

14 May 2020

John Luke  
fyi-request-12637-e3af5064@requests.fyi.org.nz

Dear Mr Luke

Thank you for your request made under the Official Information Act 1982 (the OIA), received on 16 April 2020. You requested the following:

*I would like to know the current member's bio and term of appointment of Diversity and Inclusion Advisory Group (Te Manu Korihi). I can't find any information from your website about this group at all, can you also provide me with the group's term of reference and recent 2 years' meeting minutes.*

*Are there any other groups that IRD has that involved member of public, if there are, can you please provide me with the name of group and the current member sit on the group.*

**Question one: Current member's bio and term of appointment of Te Manu Korihi, the groups term of reference and recent two years minutes**

Since 2017, Te Manu Korihi supported Inland Revenue in developing a strategic approach to diversity and inclusion. As Inland Revenue matured around diversity and inclusion, we started implementing a Diversity and Inclusion work programme to meet our evolved needs.

In November 2019, Te Manu Korihi was superseded by an internal group that leverages the diversity of our own people. I have attached Te Manu Korihi's term of reference and recent two year's meeting minutes. Where information has been withheld in the enclosed documents, it has been withheld under section 9(2)(a) of the OIA.

No public interest in releasing the withheld information has been identified that would be sufficient to outweigh the reasons for withholding.

Item	Date	Document description
1.	10 March 2017	Terms of Reference for Te Manu Korihi
2.	23 February 2018	Minutes
3.	20 April 2018	Minutes
4.	29 June 2018	Minutes
5.	24 August 2018	Minutes
6.	9 November 2018	Minutes
7.	28 February 2019	Minutes
8.	30 May 2019	Minutes
9.		Te Manu Korihi 2 year journey

Ref: 200IA1313

**Question two: Are there any other Inland Revenue Diversity and Inclusion groups that involve a member of the public?**

As your first question relates to Inland Revenue's Diversity and Inclusion advisory groups, we have taken the position that your second question also relates to Diversity and Inclusion.

There are currently no other Diversity and Inclusion advisory groups at Inland Revenue involving a member of the public.

**Right of Review**

If you disagree with my decision on your OIA request, you can ask an Inland Revenue review officer to review my decision. To ask for an internal review, please email the Commissioner of Inland Revenue at: [CommissionersCorrespondence@ird.govt.nz](mailto:CommissionersCorrespondence@ird.govt.nz).

Alternatively, under section 28(3) of the OIA, you have the right to ask the Ombudsman to investigate and review my decision. You can contact the office of the Ombudsman by email at: [info@ombudsman.parliament.nz](mailto:info@ombudsman.parliament.nz).

Thank you again for your request. I trust that the information provided is of assistance to you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Emily Scarlett', written in a cursive style.

Emily Scarlett  
**Manager Business Partnership**

# Terms of Reference for Te Manu Korihi

## Explanation of the name Te Manu Korihi

The name provided for the advisory group broadly reflects the concept of a chorus of birds. The name represents the diverse voices of the members and that these members were able to represent their particular community perspectives.

### **Manu (Bird)**

We have chosen to use *Manu* for a number of reasons:

- Figuratively speaking we are using Manu as referring to a person held in high esteem.
- We recognise Manu collectively refers to the many types of birds in the forest (each with a unique call or voice) which reflects diversity.
- Additionally, thinking about birds, a kākākura is in reference to the leader of the flock. In that sense, we are seeing the individual members of Te Manu Korihi are likened to the kākākura. They are the representative, voice or spokesperson for their community, whatever its make-up.

### **Korihi (Chorus)**

This is in direct reference to birds and singing in concert. Korihi also speaks to being organised.

## Purpose of the advisory group

Te Manu Korihi will test and challenge Inland Revenue's thinking by providing diverse insights and perspectives and non-binding strategic advice. Te Manu Korihi has an advisory focus only and does not have decision-making powers.

## Scope

Te Manu Korihi will provide a forum to provide diverse perspectives and insights that will primarily help Inland Revenue build an inclusive culture. Te Manu Korihi is primarily a sounding board and a critical friend for Inland Revenue that will:

- Provide advice and suggestions to help Inland Revenue build an inclusive culture and meet its diversity and inclusion objectives. This is the primary focus for Te Manu Korihi.

- Occasionally, help test Inland Revenue's thinking about other issues that may benefit from having diverse insights and perspectives. For example: providing guidance on how to better connect with diverse communities as part of policy development consultation or a marketing approach. This is a secondary focus for Te Manu Korihi.

## Key outcomes

The success of Te Manu Korihi will be seen in the following key outcomes:

- Inland Revenue will be more open and culturally inclusive and exhibit behaviours that support and encourage inclusion.
- Inland Revenue will be proactively seeking and linking diverse perspectives and insights into the development of its culture and people capability.

## Benefits

Te Manu Korihi will help Inland Revenue to:

- move towards creating a more inclusive workplace by helping us to better identify and build the capabilities we need for the future
- gain a wider understanding of community perspectives and their impact on our internal culture.

## Membership

There will be eight members on Te Manu Korihi. The Chair will be one of the internal representatives.

**Internal representation:** Diversity and Inclusion Champion and two others.

**External representation:** five external members representing various community groups.

## Terms

With the exception of the Diversity and Inclusion Champion, external members of Te Manu Korihi will serve a two-year period and internal members a one to two-year period. Where a member ceases being part of Te Manu Korihi, they will be replaced and the new member will serve a full two-year period with the exception of internal members who may serve a one to two-year period.

External members will be paid in line with the Cabinet Office circular CO (12) 6 *Fees framework for members appointed to bodies in which the Crown has an interest*.

Inland Revenue has been assessed Te Manu Korihi as being: Group 4 type, level 3.<sup>1</sup> This assessment produces a daily rate of \$200.

Inland Revenue would also make the following payments to the external members of Te Manu Korihi:

- pro-rata daily fees<sup>2</sup> based on the number of hours spent for each meeting
- actual and reasonable travel expenses and costs associated with attending the meeting.

## Frequency of meetings

Te Manu Korihi meetings would be held every two months and would generally last 2 to 3 hours.

## Regular reporting to ELT

The Diversity and Inclusion Champion will provide regular updates for the Executive Leadership Team that sets out the key:

- issues that Te Manu Korihi has discussed during the period
- perspectives and insights that may have strategic and/or tactical implications for the way Inland Revenue works
- future-focused issues that may need to have a wider departmental consideration.

## Secretariat support

Stakeholder Relations will provide the secretariat support for Te Manu Korihi.

### Sign-Off

  
Mark Daldorf  
**Diversity Champion**  
**Chief People Officer**

Date: 10 March 2017

<sup>1</sup> The assessment was based on the assessment tool provided in CO (12) 6 Section D.

<sup>2</sup> The hourly pro-rata rates are calculated by dividing the daily rate by 8 and multiplying by the number of hours worked. The daily fee applies to all work, including that performed outside of meetings (e.g. preparation or administrative work) that is required for the body to carry out its role. (CO (12) 6, Section C).



# Minutes 23 February 2018

<b>Attendees:</b>	[REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED] (GovTech Graduate, CTO Advisory), [REDACTED] (Workforce Information & Intelligence Manager)
<b>Apologies:</b>	[REDACTED], Cath Atkins, [REDACTED]
<b>Chairperson:</b>	[REDACTED] (Manager, Engagement Maori & Diverse Communities)
<b>Organiser:</b>	[REDACTED]

## Key discussion points

1. [REDACTED] welcomed everyone and opened the meeting with a karakia.

*Introduction* – [REDACTED] is part of the all of government digital working programme and a member of the diversity and inclusion working group for Inland Revenue. (The intention is to rotate people supporting the Diversity & Inclusion work programme to come to these meetings to give them an idea of what Te Manu Korihī does.)

2. **Action points from the last meeting:**

- † Minutes from November 22 2017 were confirmed
- † Diversity and Inclusion Champion Action Plan 2017-2018 –needs updating and a revision sheet to be added to track any changes made.

