



Version 1 | Mahi Tuatahi  
Effective Date | Whakamana tahito : October 2024 | Ōketopa 2024  
Next Review | ā houanga arotake: October 2027 | Ōketopa 2027  
Policy Owner | Rangatira Kaupapa Māhere: Chief Executive Officer  
Key Accountabilities | Ngā Takonga Tuatahi: Chief Operating Officer

### Introduction | Timatanga Kōrero

The purpose of this policy is to outline the principles and procedures for conducting consultations within Whānau Manaaki in a manner that is culturally respectful and responsive. This policy aims to ensure that the voices of all stakeholders, including staff, parents, whānau, teachers, tamariki, and the wider community, are heard and considered in decision-making processes.

### Applies To | Ko Wai Whakahāngaitia

This policy applies to all consultation processes conducted by Whānau Manaaki.

### General Principles | Mātāpono Whānui

1. Consultation undertaken by Whānau Manaaki will be a process that values and respects the valuable input of those with an interest in our Association and its activities. It will be conducted in a manner that respects the cultural diversity and unique identities of individuals and communities. Our consultation approach also acknowledges that people from different cultural backgrounds may have distinct worldviews, values and communication styles.
2. Culturally responsive consultation seeks to ensure that everyone's voices are heard, and that decisions and actions consider the cultural context in which they will be implemented. In order to faithfully implement appropriate consultation, the following principles will be applied:
  - a. **Cultural Sensitivity:** Consultations will be approached with an open mind, free from bias, and respect the cultural beliefs, customs, traditions, and values of all individuals and communities involved.
  - b. **Inclusivity:** Participation will be actively sought from individuals of diverse cultural backgrounds, ensuring their unique perspectives and experiences are considered.
  - c. **Cultural Competencies:** Staff will be equipped with the knowledge, skills, and attitudes necessary to engage effectively with people from various cultural backgrounds.
  - d. **Language Access:** Where necessary, consideration will be given to translation support, interpreters, and resources in multiple languages to ensure full participation and understanding.



- e. **Customised Approaches:** Consultation methods will be tailored to suit the preferences and needs of diverse groups, using culturally relevant communication channels and engagement strategies.
  - f. **Respect for Traditional Knowledge:** Traditional knowledge, practices, and protocols will be acknowledged and guidance from indigenous leaders or community members will be sought when necessary.
  - g. **Cultural Safety:** Create an environment where individuals feel safe and respected in expressing their views and concerns, actively mitigating power imbalances.
  - h. **Two-Way Communication:** Encourage dialogue, active listening, and the exchange of ideas between stakeholders and decision-makers.
  - i. **Community Engagement and Relationships:** Strong relationships with communities and individuals is necessary to facilitate meaningful engagement.
  - j. **Cultural Humility:** Recognise that facilitators are on a continuous learning journey and remain open to learning from the communities they engage with.
  - k. **Child Participation:** Ensure that children are given opportunities to express their views and contribute to consultations in ways that are appropriate for their age and development. Use child-friendly methods and tools to facilitate their involvement.
3. Kindergartens and TONI Homebased Educators are required to show evidence they have provided opportunities for parents to contribute to the development and review of operational documents. This means that parents and whānau will be consulted on the development or review of policies and procedures that affect them and, can expect that their input will be acknowledged and, where appropriate, incorporated.
  4. Parents and Whānau can also expect to be consulted regarding their aspirations for their tamaiti/tamariki. This may be considered in general terms (i.e. part of annual planning and engagement) or specifically, in the case of individualised plans for health or education. Mechanisms for supporting this sort of consultation may include kanohi ki te kanohi, kindergarten newsletters, parent and whānau meetings, or via learning stories or other online engagements. All tamariki have rights, enabling them to participate and be heard. Therefore, tamariki are considered active participants in their own learning and contexts. Where appropriate kaiako and TONI's should consider how children can be consulted and how their input may be considered.
  5. Kaiako, TONIs and other staff with teaching and learning expertise will be invited to consult on matters relating to teaching and learning, as and when appropriate. They will also be invited to participate in discussion and the sharing of their perspectives in hui, professional





learning and development and/or any other forum where teaching and learning and kaiako professional practice is a focus.

