

Māori representation

at Te Tari Taake Inland Revenue

Our roadmap to supporting career
development outcomes for Māori



Inland Revenue
Te Tari Taake

Introduction by Peter Mersi

OUR COMMISSIONER

At Te Tari Taake Inland Revenue we have a strong commitment to, and focus on, building an inclusive workplace for all our people. This is a workplace where everyone feels valued, respected, and supported to reach their full potential and do a great job. This is important for us as an organisation, for the way we deliver services for New Zealanders and for the steps we are taking to become a Te Tiriti-based organisation.

Everything we do starts and ends with people. Through our Te Pou o te Tangata behaviours of Whanaungatanga, Manaakitanga and Mahi Tika we support each other, care for those around us and do the right things, so we can continue to make Aotearoa New Zealand an even better place to live and work. These behaviours help us to incorporate Māori values and concepts into the heart of how we behave and work together.

Te Pou o te Tangata helps us create an inclusive workplace, where diversity is valued, and we are open and accountable for what we do.



Introduction by Peter Mersi

OUR COMMISSIONER

Understanding and recognising the experiences of Māori

As we move towards becoming a Te Tiriti-based organisation we are committed to understanding and recognising the experiences of Māori at Te Tari Taake in terms of career development and the barriers they face.

Our Māori Representation Roadmap responds to the insights and shared experiences gathered from our people through kōrero and kanohi-ki-te-kanohi (face-to-face) discussions. It was developed in partnership with Māori across Te Tari Taake to establish and identify actions that will create a positive impact on Māori representation, bring about meaningful change to career development and in turn reduce Māori pay gaps. This focus is supported and reinforced through guidance from Te Kawa Mataaho Public Service Commission in Kia Toipoto – Public Service Pay Gaps Action Plan and the specific outcomes relating to Māori.

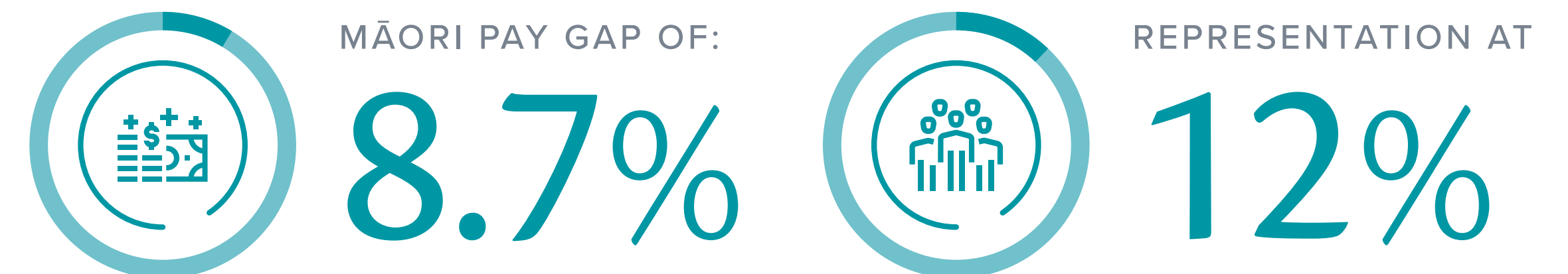
The Roadmap also takes into account our mahi on Māori outcomes identified in Tuitui te Hono - Māori Outcomes research, including the use and preservation of te reo Māori, matauranga Māori, oranga tangata (the holistic wellbeing of a person), oranga whānau (the holistic wellbeing of family), and oranga whenua (the holistic wellbeing of the natural land).

Māori representation and pay gaps

Over a number of years we have been working to ensure gender and ethnicity do not determine what people are paid. In the last 3 years we have seen a steady decline in Māori pay gaps for both wāhine and tāne Māori.

Currently Inland Revenue has a Māori pay gap of 8.7%, in 2021 it was 12.8%. The current level is driven by representation. Although we have high representation within our frontline and lower paid roles, the levels of Māori reduce in higher paid, more senior or influential roles.

While Māori representation at Te Tari Taake has remained relatively steady at around 12%, the decline in pay gap is a positive sign initiatives put in place for Māori have been effective. But we need to do more.



Introduction by Peter Mersi

OUR COMMISSIONER

Creating change and taking action

Our focus in this Roadmap is to reinforce our commitment to increase Māori representation and support career development outcomes for Māori across all levels of the organisation. It covers four areas to create this change and the actions we will take.

The first is to attract Māori to want to join Te Tari Taake. This will enable us to increase overall representation of Māori across the organisation and includes targeted recruitment, supporting leaders' cultural capability, internships, and graduate opportunities for Māori.

Our second area of focus is on career development by supporting the development of our people through active partnership and working together, and ensuring our practices and processes support Māori to achieve their career goals.

Leadership and the role of people leaders, and how they should support their people, is the third area. The wider focus is on leadership as a capability in areas including te ao Māori, unconscious bias, Whanake conversations, Te Pou o te Tangata leadership induction and development, and inclusive leadership.

Our wider working environment is the fourth area of focus, bringing together actions that create an environment that supports and enables Māori to be who they are. We want to create a workplace that not only supports Māori, but the wider organisation to better incorporate te ao Māori into everything we do.

The year ahead

Over the coming year our Māori Representation Roadmap will support mahi on career development outcomes for Māori across Te Tari Taake and for those joining the organisation. The actions in the Roadmap provide a focus and direction for our work and I look forward to seeing us creating positive and meaningful change for our people.

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Roadmap for
creating change



Developing the *Māori* Representation Roadmap

Developing the Māori Representation Roadmap

Our Māori representation roadmap responds to the insights we have gathered from our people to identify tangible actions that can bring meaningful change to career development for Māori.

