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SUBJECT: Findings and recommendations from the Auckland Council hauora / wellbeing review

Executive summary

- This report details the findings and recommendations from the hauora / wellbeing review conducted within Auckland Council in early 2021.
- The review is part of an ongoing process within Auckland Council to consider and strengthen how it provides hauora support for employees. It was instigated in response to events in 2020, and in furtherance of the Chief Executive's aspiration for Auckland Council to be an exemplar among New Zealand employers, in terms of how it supports staff hauora.
- The review team gathered feedback from staff and other stakeholders, and analysed the council's wellbeing and engagement surveys. It also sought external guidance on what an exemplary programme of hauora support might look like for the council.
- In general, the review team concluded that for most employees the experience of working at Auckland Council is a positive one. This reflects the results of engagement surveys undertaken over the past 12 months.
- Unfortunately, this is not the case for some employees. The reasons for this are varied, but the ones that most profoundly affect employee hauora are: workload, employees having to deal with unacceptable behaviour, ongoing structural change, and the capacity and, in some cases, the capability of people leaders to deal with hauora issues within their team.
- The report's recommendations are intended to help lift Auckland Council's approach to supporting employee hauora from acceptable to exemplary. The review team recognise that this journey will take time, organisational commitment and resources, but consider these investments are necessary if working for Auckland Council is to be a positive and empowering experience for all employees.
- The recommendations in the report relate to Auckland Council's organisational culture, leadership, resources and organisational structure. They aim to improve hauora support provision at the council by:
 - developing an organisational culture that actively supports hauora
 - establishing a hauora challenger group to ensure employees are involved and heard in the hauora work programme
 - establishing a hauora governance group to ensure organisational ownership of the hauora programme
 - managing the impact that work and the workplace have on employees' hauora
 - managing employees' exposure to antisocial and aggressive conduct, whether from the public or within the council

- supporting employees in challenging and stressful roles, including those affected by organisational change
 - building awareness of the council's existing hauora support provision and how to access it
 - reviewing existing hauora support resources to ensure they remain appropriate
 - reviewing the options available to employees for raising issues and concerns
 - building leaders' ability to support employees who are experiencing challenges to their hauora
 - shifting responsibility for hauora to People and Culture.
- The review team recognises that over the past decade there has already been significant and ongoing change within the council, including in response to COVID-19, and that for some staff this is itself a challenge to their hauora.
 - However, it stresses that for Auckland Council to achieve the aspiration of being an exemplar, there must be further changes to the organisation's culture, and to the form and delivery of its hauora support. It concludes that it is vital that the council's leadership acts on the recommendations in the report, including by ensuring there are adequate resources available to implement them.

Part A: Reviewing hauora support within Auckland Council

1. This report details the findings from the hauora / wellbeing review conducted within Auckland Council in early 2021. It is provided by the team that conducted the review, at the request of the Chief Executive, for the benefit of the council's leadership team, staff and other stakeholders involved in the review.
2. The review focussed on the measures that Auckland Council already has in place to support staff mental and emotional wellbeing or hauora, and how effective staff and other stakeholders felt these measures were. Feedback from staff and stakeholders is summarised in Part B.
3. The review also compared Auckland Council's approach against an exemplary wellbeing assessment tool, developed by a third-party provider for this purpose. The comparison clarified how well the council is doing and highlighted areas for improvement: these insights are outlined in Part C.
4. From this process, the review team has made a series of recommendations about how hauora support within Auckland Council could be strengthened and developed. The recommendations recognise that the council already has significant measures in place to support staff hauora and looks at how these could be built on, to lift the support the organisation provides to an exemplary level. The recommendations form Part D of this report.

Factors influencing the review

5. Auckland Council has reflected on how well it is providing support, fostering manaakitanga, and safeguarding its people from mental and emotional harm. The hauora review and this report are a continuation of that reflection process, as will be any changes, actions or work programmes triggered by the report's recommendations.
6. Auckland Council's Chief Executive has made clear that he aspires for the council to be an 'exemplar' among New Zealand employers, in terms of how the organisation supports staff hauora. This aspiration sets the benchmark for this review and its recommendations – it is the level of staff hauora support that the organisation intends to achieve.
7. Auckland Council services are often delivered within a challenging operating environment, and staff are called on to work within this. Despite and because of this, Auckland Council is committed to creating a workplace for all employees that is safe, empowering, and fosters positive engagement and a high degree of trust.
8. In addition, WorkSafe's unequivocal expectation is that councils (and other organisations and businesses) will have effective systems in place to protect employees' physical and mental health. This reflects the Health and Safety at Work Act 2015, where health is defined to include both physical and mental health. WorkSafe is clear that organisations will be held accountable for psychosocial harm to employees because of workplace hazards.

How the review was conducted

9. The review was undertaken from January to March 2021. It was an internal review, carried out by council staff, and looked at all of the council's policies, processes and procedures relating to staff hauora. The review team's terms of reference are set out in Appendix 1.

10. The timeframe for the review was tight and this limited aspects of the review team's work and our ability to engage fully with all possible stakeholders. However, the team also had access to three engagement and wellbeing surveys, all undertaken within the year prior to the review.
11. The results from these surveys, when coupled with feedback from staff, provided useful insights into the intersection between staff engagement and hauora. They also provided a good indication of what is working well and the main issues of concern for Auckland Council employees.
12. As a result, the review team is confident that it has sufficient information to identify the themes and make the recommendations detailed in this report.

Acknowledging the council's existing support

13. It is important to acknowledge that Auckland Council already provides a range of wellbeing resources for its employees. These are detailed in Appendix 2. We recommend that these resources should be reviewed, to ensure they are meeting an identified need. However, as a general comment, we consider these resources are achieving their purpose and, in some cases, doing so extremely well; and that the support available to staff at Auckland Council is certainly better than that provided by many other employers.
14. In particular, in relation to health, safety and wellbeing, Auckland Council has a comprehensive suite of guidance. This guidance starts with the charter¹ principle: We look after our safety and wellbeing. It is further emphasised in the council's Health, Safety and Wellbeing Policy Statement, which in turn is supported by the Safety Management Framework.
15. Collectively, the information in these documents is comprehensive and appropriate, although its can be overwhelming for readers who are not health, safety and wellbeing professionals. The review team considered that the policy suite could be simplified and made more accessible.

The recommendations are a starting point for culture change

16. The recommendations made in this report are by necessity high level. They (and the report) should be regarded as the start of Auckland Council's efforts to ensure employee hauora is part of the organisation's DNA. They are not intended to represent a desired endpoint.
17. The review team appreciates that a number of the recommendations will require significant and deep-seated changes to aspects of the council's workplace culture.
18. Culture change takes time and resources to be implemented properly. To succeed, any change will need unwavering ownership and promotion by Auckland Council's senior leadership and elected representatives. However, the changes we recommend are not starting from nothing: the council already has hauora programmes underway that can be incorporated into particular recommendations.
19. We also appreciate that the change may be confronting and uncomfortable for some leaders and staff members who, up to now, may have considered there are no systemic hauora issues across the organisation, or that where any such issues exist, they are individual, isolated

¹ The six high-level principles and supporting guidelines that set the organisation's expectations and bottom lines for conduct.

situations. This is to be expected: some people will adjust with ease to a hauora-based culture, some will take longer, and for some the changes required may prove insurmountable.

20. However, any resistance to treating the hauora of employees as paramount, particularly at a senior level of leadership, cannot remain unaddressed. Such resistance should be treated as a performance failure, in the same way as any other fundamental performance expectations. Failing to address resistance to change will undermine Auckland Council's efforts to improve the level of hauora support it provides.

