



POU TĀTAKI – OUR ORGANISATIONAL CHARTER

November 2022



CHIEF EXECUTIVE MESSAGE

At Waipā District Council, our vision is to be the 'Home of Champions - Building Connected Communities'. A home of champions needs champions working together and doing great work. We want to create vibrant communities, that supports growth and change whilst respecting our unique culture and heritage.

Each one of us are champions for our community. What we do and how we do it underpins our performance individually and as an organisation. We all play a key role in partnering with our community to ensure their voices are heard and reflected in the work we do, ultimately promoting a district that remains a desirable place to live, work play and invest!

This Charter, Pou Tātaki, gives a clear focus for how we work together using our values as the core. Our values are the measure of our actions and behaviours, as well as our strategic and operational decisions. They help us to determine what is important to us, the way we treat ourselves and others, and our interactions with our community and customers. If we follow our values, we should have freedom to act knowing that we are supported.

Our values are relevant to all of us, not only do they empower us to be more accountable for our own actions and behaviours, but to also feel confident to 'call it' when we see unhealthy choices by others and to celebrate when we see great things happening.

Please take the time to read and understand this charter and be sure to reach out to me with any questions.

By championing our values in all that we do, we will deliver on our vision.

**WE DO
THE RIGHT
THING**

**WE
STRIVE TO
IMPROVE**

**WE ARE
BETTER
TOGETHER**

**TE PIRIPONO
KI TE IWI MĀORI
ME TE TIRITI**
COMMITMENT TO
MĀORI AND THE TREATY

**BEING SAFE
AND WELL
MATTERS**

POU TĀTAKI

Translation explanation

Pou Tātaki captures the essence of our Charter as the Charter seeks to point to and direct all our people towards positive behaviours, interactions, working environments and progressively better personal, departmental and organisational performance.

In Te Ao Māori, **pou** range from simple working posts in a fence line to hugely significant carved pillars with great cultural meaning. A simple post in a fence line may not at first seem so important until it fails in its role and duty. Significant **pou** can be seen in the recently established **pou whakairo** (carved memorial pillars) that stand at Mātakitaki in the northern boundary of the Pirongia township. Those **pou whakairo** are infused with great meaning. They stand as ensigns of past events, markers of sacred places, commemorators of ancestors, a tangible commitment to the interwoven tribal relationships. Lastly, those **pou whakairo** showcase the ability of the local hapū to manifest works of art, works of mana.

Pou stand as markers, wayfinders, commemorators, boundaries, ensigns, directing the observer to a place, a thought, an aspiration.

Tātaki: to guide, to direct. In Te Ao Māori the word **tātaki** can be understood in the observance of nature where certain flocks of birds would be lead by the **manu tātaki**. A lead bird that guides the flock to feeding grounds, water sources, roosts and safe havens. These same **manu tātaki** would also act as a sentry, guarding the flock from potential harm.

Pou Tātaki is a natural coupling of both notions to capture the sense and aspiration of our organisational charter.



ABOUT POU TĀTAKI

What is it?

Our Charter sets clear expectations on how we act, lead, perform and behave in our day-to-day roles and interactions here at Waipā District Council.

It also makes the link between the work we do and how we do it.

The way we work is essential to establishing a transparent, successful council. It brings together all our policy principles and provides a working charter to enable us to do the right thing and seek good outcomes for everyone.

While this charter provides an outline on standards of behaviour, it cannot cover every situation that we might encounter. We should use this for direction on what is above the line to help influence our behaviour and decisions.

This applies to all of us

This charter applies to everyone - it helps us to hold each other to account and encourages us to highlight when we see things done well. It is our commitment to our customers, our iwi partners, our business partners and the Waipā community.

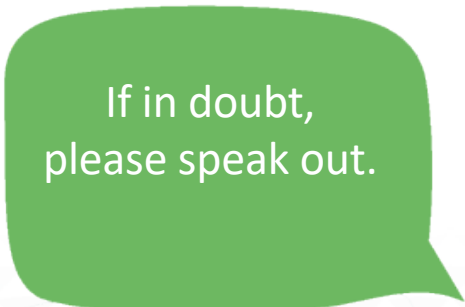
Our legal obligation

We are a highly visible, accountable organisation. Everyone at council complies with all laws, rules, and regulations. Doing the right thing is a core value and essential to us, so if there is a difference between a legal requirement and our charter, we should apply the highest standard.

Feel free to ask

This charter is ours to use as often as we need to. It isn't something to read once and forget about. It's our framework for doing what is right and for doing it well. There are policies and guidelines that are linked to this charter as well as where to find training and support.

The information should be easy to find, but we should ask for help if we have questions or feel unsure about anything. Line managers, the Human Resources team, the Executive Team members and our Risk Management advisors are happy to help.