Our journey to develop this roadmap has been supported through partnership with:

- our 3 unions (PSA, Taxpro and NUPE), with on-going significant support from PSA Rūnanga and Taxpro representatives from Māori communities,
- Whānau Māori networks members from across Te Tari Taake Inland Revenue
- Kaitakawaenga Māori
- Te Kāhui Tūhono
- Te Mana Rangahau
- a range of other business group representatives.

Understanding our peoples' experience

When developing our 2022/23 Diversity, Equity and Inclusion roadmap, we committed to understanding the experiences of Māori, in terms of career development and the barriers that have been faced.

Through on-going kōrero, and kanohi-ki-te-kanohi (face-to-face) engagements, Māori have shared their experiences and insights. We have worked in partnership to establish the actions that will create a positive impact on Māori representation, and in turn reduce the pay gaps.

This focus is supported and reinforced through Kia Toipoto – Public Service Pay Gaps Action Plan guidance, from Te Kawa Mataaho Public Service Commission.



Parallel streams

A Māori working group was formed in partnership with the Organisational Development team to explore and support the attraction, retention and development of Māori. Wānanga with the working group, and guidance from Inland Revenue's Māori Crown relations team - Te Kāhui Tūhono, informed the approach to this mahi. Prompt feedback from the working group indicated that as tangata whenua, and in accordance with Te Tiriti principles, Māori should not be considered as stakeholders but instead as equal partners, and not be treated as an ethnic minority.

Reflecting on this feedback, Inland Revenue began thinking about how we might focus on Māori in parallel with our Pacific, ethnic, and underrepresented communities. We will continue the inclusion of Māori, in a partnership approach, in conversations and decisions for the Diversity, Equity and Inclusion mahi.

Further considerations to the parallel focus decision included:

- cultural practices based in te ao Māori are required to be protected by Te Tiriti o Waitangi
- there are some practices and strategies from within te ao Māori that have been gifted to Inland Revenue or the Crown – then there are others within te ao Māori that belong with Māori
- many actions for both Māori and other underrepresented communities will be similar – the inclusion of all groups in the discussion will help to achieve broader, more well-rounded outcomes
- these conversations may also provide other underrepresented communities with a deeper understanding of te ao Māori perspectives and practices.

To achieve the parallel streams, Te Tari Taake Inland Revenue has leveraged *He Awa Whiria – Braided rivers in: Sociocultural Realities: Exploring new horizons* (A., & S. Macfarlane, and M. Webber, 2015). This methodology maintains the mana and status of both te ao Māori and other underrepresented communities (as represented in the Diversity, Equity and Inclusion roadmap).



Parallel streams

How: Using the metaphor of the braided streams, where career outcomes for Māori require approaches based in te ao Māori for example; tuakana-teina (Māori mentorship model) - the streams will remain separated - Māori will be provided the space and support to work through this. Where the outcomes for the groups are similar - the streams come together - Māori and the Diversity, Equity and Inclusion Working Group will work together, facilitated by the Organisational Development team, to enable a broader perspective and achieve well rounded actions and outcomes.

Using the braided rivers approach enables Inland Revenue to:

- enhance the Tiriti-based approach through active partnership and participation
- focus on Māori representation throughout all levels of the organisation
- focus on the retention and career development of Māori, in a culturally safe and appropriate environment, to support more Māori and wāhine Māori into senior and technical roles
- enable wider te ao Māori understanding and capability across the organisation.



Understanding lived experiences

Initial engagement with Māori communities (refer page 7) across Te Tari Taake Inland Revenue reinforced the importance of engaging kanohi-ki-te-kanohi in wānanga.

A wānanga in March 2023 brought together Māori from across the organisation to further explore the barriers that have been experienced in terms of career development, and to work together to understand what we need to do to address these barriers.

Referring to internal resources: Tuitui te Hono, Haehae Whakarei, Mauri Ora te Whānau, and kōrero with Te Kāhui Tūhono, facilitators of the wānanga ensured space was made for tikanga, whanaungatanga and manaakitanga.

Over the period of the two-day wānanga participants shared:

- their expectations for the outcomes of the wānanga
- a multitude of barriers to career progression
- a vision of what 2030 might look like with those barriers removed
- priorities to achieve that 2030 vision – broken down by year.

Analysis of the collated information from the wānanga indicated the need to focus on:

- **People Leaders** – leaders gaining a better understanding of the cultural needs, practices and value of Māori.
- **People Capabilities** – working in partnership to refresh our capabilities to be inclusive of te ao Māori.
- **Recruitment practices** – focused on Māori cultural practices and enabling Māori to be unapologetically themselves.
- **Individual skills and support** – support and empower the individual to realise their potential.
- **Promotion and visibility of Whānau Māori networks** – increase feelings of inclusion and provide opportunities for capability growth.
- **Māori career pathways** – supporting the overall increase of Māori representation at senior level and in technical roles.



Understanding lived experiences

Supporting Māori Outcomes

Our focus on Māori representation is supported by Inland Revenue's mahi on Māori outcomes. Career representation contributes to Māori outcomes identified in Tuitui te Hono including the use and preservation of te reo Māori, matauranga Māori, oranga tangata (the holistic wellbeing of a person), oranga whānau (the holistic wellbeing of family), and oranga whenua (the holistic wellbeing of the natural land). This helps design the work giving consideration to wider Māori perspectives to what is important to Māori.

Other mahi by Inland Revenue that influenced this mahi includes:

- Haehae Whakarei – Māori outcomes framework phase 2
- Mauri Ora te Whānau - Māori customer strategy
- Whānau Māori moemoeā – Māori employee led network vision and strategy.



Public sector priority

Our focus on Māori representation supports our public sector priorities, with Kia Toipoto reflecting specific outcomes relating to Māori. Our Diversity Equity and Inclusion roadmap reflects our other Kia Toipoto actions.

