

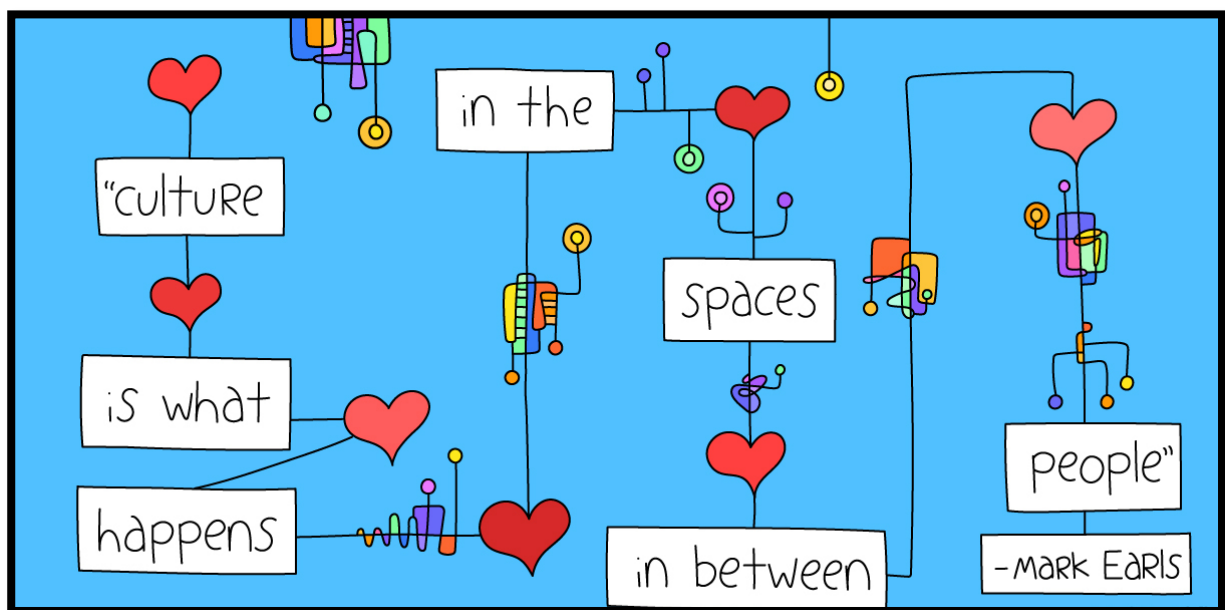


# STAFF CULTURE SURVEY:

– SEPTEMBER 2024

## ***FULL REPORT FOR STAFF & BOARD OF TRUSTEES***

Compiled by Tony Grey



## Introduction:

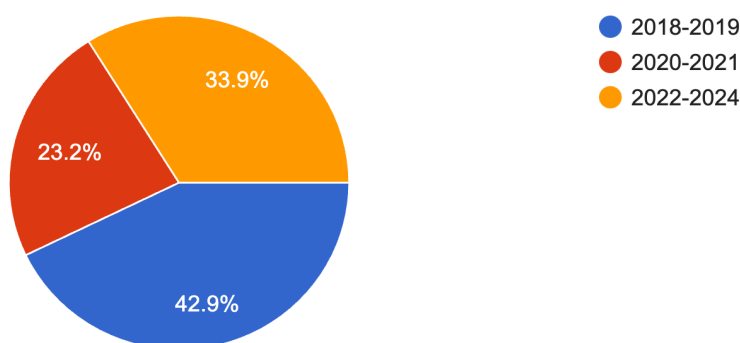
This survey was completed in Sept. 2024 during the middle of Term 3. The survey was first conducted in June 2019, and again in June 2021. Results can be useful to compare to previous years, as well as looking closely at the 2024 results, as we now have a considerably larger staff.

It is important to note that many schools have never completed a culture survey...ever! *It is important for us to measure what we value.*

The survey was completed by **56** staff, including some that had only recently been appointed. ***This represents 100% participation in the survey.***

### When did you begin at Te Ao Mārama?

56 responses



## Staff Retention/Turnover Rate

Teacher turnover looks at the rate at which teachers are leaving and being replenished within schools.

The Ministry measures turnover by calculating the total number of regular (permanent and fixed term) teachers who leave a school in a year divided by the total number of teachers employed.

Turnover is further broken down into three components:

- Leaving Teaching: Teachers leaving the teacher workforce
- Moving School: Teachers who move to a position at another school
- Moving to Day Relief: Teachers who move to day relief

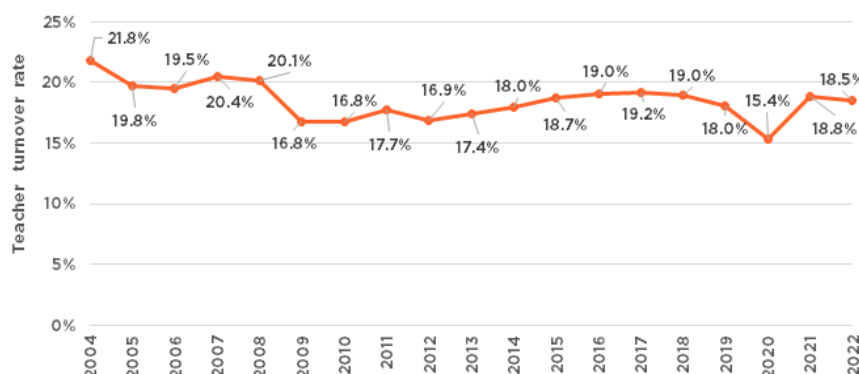
**The figures shown below are for the whole of New Zealand**

**Source:** <https://www.educationcounts.govt.nz/statistics/teacher-turnover>

### Overview

In 2022 the rate of teacher turnover was 18.5 percent, down 0.3 percent from 18.8 percent in 2021. This is little-changed from 2021 and seems to be a stabilisation of our turnover rate around pre-pandemic levels, following a large decrease in turnover in 2020 during the COVID-19 pandemic.