If in doubt,
please speak out.

ABOUT POU TĀTAKI

Making a commitment

We work in an organisation that takes its' commitment to doing the right thing seriously. Doing what's right may mean different things to each of us and this charter helps make clear what this means and looks like at Waipā District Council.

To ensure we can fully commit to the expectations of what is and isn't acceptable at Waipā, it is important that we read, understand and accept the principles of this charter.

Not only when we start at the Council, but we should regularly review it.

We all commit to:

- Being guided by a desire to do the right thing for our people, colleagues, community, and assets.
- Respecting the importance of partnering with mana whenua/iwi.
- Finding ways to make things better by learning from successes and failures.
- Looking after ourselves and each other to stay healthy, happy, and productive.
- Valuing each other's unique qualities and experiences.

Our people leaders also commit to:

- Encouraging others to follow Pou Tātaki.
- Role modelling our values in all work activities and interactions.
- Providing support and training on a regular basis.
- Never covering up or ignoring any behaviour that contradicts our charter.
- Encouraging team members to speak up, ask questions and raise any concerns.

Tē tōia,
tē haumatia

Nothing can be achieved
without a plan, workforce
and way of doing things

ABOUT POU TĀTAKI

We see it and we celebrate it

Sharing and celebrating the good things we see each other do is a positive way to reinforce our values.

We are committed to building a culture where our efforts are acknowledged, we feel appreciated and are recognised and rewarded for great teamwork, actions and outcomes.

If we see a great example of someone living the values in alignment with Pou Tātaki then contact the HR team for further details on our Values & Appreciation recognition scheme.



We see it and we 'call it'

This charter will only be successful if we all buy into it and act in line with our values.

We should always feel comfortable and empowered to speak up if something we see, hear or experience doesn't feel right, or we are not sure about something and wish to seek advice. As our values state, we want to operate in a trusting and trusted environment. We can only do this if we are confident to call it when someone isn't doing the right thing. We will always be supported to do this.

Ki te Kotahi te
kākaho, ka whati;
ki te kāpuia, e kore e
whati

When we need to report it

There may be times when we see things that cross a serious line. We need to report this as we have an obligation to ensure that nothing impacts our reputation and how we serve our community. There are a number of ways to do this including raising the concern with a line manager, an Executive Team member, someone in the Human Resources team or our risk advisor.

We also have a Whistleblower Protection Procedure to protect employees who report a 'serious wrongdoing' in accordance with that procedure. There are key reasons why you would make a protected disclosure and clear instructions for the process you need to follow. Please click here for more details and a link to our [Whistleblower Protection Procedure](#).

If a reed stands alone
it can be broken; if it
is
in a group it cannot



SELF TEST

In times when you are not sure, ask:



Is this the right thing to do?



Does it comply with the law and our policies?



What would I think if it was on the front page of the paper?



Does it keep me and others safe?



Can I explain this to family, friends, or a member of the public?



Does it take the rest of my team and wider Council into account?



Is it respectful of Te Tiriti?



Is it in line with our community outcomes and strategic priorities?



Will I be supported by the Council if I make this decision?

THE WAY WE WORK

Our Values

We expect our values to guide our thoughts, behaviour, actions, and decisions whilst representing Council.

They have been developed by all of us and are our guide to the way we work. They help us do great work so that we can deliver on our vision for Waipā to be the 'Home of Champions – Building Connected Communities'.

Each value is supported with a clear message of what is and isn't acceptable in terms of behaviours and actions at Waipā.



What happens if we cross the line?

If we do not follow Pou Tātaki then we could be putting ourselves, other people or council at risk. That said, and although this is rare, there will be times when a breach of this charter occurs. When this happens, this is likely to result in some form of investigation that could potentially lead to a disciplinary process. Depending on the seriousness of the situation, the disciplinary process could ultimately result in action up to and including dismissal.

The commitment to Waipā

This section outlines the organisational above and below the line statements. These statements may vary slightly to fit your team and role. Either way they all align to the core messages and drivers behind what each value represents.

In making Waipā a great place to work, we can expect:

- That we are part of a team that values our individuality;
- That we work in an environment where the needs of tangata whenua are reflected in our actions;
- That we work in a safe and supportive environment where our physical and mental health is respected and we can get help;
- That we are trusted and empowered to work competently and we have supportive colleagues;
- That we are given regular training and support so we have the tools and knowledge to work well.

Things to think about when making a decision about whether there is an issue would include:

- What was the situation?
- Was the behaviour intentional?
- What is the position and responsibilities?
- What was the impact on the Council?
- What was the wider impact on our community?
- Did the outcome go against Te Tiriti?
- What has happened in the past in similar circumstances?
- Has trust been compromised?

WE DO THE RIGHT THING

Our actions are guided by a desire to do the right thing for our people, colleagues, community and assets.