Kia Toipoto comes from the saying:

“Waiho i te toipoto, kaua i te toiroa
Let us be united, not wide apart.”

The name speaks to closing gaps and creating unity and fairness for all peoples.

Launched in November 2021, Kia Toipoto - the Public Service Pay Gaps Action Plan 2021–2024, has 3 goals relative to this mahi:

- make substantial progress towards closing Māori pay gaps
- accelerate progress for wāhine Māori
- create fairer workplaces for all, including disabled people and members of rainbow communities.



Data and insights

Te Tari Taake Inland Revenue collects data through our People Experience Pulse (PXP), and through our employee management system. This roadmap uses data and insights collected about gender, pay, representation of Māori across the organisation and within roles. We use this data to help shape our organisational work programmes and provide insights into our representation and pay gaps.

We use longitudinal data to help understand the changes and incremental shifts, and to show our progress to date.

When referring to gender pay, the measurements do not include employees that identify outside the gender binary, due to limited numbers and the risk associated with publishing figures that may cause individual employee data to be identified.

Māori data sovereignty

The data in these packs is collected from our internal communities in accordance with the Privacy Act 2020. Māori data is collected in partnership with Inland Revenue's Māori communities, and is treated with the respect and care of other taonga.



Measuring progress and change

Te Tari Taake Inland Revenue has been working over a number of years to ensure gender and ethnicity are not a determining factor in what people get paid.

Māori pay gaps

Te Tari Taake Inland Revenue has been working over a number of years to ensure gender and ethnicity are not a determining factor in what people get paid.

The drivers of our gender and ethnic pay gaps relate to representation. This means that although we have diversity within our frontline roles and lower paid roles, the level of diversity reduces in higher paid, more senior or influential roles.

Inland Revenue currently has a Māori pay gap of 8.7%. This pay gap is driven by representation, although we have high representation within our frontline and lower paid roles, the levels of Māori reduce in higher paid, more senior or influential roles.

Average pay for tāne Māori (\$100,150) and wāhine Māori (\$79,820):

- Data collected over the last 3 years on pay and ethnic identity, indicate Māori pay gaps have steadily declined from 2021 to 2023, for both wāhine and tāne Māori.
- Considering Māori representation has remained relatively steady at around 12%, the decline in pay gap is a positive indication the initiatives put in place for Māori have had an effect.



