Decision released from public excluded session			
Recommendation from (agenda report)	**Date of meeting**	**Recommendation to (decision-making meeting)**	**Date of meeting**
Chief Executive Employment Committee	11 Dec 2019	n/a	n/a
Report Title and number			
R13672 AskYourTeam – Overview of 2019 Staff Survey Results			
Documents released			
Decision, Report R13672 and its attachment (A2310930)			
Decision			
Resolved CEE/2019/001 *That the Chief Executive Employment Committee* 1. *Receives the report AskYourTeam - Overview of 2019 Staff Survey Results (R13672) and its attachment (A2310930); and* 2. *Agrees that Report (R13672) and Attachment (A2310930) be made publicly available.* Her Worship the Mayor/ Noonan Carried			

Nelson City Council
te kaunihera o whakatū

Chief Executive Employment Committee

11 December 2019

REPORT R13672

AskYourTeam - Overview of 2019 Staff Survey Results

1.   Purpose of Report

1.1   To provide the Chief Executive Employment Committee with an overview of the 2019 AskYourTeam staff survey results

2.   Exclusion of the Public

2.1   This report has been placed in the public excluded part of the agenda in accordance with section 48(1)(a) and section 7 of the Local Government Official Information and Meetings Act 1987. The reason for withholding information in this report under this Act is to:

- Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person

- Section 7(2)(c)(i) To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information or information from the same source and it is in the public interest that such information should continue to be supplied

3.   Recommendation

That the Chief Executive Employment Committee

1.   *Receives the report AskYourTeam - Overview of 2019 Staff Survey Results (R13672) and its attachment (A2310930); and*

2.   *Agrees that Report (R13672) and Attachment (A2310930) be made publicly available.*

4. Background

4.1 Nelson City Council changed to a new survey provider, AskYourTeam, in 2018.

4.2 The survey provides the ability to compare ourselves with other local authorities through the Local Government Benchmark option, which includes 31 other local government organisations as well as Nelson City Council.

4.3 Survey scores are reported as a weighted average of responses, where the responses *Strongly Disagree, Disagree, Somewhat Disagree, Somewhat Agree, Agree, Strongly Agree* are assigned values respectively of *0, 0.2, 0.4, 0.6, 0.8, 1.0*. A response of *Don't Know* is not assigned a value.

4.4 Survey results have been shared with Nelson City Council people leaders and staff via the Leaders' Forum in October 2019 and the Staff Briefing sessions in November 2019. The attached report (AskYourTeam results, A2310930) provides the Committee with an overview of the survey results for 2019, including a comparison of Nelson City Council results with the Local Government benchmark. The Committee may wish to note the following key items from the report:

4.4.1 The overall survey score for Nelson City Council is 63% (unchanged from last year, and the same as the Local Benchmark score);

4.4.2 The overall People Score for Nelson City Council is 66% (unchanged from last year, and the same as the Local Government Benchmark score);

4.4.3 The survey participation rate for Nelson City Council is 79% (a small decrease from last year, but well above the Local Government Benchmark participation rate of 70%).

4.5 During the Staff Briefing sessions, further feedback has been sought from staff on a key focus area for SLT, on how the Senior Leadership Team can more effectively share information with staff that enables them to do their job more effectively. That information is still being collated and will be reviewed by SLT in the near future to identify specific actions and initiatives which can be implemented in order to address this low-scoring area.

4.6 Groups and Business Units have commenced work at a team level on identifying specific focus areas for their own team/s, and will continue to work on identifying and implementing actions.

4.7 The survey is proposed to be run next in late May 2020 so that updated results are available in time for performance review processes at the end of the performance year.

Released 11 December 2019

5.   Conclusion

5.1   Nelson City Council's staff survey results have been stable between 2018 and 2019, with small improvements in the focus areas of Project Planning, Implementation and Review. Suppliers was also a focus area however did not show improvement overall. The organisation's strongest broad area of results is in the cluster of statements related to Culture, however there is significant variation within that cluster, with room for improvement particularly in internal communication-related items.

Author: **Stephanie Vincent, Manager People and Capability**

Attachments

Attachment 1:   A2310930 - AskYourTeam results 2019

ORGANISATION SUCCESS FACTORS

Results of the survey are organised by Organisation Success Factor. Use the filters above to refine the results. A score of 'N/A' indicates the minimum response threshold to provide a result was not met.