**Figure 1: Teacher turnover has decreased slightly to 18.5% in 2022, from 18.8% in 2021**



## Retention Rates at Te Ao Mārama



- At Te Ao Mārama the teacher turnover rate between 2019-2024 is just **3.8%**  
(about one teacher leaving per year out of 25).
- This is roughly **one-fifth** the rate across New Zealand and is something to be very proud of.
- In addition there is a lot of anecdotal evidence that the turnover rates in **new schools** can be very high (In one new school there was 100% turnover of staff within their 1<sup>st</sup> 3 years), and this was something that we were determined to try and "buck that trend".

## The Culture Survey

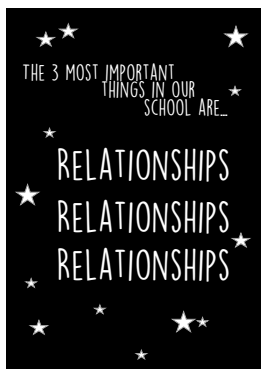
The Staff Culture Survey was designed around different aspects of **Ngā Kawa o Whiria te tāngata** (our working rules). Survey sections were focused on aspects related to Communication, Ako, Whanaungatanga & Relationships.

Some of the responses were short statements for staff to signal their levels of agreement or disagreement.

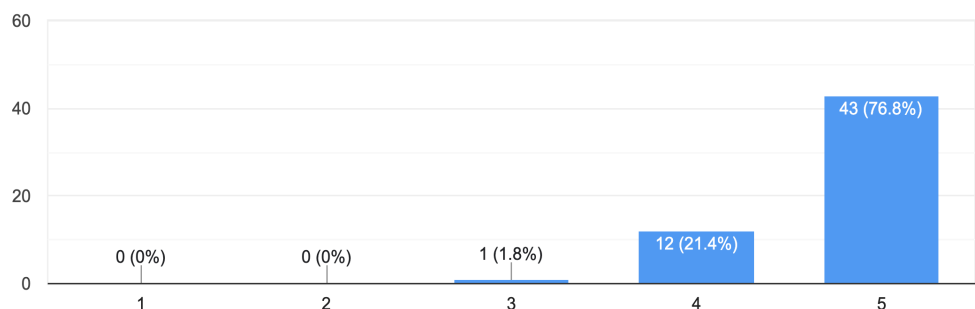
1 = strongly disagree, 2 = agree, 3 = neutral/ok, 4 = agree, 5 = strongly agree, and then there were a range of questions which invited written responses and reflections.



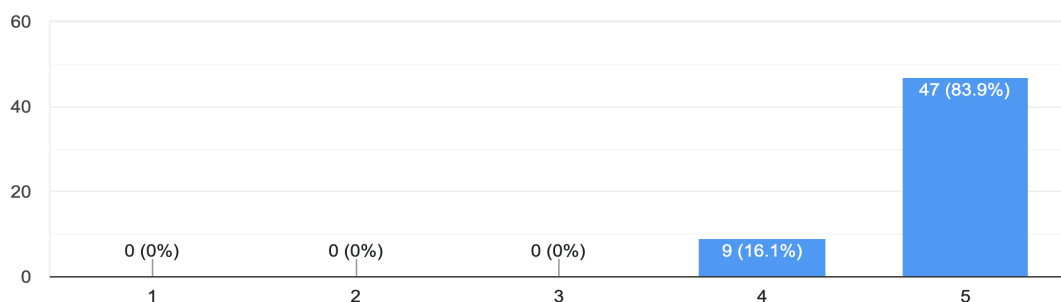
## Section One – Relationships



Our school "lives and breathes" this statement  
56 responses

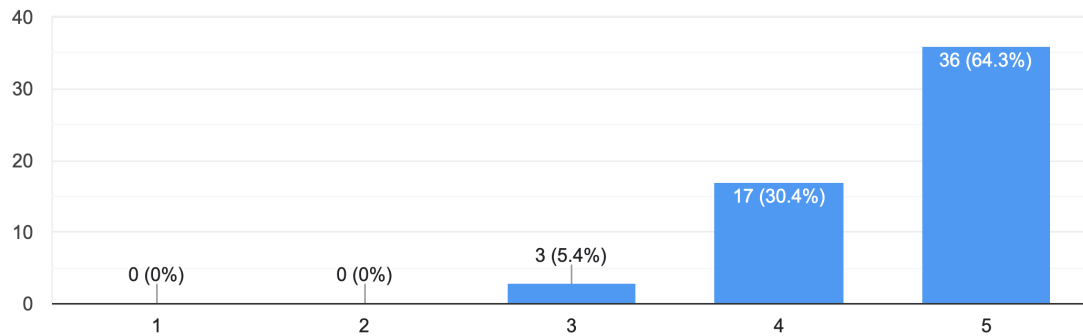


Staff work hard to build strong relationships with students  
56 responses



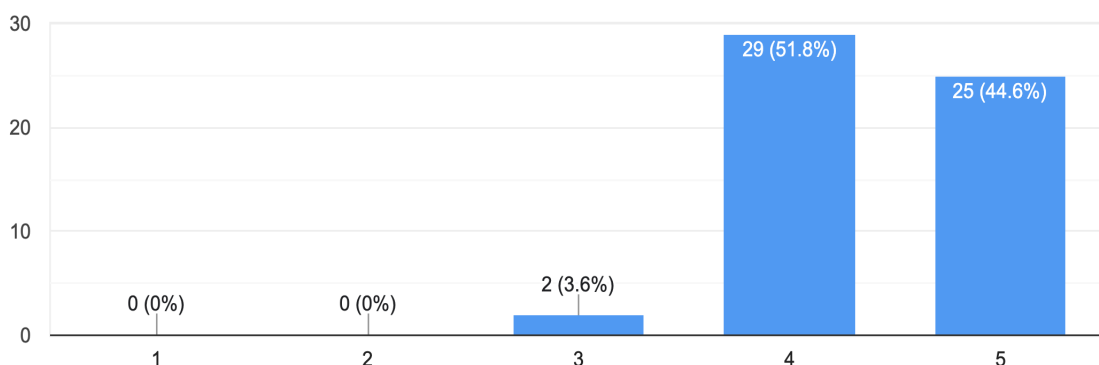
### Staff work hard to build strong relationships with parents

56 responses



### Staff at this school work well together

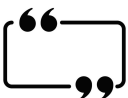
56 responses



### Summary of Written Comments using AI

The use of AI enables an effective summary of everyone's responses which can potentially ensure that my own confirmation bias doesn't come into effect.