8.7%

pay gap for Māori



\$100,150

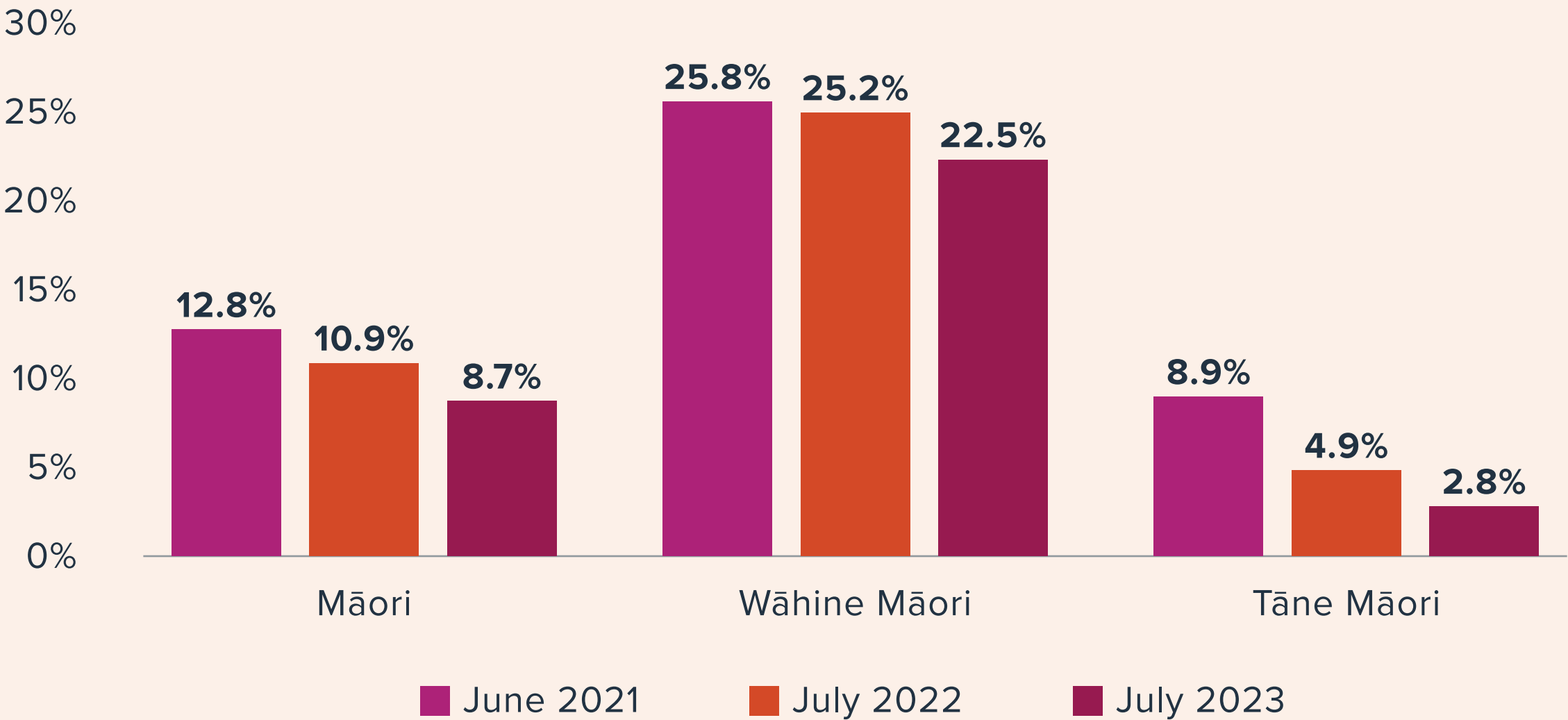
average pay for tāne Māori



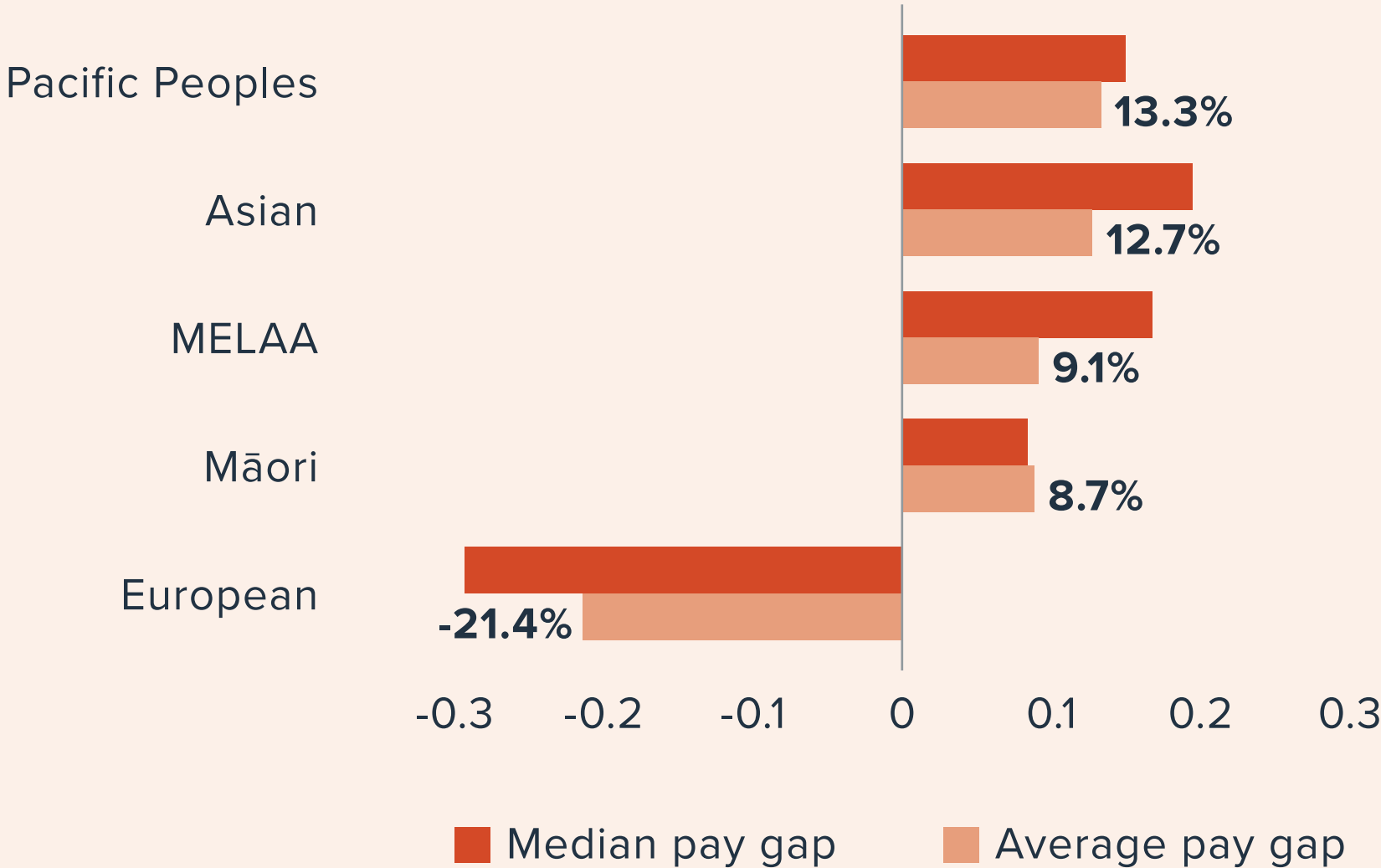
\$79,820

average pay for wāhine Māori

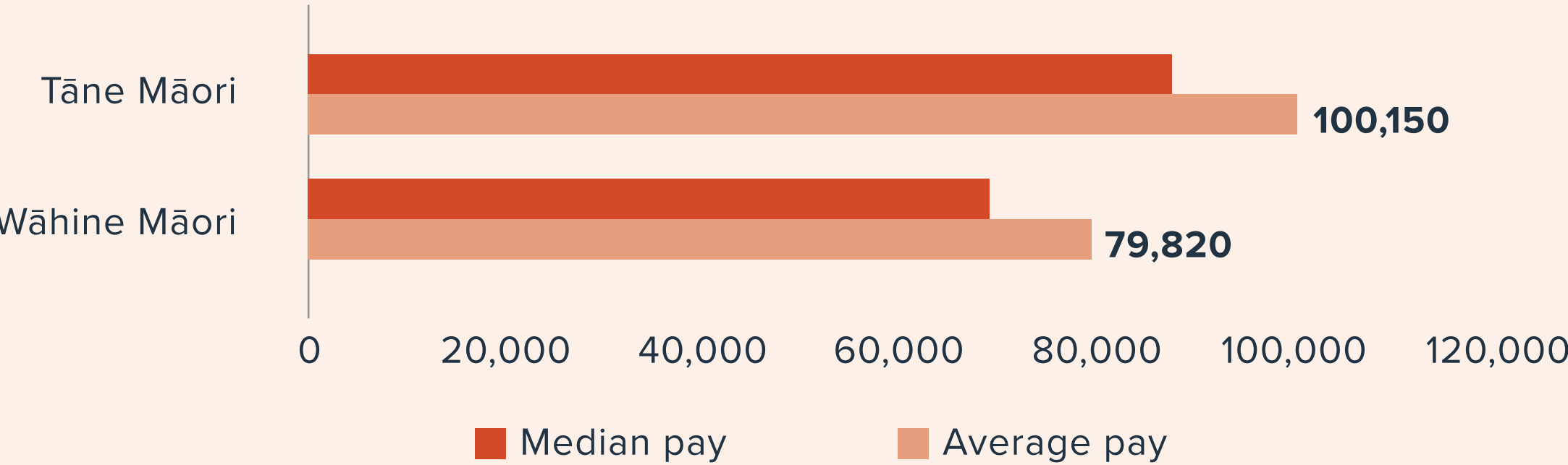
Māori pay gaps year on year



Average pay gaps 2023



Average remuneration for Māori 2023



Our analysis shows that there are no unexplained pay gaps within same or similar roles.

