



**ORANGA  
TAMARIKI**

Ministry for Children

New Zealand Government

# **Kia Toipoto and Papa Pounamu Combined reporting for 2023/2024**

## Papa Pounamu: Diversity, Equity and Inclusion

### Kia Toipoto: Pay Gaps Action Plan for Oranga Tamariki 2023/24

#### Introduction

At Oranga Tamariki we work hard to understand and break down systemic barriers to inclusion ensuring that our focus is on attracting, developing, retaining, and engaging a diverse workforce.

We work in close partnership with unions and employee-led networks to ensure a broad understanding of the needs of our kaimahi and diversity of thought as we create robust and sound solutions.

Oranga Tamariki's organisational values are well understood and our Kaimahi are encouraged to bring these values into their day-to-day work. They are front and centre in the development of this plan and they are as follows:

- We put **tamariki** first – we will challenge when things are not right for the child
- We believe **aroha** is vital – it keeps us focused on what is right
- We respect the **mana** of people – we listen, we do not assume, and we create solutions with others
- We are **tika** and **pono** – we do what we say we will do
- We value **whakapapa** – Tamariki are part of a whanau and community
- We recognise that **oranga** is a journey – we understand the long-term impact of our actions today

This combined Papa Pounamu and Kia Toipoto plan builds on our Gender Pay Gap Action Plan for 2022/23 and is supported the creation of our first Diversity, Equity and Inclusion (DEI) strategy (expected to be published early 2024). In addition, work on the five focus areas of Papa Pounamu, as part of our deliverables through our Oranga Tamariki Annual Report is on-going.

#### Pay gaps

In Oranga Tamariki the average pay of women is higher than for men and data indicates there is no pay gap for NZ Māori, Asian, or MELAA at Oranga Tamariki. However, there is a pay gap for Pacific people of 3.20%. There is a small pay gap being reported relating to disabled kaimahi, and our Rainbow community.

It is worth noting that the ethnic data we hold relies on kaimahi self-disclosing their ethnicity and our HRIS only allows for up to three ethnicities to be recorded which can limit the accuracy of our ethnic data captured. Currently, disability data is only captured when new kaimahi are applying for roles and no data is captured relating to rainbow affiliation. Work is on-going to address the improvement of collecting ethnicities data at onboarding stage for new hires and we will continue to encourage self-declarations for gender and ethnicity of current kaimahi. This forms part of a wider plan to capture data on other priority areas for Kia Toipoto.

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Pay gaps are calculated by comparing average salaries of people identifying with a group and average salaries of everyone else, based on disclosed data we hold. Average pay and pay gaps however, do not tell the full story. The following information looks at what is driving pay gaps at Oranga Tamariki.

**74.39%** of employees (permanent and fixed-term staff employed at the date at which the data was collected) identify as women; **25.35%** identify as men; **0.26%** of employees identify as an alternative option for their gender. The alternative gender percentage is too small to provide anonymous and statistically robust analysis, therefore only data analysis for men and women is provided.

### Gender Pay Gap - All of Oranga Tamariki

	OT 1/12/18	OT 31/12/19* <sup>1</sup>	OT 13/10/2021	OT 30/09/22	OT 30/09/2023
Females	3209	3322	3782	3645	3671
Males	1025	1106	1288	1209	1251
<b>GPG Mean</b>	<b>-2.62%</b>	<b>-3.11%</b>	<b>-3.01%</b>	<b>-4.25%</b>	<b>-3.13</b>
<b>% of OT</b>	<b>99.93%</b>	<b>99.77%</b>	<b>99.80%</b>	<b>99.75%</b>	<b>99.74%</b>

As an organisation, Oranga Tamariki has made significant progress in addressing its gender pay gap. In 2023 we have a gender pay gap of **-3.13%**, meaning on average in Oranga Tamariki, women are paid slightly more than men. This gap has remained stable since 2018 except for 2022 where it was **-4.25%**.

### Ethnic Gender Pay Gap – All of Oranga Tamariki

	NZ European	NZ Māori	Pacific People	Asian	MELAA
Females	1680	727	360	230	60
Males	413	234	206	95	17
<b>EGPG Mean</b>	<b>-9.25%</b>	<b>-3.46%</b>	<b>3.20%</b>	<b>-0.29%</b>	<b>-2.16%</b>
<b>% of OT</b>	<b>42.43%</b>	<b>19.49%</b>	<b>11.45%</b>	<b>6.58%</b>	<b>1.54%</b>

<sup>1</sup> \*OT 31/12/19 reflects the impact of the second phase of the pay equity implementation.