- ⇒ **Positive and Supportive Work Environment:** The school culture is described as welcoming, supportive, and inclusive, with leadership that is approachable and non-hierarchical. Staff feel valued, and there is a strong sense of whānau (family) within the team, making the work environment pleasant and encouraging.
- ⇒ **Leadership and Community Engagement:** The leadership at Te Ao Mārama is highlighted as being deeply involved in fostering a strong school culture. There is a clear emphasis on knowing the community well, valuing staff input, and maintaining realistic expectations around workload, all of which contribute to a supportive environment.
- ⇒ **Communication and Compromise:** While relationships are generally strong, there are occasional challenges when it comes to communication, differing values and compromise within teams. *From Tony: This was acknowledged by a few respondents as being part and parcel of working in a busy, dynamic school with a large number of people and 1000s of interactions, but does need to remain a focus area as part of working in a co-teaching environment and collaborative school.*



### Direct Quotes:

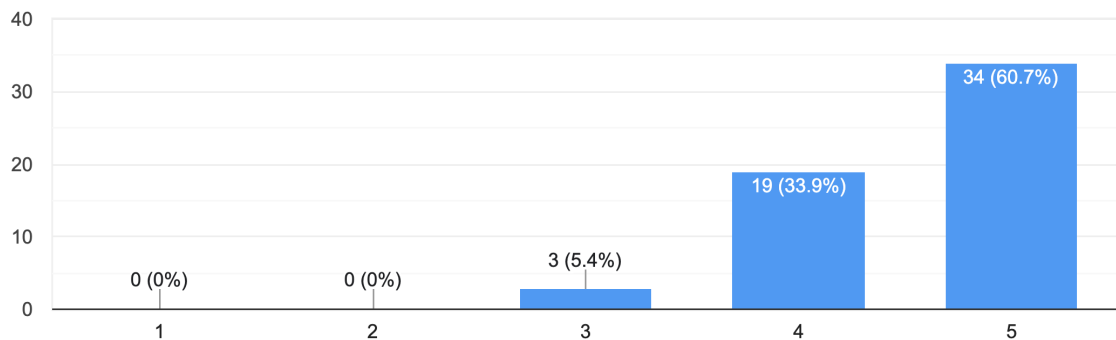
- ⇒ I don't think you could find any other school that focuses as hard as us on relationships.
- ⇒ Relationships are evident everywhere in this school. From the restorative process used in the playground to the beautiful greetings at the office establishing and fostering relationships are a core of Te Ao Mārama
- ⇒ I feel the importance of building strong relationships is something we have always clung strongly to and from year to year we have always made this a priority.
- ⇒ The priority on relationships and people is a real highlight and led right "from the top" (although know that Tony doesn't like any hierarchy lol)
- ⇒ As a part time teacher I am truly blown away with the relationships that all staff have between other staff and kids. It is so very cool.
- ⇒ I believe the relationships I have with other staff members are the reason why I love my job.
- ⇒ Love being a part of the Te Ao Mārama team! An amazing environment to work in with caring and happy staff. We are often told how valued we are which is really nice to hear! It is a pleasure to come to work every day to a job I love.

- ⇒ Open doors; like-minded, approachable, level leadership; nothing we can't ask; no problem ever too big; family first culture; health first; always fed; strong culture of knowing our community well; many opportunities to include whānau; opportunities to give ideas/opinions/plus ones; check-ins; genuine care; leadership presence in our spaces felt and valued; realistic expectations around workload & hui times; always wrapped around. (Is this a short answer question? Needs to be a long one! Guess who! Haha)
- ⇒ Our relationships with tamariki and Whānau are like no other. One of the key reasons we are so special
- ⇒ As a part time teacher coming in and working alongside the team, I have noticed that staff are so happy! They are always willing to share and seem to have very strong relationships with each other. They are respectful and knowledgeable. I love working with the team as I feel very appreciated and valued.
- ⇒ When I first started at this school, I immediately noticed the strong and positive relationships between students, whānau and staff! Definitely something that makes Te Ao Mārama special

## Section Two: Ako

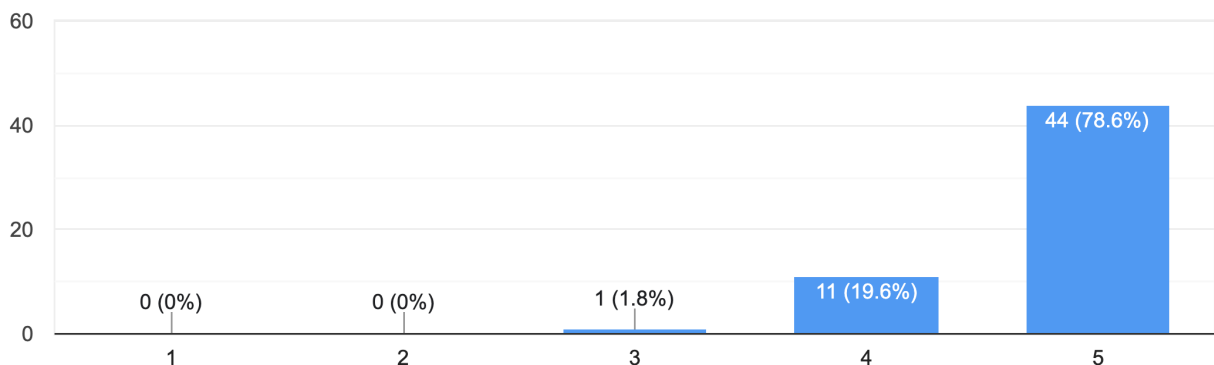
### Staff openly share ideas about teaching and learning

56 responses



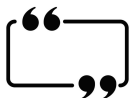
### The school gives me opportunities to learn and develop new skills

56 responses



### Summary of Written Comments using AI

- ⇒ **Supportive and Collaborative Environment:** New teachers feel well-supported by the staff, who are kind and generous in sharing resources and ideas.
- ⇒ **Extensive Professional Development:** The school offers significant opportunities for professional growth, supporting both school-wide focus areas and individual goals.
- ⇒ **Culture of Leadership and Sharing:** The staff values leadership and collaboration, openly sharing ideas and resources, which contrasts with the more competitive environments of other schools.



