

KIA TOIPOTO ACTION PLAN 2023



IPCA

Independent Police
Conduct Authority

Mana Whanonga Pirihi Mana Motuhake

About us

The Authority is an effective oversight system that ensures that complaints about, and incidents involving, Police conduct and any Police practice, policy, or procedure, are fairly and impartially investigated or reviewed; that grievances and issues are identified and resolved in a timely fashion; and that any recommendations made and implemented result in improved Police performance.

Just as importantly, we are committed to creating a working culture where everyone is supported, respected and able to develop to their fullest potential. We want to make the Authority a great place to work.

To do this, there are steps that will make this a reality. We are committed to doing what needs to be done. This includes:

- ✚ observing the principles of Te Tiriti o Waitangi and recognising the diverse culture of modern Aotearoa New Zealand
- ✚ ensuring our remuneration banding remains competitive and builds career paths
- ✚ devoting appropriate levels of resource to support ongoing professional development and training programmes that will lift capability, skills and expertise
- ✚ apply the appropriate levels of resource to support the establishment and maintenance of wellness support initiatives
- ✚ explore with our people what will make this a positive and supportive place to work. This includes good leadership, accountability and inclusive culture, employee development,

flexibility in work practices, performance recognition, harassment and bullying prevention, and a safe and healthy work environment.

- ✚ genuine recognition of diversity, building awareness of unconscious bias in decisions, and creating an Authority that is represents and reflects the New Zealand we work in while meeting the needs of the communities we serve.

Our place in the world

The context the Authority operates in is influenced by:

- ✚ growing demand for our services and an increasingly complex caseload
- ✚ a competitive labour market and ongoing challenges in attracting and retaining skilled staff
- ✚ a constant need to balance the Authority's statutory and operational independence and its working relationship with Police.

To manage this balance, the Authority focuses on continual improvement in all things, including its people strategies.

Who works here

1. Gender

[More Details](#)

[Insights](#)

Female	31
Male	14
Gender diverse	0
Prefer not to say	0



2. Age

[More Details](#)

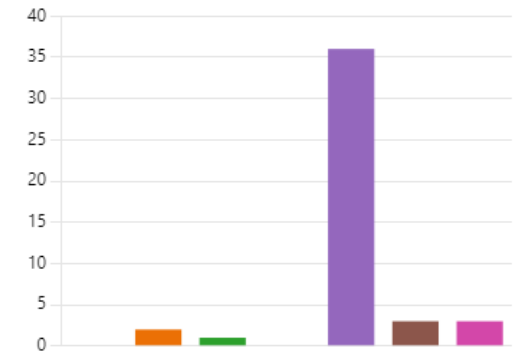
Under 30	9
31 - 40	6
41 - 50	8
51 and over	22
Prefer not to say	0



3. Ethnicity

[More Details](#)

Prefer not to say	0
MELAA (Middle Eastern/Latin A...	2
Asian	1
Pacific Peoples	0
European/Pākehā	36
Māori	3
Other	3



What is Kia Toipoto?

Kia Toipoto is the Public Service's action plan for closing gender, Māori, Pacific, and ethnic pay gaps. Its three-year goals are:

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

Kia Toipoto focus areas are

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



Kia Toipoto focus area: Te Pono I Transparency

KIA TOIPOPOTO MILESTONE	MILESTONE ACHIEVED	WHAT WE WILL DO TO STRENGTHEN THIS
<p>§ Ensure easy access to human resources and remuneration policies and systems, including salary bands</p> <p>§ Publish annual pay gaps action plans and include what you are doing in each area of Kia Toipoto</p>	<p>Our Human Resource material is provided to all our people as part of their induction programme. Changes to policies are advised via All-Staff Panui and then published to our intranet (moving to Sharepoint Knowledge Hub).</p> <p>Salary bands for all roles are indicated during recruitment and confirmed upon appointment. Annual and scheduled review of individual remuneration advises of any change to the banding for their role.</p> <p>We are currently redeveloping our Remuneration Strategy to include updates on what we have achieved under each of the Kia Toipoto domains. Feedback for each section of the review will be incorporated in the final revised strategy.</p> <p>All Human Resource material is currently being reviewed under the framework of Kia Toipoto and broader lens of our Papa Pounamu workstreams. We are also developing the platform (Sharepoint Knowledge Hub) so it is easier for our people to access this material.</p>	<p>Our Kia Toipoto plan will be updated and published on our website and internal Knowledge Hub and it will be updated annually.</p> <p>We are a small organisation (~50 FTEs), and do not circulate salary banding for some sole, or low occupancy roles, to avoid disclosing an individual's pay. For all other roles, we will advise of any change to banding on an annual basis. Position descriptions are included with pay information to help people understand the Authority's career progression pathways and remuneration banding</p> <p>We will advise our people about any changes and update this information on our Knowledge Hub.</p>

