

Te Kāhui Tātari Ture: Kia Toipoto Action Plan

APRIL 2024

Since the introduction of Kia Toipoto, Te Kāhui has worked hard to create an equitable and inclusive workplace that invests into our kaimahi development. This year we have developed a talent programme 'Poutama Hiranga | Pathway to excellence', as well as the continued implementation of Utu Tapiri Rautaki | Remuneration Strategy and its transparent pay equity process. Our Kaupapa Here ā-Tāngata | People Policy was updated to align our practices to the needs of our kaimahi including creating career progression opportunities through the addition of senior roles. We've also worked on a targeted recruitment approach to ensure our demographic and gender profile is reflective of society and enables diversity of perspective, expertise, and lived experience.

Kia Toipoto

Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific peoples, and ethnic pay gaps.

It's three year goals are:

- 1** Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
- 2** Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities.
- 3** Creating fairer workplaces for all, including disabled people and members of rainbow communities.



**Te Kāhui
Tātari Ture**
Criminal Cases
Review Commission

Te Kāhui Tātari Ture (Te Kāhui):

We are an independent Crown entity that employs specialist staff to investigate possible miscarriage of justice cases.

We have a diverse workforce that is passionate about their critical role in the justice system.

As an organisation we are committed to the pursuit of equity in our justice system, and to do this we must start within our people by producing equitable outcomes for all of our workforce.

Our senior leadership team is reflective of society, including strong representation of Māori and women. We want to continue the development of our Māori, Pacific Peoples and youth kaimahi in 2024 | 2025.

Ngā Uara | Our Values:

As a values-based organisation Te Kāhui centres and prides itself on our ngā uara | values. These values guide and develop our activities, to maintain our integrity, ensuring we are thorough in our work, while enhancing the mana of all.

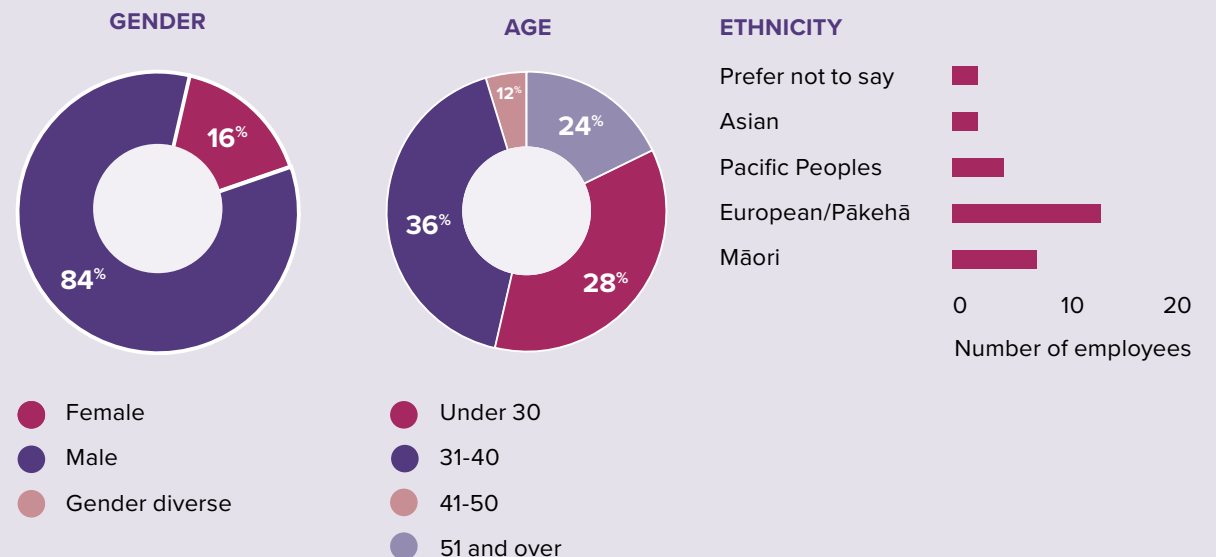
Manaakitanga:	we care for, and acknowledge the equal mana of all.
Aroha:	we are respectful and compassionate.
Kaitiakitanga:	we are stewards and consciously aware of the inter-generational consequences and impacts of our advice, actions, and decisions.
Te Tika me Te Pono:	we are committed to doing the right thing with transparency, honesty and integrity.
Kotahitanga:	we work collectively and are united in our shared purpose to operate as an independent body to investigate and review criminal convictions or sentences, or both, and decide whether there has been a wrongful conviction.
Rangatiratanga:	we consistently strive for excellence and our leadership within our sector.