### Direct Quotes:

- ⇒ As a first year BT, I have felt very supported by the entire staff. Anytime I had a question or asked about something related to school, any staff member was really happy to help which was an awesome way to settle into a new school.
- ⇒ Everyone is so kind at sharing their resources and ideas at our school
- ⇒ There is a lot of opportunity for professional development not only on school wide focus areas but also if we have personal goals we are supported to further develop these.

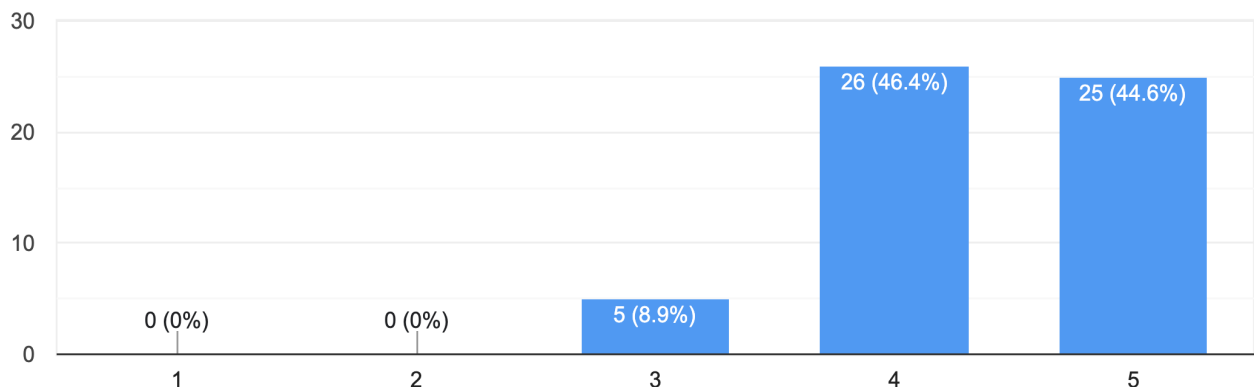
- ⇒ I have been fortunate to receive some incredible professional learning here and am grateful for these opportunities. We also have the most amazing staff and resources here within the school that we can access.
- ⇒ 'A school of leaders', is important for growth of the individuals.
- ⇒ Staff are extremely open and willing to share ideas/resources with other staff and other schools (e.g. when visitors come in and ask about different things) and are happy to lift others up/add on to ideas using previous experiences of their own to ensure everyone is delivering the best learning opportunities for the kids. Having worked at other schools, this is definitely not the case everywhere - teachers are often very protective over their ideas and it seems more of a competition.

## Section 3: Communication



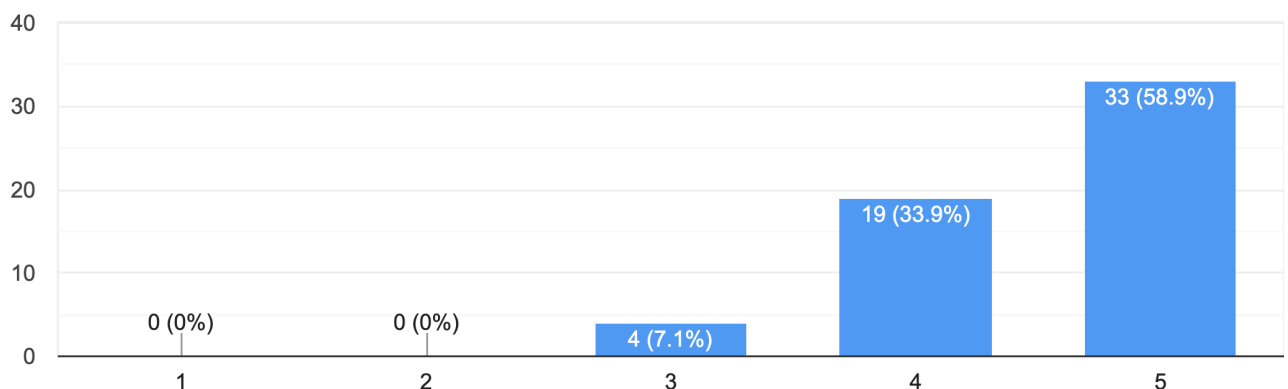
There is good communication in this school

56 responses



I am able to approach others to express my views and/or discuss concerns

56 responses





## Summary of Written Comments using AI

- ⇒ **Open and Approachable Leadership:** Staff feel that senior leadership is approachable and always available for discussions, creating a safe and supportive environment.
- ⇒ **Effective Communication Channels:** Multiple communication channels, such as messenger threads, emails, and daily notices, help keep everyone informed.
- ⇒ **Innovative Communication Practices:** Initiatives like termly Whiria te tāngata pānui and the introduction of a Manu floor person have enhanced communication and accessibility within the school.
- ⇒ **Communication Challenges:** While multiple communication channels are in place, last-minute communication and avoidance of difficult conversations can be areas of concern.
- ⇒ **Navigating Team Dynamics:** Staff find it challenging to address issues within collaborative teams due to concerns about maintaining professional relationships, highlighting the complexity of team dynamics.