3. **Strategic governance group update** (This group is made up of the commissioner and all of the Tier 2 leaders)

[REDACTED] talked the about the meeting held in September and said that the leaders recognised that diversity and inclusion was an important focus, but there was a question about what issues we were looking to resolve. The leaders were made aware that the Diversity and Inclusion Benchmark Survey was going out to all staff in November 2017.

In February's meeting the leaders indicated that change needs to happen and were highly engaged and eager to get things moving. To get things going a new category was created for diversity and inclusion for the Commissioner's Awards Scheme which recognises people throughout Inland Revenue who do a great job and make IR a better place to work. The Commissioner awards the following categories; leadership, innovation, cross government, Tū tangata, charter and now diversity and inclusion.

They also decided that the focus for now would be:

- † Diversity Networks
- † Value of an inclusive culture (leadership)



shared what the indicators of inclusion were

- Benchmarking
- Social fabric
- Organisational change
- Equity, pay parity etc.
- Customer centricity
- Stories and celebrations

made the observation that the facts were missing and until the survey was completed some of the senior managers were sceptical. It is more about humanising the facts. The awards are a start to the cultural change!

gave some insight into Inland Revenue and a paradigm shift. We are living in 2 parallel worlds and have 3 new Deputy Commissioners. There is willingness and a movement for new ways of working. The public sector is data driven. The launch of the diversity and inclusion survey is one step towards this change.

### 3. Analysis of diversity data and the gender pay gap

presented the diversity profile and the people strand measurement framework as @ 19 February. He noted that there had been a change of women in leadership by 4 or 5 % and that the selection process for senior management was anonymous (blind CV's)

He asked for feedback about a 'detailed dashboard' and what groups like Te Manu Korihi would like to see when reports are produced.

Questions asked by Te Manu Korihi members:

- † The data is compared to statistics NZ and benchmarked by New Zealand Standards was raised whether it is New Zealand's population overall or the working population?
- † Has diversity data been collected by business group?
- † The launch of the Interactive 'Investing in you' tool (Different roles and career pathways) is there a diversity and inclusion aspect?

is investigating the possibility of asking the whole of the organisation 1 or 2 questions per week – (pulse feedback).

### 4. Benchmarking report

tabled the report given to senior leaders on 14<sup>th</sup> February which they talked through the high level findings.

- † There is real diversity (no surprises)
- † Different demographics experienced different things
- † There are some bad behaviours – 68% at least once heard derogatory comments and only 24 % challenged remarks or escalated to a manager

There was some discussion regarding the culture of fear that has been in the organisation. Fear of embarrassment, fear of career limitations or the fear of being publicly shamed. How we can stop offending without taking away freedom of speech?



This type of behaviour should not be tolerated and never publicly acceptable. With blogs it seems the offending message silently disappears.

The question was asked what an acceptable script is for Inland Revenue who has to set the standards or best practice of policy.

We know we are there when we are not talking about diversity and inclusion. The message gets lost from Tier 1 & 2 and the essence is filtered. Some agree to the changes and it ends up being a tick box exercise for staff. Keeping in mind half of the agency has not made the structural change.

There was some discussion about IR being a traditional, conservative organisation and that a culture shift was needed. Advice from external Te Manu Korihi members:

- † The commissioner publicly announcing 'If people are feeling offended it is not okay'
- † Courageous conversations – peak interest, make diversity and inclusion an agenda item in every meeting, win win outcome. Create a safe environment.
- † Unlock the public sector door
- † Clear the bubble around senior management
- † The movement is not necessarily leader led – can also be done grassroots up. The leaders need to remove the culture of fear
- † Making Te Manu Korihi more visual
- † The New Zealand Police are leading the way of change
- † Fun stuff – create a diversity and inclusion day or week, coherent programme of topics
- † Raising visibility to be included in the action plan
- † Each site creating a 3 minute diversity and inclusion digital experience
- † Go out to different sites to embed diversity and inclusion (road trip)
- † Diversity and inclusion needs to be formalised for resourcing and sustainability.

## 5. General Business

██████████ announced her departure from Inland Revenue to take up a position as Senior Advisor for diversity and inclusion at the Ministry of Social Development. ██████████ will remain in Te Manu Korihi as an external member.

A new internal member will be appointed.

Meeting ended 12:30 pm with a karakia

## Action points

Date of Meeting	Action point	Responsible
23 Feb 2018	Diversity and Inclusion Champion Action plan – Review page added, coherent programme of topics	██████████
23 Feb 2018	Data collection, gender diversity, disability and ethnicity	██████████
23 Feb 2018	Enabling aspirations, Budget	Next meeting
23 Feb 2018	Investing in you	██████████

For any feedback on these minutes please send them to ██████████





## Minutes 20 April 2018

<b>Attendees:</b>	[redacted], [redacted], [redacted], [redacted], [redacted], [redacted], [redacted], (Manager, Engagement Maori & Diverse Communities), [redacted], (Internal communication advisor), [redacted] (Advisor, Learning and Development), [redacted] (Team Leader, Learning and Development) [redacted] (Senior Advisor, Workforce Information & Intelligence ), Sharon Thompson (Deputy Commissioner, Inland Revenue)
<b>Apologies:</b>	[redacted], Cath Atkins, [redacted]
<b>Chairperson:</b>	[redacted] (Manager, Engagement Maori & Diverse Communities)
<b>Organiser:</b>	[redacted]

### Key discussion points

1. [redacted] welcomed everyone and opened the meeting with a karakia.

*Introduction* – [redacted] is the internal communication advisor and a member of the diversity and inclusion working group. (The intention is to rotate people supporting the Diversity & Inclusion work programme to come to these meetings to give them an idea of what Te Manu Korihi does.)

#### 2. Action points from the last meeting:

- Minutes from February 23 2018 - **were confirmed**
- Diversity and Inclusion Champion Action Plan 2017-2018 –needs updating and a revision sheet to be added to track any changes made – **deferred to the next meeting**

There is a system wide stocktake with actions to come so the Diversity and Inclusion Champion action plan. High on the priority list for the States Services Commission is:

- The gender pay gap
- The ethnic pay gap
- Disability
- LGBTQ+.

3. **Introductions** – [redacted] (new internal member) and Sharon Thompson (standing in for Cath) introduced themselves.

#### 4. Integrated approach to Learning & Development

[redacted] went over the learning and development learning guide and the support tools for capabilities.



The example tabled was for a Community Compliance Officer. Diversity at Inland Revenue is located in the foundation way of working which includes building a culture of inclusion, recognising and celebrating diversity and learning about staff networks and initiatives supported by Inland Revenue and other groups.

Determining what learning was mandatory fell outside of their scope; the guides provide suggested learning to support conversations between leaders and learners. Learning and Development discussed adding diversity into the induction package which would mean it was completed by anyone joining the organisation. At the time the decision was that the induction package would only include modules required for regulatory compliance so diversity was not included.

They found that there weren't many resources available internally and they consulted with a few groups for available learnings. Searching on the internet for learning content was factually incorrect so did not include this.

█ gave the background of the operational learning and facilitation. Learning and Development have the ability to monitor the uptake of the learnings and said the link to the Māori responsiveness site was well used.

█ asked what support was available for leaders and if there was anyone available for them to contact. █ said that this wasn't initially included. █ will send the idea on to █ (Lead IAL, Performance and Culture) who is now leading the project, and she will look into how this can best be included in the learning guides. A review is also planned which will give us a better idea of how the learning guides are being used, which will boost leader support where it is most needed.

Sharon is supportive of a complete package like unconscious bias for the organisation.

█ is concerned that it is okay that Learning and Development look inward but we also need to look outward. He suggested contacting the Victoria University Cultural Unit.

█ asked about role plays and interactive learning. He described a situation where a Fa'afafine (transgender) customer and a staff member that didn't know how to communicate with Fa'afafine and resulted in a poor customer experience. He asked about the possibility of workshops delivered by for example Pacific Islanders as it keeps the discussions real.

