23 November 2021

Kia ora

Council employee data

Thank you for your request made under the Local Government Official Information and Meetings Act 1987 (the Act), received on 20 October 2021 and extended until 25 November 2021. You requested the following information:

1. Data on the number of employees employed by the council (on permanent contracts), broken down by gender and ethnicity and year and whether they work fulltime or part time, per year, since 2010
2. Data on the number of employees employed by the council (on permanent contracts), in senior management positions and whether they work fulltime or part time, broken down, broken down by gender and ethnicity and year, per year, since 2010
3. Data on the number of employees employed by the council (on permanent contracts), in executive positions and whether they work fulltime or part time, broken down, broken down by gender and ethnicity and year, per year, since 2010
4. Data on the median wage of employees employed by the council (on permanent contracts), broken down by gender and ethnicity and year, per year, since 2010
5. Data on the median wage of employees employed by the council (on permanent contracts), in senior management positions, broken down, broken down by gender and ethnicity and year, per year, since 2010
6. Data on the median wage of employees in executive positions, broken down, broken down by gender and ethnicity and year, per year, since 2010
7. Data on the median wage of employees, broken down by department, gender and ethnicity and year, per year, since 2010
8. Data on the number of employees, broken down by department, gender and ethnicity and year, per year, since 2010
9. Information (including but not limited to reports, briefings, memos, policy documents) on equal employment opportunities (gender and ethnicity) at the council
10. Data on complaints of discrimination (based on gender, ethnicity, race, sexual orientation or gender identity, age, disability) by employees at the council, broken down by year, department the complainant works in and the outcome of the complaint (upheld, not upheld), and whether anyone was disciplined

On 21 October we discussed the scope of this request and agreed that:
- We changed payroll systems in 2016 so will be unable to provide the below information prior to that year
- The data also needs a specific time point to be pulled from, we are taking this as from 1 October for each of the years

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Questions one to eight: Employee data

Please see the attached annex outlining the employee data you have requested (questions one through eight).

Please note the below points regarding this data:
- The ethnicity group in the tables has been constructed based on self-identified ethnicity data by employees, aligned with current Statistics NZ classification of ethnicity.
- The median wage value is based on employee total full-time equivalent (FTE) fixed remuneration data – see tables 2.1-2.3, and 3.1-3.9. Total fixed remuneration includes base salary, and fixed allowances paid to the employee.
- The median wage value has been removed in tables 2.1-2.3, and 3.1-3.9 where there is a sample size of one person due to privacy reasons.

Questions nine: Information (including but not limited to reports, briefings, memos, policy documents) on equal employment opportunities (gender and ethnicity) at the council

Please see the attached policy documents relating to equal employment opportunities.

Question ten: Data on complaints of discrimination (based on gender, ethnicity, race, sexual orientation or gender identity, age, disability) by employees at the council, broken down by year, department the complainant works in and the outcome of the complaint (upheld, not upheld), and whether anyone was disciplined

Our database for this goes back to 2019 and there are no records of discrimination complaints as described above.

Right of review
If you are not satisfied with the Council's response, you may request the Office of the Ombudsman to investigate the Council's decision. Further information is available on the Ombudsman website, www.ombudsman.parliament.nz.

Please note, we may proactively release our response to your request with your personal information removed.

Thank you again for your request, if you have any question please feel free to contact me.

Kind regards

Claudia Holgate
Senior Advisor, Official Information

Annex

- **Table 1.1** – number of permanent employees employed by Council, broken down by gender, ethnicity and full/part time for calendar years 2016 – 2021.

Year / Ethnicity group	Male			Female			Intersex or Indeterminate	
	Full-time	Part-time	Total	Full-time	Part-time	Total	Part-time	Total
2016								
Asian	31	9	40	19	15	34	-	74
European	224	102	326	193	227	420	-	746
Maori	23	4	27	19	11	30	-	57
Not recorded	231	31	262	192	76	268	-	530
Pacific People	16	3	19	12	3	15	-	34
MELAA	2	2	4	3	2	5	-	9
2016 Total	527	151	678	438	334	772	-	1450
2017								
Asian	27	7	34	17	12	29	-	63
European	219	81	300	185	182	367	-	667
Maori	24	4	28	16	11	27	-	55
Not recorded	237	73	310	211	141	352	-	662
Pacific People	13	4	17	10	3	13	-	30
MELAA	2	1	3	4	2	6	-	9
2017 Total	522	170	692	443	351	794	-	1486
2018								
Asian	34	7	41	16	20	36	-	77
European	239	82	321	216	182	398	-	719
Maori	25	6	31	18	25	43	-	74
Not recorded	224	70	294	188	150	338	-	632
Pacific People	21	1	22	13	5	18	-	40
MELAA	4	1	5	5	5	10	-	15
2018 Total	547	167	714	456	387	843	-	1557
2019								
Asian	42	13	55	21	17	38	-	93
European	264	78	342	273	203	476	-	818
Maori	30	12	42	23	21	44	-	86
Not recorded	184	48	232	143	108	251	-	483
Pacific People	18	1	19	13	6	19	-	38
MELAA	4	1	5	9	3	12	-	17
2019 Total	542	153	695	482	358	840	-	1535
2020								
Asian	50	15	65	36	20	56	-	121
European	297	92	389	297	227	524	-	913
Maori	30	13	43	19	23	42	-	85
Not recorded	168	30	198	127	79	206	-	404
Pacific People	17	2	19	14	6	20	-	39
MELAA	6	3	9	10	6	16	-	25
2020 Total	568	155	723	503	361	864	-	1587
2021								
Asian	57	15	72	40	32	72	-	144
European	313	115	428	315	264	579	1	1008
Maori	30	17	47	25	27	52	-	99
Not recorded	147	24	171	107	54	161	-	332
Pacific People	21	2	23	15	10	25	-	48
MELAA	7	3	10	12	5	17	-	27
2021 Total	575	176	751	514	392	906	1	1658

- **Table 1.2** – number of permanent employees employed by Council, in senior management positions, broken down by gender, ethnicity and full/part time for calendar years 2016 – 2021.

Year / Ethnicity group	Male			Female			
	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
2016							
Asian	-	-	-	1	-	1	1
European	10	-	10	8	-	8	18
Maori	-	-		2	-	2	2
Not recorded	7	-	7	2	-	2	9
Pacific People	1	-	1		-		1
2016 Total	18	-	18	13	-	13	31
2017							
Asian	-	-	-	1	-	1	1
European	11	-	11	5	-	5	16
Maori	-	-	-	2	-	2	2
Not recorded	6	-	6	3	-	3	9
Pacific People	1	-	1	-	-	-	1
2017 Total	18	-	18	11	-	11	29
2018							
Asian	-	-	-	2	-	2	2
European	12	-	12	6	-	6	18
Maori	-	-	-	2	-	2	2
Not recorded	5	-	5	5	1	6	11
2018 Total	17	-	17	15	1	16	33
2019							
Asian	-	-	-	1	-	1	1
European	10	-	10	7	-	7	17
Maori	1	-	1	2	-	2	3
Not recorded	7	-	7	2	1	3	10
2019 Total	18	-	18	12	1	13	31
2020							
European	10	-	10	9	-	9	19
Maori	-	-	-	1	-	1	1
Not recorded	7	-	7	2	1	3	10
2020 Total	17	-	17	12	1	13	30
2021							
Asian	1	-	1	-	-	-	1
European	13	-	13	13	-	13	26
Maori	-	-	-	1	-	1	1
Not recorded	6	-	6	3	-	3	9
2021 Total	20	-	20	17	-	17	37

- **Table 1.3** – number of permanent employees employed by Council, in executive positions, broken down by gender, ethnicity and full/part time for calendar years 2016 – 2021.