*From Tony: Communication in a busy working school with a "lot on the go" with staff coming and going can be complex, and at times I know I've personally had to make decisions without everyone fully informed or with adequate notice.*

*In general however the vast majority of staff responded very positively about schoolwide communication and systems to support with this.*

*A few staff commented on the ongoing importance of having difficult conversations and addressing issues. This is an essential part of co-teaching and working in a collaborative environment and does need to remain a focus area with a possible idea to develop some protocols and prompts for these conversations.*



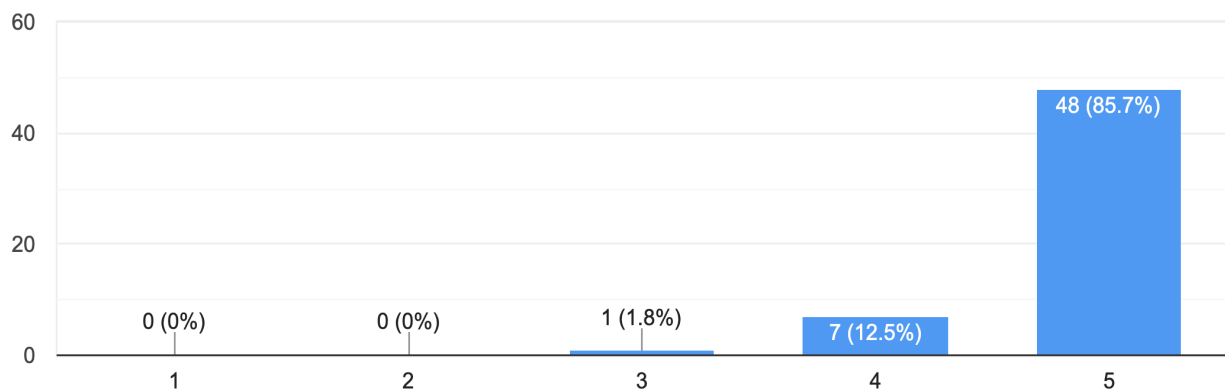
### Direct Quotes:

- ⇒ I always feel like doors are open from lead team to be able to discuss anything
- ⇒ It is always a safe place to talk with someone who listens, cares and supports.
- ⇒ The messenger thread, Friday photos, emails, staff pānui that Tony does are all amazing as it's hard in a busy working school for everyone to know what is happening. I can also ask anyone anything and they are happy to share and help
- ⇒ Senior management is always available and very approachable and to staff. The introduction of a Manu floor person was a great addition to the communication and running of our school
- ⇒ feel open to discuss with leadership and my team any views and concerns. School comms I feel is clear and concise - not too much extra time taken up with comms (very good)

## Section 4: General

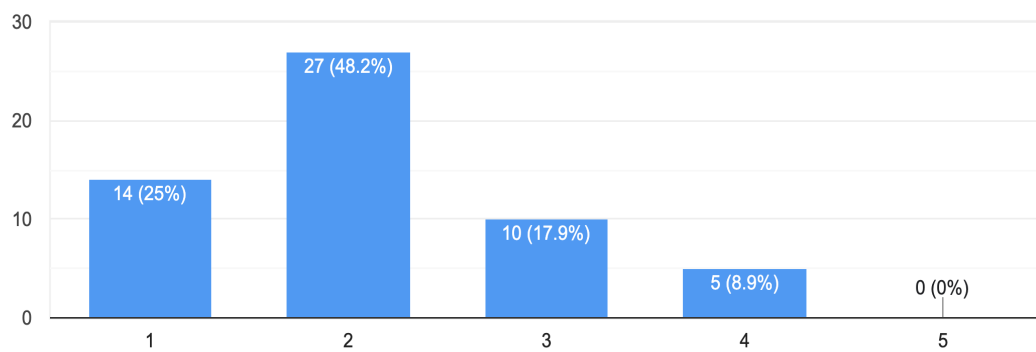
Staff take pride in this school

56 responses



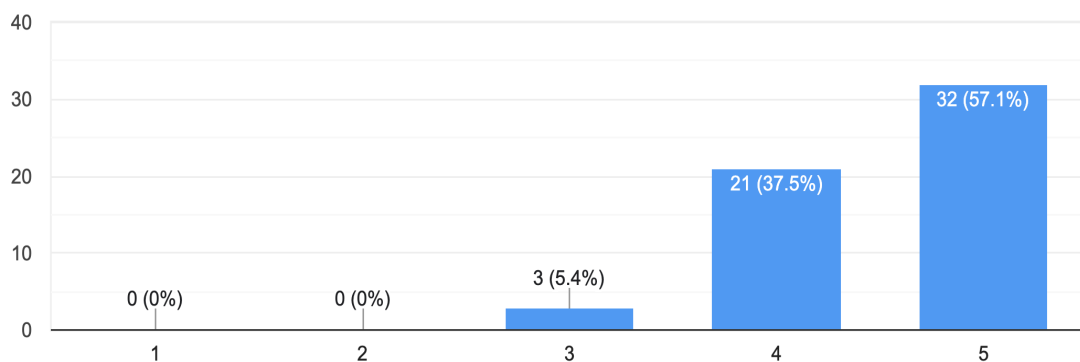
Staff are overloaded with work in this school (Note: This statement is worded differently to the others, so please consider response carefully)