## 5. Internal communication update

█ tabled the diversity and inclusion communications plan and the idea to share the survey results and using the themes as education campaigns. Some of the initiatives planned are:

- Recording a video with Sharon and Naomi to share the high-level results/learnings
- Ongoing sharing and releasing each infographic of the survey results
- Featured news items i.e. Anti-bullying
- Pink shirt day (stop bullying) in May – sharing material across the week about derogatory comments and micro aggressions
- Sharing verbatim comments from the survey results to trigger people's awareness
- Hosting brown bag sessions
- Language weeks (█ suggested that █ contact the Ministry of Pacific Peoples for resources).



██████ is working with ████████ (D & I working group) on integrating diversity and inclusion into technology week (21-25 May) i.e. women in technology, digital divide, cyber-bullying. This reiterates that diversity and inclusion is not a standalone theme.

Resourcing for diversity and inclusion in communication is unfunded and takes a big chunk of ████████ time and she has had to put personal time into this. Sharon said that Organisational Design is looking at additional resources.

## 6. Business engagement approach – Gender pay gap

██████ tabled the business engagement plan for the gender pay gap approach. This will include various activities and different groups input:

- ✚ Women's network lunch session
- ✚ Unions
- ✚ Making it Real network
- ✚ Stakeholder reviews
- ✚ Desktop analysis, telephone interviews, email interviews & yammer discussions.

The members asked if there was consideration of the following:

- ✚ Who was conducting the interviews (██████ is involved in these)
- ✚ Gender attitude survey (██████ to meet with ████████ offline for details)
- ✚ There is wider input than the women's network
- ✚ Exit interviews being used but only in pockets (Sharon to talk to People and Culture about exit interviews)
- ✚ Exit survey data
- ✚ Communication around gender pay gap as the drivers from the States Services Commission release articles in the media (██████ to keep an eye out).

Other things discussed

- ✚ The Department of Internal Affairs have a campaign to bring your authentic self to work
- ✚ The Rainbow Community Network offer Ally training
- ✚ People are focused on the task at hand and perhaps an awareness scale or a pop quiz through our communication
- ✚ The Executive Leadership Team could sponsor or be part of some of the networks. They wouldn't necessarily attend every meeting to keep the discussions authentic. ████████ shared that the Pacific Island Network executives had met with one of Sharon's direct reports ████████, (Community Compliance Leader) seeking his support and vice versa
- ✚ The women's network seems to be gaining momentum and this is due to having a cause (the gender pay gap) which other networks could take note of
- ✚ Inland Revenues noticeable absence at the Pride Parade
- ✚ People feel like something is being taken away from them.

## 7. General Business

### Reflection of Te Manu Korihi

██████ asked the group to share their reflections of Te Manu Korihi



Sharon

- Impressed by the maturity of the conversations
  - What do we do first as an organisation and what can we do well. There is a danger of running ourselves thin.
- 
- Likes the direction of the conversation
  - Is seeing how she can contribute on behalf of the differently abled.
- 
- Sees the dedication and good intent
  - How do we know we are getting there?
  - How are we celebrating?
  - Leading
  - Evolutionary
  - Inspirational.
- 
- Bold move
  - Aspirational
  - New frontier
  - Have dedicated staff
  - Shift in paradigm
  - Inland Revenue leading
  - Concern at a macro level
  - Ethnic and collective networks.
- 
- Comfortable
  - Programme was slow to begin with
  - Good to have testing.
- 
- Functions of agencies and the different conversations. Inland Revenue seems to have a masculine culture, individual and not collective
  - Inland Revenue - Facts, logic, process, linear - very western and not emotive. Analogy Inland Revenue are Accountants & Ministry of Social Development - Social Workers, purpose orientated.
- 
- Freedom to explore this topic
  - Pace
  - Dedicated group
  - Sees the value for products, strategy, communication in order to improve Inland Revenue
  - Different lenses and perspective.
- 
- Pressure and pace
  - Externals good to have
  - Clarity
  - Passion
  - Work is still to slow and will continue to push
  - Everyone in the state sector is waiting for Inland Revenue on diversity and inclusion
  - ■ would like to help and is available to push this movement forward.



- Feels like Te Manu Korihi is her baby
- Loves being in a room with likeminded people

- Value and potential
- Opening it up and perhaps sharing this outside.

Meeting ended 12:20 pm with a karakia

### Action points

Date of Meeting	Action point	Responsible
23 Feb 2018	Diversity and Inclusion Champion Action plan - Review page added, coherent programme of topics	[REDACTED]
20 April 2018	People and Culture-exit interviews	Sharon

For any feedback on these minutes please send them to [REDACTED]



## Minutes 29 June 2018

<b>Attendees:</b>	[redacted], [redacted], [redacted], [redacted], [redacted] [redacted], [redacted], [redacted], [redacted], [redacted] (Manager, Engagement Māori & Diverse Communities), [redacted] [redacted] (Intelligence & Insight Specialist), [redacted] (Intelligence & Insight Specialist), [redacted] (Advisor to the Chief People Officer), [redacted] (Advisor, Workforce Information & Intelligence).
<b>Apologies:</b>	Cath Atkins, [redacted], [redacted]
<b>Chairperson:</b>	Sharon Thompson (Deputy Commissioner, Inland Revenue)
<b>Organiser:</b>	[redacted]

### Key discussion points

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1. [redacted] opened the meeting with a karakia.

#### Action points from the last meeting:

- *Minutes from 20 April 2018 were confirmed*
- *People and Culture – exit interviews*

Sharon updated the group that currently a voluntary email is sent to the exiting employee. Inland Revenue is developing a new ESS system which will be of value and have better reporting systems.

- *Diversity and Inclusion Champion Action Plan 2017-2018 – needs updating and a revision sheet to be added to track any changes made.*

[redacted] gave an update of the initiatives underway or completed

- The Benchmarking survey - complete
- Gender pay gap action plan – in progress
- Diversity Network workshops – in progress

### 2. IR's Diversity & Inclusion Strategy

Over the next 3-4 months Sharon and [redacted] will work on the strategy. One of the priorities is to develop an inclusive culture, as IR believes they have a diverse culture.

This will happen in three phases - research, development and testing with Organisational Design & Change in August. Other initiatives in progress:

- A maturity assessment so we can aim for the future state



- The recruitment of a committed lead for diversity and inclusion for a 12 month secondment (█████ is on the recruitment panel to interview 5 candidates over 2 days)
- A committed communications advisor for 50% of their role (confirmed and already in place)
- Building accountability
- Raising awareness
- Governance
- Being overt
- Publishing the strategic document.

### 3. Segment strategies

█████ and █████ presented Customer Segment Landscapes which provides insights and context about the customer segment. It identifies who the customer base is, future changes, customer behaviour and experience.

#### Segment Landscapes inform Segment Strategies.

To help IR achieve being customer centred the team needed to start outside-in by building empathy and understanding of the customer, their context and needs, key moments or triggers in their journey. They then overlaid the customers journey with IR's customer experience framework and evaluate if their experience with IR meets their needs, and how it is tracking and changing.

They have done this through various ways of engaging customers through:

- † Immersion and Co-Design session with groups of customers up and down the country, sometimes in community halls
- † In-depth Interviews in customer's homes or places of work
- † A survey of a few thousand customers understanding the key events in their lives and their experience with IR
- † Innovations to bring the customers voice in their own words to IR such as
  - ✓ confession cams
  - ✓ videos
  - ✓ two way mirrors
  - ✓ bringing Inland Revenue people into the sessions to participate and observe.

For each landscape they will:

- ✓ Describe who our customers are
- ✓ Illustrate their journey and experience with us
- ✓ Identify future changes that may influence them
- ✓ Identify opportunities to improve outcomes and experiences.