Hauora as the basis for organisational performance

21. Although the circumstances that gave rise to this review have been difficult and confronting, the review presents a unique opportunity to develop a culture that fosters hauora within Auckland Council.
22. In the past, organisations have often viewed measures to support staff wellbeing or hauora as things that are 'nice to have' (but not vital); a soft add-on that they may or may not choose to provide. In many cases, organisations outsource hauora provision to external providers.
23. This 'old school' view – of hauora support as nice, but optional, is problematic in several respects. For one, it is at odds with te ao Māori and the lived reality of our employees. Most people cannot separate out what happens in their lives outside the workplace from what they do at work. Whānau expectations, caregiver responsibilities, financial concerns, relationship challenges: these are all part of everyone's everyday life, and profoundly affect how people engage with those around them (whether colleagues or customers) when they are at work.
24. In addition, academic literature and the examples set by some innovative employers are increasingly demonstrating that employee hauora should be regarded as a prerequisite for strong organisational performance – rather than an optional extra. There is also increasing recognition that being a good employer involves providing support to employees who are experiencing pain for whatever reason, and that the workplace should not cause additional suffering or alienation.
25. These changing attitudes to hauora support are reflected in Worksafe's current strategic plan, which represents wellbeing as an overarching responsibility of employers, even if it is predominantly a voluntary activity (see Appendix 3).
26. The review team fully endorses the increasing emphasis being placed on hauora. Employees cannot be expected to perform well in an environment characterised by poor leadership, sustained and unreasonably demanding workloads, and a lack of respect. Although, this experience is not universal (or even widespread) within Auckland Council, it is the reality for some of our people. Feedback from the staff network groups highlights the struggle that many staff members face every day.
27. In addition, the additional pressures associated with COVID-19, in particular increased employment insecurity, have had a profound impact on the hauora of many of Auckland Council's employees. Although not all of the issues staff are experiencing link directly to COVID-19, the pandemic has served to highlight various matters within the council that need to be addressed if the organisation is to achieve its performance aspirations.
28. Ongoing change will remain a reality for Auckland Council staff, as the organisation continues to evolve and develop to meet the needs of its customers. The challenges and opportunities raised by this dynamic future can only be properly met by a confident and engaged workforce.

If the organisation is to move forward successfully, it is vital that its leadership acts on the recommendations in this report, including by ensuring adequate resourcing for the recommended changes and initiatives.

Part B: Stakeholder feedback gathered during the review

29. This section summarises the key themes to emerge from feedback gathered during the hauora review. Appendix 3 sets out the various staff groups and other stakeholders that the review team met with.
30. Overall, the review process highlighted the critical role that ongoing feedback plays in developing and maintaining hauora support and initiatives. It is for this reason that one of our recommendations is to establish a challenger group, comprised of members from the staff network groups. There is more information about this, and our other recommendations, in Part D of this report.

Employee views on workplace culture

31. Auckland Council's most recent staff engagement survey (March 2021) was responded to by 5,674 employees, so can be read with confidence as reflecting the sentiments of the majority of Auckland Council staff.
32. The survey returned a health and wellbeing score of 7.7. This score is in the middle range of the global local government database used by Peakon, Auckland Council's engagement survey provider.
33. In relation to management support, topic scores and comments were mainly positive, with many respondents seeing their team or people leader as supportive, helpful and caring. The other notable positive score related to respondents' relationships with their peers.
34. While the employee net promoter score² returned by the survey was good, with the number of promoters being twice that of detractors, there were still 1,245 employees in the detractor group.
35. This suggests that some employees see the council's workplace culture as unsatisfactory and a negative experience. Comments in the surveys reflect this, indicating that for some employees, elements of the organisation's culture have a profound impact on their hauora.

Leadership awareness of hauora issues

36. Feedback about leadership awareness of hauora tended to be directed at the council's senior leadership, in particular, the executive leadership team and the enterprise leadership group.
37. Most of the feedback received was about the need for greater congruence between what is said across the organisation about concern for wellbeing, and the day-to-day reality for staff and teams working on the frontline. The feedback was particularly focused on the need for appropriate resources to meet the demands faced by the organisation.
38. Widespread feedback acknowledged that COVID-19 had put significant, unanticipated constraints on Auckland Council, and that the organisation had understandably had to look critically at what it could deliver.
39. The ensuing changes have affected workforce numbers (and continue to do so). However, staff noted that they had not experienced a corresponding decrease in workloads. The

² Employee net promoter score is a way of measuring employees' satisfaction levels. The number represents the balance of employees who are 'promoters' of the organisation compared with those who are 'detractors'.

feedback on this topic wanted to impress on the executive leadership team that fewer people were now working harder to get more done, and that this was having a corresponding negative impact on employees' hauora.

Managers' role in relation to hauora issues

40. Feedback on this theme relates to direct managers of employees. High scores in the engagement survey suggest that, in general, team members are positively disposed towards their direct managers.
41. There are, however, sufficient examples where this is not the case to suggest that Auckland Council should look at the processes it uses to appoint people leaders and to ensure it sets them up for success. All too often, individuals are appointed to people leader roles because they are subject matter experts, not because of leadership skills.
42. Over the past several years, a consistent theme in employee responses to the engagement surveys has been about how the organisation's strategic direction is positioned. Our interpretation of this feedback is that employees are seeking a greater emphasis, from senior leadership, on safeguarding staff hauora, as well as delivering the outcomes that Aucklanders are expecting. Employees appear to feel that too often the former is traded off in favour of the latter.
43. There was also considerable feedback, both in the survey and anecdotally, about people leaders' workloads; in particular, that team leaders do not have the time or training to provide strong hauora support for their teams. For a variety of reasons (including capability, capacity or bias), many people leaders are ill-equipped to support team members when they are struggling or experiencing disrespectful, bullying or otherwise harmful behaviour.
44. Unfortunately, in some situations, people leaders are the perpetrators of such behaviour. Staff felt there needed to be far more accountability within departmental leadership structures where this occurs; all too often, problematic behaviour, whether by team members or people leaders, is left unaddressed. Auckland Council is not alone in this, but the issue does need to be addressed if the organisation is to move from good to exemplary in how it supports its people's hauora.

Impact of continuous change, including the prospect of change

45. There has been ongoing feedback from staff and unions for several years about the impact that continuous change within the organisation is having on staff hauora. In response to this, the council's executive leadership team has previously assured staff that there would be a reduced structural change programme. This was, however, prior to the COVID-19 pandemic, which has generated a fresh wave of changes.
46. In the main, people understood the need for change. Their concerns relate to the impact on themselves and their colleagues of undergoing change at a time of increased demand. There is also a perception that the organisation imposes change process after change process, without looking at alternatives (such as continuous improvement processes), or allowing changes to take effect.
47. There were several comments made that the existing wellbeing and hauora support, such as the employee assistance programme, was useful, but did not address the root causes of stress

and poor hauora: namely ongoing change, high workloads, and unrealistic expectations. Several comments were made to the effect that people did not have time to seek help.

Lack of action to address poor behaviour

48. Feedback on this theme has consistently appeared in engagement surveys over several years, including pre-COVID-19. Although some of the feedback about perceived inaction is not necessarily borne out by the data, the feedback remains persistent, and represents a widespread perception that there is organisational apathy when it comes to dealing with poor performance or behaviour.

Trust in the Speak Up process

49. Feedback about the council's Speak Up³ process has expressed a lack of trust in the process, and concerns about possible retribution and a lack of confidentiality.
50. Despite this, data provided by Auckland Council's human resources function, People and Culture, suggests a number of employees do use Speak Up.
51. In part, the challenge comes from people not wanting to make a complaint where they will be identified to the respondent, but still wanting disciplinary action to be taken. With this in mind, we have recommended a review of Speak Up.

