo Mother raising my 3 amazing  
Tamariki who are the future leaders of Aotearoa.

Raising my Tamariki on my own since their births  
has made me brave and courageous. I had my twins  
14 years ago when there was still the stigma that  
solo parenting wasn't the best way to raise children.



So what did I do? I rose above the stigma, broke down those barriers, because solo  
parents are awesome and we have super powers all of our own.

Starting my Playcentre journey 13 years ago, Playcentre became my village, the much-  
needed support for my Tamariki and I. It brought real meaning of Whānau Tupu Ngātahi  
- families growing together, and I can thank Playcentre for contributing to the solid  
foundation that has paved the way for my Tamariki.

Among many highlights of our Playcentre journey one that stands out the most is when I  
rejoined a centre with my youngest Tamaiti at a struggling centre which became my  
whānau's second home. Even though the centre was struggling with membership I loved  
every minute of making sure the doors stayed open for the community and all the skills  
that I learnt in the process.

I joined the Associations Education team and this started my national meeting's journey  
for education as well as AGM and Nat Exec's representing the Counties Rōpū, even  
though I was quiet and shy I met some amazing wāhine from all over Aotearoa who  
shared the same values as myself.

Attending my first Hui-ā Tau hui, I instantly felt like I was home and this is where the true  
Raneë started emerging. I have learnt so much being part of Te Whare Tikanga Māori  
especially from the previous trustees.

I was endorsed to join the Trustee Board in 2019 and this is what I wrote on my Facebook page which explains my Playcentre Journey:

“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.

When i started Playcentre with Honor i walked into a centre that wasn't running to the best it could be (luckily i had been at an amazing centre that was running so well with Robbie and Jhett, those ladies taught me how a centre should be running). It felt like I was meant to be at Takanini Playcentre to help these ladies.. I tried my best to be a team player but i think i may have been too much of a control freak to get it to be perfect (I have since learnt to stop that, woop woop I have grown) and because of the many daycares that popped up around every corner, Takanini Playcentre became a struggling centre, we didn't have many families and i was doing all the work, the control freak part of me loved it but i missed the 4 years of my baby's preschool journey because i was always doing playcentre work (so I totally understand when centre members say there is too much work when trying to keep a centre open).

I learnt about Associations within Playcentre so i wanted to be the next President of Counties Playcentre Association because of my personal goals, I became part of the Committee of Management for the Association, but never the president because when i mentioned I wanted to put my name forward for president I got laughed at by some older women.

Once I found out about National level of Playcentre I knew I would have to do so much mahi, not only to achieve my personal goal but also to prove to myself and to the ladies who laughed at me in my association that I can and will do what is needed to get to the top.

It has taken me a few years, some massive amounts of growth, tears, anger, stress, hurt, laughter, growling's, time away from my kids and some great friendships, but i now can truthfully say I have achieved this lifelong personal goal..

Thank you to everyone (you know who you all are) who has been by my side over the last year or so, putting up with me and definitely helping me grow, if i didn't have you guys, i wouldn't be where i am now... Love you all...”

The first year on the Trustee Board I was quiet and spent the majority of the year learning, my second year I built up the confidence to voice my opinions making sure our tamariki, centres and Rōpū were always at the forefront of every decision.

This term my goal is to make sure Playcentre Aotearoa as a whole is running to the best of our abilities, to support whānau Māori in being more involved in Governance and encourage them to feel confident their voices are being heard and they have a place of belonging.

If you have read my story, i just want to say if i can achieve my personal goal then so can you, dont give up on yourself, get the support you need, do the work and you will achieve the goal whatever it is.

Kia kaha  
Kia maia  
Kia mana manawanui



Ko wai angiau? Who am I?  
Ko Taranaki te Mounga e tu mai nei.  
Ko Waitotoroa me Urenui ngā Awa e rere atu ki te tai o Rehua.  
Ko Kurahaupo te waka wairua o mātou tupuna.  
Ko Taranaki me Ngati Mutunga ngā Iwi o oku whānau tupuna.  
No Parihaka papakainga.  
Kei te noho angiau i te taha o toku hoa rangatira a Hohepa Matene  
kei Urenui.  
Ko Phillips toku ingoa whānau.  
Ko Martin toku ingoa mārena.  
Ko Char angiau.

Tēnā koutou Katoa.

I joined the Trustee Board in November 2019. My Playcentre journey began in 2005 when my first grandchild was near one year old. Within months of joining, I was made the Education person for the Centre, and a year later became the Kaiwhakahaere for Puriri Whakamaru o Taranaki (PWOT), (a role I still hold). From 2009, I had spent 10 years with the Taranaki Playcentre Association, (Centre Support, Bicultural Support, Education Team, Heads of Teams (HOT), & PWOT). In 2013 I joined New Zealand Playcentre Federation (NZPF) Education Team for Kapa Matauranga Māori. I spent 2 years there and then went on to be the NZPF Education Co-convener until November 2018. While I was the Education Co-convener, I oversaw the new Adult Education Program with Māori content alongside the then Training Co-ordinator, as well as had influence with the review of Te Whāriki 2017.

While on the Trustee Board, I continue to teach within the Taranaki rohe, and mark assessments. My focus has always been the education program, so as I was listed to step forward in 2023 as the Co-President to succeed the current Co-President, my aim is to step back in 2022, but support my team member Raneë to prepare herself for this role.

I am fully supported in all that I do for Playcentre by my husband Joe and my two adult children and their whānau, the Playcentre members of Taranaki and our Rōpū members.

I am open for questions.

Ngā manaakitanga kia koutou katoa.

Char Martin

Kaiako

- Courses 1 – 3 modules, 2009 – 2017
- Modules B401 – 404, 2017 – current

Commenter

- Courses 1 – 3, 2009 – 2020
- Modules B401 – 404, 2017 – current.

NZPF Education

- Kapa Matauranga Māori – 2013 – 2015
- Co-convener Matauranga Māori – 2015 – 2018

Kaitiaki

- Kaitiaki/trustee – 2019 – current.