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Analysis of gender pay gaps by ethnic group indicates that for all groupings, except for Pacific people, have a negative pay gap (meaning women are paid more than men). Almost 80% of kaimahi who identify as Pacific people are in roles which are in lower-level bands, and this has led to an ethnic gender pay gap. This year there has been a positive movement in this pay gap reducing from **4.79%** in 2022 to **3.20%** in 2023 and while there has been improvement this continues to be a focus area. It should be noted that 81.5% of kamahi disclose ethnicity while the remainder note “other” or did not disclose.

### Ethnic Pay Gap - Pacific people compared to non-Pacific people

**9.81%** of female and **16.47%** of male identifying employees at Oranga Tamariki have disclosed their ethnicity as Pacific.

	Overall	Social Workers	Youth Workers
Non-Pacific men	1045	389	469
<b>Average pay</b>	<b>101,334</b>	<b>97,317</b>	<b>64,110</b>
Pacific men	206	23	71
<b>Average pay</b>	<b>89,387</b>	<b>98,534</b>	<b>76,433</b>
Non-Pacific women	3311	2247	338
<b>Average pay</b>	<b>103,155</b>	<b>98,392</b>	<b>64,900</b>
Pacific women	360	107	30
<b>Average pay</b>	<b>96,188</b>	<b>100,722</b>	<b>72,204</b>
<b>Ethnic Pay Gap</b>	<b>8.77%</b>	<b>-2.14%</b>	<b>-19.22%</b>

There is no ethnic pay gap in the Social Workers and Youth Workers groups, but there is a pay gap between Pacific People and Non-Pacific People in Oranga Tamariki of **8.77%**. In 2022, this pay gap was at **12.47%** and, whilst it has decreased, there is more work to be done in this area.

### Māori people compared to non-Māori people

**19.80%** of female and **18.71%** of male identifying employees at Oranga Tamariki have disclosed their ethnicity as Māori.

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	Overall	Social Workers	Youth Workers
Non-Māori men	1017	382	503
<b>Average pay</b>	<b>98,696</b>	<b>97,177</b>	<b>64,431</b>
Māori men	234	30	37
<b>Average pay</b>	<b>102,282</b>	<b>99,071</b>	<b>76,200</b>
Non-Māori women	2944	2135	335
<b>Average pay</b>	<b>102,390</b>	<b>98,172</b>	<b>65,389</b>
Māori women	727	219	33
<b>Average pay</b>	<b>102,806</b>	<b>100,495</b>	<b>73,066</b>
<b>Ethnic Pay Gap</b>	<b>-1.18%</b>	<b>-2.28%</b>	<b>-12.55%</b>

Data shows that for Pacific People, there is no ethnic pay gap in the Social Workers and Youth Workers groups. The **2.42%** pay gap between Māori people and non-Māori people in 2022 has changed to a negative pay gap of **-1.18%** in Oranga Tamariki in 2023.

### Papa Pounamu priority areas

Work on the five focus areas of Papa Pounamu continues as part of our Oranga Tamariki Annual Report deliverables. Details on milestones/deliverables for 2023/24 are as follows.

Papa Pounamu priority areas of focus	How Oranga Tamariki contributes to the area of focus	Specific milestones/deliverables for 2023/24
<b>Hautūtanga Ngākau Tuwhera</b>  <b>Inclusive leadership</b>	In 2023 we launched or enabled the following Leadership programmes <ul style="list-style-type: none"> <li>- Leadership Community of Practice launched in September which runs monthly – open to all kaimahi</li> <li>- Leadership TED Talks connect session offered monthly; TED talks and reflective discussion questions will be posted in our LMS for self-serve access.</li> <li>- Internal coaching to internal kaimahi</li> <li>- Access to coaching through the Leadership Development Centre's approved coaching providers</li> </ul>	Develop leadership capability model and leadership framework. <b>Delivery:</b> December 2024