56 responses



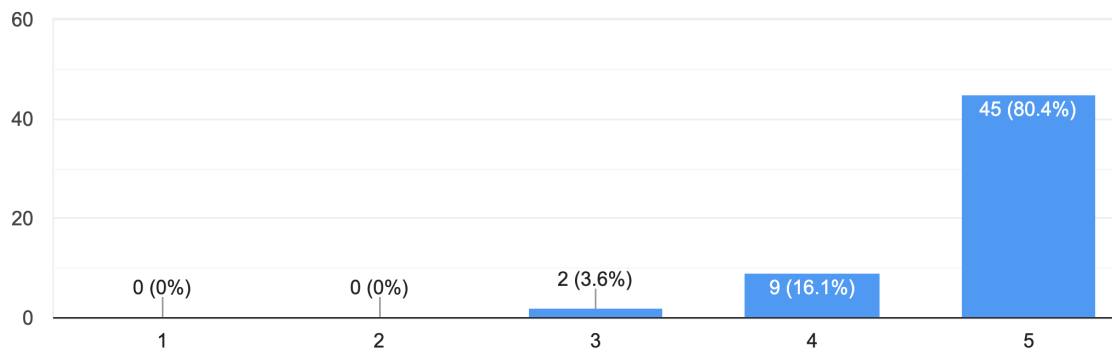
The morale in this school is high

56 responses



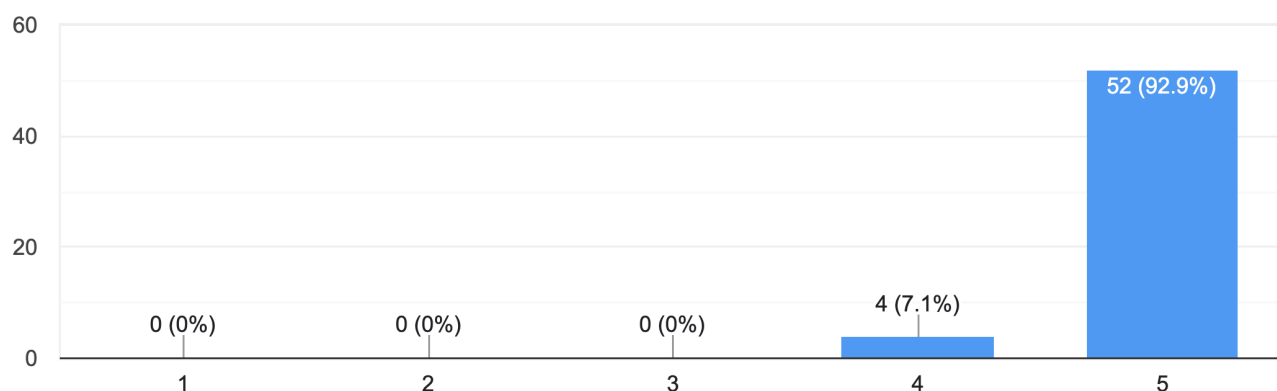
My work here is valued

56 responses



I enjoy working at Te Ao Mārama School

56 responses

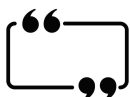






## Summary of Written Comments using AI

- ⇒ **Exceptional Focus on Relationships and Wellbeing:** The school prioritises relationships and individual well-being, creating a unique and supportive environment.
- ⇒ **High Morale and Valued Staff:** Staff feel deeply valued, respected, and motivated, contributing to high morale and a positive work experience.
- ⇒ **Manageable Workload with Purposeful Tasks:** Despite the inherent high workload in teaching, staff appreciate how the school focuses only on purposeful tasks to help manage stress and support staff effectively.



### Direct Quotes:

- ⇒ We are a very unique school. You would be hard pressed to find one that focuses as much as us on relationships, wellbeing and wanting the best for every single individual involved in this school.
- ⇒ I love our unicorn school
- ⇒ Oh wow, where do I start!? At Te Ao Mārama I feel accepted for who I am, respected and appreciated, encouraged, motivated and inspired, and because of all this....totally valued. Because of the sincerity of people, this makes me want to work harder and stay at this amazing place.
- ⇒ I truly think that 'overloaded' is about perspective. Staff at other schools would definitely be worse off- but if our place is all you know then it probably feels pretty bad. Knowing others are worse off, doesn't necessarily ease the burden. I also think that in any job, any profession, there will be pinch points when people can feel stressed/overwhelmed.
- ⇒ This school has the highest morale of any school I have ever worked in or visited. When people say they like working here - they mean it.
- ⇒ I genuinely love coming to work each day.
- ⇒ When I came for my interview, I was blown away by the aroha I felt just being here for that short time. Interviews can often paint a prettier picture than the day to day of a role but not at TAM. This aroha is even more incredible when you're on the other side. I feel so valued and come to 'work' each day excited to fill buckets and have mine filled too. I know how rare this is and appreciate it.
- ⇒ I think that most staff seem an appropriate amount of loaded. Some seem to be busier than others but I also feel lots of that is driven by the individuals, rather than coming externally.
- ⇒ Teaching is obviously a busy job, but the school does a great job of supporting staff at busier times and ensure we are well looked after. The school also does not put tasks on the staff for the sake of it - all of what we are asked to do is purposeful.

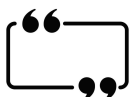


"If you were to describe Te Ao Mārama School to a friend or colleague from another school, what would you say?"



## Summary of Written Comments using AI

- ⇒ **Unique and Supportive Environment:** Te Ao Mārama is celebrated for its exceptional focus on relationships, wellbeing, and a supportive atmosphere for both staff and students. It's described as a "unicorn school" for its unique culture and caring nature.
- ⇒ **Highly Valued Staff:** The school prioritizes staff wellbeing and values, offering strong support, appreciation, and professional development opportunities. Staff feel genuinely respected and motivated, contributing to high morale and a positive work environment.
- ⇒ **Inclusive and Collaborative Culture:** The school fosters a vibrant, inclusive environment that emphasizes collaboration, creativity, and personal growth. It values diversity and community involvement, making it a welcoming and engaging place to work and learn.
- ⇒ **Outstanding Facilities and Support:** With excellent resources, facilities, and backing from the Board of Trustees, Te Ao Mārama provides an innovative and well-supported learning environment. This enhances both teaching and learning experiences.
- ⇒ **Work-Life Balance and Joy:** The school promotes a healthy work-life balance and creates a joyful, family-like atmosphere. Staff appreciate the fun, positive energy, and the genuine care and attention to their needs, making it a rewarding place to work.



### Direct Quotes:

- ⇒ Te Ao Mārama is a school that invests in its people (staff and children). It is a place where difference is valued and it is okay to be you, the real you.
- ⇒ We really have a unicorn school. Not only are the students well cared for and their needs catered to so well, but the staff are so cared for and valued and this is shown with all the big and little gestures.
- ⇒ This is the best place you will ever work. You will be supported, loved and supported to be your best self!