The Families segment is completed and in progress are Individuals Small Business (Micro and SME segments combined) and Significant Enterprises. A Not-for-Profit segment strategy will be developed later in 2018 (as a subset of the Small Business strategy)

Te Manu Korihi member's feedback:

- ✓ Share this work and the Diversity and Inclusion approach/rollout with the other agencies
- ✓ █████ advised that when Inland Revenue visits some of the communities that they take a kaumātua with them.
- ✓ Members would like to see the various leaders' segment strategies



#### 4. Diversity & Inclusion in the Annual Report

informed the group about the following things would be included in the Annual Report:

- The Future Plan
- Te Manu Korihi
- Diversity Networks
- Benchmarking Survey
- Gender Pay Gap.

will send a draft copy of the Diversity and Inclusion section of the Annual Report to Te Manu Korihi.

#### 5. Update Diversity Networks

gave a summary and background of the work with the diversity networks.

A roadshow to seek views on proposed recommendations to shape the future of the diversity networks for Inland Revenue will be led by and visit 25 sites. Specifically, the objective will be to understand if people feel the proposed recommendations will meet the intended actions and outcomes and whether they feel anything has been missed.

Following people's feedback, we will bring a set of proposed final recommendations and a draft action plan back to the Diversity Champion, Cath Atkins/Sharon Thompson and Te Manu Korihi for consideration and agreement to implement.

Te Manu Korihi members are invited to attend any of the workshops if they are available.

#### 6. Survey Dashboards

talked about the insights from the D & I survey and tabled the dashboards:

- LGBTQI+, Ethnicity, Disability, Mental health, Gender
- Separate dashboards were created for the main ethnic categories including; Maori, European, MELAA, Pasifika, Asian
- Each of the above dashboards were separated by gender
- Comparative dashboards were created for gender and ethnicity. These are just averages for the overall groups.

The key themes were:

- The D&I survey requires an intersectional lens
- Gendered issues are not binary
- Disability and Mental health impacts communities differently
- Barriers to inclusion for rainbow community
- Flexible work.

The next steps are to:

- A3 Document that covers these key themes
- Summary of main community groups
- Conversation cards





- Resource and Project team – [REDACTED] to progress a project plan.

Connect into wider work:

- Measurement framework
- Pulse checks around inclusion
- Case studies for HRC report and help inform other cross sector work
- Update MIRI data campaign

#### Te Manu Korihi member's feedback:

- ✓ Provide leaders with guidance and support/resources to help them engage with their people on the conversation cards. The idea being to help them manage the discussion.
- ✓ A possibility that unconscious bias training will be rolled out sector wide
- ✓ Conversations cards can become too prescriptive
- ✓ What is mindfulness in our workplace without a purposeful destination?
- ✓ Ethos and values. How does it relate to customers?

### 7. Treaty Based Multicultural NZ

[REDACTED] presented a thought provoking piece on Treaty based Multicultural NZ which included:

- ✓ Ensuring the equal treatment of individuals and prohibit discrimination including that on the basis of ethnicity
- ✓ Recognising the particular status of Māori as Tangata Whenua and the rights of all peoples under the Treaty of Waitangi
- ✓ Recognising that everyone in this country has at least one ethnicity and that discrimination on the basis of race/ethnicity is unlawful.

### 8. General Business

Te Manu Korihi members acknowledged the good work that has gone into initiatives, and recommended they be "kept in the loop" with more regular email updates, in-between meetings.

#### How detailed would the group like the minutes to be?

Te Manu Korihi members agreed that the details of the minutes remain as they are. [REDACTED] offered to review drafts before released.

#### Current and/or planned increase for internal comms for Diversity & Inclusion

Communication update tabled (noted [REDACTED] is no longer employed by IR).

#### Update Learning and Development

- Support for Leaders: This was passed on to [REDACTED] and her intention was to consider this during the review of the current Learning Guides and implement in the next iteration of the Guides (for the next set of roles created). Unfortunately [REDACTED] left the role in early May which has put a pause on this piece of work.



- i The role of IAL Integrated approach to learning – It looks at all learning across the organisation and considers the learners end to end experience; how easy was it to find? How easy was it to determine if it was relevant to them? How are people learning on the job? etc. It was the overarching project that the Learning Guides came from. The lead is currently being recruited for, and all information will be passed onto whoever takes over this role.
- i Victoria University Cultural unit: This has been added to the resource list – We have asked LearnIR (Online learning facility) to update the page.
- i Role plays/ interactive learning/facilitation: [REDACTED] from our team started communicating with [REDACTED]. [REDACTED] has run two Facilitate at IR sessions since their initial conversations and has been trialling some of the ideas discussed. She is in Wellington this week and is going to try to contact [REDACTED] to see if they can continue their conversation.

Te Manu Korihi members recommended the Diversity and Inclusion section for staff induction should be mandatory.

Meeting ended 12:55 pm with a karakia and waiata

## Action points

Date of Meeting	Action point	Responsible
June 29	Maturity assessment – pre reading to be included for the next Te Manu Korihi meeting	Sharon/[REDACTED]
June 29	Update on Segment Strategies with the Segment leads – James Grayson to possibly share the Families strategy	[REDACTED]
June 29	Update sent out to Te Manu Korihi in-between meetings	[REDACTED]
June 29	Develop a project plan and connect with [REDACTED] on the Survey Dashboards	[REDACTED]
June 29	IR should consider making D&I a mandatory component of its Foundations ways of working/Induction Package	[REDACTED]
June 29	Contact [REDACTED] if you are able to attend a diversity network workshop	All Te Manu Korihi members
June 29	Send draft Diversity and Inclusion piece from the Annual Report and Managing Ourselves	[REDACTED]
June 29	Consultation with the Diversity Network – update to be included in the agenda for the next meeting	[REDACTED]
June 29	Gender Pay Gap - update to be included in the agenda for the next meeting	[REDACTED]

For any feedback on these minutes please send them to [REDACTED]

Next meeting 24<sup>th</sup> August 2018



## Minutes 24 August 2018

### Attendees:

[REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], James Grayson (Customer Segment Lead - Families Customer Segment), [REDACTED], [REDACTED], (People & Culture Business Partner), [REDACTED] (Workforce Information & Intelligence Mgr., Workforce Information & Intelligence), [REDACTED] (Advisor to the Chief People Officer), [REDACTED] (Communications Advisor, Internal Communications), [REDACTED] (Internal Comms Advisor, Internal Communications), [REDACTED] (Principal Strategist, Strategy)

### Apologies:

[REDACTED], [REDACTED], [REDACTED]

### Chairperson:

Sharon Thompson (Deputy Commissioner, Inland Revenue)

### Organiser:

[REDACTED]

## Key discussion points

Introduction- [REDACTED] (The intention is to rotate people supporting the Diversity and Inclusion work programme to come to these meetings to give them an idea of what Te Manu Korihi does) has been working on a legal case since 2016 which relates to the Treaty of Waitangi and he is proud to say that there have been positive results in relation to this case.

*Minutes from June 22 2018 - were confirmed*

- i [REDACTED] wanted it noted that IR compile some wording and/documentation about the distinction between Diversity & Inclusion and Māori/Treaty of Waitangi affairs.

### 1. Segment Strategies with the Segment leads Families strategy – (Action point from 22 June)

James Grayson presented the Families Segment Strategy – below is a high level summary of the presentation, refer to the pack for further information.

"Families sit at the heart of society. Children who grow up in disadvantage are more likely to have poor health, education and employment outcomes as an adult."

"Many of our customers are under considerable financial and emotional stress 0 and while we can't take that all away we can minimise the pain that they have interacting with Government and sure that:

- i They get the right amount at the right time; and
- i are treated fairly and with empathy for their circumstances."

### QUESTIONS/THOUGHTS:

[REDACTED] asked how are we connecting with other agencies to demonstrate how we have engaged and listened to our customers. James responded that we are working with our internal staff first.

[REDACTED] said that this is a catalyst for formalising our customer promise and therefore we ought to be sharing this story more.

[REDACTED] mentioned that under the new government there is a more collaborative approach that will shape the public sector going forward.