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	<p>In 2023 we participated in or launched the following aimed at Māori and Pacific leaders</p> <ul style="list-style-type: none"> <li>- Emerging Māori Leaders Programme led by Te Kawa Mataaho</li> <li>- Tū Mau Mana Moana Programme led by MBIE and Leadership NZ</li> <li>- Pacific Mentoring Programme led by Te Kawa Mataaho and MPP Coordinated programme</li> <li>- Makahiki Pacific Leadership Programme, our in-house Pacific leadership development programme</li> </ul> <p>Moving forward, we will report on completion rate of our programmes aimed at Māori and Pacific leaders, to expand, promote and encourage others to apply.</p> <p>In 2024 we will</p> <ul style="list-style-type: none"> <li>- Refresh of our leadership capability model and develop a leadership framework to identify leadership pathways and development opportunities f</li> <li>- Enable access to talent management tools including 360 assessments and mentoring</li> <li>- Design and implement a new Management Essentials programme.</li> <li>- Deliver new DEI strategy which includes more inclusive leadership practices, team culture, environment, career development conversations, and recruitment practices.</li> </ul>	<p>Develop and launch a Management Essentials Programme. <b>Delivery:</b> June 2024</p> <p>Develop Diversity, Equity and Inclusion strategy and actions alongside unions and ELNs <b>Delivery:</b> March 2024</p>
<p><b>Te āheinga ā-ahurea Cultural competence</b></p>	<p>Since 2022 Oranga Tamariki has increased the range of cultural roles across the organisation ensuring our kaimahi are correctly remunerated for the cultural expertise and language skills that they bring to their mahi. Currently there are;</p> <ul style="list-style-type: none"> <li>- 99 Māori specialist permanent and filled roles in place and work is under way to expand the range of cultural positions to meet the needs of the frontline. These positions provide the necessary cultural competence that is essential when connecting tamariki to their culture and heritage.</li> <li>- 6 Regional Pacific Cultural Advisor roles have been created.</li> <li>- 3 senior roles made permanent being; Chief Advisor Pacific, Chief Advisor Disability, Tumu Tikanga</li> </ul> <p>A comprehensive programme in place to continue to grow Māori cultural capability in Oranga Tamariki, through Te Hāpai Ō. This is aligned to Whāinga Amorangi, the cultural competency framework for the core Public Service, developed by Te Arawhiti (Office for Crown Māori Relations). It aims to:</p> <ul style="list-style-type: none"> <li>- Strengthen our practice approach in our frontline and enabling functions,</li> <li>- Strengthen how we work and engage with each other, our partners, external stakeholders and importantly children, young people, and their families in a culturally appropriate way,</li> <li>- Enhance our relationships with whānau, iwi and Māori communities,</li> <li>- Create positive organisational culture that enables cultural authenticity.</li> </ul>	<p>Support the rollout of Te Hāpai Ō workstreams to support Māori cultural competence for leaders and kaimahi. <b>Delivery:</b> December 2024</p> <p>Explore and explore broader diversity &amp; cultural competence options. <b>Delivery:</b> December 2024</p>