Staff involvement in developing solutions

52. The concept of employee voice came up consistently in several respects. As one person noted "communities are increasingly asking to be able to determine their own futures, so why can't we".
53. Providing opportunities for staff (and leadership and elected members) to be meaningfully involved in developing Auckland Council's hauora culture will be critical if that culture is to succeed. Simply telling people what the culture will be is at odds with both staff expectations and research that emphasises the critical role that employee voice plays in creating a high-performing organisation.

Working in a local government environment

54. The interplay between Auckland Council employees and elected representatives gives rise to particular and unique challenges. For the most part, these relationships function well and are positive.
55. Comments from staff acknowledged the adverse impact that ratepayer expectations, the media and the nature of their role in general can have on elected representatives.
56. On a less positive note, staff referred to a power imbalance between staff and elected representatives that is ever present, and a feeling of having nowhere to turn when they feel a line has been crossed. Employees must be given support and guidance to help deal with situations where their relationship with an elected member deteriorates or is a negative one.

³ Speak Up is the internal mechanism that Auckland Council employees can use to share a concern, ask a question, or seek advice about something that they feel is not in keeping with the organisation's charter.

This includes staff who present to fora, such as committees, public meetings, local boards, and the governing body.

57. Staff and stakeholders who the review team spoke with, talked about their experiences. They recognised the importance of open and unfettered discussion but suggested that there were times when such discussion became a personal attack on the presenter, or the presenter was treated disrespectfully.
58. Examples included situations where presenters were asked the same questions repeatedly, or were accused, without justification, of misrepresentation or being compromised. Such experiences left staff feeling undermined and personally attacked. By the same token, one contributor talked about presenting on difficult and potentially divisive issues, but to elected representatives who engaged and challenged respectfully and appropriately.
59. Some of the feedback outlined how a few elected representatives consider it appropriate to treat staff with apparent disdain and contempt (in the words of one contributor). These individuals were not called out for this behaviour or censured by chairs, which served to perpetuate their conduct. There were strong views that while staff were held accountable for their behaviour through the council's charter, the Elected Representative Code of Conduct was ineffective.

Part C: Comparing our current hauora support against an exemplar

60. In this section, we compare the existing hauora support provided by Auckland Council against an exemplary programme of support, to build a picture of how well the council is currently doing. The results of this analysis are shown in Table 1.
61. The exemplary hauora support programme we have used was developed by Auckland Council's employee assistance provider, Instep, as part of the review process. The review team asked Instep to develop the programme to show what exemplary hauora support might look like for the council.
62. Instep is a highly regarded wellbeing provider in New Zealand, with knowledge of national and international wellbeing developments and best practice.
63. The review team first assessed Auckland Council's current hauora support provision, in particular assessment areas, against Instep's guidance. Using the stakeholder and survey feedback, we then attributed a current state score for each area.
64. We anticipate that, in future, this assessment model and baseline score could be used as a hauora index, for measuring Auckland Council's progress towards providing exemplary hauora support. The index would not be a definitive indication of progress. Rather, it would be one mechanism we could use to assess performance, in conjunction with others.
65. For example, the recommended hauora challenger group, the recommended hauora governance group, and feedback from stakeholders and surveys would all also provide a picture of how the council is doing.
66. There is more information about the recommended hauora index and challenger and governance groups in Part D of this report.

Table 1: Assessment of the council's current hauora provision against an exemplary programme of hauora support

Description of an exemplary wellbeing programme	Assessment areas	Key questions	Our assessment	Score (out of 10)	Recommendation/s
<p>An exemplary wellbeing programme is one where our people feel (and are):</p> <ul style="list-style-type: none"> • protected from harm to their wellbeing • nurtured and valued for their contributions • stronger as a result of working in our environment • supported from all sides. <p>In order to achieve this, Auckland Council needs the following.</p>	<p>Senior leadership</p>	<p>Are senior leaders involved in the wellbeing strategy?</p>	<p>There is no dedicated wellbeing strategy. Wellbeing is, however, highlighted in Chief Executive and director communications, and in Kotahi updates, and some individual divisions have started developing initiatives to meet their needs. Senior leaders are seen as important champions of their people's hauora, but are not necessarily supported to deliver against this expectation.</p> <p>Kia Manawaroa, Our Strategy 2022, with goals of (1) deliver within our means, (2) change how we serve</p>	<p>6</p>	<p>Develop and deploy (on an ongoing basis) initiatives to reinforce an organisational culture that actively supports wellbeing.</p>

Description of an exemplary wellbeing programme	Assessment areas	Key questions	Our assessment	Score (out of 10)	Recommendation/s
<ul style="list-style-type: none"> • Organisational commitment to wellbeing, with leaders showing accountability and ownership in driving wellbeing from the top and right throughout the organisation, at all levels of people leadership. • People managers who are trained to be good leaders and who support the health and wellbeing of their people. • Identifying and managing stress to be a core skill for leaders, so that they are able to recognise and support their people when they are experiencing stress. Our people leaders are equipped to deal with issues affecting the wellbeing of their people. • Employee involvement in issues to do with their wellbeing. Employees will have the opportunity to contribute to decision-making through staff engagement forums. This is about ensuring employees are actively involved in issues to do with their wellbeing and that we address what really matters when it comes to wellbeing at work. 			customers, (3) focus on communities, (4) smaller more adaptable organisation does not include a focus on wellbeing.		
		How does the organisation champion wellbeing?	Te Papa Hauora (based on Te Whare Tapa Whā model) was created in 2020 to provide a pathway to wellbeing to keep employees and their whānau happy and healthy.		
		How do senior leaders show their commitment to wellbeing and that they prioritise people over profit?	There is inconsistency in terms of wellbeing leadership across senior leaders. There is an issue with leadership in lower-level tiers.		
		How is senior leadership involvement measured?	This is not currently measured.		
	Strategy	Is there a coordinated, organisation-wide wellbeing strategy in place?	While there is no single coordinated wellbeing strategy, a range of practices and services are in place.	3	Develop an organisation-wide integrated wellbeing strategy as an element of an overarching culture that actively supports our people's hauora.
		Does it follow a continuous improvement cycle?	Individual practices and services (e.g. the employee assistance programme) are subject to review.		
		Are people from all layers of the organisation involved and does it cross multiple different disciplines from prevention (e.g. health and safety, human resources and management), promotion of health (e.g. health and fitness), to recovery (e.g. treatment and medical expertise).	Mixed.		
	Managing risks to wellbeing	Do all leaders and work units know how to identify, assess, manage, and review the aspects of work that have the potential to cause psychological harm?	No, there is variation in understanding, knowledge and practice.	4	Develop and deploy a leadership support programme that provides practical guidance on how to deal with hauora and mental health issues.
	The role of leaders	Are leaders selected and trained to be good managers of people?	A mixed bag. There is an opportunity to put support in place for technical leaders moving into people leadership roles, and for staff moving up into a people leader role.	6	Deploy a leadership support programme and subsequently actively manage underperforming leaders. Amend our recruitment approach to strengthen its focus on people skills.
		Do policies and processes clearly state the important role	Yes.		