Garry says:

“Reflecting on the reoccurring words and themes that helped shape this value, you talked about leadership, direction, accountability, decision making, customers, risk and compliance and being empowered. Fundamentally, we have a responsibility to use ratepayers’ money carefully and considerately and be able to defend what we spend and the decisions we make. You are trusted and encouraged to do your jobs well, we know you will do the right thing and you should know that we have your back when you do.”



What this does look like at Waipā

- We take pride in what we do
- We are accountable for our actions and behaviours
- We admit when we are in the wrong and own our mistakes
- We See it, Do it, Own it!
- We do what we say we are going to do
- Our customers are at the forefront of all we do
- We look for positive outcomes for all concerned
- We pause and consider things through a risk and compliance lens
- We ask questions and seek guidance
- We show courage to do what’s right

What this doesn’t look like at Waipā

- Passes the buck – blames others and not their fault
- “That’s not my job!”
- No learning from mistakes
- Undeclared conflicts of interest
- Over promise, under deliver
- Unprofessional conduct and manner towards customers
- Unforgiving – holds grudges
- Makes decisions without all the info
- Goes along with something that doesn’t feel right
- Turns a blind eye
- Unwilling to upskill and support Waipā moving forward

We should be familiar with the policies and procedures that are relevant to our roles. Here are the links to our policies and guides that support this value:

[Business Resilience Policy](#)

[Managing our Sensitive Expenditure](#)

[Protecting against Fraud and Corruption](#)

[Managing Risk and Compliance at Waipā](#)

[Regional Procurement Principles, Policy and Framework](#)

[Disciplinary and Performance Management](#)

[Equal Employment Opportunity](#)

[Protecting Privacy at Waipā](#)

[Information Services Governance Framework](#)

[Managing Information Responsibly at Waipā](#)

[Using Artificial Intelligence at Waipā](#)

[Whistleblower Protection at Waipā](#)

[Acceptable use of Information Systems at Waipā - Policy](#)

WE STRIVE TO IMPROVE

We look to make a positive difference by finding ways to make things better. We improve by learning from both our successes and failures.

Garry says:

“How often have you heard yourself or others say... ‘let’s just wait till we get through this change, then it will all settle down and we can get back to normal’. Change is our constant and we need to embrace it if we want to continue to improve and drive ourselves forward as a council, employer, district, and community. We need to be innovative, curious, flexible, open-minded and efficient”.

My expectation is that you take responsibility to know what’s expected of you and learn new things so that together we can deliver great outcomes.”



What this does look like at Waipā

- We are open to trying new ways of doing things
- We use initiative and identify improvements
- We are curious not challenging
- We champion change and support improvement initiatives
- We inspire others to make change and see possibilities/opportunities
- We are committed to learning
- We seek further understanding around change and how it aligns to the bigger picture
- We are outcome and future focused – dream big Waipā!

What this doesn’t look like at Waipā

- “We’ve always done it this way” – always looks to the past
- Challenging and negative towards a proposal – creating roadblocks, obstacles, and presenting excuses
- Refuses to accept the need for change
- Ignores change and fails to keep up to date/remain current with industry best practice, legislation, systems, processes etc.
- Unwilling to learn and refuses to move with the times
- Discourages others from supporting the change
- Withdraws from improvement discussions
- Anticipates failure and makes it known
- Sees change only in how it impacts themselves and doesn’t consider others

We should be familiar with the policies and procedures that are relevant to our roles. Here are the links to our policies and guides that support this value:

[Asset Management Planning Policy](#)

WE ARE BETTER TOGETHER

We recognise and value each other's unique qualities and experience. Many views, one purpose, great decisions.

Garry says:

"When I think about this value and the key words that sit behind it, for me this is about relationships, partnerships, collaboration, diversity, being equal, feeling valued and respected. If we keep these words at the forefront of all we do, then we are better together. And please remember, no one should feel that they are being discriminated against, bullied, or harassed by another colleague. You should expect to work in a respectful and collaborative team that is part of our wider Council team."



What this does look like at Waipā

- We value different perspectives and welcome feedback
- We roll our sleeves up and lend a hand
- We think before we say or do things – we are always aware of our impact on others
- We pull in those who should be involved and relevant
- We understand and respect that viewpoints may differ from our own
- We disagree amicably
- We actively listen and openly engage with all parties
- We share experience, knowledge and skills freely to benefit others
- We professionally contribute to team discussions
- We don't put our views onto others (political, religious etc.)