Year / Ethnicity group	Male			Female			
	Full-time	Part-time	Total	Full-time	Part-time	Total	Total
2016							
European	3	-	3	1	-	1	4
Not recorded	3	-	3	-	-	-	3
2016 Total	6	-	6	1	-	1	7
2017							
European	1	-	1	1	-	1	2
Not recorded	3	-	3	2	-	2	5
2017 Total	4	-	4	3	-	3	7
2018							
European	1	-	1	1	-	1	2
Not recorded	3	-	3	2	-	2	5
2018 Total	4	-	4	3	-	3	7
2019							
European	2	-	2	1	-	1	3
Not recorded	1	-	1	3	-	3	4
2019 Total	3	-	3	4	-	4	7
2020							
European	4	-	4	4	-	4	8
Maori	1	-	1	-	-	-	1
Not recorded	-	-	-	1	-	1	1
2020 Total	5	-	5	5	-	5	10
2021							
European	4	-	4	4	-	4	8
Maori	1	-	1	-	-	-	1
2021 Total	5	-	5	4	-	4	9

- **Table 2.1** – median wage of permanent employees employed by Council, broken down by gender and ethnicity for calendar years 2016 – 2021.

Year / Ethnicity group	Male	Female	Intersex or Indeterminate	Total
2016				
Asian	70,387	47,460	-	64,358
European	52,362	48,764	-	50,080
Maori	45,243	56,108	-	49,139
MELAA	62,914	45,333	-	45,333
Not recorded	60,843	53,919	-	57,222
Pacific People	47,531	51,013	-	49,272
2016 Total	56,239	51,311	-	52,701
2017			-	
Asian	77,967	53,885	-	69,399
European	58,094	55,656	-	56,656
Maori	49,014	56,525	-	50,499
MELAA	87,734	63,500	-	72,000
Not recorded	52,913	52,209	-	52,512
Pacific People	52,000	50,936	-	51,468
2017 Total	55,472	54,086	-	54,646
2018			-	
Asian	83,620	51,876	-	68,543
European	59,119	57,668	-	57,774
Maori	49,995	48,222	-	49,995
MELAA	90,000	57,364	-	70,553
Not recorded	53,782	53,202	-	53,604
Pacific People	55,425	47,509	-	49,654
2018 Total	57,953	55,000	-	55,794
2019			-	
Asian	76,061	69,410	-	73,545
European	66,430	58,531	-	61,000
Maori	49,723	50,278	-	49,817
MELAA	92,175	69,267	-	71,403
Not recorded	56,730	56,264	-	56,375
Pacific People	62,670	49,735	-	57,911
2019 Total	63,037	57,786	-	59,744
2020			-	
Asian	78,254	67,417	-	73,792
European	69,075	60,707	-	63,084
Maori	51,434	49,839	-	51,433
MELAA	92,250	69,013	-	72,828
Not recorded	62,093	61,131	-	61,490
Pacific People	63,610	50,738	-	56,435
2020 Total	67,113	60,192	-	62,021
2021			-	
Asian	82,025	59,273	-	73,645
European	66,694	60,981	***	63,183
Maori	52,108	51,465	-	52,108
MELAA	62,191	80,391	-	76,893
Not recorded	71,084	67,815	-	69,857
Pacific People	66,388	52,560	-	60,787
2021 Total	69,297	61,786	***	64,000

*** wage value removed due to sample size of one person for privacy reasons.

- **Table 2.2** - median wage of permanent employees employed by Council, in senior management positions, broken down by gender and ethnicity for calendar years 2016 – 2021.

Year / Ethnicity group	Male	Female	Total
2016			
Asian	-	***	147,373
European	178,431	147,042	166,673
Maori	-	130,964	130,964
Not recorded	154,788	137,073	154,600
Pacific People	***	-	***
2016 Total	173,438	142,844	157,000
2017			
Asian	-	***	***
European	185,709	160,200	179,975
Maori	-	156,299	156,299
Not recorded	147,662	143,258	143,258
Pacific People	***	-	***
2017 Total	168,119	146,168	160,200
2018			
Asian	-	188,708	188,708
European	181,247	165,500	170,750
Maori	-	159,378	159,378
Not recorded	185,185	152,928	157,200
2018 Total	185,185	157,100	174,000
2019			
Asian	-	***	***
European	185,338	160,140	178,000
Maori	155,830	164,460	155,830
Not recorded	177,314	156,000	171,157
2019 Total	181,157	160,140	177,314
2020			
European	185,338	200,000	185,675
Maori		***	***
Not recorded	177,314	143,261	171,157
2020 Total	185,000	178,000	181,500
2021			
Asian	***	-	***
European	189,625	183,150	185,000
Maori	-	***	***
Not recorded	186,912	172,482	180,688
2021 Total	191,381	182,895	185,000

- **Table 2.3** - median wage of permanent employees employed by Council, in executive positions, broken down by gender and ethnicity for calendar years 2016 – 2021.

Year / Ethnicity group	Male	Female	Total
2016			
European	262,500	***	268,750
Not recorded	300,000	-	300,000
2016 Total	290,000	***	280,000
2017			
European	***	***	221,252
Not recorded	306,000	262,500	306,000
2017 Total	298,000	283,560	290,000
2018			
European	***	***	224,925
Not recorded	312,885	267,313	312,885
2018 Total	304,705	288,522	296,525
2019			
European	273,042	***	250,000
Not recorded	***	210,000	271,609
2019 Total	297,000	230,000	250,000
2020			
European	297,000	275,000	297,000
Maori	***	-	***
Not recorded	-	***	***
2020 Total	288,375	250,000	279,749
2021			
European	306,653	231,119	305,000
Maori	***	-	***
2021 Total	305,827	231,119	293,000

Tables 3.1-3.9 – number of permanent employees employed by Council, and their median wage, by departments, broken down by gender, ethnicity, for calendar years 2016 – 2021.

Table 3.1 – Chief Executive Office

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
European	4	189,557	2	174,195
Not recorded	4	290,000	-	-
2016 Total	8	271,250	2	174,195
2017				
European	1	***	2	179,133
Not recorded	4	298,000	2	237,500
2017 Total	5	290,000	4	204,280
2018				
European	1	***	3	125,000
Not recorded	3	312,885	1	***
2018 Total	4	304,705	4	206,761
2019				
European	1	***	3	127,500
Not recorded	1	***	3	210,000
2019 Total	2	315,109	6	185,958
2020				
European	4	288,375	5	250,000
Not recorded	-	-	1	***
2020 Total	4	288,375	6	214,500
2021				
European	4	305,827	5	181,238
Maori	1	***	-	-
Not recorded	-	-	1	***
2021 Total	5	305,000	6	175,388

Table 3.2 – Mataaho Aronui

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Maori	-	-	1	***
2016 Total	-	-	1	***
2017				
European	-	-	2	90,000
2017 Total	-	-	2	90,000
2018				
European	-	-	2	91,800
2018 Total	-	-	2	91,800
2019				
European	-	-	2	96,435
2019 Total	-	-	2	96,435
2020				
European	-	-	2	98,484
Maori	-	-	1	***
2020 Total	-	-	3	99,087
2021				
European	-	-	2	100,943
Maori	2	63,003	1	***
Not recorded	-	-	1	***
2021 Total	2	63,003	4	100,943

Table 3.3 – Customer and Community group

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Asian	11	41,339	16	44,384
European	206	42,809	311	44,384
Maori	21	44,567	20	50,750
MELAA	2	40,223	4	44,510
Not recorded	134	42,674	143	44,453
Pacific People	10	41,511	8	46,057
2016 Total	384	42,861	502	44,384
2017				
Asian	8	44,217	12	46,748
European	182	46,073	253	47,687
Maori	19	48,687	19	50,499
MELAA	1	***	3	47,763
Not recorded	181	42,549	207	45,260
Pacific People	9	42,131	4	43,967
2017 Total	400	44,217	498	46,480
2018				
Asian	9	45,218	17	47,016
European	198	47,312	255	48,535
Maori	21	49,995	29	44,947
MELAA	1	***	6	52,783
Not recorded	169	45,218	209	45,844
Pacific People	14	44,174	8	45,156
2018 Total	412	45,787	524	47,346
2019				
Asian	18	46,199	15	49,431
European	196	48,076	292	49,929
Maori	29	46,595	32	46,876
MELAA	1	***	7	68,000
Not recorded	136	49,362	161	48,544
Pacific People	13	62,670	9	46,741
2019 Total	393	48,544	516	49,038
2020				
Asian	20	48,368	25	50,330
European	215	49,289	316	50,769
Maori	30	51,433	31	48,514
MELAA	4	46,876	11	49,223
Not recorded	115	51,434	128	51,433
Pacific People	12	57,746	9	48,514
2020 Total	396	50,769	520	50,463
2021				
Asian	21	50,266	34	50,823
European	242	50,579	350	50,823
Maori	32	50,823	38	49,953
MELAA	7	50,579	9	76,893
Not recorded	97	53,519	94	52,834
Pacific People	14	54,229	13	47,450
2021 Total	413	52,108	538	51,011