## 2. Te Manu Korihi Internal communications update

██████████ and ██████████ presented the internal D&I communications plan, highlight upcoming events/communications:

Upcoming communications:

- Most of the content is detailed in the pack
- Language Weeks: Māori Language Week, Tongan
- MIRI communications will be sent out asking our people for more information to be updated into MIRI in relation to understanding our people's diversity e.g. ethnicity, disabilities, gender etc.
- D&I strategy will be coming shortly – communications to be developed.

### QUESTIONS/THOUGHTS:

██████████ asked Te Manu Korihi members if they would like to join IR to help out with "Brown Bag" learning and development sessions. Members are more than happy to support this on-going initiative but it should be supported by member's biographies and that this should be sent out first.

██████████ also requested feedback from members on the communications surrounding the collection of data initiative in MIRI.

Overall tone is good but ██████████ asked that they why be emphasised and supported with tools and resources for managers to have conversations with their staff.

██████████ also asked that lessons learnt needs to be done with Pasifika language weeks as we missed Cook Island language week and we need our networks to step up but supported by our D&I communications team.

## 3. D&I strategy and maturity assessment – (Action point from 22 June)

██████████ presented on the D & I maturity assessment in relation to the D & I stocktake of 2017 results – refer to pack for further information.

Key themes:

- IR's current state against the Global Diversity & Inclusion Benchmark (GDIB) is REACTIVE. Which is defined as a compliance mind-set; actions are taken primarily to comply with relevant laws and social pressures. However some of our practises align with measures within the 'Proactive' and 'Progressive' categories.
- This assessment aligns to some initiatives that are already underway:
  - Development of D&I Strategy
  - Diversity Networks
  - D&I specific communications plan
  - Embedding D&I into the way we operate
  - On-boarding a Senior People and Culture Advisor that will lead D&I on behalf of the organisation
- IR needs to take more of a structured approach with D&I and this will be led by the new P&C Advisory ██████████ who starts in early September and will be based in Takapuna. She will be meeting with everyone in Te Manu Korihi as part of her induction.

### QUESTIONS/THOUGHTS:

██████████ asked how this model was landed on. Response was that it's one of two models that IR reviewed and this model aligned more with IR.

██████████ also asked who monitors progress. Response was that a lot of this will be leader lead, business groups are responsible for monitoring their own progress, but this is government wide initiative and SSC



will have a significant role in the monitoring of this programme of work.

█ asked does this assessment take into account cultural competence in relation to people capabilities and will our people capabilities need to be enhanced based on findings.

█ responded that this is being looked into as well as other things like LearnIR or learning and development material.

█ mentioned that this feels like we are talking about IR's culture rather than diversity and inclusion, have we considered that the D&I Strategy ought to be reworded so that it reads IR's Culture and the way we will operate? █ said that it's interesting how this has come as this is something they have been considering as well.

█ asked if we had considered how we would be welcoming █ into the organisation considering her role. Action on everyone to consider this.

#### 4. Gender Pay Gap - (Action point from 22 June)

█ presented on the Gender pay gap paper.

#### QUESTIONS/THOUGHTS:

█ asked how this was being shared or communicated with other public sector agencies considering we are the lead on this initiative, █ said that until this has been tabled with the Strategic Governance Board none of it has been shared.

█ said that there is a lot of interest in this work and in the industry so worth taking into account how this is shared more widely.

#### 5. Diversity Networks - (Action point from 22 June)

█ presented high level findings from the Diversity Networks Open Homes.

Key themes:

- A job that people should not do alone; there is a view that Asteron have all the answers so a lot of questions are asked as a result of where you come from. Given the topic there was a lot of interest around how this would work and whether this was just another tick box exercise
- A sense of D&I being a waste of peoples time and networks fall into the same category
- Some Māori have a view that D&I does not relate to them as their obligations are founded on the partnership that is the Treaty of Waitangi
- The participants that were from networks needed further information on the how this would work
- Overall there is general agreeance with the proposal but an urgency on making this real and not something that has all the hype associated to it but no action.

#### QUESTIONS/THOUGHTS:

█ shared his experience going on the road and mentioned that sites appeared not to be prepared for the open homes; some didn't even know these were happening. There is something to be said about our communications strategy and messages being shared appropriately or not as the case may be. More awareness programmes of work/resources and initiatives need to be publicised our work needs to be more visible.

Sharon said that she is hearing that we need to be clear about the intersection of D&I and the Treaty of Waitangi for IR and networks expect perfection from a volunteer army and we need to manage these expectations better.

Discussions held around religious networks, some felt that their network would not be taken seriously and wanted to know why they weren't considered to be a formal network. █ mentioned that originally networks were about pastoral care in relation to the EEO policy but we are in a time now where networks can have more of a platform in order to support the right outcomes for the organisation. Sharon also mentioned that as an organisation we support networks in general and that there are some things that we can do to support religious networks e.g. faith rooms and █ and



■■■■ supported this sentiment. ■■■■ mentioned that some of these things are being discussed at a National property management level along with other things like nursing rooms.

There was a lengthy discussion around Māori responsiveness and that there is a lot of Māori who are feeling that Diversity & Inclusion is overtaking the Treaty of Waitangi. What it seems to demonstrate is a lack of communications on our part?

■■■■ said that it would be good if the organisation would put something that is clear about the distinction between D&I and Maori/Treaty of Waitangi. ■■■■ also suggested that Sharon contact ■■■■ as he working on this work with his team.

Agreed that in two weeks high level themes of the Open Homes would be delivered and to Sharon and shared with IR.

Sharon also asked that we thank everyone who participated.

■■■■ also mentioned that a lessons learnt session be held to understand how we roll these out going forward.

**The following items need to be carried forward to the next Te Manu Korihi meeting:**

- Update sent out to Te Manu Korihi in-between meetings (■■■■)
- Consider making D&I a mandatory component of its Foundations ways of working/Induction Package (■■■■) (■■■■ absent)

## 6. General Business

- tabled two items:
- o Titles
  - o Disabilities being mentioned in recruitment

**Meeting ended 1:00 pm with a karakia**



## Action points

Action point	Responsible
See about inviting Te Manu Korihi members to a lunch meeting with Communications to share expertise and ask questions. Request bios beforehand.	[REDACTED], [REDACTED]
Send out details on showcase for empathy training on 17/9	[REDACTED]
Investigate to see if managers can see the diversity details of staff in MIRI or elsewhere	[REDACTED]
Consider and plan how we will welcome [REDACTED]	All
Talk to recruitment about the IR employment application process to see if it asks the applicant to disclose disabilities	[REDACTED]
Update TMK on IR's policies and plans surrounding parenting rooms	[REDACTED]
Once the detailed gender pay gap plan is completed and approved by the People and Culture Leadership team, send to Sharon Thompson so it can be forwarded to Te Manu Korihi	[REDACTED], Sharon Thompson
Compile some wording and/documentation about the distinction between Diversity & Inclusion and Māori/Treaty of Waitangi affairs	[REDACTED]
Contact [REDACTED] about how he's enabling IR work to mesh with the Treaty of Waitangi	Sharon Thompson
Compile Diversity networks workshops data and generate key themes (within two weeks' time – by early September). Also consider how the working group can help in this endeavour.	[REDACTED]
Update to be sent to Te Manu Korihi between meetings	[REDACTED]
Consider making D&I a mandatory component of its Foundations ways of working/Induction Package	[REDACTED]
Check to see where the work with titles has progressed – Mr, Mrs, Ms, Miss etc.	[REDACTED]

For any feedback on these minutes please send them to [REDACTED]



## Minutes 9 November 2018

### Attendees:

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ (Communications Advisor), \_\_\_\_\_ (Internal Comms Advisor) \_\_\_\_\_, (Mgr Engment Maori & Diverse Communities), \_\_\_\_\_ (Team Manager, Recruitment), \_\_\_\_\_ (Advisor D & I), Sharon Thompson (Deputy Commissioner, Inland Revenue)

### Apologies:

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

### Chair:

\_\_\_\_\_ (Principal Advisor-Diversity & Inclusion)

### Organiser:

\_\_\_\_\_

## Key discussion points

Introduction- \_\_\_\_\_ (The intention is to rotate people supporting the Diversity and Inclusion work programme to come to these meetings to give them an idea of what Te Manu Korihi does)

Introduction - \_\_\_\_\_

*Minutes from August 24, 2018 - were confirmed*

### 1. Current and planned internal communications for D & I

\_\_\_\_\_ tabled the communication report

There was lots of support from people in the organisation for the following initiatives:

- Te Wiki o te reo Māori
- Tongan Language week
- Mental Health awareness week.