What this doesn't look like at Waipā

- "Knowledge is power" mentality, purposefully withholds information
- Consciously excludes those who should be involved
- Hostile and dismissive of others' opinions
- "My opinion is always right – I know best"
- "It's all about me!"
- Silo mentality, doesn't interact with colleagues and/or relevant teams/departments
- Doesn't positively contribute to discussions because they don't agree
- Is judgemental, condescending and disrespectful towards others

We should be familiar with the policies and procedures that are relevant to our roles. Here are the links to our policies and guides that support this value:

[Managing Projects at Waipā](#)

[Value and Appreciation Policy](#)

TE PIRIPONO KI TE IWI MĀORI ME TE TIRITI

COMMITMENT TO MĀORI AND THE TREATY

Me tū tira tātou - stand together.
We respect the importance of
partnering with Māori.

Garry says:

“For me, Commitment to Māori and The Treaty touches again on relationships, partnerships and collaboration with emphasis on our cultural, environmental and historical awareness and empathy. To respect and acknowledge what has gone before only then can we truly show our commitment to Māori and The Treaty. We must actively work in partnership with mana whenua/iwi for the good of the Waipā community.”



What this does look like at Waipā

- We make learning a safe and fun environment where it is ok to make mistakes
- We know at time it can feel uncomfortable to speak in a different language, but we try and give it a go
- We are open to learning Te Reo Māori and Tikanga
- We involve Māori at an early stage
- We know it is ok to ask for assistance and guidance to ensure we are responsive to cultural protocols and sensitivities
- We make the effort to understand the Treaty of Waitangi
- We recognise Māori values and knowledge as important in our work
- We create inclusive and equal opportunities for all

What this doesn't look like at Waipā

- Unwilling to see both sides to find a balanced outcome/approach
- Poor understanding results in behaviour that is offensive to Māori, despite numerous prompts to correct and address it
- Attending meetings with tangata whenua unprepared
- Dismissive of not wanting to try to understand the Treaty of Waitangi
- Deliberately disrespectful of cultural protocols
- Closed mindset to understanding Tikanga and Māori protocols
- Avoidance of workshops and learning opportunities

We should be familiar with the policies and procedures that are relevant to our roles. Here are the links to our policies and guides that support this value:

[Land and Representation page within Te Kupenga](#)

[Significance and Engagement Policy](#)

BEING SAFE AND WELL MATTERS

We know that to stay happy, healthy and productive we must look out for each other and take care of ourselves.

Garry says:

“All organisations have a legal obligation to protect and keep their employees safe, for me this value represents more than that. This is obviously about health, safety and wellbeing but for me this also reflects workloads, work-life balance, preventing burnout and the feeling of being overwhelmed. Being safe and well matters and is vital for a happy, healthy, and safe workforce. Please remember that none of our behaviours, actions or decisions should put ourselves or others at risk.”



What this does look like at Waipā

- We take breaks throughout the day – we get up and move around the workspace, both at home and in the office
- We proactively offer assistance before being asked and we remain mindful of the impact on work hours and workload
- We reprioritise, say no, push back and/or talk to our line manager if our workload is getting too much
- We remain in control, organised and calm at all times
- We follow safe work practices
- We schedule in annual leave to take regular breaks to recharge the batteries
- We keep visitors and contractors safe in the workplace
- We see it, call it and report it – we don't walk past a potential hazard
- We are accountable for our own work/life balance and look out for the wellbeing of our workmates

What this doesn't look like at Waipā

- Doesn't take annual leave and has an excessive leave balance
- Too busy.. enlist others on their negative spiral rather than speak to the right person who can help
- Criticises others for following safe work practises
- Not taking responsibility for own wellbeing
- Takes unsafe shortcuts
- Consistently works excessive hours
- Quick to blame but not quick to be part of the solution
- Avoids H&S protocols – too much hassle
- Insists on coming to work when they are unwell

We should be familiar with the policies and procedures that are relevant to our roles. Here are the links to our policies and guides that support this value:

[Health and Safety Commitment Statement](#)

[Driving Well at Waipā](#)

[Working Flexibly at Waipā](#)

[Health Monitoring Policy](#)

[Stress Management Policy](#)

[Drug and Alcohol Management Policy](#)

[Working Alone Policy](#)

This is *our* charter, Pou Tātaki

This is our charter for working well at Waipā District Council. We need to use it to help us make good decisions and do the right thing for ourselves, each other and the community we serve.

By being clear on our core organisational values the task of making decisions and knowing what is right or wrong becomes a whole lot easier.

If in doubt, there are many people to talk to – a team member, a line manager, someone in the human resources team or our risk advisor.

Here at Waipā District Council we believe in recognising, growing and developing our own internal champions for the challenges of today and tomorrow.

To keep ourselves accountable, we should:

- Know what's expected of us
- Work constructively and positively
- Speak to each other often
- Keep an open mind
- Work safely
- Keep the community we serve and our customers at the forefront of all we do

Together we are Waipā District Council the 'Home of Champions - Building Connected Communities'.