Description of an exemplary wellbeing programme	Assessment areas	Key questions	Our assessment	Score (out of 10)	Recommendation/s
		leaders play in keeping their staff healthy and well?			
	Leader training and capability	Are leaders trained to address stress in the workplace?	Leaders of activities that are recognised as being high stress are trained. Training in other areas is variable.	5	Deploy a leadership support programme.
		Do they know how to identify people who are struggling, support staff, reduce stress and get people the help they need?	Leaders of high stress activities or who have previous experience of people who are struggling have greater awareness. Awareness is variable elsewhere.		
	Lifting worker wellbeing	Is focus given to promoting the positive aspects of work to lift worker wellbeing and resilience, not simply preventing harm?	Yes. There is a strong focus on linking what we do in the council with the difference we make for the city and Aucklanders. The Chief Executive Te Pou Awards and informal recognition systems operating across departments and teams promote the positive aspects of what we do.	7	
	Healthy practices	Are practices in place to enable healthy habits so individuals can take care of their own health and wellbeing needs?	Variable. While many workers (e.g. office based) have access to flexible work hours and the option to work from home, others (e.g. customer facing) do not. Subsidised healthy food options are available for some (e.g. at Auckland House) but not elsewhere. Classes that enhance wellbeing (e.g. yoga) are run in some locations, depending on the availability of volunteer instructors. All staff have access to subsidised gym membership.	6	
	Awareness	Does the organisation try to raise awareness and decrease stigma around wellbeing issues?	Yes. Senior leadership and ongoing Kotahi articles have encouraged people to raise issues and access support programmes. This has particularly been the case since the start of the COVID-19 pandemic in 2020.	7	Enhance communication about how easy it is to access services and their benefits.
	Employee voice	Do employees have a voice that is heard?	Yes. There are a range of options (e.g. face to face, telephone, email, live forums, union representatives, confidential Speak Up channels, My Time sessions with people managers) for staff to communicate with senior managers, who actively consider any issues highlighted.	7	Enhance the current programme of staff exit surveys to include all staff who exit. Review the Speak Up service, with a focus on enhancing trust and responsiveness.

Description of an exemplary wellbeing programme	Assessment areas	Key questions	Our assessment	Score (out of 10)	Recommendation/s
		Does the organisation proactively obtain their voices and opinions to inform crucial decision making?	Yes, via a range of options including consultation prior to any structural change, project teams, engagement surveys, and team and departmental meetings.		Establish a staff group with a focus upon wellbeing to engage with senior leadership, and deploy targeted surveys or audits of staff wellbeing, which replace or supplement the existing annual survey.
		Does the organisation feed back to employees on how their voices have been heard and the impact this has had on decision making?	Yes. However, we could do more to tell our stories and demonstrate how employees' voices impact on decision-making.		Enhance communication about how the voice of staff has resulted in changes.
	Work conditions	Is the organisation measuring conditions of work and its impact on worker wellbeing?	As part of the engagement survey the question is asked "my physical work environment supports my physical health".		
		Do you know how healthy your people are and whether your work conditions are detracting from or boosting wellbeing?	There is no organisation-wide programme to assess employees' health. Individual departments or teams do undertake such monitoring if it is related to the role.		

Part D: Analysis of current hauora support and recommendations for the future

67. This section sets out the review team’s recommendations for improving how Auckland Council provides hauora support. The analysis recommendations are grouped under four themes:
- organisational culture
 - leadership
 - resources
 - organisational structure.
68. The recommendations take the council’s Chief Executive’s aspiration – for the council to be an exemplar for how an organisation supports staff hauora – as their starting point and guiding vision. They are based on the feedback and analysis from the review process and are accompanied by an analysis of why they are needed.
69. It should be noted that in many cases the recommendations will overlap with existing or proposed programmes of work. The review team did not have sufficient time to assess the existing programmes against its recommendations; if the recommendations are accepted in whole or in part, then this process still needs to happen.

Organisational culture

Develop an organisational culture that actively supports hauora

70. The concept of organisational culture is difficult to define. It should not, however, be confused with organisational strategy.
71. Auckland Council has several organisational strategies that guide its performance, including its recently developed people strategy. Strategy can be viewed as the proposed outcome of an organisation’s endeavours (and the pathways to that outcome). Culture, however, is the aggregate of an organisation’s employees’ lived reality at work.
72. Increasingly, many employers and wellbeing practitioners are coming to regard wellbeing as a foundational element of an organisation’s culture. Like culture, however, what exactly is meant by employee wellbeing or hauora can be hard to pin down.
73. In our view, if hauora is to be a foundation for culture, then it must go beyond merely promoting worker resilience and wellbeing. Focussing solely on these matters tends to characterise the work experience as inherently harmful, something that needs to be countered by positive interventions, when this need not be the case.
74. If Auckland Council is to be a wellbeing exemplar, then we believe that a focus on hauora, as seen within the Te Whare Tapa Whā framework (see Appendix 5) is a better approach. Under Te Whare Tapa Whā, support is provided for the entire person and arbitrary distinctions between personal and work lives become less important.
75. Based on this holistic view, the vision for organisational culture that resonated with the review team was: “Our people are stronger as a result of working at Auckland Council”.
76. At present, this is not always the case. As outlined in Part B, although for many employees the experience of working at Auckland Council is positive, for some it is unpleasant and for a few it

is something to be endured. It is difficult to quantify the numbers of staff who fall into each category, and in any case, we do not believe this is material. What is apparent (from the staff surveys and feedback from network groups and unions) is that there is room for the council to improve how it supports the hauora of its workforce.

77. Based on the guidance from Instep and a review of best practice in other organisations, we consider that for Auckland Council to foster a culture that supports employee hauora it must:
- recognise that most people cannot separate their private life from their public one
 - set a clear behavioural standard across the organisation based on inclusion, respect and kindness
 - listen to, and take on board where possible, the voice and experiences of its diverse workforce
 - ensure people leaders (particularly those leading frontline teams) are equipped and encouraged to support their teams in all aspects of their hauora
 - provide appropriate resources and support for its people when events or circumstances threaten their hauora.
78. Once these elements are in place, the council can legitimately expect, in return, high performance from a workforce that is able to devote its energies to doing what it wants to do, creating an Auckland we can be proud of. None of these measures preclude a high-performing, customer-focused, agile council. To the contrary, they support it.

Recommendations to develop organisational culture

79. To develop an organisational culture within Auckland Council that actively supports employees' hauora, we recommend as follows.
- The current programme of work looking at organisational culture should incorporate consideration of hauora.
 - Any culture KPIs and metrics adopted as part of the organisational culture programme should include hauora measures. This could include a regular assessment of the organisation's progress towards providing exemplary hauora support, using the Instep tool in Part C of this report.
 - Wherever possible, the organisational culture programme should include existing initiatives and tools that support and encourage employee voice and participation in the organisation. For example, High Performance High Engagement and the various continuous improvement tools that support the Way We Work.
 - The organisational culture programme should draw on existing work within Auckland Council to support its mahi. In particular, the work that has been done in the Southern Initiative, which itself builds on lessons learned from Creating Homes. This work is based on three principles:
 - caring for the space (whether the environment generally or the physical workplace)
 - caring for the team (the people we work with)
 - caring for whānau (the wider community within which we work and live).

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| 80. The timeframe for implementing these recommendations will be determined by the programme of work regarding culture, which is currently being scoped and developed. |
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Establish a hauora challenger group

81. Recent engagement and wellbeing surveys suggest that for most employees working at Auckland Council is a positive experience overall, although the events of the past 12 months (including the challenges associated with the emergency budget, staffing levels and ongoing work demands) have undoubtedly affected many.
82. The danger of surveys is that the experience of the majority can dilute the different experiences of the few or marginalised groups. Discussions with staff network groups suggest that for many of their members working at the council is not an engaging or enjoyable experience.
83. What was also noticeable, however, was the passion expressed by these groups and the extent to which they wanted a constructive dialogue, aimed at making Auckland Council a great place to work. For example, in response to this hauora review, some of the staff network groups have already started to engage with their members to elicit more information about their experiences. It is important that this feedback is not lost and is incorporated into any hauora programme.
84. To this end, we suggest that the existing network groups and the PSA could be invited to contribute members to make up a wider challenger group. The challenger group will provide input into the hauora programme of work, and potentially also into the diversity and inclusion work programme. Although the group would initially draw from the various network groups and union, the nature of the group and its constituents would be reviewed as part of the proposed annual hauora audit.