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<p><b>Te Urupare I te Mariu</b> <b>Addressing bias</b></p>	<p>Supporting kaimahi to understand where bias may occur in day-to-day practices and to help address these through good practice and frameworks, will ultimately provide positive outcomes for kaimahi, tamariki, rangatahi and whanau.</p> <ul style="list-style-type: none"> <li>- In 2023 11 Unconscious Bias Awareness workshops have been delivered with a total attendance of 171 kaimahi.</li> <li>- During 2024 completion of the Unconscious Bias Awareness workshop will be mandatory for all new kaimahi with all people leaders completing this training by end of 2025.</li> </ul>	<p>Unconscious Bias workshops become mandatory as part of kaimahi induction.</p> <p><b>Delivery:</b> Jan 2024</p> <p>All leaders to complete Unconscious Bias Awareness workshop by 2025</p> <p><b>Delivery:</b> December 2025</p>
<p><b>Te whakawhanaungatanga</b> <b>Building relationships</b></p>	<p>The Practice Approach sets out how social work services are delivered by Oranga Tamariki supporting all tamariki/children, whānau/families we connect and work with. This is a whole of organisation learning journey, led out of our social work practice and service delivery. The Practice Shift draws from six core elements underpinning the Practice Approach:</p> <ul style="list-style-type: none"> <li>- Mana enhancing paradigm</li> <li>- Our tohu and the symbols of our practice approach</li> <li>- Introduction to the practice framework</li> <li>- Te Ao Māori principles</li> <li>- Explaining the Tohu design</li> <li>- Principals in our Oranga Tamariki context</li> </ul> <p>This programme is a guided online interactive learning experience. It provides an orientation and induction to knowledge bases, theories and processes supporting our practice approach. It is important for frontline and enabling services kaimahi to understand the practice shift that is being implemented across the organisation.</p> <p><b>Rainbow and disability statistics</b></p> <p>There is limited data available about those who identify as disabled or as part of the rainbow community. Work is underway to explore these areas by using insights from Te Taunaki and the Public Service Census 2024.</p> <p><b>Creating a culture of recognition</b></p> <p>Our recognition programme ensures that Kaimahi are consistently acknowledged for the great mahi they do. Examples include; long service awards 2022/23; kaimahi tenure milestones via intranet and online channels, 'Recognising our People' Yammer page,downloadable e-cards; and Spirit of Service awards - Te Kawa Mataaho. Externally Oranga Tamariki received 2 Public Service awards presented in Nov 2023.</p>	<p>Promotion of data collection focused on capturing ethnicity, disability and consideration of rainbow.</p> <p><b>Delivery:</b> throughout 2023/24</p> <p>Enhancement of current recognition programme</p> <p><b>Delivery:</b> July 2024</p>
<p><b>Ngā tūhononga e kakarikis ana e ngā kaimahi</b> <b>Employee-led network</b></p>	<p>There are 19 employee-led networks within Oranga Tamariki. Work is on-going to promote their activities which includes language week, diversity days, mihi whakatau, cultural, rainbow, or disability events. This includes; encouraging leaders to attend various network events, support sector development opportunities for members and to connect with and co-host intersectional events.</p>	<p>Support ELNs to work together, encourage sponsorship/leadership support, and promote kaupapa of network</p> <p><b>Delivery:</b> throughout 2023/24</p>

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### Kia Toipoto – Pay Gaps Action Plan

Kia Toipoto Area of Focus	How Oranga Tamariki contributes to the area of focus	Specific milestones or deliverables for 2023/24
<p><b>1. Te Pono</b></p> <p>Transparency</p>	<p>Oranga Tamariki understands the value and importance of data and is fully committed to making information visible and available where appropriate to our kaimahi. Work is underway to address the gaps in our current people policies and procedures.</p> <p>Part of this will be the creation of a Policy working group, across People &amp; Leadership, to ensure we stay up to date with best practice, review, and creation of new policies. This policy working group would also include support and representation from our union groups and ELNs when relevant.</p> <p>The remuneration framework detail, salary bands and collective employment agreements is available to all kaimahi via our intranet, in addition to policy and guidelines relating to remuneration, leave, flexibility and other terms and conditions.</p>	<p>Utilising our new myHR&amp;PAY system, consider what information can be provided from the system to support/monitor our overall pay equity aims.</p> <p><b>Delivery:</b> June 2024</p> <p>Implement regular review of People &amp; Leadership policies to ensure transparency is key to how we engage with our kaimahi.</p> <p><b>Delivery:</b> June 2024</p> <p>Communication plan to raise awareness of the kaupapa of Kia Toipoto and Papa Pounamu and how it relates to our kaimahi.</p> <p><b>Delivery:</b> June 2024</p>
<p><b>2. Ngā Hua Tōkeke mō te Utu</b></p> <p>Equitable pay outcomes</p>	<p>In partnership with the PSA and NUPE the remuneration framework, Taumata Utu, was implemented in October 2021. The implementation of this new tenure-based remuneration framework was supported by workshops, training sessions with the People &amp; Leadership function to support leaders and to provide guidance which was available via our intranet.</p> <p>Using step progression enables leaders to provide a consistent approach with new starter salary levels on appointments. This ensures that we do not create or reinforce pay disparities in the future. In addition to our internal monitoring - the review of the social workers pay equity settlement agreement between Oranga Tamariki and PSA will further assess whether pay equity has been maintained.</p>	<p>Implement the outcomes of the Administration and Clerical Pay Equity Claim.</p> <p><b>Delivery:</b> December 2024</p> <p>Work with our Pacific collectives (ELNs) to raise leadership representation.</p> <p><b>Delivery:</b> December 2024</p>