6. Our employees can also expect to be consulted on key operational changes that may impact on their role. Examples include consultation or engagement in relation to organisational change, policy development and review, investigations and reviews of practice.
7. Where Whānau Manaaki activities, policies and/or engagement impact on the wider community, consultation will be considered and implemented in accordance with the principles detailed in this policy.
8. Consultation on all Whānau Manaaki Policies will be documented and retained alongside other key development or review documentation.
9. All other consultation should be documented in a manner that fits the consultation strategy adopted and in a way that meets with the principles of this Policy. This may include (but is not limited to) meeting minutes, summary documents, proceeds of surveys, individualised plans, and investigations or review evidence files.

#### **Relevant Legislation and Regulations | [Whaitake Ture me Waeture](#)**

Education and Training Act 2020  
Licensing Criteria GMA3 and GMA4  
Employment Relations Act 2000  
Convention on the Rights of the Child 1989

#### **Related Procedures or Processes and Documents | [Pākanga Tukanga me Pukapuka](#)**

Organisational Change Policy  
Policy Development Policy

#### **Policy Review Cycle | [Kaupapa Arotake Hurihanga](#)**

This policy will be reviewed every three years. Whānau Manaaki may amend or cancel this policy or introduce a new policy, as it considers it necessary within the current cycle of the policy. Any amendments will be considered by the policy Working Group and will need to be approved by the Senior Leadership Team and the Board. The policy will continue on the same review cycle.



## Mitigating Conflicts of Interest Guidelines

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Last Review Date: October 2024

### What is a Conflict of Interest?

A conflict of interest is a situation where your responsibilities within Whānau Manaaki conflict, or could be seen to conflict, with another interest you might have. A conflict of interest can be:

- actual (where conflict already exists),
- potential (where conflict could happen), or
- perceived (where others might reasonably think conflict exists).

### Mitigating Conflicts of Interest

Having interests outside your work or role is expected. Where there is a conflict of interest, Whānau Manaaki leadership must consider the most appropriate course to take that ensures the safety of our people and the organisation. Depending on the circumstances, this may include:

- No action being taken and the situation being monitored
- The person with the conflict not being involved in certain discussions, decisions, negotiations, assessments
- Restricting the involvement of the person with the conflict in a matter
- Removing the person with the conflict entirely from the matter
- Supervision of the person with the conflict in relation to the matter.
- The person with the conflict relinquishing any external interests/roles causing the conflict of interest.

### Why does managing conflicts of interest matter?

Managing risks from conflict of interest is particularly important for governors and staff in high-risk roles (procurement, grants, approvals or consents, performance management). Conflicts of interest can also have significant impacts on team dynamics and expectations if not discussed and a plan agreed. Effectively managing risks from conflicts of interest helps to:

- protect the reputation of our organisation, staff, and others;
- ensure decisions are made impartially and for the right reasons;
- safeguard decisions from the influence of personal interests or ulterior motives;
- reduce the risk of project delays arising from a complaint, or investigation; and
- maintain the trust and confidence of private and voluntary sector suppliers to compete for public sector contracts, which is essential for achieving our objectives





## Conflict of Interest Mitigation Plan (People)

**Prior to completing this form, we advise you to read through the Conflict of Interest Policy and the and discuss the appropriate mitigations with the Chief People Officer or HR Advisor.**

Name

Position

Person/Organisation/Entity

*Name of the person, organisation and/or entity that the employee has a relationship with*

Position/Interest

*Position held or description of how your involvement constitutes an interest*

Notice Date

Status

**Please detail the mitigations that have been put in place to minimise any risks associated with the potential Conflict of Interest**

**Employee Signed:**

**Date:**

**Team Leader/HT/ST Signed:**

**Date:**

**HR Advisor / Chief People Officer Signed:**

**Date:**





## Conflict of Interest Mitigation Plan (Procurement)

**Prior to completing this form, we advise you to read through the Conflict of Interest Policy and the and discuss the appropriate mitigations with the Chief Operating Officer.**

Name

Position

Person/Organisation/Entity

*Name of the person, organisation and/or entity that the employee has a relationship with*

Position/Interest

*Position held or description of how your involvement constitutes an interest*

Notice Date

Status

**Please detail the mitigations that have been put in place to minimise any risks associated with the potential Conflict of Interest**

**Employee Signed:**

**Date:**

**Chief Operating Officer Signed:**

**Date:**