Recommendations to establish a challenger group

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| 85. To establish a hauora challenger group within Auckland Council, we recommend as follows. <ul style="list-style-type: none"> • A hauora challenger group should be established to represent the employee voice, in particular those employees whose experiences or lived realities differ markedly from the majority. The challenger group will need to be provided with appropriate support, for example from People and Culture. • The challenger group should have a direct reporting relationship to the executive leadership team (sitting as the Health, Safety and Wellbeing Committee), with regular meetings throughout the year. The group must be able to provide regular, unfiltered feedback to the executive leadership team about the progress of the hauora programme of work. |
| 86. The timeframe for implementing these recommendations is: as soon as possible. |

Establish a hauora governance group

87. One common approach is for employers to establish a governance group of senior leaders to ensure that there is organisational ownership of their hauora programme.
88. At Auckland Council, the executive leadership team also currently acts as the organisation's Health, Safety and Wellbeing Committee, but with an expanded membership to include representatives from the PSA and AWUNZ. This goes beyond what exists in many other organisations and reflects the good working relationship that the council has with the two unions.
89. The external reviewer for this hauora review, Debbie Francis, based on her experience undertaking the Parliamentary Services Review, talked about the importance of involving elected representatives in the mahi. While MPs were involved in the Parliamentary Services governance solution, the approach taken within Auckland Council may differ, given the different political structures.
90. Although involving elected representatives would blur the traditional line between the organisation's political and executive functions, it has merit because elected representatives' actions and attitudes can have a profound impact on employee hauora. Furthermore, the hauora of elected representatives is often overlooked (including by elected representatives themselves). Including them in the group's korero would ensure that all parts of Auckland Council were focused on shared hauora goals.

Recommendations to establish a governance group

91. To establish a hauora governance group within Auckland Council, we recommend as follows.

- The executive leadership team should consider how best to involve elected representatives to reflect their role in the organisation and under health and safety legislation. This would include both local boards and governing body representatives, and ideally would ensure a variety of viewpoints are represented.
- The hauora governance group should also include at least one or two representatives from the hauora challenger group, as well as union representatives and appropriate external subject matter expert(s) (e.g. academics, senior wellbeing practitioners, or similar).

92. The timeframe for implementing these recommendations is: **30 June 2021**.

Manage the impact of work on hauora

93. Work and workloads, and their associated stressors, have a very real impact on people's wellbeing.
94. At Auckland Council, feedback gathered from the surveys and anecdotally makes it clear that workloads, staffing shortages (real or perceived) and the corresponding increase in demand are negatively affecting employee's wellbeing, engagement, and job satisfaction. These factors can also have an adverse impact on other areas of employees' work, such as their ability to take leave or undertake training, and create a sense of not being able to do their job properly.

Recommendations to manage the impact of work

95. To manage the impact that working at Auckland Council has on employees' hauora, we recommend as follows.

- Auckland Council should establish and implement a meaningful, strategic, demand-driven workforce planning tool, as a matter of priority.
- The council should continuously review and improve its staff recruitment and deployment change processes, to reduce the time that positions that support mandated service levels remain vacant. In areas, such as Active Recreation, where there is an established ongoing need to recruit, initiatives to streamline and improve the recruitment process should be supported. (We note there are already processes underway to do this.)
- The proposed hauora challenger group should be asked for suggestions as to how employees' work experience might be improved.
- The existing exit survey programme should be extended, so that that exit surveys become standard for any staff member leaving Auckland Council employment.

96. The timeframe for implementing these recommendations is: **30 November 2021.**

Resources

Manage antisocial and aggressive conduct

97. One matter that emerged through the review was the need for Auckland Council to develop and deploy protocols to support staff who are working in situations that are contentious or likely to expose them to antisocial or aggressive conduct.
98. Although, in the main, staff are most likely to experience antisocial or aggressive conduct from external parties, there are also occasions when they can feel vulnerable due to the behaviour of some elected representatives.
99. Work areas and situations where council employees are particularly likely to encounter unacceptable behaviour include:
- teams that are routinely dealing with aggressive members of the public
 - teams or team members, particularly junior employees, who are required to attend forums dealing with contentious issues
 - animal management
 - pest and weed management
 - tree issues and management
 - swimming pool management.
100. Feedback received in the review showed that some staff felt that the council did not 'have our backs', and that they had to endure antisocial and aggressive behaviour as an inevitable part of their roles. Staff also referred to an ever-present power imbalance, making it difficult for them to oppose or otherwise deal with unacceptable behaviour from elected representatives.

101. Auckland Council needs to ensure staff feel safe and supported, and protect them from antisocial and aggressive behaviour, irrespective of the source. Employees, particularly junior ones, should not be put in situations where they are likely to be subject to such behaviour, without appropriate protection from the organisation, just because it is 'an expected part of the job'. The council would not knowingly put employees in situations where they are at risk of physical harm; the same standard should apply to emotional and psychological harm.

Recommendations to manage antisocial or aggressive conduct

102. To manage Auckland Council employees' exposure to antisocial and aggressive conduct, we recommend as follows.
- The Chief Executive should make a clear statement, reinforced by the executive leadership team, that council employees do not have to put up with unacceptable behaviour and can refuse service in such circumstances.
 - This message should be reinforced with collateral, similar to that found in medical facilities, advising that service will be refused if people are aggressive.
 - The mayor, as a signatory to the Safety and Wellbeing Policy Statement, should be asked to endorse and promote this message to all elected representatives.
 - The team looking at the Elected Member Code of Conduct should be made aware of this report and the impact that elected representative behaviour has, or can have, on employee hauora.
 - People leaders (and their senior leaders) should be authorised and trained to put in place appropriate risk management plans and protocols to protect employees who must attend public forums where they may be exposed to personal harm, whether physical or psychological.
 - Protocols should be based on identified key risks and provide clear direction on how any unacceptable behaviours or actions should be managed. They should specifically include the option for staff to refuse to attend any forum where there is a real likelihood of danger.
 - Guidance should be provided to people leaders (possibly as part of a leadership support programme) on how to reinforce the message to their teams that they should not endure unacceptable behaviour in any context.

103. The timeframe for implementing these recommendations is: **1 July 2021.**

Support challenging and stressful roles

104. There is scope for Auckland Council to be more proactive in how it supports employees who are finding their roles inherently challenging or stressful.
105. At present, the council's main employee support mechanism largely depends on the individual staff member contacting the council's employment assistance provider (although on occasion, in exceptional acute situations, the council will initiate this support).
106. The hauora review highlighted that there are two common scenarios where support for employees is essential and needs to be enhanced.

- The first is in change management situations. Individual staff members' reactions to change can vary widely: for some, being involved in change causes no particular concern; for others the experience is devastating. Auckland Council has experienced an ongoing programme of change since 2010 and the review feedback revealed that this has been unsettling for many staff.
 - The second relates to inherently stressful roles, where staff members are routinely exposed to increased levels of stress due to the nature of their day-to-day work. An example is frontline librarian staff who routinely have to deal with members of the public who are homeless, have mental health challenges or are antagonistic towards Auckland Council for some reason. Another example is customer service roles in general, and specifically those staff members who have to deal with particularly challenging individuals.
107. Enhanced support is required for these roles, tailored to the nature of the challenge and the needs of the team. As an example of tailored support, one district health board in the Auckland region has an arrangement where every week someone from the health board's employee assistance programme provider visits or phones the emergency department (and other inherently challenging hospital workplaces) to check-in with team members.

