

WAIHEKE COLLECTIVE CHARTER: Principles, Values and Key Agreements

1. MISSION STATEMENT (OUR PURPOSE)

“A united network that works together to activate and amplify efforts for a healthy and thriving Waiheke natural environment”.

2. SHARED OBJECTIVES

The Collective shares the understanding that working together has the potential to far exceed what the participants could achieve individually. Participants agree to work together on relevant projects as decided by the Collective. Share Goals and Objectives have been developed by the Collective. See the Shared Goals and Objectives living document for reference.

3. WAIHEKE COLLECTIVE – A PARTNERSHIP MODEL

Participation in the Waiheke Collective is open to any individuals, community groups, organisations, agencies and businesses that are committed to the Waiheke Collective purpose, values and principles, and ground rules outlined in the Charter.

4. VALUES AND PRINCIPLES

Collective participants agree to the following principles and values:

- **Trust and respect** – interact with trust, respect, pono (honesty and integrity), openness and patience. Striving for good working relationships with other participants at all times.
- **Courage and commitment:** Participate with courage, commitment and tika (upright and just) in Collective discussions and a self- responsibility to create an environment of high trust.
- **Inclusivity and diversity:** Respect that each participant brings something different to the group, this is why The Collective exists, and what makes it strong. The Collective has the ability to provide benefits to participants and deliver on outcomes through participation in shared objectives and projects.
- The Collective aims to **focus on outcomes** for the whole of Waiheke. Participants recognize that others s may have varying goals and objectives, and will respect these and work to accommodate within reason those varying goals and objectives.
- **Equity:** striving for equity between participants - both individuals and organisations, so that all participants are respected and have an equal voice (regardless of committed resourcing).

5. GROUND RULES

5.1. Participant behavior

Participants will...

- Stay informed.
- Agree that the Collectives conversations and meetings will focus on the mission and related projects of the Waiheke Collective and recognize that the Collective is not a forum for all community matters.
- Agree to provide input in a timely manner, so as to support momentum and to achieve the best outcomes for the Collective and associated project goals.
- Agree that costs of involvement (e.g. travel costs to attend meeting), lie with the individuals or organisations that incurred them, unless otherwise agreed to by delegated decision makers for the Collective.
- Agree to share relevant knowledge and information. Participants recognize the need and importance of good data management. Participants will show their support for the Collective by participating in goodwill data collection and sharing and will work with other participants on data commons.
- Use creativity to solve a problem – if you don't agree, suggest an alternative you are willing to accept. Participants understand that not all ideas will be realized or may need to wait for the appropriate timing and or resourcing to be available. Participants put forward ideas and solutions for debate on the understanding that decision making will be through consensus¹.

5.2. Participant responsibilities / shared contributions

Participants will...

- Support the mission, principles and values of the Waiheke Collective.
- Seek to better understand how they fit into the wider landscape approach (many parts of the puzzle) of the Waiheke Collective and how they can effectively contribute to achieving the shared vision and goals, through their own project planning and delivery².
- Contribute resources as required/possible (such as staff/member time, voluntary time, funding, expertise,

¹ See Section 6.1.1 for details.

² The Waiheke Collective will plan and operate at a landscape scale. It is acknowledged that participants are likely to operate at varying levels of planning and delivery within this landscape.

equipment, office space, etc) into the Collective.

- Engage at a strategic level with appropriate members/staff in their own organization/group.
- Have the opportunity to attend Waiheke Collective meetings.
- Agree to support the Waiheke Collective communication protocols, as per section 7.

6. STRUCTURE AND DECISION MAKING PROCESS

6.1. Waiheke Collective Decision Making Protocol

6.1.1. Consensus

Consensus decision making is a creative and dynamic way of reaching agreement between all members of a group. Instead of simply voting for an item and having the majority of the group getting their way, a group using consensus is committed to finding solutions that everyone actively supports, or at least can live with. This ensures that all opinions, ideas and concerns are taken into account. Through listening closely to each other, the group aims to come up with proposals that work for everyone and best serve the interests of the Collective.

By definition, in consensus no decision is made against the will of an individual or a minority. This means that the whole group (including those who don't agree) has to work hard at finding solutions that address everyone's concerns rather than ignoring or overruling minority opinions. The basic principle of cooperation between equals is at the heart of consensus decision making³.