Table 3.4 – Finance and Business group

Year / Ethnicity group	Male No. emp	Male Median fixed rem	Female No. emp	Female Median fixed rem	Intersex No. emp	Intersex Median fixed rem
2016						
Asian			3	97,176	-	-
European	14	116,314	12	55,129	-	-
Not recorded	11	94,000	8	71,787	-	-
Pacific People	2	52,479	2	59,923	-	-
2016 Total	27	103,276	25	59,225		
2017						
Asian			2	105,684	-	-
European	17	115,644	9	61,150	-	-
Not recorded	8	94,318	12	74,780	-	-
Pacific People	2	53,503	3	50,936	-	-
2017 Total	27	107,704	26	68,150		
2018						
Asian	2	108,500	2	96,350	-	-
European	17	122,000	12	64,796	-	-
Maori	-	-	1	***	-	-
Not recorded	6	96,204	8	59,711	-	-
Pacific People	2	54,634	3	52,226	-	-
2018 Total	27	107,449	26	66,108		
2019						
Asian	3	113,850	5	95,000	-	-
European	15	123,220	15	86,488	-	-
Maori	1	***	1	***	-	-
Not recorded	4	134,013	7	55,733	-	-
Pacific People	1	***	3	63,500	-	-
2019 Total	24	116,577	31	86,488		
2020						
Asian	4	109,650	8	93,970	-	-
European	10	114,451	15	76,821	-	-
Maori	-	-	1	***	-	-
Not recorded	4	134,807	5	75,762	-	-
Pacific People	1	***	3	57,570	-	-
2020 Total	19	109,598	32	85,660		
2021						
Asian	3	61,800	7	95,000	-	-
European	13	122,286	17	86,500	1	***
Maori	-	-	1	***	-	-
Not recorded	3	180,417	5	77,656	-	-
Pacific People	-	-	2	59,631	-	-
2021 Total	19	116,438	32	87,691	1	***

Table 3.5 – Infrastructure and Delivery group

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Asian	13	73,371	4	61,751
European	25	86,853	23	69,000
Maori	5	70,529	2	88,832
MELAA	2	96,296	1	***
Not recorded	27	78,604	12	61,664
Pacific People	5	72,839	1	***
2016 Total	77	76,293	43	66,493
2017				
Asian	13	77,734	3	52,787
European	25	88,807	19	71,737
Maori	5	71,940	1	***
MELAA	2	98,436	2	64,909
Not recorded	23	76,875	14	65,842
Pacific People	4	63,512	1	***
2017 Total	72	77,967	40	67,695
2018				
Asian	14	85,986	3	53,711
European	24	81,879	18	82,728
Maori	5	74,702	2	100,175
MELAA	4	100,000	2	68,645
Not recorded	24	86,760	15	68,513
Pacific People	4	85,810	1	***
2018 Total	75	87,550	41	70,000
2019				
Asian	17	86,337	4	72,460
European	29	77,827	26	76,284
Maori	6	75,030	2	102,118
MELAA	3	92,250	1	***
Not recorded	18	93,337	14	75,034
Pacific People	3	85,556	1	***
2019 Total	76	85,946	48	76,284
2020				
Asian	22	87,461	2	75,154
European	37	83,455	37	78,254
Maori	5	78,254	1	***
MELAA	3	108,000	1	***
Not recorded	14	95,379	13	79,705
Pacific People	4	71,744	3	56,805
2020 Total	85	86,860	57	78,014
2021				
Asian	23	90,201	4	84,554
European	41	90,000	40	87,515
Maori	5	79,819	1	***
MELAA	2	112,841	4	114,104
Not recorded	16	96,786	9	87,405
Pacific People	4	73,595	3	63,614
2021 Total	91	90,000	61	87,475

Table 3.6 – People and Culture group

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Asian	2	66,821	1	***
European	3	105,000	10	78,477
Not recorded	-	-	6	71,465
2016 Total	5	88,882	17	74,984
2017				
Asian	2	102,905	1	***
European	2	143,370	12	69,596
Maori	2	108,213	-	-
Not recorded	1	***	6	96,249
2017 Total	7	112,500	19	77,420
2018				
Asian	2	104,654	2	137,277
European	2	126,403	16	75,083
Maori	2	112,703	-	-
Not recorded	1	***	7	90,000
2018 Total	7	102,706	25	81,800
2019				
Asian	2	106,798	1	***
European	3	96,500	14	80,312
Maori	2	140,860	1	95,000
Not recorded	1	***	6	89,906
2019 Total	8	111,195	22	85,694
2020				
Asian	2	71,504	3	83,284
European	5	107,500	13	77,342
Maori	1	***	2	97,975
Not recorded	-	-	5	89,084
2020 Total	8	102,844	23	84,870
2021				
Asian	2	121,205	3	90,184
European	7	109,381	22	90,220
Maori	1	***	2	100,669
Not recorded	-	-	3	132,941
2021 Total	10	100,171	30	92,306

Table 3.7 – Planning and Environment group

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Asian	2	86,820	2	57,074
European	41	80,255	28	70,026
Maori	-	-	4	54,106
Not recorded	50	71,912	41	62,561
Pacific People	2	129,628	2	61,073
2016 Total	95	75,620	77	65,463
2017				
Asian	2	90,999	2	58,127
European	42	90,147	33	72,073
Maori	-	-	4	55,254
Not recorded	53	74,078	53	68,286
Pacific People	2	116,446	2	62,354
2017 Total	99	81,800	94	69,989
2018				
Asian	4	80,069	4	61,753
European	46	90,823	42	73,350
Maori	-	-	6	53,109
MELAA	-	-	2	85,276
Not recorded	52	80,301	48	72,791
Pacific People	1	***	3	74,580
2018 Total	103	87,389	105	72,175
2019				
Asian	5	64,543	4	63,750
European	59	95,134	60	74,636
Maori	-	-	4	54,657
MELAA	-	-	4	87,296
Not recorded	43	96,560	30	94,595
Pacific People	1	***	2	78,801
2019 Total	108	94,784	104	76,464
2020				
Asian	6	73,068	7	72,446
European	64	98,917	63	73,440
Maori	1	***	4	61,874
MELAA	1	***	4	104,648
Not recorded	40	99,593	29	98,243
Pacific People	2	85,666	2	80,755
2020 Total	114	98,917	109	77,582
2021				
Asian	10	76,748	9	74,515
European	60	101,631	74	82,997
Maori	3	84,050	6	64,322
MELAA	1	***	4	92,028
Not recorded	37	102,242	27	96,569
Pacific People	4	87,187	1	***
2021 Total	115	96,000	121	82,370

Table 3.8 – Smart Council group

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Asian	10	75,775	7	67,797
European	15	50,103	19	52,706
Maori	1	***	1	***
Not recorded	24	82,224	27	49,858
Pacific People	-	-	2	48,643
2016 Total	50	65,463	56	51,915
2017				
Asian	8	83,814	8	74,303
European	14	60,829	19	52,693
Maori	2	43,997	1	***
MELAA	-	-	1	***
Not recorded	29	74,117	25	54,704
Pacific People	-	-	3	45,968
2017 Total	53	62,200	57	58,595
2018				
Asian	9	92,008	7	80,547
European	17	63,444	30	51,574
Maori	3	43,430	1	43,430
Not recorded	26	84,981	17	62,289
Pacific People	1	***	3	45,780
2018 Total	56	71,426	58	60,610
2019				
Asian	9	94,539	7	83,165
European	23	79,000	39	54,875
Maori	3	47,584	1	***
Not recorded	23	97,540	13	72,741
Pacific People	1	***	3	47,584
2019 Total	59	81,800	63	64,170
2020				
Asian	10	98,852	7	83,690
European	32	78,789	36	63,348
Maori	4	49,130	1	***
Not recorded	22	92,748	10	82,382
Pacific People	-	-	2	47,916
2020 Total	68	82,914	56	70,226
2021				
Asian	12	101,609	10	78,000
European	36	85,156	34	72,300
Maori	3	49,748	3	49,147
Not recorded	14	103,325	10	88,875
Pacific People	-	-	2	50,453
2021 Total	65	89,000	59	73,184