These were successful because passionate people from the business were telling their stories.

### QUESTIONS/THOUGHTS:

\_\_\_\_\_ asked if there were any D & I champions in Dunedin to liaise with so \_\_\_\_\_ could do a D & I presentation to staff.

*Update your MIRI details campaign* – Only 10 people updated their details. There are more D & I activities in the plan to keep repeating and remind people to update. \_\_\_\_\_ noted that it was not an intuitive system to navigate. **ACTION** -Sharon asked if someone could get close to the ESS team to see if we can make this part of the system rollout.

\_\_\_\_\_ suggested that for the International migrant's day we should promote and raise awareness to celebrate diversity. For value add proposition perhaps a story could be run of the value migrants have contributed to IR.





**ACTION** *Strategy launch* – The plan will be communicated between now and the end of the year

█ – would like to see our customers used in some of the communications

█ – reminded us that the Chinese New Year is coming up. **ACTION** █ is happy to drive this

█ – would like to be involved in the International day of the disabled person **ACTION** █ to set up meeting with █

█ asked for help from the business as stories need to be authentic and that the communication team are not the experts. There was some discussion around who drives the initiatives and whether it was championed from the leaders.

- i █ explained that it is a journey that what we must go through. The D & I working group is a voluntary army. The challenge is that people don't see it as part of their job. He suggested a visible calendar that with whatever we have got to publish and encourage the business to take part
- i The will is there, it seems to be an enablement issue and more people need to be involved
- i █ talked about people's level of comfort and what makes them different as not everyone feels as comfortable putting themselves out there.

## 2. Strategic Governance Board update

█ went over the People Strand and Māhutonga workforce approach. The People strand, while mature and up for review lacks a Māori world view and the focus on diversity and inclusion needs to be strengthened.

Where there is a cross over between diversity and inclusion and Māhutonga, Te Manu Korihi members should have an interest in Māhutonga but not much more than that.

It was a deliberate act to set out an approach and not a work programme.

### QUESTIONS/THOUGHTS:

█ - Making a distinction between D & I and Māori matters is great to stop issues arising. She also asked if there was a kaumātua aligned to IR **ACTION** █ to discuss a kaumātua with Lara Ariell (Pou tokomanawa/ELT Māori Champion)

█ – Glad that the clear distinction between the Treaty of Waitangi and D & I is being addressed but are we consulting with other agencies?

█ – At MSD, Te reo Māori is being introduced into the DNA of the agency. Several people have been hired for the Māori language and protocols. She is interested in how does D & I fit with Māori?

█ - The States Services Commission needs to clarify the EEO policy that has been embedded to mitigate discrimination and the Public Services Act – D & I ways of working/practice of what we do.

█ – talked about his 8-minute experience at parliament where he introduced multiculturalism and how after that experience the Treaty based multicultural communities concept was introduced.



There was some discussion on linking Māori – Crown – D & I and:

- How tikanga fits into the D & I space
- How do we demonstrate the importance of the Treaty of Waitangi?
- Building a multiculturalism on a bicultural foundation
- Monoculturalism

### 3. D&I implementation plan

The strategic approach was endorsed by ODC. [REDACTED] has articulated this into a 3-year action plan. To some extent we have considerable diversity already and the focus is more about building an inclusive culture. At the Strategic Governance Board meeting, ELT committed to:

- Proactively integrate into existing programmes e.g. People & Culture programmes, ESS etc
- Enhancing understanding of and commitment to D&I at all levels, particularly leadership through communication, education and resources  
Setting up the systems and processes that drive accountability for D&I, including structures, roles and responsibilities, Governance around D & I, Reporting mechanisms
- Leaders visibly role modelling inclusive work practices and behaviours.

[REDACTED] walked through the 3-year implementation plan.

#### QUESTIONS/THOUGHTS:

Sharon – Release 3 as part of our transformation will let our people achieve personal and organisational goals. At the next ELT away, day will get to hear a D & I view of the world and someone from the rainbow community will be speaking.

[REDACTED] – The one-page plan is commendable and pretty swish and the best plan since she sat at the table. *Suggestion* that a budget be aligned to the work plan.

[REDACTED] – His job is done, wanted to acknowledge and commend Mark, Cath, [REDACTED], [REDACTED] and Sharon

[REDACTED] – Capability and capacity building.

[REDACTED] – Happy to see that it is starting with governance, policies and processes.

There was opposing opinions of the Rainbow Tick including:

- Providing a framework and is not the be all and end all but is a good starting point with yearly continuous improvement process – Good to have an employment brand
- Some see the tick and think I'm safe here. Without the tick the person may not come in?
- This has caused controversy within the rainbow community outside of IR. Some think that when an organisation gets accredited it is a good place to be gay but not trans
- The rainbow community within IR are also divided and want to know what the value of the Rainbow Tick is. They think it is not a priority and awareness of the community is needed across the public sector
- We should be more considered in our approach with more detail
- The Rainbow Tick is considered value add in the private sector

**Action** see what the appetite for the Rainbow Tick with the States Services Commission and the best use of our resources.

[REDACTED] suggested that we should look at cultural competencies which is more than a brown bag session. Cultural supervision or inclusion supervision. Leaders on the frontline qualified for D & I matters couple with an awareness programme e.g. rainbow induction.



#### 4. Diversity Networks

█ tabled the action plan and asked for feedback on Shaping the future of Our People's networks for IR.

█ talked about the relaunch of the networks at each site and symbolism of the whakatauki (proverb) Poipoia te kakano, kia puawai (Nurture the seed and it will blossom)

#### QUESTIONS/THOUGHTS:

Sharon - We should start small and be very clear and direct about the intent of the networks which will help the networks be sustainable

Sharon - Don't formalise anything until June 2019 due to the drain on resources especially with release 3 launching in April

**Action** Tap into the public-sector women's network, cross agency networks

**Action** Include a "strategic intent" page for people to make a business case

#### 5. General Business

**Meeting ended 1:00 pm with a karakia**

#### Action points

Action point	Responsible
Update to be sent to Te Manu Korihi between meetings	█
Consider making D&I a mandatory component of its Foundations ways of working/Induction Package	█ / █
Strategy launch	█ / █
Start working with ESS to ensure updating of personal details is included	█ / █
Chinese New Year celebrations	█
International day of disabled persons	█ & █
Talk to Lara about aligning a kaumātua to IR	█
Link with the State Services Commission regarding the Rainbow Tick	█ / █
Tap into the public-sector women's network, cross agency networks	█
Include a "strategic intent" page for people to make a business case	█

For any feedback on these minutes please send them to █



## Minutes 28 February 2019

### Attendees:

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ (Internal Comms Advisor), \_\_\_\_\_, (Mgr Engment Maori & Diverse Communities), \_\_\_\_\_ (Advisor, Performance and Culture), \_\_\_\_\_ (Snr Adv Engment Maori & Diverse Communities), \_\_\_\_\_, (Governance Advisor), \_\_\_\_\_ (National Learning & Development Manager), \_\_\_\_\_ (Performance and Capability Consultant), \_\_\_\_\_ (Performance and Capability Consultant)

### Apologies:

Sharon Thompson, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

### Chair:

\_\_\_\_\_ (Principal Advisor-Diversity & Inclusion)

### Organiser:

\_\_\_\_\_

## Key discussion points

Introduction- \_\_\_\_\_ and \_\_\_\_\_

Welcome- \_\_\_\_\_

*Minutes from November 9, 2018 - were confirmed*

### 1. Inclusive learning

There was discussion from the National Learning & Development team around the future state of IR where you must be respected and enabled to bring your whole self to work. Also, how D & I will be included in induction. \_\_\_\_\_ is currently looking at the induction material.

