



Healthy, safe.
Every day.

Mental Health & Wellbeing

October 2021 – December 2021



Introduction

Within this Mental Health and Wellbeing report:

- Report from our employee Counselling service (OCP)
- Overview of COVID19 impact on TCC staff
- Celebrating connections and cultural safety and wellbeing
- Human Resources Update.

Recommendation

We recommend the following:

- Continue to formalise the approach to MHW through planned activities within the Health and Safety Strategic Plan.
- Continue to raise awareness around the impact of workload on MHW and the role of People Leaders focusing on clarity around job priorities.

TCC Counselling Service (OCP)

The latest report from our employee counselling service (OCP) highlights:

- Uptake of OCP services well below national average
- 11% are immediate family members with the balance employees
- Personal issues significantly outweigh work issues align to national average
- Workload remains the top work issue.

How are you doing in Delta AL2?

In August and again in September, we put a short pulse survey to see how our people are doing in Delta Alert Level 2. The participation and outcomes were:

73% participation rate

82% survey score

- People generally happy with COVID response and know what is expected of them.
- Small drop in connection with colleagues and team, apprehensive this will be the new normal with the new office fit-out and working arrangements.

TCC Counselling Service (OCP)

Anonymised data gathered from TCC's counselling and advisory services. Sep 2021 – Jan 2022
(Data gathered is anonymised).

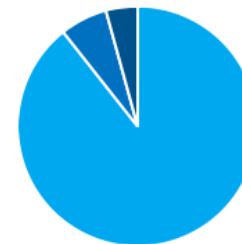
Service Uptake: 5.5%
(based on 850 employees)

National Average: 8-10%

Top three divisions utilising counselling services

	Community Services	Infrastructure	Corporate Services
People	12	10	8
%	25%	21%	17%

Monitoring issues provides insight into progress against MHW risks.



Referral Type	Ppl	TCC %	OCP %
Personal	42	89%	81%
Work	3	6%	5%
Both	2	4%	13%

Work Issues	Visits	TCC %
Workload	5	83%
Conditions	1	17%
Personal Issues	Visits	TCC %
Anxiety	27	44%
Family	10	16%
Relationships	8	13%

Across total of 62 visits for personal issues



COVID Rollercoaster

Throughout this period, staff continued to provide Council services through changes to national guidance and TCC requirements to working safely within these constraints - as the nation managed localised outbreaks of COVID 19– Delta variant. Open and timely communication, engagement and consultation across all levels of leadership contributed to managing staff wellbeing.