- ⇒ The culture is outstanding and happy staff equals happy children.
- ⇒ A place that feels like home. I can be myself, I can grow myself and I feel safe to show my worst but also share the best of me.
- ⇒ I feel very lucky, grateful and appreciative to work here. It is the most supportive environment I have ever worked in.
- ⇒ A unicorn.
- ⇒ I love working in such a creative and collaborative school. It's not just the space it is all the people you work with throughout the day that make it so special.
- ⇒ They care about our wellbeing and ensuring we are happy so that in turn we can be happy, positive and passionate teachers
- ⇒ We are extremely lucky with our facilities and the way the BOT backs us to do our jobs well from ILA support to in class resourcing. It is a happy place to be and values kids as individuals and everything they bring with them in terms of culture that we can all learn more about.
- ⇒ Supportive, future focussed and the kindest people.
- ⇒ I happily do share this with everyone I know!! Working at Te Ao Mārama is the most rewarding work (and life!) experience I've ever had. Every day is filled with purpose, and knowing that I'm part of something pretty special. The school "vibe" is more like a family feel than a "workplace", full of support, beautiful souls (tamariki as well as colleagues), collaboration, amazing manaaki with food and coffee, and laughter. There's something truly rewarding about being surrounded by so much positive energy. It's not "just a job", it really is a very very special place and a school like no other that needs to be seen to be believed.
- ⇒ It's a pretty special place to work. It's hard to put it into simple terms- as lots of visitors have said- it's just a feeling you get!
- ⇒ Te Ao Mārama School is a special place where people are at the heart of everything we do!
- ⇒ This staff at this school are genuinely happy, I have never heard a Principal say to the whole staff or small groups of staff that he values them first as I have at TAM (If we look after the teachers, they will look after the students). Not only does he say it but take actions to SHOW it continually. I think it's this value that directly impacts the happiness and positive work output of the staff. In term 4 last year, when visiting other schools, you could feel the stress and burnout of the staff but when in TAM - everyone was so happy and stress free I actually forgot it was a term 4. I'm sure they were tired but not in a fed up way.
- ⇒ We are a progressive school with a strong focus on diversity, inclusion and culture. Always looking at improving our practice to best meet the needs of our children. We also get the best treats everyday 🍌🍌
- ⇒ A place where people care, a place where people are trying to make a difference. A place that is connected, Kāhore taku toa i te toa takitahi, he toa takitini, we cannot succeed without the support of those around us.
- ⇒ I heard recently we are a unicorn school and I couldn't agree more with this. We are like no other!
- ⇒ Te Ao Mārama is: A culture that radiates joy; A genuine focus on relationships before anything else; A culture that both encourages and coaches personal growth via our Ngā Kawa, always striving to be your best self; Being valued for who you are and what you have to share/offer; Everyone is a leader; A staff who are a beautiful cross between an incredible wealth of professional knowledge and strengths with equal matching banter and wicked senses of humour (never a dull moment); You are regularly fed and check in on; Family first always; A culture of easy-to-approach and nothing-is-ever-a-problem; Mahi tahi - heads together; A culture that is both as relaxed and 'chill' as it is busy and productive; Smiling, content children; Creative learning experiences; Engaged whānau; Connected community; A happy place; Lucky to be here.
- ⇒ I do say that the environment isn't like going to work, it is like going to hang out with friends for the day. Just so enjoyable!
- ⇒ The world would be a kinder place if we all went a school like TAM.
- ⇒ This is a super special place!
- ⇒ A place where diversity and creativity are cherished through play-based learning and a commitment to Te Tiriti values
- ⇒ A very unique, special place where we are well looked after as staff. I enjoy going to work and feel very happy chatting to anyone in the staffroom. I would say the school looks at the bigger picture - the sole focus isn't just on academic success as it is at many other schools. I see this as a huge positive to support the growth of people as a whole - academically, emotionally, socially (both students and staff).
- ⇒ A school like no other in all the best possible ways
- ⇒ I don't believe there would be another school out there that looks after its staff this well.
- ⇒ COME! We are unique, special and absolutely one of a kind. Once you experience what teaching and learning is here, you'll never want to leave. We are fun, engaging, open to new ideas and are absolutely spoilt with coffee and scones!
- ⇒ Te Ao Mārama is unlike any other school out there. You have to experience it to understand how different it actually is.
- ⇒ This school is special, I feel valued and appreciated, the culture here is unlike anything I've experienced before
- ⇒ Great place, great people, great coffee, an all-round great place to be.

"Do you have any suggestions for things we could do in the future to enhance staff culture?"



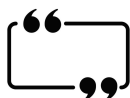
### Summary of Written Comments using AI

- ⇒ **Strengthen Relationship Building and Collaboration:** Continue to focus on team-building activities and practices that promote gratitude, relationship-building, and effective collaboration. Encourage regular opportunities for staff to connect and work together outside of regular teaching activities.
- ⇒ **Enhance Communication and Support:** Consider additional resources or training to support staff in having difficult conversations and navigating team dynamics.
- ⇒ **Maintain Wellbeing and Celebrate Successes:** Continue prioritising staff wellbeing with regular check-ins and supportive activities. Keep up the current practices that promote staff happiness and satisfaction, such as end-of-term celebrations and appreciation gestures.

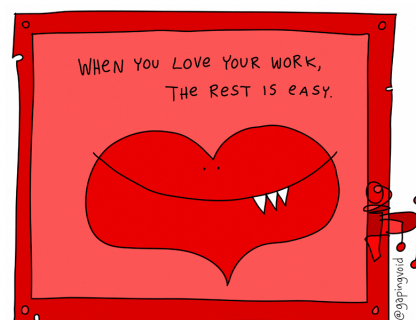
"What is the best thing about working at Te Ao Mārama School?"