Focus Areas

- 1 Te Pono** - Transparency
- 2 Ngā Hua Tōkeke mō te Utu** - Equitable pay outcomes
- 3 Te whai kanoahi i ngā taumata katoa** - Leadership and representation
- 4 Te Whakawhanaketanga i te Aramahi** - Effective career and leadership development
- 5 Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki** - Eliminating all forms of bias and discrimination
- 6 Te Taunoa o te Mahi Pīngore** - Flexible-work-by-default

Our kaimahi:

As of 31st March 2024, we have 25 permanent and fixed term employees.



Te Kāhui is committed to implementing Kia Toipoto | Public Service Pay Gaps Action Plan.

We are a small organisation, employing only 25 people. This means that we don't have enough data across different groups to calculate statistically-robust gender or ethnic pay gaps. Due to this, we engaged with our employees in regards to our remuneration strategy, as well as encouraging our people to identify any barriers that could be driving inequities in our organisation (such as development, flexible working, etc). We have taken steps to ensure that our employees are paid equitably and fairly. We take steps, supported by policies and external review, to ensure bias is not a factor in starting salaries, or when considering salaries for employees in the same or similar roles.

Te Kāhui Tātari Ture | Criminal Cases Review Commission: Achieving the Kia Toipoto action plan milestones

Kia Toipoto focus area: Equitable pay outcomes

KIA TOIPOPOTO MILESTONE	HOW WE ACHIEVED THE MILESTONES	HOW WE'LL EMBED AND BUILD ON THE MILESTONES (MEASURE)
<p>By end of 2022, entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias. Agencies monitor starting salaries and salaries for the same or similar roles to ensure gender and ethnic pay gaps do not reopen.</p> <p>Pay equity processes are used to address claims and reduce the impact of occupational segregation.</p>	<p>Te Kāhui has continued to 'job size' all roles in 2022 and 2023; including senior leadership roles. This practice has continued with the creation of new roles and when a position description is updated. This practice has ensured that there are starting salaries across roles/groups rather than individuals.</p> <p>Salary bands, including starting salaries, are non-biased. Annual salary reviews occur alongside He Pou Manawa Oranga in which the people leader uses set criteria for decisions on where the individual has performed, and is on their salary band. All annual remuneration reviews is moderated by the senior leadership team/Tumu Whakarae Chief Executive.</p> <p>Te Kāhui developed Utu Tapiri Rautaki Remuneration Strategy to embed the above equitable pay actions.</p> <p>All Te Kāhui salary bands are published in job advertisements.</p>	<p>Utu Tapiri Rautaki Remuneration Strategy reviewed annually.</p> <p>Continuing to embed Utu Tapiri Rautaki Remuneration Strategy to enable people leaders to use set criteria for decisions on where the individual has performed, and is on their salary band, with moderation from leader peer group.</p> <p>Annual remuneration survey data sought from external provider to ensure salaries remain relevant to market; annual review.</p>

Kia Toipoto focus area: Leadership and representation

KIA TOIPOTO MILESTONE	HOW WE ACHIEVED THE MILESTONES	HOW WE'LL EMBED AND BUILD ON THE MILESTONES (MEASURE)
<p>By end of 2022, agencies/ entities have plans and targets to improve gender and ethnic representation in their leadership Kia Toipoto commitments: Māori will have career paths that empower them to achieve their career aspirations.</p> <p>Māori will be influential at all levels of the workplace.</p>	<p>Our senior leadership team is reflective of society, including strong representation of Māori and women.</p> <p>A number of Pacific Peoples and Māori staff have been supported in external leadership training.</p> <p>Whānau-friendly policies (including a strong commitment to hybrid working) ensuring all leadership roles are accessible.</p> <p>All roles are advertised internally, including salary bands.</p> <p>Senior roles have been created in each team, allowing for a clear progression for kaimahi. This level of leadership also is representative of Māori and wahine, reflecting our current workforce makeup.</p>	<p>Develop a career progression plan, aligned with Kaupapa Here ā-Tāngata People Policy</p> <p>Talent programme 'Poutama Hiranga Pathway to Excellence' will be implemented from July 2024.</p> <p>Applying a targeted recruitment approach to seek a higher percentage of diverse applicants including those who identify as Asian and/or Pacific Peoples to increase the representation of kaimahi at Te Kāhui.</p>