	October	November	December	January
Alert Status	<ul style="list-style-type: none"> - Auckland and Hamilton AL3 - Tauranga in AL2 	<ul style="list-style-type: none"> - Auckland and Hamilton move down stages in AL3 	<ul style="list-style-type: none"> - COVID Protection Framework (CPF) Tauranga at orange - Local Government guidance issued. 	<ul style="list-style-type: none"> - 23rd January - New Zealand at CPF Red
COVID Variants	<ul style="list-style-type: none"> - Delta in Community 	<ul style="list-style-type: none"> - Delta in Community with cases popping up in Tauranga; 18th Nov: 2 cases, 19th Nov 5 cases 	<ul style="list-style-type: none"> - Delta in Community & Omicron identified by WHO 	<ul style="list-style-type: none"> - Omicron in the Community, cases in Tauranga & TCC
Contractors	<ul style="list-style-type: none"> - Difference of alert levels isolating some staff and contractors creating difficulty to source specialist contractors 	<ul style="list-style-type: none"> - Guidance established around bringing contractors from other alert levels to Tauranga 	<ul style="list-style-type: none"> - Capital works projects shutdown over Christmas and New Year period. 	<ul style="list-style-type: none"> - Pre-startup - key contractors use Rapid Antigen Tests for staff - Contractor sites not subject to TCC Vaccine mandate.
Vaccine	<ul style="list-style-type: none"> - 12 Oct: Government mandated vaccines for roles in education and health - TCC supporting Government rollout; no additional mandates. Anxiety across TCC in status quo and uncertainty about future decisions 	<ul style="list-style-type: none"> - Voluntary vaccine survey showed 90% of TCC staff have had at least one vaccination - Anxiety around uncertainty of future decisions continues 	<ul style="list-style-type: none"> - Executive mandate COVID Vaccine Certificates across public facing roles - Survey to gauge staff position on mandating vaccinations across TCC (closed 22 Dec) - Anxiety around uncertainty of future decisions continues 	<ul style="list-style-type: none"> - 26th January Executive mandate entry to all premises and workspaces COVID Vaccine Certificates. - Boosters encouraged.
General	<ul style="list-style-type: none"> - Continued restrictions on fleet use and office access for staff and visitors - impacting team connection - COVID Planning Team chair moved from Executive to senior management role. 	<ul style="list-style-type: none"> - Continued restricted access to offices with strict scanning, mask use and physical distances rules - Restrictions relaxed around vehicle use - Limits on Christmas functions for Business Continuity 	<ul style="list-style-type: none"> - Extra security established at libraries and service centre - Libraries identified as location of interest, requiring closure for deep cleaning and while staff isolate and are tested 	<ul style="list-style-type: none"> - Staff and people leaders working with Human Resources to meet vaccine mandate requirements. - Reviewing use of Rapid Antigen Testing for Council staff. Tests ordered.



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Tauranga City

Connect and Reflect

Taking time to relax and de-stress can lead to improvements in mood, brain function and memory, allowing the mind and body to repair. Acknowledging the importance of this, Tauranga City Council had a mandatory Christmas closedown for all staff, except essential services over the Christmas and New Year period.

Coffee Roulette, introduced as part of Mental Health Awareness week, is ongoing - to facilitate connection across out people. Broadly, a sense of belonging and connection can lower anxiety and depression, help regulate emotions and lead to higher self-esteem and empathy.

66 users signed up for Coffee Roulette, a couple of whom 'spilled the beans' on how they found it:

"My role is about supporting our TCC team to make Tauranga better by lifting individual and team capability. Coffee Roulette has given me an opportunity to connect with people I have never met before, to understand a little about them and the role they do, the opportunities they see and the challenges they experience. These collective experiences help me to 'keep it real' in everything I do and confirms we have an amazing bunch of skilled and dedicated people working here"

– Sonia Appleby-Maine, Learning & Development Programme Manager

"I've absolutely loved the 10 or so Coffee Roulette hook-ups I've been on to date. The opportunity to sit down with colleagues from right across the business and talk about pretty much anything that isn't work-related, has been fascinating and fun! I encourage everyone to give it a try."

– Gareth Wallis, General Manager: Community Services

"Coffee Roulette gave me an amazing opportunity to not only get some one-on-one time in front of some senior leaders and find out a bit about them out of "work mode" it also unintentionally gave me some great contacts within areas of the business I was due to work with and didn't realise, it's always so nice to learn what other areas do and the people who make them tick"

– Jadwyn Bulling, Learning & Development Advisor

He Puna Manawa - Customer Service Centre opened Monday, 24 January.

TCC's commitment to cultural safety and wellbeing is closely supported through our relationship with Tangata Whenua. Through their guidance we were pleased to be able to conduct a blessing following Tikanga Maori. The value of this is to utilise Te Ao Maori and their relationship with the land to clear any cultural and spiritual barriers so that we have done everything we can to ensure the future success of our activities on site. Through partnership we combine best practice in planning and construction with cultural safety to create a safe and welcoming place for all.



"Its just amazing to be here, thinking that we stood here on the 18th of October last year and we talked then about it being the first step, but this really feels like the first step.... You really feel like the city is now starting to be transformed"

– Commission Chair Anne Tolley

Local kaumātua, Tamati Tata, of Ngāi Tamarāwaho, led a karakia at the new Customer Service Centre.