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	<p>Any decisions regarding remuneration, are collectively bargained and ratified by Union members at Oranga Tamariki, and that the PSA continues to work with Oranga Tamariki to ensure that commitments regarding pay and development, lead to equitable outcomes.</p> <p>In 2022 Oranga Tamariki implemented its new Recruitment and Selection policy. The implementation plan included a series of drop-in sessions designed to support people leaders to be more aware of and to reduce bias through the end-to-end recruitment experience.</p>	
<p><b>3. Te whai kanohi i ngā taumata katoa</b></p> <p>Leadership and representation</p>	<p>Work is underway to introduce a new Leadership Development Framework in 2024.</p> <p>In recognition of the need to be more culturally competent we have established a number of specialist cultural roles. This is aligned with our strategic intent and direction.</p> <p>Through the Practice Approach implementation, we continue to promote the benefits of alternative leadership practices, which draw on Te Ao Māori knowledge, methods and principles which are relational, restorative and inclusive, to better support tamariki and rangatahi within our care.</p> <p>There is a comprehensive programme in place to continue to grow Māori cultural capability in Oranga Tamariki, through Te Hāpai Ō. Te Hāpai Ō. This is a accelerator for positive change intended to:</p> <ul style="list-style-type: none"> <li>- Strengthen our practice approach in our frontline and enabling functions,</li> <li>- Strengthen how we work and engage with each other, our partners, external stakeholders and importantly children, young people, and their families in a culturally appropriate way,</li> <li>- Enhance our relationships with whānau, iwi and Māori communities,</li> <li>- Create positive organisational culture that enables cultural authenticity.</li> </ul> <p>Further information on the Te Hāpai Ō programme can be found in our 2023 Annual Report. Te Hāpai Ō is aligned to Whāinga Amorangi, the cultural competency framework for the core Public Service, developed by Te Arawhiti (Office for Crown Māori Relations).</p>	<p>Monitoring recruitment processes to minimise barriers to leadership development from a cultural perspective.</p> <p><b>Delivery:</b> December 2024</p> <p>Implement our new Diversity, Equity and Inclusion strategy.</p> <p><b>Delivery:</b> December 2024</p> <p>Ongoing support of the roll out of Te Hāpai Ō to support Maori cultural competence.(see Papa Pounamu)</p> <p><b>Delivery:</b> December 2024</p>
<p><b>4.Te Whakawhanaketanga i te Aramahi</b></p> <p>Effective career and leadership development</p>	<p>Providing opportunities for people to grow and develop in line with their career goals and aspirations is a focus of this plan and the People and Leadership work programme. Work is underway on on developing an all of organisation workforce model. This includes a specific workforce strategy for social workers.</p> <p>In addition, where tools and training are provided to kaimahi, we also ensure there is appropriate time to focus on learning to support our culture of learning at Oranga Tamariki. Going forward, we will also work to report and provide transparency on participation, selection, and completion rates for all our learnings programmes.</p>	<p>Create leadership framework and a range of leadership offerings to bolster leadership development.</p> <p><b>Delivery:</b> December 2024</p>
<p><b>5. Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</b></p>	<p>Oranga Tamariki is committed to eliminating discrimination and bias in the work environment.</p> <p>The remuneration framework, Taumata Utu, has significantly reduced gender pay gaps in like for like roles and there is consistent monitoring of the application of the framework across the organisation to ensure that the use of Taumata Utu is consistent. This continues to reduce bias and inequity in both gender and ethnicity. Under</p>	<p>Refer to actions under Addressing Bias in Papa Pounamu</p>