Measurement: Action Plan is updated annually. All staff can access the Action Plan in its latest version. All candidates for roles with the Authority are aware of the salary band for the job they are applying for from their first enquiry.

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

KIA TOIPOTO MILESTONE	MILESTONE ACHIEVED	WHAT WE WILL DO TO STRENGTHEN THIS
<p>By the end of 2024, agencies and entities offer equitable access to flexible-by-default working and ensure it does not undermine career progression or pay.</p>	<p>In line with PSC requirements, Mana Whanonga Pirihimana Motuhake (IPCA) has reviewed and finalised its Flexible Working Policy in mid-2023. Consultation with and feedback from our people has shaped the Authority's flexible work practices. As a central principle, this policy embraces 'flexible-by-default'.</p>	<p>Regularly review what has been put in place to ensure that it continues to meet the needs of the organisation and our people. This includes:</p> <ul style="list-style-type: none">§ Providing training for our managers and team leaders in remote personnel management§ Regular discussions about the evolution of flexible working practices, adjustment to equipment and support requirements, and consideration of technology-enablers that can be adopted to enhance and support all options for how and where we undertake our work§ Ensure that we support all forms of flexible working e.g hybrid and flexi-time approaches <p>Consider IPCA future property requirements, and potential for alternative 'workspace' investment.</p>

Review the Authority's wellbeing provisions to ensure our staff are able to access suitable equipment for their at-home work setups.

Measurement: All staff are able to work from home and may do so on a reasonable and regular basis. All managers are comfortable managing their team members when they work this way.

Kia Toipoto focus area: Ngā Hua Tōkeke mō te Utu | Equitable pay outcomes

KIA TOIPOTO MILESTONE	MILESTONE ACHIEVED	WHAT WE WILL DO TO STRENGTHEN THIS
<p>Entities ensure that starting salaries and salaries for the same or similar roles are not influenced by bias, through monitoring starting salaries and salaries for the same or similar role to ensure gender, ethnic, and age pay gaps do not emerge.</p>	<p>All salaries, including starting salaries, are unbiased. Commencing salaries are determined through assessment of set criteria to make appropriate placement within the salary-banding for the role.</p> <p>We regularly review starting salaries and salaries for substantively similar roles for pay gaps. Salary reviews within roles occurs annually. External pay relativities are monitored and assist to inform remuneration discussions.</p> <p>All pay-banding reviews are benchmarked against external labour market indexes. All annual remuneration reviews have oversight and approval by the Authority's General Manager.</p>	<p>We will redevelop our Remuneration Strategy to give clearer guidance to our managers to ensure consistency and transparency of approach across business teams performing the same role.</p> <p>We will continue to regularly review starting salaries and salaries for same or similar roles for pay gaps for all working arrangements.</p> <p>We will monitor higher duties allowances.</p>

Measurement: Annual reviews of starting salaries and salaries for substantively similar roles show no unreasonable or unjustifiable pay gaps across and between teams. Annual comparisons with external salaries show we are paying our staff in line with market rates.