Kia Toipoto focus area: Effective career and leadership development

KIA TOIPOTO MILESTONE	HOW WE ACHIEVED THE MILESTONES	HOW WE'LL EMBED AND BUILD ON THE MILESTONES (MEASURE)
<p>By mid-2023, agencies/entities have career pathways and equitable progression opportunities that support women, Māori, Pacific Peoples and ethnic employees to achieve their career aspirations.</p>	<p>Development in place for all employees, included in each person's He Pou Manawa Oranga performance development plan. These are supported by Utu Tapiri Rautaki remuneration strategy. All employees have a development plan – including those on parental leave or working in a flexible manner.</p> <p>Our kaimahi led talent programme 'Poutama Hiranga Pathway to Excellence' is in it's final planning stages. Key aims and objectives have been identified. Specific training is now being developed.</p>	<p>All employees actively participate in developing their own He Pou Manawa Oranga performance development plan.</p>

Kia Toipoto focus area: Eliminating all forms of bias and discrimination

KIA TOIPOTO MILESTONE	HOW WE ACHIEVED THE MILESTONES	HOW WE'LL EMBED AND BUILD ON THE MILESTONES (MEASURE)
<p>By the end of 2023, entities have remuneration and HR systems, policies and practices designed to remove all forms of bias and discrimination.</p>	<p>Te Kāhui has good systems, policies and practices in relation to remuneration and HR systems. Te Kāhui has an Kaupapa here ā-Tāngata People Policy which enables the removal of bias and outlines a no tolerance approach to discrimination.</p> <p>The HR systems used by Te Kāhui build incorporate Te ao Māori and other cultural values and competencies, ensuring these are present in the workplace.</p> <p>Kaupapa here ā-Tāngata People Policy reviewed in 2023 to ensure the policy is reflective of the needs of our people, ensuring Te ao Māori principles are one of our principal decision-makers.</p>	<p>Te Kāhui will review our existing Utu Tapiri Rautaki Remuneration Strategy to ensure that we remain current with guidance and the goals of Kia Toipoto.</p>

Kia Toipoto focus area: Transparency

KIA TOIPOPOTO MILESTONE	HOW WE ACHIEVED THE MILESTONES	HOW WE'LL EMBED AND BUILD ON THE MILESTONES (MEASURE)
<p>Entities publish annual action plans based on gender and ethnicity data and union/ employee feedback.</p> <p>Agencies and entities ensure easy access to HR and remuneration policies, including salary bands.</p>	<p>All salary bands for every role at Te Kāhui are published on our intranet for all people to be able to view. Position descriptions also included with this information, to support career planning decisions.</p> <p>Utu Tapiri Rautaki Remuneration Strategy was presented to our people, with feedback incorporated in the final strategy. It is now published and accessible to all employees.</p> <p>Te Kāhui's initial Kia Toipoto Action plan was published on our website in April 2023.</p>	<p>Annual Kia Toipoto Action plans will be published on our website.</p>

Kia Toipoto focus area: Te Taunoa o te Mahi Pīngore Flexible-work-by-default

KIA TOIPOPOTO MILESTONE	HOW WE ACHIEVED THE MILESTONES	HOW WE'LL EMBED AND BUILD ON THE MILESTONES (MEASURE)
	<p>Te Kāhui has embraced flexible working since establishment. Te Kāhui has a flexible working guideline, which is published internally and has been fully implemented.</p> <p>2023 engagement survey results demonstrate the positive impact that the flexible work practices of Te Kāhui have achieved.</p> <p>Te Kāhui has moved to hybrid working from flexible working, ensuring we are supporting all forms of flexibility, and staff are supported ā-tinana in person and when working from home.</p>	<p>Te Kāhui is currently reviewing our property requirements. As part of this, Te Kāhui has committed to reviewing the support provided to our people to ensure a work from home set up is fit for purpose.</p>

Resources:

<https://www.publicservice.govt.nz/assets/SSC-Site-Assets/Workforce-and-Talent-Management/Kia-Toipoto-Public-Service-Pay-Gaps-Action-Plan-2021-24.pdf>

<https://www.publicservice.govt.nz/assets/Public-Service-Agency-Action-Plan-Guidance-27-Oct-2022.pdf>