6.1.2. Non-consensus

In circumstances where important time critical decisions⁴ need to be made and consensus has been attempted but not achieved, majority decision making processes (i.e. voting) are deemed appropriate. In these situations a minimum of 80% of participants involved in the decision making process need to agree for a Collective decision to be made. If 80% agreement cannot be reached for important time critical decisions steps need to be put in place for further dialogue to work through different perspectives and opinions to reach the required minimum 80% agreement. Scheduling immediate additional meetings focused on the decision at hand is a likely requirement in this situation to ensure the Waiheke Collective can continue to pursue its vision and goals.

6.2. Sub-groups

The Coordinator (see below) will help coordinate a Hub and Spokes model, where sub-groups will be established, as required, to progress specific work streams and to allow more detailed discussions to occur. The establishment of a sub-group will be developed by the Collective who will establish the roles and tasks of the sub-group and agree to any delegation decision making. These sub-groups will report back on their progress to the Coordinator as well as to the Collective at Collective meetings and where appropriate defer to the Collective for final decision making.

Sub-groups members will include interested and appropriately skilled participants of the Waiheke Collective. These sub-groups will make use of the wealth of skills and knowledge within the Waiheke Collective.

6.3. Coordinator

The Waiheke Collective will employ a coordinator for the Waiheke Collective. The Coordinator will assist with;

- maintaining relationships and coordinating Collective participants,
- coordinating and/or facilitating meetings as required,
- liaising with and maintaining good relationships with staff and volunteers of associated entities/projects (e.g. Te Korowai o Waiheke),
- sharing information and shared Collective data sharing. E.g. database and mapping,
- with delivery of identified tasks to achieve the vision and goals of the Waiheke Collective.

6.4. Management of Funds

The Collective holds an MOU with Hauraki Gulf Conservation Trust, this memorandum of understanding (**MOU**) records the agreement between the Collective and the trustees (**Trustees**) of the Hauraki Gulf Conservation Trust (**HGCT**), for the purpose of HGCT receiving and holding funding on behalf of the Collective in an "umbrella funding" capacity.

Waiheke Resource Trust (WRT) is also able to receive and hold funding on behalf of the Collective in an 'umbrella funding' capacity.

Once Te Korowai o Waiheke Trust Board has formed a charitable trust they will also have the ability to act as fund holders on behalf of the Waiheke Collective.

³ <https://www.seedsforchange.org.uk/consensus>

⁴ *Important time critical decisions are defined as decisions that are both important and urgent and the consequences of not making a decision in the immediate future will cause significant issues for the Waiheke Collective and impact negatively on its reputation and/or ability to meet its agreed objectives.*

7. Communication

7.1. All Waiheke Collective participants agree to abide by the following communication agreements:

- All conflicts of interest⁵ are communicated to relevant sub-groups **and** the coordinator as soon as they arise
- Demonstrate respectful and thoughtful communications at all times – no put downs, insults or comments that undermine the reputation of the Waiheke Collective, its participants or slander other organisations
- Stay in communication – provide respectful and timely responses to all Waiheke Collective communications (as required)
- Communicate as soon as you know you will not be able to complete a task on time or that agreed commitments require renegotiation
- Be responsible for what you communicate – use “I” statements when stating personal thoughts, opinions or judgments; apologize when necessary; and communicate to be understood clearly and clearly
- If you do not understand a communication ask for clarification
- Respect other people’s intellectual property – do not plagiarize or claim the ideas of others as your own
- All external communication on behalf of the Waiheke Collective must be approved through appropriate channels (the Comms & Engagement sub-group and/or Waiheke Collective spokesperson).

7.2. The Waiheke Collective manages the release of all external communications with the following protocols:

- Formally appointed Spokespeople must approve the release of all widely published media which represents the Waiheke Collective. Published media includes letter, memos, faxes, reports, articles and web material etc. (Participants can still speak freely about their own projects).
- The authority to publish web material on the Waiheke Collective website may be delegated to approved personnel who will work with a formally appointed Spokespeople and/or the relevant sub-group (e.g. Comms and/or Engagement sub-groups).

