

Te Kāhui Tātari Ture | Criminal Cases Review Commission: Kia Toipoto Action Plan

MARCH 2023

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 2023.

Ngā Uara | Our Values:

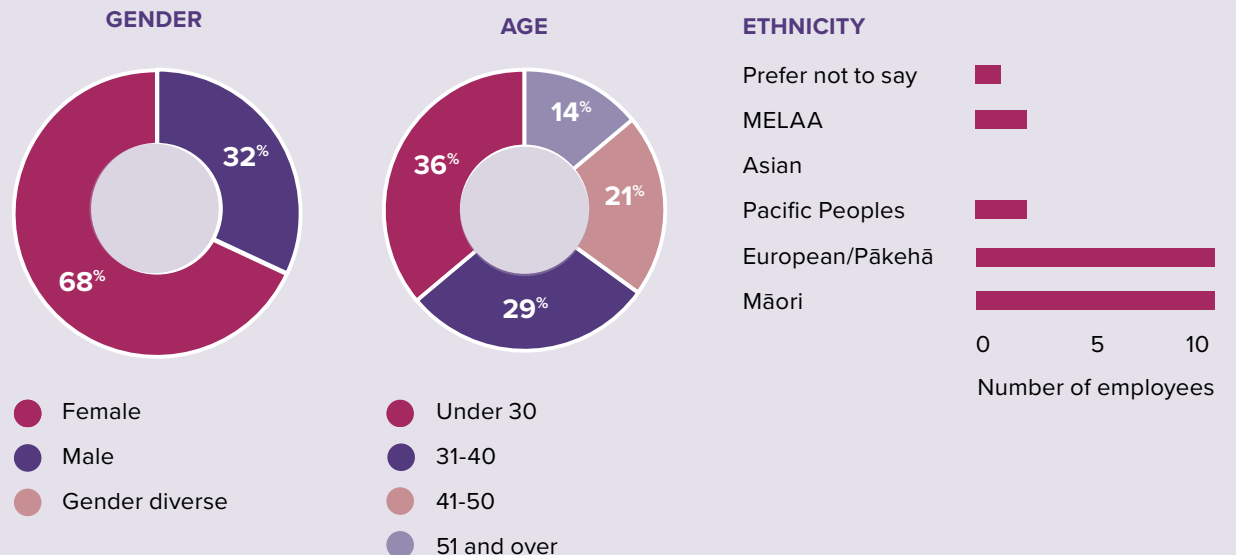
As a values-based organisation Te Kāhui centres and prides itself on our ngā uara | values. These values guide and develop our activities, to maintain our integrity, ensuring we are thorough in our work, while enhancing the mana of all.

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 kanohi 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 January 2023, 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 TOIPOPOTI 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>Salary bands, including starting salaries, are non-biased. Annual salary reviews occur alongside He Pou Manawa Oranga in which our people leaders use set criteria for decisions on where an individual has performed, and is on their salary band. All annual remuneration reviews are moderated by the senior leadership team/Tumu Whakarae Chief Executive.</p>	<p>Continuing to embed Utu Tapiri Rautaki Remuneration Strategy to enable people leaders to use set criteria for decisions on where an individual has performed, and is on their salary band, with moderation from leader peer group.</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>Annual internships for University of Waikato graduates implemented.</p>	<p>Continue internships and secondments, supported by our Kaupapa here ā-Tāngata People Policy</p> <p>Advertise all roles internally, including salary band.</p> <p>Talent programme to be implemented in 2023/24 – ensuring career pathways and learning and development opportunities are clearly outlined, ensuring a joined-up approach to talent.</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>Talent programme to be implemented in 2023/24 – ensuring career pathways and learning and development opportunities are clearly outlined, ensuring a joined-up approach to talent.</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 a Kaupapa here ā-Tāngata People Policy which enables the removal of bias and outlines a no tolerance approach to discrimination.</p>	<p>Te Kāhui is reviewing our Kaupapa here ā-Tāngata People Policy to ensure that the policy is reflective of the needs of our people, ensuring Te ao Maori principles are one of our principal decision-makers. This review will then flow into wider HR systems.</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>Salary bands are provided to employees for their role, and available at recruitment.</p> <p>Utu Tapiri Rautaki Remuneration Strategy was presented to our people, with feedback incorporated in the final strategy.</p>	<p>Kia Toipoto Action plan will be published on our website, April 2023. This will be an annual publication.</p> <p>All salary bands for every role at Te Kāhui will be published on our intranet for all people to be able to view. Position descriptions will also be included with this information, to support career planning decisions.</p> <p>Further actions will be undertaken as part of the Utu Tapiri Rautaki Remuneration Strategy (published and accessible to all employees).</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>By the end of 2024 agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<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>A move to hybrid working from flexible working, ensuring we are supporting all forms of flexibility, and staff are supported ātinana in person and when working from home.</p> <p>Te Kāhui will investigate leadership training in remote management.</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/SSC-Site-Assets/Workforce-and-Talent-Management/Crown-Entities-Action-Plan-Guidance.pdf>