### Direct Quotes:



- ⇒ The people x25+
- ⇒ Working with genuine people who really care about the kids and the people they work with
- ⇒ The people and the culture. Everyone works hard, everyone helps each other, everyone retains their sense of humour, even when it is hard. The total emphasis on wellbeing and trying to enable everyone to be their best selves.
- ⇒ The staff are very kind and genuinely want to help with anything. Anybody here will help sort out an issue, student or other.
- ⇒ The people - love the friendships I have made with the staff here, so lucky to be surrounded by so many awesome people.
- ⇒ That every member feels valued whatever their role within the school
- ⇒ It feels like being part of a family. Everyone is valued.
- ⇒ Everyone here has a place, it feels inclusive.
- ⇒ 100% the team. Everyone on staff is helpful, friendly and supportive
- ⇒ Relationships are important and the value of these is genuinely modelled from Management down. Staff are genuine and care about each other. There is a high level of respect for our Management Team which is very refreshing and makes for an amazing and positive work environment.
- ⇒ Definitely the amazing people! But also how we are so well looked after as a staff and we go above and beyond to give our tamariki the best learning for them.
- ⇒ The best thing is the culture and the people, you know the SLT and staff has your back. It has become common place that an SLT will placate parents or students at the expense of their staff but not here. The people are so nice!!
- ⇒ How appreciated we are and are told this often, plus shown through things like staff lunches etc. Very spoilt for every occasion whether it be Easter, Support Staff Day or just the end of term!
- ⇒ The children, the staff, the community and of course the gift of our name from Whaea Pare and what it means, I feel deeply the responsibility that our school carries with being gifted the name Te Ao Mārama and the great significance.
- ⇒ The manaakitanga, the culture of pride in our school, the people, the trust and true respect between colleagues, the upbeat and fun energy here.
- ⇒ How valued staff are, and the support we are given so that we can be our best, and deliver quality teaching to the children. I feel like a lot of thought goes into nurturing a positive staff culture.
- ⇒ The team culture and the relationships. The ongoing opportunities available to grow and develop in my practice.
- ⇒ Couldn't possibly only choose one. The people, the aroha, the kids (we have such beautiful kids), the trust, the feeling of being an important/valued part of a team (no matter what your role is).
- ⇒ Feeling that I'm part of the community and contributing in a meaningful way to the learning and development of the students
- ⇒ The people! High trust model, lead team and their willingness to support staff to research & try new things. Model that refers back to the 'why'
- ⇒ The people, the environments and the joy it brings coming to work. Knowing that although some days are tough, there is always someone to brighten your day and we never run out of smiles. The culture and support is like no other.
- ⇒ All staff are valued and treated as equals. Feels like family, and not just a place of work.
- ⇒ Colleagues, connections, collaboration, coffee and laughs



## "What is your biggest stressor at work?"



### Summary of Written Comments using AI

- ⇒ Workload and Time Management: Staff can feel under pressure from the demands of their roles, including managing diverse student needs and balancing planning with teaching responsibilities. The lack of time for reflection and planning can be an issue.
- ⇒ Support and Resources: Challenges such as inadequate support for high-needs students and issues with ministry funding create additional pressure. Staff appreciate the support they receive but recognise that better resources and more support would alleviate some of these challenges.
- ⇒ Team Dynamics and Collaboration: Working effectively within a team can be impacted by differences in values, personalities, and collaboration styles. Staff value supportive and open communication.

From Tony: Thank you to the one person who said their biggest stressor was "Tony 😊" lol – cheeky

## Concluding Comments

The percentage of positive responses and comments highlights a consistently strong staff culture. The written feedback is both rich and humbling.

While the survey responses to key statements are overwhelmingly positive (i.e. no one rated any category as "1" or "2" (strongly disagree/disagree) out of 56 respondents, there are some areas to be mindful of where responses are slightly less favourable than others.

This variance is to be fully expected due to the ongoing changes and growth within our kura, which introduces added complexity. Coordinating everyone and everything can be challenging, but we are committed to keeping our culture at the centre of our efforts (working from the ngākau / heart).

Since we opened in 2019, our staff numbers have quadrupled. We focus not only in recruiting individuals who align with our culture but also on those who can enhance it. We aim to strategically support staff wellbeing, foster collaboration, improve communication systems, and to create a fun and enjoyable workplace.

The measurement of Staff Culture is crucial for our school's continued success. Our teacher retention rate of 96.2% is unbelievably high and something to be proud of, especially given the context of a new school, where turnover rates are often a lot higher than usual.

Many of our staff have never worked in another environment and won't necessarily know that other schools/workplaces can be quite different. For other staff (such as myself) we have now worked at Te Ao Mārama for quite some length of time. It is important for all of us to not become complacent or lose sight of the special culture we have. Culture needs to be forever nurtured and contributed positively to by each and every person.



**Considerations for each staff member:** Where your own survey responses/views differ from that of the collective, it can be a valuable exercise to explore why this may be.

- *What role do you play to enhance the culture of this school?*
- *Do you discuss the undiscussables?*
- *Are you open to new learning?*
- *Do you hold your ideas lightly?*

Your experiences will be defined by the many interactions that are a reality of working on a large team, with a staff of 56 people and a roll nearing 500 students. Working within a school can often be a complex, challenging and busy role, but also one that provides many wonderful benefits and a knowledge that we are truly making a difference in the lives of the young people that come through our doors daily.





**Considerations for the Board/Lead Team:** We need to continue to create a culture to attract (and retain) staff, and to continue to develop a reputation of being an *employer of choice*. While our culture survey results are very positive, it requires an ongoing **and relentless** focus to sustain this, covering all aspects of leadership, management and governance.

**On our radar...** We are always looking to "Plus 1" (enhance) our place. These things are definitely on our radar



## Communication

Although many aspects of communication here are strong, we know we can always do better. Hearing the voices is important to us and we aim to keep improving systems for communication. We strive to always be open and approachable for the two-way nature of communication.

## Connections

Having time together, building on the relationships we have, and continuing to make connections is something we value at Te Ao Mārama. It is important for us to prioritise staff events, challenges, appreciation and opportunities to connect. We want to be intentional in designing these times together.



## Sustaining Culture



We appreciate and value the importance of staff culture and high levels of trust. As our team continues to grow, we want to ensure that these strengths are maintained.



It will be a worthwhile exercise to complete this survey again in 2026/2027.

I feel truly honoured and fortunate to be working with such a committed and united team.

With appreciation,  
Tony Grey

**He aha te mea nui o te ao? He tāngata, he tāngata, he tāngata.**

*What is the most important thing in the world?  
It is the people, it is the people, it is the people*