



## Citycare Ltd

### TOMORROW'S WORKFORCE HIGHLY COMMENDED



#### THE STORY

One of the big messages 2020 has delivered is that unsung work is essential work, and it makes a big difference in our communities.

Citycare Ltd is a national infrastructure company focused on the core business of keeping communities running smoothly by providing water services, facilities maintenance, open spaces maintenance and civil construction across New Zealand.

This requires a committed workforce and Citycare has 1300 employees and 200 temporary workers in large cities and small provincial towns around the country.

Executive General Manager – People, Safety and Sustainability Leeanne Carson-Hughes says, “A key challenge for us is that some of our work is simply not that sexy, but it is essential. We clean toilets, mow parks, keep the water flowing and repair social housing. Never was our work more evident than during the Covid -19 lockdown when these services were recognised.”

“Suddenly communities appreciated and valued the previously unsung work our teams delivered. New Zealand needs this committed workforce to stay open and we need a diverse talent pipeline to ensure delivery.”

Citycare recognised it needed to expand its talent pool and pipeline by employing local people in the local communities where it operates, with a focus on attracting young people, Māori, Pasifika and women to join its workforce.

Tapping into the diversity of its communities is vital to building that pipeline and Citycare adopted a key strategy based around the concepts of:

- Engage; initiating a structured programme of engagement with local community groups and partners that can help make that happen.
- Educate; focusing on educating the future workforce of the importance of Citycare's work via a partnership with Student Volunteer Army and on upskilling current staff through career pathways, literacy programmes and competency development.
- Attract; supporting a range of initiatives and partnerships designed to attract people to the workplace.

“While engage, educate and attract are the foundations of this workforce solution, it's the strength of our partnerships that deliver the programme,” says Leeanne. “We couldn't do this alone. It is a shared approach between our staff, our clients and our communities. Together we have identified, trialled and adopted multiple pathways, partnerships and initiatives.”

The multi-faceted strategy is driven at executive level and supported and implemented by local managers and HR teams. We Care is one of the organisation's core values and is recognised in the strategy and its focus on people and communities.

“We care for our people, our communities and the environment. We apply not just a commercial approach, but also a social approach to our work. We love the idea of our workforce reflecting the communities that we work in. When people are working in their own community, they are more engaged and committed. It's a two-way thing,” says Leeanne.

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## THE CHALLENGE

Citycare need to expand its talent pool and pipeline with the purpose of growing tomorrow's workforce by employing local people in the local communities it operates in, with a focus on attracting young people, Māori, Pasifika, and women.

## STRATEGIES FOR SUCCESS

Citycare adopted a series of pathways, partnerships and initiatives to expand its talent pool including:

- Becoming a hero partner of the Student Volunteer Army (SVA) with a focus on the schools programme to ensure volunteering and community spirit is part of students' identity and learning
- A 15-year partnership with the Ministry of Social Development, including the recent Mana in Mahi programme giving young people the skills to pursue a career
- One of the first organisations to employ someone under Ngā Puna Pūkenga, a programme in partnership with Auckland Council and MSD to support people into sustainable, fulltime employment
- The Southern Initiative (TSI) champions and enables social and community innovation in South Auckland. One aspect of their work is promotion of apprenticeships and career options for young Māori and Pasifika Trades Training graduates
- The Citycare/Auckland Council 'Two in a Ute' pilot recruits teams with strong ties to the communities where they live and work. As well as offering employment and training, it is designed to upskill and support people to grow
- Citycare is a foundation sponsor for Women Infrastructure Network (WIN), which aims to increase the number of women in leadership roles, grow the visibility of women, and to provide a networking and support group for women in the infrastructure sector
- Citycare Property partners with Civic Contractors, Stepping Stones Lawns and CCS Disability Action to support people living with disabilities in the communities Citycare services with work opportunities
- Support of Infrastructure New Zealand Emerging Talent Network, Girls with Hi-Vis and Behind the Wire.



## RESULTS AND BENEFITS

- Goal to grow female workforce to at least 16 per cent has been achieved
- Living wage goal by 2021 is on target
- Citycare's contract with Auckland Council includes staff targets that align with the organisation's Tomorrow's Workforce strategy. Several of these have been met.

Citycare people contributed 5,723 volunteering hours to meet the organisation's goal of facilitating community engagement

## KEY LEARNING

Partnerships with clients and the communities it serves has helped Citycare Ltd deliver its workforce solution.

**DO WORKPLACE DIVERSITY AND INCLUSION WELL  
AND DO WELL BECAUSE OF IT.**

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