Recommendations to support challenging and stressful roles

108. To support Auckland Council staff with inherently challenging or stressful roles, we recommend as follows.
- People and Culture should review, as a matter of urgency, and in conjunction with Instep, how the organisation might better support staff affected by change.
 - People and Culture work should identify roles that involve an inherent, significant level of stress (where the stress cannot be eliminated). An ongoing programme of pastoral care should then be implemented for these roles, tailored to the particular department or team.
 - Given the importance of supporting people in these circumstances, we recommend prioritising the development of additional support mechanisms so that:
 - with regard to the change process, they are in place for any changes that occur after 1 July 2021
 - with regard to the pastoral support for individual roles, they are being trialled in a suitable team by the same date.

109. The timeframe for implementing these recommendations is: **1 July 2021.**

Build awareness of existing support and how to access it

110. Auckland Council already provides a variety of different resources to support employee hauora. These include Instep's employee assistance programme, Fairway's Manawa Rahi and Speak Up.

111. Although several staff and stakeholders commented on these resources favourably, there was also consistent feedback that the profile of the resources among employees was patchy, particularly for staff in roles with limited access to Kotahi or email.
112. In addition, while many employees are aware of the support available, others are unsure what support the council provides or how to access it. A significant number of people leaders do not know what support options are available for team members who are confronted with challenging and, potentially, sensitive issues.
113. Experience with Speak Up also suggests there is a need for an ongoing communications programme to promote and refresh the council's hauora message.

Recommendations to build awareness of support

114. To build awareness of Auckland Council's existing support mechanisms, we recommend as follows.
- Include information about the hauora support available as part of any leadership induction and development programmes, so that all people leaders understand the steps that need to access support or, at the very least, where to find the relevant information.
 - As part of the hauora programme of work, a comprehensive communications calendar should be developed that promotes hauora, Speak Up, and Manawa Rahi resources. The calendar can align with the Diversity and Inclusion, Integrity and wider People and Culture calendars to ensure employees receive clear messages about events and matters of potential interest to them.

115. The timeframe for implementing these recommendations is: **1 July 2021**.

Review existing hauora support resources

116. Although there are many hauora support resources and channels already available, it is appropriate that we do not take a 'one size fits all' approach to supporting the council's employees and that these resources are critically reviewed from time to time.
117. One example of such a resource is the Re:New Hub. During this review, a few contributors made critical comments about the hub. However, it receives a significant number of visits over the course of a year, suggesting employees do access it and find it helpful. There is a cost associated with maintaining the hub and it is appropriate to review it to ensure it continues to meet an established need.
118. Similarly, Auckland Council's health, safety and wellbeing policy suite is generally considered to be comprehensive and appropriate. However, it can be difficult to follow and confusing for non-health, safety and wellbeing professionals, and would benefit from a review.

Recommendations to review existing resources

119. To review Auckland Council's existing support resources and channels, we recommend as follows.
- An easy-to-read and accessible health, safety and wellbeing policy resource should be developed and deployed.

<ul style="list-style-type: none"> • The council’s induction programme should be reviewed to ensure that new staff are made aware of Auckland Council’s hauora resources, services and escalation paths, such as Speak Up. • An annual hauora audit should be undertaken, with input from frontline leaders, unions and the challenger group we have recommended to be set up. This will ensure the council’s hauora support provision remains relevant and appropriate.
<p>120. The timeframe for implementing these recommendations is:</p> <ul style="list-style-type: none"> • initial review completed by 30 June 2021 • then annually, as part of the recommended hauora audit.

Review employees’ options for raising issues and concerns

121. Auckland Council’s Speak Up resource is used as a mechanism for staff to escalate matters of concern or to seek advice, especially in relation to behaviour that is at odds with the council’s charter. Staff feedback on Speak Up consistently expresses a lack of trust in the process, although staff do continue to use it.
122. On the other hand, the council’s Manawa Rahi resource is an independent resource that provides guidance and advice to staff members and people leaders on how to manage low-level conflict in the workplace. It is not intended as a comprehensive answer to workplace bullying or harassment, but rather aims to help staff deal with situations that might potentially become increasingly problematic.

Recommendations to review options for raising issues

<p>123. To review the options available to Auckland Council staff for raising issue and concerns, we recommend as follows.</p> <ul style="list-style-type: none"> • Speak Up should be reviewed to improve employee trust in the process. The review should focus on why employees are cautious about using the process, including any apprehension about how the process works, and concerns about confidentiality or possible repercussions. This may include providing a channel that is independent from the council, which employees may use to raise concerns. • People leaders need to be trained in the options available for employees to raise issues and concerns, and how to support team members experiencing issues or concerns sensitively and appropriately. • Building on the work done on Manawa Rahi to date, we should review how low-level investigations and disciplinary matters are dealt with and make appropriate changes.
<p>124. The timeframe for implementing these recommendations is:</p> <ul style="list-style-type: none"> • Speak Up review completed by 30 May 2021 • review of approach for dealing with low-level disciplinary and other matters completed by 1 December 2021.

Leadership

Build leaders' ability to provide support

125. The review team received consistent feedback from a wide range of contributors that people leaders needed to be better equipped to support team members who were experiencing challenges to their hauora.
126. There is no suggestion that people leaders should be expected to undertake a therapeutic role of any description: indeed, it would be dangerous for this to happen. What is required is to give people leaders the confidence to deal with wellbeing situations with empathy and the knowledge of where to seek support.

Recommendations to build leaders' ability

127. To build the ability of Auckland Council's people leaders to provide support for staff experiencing hauora issues, we recommend as follows.
- People and Culture, working with the relevant leadership teams and Instep, should develop a programme of practical guidance for people leaders about how to deal with hauora and mental health issues within teams.
 - Any guidance developed should be suitable for incorporation in future leadership induction programmes.
 - The programme should commence within the Customer and Community Services Division, in the Active Recreation team. Work along the recommended lines has already started within Active Recreation and there are known hauora risks associated with this division's workforce, making it appropriate for Active Recreation to pilot the programme.
128. The timeframe for implementing these recommendations is:
- preliminary programme and pilot developed by **1 October 2021**
 - further work dependent upon the wider leadership programme.

Organisational structure

Shift responsibility for hauora to People and Culture

129. During the review, the review team considered where the various programmes of work associated with hauora might be best situated.
130. At present, hauora is part of the health, safety and wellbeing corporate function, a discrete department within the Group Services Division. However, the review team felt there were compelling reasons why the function might be better transferred to People and Culture, including the following.
- The health and safety programme of work is already an organisational priority, with a significant body of work required, particularly in relation to safety management, to achieve the desired safety culture. This focus (and the associated organisational effort) will continue for the medium term and, if anything, needs to intensify.

- In addition, there is an identified need for occupational health support, which will require further resources from the health, safety and wellbeing function, in addition to those already focussed on safety.
- Safety compliance, particularly for frontline departments and roles, is a matter of risk management, which given the statutory framework is appropriate. This is a very different approach, however, to that required to develop an organisational culture that gives primacy to employee hauora.
- Most of the recommendations in this report directly affect existing or proposed programmes already situated within People and Culture. These include the leadership development and culture programmes of work, and several specific resources, such as employee assistance, Manawa Rahi, Speak Up, and Diversity and Inclusion.
- People and Culture is already well set up to support the hauora programme. It has established channels into the organisation through Business Partnering and People Delivery. Employment Relations holds the relationship with Instep, our union partners, and manages acute and chronic wellbeing cases. Finally, Capability includes a team focused on learning and development, and Diversity and Inclusion has the expertise to support the proposed challenger group.

131. The review team's recommendation to shift hauora is supported by the external reviewer.

Recommendations on shifting responsibility for hauora

132. To shift responsibility for hauora to People and Culture, we recommend as follows.

- Responsibility and accountability for the hauora programme of work should be shifted to sit within People and Culture. The two options within People and Culture where it could be situated are Capability and Employment Relations.