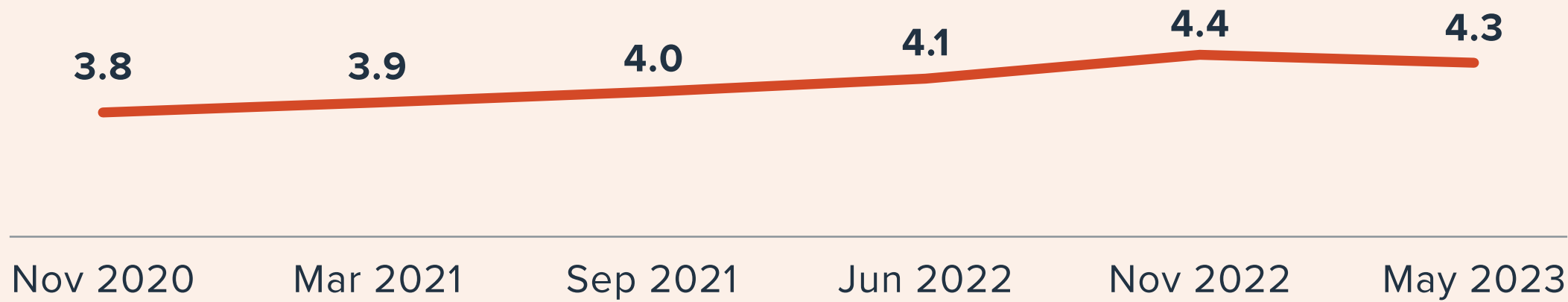
We continue to periodically review this data as the population shifts to ensure no pay gaps are created.

Inclusion & people experience

The graph below indicates reported feelings of inclusion for Māori at Inland Revenue. This dimension has continued to trend in a positive direction since the People Experience Pulse (PXP) survey was introduced in 2020 with 86% of all employees (non-Māori included) who responded in 2023 indicating they felt ‘mostly included’ (4) or ‘really included’ (5) in their day-to-day experience at work.

Since 2020, reported feelings of inclusion for Māori have trended positively, with a minor decrease in May 2023. Over the next 12 months, we will be undertaking a deeper analysis of our People Experience Pulse (PXP) surveys to determine if there is any differences in sentiment and commentary from our Māori employees and leverage this insight to support our future attraction approaches.

PXP results for Māori for the Inclusion Dimension from 2020–2023



OF ALL SURVEY RESPONDENTS:



86%

felt ‘mostly included’ or ‘really included’ in their day-to-day experience at work



Māori representation

Māori representation

The key focus of this roadmap is to reinforce our commitment to increasing Māori representation – specifically called out through these 3 goals:

- Increase in Māori joining Te Tari Taake Inland Revenue – attraction.
- Increased Māori in leadership roles, focusing on Team Lead and Senior leadership – particular focus on wāhine Māori.
- Increased Māori representation across higher level/higher paid technical roles – particular focus on wāhine Māori.

Māori make up 12.4% of Inland Revenue’s workforce, with Aotearoa New Zealand population being approximately 16.5% Māori*.