There will be a review of the frontline foundation and how we will enable self-determined learners.

Culturally responsive learning drawing on the knowledge of our people will be created.

There is a design thinking approach taking into consideration inclusive, special abilities and cultural aspects. Enabling and empowering Māori trainees. There is wisdom in Māori pedagogies in the way we do learning. But, not only focussing on Māori but the diverse groups and not one gender over the others.

The existing approach is Capability based learning. With that it needs to be more fit-for purpose and more modular. Recognising that people bring their own knowledge. It fits in with the \*Whanake approach. *\*(Whanake, meaning to grow/ develop is our performance approach. It is designed to support you to develop and perform to your potential in our transforming organisation, and to help us create the culture we want for IR. The intent of Whanake is to support you and your leader to have good, timely conversations about the right things for you - the things that enable you to learn, grow and perform both for now and into the future. Whanake is designed to enable you to own and drive your performance and development at IR)*

This also means not designing learning for 5 full day where some of our people must jump through hoops to attend learning.



Enabling learning in a social way, breaking though the tradition offering more flexibility, learning at their own pace.

### QUESTIONS/THOUGHTS:

The question was asked if the strategy had been changed. [REDACTED] explained that when [REDACTED] and [REDACTED] presented in April it was from the operational view.

There was interest on how this looks like from a Māori trainees' point of view. [REDACTED] is keen to talk to more people and mentioned whanaungatanga. How does this resonate with a trainee? Is it connecting with Māori in IR? Hearing from people in other business units? **Advised** whanaungatanga is not something we teach but something we feel and not the traditional pākehā way.

The group spoke of people they knew or themselves as new employees where everything was E-based and asked if they were talking to people that have experienced induction in IR. Will they look like me or connect with me. **Advised** human connection is critical.

**Advised** Employee led networks also plays a part in connections and that they could help with the learning design.

**Advised** a quick win would be to look at repurposing what other agencies are doing. The learning design approach will take time and you shouldn't detract from that.

The question was asked that if any work was being done for front line staff and how to interact with different customers. [REDACTED] said that there was 'Empathy' training which can be shared with the group.

**Advised** that Victoria University has cross cultural learning. (unlocking the sense and getting to understand yourself first)

There was a question around a team leader suite of learnings. The programme Accelerate contains cultural intelligence and understanding your own biases. There are also leader expectations.

There was praise for the learning and thinking design. And were keen to have [REDACTED] and the team return to share the progress.

## 2. Current and planned internal communications for D & I

[REDACTED] tabled the communication report

### QUESTIONS/THOUGHTS:

The Wellington Pride conference in conjunction with the Pride festival will be held in Wellington from the 18 – 22 March. It's the first conference ever in the southern hemisphere so around about 500-1000 people from all over the world will be attending this event.

**Advised** External comm's to mirror what is internally communicated. For e.g. if we are wanting to sell IR as a good place to work, perhaps showing some of the Diversity and Inclusion messaging out like one of the Senior Leaders attending Diwali etc. This sends out a message to our staff and the community about IR being an inclusive place to work.



The group acknowledged the excellent communications update and a huge improvement from what has previously been shared.

### 3. Update Māhutonga workforce approach

gave an overview on the following:

- Reengaging Inland Revenue with the Treaty of Waitangi
- Integration of Māori world views
- Moving from being a monocultural to a blended culture, Bi-cultural
- The Treaty is providing the umbrella for the cultural shift.

A working group called Te Rōpū Pou Tokomanawa has been established, built around our champion Lara Ariell and they have been having a series of hui to discuss what they are trying to achieve and what are our objectives. is the group's kaumatua.

While there is no official action plan yet, there are still some things happening:

- Refreshing the Māori language plan Tuia ki te Reo in partnership with Te Taura Whiri
- CCS has established their Māori economy work, which we are working alongside
- Assessment on the Taonga collection, with the aim of using this to create a wider cultural shift
- Ngā Kaupapa (part of the PSA:IR Collective Agreement). Currently, there is a survey of 250 IR PSA Māori members to find out their views on a range of issues, including recruitment and development. Any actions falling out of this survey will be progressed jointly
- Review of the State Sector Reform Act
- Building cultural capability.

### QUESTIONS/THOUGHTS:

The group recognised the ambitious work programme and wished well.

**Advised** Te Manu Korihi should support and that the Māhutonga needs resources.

### 4. D&I implementation plan

shared with the group that the Draft Inclusion and Diversity plan went to ODC for approval. She was pleased to say that the plan went through unscathed. She has their full support and endorsement.

She thanked everyone that contributed to it and is working on a Comms approach to launch it. Part of the plan to committing to leading and endorsing was to share it with leaders to raise engagement with them. It's about integrating it into everything we do and that she will be looking to get into leadership meetings. The other things happening are:

- There is a video coming out in the next few weeks with Naomi and Sharon as the D & I champion, and the intranet page will be updated.
- All agencies have been asked to update their Gender Pay Gap plan. The good thing is that IR already had a plan. There is quite a lot of work around it and the good news is that a project plan and workstream lead is being implemented. But, the work they are doing is over and above their day job.



- In the Recruitment space, where roles are needed we are looking at how we are writing the adverts
- Employee networks -development of a toolkit for sustainability, Stocktake of the current networks (currently at 40) and the relaunch
- Campaign for updating employee details for ethnicity data except for those involved in Release 3 in April. There was a 73% success rate
- Rainbow Tick –There is a cross sector work programme being developed to support rainbow inclusion across the public sector. As part of this, some agencies are proactively undertaking activities to improve inclusion, and some are progressing with the Rainbow Tick programme. SSC has obtained the Rainbow Tick, however there are no directives for now. IR is beginning its journey and as part of our wider D&I plan it has been recommended that we pursue the Rainbow Tick programme in due course.

**QUESTIONS/THOUGHTS:**

The stocktake of the employee led networks is running in to a few challenges. There are some that don't want to engage and are suspicious of IR's intentions. People need to feel safe and its not just management trying to tell them how to be. There was discussion whether all networks were required to be formalised. As part of the diversity networks refresh, we would like to make networks more official so that they can be better supported and employees have more visibility and access to these.

There was discussion of the new IR site in Hamilton which is developed to be inclusive. There was a presentation given to the Māori network on the overview of the office and the Taonga and artefacts. Now it is not just art the taonga are a living thing.

MSD are looking at the rainbow standard as there are mixed feelings about the rainbow tick. There was further discussion about a group working with Government Agencies called 'Inside Out'

The group asked if the final strategy and plan could be shared with Te Manu Korihi

**5. General Business**  
n/a

**Meeting ended 3:30 pm with a karakia**

**Action points**

Action point	Responsible
Update to be sent to Te Manu Korihi between meetings	[Redacted]
Strategy and I & D plan to be shared with Te Manu Korihi	[Redacted]
Empathy training to be sent to Te Manu Korihi	[Redacted]
Resourcing for Māhutonga	[Redacted]
See if L & D can come back for an update	[Redacted]

For any feedback on these minutes please send them to [Redacted]



## Minutes 30 May 2019

### Attendees:

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ (Internal Comms Advisor), \_\_\_\_\_ (Senior Advisor Engagement Maori & Diverse Communities), \_\_\_\_\_, \_\_\_\_\_ (Governance Advisor), Andy Rodger (Director Stakeholder Relations), \_\_\_\_\_ (Senior Advisor, Performance and Culture), \_\_\_\_\_ (Senior Advisor, Performance and Culture), Sharon Thompson (Deputy Commissioner CCS Individuals, Customer & Compliance Services)

### Apologies:

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_

### Chair:

\_\_\_\_\_

### Organiser:

\_\_\_\_\_

## Key discussion points

\_\_\_\_\_ opened the meeting with a Samoan prayer

Welcome- \_\_\_\_\_

Introduction- Andy Rodger, \_\_\_\_\_ & \_\_\_\_\_

*NB: The order of minutes differs from the original agenda*

### 1. Inclusive Leadership Capabilities




\_\_\_\_\_ and \_\_\_\_\_ tabled the paper 'Supporting Leader Inclusiveness Education & Awareness' (see meeting pack)

Key outcomes:

1. All leaders at IR understand what inclusive leadership is and what they need to do to lead this way
2. IR is a workplace where leaders hold each other to account for inclusive behaviours
3. An inclusive culture is the norm – and is the way we lead at IR

IR already has a current leadership suite 'Te Kohure' for Emerging frontline leaders, Advanced and strategic and leader connection models.