Kia Toipoto focus area: Leadership and Representation

KIA TOIPO TO MILESTONE	MILESTONE ATTAINABLE	WHAT WE WILL DO TO ACHIEVE THIS
<p>By April 2023, entities have plans and targets to improve gender and ethnic representation in their leadership.</p> <p><i>Kia Toipoto commitments: Māori will have career paths that empower them to achieve their career aspirations. Māori will be influential at all levels of the workplace.</i></p>	<p>We have a recruitment strategy that espouses the principles of diversity, inclusion, and equal opportunity so we are broadly representative of the community we serve.</p> <p>Despite the Authority facing challenges attracting and retaining people, our leadership team has strong female representation; opportunity exists for improved Māori representation when roles are vacated by an incumbent.</p> <p>Our Inclusive Leadership workstream under the Papa Pounamu framework provides leadership training opportunities across the Authority.</p> <p>The revised Flexible Working Policy ensures that leadership roles are accessible under flexible working arrangements.</p> <p>We are exploring other EDI initiatives e.g; the Rainbow Tick or DiversityWorks Workplace Inclusion Professional Accreditation pathways as a way in which we can develop inclusive leadership practices.</p>	<p>Leadership roles are always advertised internally, including provision of salary band information, following an internal expression of interest</p> <p>Career pathways and development opportunities are clearly outlined and communicated to all staff by their managers and others.</p> <p>Our advertisement template is reviewed and updated to ensure it communicates our value proposition.</p> <p>We advertise all our jobs on a wide range of platforms such as mahi.co.nz and kumaravine.com.</p> <p>Our recruitment processes are reviewed and updated to ensure barriers are removed.</p> <p>We will deliver a focused recruitment strategy that seeks to attract increased diversity in candidates, including those candidates who have lived experience relevant to Māori, Pacific People, Asian communities, as well as Rainbow Community applicants.</p>

Measurement: We will monitor gender and ethnic representation within our leadership team, and more broadly across the organisation as a whole. We will undertake recruitment activities adhering to the principles of diversity, inclusion, and equal opportunity.

Kia Toipoto focus area: Effective career and leadership development

KIA TOIPOPOTO MILESTONE	MILESTONE ATTAINABLE	WHAT WE WILL DO TO ACHIEVE THIS
<p>During 2023 entities have career pathways and equitable progression opportunities that support women, Māori, Pacific Peoples and ethnic employees to achieve their career aspirations.</p>	<p>As a small organisation, we have limited opportunities for career progression and we know that some people will need to leave our agency to progress their career. We know this helps increase representation across the broader Public Service and we support all our people with their career aspirations, whether it is within the Authority or outside.</p> <p>We are developing a framework that supports our people to achieve their career aspirations and encourages everyone to have a development plan.</p> <p>We will develop our Professional Development and training guidance to support individual career development.</p>	<p>We will support people leaders to have good development conversations with their staff and encourage everyone to have a good development plan in place that identifies career aspirations.</p> <p>We will finalise our Professional Development and training guidance..</p> <p>We will promote development and career opportunities internally, including courses, secondments, conferences.</p> <p>We will support secondments to other parts of the public sector to support career development while retaining staff.</p> <p>We will survey our staff at least annually to get their views on career, development and training opportunities.</p>

Measurement: Our people surveys show year on year improvement. Training opportunities are publicised to all staff.

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

KIA TOIPIOTO MILESTONE	MILESTONE ATTAINABLE	WHAT WE WILL DO TO ACHIEVE THIS
<p>Entities embed and monitor the impact of bias-free HR and remuneration policies and practices.</p> <p>Entities ensure leaders and employees learn about and demonstrate cultural competence.</p>	<p>We are reviewing all HR policies to ensure that they are bias free and do not discriminate.</p> <p>All our staff receive unconscious bias training.</p> <p>We are building our Māori capability across the Authority. All our staff are offered cultural competence training and Treaty of Waitangi training.</p> <p>Our managers and above receive inclusive leadership training.</p> <p>We are starting work on achieving the Rainbow Tick.</p>	<p>We will continue to periodically review our remuneration, recruitment, leave, professional development and training policies and practices to ensure that bias or discrimination does not unconsciously emerge. We will engage with our staff as we develop these policies.</p> <p>We will monitor the effectiveness of our policies as they are developed and will continue to encourage people to provide us with demographic data (gender identity, ethnicity, disability) by explaining how it helps us monitor progress.</p> <p>We will continue to provide unconscious bias training.</p> <p>We will implement Māori capability training to build our cultural competency.</p> <p>We will promote cultural competency training to all staff.</p> <p>We will make rainbow diversity and inclusion training available to all staff.</p>

Measurement: We have HR policies that include proactive steps to remove bias in decision making. Processes for decision making about people are transparent and include specific steps to remove bias.