**Overall score:
63%**

Success Factors	Average Score	Lowest Score	Highest Score
Leadership	64%	57%	67%
Culture	68%	58%	82%
Performance Development	65%	53%	74%
Strategy	64%	56%	69%
Project Planning	61%	56%	68%
Implementation	60%	58%	64%
Review	56%	54%	59%
Internal Communication	61%	58%	65%
Information	63%	52%	69%
Business Processes	62%	54%	74%
Organisational Learning	60%	57%	63%
Rate Payer / Community Focus	65%	50%	76%
Suppliers	62%	58%	66%

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ASSERTION SUMMARIES

The assertion summary reports show the 10 highest and 10 lowest scores for the survey. The highest scores can identify areas to celebrate success. The lowest scores can identify areas to focus follow-up action plans.

Highest Scores

#	Success Factors	Assertion	Score
1	Culture	I understand clearly how the things I do affect the ability of others in my team to do their job	82%
2	Culture	I enjoy working for this council	76%
3	Rate Payer / Community Focus	The importance of our ratepayers/community has a significant impact on how we work	76%
4	Performance Development	My own performance targets are aligned with the objectives of the council	74%
5	Rate Payer / Community Focus	I am proud of the impact our council has on the community	74%
6	Business Processes	The health, safety and wellbeing of people in the council is appropriately reflected in our systems, processes and work environment	74%
7	Culture	We celebrate achievements as a team	74%
8	Culture	Our council is a great place to work	73%
9	Performance Development	I have regular performance reviews and receive effective feedback	71%
10	Information	I have access to the right information which enables me to make effective decisions	69%

Lowest Scores

#	Success Factors	Assertion	Score
1	Rate Payer / Community Focus	Our council has a positive reputation with our ratepayers	50%
2	Information	We can quickly obtain customised reports from our information systems	52%
3	Performance Development	Our remuneration structure is appropriate relative to the market	53%
4	Rate Payer / Community Focus	Our council has a positive reputation in its local business community	53%
5	Business Processes	We effectively identify and realise opportunities to reduce costs	54%
6	Review	Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome	54%
7	Review	Information and results from projects are analysed and acted upon effectively	56%
8	Project Planning	Effective consultation occurs before changes are made that affect others	56%
9	Strategy	All departments have goals or objectives that are aligned with those of other departments	56%
10	Business Processes	Meetings are generally an effective use of time	57%

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CURRENT ALIGNMENT COMPARISONS

These reports compare how your executive group and non-executive group see the organisation's current position

Blind Spots

The Blind Spot report shows where the executive team scores an assertion higher than the non-executive group.

#	Success Factors	Assertion	People	Executive	Difference
1	Internal Communication	The Senior Leadership Team shares information with me that enables me to do my job effectively	60%	95%	35%
2	Performance Development	Our council provides opportunities for me to develop my skills and competencies and actively encourages career development	65%	95%	30%
3	Rate Payer / Community Focus	We provide great value to our ratepayers/community	67%	95%	28%
4	Performance Development	Our remuneration structure is appropriate relative to the market	52%	80%	28%
5	Leadership	People are confident that our Senior Leadership Team will successfully implement our strategy and vision	62%	89%	27%
6	Culture	I have the autonomy to make decisions with matters I am responsible for	67%	93%	26%
7	Internal Communication	I am motivated by the way our Senior Leadership Team communicates	57%	83%	26%
8	Internal Communication	I feel safe to tell the truth even when it is unpopular	59%	85%	26%
9	Leadership	The Senior Leadership Team treat people the way they ask us to treat the ratepayers/community and each other	63%	88%	25%
10	Culture	There is a strong focus on how we can work together better as a team	64%	88%	24%
11	Culture	The contribution of individuals is recognised	66%	90%	24%
12	Rate Payer / Community Focus	The importance of our ratepayers/community has a significant impact on how we work	75%	98%	23%
13	Leadership	The actions of our Senior Leadership Team are consistent with our council's values	65%	88%	23%
14	Business Processes	Meetings are generally an effective use of time	56%	78%	22%
15	Business Processes	Our council allocates resources effectively to achieve agreed outcomes	56%	78%	22%
16	Rate Payer / Community Focus	I am proud of the impact our council has on the community	73%	95%	22%
17	Leadership	I am confident that our Senior Leadership Team is leading us in the right direction	66%	88%	22%
18	Strategy	The impact on the environment is appropriately reflected in our council's vision, values and strategy	68%	90%	22%
19	Project Planning	There is effective communication to inform what is required of me	67%	88%	21%
20	Rate Payer / Community Focus	Our council has a positive reputation with our ratepayers	49%	70%	21%
21	Culture	Honesty and directness are valued in our council	62%	83%	21%
22	Strategy	Social responsibility is appropriately reflected in our council's vision, values and strategy	68%	88%	20%
23	Project Planning	Effective consultation occurs before changes are made that affect others	55%	75%	20%
24	Internal Communication	Our council ensures I understand why workplace changes are made	61%	80%	19%
25	Performance Development	My own performance targets are aligned with the objectives of the council	74%	93%	19%
26	Review	Information and results from projects are analysed and acted upon effectively	55%	74%	19%
27	Culture	I enjoy working for this council	75%	93%	18%
28	Performance Development	I have regular performance reviews and receive effective feedback	70%	88%	18%
29	Rate Payer / Community Focus	Everyone in the council is clear on the role they play in helping deliver what our ratepayers/community wants	66%	83%	17%