*Population data from Statistics NZ, Census 2018

Māori representation broken down by gender 2023



12.4%

Māori
representation



9.32%

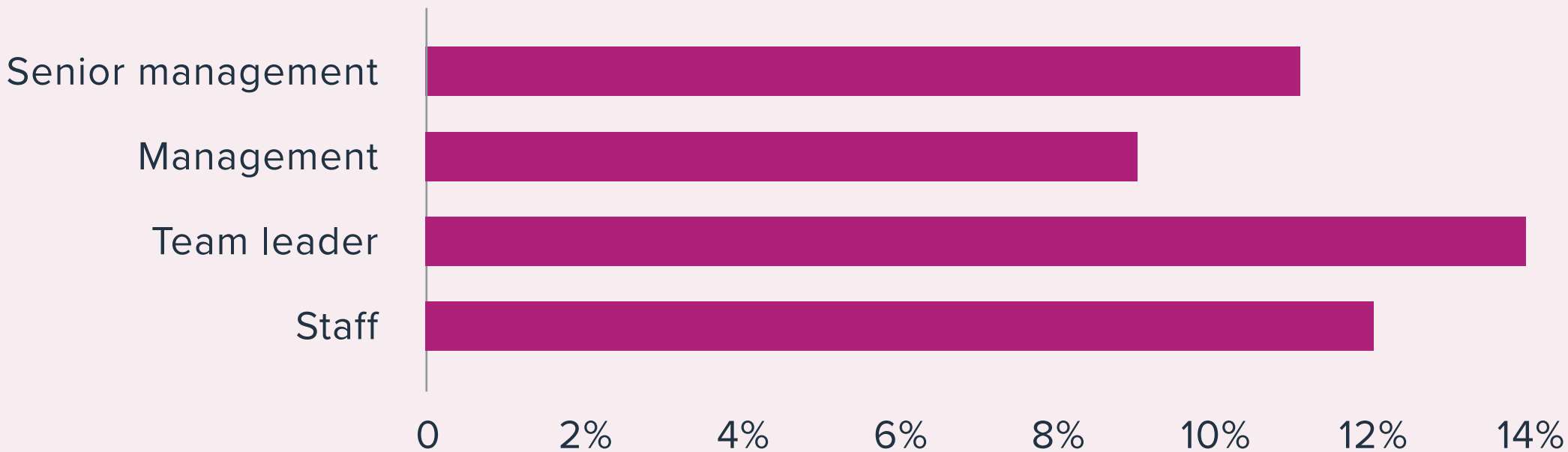
Wāhine Māori
representation



2.96%

Tāne Māori
representation

Māori representation across organisational roles



Representation within roles

The graph on the next page shows the positions Māori hold within Inland Revenue. This enables Inland Revenue to identify areas of opportunity to increase Māori representation. Higher representation in the Customer Service roles generally indicates these are entry points, and this entry point is designed to provide our people with the foundational tax knowledge that enables them to move into other technical and senior roles.

- 51% of Māori in Inland Revenue are within the CSO L-1 (39%) and Community Compliance Officer (14%).
- Māori have high representation in the Community Compliance role (25%) – the Community Compliance Kaitakawaenga Māori role was intentionally designed to deliver Inland Revenue services in a whānau, hapū and iwi centric way to ensure our Māori customers have the tools to self-manage their taxes. Recruitment for these roles were designed to attract and retain Māori, which indicates this approach is effective and produces results.

Representation of Māori within roles, with the cumulative percentage across roles

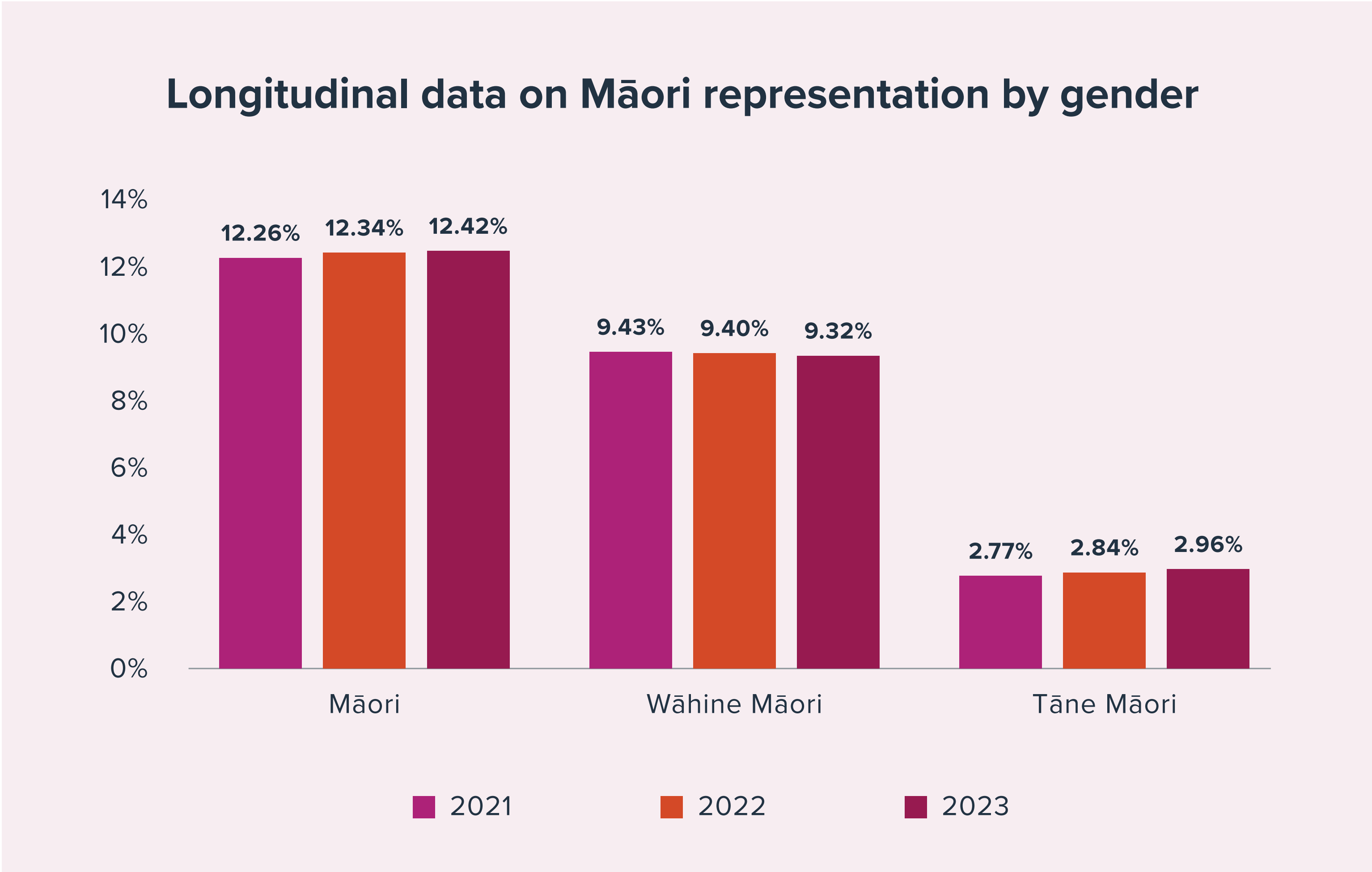


Representation changes 2021 to 2023

Representation for Māori in Te Tari Taake Inland Revenue has remained relatively steady sitting above or around 12%. For 2023 we see a minor drop in wāhine Māori representation, counteracted by an increase in tāne Māori representation.