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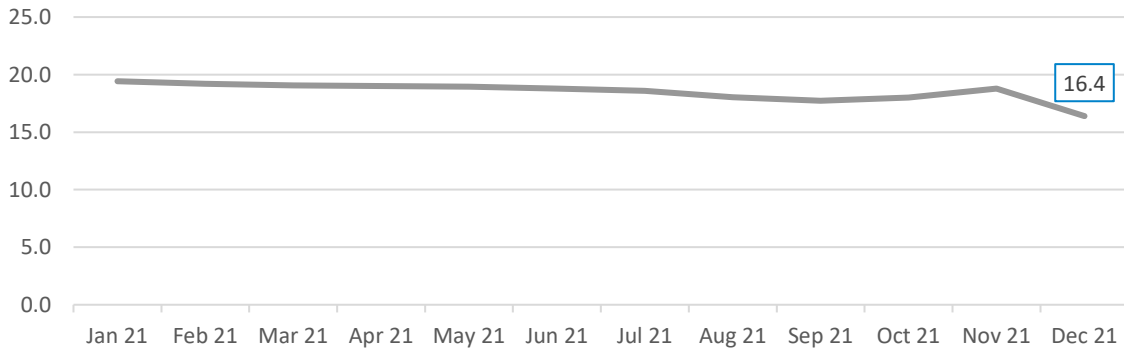


Human Resources

Employers have a responsibility to act in good faith and ensure the employment relationship continues in trust and confidence around pay, holiday leave and sick leave. Through monitoring metrics we can continue to prioritise our actions and track effectiveness of in-flight initiatives.

Annual Leave

Monthly Average Annual Leave Balances (days)

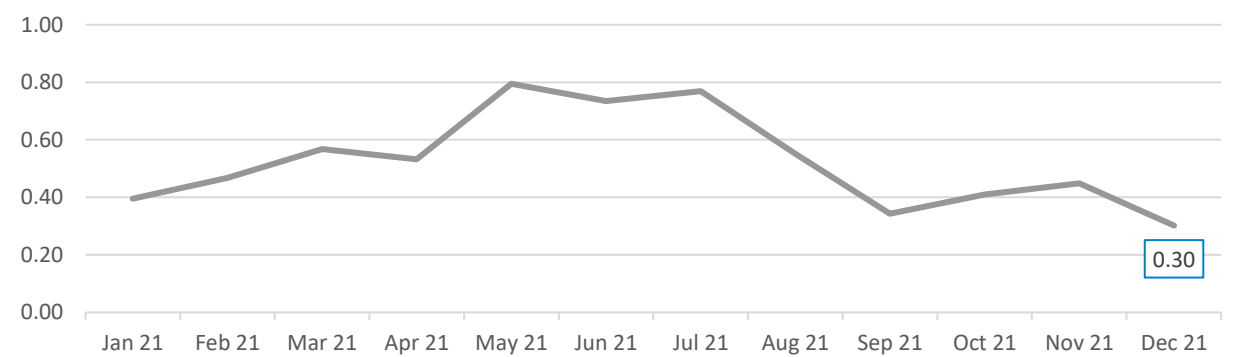


People leaders, with the support of Human Resources, ensure their staff are taking regular holidays, promoting rest and recuperation as we navigate an ever-changing work environment through the COVID-19 pandemic.

Despite changing alert levels, lockdowns and border restrictions, we haven't seen increases in average annual leave balances over the year. A decrease in December was evident with staff encouraged to take leave over this time and supported by the Christmas closedown period – this is down on 19.4 days in December 2020.

Sick Leave

Monthly Average Sick Leave Taken (days)



People leaders, with the support of Human Resources, encourage employees to use their sick leave when they are sick or need a mental health day. There has been a culture shift for several organisations (including ours) where employees pre-COVID-19 would often push through sickness, come into work, not recover as quickly and/or risk spreading sickness to other team members. Greater use and acceptance of flexible working and technology (e.g. Teams meetings) has played a role in allowing staff to undertake work activities where they may have felt the need to use sick leave in the past.