The team are not establishing anything new but thinking about what they already have such as scoping material and integrating D & I including:

-  Gap analysis
-  Education & awareness – providing tools for leaders
-  Reinforcing inclusion





It won't be adopting the Deloitte's model but using it more as a conversation starter.

#### Comments:

- Eurocentric feel
- How are we addressing gaps, ethnicity?
- Management of our current talent i.e. Emerge programme - how does this address ethnic minorities?
- How do we connect better with Māori and Pacifica?
- In the public sector there is no current umbrella.

Inclusive leadership capabilities are not intended to be a talent management programme

**ACTION** - [redacted] and [redacted] to work together to provide a Māori lens.

## 2. D & I Leadership group & Future Ways of Working for Te Manu Korihi

[redacted] tabled the proposed D & I Leadership group (see meeting pack).

The purpose of the D&I Leadership Group is to drive, influence and champion the implementation of D&I within IR. The group will play a key role in embedding D&I into the business and be active and visible in supporting IR to achieve its D&I goals.

The proposed group will be made up of internal members and from different parts of IR and come from different functions in IR i.e. Communications, etc.

Proposed recruitment for group members will include an expression of interest.

#### Comments

*How does the proposed leadership group work with the working group?*

We will still need working groups but, not a fixed group. The benefits of a flexible group are the ability of people's participation to come and go depending on what they are working on.

*Is the proposed group strategic or operational - how does IR see it functioning?*

The journey has been 2 years and we started this meeting off with a framework about trying to drive an inclusive leadership team. The group consensus was that IR is not quite there yet.

**Purpose** - Te Manu Korihi will test and challenge Inland Revenue's thinking by providing diverse insights and perspectives and non-binding strategic advice.

1. Provide advice and suggestions to help Inland Revenue build an inclusive culture and meet its diversity and inclusion objectives. This is the primary focus for Te Manu Korihi.
2. Occasionally, help test Inland Revenue's thinking about other issues that may benefit from having diverse insights and perspectives. For example: providing guidance on how to better connect with diverse communities as part of policy development consultation or a marketing approach. This is a secondary focus for Te Manu Korihi.



## Advised

- Via email, [REDACTED] has resigned her position as a group member
- Via email, [REDACTED] will step away if IR no longer needs her strategic input
- [REDACTED], [REDACTED], [REDACTED] - Advocate for Te Manu Korihi to continue alongside new group. There is still a place for Te Manu Korihi in the proposed structure for a strategic lens (D & I is not only inward looking by externally as well). External perspectives help support, push and challenge
- [REDACTED] and [REDACTED] said that external members do other work (besides attending meetings and providing advice & perspective) on behalf of IR e.g. raising IR's profile as diverse and inclusive workplace in other forums.
- Consider Te Manu Korihi as an external group
- Hold a workshop if needed and include Te Manu Korihi members
- There is a need for people that are dedicated and recommend recruiting a crew that is dedicated and can put a lot of effort into this work
- Think about cross pollination – (Older members who have been on this journey with new members)
- Explore what it means by leadership group
- Leverage off what our employee networks can do
- Networks should be led by the people and not from the top
- Proposal should have been discussed with networks before the proposal was tabled at this meeting
- Governance structure doesn't feel right, top down and hierarchal –invert this (bottom up)
- Concern that the D & I champion will make the final decision on group members, however, this is not the case and at IR the panel approach is the norm.

**ACTION** – [REDACTED] & Sharon to consider advice

**ACTION** – [REDACTED] to map the journey on one page from the last 2 years and what Te Manu Korihi has been able to advise on and achieved to date.

**Noted:** More discussion needed before any decisions are made

### 3. Our People's networks

Work going on behind the scenes strengthening the current networks and helping new networks establish themselves

- Two sites have secured one-off funding for Samoan language week until a funding process has been put in place
- Timing and sequencing of things happening in the pipelines and how to reach middle management
- Toolkit is one part of strengthening the networks and is near completion will be sent to Te Manu Korihi for comment – (One new and one re-establishing network currently using the toolkit to test usability) **ACTION:** [REDACTED] to circulate toolkit
- Looking into a dedicated space on the intranet for networks
- Ongoing support to be determined

### 4. Action points from the last meeting

- Confirmation of the minutes



- i Update to be sent to Te Manu Korihi between meetings- [redacted] (did not complete), - unable to do so as not across D&I
- i Strategy and D & I plan to be shared with Te Manu Korihi - [redacted] (complete)  
-Gender Pay Gap – has been a challenging few months. States Services Commission request for annual plans and building the relationship with the Unions.
- i Empathy training to be sent to Te Manu Korihi - [redacted] (unable to share externally)  
**ACTION:** [redacted] / [redacted] to present at the next meeting
- i Resourcing for Māhutonga-[redacted] - deferred
- i See if L & D can come back for an update-[redacted] - deferred

**General Business**

Who activates the response in the event of another tragedy happening like March 15 in Christchurch?

**ACTION:** [redacted] to investigate IR’s response  
**Andy** to check Business Continuity (BCEM)/Crisis Management Team (CMT)

World Refugee Day 20<sup>th</sup> June

**ACTION:** [redacted] to investigate

Meeting ended 4.15 pm with a karakia by [redacted]

**Action points**

Action point	Responsible
Empathy training to be presented at the next Te Manu Korihi	[redacted] / [redacted]
Resourcing for Māhutonga	Deferred from Feb 28 [redacted]
See if L & D can come back for an update	Deferred from Feb 28 [redacted]
Provide a Māori lens 'Supporting Leader Inclusiveness Education & Awareness'	[redacted] / [redacted]
Consider advice given by Te Manu Korihi regarding D & I Leadership group & Future Ways of Working for Te Manu Korihi	Sharon/[redacted]
Map the journey on one page from the last 2 years and what Te Manu Korihi has been able to advise on and achieved to date.	[redacted]
Circulate Toolkit for Our People’s Networks	[redacted]
Emergency response from IR – for events like March 15 in Christchurch	[redacted] / [redacted]
World Refugee Day	[redacted]

For any feedback on these minutes please send them to [redacted]



# Diversity & Inclusion Advisory Group

May 2017

Te Manu Korihi established



June, July 2017

Diversity & Inclusion Champions Annual plan  
Communication strategy and tactical plan  
Diversity in recruitment panels



Sept & Nov 2017

Diversity & Inclusion Benchmarking Survey  
Policy advice  
Te Kāhu Mataroa (IR's Strategic Futures Work Programme)



Feb 2018

Enabling aspirations – budget and resources  
Data collection on gender diversity, disability and ethnicity  
Formalising Diversity & Inclusion



April 2018

Leadership support  
Demographic shifts to meet the needs of our customers



This timeline represents what initiatives the group have been able to advise on and influence outcomes.

June 2018

Diversity & Inclusion Strategy  
IR's Annual report  
Diversity Networks Open Homes



August 2018

Diversity & Inclusion Maturity Assessment  
Cultural & language celebrations



November 2018

Strategy Launch  
Diversity Networks action plan



February & May 2019

Inclusive learning  
Diversity & Inclusion Implementation plan



Sharon Thompson

Andy Rodger