Exploration of attraction campaigns intentionally designed to attract Māori may help to further increase Māori representation, however we understand bringing more Māori into our entry roles is likely to negatively impact the pay gap data until we increase representation in senior leadership and technical roles.

Representation for Māori has increased since 2021 with an increase in Tāne Māori, however we see a minor decline in representation for Wāhine Māori.





**Our roadmap for
creating change**

Attraction

This focus includes actions that enable us to increase the overall representation of Māori at Inland Revenue. Using the insights we have to attract Māori to want to work at Inland Revenue, and leveraging multiple different sources and partners to source Māori candidates with the capability we need.

FOCUS AREA	DETAIL	MILESTONES
People Experience Pulse and Employee Value Proposition (EVP) Undertake deeper analysis of our People Experience Pulse to determine if there are any differences in sentiment and commentary from our Māori employees and leverage this insight to support our attraction strategy.	<ul style="list-style-type: none">• Leverage existing data to determine differences.• Continue to track over time.• Consider promotion of how the information shared is used, to support increased uptake if needed.	Q1 2024 Full deep dive of Māori responses for prior 12 months. Leverage insights for future focus where applicable. Q4 2023 On going encouragement of completion amongst whanau Māori leads.
Targeted Recruitment Recruitment sourcing targets Māori talent and that hiring leaders and our Talent Acquisition team are having deliberate conversations about the type of capability they need, including cultural capability.	<ul style="list-style-type: none">• Leverage job boards and non-traditional sourcing channels to encourage more Māori talent to apply for roles.• Explore partnerships with external agencies to attract more Māori.	Q2 2024 Initial exploration with partner complete and informs next steps for alternative recruitment approaches.

Attraction (continued)

FOCUS AREA	DETAIL	MILESTONES
<p>Talent Acquisition capability</p> <p>Talent team are able to have proactive conversations about sourcing with hiring managers, and is able to influence leaders to consider underrepresented groups (including Māori) when hiring externally.</p>	<ul style="list-style-type: none">• Support the cultural capability of hiring leaders and the Talent Acquisition team.• Ensure that unconscious bias learning is undertaken by panels and hiring leaders.• Focus on influencing skills and ability to ask questions about Māori representation and capability needs.	<p>Q4 2023</p> <p>Capability discussions are underway and team development areas identified.</p> <p>Q1 2024</p> <p>Final review of Talent Acquisition guidance and information updated by talent team.</p>
<p>Internships and Graduates</p> <p>We maximise opportunities for Māori to experience working at Te Tari Taake Inland Revenue and actively create pathways to on-going employment for Māori talent.</p>	<ul style="list-style-type: none">• Explore additional internship opportunities – through existing channels.• Explore new partnership or opportunities to create additional interns or graduate connections.	<p>Q1 2024</p> <p>Plan with Te Kāhui Tūhono for leveraging current graduate programmes.</p> <p>Q4 2024</p> <p>Additional internship/graduate opportunities scoped.</p>

Career and development

This focus supports the development of our internal people, through active partnership and working together, ensuring that our practices and processes support Māori to achieve career goals.

FOCUS AREA	DETAIL	MILESTONES
Kōrero based approach to interviewing Explore and implement a less formal, more kōrero based approach to interviewing. Moving away from traditional models like STAR.	<ul style="list-style-type: none">• Explore and research different types of approaches, leveraging any cross-public sector approaches.• Run co-design sessions with Māori and other underrepresented cultures.• Establish approach and pilot with internal recruitment.	Q4 2023 Initial scene setting and discovery. Q2 2024 Co-design of approach/approaches.
Kimi Kaimahi – Recruitment guidance and tools Create space throughout the recruitment processes for different cultures to express themselves, and guidance for hiring leaders to focus on the right candidate experience.	<ul style="list-style-type: none">• Ensure unconscious bias bite sized learning is embedded as part of the hiring leader’s guidance.• Implement changes as identified by working groups initial phase of work.	Q1 2024 Implement initial changes identified by working groups.

Career and development (continued)

FOCUS AREA	DETAIL	MILESTONES
Workforce Development system Leverage Whanake conversations to support the development of our Māori. Talent conversations across all levels of leadership support development, in a way that supports our organisation’s strategic objectives and the career goals of Māori.	<ul style="list-style-type: none">• Strengthen our Talent Management and Whanake practices to support career development and pathways.• Support leadership teams to navigate the talent management system through tools, on-going kōrero, and facilitated sessions.• Ensure learning and development options are visible and accessible.	Q1 2024 End to end review completed and actions endorsed where needed. Q3 2024 Workforce development system plan is underway, and actions are progressing.
Refreshed People Capabilities Share and embed the refreshed people capabilities, in line with Whāinga Amorangi incorporating te ao Māori and Te Pou o te Tangata.	<ul style="list-style-type: none">• Finalise and share the updated capabilities.• Continue to leverage on-going opportunities to support and embed the practical application of the capability-based approach.	Q1 2024 Refreshed People Capabilities are ‘launched’.

Career and development (continued)

FOCUS AREA	DETAIL	MILESTONES
External Development programmes Leverage external development programmes that support our focus to increase Māori in our leadership pipeline.	<ul style="list-style-type: none">• Increase the visibility and requirements of existing programmes, making it easier to apply.• Review the wrap-around support and approach to enable people to plan and prepare alongside their leaders.• Conduct a scan of the external offerings and ensure that we are maximising the opportunities for Māori to develop.	Q4 2023 Initial review and linkage to Whanake guidance is shared and is visible to everyone. Q4 2024 In-depth actions relating to support and longer-term suitable delivery solution is completed.

Leadership and the role of people leaders

This focus brings together actions that specifically relate to how people leaders should support their people, with the wider focus on leadership as a capability.