Table 3.9 – Strategy and Governance group

Year / Ethnicity group	Male		Female	
	No. emp	Median fixed rem	No. emp	Median fixed rem
2016				
Asian	2	124,250	1	***
European	18	108,342	15	78,605
Maori	-	-	2	130,964
Not recorded	12	77,267	31	82,165
2016 Total	32	95,149	49	82,165
2017				
Asian	1	129,030	1	***
European	17	92,495	18	74,418
Maori	-	-	2	156,299
Not recorded	11	84,583	33	88,001
2017 Total	29	91,000	54	82,489
2018				
Asian	1	***	1	***
European	16	92,702	20	79,683
Maori	-	-	4	134,346
Not recorded	13	83,436	33	94,786
2018 Total	30	92,247	58	92,213
2019				
Asian	1	***	2	123,424
European	16	95,244	25	85,000
Maori	1	***	3	147,742
MELAA	1	***	-	-
Not recorded	6	89,108	17	97,866
Pacific People	-	-	1	***
2019 Total	25	90,000	48	94,000
2020				
Asian	1	***	4	80,680
European	22	112,423	37	90,192
Maori	2	149,311	1	***
MELAA	1	***	-	-
Not recorded	3	89,098	15	94,095
Pacific People	-	-	1	***
2020 Total	29	99,286	58	91,900
2021				
Asian	1	***	5	82,400
European	25	121,528	35	100,000
Not recorded	4	91,231	11	96,657
Pacific People	1	***	4	82,000
2021 Total	31	107,965	55	96,500

Kia oke tapatahi tātou
Together we thrive

Kia oke tapatahi tātou
Together we thrive

Nāu te rourou, nāku te rourou, ka ora ai tātou katoa.

With your food basket and my food basket our people will thrive.

This whakataukī talks to community, to collaboration and a strengths-based approach. It acknowledges that everybody has something to offer, a piece of the puzzle, and by working together and supporting each other we can all thrive.

Artist: David Hakaraia
This design incorporates the piko in a whakarare design, which embodies interconnectedness, of not just people (piko) but everything around us, it's a holistic approach that is imbued with the values that are embedding within the Council. This design uses 3 piko as a depiction of he tangata, he tangata, he tangata. The idea that we are working side by side and being supported by each other.

David – Ngāpuhi, Ngāti Paoa – is Lecturer-Programme Director at Te Kura Hoahoa, School of Design Innovation, at Te Herenga Waka, Victoria University of Wellington. David uses narratives that predominantly relate to his Māori heritage, expressing them in ways that depart from a customary tribal style.

Cover: Adam Groenewegen and Katie Urwin
Park Rangers

Rārangi upoko
Contents

Roxy Steel – Senior Organisational Development Advisor – Culture, Inclusion and Engagement

E taea ana e tātou te āwhina ki te whakakaha me te waihanga tētahi ahurea e maiohatia ana tēnā, me tēnā o tātou.

Tēnā koutou e ngā hoamahi,

I a au e noho ana i tēnei tāone mutunga kē mai o te pai, e mīharotia tonutia ana au e te matū o te kanorau e whakatauria ana Te Whanganui-ā-Tara he wāhi pai rawa atu ki te noho, ka mutu, e whakatauria hoki ana tēnei whakahaere hei wāhi pai ki te mahi.

Hei Kaunihera, kua whakaritea he whakakitenga 2040 mō te taone kia tū ai hei taone matua whakawhāiti, toitū, auaha hoki mō te tangata ki te noho ai, mahi ai, ngahau ai hoki. Ka toro atu tēnei whakakitenga kei tua atu i te tāone i a tātou e mahi ana kia whakarite ai i tētahi whakahaere whakawhāiti.

I Hūrae o 2021, i whakahōhonutia tō tātou titikaha ki te tuitui i ngā hononga tōnui ki a Ngāi Māori me te whakawhanake i te āheinga Māori o te whakahaere mā te huringa o tā tātou ranga Putanga Rautaki Māori - Mataaho Aronui. E mahi ngātahi tonu ana hoki ki ō tātou rōpū āwhina (Whakaahei, Taiao, Te Moana-nui-a-Kiwa, Kaunihera Mātātahi me Uenuku), e āwhinatia mai ana mā ngā tirohanga rerekē e tāpiri ana ki ngā kaupapa matua o te tāone, e āwhina hoki ana i a tātou ki te whakarite i ngā ratonga e whakaratoa ana e tātou.

I roto i tō tātou whakahaere, e ū ana tātou ki te waihanga me te taute i te ahurea whakawhāiti e noho huānga ai te katoa. Mā te tautoko i ō tātou tāngata kia rongo ai rātou i te whakawhāiti me ngā hōtaka toiora e wewete ana i tō tātou pitomata kia eke ai tō tātou whakahaere ki ngā taumata angitu, kia noho hoki ai hei wāhi mahi rorotu.

Ko te whāinga i te whakawhāiti motuhenga ko te hono tonu; arā he hātepe anō, he āheinga anō ki te ako me te whakaū i ngā momo ahurea o tēnā, o tēnā o tātou e tūhāhā ai tātou katoa. Ko te hanganga me te tukunga o tēnei Rautaki Whakawhāiti te hātepe e whai nei i roto i te whāinga o te Kaunihera kia eke ai ki te wāhi e noho huānga ai tātou katoa.

Kua hangā pāhekohekotia tēnei rautaki ki ngā kaimahi puta noa i te whakahaere kia whakaatuhia, kia whakatutukihia hoki ngā hiahia maha me ngā wawata o ō tātou tāngata. Ko tō tātou whāinga ko te whakapakari i te paparahi kua hangā kētia tae noa ki tēnei wā, te whakatutuki i ngā whāinga hou me te whakarite i ngā ngohe e whakawhanake ake ai i ō tātou āheinga kia whakawhāitihia rawatia tēnei whakahaere.

Ko te iho o te whakawhāiti he mahi tō tēnā tō tēnā o tātou i te whakatinanatanga o tēnei whāinga. Mā ō tātou mahi o ia rā - me ō tātou uara e ārahi ana i a tātou, ka taea e tātou katoa tētahi ahurea te āhwina ki te whakapakari me te hanga, e whakamanawatia ana tātou katoa mō te whānui o ngā pūmanawa, mōhiotanga, wheako, whakapapa, tirohanga hoki ka haria e tātou ki te mahi. E whakapono ana au kua whakamanahia tātou katoa ki whakaaweawe ki te ngākaupai me taku akiaki ki a koe kia whakawhāitihia mai kia whakaora ai i tēnei rautaki.

Ka manawatia ana, ka manaakitia ana, ka tautokona ana hoki tātou, e taea ana e tātou ō tātou ake tūākiritanga te hari ki te mahi, ki te mahi ngātahi i ngā whakatutukinga angitu.

Ngā mihi,

Bm Mckerrow

**Barbara McKerrow
Tuma whakarae**

We can all help reinforce and build a culture that values each one of us

Tēnā koutou e ngā hoamahi,

Living in our fantastic city, I am moved continually by the richness of difference that makes Wellington such a great place to live and which makes this organisation such a great place to work.

As a Council, we have established a 2040 vision for the city to be 'an inclusive, sustainable and creative capital for people to live, work and play'. This vision extends beyond the city as we work to develop an inclusive organisation.

In July 2021, we deepened our commitment to create productive partnerships with Māori and build our organisation's Māori capability through the transformation of our Mataaho Aronui – Māori Strategic Outcomes team. We also continue to work closely with our five advisory groups (Accessibility, Environmental, Pacific, Youth Council and Rainbow Communities), who provide advice from different perspectives to contribute to the city's priorities and help us develop the services we deliver.

Inside our organisation, we are committed to building and nurturing an inclusive culture where everyone feels they belong. Supporting our people to feel included and through wellness programmes will unlock our potential to become a high performing organisation and employer of choice.

The journey to true inclusion is continuous; there is always another step to take, another opportunity to learn and to embrace what makes each of us unique. Creating and delivering this Inclusion Strategy is the next step in Council's journey to becoming a place where we all belong.