8. Grievances

8.1. If issues and conflicts emerge within/amongst Waiheke Collective participants the following is the standard process for addressing grievances. This process is to be used unless agreements have been made within the Collective and/or alternative processes have been agreed by sub-group participants for the resolution of identified grievances:

If anyone has an issue or concern with another member of the organisation it is the responsibility of the individual with concern to ensure their concerns are addressed in a timely fashion.

In particular, when an issue with another participant in the Collective is preventing a participant of the Waiheke Collective from fulfilling responsibilities to the Collective or detracting from their ability to fulfill on their responsibilities this issue needs to be addressed promptly. When and wherever possible it is desirable for issues to be addressed directly with the person/s involved. If and when that is not possible or appropriate for whatever reason, there is an expectation that the issue or concern will be communicated to person/s who can help address the issue or concern.

8.2. The ethos of the Waiheke Collective is that all issues arising between members should be approached from the following perspectives:

- How can this issue be resolved in a way that works for all parties? – focus on solutions rather than problems.
- In the first instance conflict resolution should be sought – priority should be placed on resolving the issue all together.
- When that is not possible, at least in the short term, conflict management becomes the priority.
- Acknowledgement of the role the person/s with the issue or concern has had in creating the particular situation or circumstance.
- Avoid blaming and shaming – focus on the core issues and the causes and drivers behind them.
- Actively seek ‘common ground’ – shared values, wants / needs, outcomes etc.

8.3. If communication directly with the party / parties involved fails to resolve the issue or concern it is expected that the issue / issues will be communicated to the Coordinator as soon as possible. A conflict management strategy will then be developed by the Coordinator or the relevant sub-group(s) and parties involved. In extreme cases where conflict management does not seem possible without external support a third-party mediator will be engaged.

⁵ A conflict of interest is a situation in which a person or organization is involved in multiple interests, financial or otherwise, and serving one interest could involve working against another; or a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person's self-interest and professional interest or public interest.

- 8.4.** In the event that an issue arises between participants of the Waiheke Collective and parties outside of the Collective that may impact on the Collective it is expected that these issues will be communicated to both the Coordinator and relevant sub-groups as soon as possible.

9. Te Korowai o Waiheke and relationship with Waiheke Collective Steering Group

- 9.1.** The Coordinator will be the point of contact for the Governance Board of Predator Free Waiheke and their project manager.
- 9.2.** The three Collective representatives on the Governance Board of Predator Free Waiheke will ensure community are strongly connected to the project and its governance and maintain a looped open communication channel between community and the PFW project and facilitate reporting back to the Collective participants and Waiheke community.
- 9.3.** The Predator Free Waiheke Governance Board/ Trustee will be responsible for all the management and operational aspects of the Predator Free Waiheke Project.

10. Te Korowai o Waiheke

Te Korowai o Waiheke is a flagship project of the Waiheke Collective. The Waiheke Collective sets the vision for the project and ensures that the community led approach and the community voice is cemented in the governance of this project.

10.1. Governance/ Trustees

Te Korowai o Waiheke is overseen by a 9 member Trust composed of:

- Skills based appointments
- Mana Whenua appointments
- Waiheke Collective representatives

Each trustee will serve a two year term, with no more than 3, two year terms, served consecutively. The trust is a legal entity and is registered as a Charitable Trust with a Trust Deed².

10.2. Governance Board/ Trustee appointments process

Governance Board appointments are appointed through the following process:

- 10.2.1.** The Waiheke Collective will request nominations for Trustee/Board appointments every two years (or as necessary) from Collective participants, to replace Collective representative Trustees/Board members who are stepping down.
- 10.2.2.** Nominations can be made by any participant of the Waiheke Collective who is committed to the Waiheke Collective's Charter.
- 10.2.3.** The Collective and/or delegated representatives, will work with the continuing Trustees/Board members to make any new Trustee appointments. They will be guided by determined selection criteria and the allocated balance of positions for both Collective representatives vs Trustees co-opted for skills.
- 10.2.4.** Mana whenua will continue to appoint their representative Trustee/s via their independent process.

11. Charter Review

This Charter is a living document and will be reviewed regularly to ensure it is fit for purpose and continues to serve the organisational, cultural and practical needs of the Collective. The charter will be review at least every 12 months.