133. The timeframe for implementing this recommendation is: **as soon as possible.**

Appendix 1: Review team's terms of reference

AUCKLAND COUNCIL **Internal Review – Terms of Reference**

Purpose

Auckland Council (Council) has decided to conduct a review of Council's policies, processes and procedures regarding mental wellbeing, pursuant to these Terms of Reference.

Context

Council employees work on a diverse range of matters, some of which involve contentious issues, engagement with internal and external stakeholders and members of the public, plus media interest.

Council has over the years sought to develop policies, processes and procedures to support employment wellbeing in relation to their work.

Particularly in light of questions raised about the sad recent death of one of its employees, Council wishes to review such policies, processes and procedures, and to consider whether any additional steps might be useful to implement going forward.

Accordingly, Council's Chief Executive has asked the General Manager, Health Safety and Wellbeing to conduct a review and to make recommendations as he considers appropriate.

Scope of review

The reviewer is to:

1. Consider Council's policies, processes and procedures regarding mental wellbeing with a focus on workplace stressors including but not limited to workloads involving;
 - (a) matters that can be contentious;
 - (b) potential fatigue;
 - (c) engagement with internal and external stakeholders and/or members of the public;
 - (d) media interest; and
 - (e) any specific matters arising in 2020 due to the impact of Covid-19.
2. Identify whether the information and support regarding employee mental wellbeing are accessible and effectively made available across Council.
3. Examine whether Council's mechanisms for seeking to support employee mental wellbeing in relation to their work are fit for purpose in light of changing work circumstances including but not limited to those arising from the impact of Covid-19.
4. Make recommendations in relation to such matters should the reviewer consider it appropriate.

Appendix 2: Existing hauora support provision at Auckland Council

	Policy, guide or procedure	Comments
1.	The Charter-introduction	<p>This is the fundamental cultural statement that sets out Auckland Council’s expectations of employees and what employees might expect of each other. It consists of six principles: We honour te Tiriti o Waitangi; We make this a great place to work; We look after our money and assets; We look after the people we serve; We look after our information; and We look after our safety and wellbeing.</p> <p>The Charter was introduced to provide a decision-making framework for Auckland Council employees. Previously, the organisation had followed a traditional path of adopting prescriptive policies that attempted to determine what employees should or should not do across all elements of the organisation and its activities. The Charter is an attempt to balance the organisation’s desire to empower our people to do the right thing, while at the same time setting clear guidelines and “bottom line” expectations.</p> <p>The Charter applies across the four council controlled organisations and the Independent Maori Statutory Board.</p> <p>Everyone who joins Auckland Council is required to complete a 30 minute e-learning module about The Charter. As part of The Charter’s implementation all existing employees were required to complete the module.</p>
2.	The Charter <i>Principle-We make this a great place to work</i>	<p>This Principle sets out Auckland Council’s expectations regarding its workplace culture. The organisation is large and diverse, and it is critical that our employees can carry out their work in a way that does not subject them to unlawful discrimination, harassment, bullying or unfair treatment.</p> <p>The above is reflected in the Principle’s bottom line, which makes it clear that we (people leaders and team members alike) are always respectful to others. It states that disciplinary action may result where someone acts in a manner that is inconsistent with The Charter.</p> <p>The introduction to this Principle makes it clear that Auckland Council requires its people to respect and care for each other, including where feedback about adverse performance is provided. The notion of reciprocal respect is fundamental to all workplace interactions, whether between people leaders and team members, team members and colleagues, or Auckland Council employees and the public.</p>

	Policy, guide or procedure	Comments
		<p>The page also provides a link to Speak Up, the mechanism that is in place to allow any employee to raise concerns about matters he or she considers may be inappropriate or inconsistent with The Charter. (See below)</p>
3.	<p>The Charter <i>Guide-respect at work</i></p>	<p>This is the guide for people leaders and team members that sets out in detail Auckland Council’s expectations about what is acceptable behaviour in the workplace (and what is not). It provides guidance for readers about what constitutes bias or discrimination, and what amounts to bullying and harassment. This guidance is based on widely accepted legislative and common law definitions.</p> <p>The Guide also provides information about what an employee might do if he or she believes they were treated disrespectfully (or if they believe someone else has been).</p>
4.	<p>The Charter <i>Guide-speaking up</i></p>	<p>Speaking Up is the mechanism in The Charter that provides multiple channels for employees to ask questions, raise concerns, seek advice, or make a complaint about behaviour or a situation the complainant considers is inconsistent with The Charter. It specifically provides for people to voice concerns “about the wellbeing of yourself or a colleague”.</p> <p>Employees can raise concerns confidentially and can choose where to direct those concerns. Options include the Integrity team (who will generally investigate matters involving allegations of dishonesty, unethical behaviour, conflicts of interest, corruption, particularly where external parties may be involved), People & Culture, and external channels to Auckland Council’s union partners, Manawa Rahi (Auckland Council’s conflict resolution support service), and Auckland Council’s employee assistance program.</p>
5.	<p>The Charter <i>Guide-disciplinary action</i></p>	<p>This guide sets out the process that Auckland Council will follow in the event there are allegations of misconduct against a specific employee that warrant possible disciplinary action. The guide sets out the various outcomes, ranging from a decision that the allegation has no substance through to the employee’s dismissal in the event of serious misconduct.</p> <p>The guide sets out a (non-exhaustive) list of what might constitute misconduct and serious misconduct. This includes:</p>

	Policy, guide or procedure	Comments
		<ul style="list-style-type: none"> • aggressive or argumentative behaviour (misconduct) • using language that may cause offence to another person while working or appearing to represent the council (misconduct) • threatening, abusive or insulting behaviour to any person (serious misconduct) • violent behaviour (serious misconduct) • serious breaches of our health and safety rules (serious misconduct) • breaking any of our non-negotiables or standards as shown in Our Charter and related guides • behaving in a manner that is seriously inconsistent with the principles listed in Our Charter • harassment of others in the workplace
6.	The Charter <i>Principle-We look after our safety and wellbeing</i>	<p>This principle provides guidance about how Auckland Council meets its health, safety and wellbeing obligations, what is expected of employees to meet their obligations, and the efforts undertaken by Auckland Council to support the wellbeing of employees.</p> <p>There are five elements to this Principle. They are:</p> <ol style="list-style-type: none"> 1. We know what to do to meet health and safety requirements 2. We speak up and stop work in order to prevent harm to ourselves and others 3. We make sure we have the right training, knowledge and experience for the work we do 4. We're mentally and physically fit to do the job 5. We take care of ourselves and ask for help when needed
7.	Health, Safety and Wellbeing framework	<p>Auckland Council's approach to health, safety and wellbeing generally is set out in the organisation's Health and Safety Framework. This is comprised of a high-level Policy Statement, which is signed by the Mayor and Chief Executive to reflect the importance the organisation places on ensuring the safety of our people, contractors, and members of the public who use our facilities and services. The Framework's detail is set out in Auckland Council's Safety Management Framework.</p> <p>The Safety Management Framework explains, in detail, Auckland Council's approach to sensible risk management, what constitutes "reasonably practicable", risk assessment, continuous improvement, and the role our people play in the identification and management of risk.</p>