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Eliminating all forms of bias and discrimination	Taumata Utu, appointment into a new position is based on experience at the substantive role level with time-based criteria determining the starting salary of the new appointee, eliminating bias from the process, with monitoring incorporated into BAU.	
<b>6. Te Taunoa o te Mahi Pīngore</b>  Flexible-work-by-default	<p>There are some roles within Oranga Tamariki that have limited in terms of flexible working and we are focusing on ensuring kaimahi are fully aware what flexible-by-default, what it could look like to them, and how to access flexibility. Leaders are encouraged to discuss flexible working as part of their regular performance and development conversations.</p> <p>This year, 2023 we have refreshed our flexible working policy, and will be releasing it alongside new hybrid-working guidance – in line with Te Kawa Mataaho’s guidance for Public Service. This policy and guidance has been reviewed by our unions and ELNS, and will be published by December 2023.</p> <p>Responses from our employee-led networks lead us to believe that many are enabled to work flexibly in line with their role requirements. Union feedback has indicated that the application of flexible working is still highly reliant on the leader, service line, region and individual line management.</p> <p>Additional work is underway in the frontline space that needs a broader understanding of how flexible working can be applied. Generally, these roles are limited in their flexibility due to specific constraints such as set rosters, or work shifts and the need to be physically present and regionally available for those in front-facing roles (eg Social Workers, or residential-based Youth Workers and kaimahi). We will continue to identify these roles and understand what forms of flexible or hybrid working can be offered for them.</p>	Further analysis to understand the roles with limited flexibility, including solutions or some options for flexible/hybrid working.  <b>Delivery:</b> December 2024

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### Kia Toipoto Pay Gaps Action Plan for Oranga Tamariki 2022/2023

Kia Toipoto is the Public Service Pay Gap Action Plan. It builds on the successful Public Service Gender Pay Gap Action Plan 2018 – 20, but goes further, with specific actions to address the workplace drivers of gender, Māori, Pacific, Asian and ethnic pay gaps. The Kia Toipoto Action Plan three-year goals are to:

- Make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps;
- Accelerate progression for wāhine Māori, Pacific women and women from ethnic communities;
- Create fairer workplaces for all, including disabled people and members of rainbow communities.

You can read about our updates to prior action points from the 2022/23 report, and contributions to each focus area below:

Kia Toipoto Focus areas	Action points from 2022/23	Due date on milestone
<b>Te Pono</b> Transparency	<b>Action 1.1:</b> Engage regularly with union partners (PSA, NUPA, APEX) and employee led networks in relation to gender and ethnic pay gaps and work collaboratively to identify opportunities to address any areas of concern  <b>Update Action Point 1.1</b> - This action point is now ongoing, and next year we will continue to work alongside our unions and ELNS	Ongoing throughout 2023/24
	<b>Action 1.2:</b> Following implementation of the new myHR&PAY system, build policies and processes that allow us to consider learnings from information provided in the system, to support our overall pay equity aims  <b>Update Action Point 1.2</b> - This action point is marked as ongoing	Ongoing throughout 2023/24
	<b>Action 1.3:</b> Develop policies and procedures where existing versions do not exist or are out of date  <b>Update Action Point 1.3</b> – this action is marked as ongoing	Ongoing throughout 2023/24
<b>Ngā Hua Tōkeke mō te Utu</b> Equitable pay outcomes	<b>Action 2.1:</b> Review at least annually what salary steps are being used at recruitment, comparing internal recruitment and external recruitment, and whether exceptions to the framework are being applied  <b>Update Action Point 2.1</b> - This action point is now closed and embedded into BAU	CLOSED
	<b>Action 2.2:</b> Provide training and support to leaders to ensure they understand the remuneration framework and are confident in applying it during the recruitment process  <b>Update Action Point 2.2</b> - This action point is now closed – information is available via our Intranet, Te Pae including resources and guidance for self-navigation. Learning and drop in sessions are now complete	CLOSED
	<b>Action 2.3:</b> Continue to enhance the job evaluation process and review internal relativities of positions as part of the development of policies and guidelines for Taumata Utu  <b>Update Action Point 2.3</b> - This action point is now closed as this process is now embedded into BAU with weekly sizing panel hui.	CLOSED
	<b>Action 2.4:</b> As part of communicating this Pay Gaps Action Plan, encourage people to declare their ethnicity and gender using self-service functions of the new HRIS	Ongoing throughout 2023/24