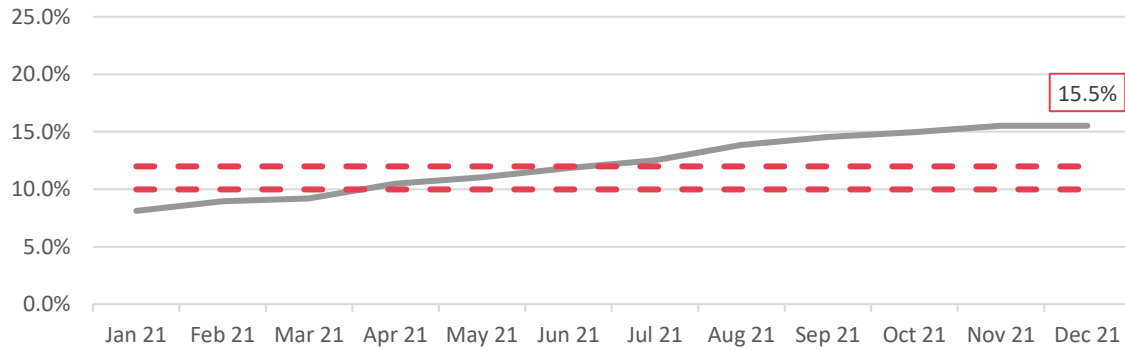
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Unplanned Turnover



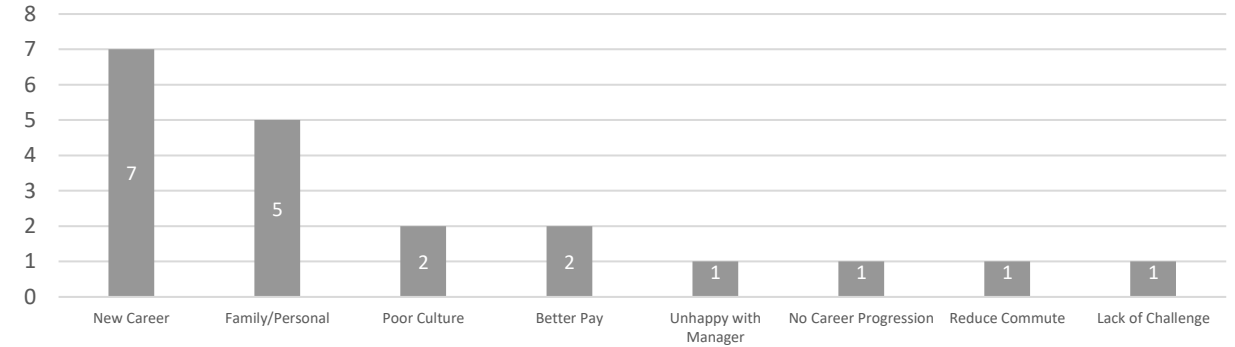
Percentage of unplanned exits of permanent employees over a rolling 12-month period, against the average permanent headcount over that period (including new hires).

Unplanned turnover is significantly higher than what it was 12 months ago (15.5% vs 8.2%). An ideal rate of turnover has been proposed at between 10 and 12%, which provides a good mix of new talent and retained expertise.

While this isn't unique to TCC (with these trends being seen across both the public and private sectors) it does pose additional challenges in retaining and recruiting talent.

Exiting TCC

Main reason reported for exiting TCC (September 2021 – 31 January 2022)



In September, our Exit Survey made the switch from being conducted through an external research company to being run in house – utilizing technology already available at TCC. The online Exit Survey is being made available to all permanent staff leaving TCC, with the option of having a face-to-face interview being offered if preferred.

While still early days, valuable information is already been gleaned. Positively, 90% of respondents over this period would consider returning to work for TCC in the future.