This strategy has been co-created with colleagues from across the organisation so it reflects and delivers on the various needs and ambitions of our people. Our aim is to strengthen the foundations we have built so far, to work to achieve new goals and to deliver activities that increase our ability to become an even more inclusive organisation.

The very essence of inclusion means we all have a part to play in achieving this ambition. Through our everyday actions – and guided by our values, we can all help reinforce and build a culture that values each one of us for the full range of skills, knowledge, experience, backgrounds, and perspectives that we bring to work. I believe each of us is empowered to make a positive difference and I encourage you to get involved in bringing this strategy to life.

When we all feel valued, cared for and supported, we can bring our authentic selves to work, and deliver great mahi together.

Ngā mihi,

Bm Mckerrow

**Barbara McKerrow,
Chief Executive**

We nurture our people in the same way we nurture the land

Tim Park
Ōtari Team Manager

Kia oke tapatahi tātou
Together we thrive

Building a diverse, inclusive, and equitable workplace that positively impacts employee wellbeing

Vision Our vision is our focus	**A place we all belong, can be our best and thrive**			
Outcomes Our outcomes are our aspirations for WCC	We extend aroha	A diverse organisation	An inclusive culture	
Pillars Our pillars describe our goals and actions	**1** Strong capability	**2** Workplace belonging	**3** Equitable and inclusive	**4** Well community
Principles Our principles help us keep on the path	Te Tiriti o Waitangi	Contemporary, bicultural, multicultural workforce	Encourage connection and collaboration	Alignment with strategic goals	Inclusive practices support wellbeing of all
Values Our values wrap around and guide our journey	**He tangata** We put people at the heart of what we do	**Whakapai ake** We're always improving	**Mahi ngātahi** We collaborate	**Mana tiaki** We care for our places

Te aronga o te rautaki
Strategy purpose

This three-year strategy outlines our plan to continue our efforts to build a diverse, inclusive, equitable workplace that positively impacts employee wellbeing.

Tō tātou whakakitenga
Our vision

Wellington City Council is a place where we all belong, can be our best and thrive.

Wellington City Council will be a place where everyone feels included at work and works in an inclusive way. We will continue to grow, value, and celebrate our diversity, harnessing the unique contribution we each bring. We will care for our people and their whānau, and put their wellbeing first.

We will continue to grow, value, and celebrate our diversity, harnessing the unique contribution we each bring

Tō tātou taurangi
Our promise

Our people, as with the communities we serve, are at the heart of everything we do. A diverse and inclusive WCC that has wellbeing at its core means everyone:

- Sees themselves included and represented across Council (all levels and groups).

- Experiences equitable opportunities and a workplace free from prejudice, racism, ableism, and discrimination where bias is managed actively.

- Feels welcome, respected, valued, safe and comfortable bringing their authentic selves to work.

- Is supported to stay well, grow, and thrive.

- Is enabled to be their best for their colleagues, customers and whānau.

- Is celebrated for who they are, the diversity they bring, and is enriched by the diversity around them.

And means our communities and visitors:

- See themselves reflected among our workforce.
- Can better connect and partner with us.
- Feel valued, respected, and understood.
- Enjoy the best possible customer experience.
- Are provided with inclusive services that meet their needs.
- See WCC as an attractive place to work – and an employer of choice.

Ō tātou hua
Our outcomes

Our outcomes are our aspirations for WCC and the culture we will build by achieving our diversity, inclusion, and wellbeing goals.

1. An inclusive bicultural culture

We promote awareness of Māori as tangata whenua through bicultural practice.

We uphold the principles of Te Tiriti o Waitangi and identify how Māori language, culture and heritage can be enhanced and restored.

2. A diverse organisation

We attract, support, grow and celebrate diversity across the Council.

3. We extend aroha

We care for and nurture each other in the same way we care for our communities and places.

We provide a safe, accessible, and respectful environment, responding proactively to the diversity of our employees and our communities.

Ō tātou mātāpono
Our principles

To deliver our promises and achieve our outcomes we need to put diversity, equity, inclusion, and wellbeing at the centre of everything we do and hope to achieve.

The following principles will help guide our decision-making and are represented in the goals and actions in this strategy:

- We acknowledge Te Tiriti o Waitangi as Aotearoa's founding document, recognise the continuing partnership it established between the Crown and Māori and ensure we are proactively playing a part in delivering on the Crown's commitments to Māori under Te Tiriti.

- Our culture moves toward ways of working that meet the needs of a modern, bicultural, and multicultural workforce.

- Connection, collaboration, and equity are encouraged to enable our people to bring their authentic selves to work and reach their full potential.

- Our workplace is characterised by inclusive practices and behaviours that support and protect the wellbeing of all employees.

- Diversity, inclusion, and wellbeing goals are aligned with our strategic goals.

Adopting these principles will help us realise our unifying purpose – Kia mahi ngātahi mō Pōneke mō tōna āpōpō (Working together for Wellington's future).

Kia whakatinanahia ō tātou mātāpono
Bringing our values to life

A diverse, inclusive culture that supports us all to stay well will mean we are truly living our values and can become the high performing organisation that the Working Better Together programme is paving the way toward.

He tangata, he tangata, he tangata
We put people at the heart of what we do

We bring He tangata, he tangata, he tangata to life by creating systems, processes and policies that ensure equity for everyone. Being a diverse organisation means we are better placed to understand and meet the needs of our customers. A culture of inclusion not only values and celebrates each of us for who we are, but ensures we are all heard, feel we belong and supported to stay well.

Whakapai ake
We're always improving

We bring Whakapai ake to life by fostering a diverse workforce, who together, will drive even better decision-making, problem-solving, creativity and innovation. An inclusive culture supports people to become comfortable with the discomfort that often comes when learning and experiencing new things and ensures everyone feels safe to learn, stumble, succeed and grow.

Mahi ngātahi
We collaborate

We bring Mahi ngātahi to life by asking for, listening to, and sharing different perspectives and experiences. This approach supports everyone to feel valued for the diversity they bring and contribute. Belonging breaks down silos and helps us connect and trust each other, meaning we can bring our authentic selves when we collaborate.

Mana tiaki
We care for our places

To nurture our places and communities we must nurture our people and empower them in the same way we strive to empower and enhance the mana of our communities. An inclusive organisational culture encourages us all to be accountable and have greater consideration for how our actions can impact others.

We will integrate Tikanga, Kawa and Te Ao Māori into our systems

Renaee Clark
Senior Advisor Mataaho Aronui

Tō tātou reo – he aha tō tātou tikanga mō te kanorau, te whakawhāiti me te toiora?
Our language – what do we mean by diversity, inclusion, and wellbeing?

Diversity, inclusion, and wellbeing go hand-in-hand. Inclusion unlocks the potential of our diversity and, in turn, attracts further diversity. When our people feel a sense of belonging, we know we have a culture of inclusion. 'Belonging' means feeling manaakitanga – cared for, and whakawhanaunga – connected and able to bring our authentic selves to work. Wellbeing enhances inclusion by enabling employees to feel and contribute at their best at work.

Diversity

Diversity is a range of human differences including, but not limited to, ethnicity, gender identity, sexual orientation, age, disability, religion, neurological variation, personality, and national origin. Diversity also includes professional capabilities, working style, location, and life experiences.

Each of us bring a unique blend of knowledge, skills, experience, and perspectives to the workplace. Diversity in our people that reflects the diversity of the communities we serve means a stronger connection with our customers and greater opportunity to meet their needs.

Inclusion

Being part of an inclusive organisation means we feel valued, respected, and empowered to contribute. We feel comfortable to be our authentic selves and bring all the different aspects of our identity to work, if we want to, know our dignity will be upheld, have a sense of belonging, and equitable access to opportunities. We can all participate fully without fear or the need to overcome barriers. Working in an inclusive way means our differences are our strengths.

Wellbeing

We take a holistic view of wellbeing, guided by models such as Te Wheke, Whare Tapa Whā and Five Ways to Wellbeing. The way we incorporate wellbeing into our culture and the way we work reflects a whole-person approach. This approach recognises wellness is made up of multiple dimensions that are intertwined and of equal importance.