FOCUS AREA	DETAIL	MILESTONES
<p>Hiring leaders</p> <p>Hiring leaders have the right guidance and capability to provide a positive candidate experience for Māori and decision-making is free from bias.</p>	<ul style="list-style-type: none">• Guidance and tools have been reviewed and support people leaders and panel members to make non-biased decisions.• Unconscious bias learning is completed prior to being involved in recruitment.• Cultural considerations and te ao Māori protocol is included throughout recruitment processes and hiring leaders/ panel members provide a culturally appropriate candidate experience.	<p>Q1 2024</p> <p>Implement initial changes identified by working groups.</p>

Leadership and the role of people leaders (continued)

FOCUS AREA	DETAIL	MILESTONES
<p>Te Pou o te Tangata – Leadership Induction and leadership development</p> <p>Reinforce the role of the leaders to embed the organisational shifts we’ve achieved through Business Transformation, and supporting our role in the Māori Crown relationship.</p>	<ul style="list-style-type: none">• Leadership development is supporting leaders to ensure the approach they take to our people practices are supporting Māori (and all people) in the way that they need as individuals.• Induction for leaders who are new to leadership or new to Inland Revenue.• All learning and development for leaders supports a range of learning approaches, and reinforces our behaviours – Manaakitanga, Whanaungatanga and Mahi Tika.	<p>Q1 2024</p> <p>First release of learning available to leaders.</p>

Leadership and the role of people leaders (continued)

FOCUS AREA	DETAIL	MILESTONES
<p>Whanake and career conversations</p> <p>Whanake provides the mechanism by which we surface the career aspirations of our people, and support development. Leaders need to be adapting their approach, depending on the individuals in their teams.</p>	<ul style="list-style-type: none">• Establish the gaps in current leadership capability across business groups.• Create visibility of leadership development programmes – such as coaching skills that support the practical application of Whanake.• Establish additional guidance to support effective Whanake kōrero.	
<p>Inclusive leadership</p> <p>Continue to focus on building inclusive leaders, through adding resources and materials to support decision making and inclusive practices.</p>	<ul style="list-style-type: none">• Share tools, resources and research to help leaders understanding of what it means to be an inclusive leader.• Exploring a one-stop-shop/ shared space for all leaders to be able to access development tools and updates.	<p>Q1+Q3 2024</p> <p>Resources and materials are added to the People Leaders Space six-monthly.</p>

Leadership and the role of people leaders (continued)

FOCUS AREA	DETAIL	MILESTONES
<p>Te ao Māori capability of leaders All leaders are working to build their own capability and understanding and can effectively role model inclusive practices and behaviours.</p>	<ul style="list-style-type: none">• Te Arapiki learning will provide the base learning for leaders along with the wider organisation te ao Māori capability.• Consider ways to enable leaders to learn and build capability in the areas of understanding racial equity and institutional racism, for example, aspects of New Zealand history and Te Tiriti o Waitangi, worldview knowledge, tikanga/kawa, te reo Māori and engagement with Māori.	<p>Q4 2023 RFP for Te Arapiki closed, and provider determined.</p>

Our wider working environment

This focus brings together actions that create an environment that supports and enables Māori to be unapologetic about who they are. Creating a workplace that supports not only Māori, but the wider organisation to better incorporate te ao Māori into everything that we do.

FOCUS AREA	DETAIL	MILESTONES
Te Pou o te Tangata Our organisations behaviours of Whanaungatanga, Manaakitanga and Mahi Tika help us to incorporate Māori values and concepts into the heart of how we behave and work together.	<ul style="list-style-type: none">• Embed and bring to life our Te Pou o te Tangata behaviours of Whanaungatanga, Manaakitanga and Mahi Tika.• Leadership development that supports Te Pou o te Tangata – how we do things at Te Tari Taake Inland Revenue.• Reinforce the responsibility of leaders to role model inclusive practices and the behaviours we want to see.	Q4 2023 Organisation induction is used as the new induction approach across the organisation. Q1 2024 Initial release of leadership learning.
Māori Outcomes Support Māori-specific outcomes that Māori aspire to achieve for themselves.	<ul style="list-style-type: none">• Achievement of Māori outcomes identified through Tuitui te Hono and Haehae Whakarei – Māori outcomes research and framework.	

Our wider working environment (continued)

FOCUS AREA	DETAIL	MILESTONES
<p>Te Arapiki Learning to support Inland Revenue’s approach to building individual Māori cultural capability. Learning focuses on individual cultural capability, which supports Inland Revenue as an organisation to provide better outcomes to our Māori customers and our communities.</p>	<ul style="list-style-type: none">• Finalise service provider to develop learning.• Plan and design.• Develop learning needs and offerings that support individual Māori cultural capability.	<p>Q4 2023 RFP process completed and service provider decided.</p>
<p>Te Kāhui Tūhono work programme/roadmap Build capability to support the Crown in the Māori Crown relationship.</p>	<ul style="list-style-type: none">• Stock take of all existing and planned work that contributes to becoming Tiriti-based.• Bring te Tiriti-based thinking into enterprise strategy and planning.• Inform the design and delivery of Inland Revenue services.	<p>Q1 2024 Executive level endorsement of work plan.</p>

Our wider working environment (continued)

FOCUS AREA	DETAIL	MILESTONES
Our workplaces and spaces Enable a space where Māori are free to be unapologetically themselves.	<ul style="list-style-type: none">Integrate Māori tikanga whenever entering into a new build, vacating floors/buildings, and resting or re-awakening taonga.	
Data and insights Leverage the opportunities that we have to maximise our understanding of the experiences of Māori.	<ul style="list-style-type: none">Encourage participation of our people in the second Te Taunaki Public Service Census survey.Analyse findings released in late 2024 relating to our people demographics and their inclusion and wellbeing at work, and experiences of, and views on, working for the Public Service.	Q1 2024 Te Taunaki data is analysed to inform our actions and also our planning for 2024–2025 Māori representation roadmap.