	Policy, guide or procedure	Comments
		<p>The Safety Management Framework also refers to specific tools and support that is provided to the organisation. These are Corporate Standards, Key Safety Requirements, the health and safety management software used by Auckland Council (Risk Manager), and the training available to employees through Auckland Council's e-learning support (Tupu).</p>
8.	Te Papa Hauroa	<p>Te Papa Hauroa is a specific wellbeing resource for employees. It was put in place in early 2020 as part of Auckland Council's Covid-19 response. Like many employers across New Zealand, Auckland Council recognised that Covid-19 and the lockdown process gave rise to unprecedented challenges to employees' wellbeing. Te Papa Hauroa was the council's response to this challenge and comprised, in part, collecting together and updating existing resources, as well as introducing new elements to Auckland Council's wellbeing proposition.</p> <p>One feature of the new framework was to link Auckland Council's approach to wellbeing to Te Whare Tapa Whā, the holistic Māori health model developed by Sir Mason Durie. This framework is well regarded nationally and is a more relevant model within which to express health and wellbeing initiatives.</p> <p>Although Te Papa Hauroa was a response to a particular set of circumstances revolving around Covid-19 and how Auckland Council might support its people through the lockdowns, it is more widely applicable. As part of Auckland Council's commitment to critique and continually improve its wellbeing proposition, we will be working with our new employee assistance provider to enhance Te Papa Hauroa.</p>
9.	Re:New Hub	<p>This is a portal, dedicated to employee wellbeing, which is accessed through Auckland Council's intranet page. It is funded by Auckland Council and provides a range of wellbeing resources for employees. These resources are reviewed and regularly updated by the portal's provider, Vitality Works.</p> <p>It is not intended as a comprehensive wellbeing proposition, but rather as an option for employees, who are interested in various aspects of wellbeing and looking for some preliminary self-directed guidance. This may range from financial guidance to diet and physical activity to mindfulness. It is also the mechanism Auckland Council uses to operationalise the annual flu vaccination program that it provides free of charge to employees.</p>

	Policy, guide or procedure	Comments
10.	External support- <i>union engagement</i>	<p>Auckland Council has two unions with which it has ongoing working relationships. They are the Public Service Association (PSA) and the Amalgamated Workers Union of New Zealand (AWUNZ). Between them they represent approximately 3500 employees, the majority of which are PSA members.</p> <p>Auckland Council has worked hard to develop a partnership with the PSA. The nature of partnership is captured in The Pledge, signed in March 2018. The Pledge is a wide-ranging aspirational charter between the parties. On a day-to-day basis, however, Auckland Council's expectation is that if union delegates or officials are aware of behaviour within a particular worksite that is unacceptable or potentially amounts to bullying, harassment, or is disrespectful then it will be raised with Auckland Council representatives, usually someone from the Employment Relations team at first instance.</p> <p>Union representatives, whether from the PSA or AWUNZ, take this responsibility seriously and, having been instrumental in the creation of The Charter, are familiar with what behaviour is tolerated and what is unacceptable. The Pledge recognises that while the parties to the document strive to work together closely and collaboratively, Auckland Council's recognises (and supports) the important role unions will play as advocates for members who are having to deal with behaviour that is potentially at odds with The Charter's expectations.</p>
11.	External support- <i>employee assistance program</i>	<p>Auckland Council has, since its inception, provided an employee assistance program to all employees. It is a professional, confidential, external service, paid for by Auckland Council, which is there for employees and their family members.</p> <p>In January 2021, following a comprehensive procurement process, Auckland Council decided to change its provider from EAP Services Ltd to Instep. Instep are a highly regarded wellbeing provider, whose existing client base include Air NZ and ASB Bank. Key reasons for the decision to change provider included Instep being able to provide access to specialist psychological support for employees, a stronger and more diverse network of counsellors, and a greater commitment to Te Ao Maori. Auckland Council will be working closely with Instep in the months ahead to review and enhance its wellbeing offering.</p>

	Policy, guide or procedure	Comments
13.	External support- <i>Manawa Rahi</i>	<p>Manawa Rahi is another external confidential service available to Auckland Council employees. Its focus is on resolving workplace conflict, particularly low level behavioural issues between team members. It is not restricted to that scenario, however, and can be used by people leaders or team members who need support and guidance to deal with issues causing them concern.</p> <p>As with EAP, Auckland Council has no insight into individual cases, but does receive monthly reports that highlight possible trends and insights into issues. The focus is on providing employees with the confidence and support to make an informed decision about how best to deal with the cause of their concern. It is not intended as a counselling or advocacy service.</p>
14.	Internal support- <i>Staff support networks</i>	<p>These networks, supported by Auckland Council, are an opportunity for employees who share one or more aspects of their identity with other employees to meet, network and support each other. These networks provide an important resource for some employees to validate their identity and to advocate for members of the network in situations where they believe that identity is threatened or otherwise compromised.</p> <p>They include:</p> <ul style="list-style-type: none"> • Moana Pasifika Staff Network • Muslim Staff Network • Philippine Staff Network • Rainbow Staff Network • SALT-Christian Support Network • Whānau Manawa • Saathi Indian Staff Network • Women’s Leadership Network

Appendix 3: Excerpt from Worksafe’s Strategic Plan 2016 - 2026

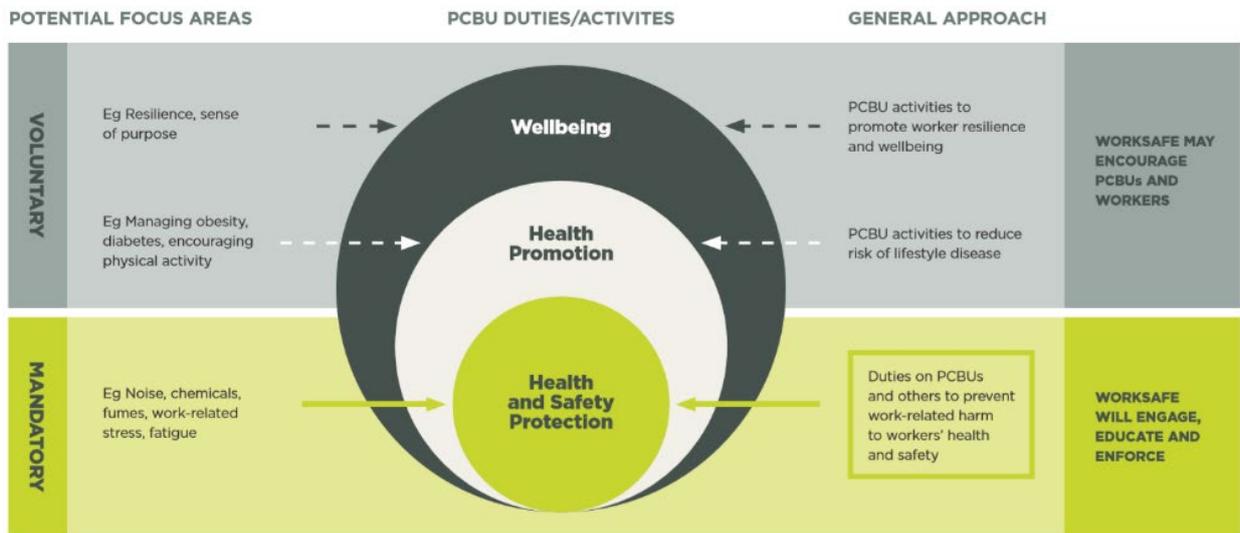


Figure 2: A broad workplace health and wellbeing agenda

Appendix 4: Stakeholders engaged with for the review

- Staff support network groups
 - Rainbow Staff Network
 - Whānau Manawa
 - Muslim Staff Network
 - Moana Pasifika
 - SALT
 - Women's Leadership network
- Local Board Services management team
- Selected leadership teams
- Certain People & Culture Business Partners
- Health, Safety and Wellbeing stakeholders
- PSA and AWUNZ representatives
- Instep, employee assistance programme provider
- External subject matter experts

Appendix 5: Te Whare Tapa Whā model of health and wellbeing



Image credit: Mental Health Foundation