WCC is committed to supporting all our people to be well. Doing what we can, organisationally and individually, to positively impact health and wellbeing is an important part of enabling each of us to be our best and contribute to the achievement of our vision. When we aren't feeling our best, we can't work at our best.

Each of us bring a unique blend of knowledge, skills, experience, and perspectives to the workplace

He aha e whaitake ana te kanorau, te whakawhāiti me te toiora?
Why do diversity, inclusion, and wellbeing matter?

Focusing on our people is not only the "right thing to do", it will also help us improve our performance and achieve our organisational objectives. Growing evidence demonstrates:

- Building workforce diversity brings a wider range of perspectives, ideas, and opportunities to learn from each other, enabling better problem-solving and innovation.
- When employees feel they belong and are supported to stay well they are more engaged and perform better.
- Promoting and supporting inclusion and wellbeing make organisations more likely to attract and retain employees and reduce unacceptable behaviour, such as harassment and bullying.
- Customer, client, and stakeholder experiences are likely to be better when employees feel they have a good working environment, low emotional exhaustion, and support from their co-workers and manager.

When employees feel they belong and are supported to stay well they are more engaged and perform better

Tā tātou mahi ki te kanorau, te whakawhāiti me te toiroa tae noa ki nō nā noa nei.
Our diversity, inclusion, and wellbeing mahi so far

In developing our new strategy, we recognise the progress that has already been made to support the inclusion and wellbeing of our people, through the

- Launch of the WCC Health and Wellbeing Strategy – 'To Tatou Mana Tangata – Our People Are Our Strengths' (2017).
- Development of wellbeing resource guides (2017).
- Establishment of the Wellbeing Group (2017).
- Launch of the Diversity and Inclusion Strategy – 'Mō te katoa – For everyone, for all' (October 2018).
- Formal introduction of flexible working and guidance and support for team members and leaders (2019).
- Introduction of Mental Health First Aid Training (2019).
- Development of the Diversity and Inclusion implementation plan (2019).

- Establishment of the Diversity and Inclusion Committee and Steering Group (2019).
- Creation of a new Culture, Inclusion and Engagement function within People and Culture (2020).
- Creation of Principal Advisor – Culture, Inclusion and Engagement role (2020).
- Completion of Diversity Works New Zealand's Diversity and Inclusion Stocktake (December 2020).
- Launch of the Cultural Awareness workshops (2021).
- Relaunch of WCC Women's Network (2021).
- Relaunch of WCC Queer at Council Network (2021).
- Development of the Employee Led Network guidelines (2021).
- Launch of WCC Young Professionals' Network (2021).

Tā tātou mahi e kauneke tonu ana
Our mahi in progress

We have many initiatives that will continue to support our progression to building a diverse workforce and inclusive culture:

- Further embedding of flexible working.
- Review and refresh of our Leadership. Development Programme.
- Talent Acquisition Strategy.
- Māori Outcomes Strategy.
- Accessibility action plan review and update.
- Mātaraunga Māori Capability Framework.

When our people feel a sense of belonging, we know we have a culture of inclusion

Cheyenne Green
Karori Recreation Manager

Ō tātou pou
Our pillars

Our Strategy has four foundational pillars that outline the key areas we will focus on to ensure WCC is somewhere we can all be our authentic selves and thrive. Our pillars were determined using a combination of employee feedback gathered (via focus groups and surveys) from across WCC, insights from our Inclusion Strategy Working Group and external advisory groups, and recommendations from a Diversity and Inclusion Stocktake conducted in December 2020 by Diversity Works New Zealand.

1 Growing the capability of our people

2 Creating a diverse, safe, inclusive, and accessible workplace

3 Building equitable and inclusive policies, processes, enabling services and systems

4 Our WCC community is cared for and well

Vanessa Chmielewska
SwimWell Instructor Wellington Regional
Aquatic Centre (WRAC)

E whakawhanakehia ana ngā pūmanawa o ā tātou kaimahi
Growing the capability of our people

We need to develop our diversity, inclusion and wellbeing capability across all roles and levels of responsibility. In some cases, this may be as simple as raising awareness, in others it may be as complex as providing comprehensive cultural understanding and learning opportunities for all employees.

E whakapakarihia ana tō tātou āheinga ahurea
Strengthening our cultural competence

To establish strong connections and partnerships, everyone must first strive to understand each other's perspectives, practices, and beliefs. As we deepen our knowledge and understanding, we increase our confidence to do things in a way that works for each other and respects our cultural diversity. Doing this will start us on our way to becoming a culturally mature organisation.

While is important for us all to build our intercultural competence to meet the needs of an increasingly diverse Aotearoa, the key focus of this strategy is bicultural competence.

This reflects and honours the unique status of Māori as tangata whenua and as partners under Te Tiriti o Waitangi. Developing our Mātauranga Māori capability will better enable us to build a bicultural organisation, where our Māori employees feel they can be their authentic selves and safe and good to be Māori. Being familiar with Te Ao Māori (the Māori world) helps us to build strong relationships and maintain a high level of professionalism and cultural competency when working in partnership with mana whenua and Māori.

Goal

Our people understand our bicultural context, are Māori advocates, and engage in ways that demonstrate understanding of, and respect for, a range of cultures.

We will

- Roll out 'Mana Āki'– a foundation-level learning programme aimed at building competence across a range of cultures.

- Develop a Mātauranga Māori capability framework to increase the Māori cultural confidence and competence of all our employees.

- Develop bespoke learning and development programmes to:
  - provide opportunities for all WCC employees to understand the present and historical content of racial and systemic biases against Māori and implement mechanisms and practices for overcoming those biases and advocate for change.

- continue to build our Te Tiriti o Waitangi literacy and te reo Māori language capability to ensure we have the knowledge that underpins putting Te Tiriti o Waitangi into practice across the organisation.

- improve our knowledge and understanding around engagement with mana whenua Māori.

E anganuitia ana te mariu
Addressing bias

Everyone has unconscious bias. Biases have a strong influence on everyday judgements, decisions, and behaviour, which can lead to biased responses and negatively impact decision making. Identifying and addressing bias is not only an important step in any Diversity and Inclusion programme but it also has a positive influence on employee wellbeing.

To effectively deliver on our purpose as an organisation we need our people to understand how personal biases impact on decision-making, the way we relate to each other, and what strategies can be put in place to mitigate bias.

To effectively deliver on our purpose as an organisation we need our people to understand how personal biases impact on decision-making

Goal

Our people understand, can identify, and effectively manage bias in themselves, others and our systems and processes.

We will

- Introduce an unconscious knowledge and bias awareness and mitigation programme to enable all our people to recognise, understand and address bias of self, teams, and systems.

E whakatupuria ana ngā kaiarataki whakaaro nui me ngā ranga e kōkiri ana i te kanorau, te whakawhāiti me te toiora i
Growing inclusive leaders and teams who drive diversity, inclusion, and wellbeing at WCC

We must empower all our people with the knowledge and skills necessary to grow and nurture inclusion. Our leaders play a critical role in continuing to build the diversity of our workforce and a culture of inclusion and wellbeing. Taking responsibility for shaping, guiding, and supporting our diversity, inclusion and wellbeing initiatives needs to be an important part of their roles. Doing so will have a flow-on effect, encouraging and empowering team members to do the same and continue building their capability.

Every day our leaders make decisions and undertake actions that impact diversity across our workforce and how included and well employees feel. For us to achieve our vision, our leaders must model inclusive ways of working and hold their staff accountable to also work in this way. To do this, they must be equipped to identify and mitigate biases that influence decision-making and ensure they are protecting and supporting their own wellbeing and the wellbeing of their teams.

Disabled people and the rainbow community are more likely to experience discrimination, harassment and stigma, and feel excluded and invisible at work. Building greater awareness and understanding across all our people will help to change this experience.

Goal

Our leaders and team members are inclusive and select, grow, and retain a diverse, well, and capable workforce.

We will

- Identify and incorporate inclusive leadership practice, and ways of supporting enhancing employee wellbeing and diversity, including building psychological safety, into the WCC Leadership Development Programmes and Te Pourewa – our Skills for Managers programme.

- Provide education to leaders and their teams about the benefits and needs of employees who are neurodiverse, disabled and/or have access requirements, and how to ensure a safe and inclusive workplace environment for them.