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	<p><b>Update Action Point 2.4</b> - This action point has been marked as ongoing – an internal data drive will commence early 2024 to raise self-declarations of ethnicity, disability and potentially rainbow within myHR&amp;PAY (internal HRIS)</p>	
	<p><b>Action 2.5:</b> Implement outcomes arising from the Administration and Clerical Pay Equity Claim</p> <p><b>Update Action Point 2.5</b> - This update is marked as ongoing – We are still awaiting outcomes from this Equity Claim, working to implement outcomes once known</p>	Ongoing – any outcomes implemented once known
<p><b>Te whai kanohi i ngā taumata katoa</b></p> <p>Leadership and representation</p>	<p><b>Action 3.1:</b> Launch the Diversity Equity and Inclusion Strategy and supporting materials</p> <p><b>Update Action Point 3.1</b> - This action point is marked as ongoing – Diversity, Equity and Inclusion strategy projected completion date March 2024</p>	Ongoing – due March 2024
	<p><b>Action 3.2:</b> Strengthen employee-led networks to create a sense of belonging and inclusion for kaimahi</p> <p><b>Update Action Point 3.2</b> – This action point is marked as ongoing. We are continuing to focus on working closely with our Employee-led networks, and further understand any barriers for those within our Rainbow network, and deaf/disabled kaimahi.</p>	Ongoing – throughout 2023/24
	<p><b>Action 3.3:</b> Review recruitment processes and approaches to ensure they are non-discriminatory and to remove or minimise any barriers presented from a cultural perspective.</p> <p>Update Action Point 3.3 – This action point is marked as ongoing. We will continue to monitor recruitment processes and approaches to minimize barriers to leadership development presented from cultural/ethnic perspective for Māori and Pacific.</p>	Ongoing throughout 2023/24
<p><b>Te Whakawhanaketanga i te Aramahi</b></p> <p>Effective career and leadership development</p>	<p><b>Action 4.1:</b> Continue development of Workforce Strategy in line with Future Direction Plan</p> <p>Update Action Point 4.1 – This action point is marked as ongoing – This programme of work for Workforce strategy has now moved into our Transformation team</p>	Ongoing throughout 2023/24
	<p><b>Action 4.2:</b> Develop Graduate Pathways for Social Workers in their first roles, to ensure they receive the required level of supervision and support needed to build their capability and practice knowledge</p> <p>Update Action Point 4.2 – This action point is marked as closed – There is now an established pathway for graduate Social Workers through Puāwai</p>	CLOSED
	<p><b>Action 4.3:</b> Implement a range of leadership development programmes and resources to support people working in leadership roles across Oranga Tamariki.</p> <p><b>Update Action Point 4.3</b> – This action point is marked as ongoing – we will continue to monitor this space closely over the next 12 months, to ensure we are creating offerings, while still remaining responsive to external reviews and recommendations from the Rapid Review</p>	Ongoing – throughout 2023/24
	<p><b>Action 4.4:</b> Develop Oranga Tamariki talent management framework to align with future direction</p> <p><b>Update Action Point 4.3</b> – this action point is on hold</p>	PAUSE – this action point is not in scope for 2024, will revisit in 2025

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<p><b>Te whakakore i te katoa o ngā momo whakatoihara, haukume anō hoki</b></p> <p>Eliminating all forms of bias and discrimination</p>	<p><b>Action 5.1:</b> Continue to review the implementation and use of Taumata Utu, to ensure that the framework is being used as intended and that it is reducing the likelihood of bias and inequity in both gender and ethnicity in the future.</p> <p><b>Update Action Point 5.1</b> – this action point is now closed, monitoring of framework is now integrated into BAU.</p>	<p>CLOSED</p>
	<p><b>Action 5.2:</b> Actively monitor the gender and ethnicity pay gaps against the public service milestones, focusing on new or revised pay bands.</p> <p><b>Update Action Point 5.2</b> – this action point is now closed, monitoring of gender and ethnicity pay gaps is now integrated into BAU.</p>	<p>CLOSED</p>
<p><b>Te Taunoa o te Mahi Pīngore</b></p> <p>Flexible-work-by-default</p>	<p><b>Action 6.2:</b> Scrutinise our internal workforce to identify any roles that have barriers/limitations to flexibility and explore options for these roles.</p> <p><b>Update Action Point 6.2</b> –This action point has been marked ongoing. Further work needs to be done to understand the roles with limited flexibility – including solutions or some options for flexible/hybrid working.</p>	<p>Ongoing – throughout 2023/24</p>