- Provide education to leaders and their teams to increase understanding of the rainbow community, the importance of ensuring employees who are part of the rainbow community feel included and what they can do to play a part.

- Develop toolkits and guidelines to support leaders to manage and grow diverse teams and ensure the varying ways team members may prefer to grow and develop are supported, including learning opportunities and ways of learning both within and outside of WCC.

- Review relevant Ki Te Hoe capabilities to reinforce diversity, inclusion and wellbeing and use these in leadership assessment tools.

E hangā ana tētahi wāhi mahi, he haumaru, he whakawhāiti, he whakaahei hoki
Creating a diverse, safe, inclusive, and accessible workplace

We need to create a workplace characterised by inclusive practices and behaviours for the benefit of all employees. An inclusive culture brings together perspectives of individuals from all backgrounds, cultural experiences, life experiences, preferences, and beliefs. It is one where there are no unjustified barriers to fully participating in the workplace or accessing opportunities and resources.

An inclusive environment of involvement, respect and connection is one where diversity thrives and the richness of backgrounds and perspectives are channelled to create ideas, innovation, and value. Cultivating this environment will encourage collaboration and equity, enabling employees to fulfil their potential and create a stronger WCC.

Ka whakaahuatia e tātou ō tātou hapori
We reflect our communities

Our Talent Acquisition Strategy, along with other key people processes and systems, will support diversity and ensure we attract, develop, progress, and retain diverse talent so all members of our communities see themselves represented across all WCC.

Goal

Attract, support, and grow diversity across WCC and ensure we continue to support and develop all our people, so they stay and progress.

We will

- Ensure the Talent Acquisition Strategy contains provision for maturing our talent attraction and selection processes, ensuring we are identifying and selecting the best talent from diverse talent pools, so we become truly diverse and an employer of choice.
- Mitigate the impact of unconscious bias by ensuring our managers have the tools to make the right selection decisions and are supported by Talent Acquisition Partners who are knowledgeable advocates for diversity, equity, and inclusion.
- Collect a broader range of demographic information, from new and existing employees, to better understand diversity within Council and the experiences of diverse groups, so targeted interventions can be implemented to support and develop our diversity and remove unintended barriers.
- Grow Māori and Pacific representation throughout the organisation, with a focus on career progression and leadership, through talent management and career pathways targeted at Māori and Pacific employees.
- Collect, analyse, and share recruitment data to ensure our attraction and selection practices are supporting a diverse and inclusive workforce.

Ka whakanuia te kanorau me te kaha o te whakawhanaungatanga puta noa i te Kaunihera
We celebrate diversity and create a strong sense of connection across Council

Connection and relationships are key to fostering an environment where people can be their authentic selves, share their perspectives and know they are heard and valued. The way we communicate with each other affects whether employees feel included and whether WCC is seen as a diverse, inclusive, and safe organisation.

Goal

Our people feel connected and included and come together regularly to celebrate their diversity.

We will

- Continue to establish, support, engage and encourage employee led networks.
- Work with our networks to develop a calendar of different cultural events that we can celebrate and promote within the wider organisation.
- Support and help tell the stories of diverse role models who demonstrate diversity is a strength not a barrier to success.
- Develop and implement a diversity, inclusion, and wellbeing speaker series.
- Include volunteer work and community engagement as an optional, and valued, activity in employee performance process.
- Establish a Diversity, Inclusion and Wellbeing Advisory Committee.

People know they can be themselves at work

Illona Keenan
Biosecurity Specialist – Pest Plants

Ka whakatūturuhia ngā wāhi haumaru,he whakawhāiti hoki, ā, he haumaru ā-hinengaro, ā-ahurea hoki

We ensure safe inclusive spaces and psychological and cultural safety

To feel included fully, our employees need to feel safe psychologically and culturally and have access to safe spaces. Creating an environment of psychological and cultural safety is vital to leveraging the benefits of diversity, because it can help make inclusion a reality. This means Council is a place where our people can speak up with ideas, questions, concerns, and make mistakes. The Council is also safe culturally, where the unique cultural identity of each person is recognised, respected, and nurtured in a way that meets their needs, expectations, and rights safely.

Goal

Our people feel safe psychologically and culturally and can easily access and enjoy safe spaces.

We will:

- Identify and promote safe, private, fit-for-purpose spaces across our sites that enable employees to bring the different parts of themselves to work, eg practice their religion, engage in cultural activities and wellbeing practices such as meditation and mindfulness.

- Roll-out psychological safety training and guidance for managers and teams to support the creation of a psychologically safe environment.

- Encourage and normalise the use of Te Reo Māori and Tikanga Māori in our daily workplace culture, such as meeting arrangements and conduct, welcoming and farewelling employees, marking significant workplace events, conflict resolution and mediations.

- Provide guidance for leaders and team members on providing 'in-the-moment' support and assistance to employees who have been victimised directly (eg been subject to racist abuse, sexual harassment, transphobic abuse) by a member of the public or colleague, in addition to existing longer-term support, such as the Employee Assistance Programme.

- Ensure zero-tolerance for discriminatory behaviours is upheld by redesigning our bullying and harassment policies and procedures and developing an education programme.

Creating an environment of psychological and cultural safety is vital to leveraging the benefits of diversity, because it can help make inclusion a reality

Ka āwhinatia ngā kaimahi whaikaha me te hunga e hiahia ana ki ngā āheinga

Support disabled employees and those with accessibility needs

The experience of disability occurs when people with impairments are excluded from places and activities most of us take for granted. It happens when our infrastructure and systems do not accommodate the diverse abilities and needs of all people.

Workplaces fully inclusive of disabled people ensure barriers to their participation (whether physical, attitudinal, or otherwise) are removed, and people's impairments are accommodated. WCC needs to be set-up to ensure disabled people and those with accessibility needs are attracted to work for us and supported to grow and succeed.

Goal

Disabled employees and those with access needs are welcomed, valued, and provided with any accommodations they require.

We will

- Ensure managers and enabling services teams (eg People and Culture, Smart Council, Property, etc.) have access to the advice, learning and resources they need to support disabled employees, and those with accessibility needs, by engaging organisations such as Be.Lab, who support NZ organisations to become 100% accessible.

- Understand how we can better cater for current and future employees who may have access needs, and how we can ensure our digital technology, buildings, and surrounding spaces are inclusive for everyone who may look to us as an employer of choice, by engaging organisations, such as Be.Lab.

- Develop standards and guidelines to ensure our events, offsites, and training provide an accessible experience for all employees.

- Better understand the experience of disabled employees and those with access needs so we can implement further initiates to support them through the Diversity, Inclusion and Wellbeing survey.

WCC needs to be set-up to ensure disabled people and those with accessibility needs are attracted to work for us and supported to grow and succeed

E waihangatia ana ngā kaupapa here matatika, whakawhāiti hoki, ngā ratonga whakamana me ngā pūnaha hoki.

Building equitable and inclusive policies, processes, enabling services and systems

Diversity, inclusion, and wellbeing must be embedded into our policies, processes, practices, systems, and strategic documents. We need to ensure these elements reflect Te Tiriti o Waitangi principles, recognising and providing for Māori interests and the needs of Māori employees, and challenge traditional/Western models of attraction, recruitment, progression, development, and retention. We will also ensure our policies, processes, enabling services and systems are appropriate to all cultures, and there are opportunities for those of diverse cultures to have ongoing involvement in them.

Ka whakaratoa te mana taurite
Deliver equity

There are many changes we can make to existing policies that guide the way we work and the processes and systems we use every day to enable us to work in an inclusive way and remove barriers that prevent us growing our diversity and being our best. These changes will mitigate the impact of bias (conscious or unconscious) and ensure equitable and impartial decision making and treatment.

Goal

Our policies, processes, practices, systems, and strategies ensure we treat our people equitably.
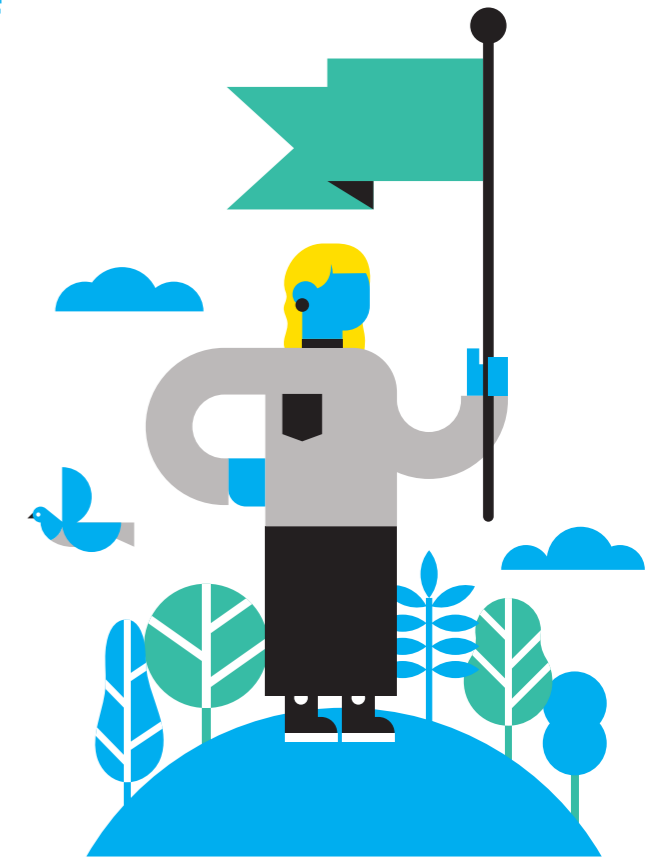
We will

- Develop principles to support the review and development of people policies and processes to ensure they are equitable, support inclusion, diversity, and wellbeing, and reduce bias from occurring.
- Develop guidelines that outline how to co-design equitable, inclusive, and consistent people policies and guidelines, and test our systems with diverse groups.
- Ensure employees get the workplace adjustments (eg specialist equipment) they need to participate fully and perform their jobs by developing a Reasonable Accommodations Policy and guidance.
- Establish an escalation process for employees to use when a request for a workplace adjustment/s has been declined.
- Integrate Tikanga, Kawa and Te Ao Māori into our systems and embed Tikanga Māori into our people practices.
- Continue to work toward achieving gender and ethnicity pay equity.
- Investigate how we can address and manage turnover of under-represented groups.

We will continue to work toward achieving gender and ethnicity pay equity

People feel comfortable talking about their wellbeing

Brad Singh
Manager Transport and Infrastructure

Kua tiakina pai tō tātou hapori WCC e noho hoki ana i te ora
Our WCC community is cared for and well

We need to design work in a way that supports, protects, and promotes wellbeing. An integrated approach to wellbeing, focussing on support, protection, and promotion, will enable us to achieve our purpose, while also ensuring our people are looked after.

Wellbeing initiatives should not be about how to stay well despite workplace stressors. They should be focused on reducing stress by creating a healthy and well workplace.

Ka tautokona te toiora o te hinengaro
Support mental wellbeing

We need to ensure our people are supported when they need it and experience a supportive culture that reduces stigma.

Goal

Our people feel safe to talk openly about their mental wellbeing and are supported to stay well.

We will

- Develop a mental health peer support programme.
- Normalise the use of sick leave to support mental wellbeing, as part of changes to the leave policy.
- Increase awareness of mental wellbeing and address stigma through regular communications and storytelling.
- Increase uptake across Council of our EAP and Mirimiri and Romiromi (traditional Māori bodywork and healing) by continuing to promote their many uses and benefits.
- Further support building of individual and organisational wellbeing by developing a suite of diverse benefits that employees can choose from.

Whakarite ngohe, kauapapa here me ngā rauemi mō te toiora
Design work, policies, and resourcing for wellbeing

We need to design work in a way that protects employees on a daily basis by reducing work-related risk factors.

Goal

Our environment and the way we work protects and impacts our people's physical, mental, social, and spiritual wellbeing positively.

We will

- Ensure leaders assess workloads regularly and make necessary adjustments to support employees to look after their wellbeing and encourage all employees to continue looking for efficiencies that will reduce their workload.
- Include wellbeing in regular performance conversations with employees and make employee wellness and inclusion part of performance expectations for leaders – and assessed as part of Whare Tapa Toru review and reward phases.

Whakatauirahia, whakatairangahia hoki te whakawhitiwhiti kōrero tuwhera me ngā ritenga e ū ai tātou ki te toiora

Role model and promote open communication and habits that help us stay well

We need to do everything we can to promote wellbeing by encouraging habits and rituals that help us all stay well and ensure meaningful work that has a positive impact on our lives. We must also foster a supportive environment where our people feel comfortable and safe talking about wellbeing, and are given encouragement, and capacity to support each other.

Goal

We promote and enable open communication, healthy habits, and behaviours.

We will

- Put limitations/recommendations in place around emailing outside core hours, considering the needs of those working flexibly.
- Encourage employees to break-up excessive sitting with light activity, make use of sit-to-stand workstations, encourage standing meetings and movement breaks, and other individual behaviour changes, such as goal-setting for light activity and self-monitoring of sitting.
- Investigate the introduction of technology solutions to help to identify wellbeing options for employees.
- Encourage and support open communication around wellbeing through regular communication and storytelling.
- Develop an annual campaign for forming healthy habits.
- Develop our Exit Survey further to help employees better communicate their reasons for leaving WCC – and help us to identify and understand more effectively what we can learn and apply to make WCC an even better place to work.

Raymond Cameron Manuel
Transfer Station Resource Recovery Officer
Jae Watt –Tip Shop Team Lead

E Inea ana te angitū Measuring success

We need to be accountable for the plans we put in place. Collecting data in different ways will help us track our progress and identify our successes and opportunities for growth.

Building our understanding of our people's experiences will enable us to determine whether our diversity, inclusion, and wellbeing efforts are making a positive difference. Hearing from our people directly also provides a strong sense of inclusion and gives us the greatest sense of whether we are making a difference and achieving our goals.

To measure the success of the strategy we will

- Use an annual Diversity, Inclusion, and Wellbeing survey to identify and understand the organisational climate around diversity, inclusion, and wellbeing.

- Use demographic data to understand the effects of our work to increase diversity attraction, selection, and career development rates and reduce diversity turnover rates.

- Assess diversity, inclusion, and wellbeing learning opportunities to ensure these are meeting their objectives and rated by participants as effective.

- See increased Employee Led Network membership.

- Undertake a diversity and inclusion stocktake in 2024 (continued on a three-year basis) to measure and monitor delivery against the implementation plan, goals, and aspirations.

- Feed diversity and inclusion stocktake outcomes and survey results into revisions to the Inclusion Strategy implementation plan.

- Use analytical tools to build visibility about the extent to which promotions and pay processes and criteria are transparent and equitable.

- Set and meet targets for closing the gender and ethnic pay gap.

- Use the organisation's annual performance and remuneration round to reduce any gender or ethnic in-band pay gap.

Ngā mihi
Thanks

Key contributors

We are grateful for the contribution made by the Inclusion Strategy Development Team:

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This set of strategy documents explains the Council's ambitions for building organisational capability, capacity and an inclusive organisational culture over the coming three to five years (2022–2027).

1 **The People and Culture Strategy** is our overarching strategy responding to our aspiration of creating an inclusive, high performing organisation that delivers.

2 **The Inclusion Strategy** focuses on creating a culture where we all feel a sense of belonging, can be our best and thrive.

3 **The Talent Acquisition Strategy** focuses on providing direction for developing talent acquisition capability and maturity across Council.

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Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Recruitment Policy

The Council will ensure, to the best of its ability, that recruitment is based on merit, that the recruitment process is fair and transparent, without favouritism or discrimination and that the Council's legislative responsibilities are met.

The Council is committed to the following recruitment principles:

- The Council will recruit and retain people with the motivation and competence necessary to achieve it's current and future service objectives
- The Council will ensure current staff have positive career opportunities and encourage staff to apply for jobs which interest them and for which they are qualified
- The Council will meet its legislative requirements, enable a fair, inclusive and transparent recruitment process and minimise those risks associated with non-compliance
- All recruitment activities exhibit WCC foundation values
- Recruitment processes and materials are complete, clear and consistent to enable cost effective recruitment practices that meet the needs of hiring managers and diverse hiring requirements of Council.