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30	Internal Communication	We are provided with meaningful updates on how the council is performing	61%	78%	17%
31	Culture	We have clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied equally to everyone	63%	80%	17%
32	Business Processes	The health, safety and wellbeing of people in the council is appropriately reflected in our systems, processes and work environment	73%	90%	17%
33	Organisational Learning	We keep up with the best initiatives that are used in other councils	57%	74%	17%
34	Rate Payer / Community Focus	Our council has a positive reputation in its local business community	52%	68%	16%
35	Leadership	The council has a culture of empowerment that maximises the performance of staff	57%	73%	16%
36	Performance Development	We have effective training that enhances the performance and development of individuals	64%	80%	16%
37	Information	I have the information I need to do my job as effectively as possible	68%	83%	15%
38	Business Processes	We effectively identify and realise opportunities to reduce costs	53%	68%	15%
39	Performance Development	Each person in the council has clearly defined roles and responsibilities which they understand	63%	78%	15%
40	Leadership	There is a clear vision for the council	65%	80%	15%
41	Culture	Our council is a great place to work	73%	88%	15%
42	Implementation	Changes to plans or deadlines are effectively communicated to all those affected	59%	73%	14%
43	Culture	Our council supports people who come forward with new ideas	61%	75%	14%
44	Strategy	Everything we do is consistent with the council's vision, values and strategy	64%	78%	14%
45	Information	I have access to the right information which enables me to make effective decisions	69%	83%	14%
46	Organisational Learning	We learn effectively from our mistakes	61%	75%	14%
47	Implementation	Everyone involved in implementing a project understands what needs to be done and by whom	60%	73%	13%
48	Project Planning	Initiatives and projects are researched and planned effectively	57%	70%	13%
49	Strategy	We are good at partnering with other councils to create mutual value	60%	73%	13%
50	Implementation	We use effective project management techniques for implementing projects	57%	70%	13%
51	Review	Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome	53%	65%	12%
52	Strategy	All departments have goals or objectives that are aligned with those of other departments	56%	68%	12%
53	Culture	We celebrate achievements as a team	73%	85%	12%
54	Information	We can quickly obtain customised reports from our information systems	51%	63%	12%
55	Organisational Learning	People are regularly asked for feedback on how to improve the council	58%	70%	12%
56	Culture	I understand clearly how the things I do affect the ability of others in my team to do their job	82%	93%	11%
57	Organisational Learning	Our council responds quickly to external changes	57%	68%	11%
58	Project Planning	There are effective planning processes in the council	64%	75%	11%
59	Rate Payer / Community Focus	We actively gather feedback from ratepayers/community and use this to improve our service to them	65%	75%	10%
60	Internal Communication	Our department's results are provided in a clear, understandable way	65%	75%	10%
61	Implementation	People are held accountable for hitting deadlines	64%	73%	9%
62	Organisational Learning	The performance of our council is better than that of similar councils	63%	71%	8%
63	Suppliers	Our suppliers enable us to perform as successfully as possible	61%	68%	7%
64	Review	The measurements we use show clearly whether or not we are on target with our strategy and projects	58%	65%	7%
65	Rate Payer / Community Focus	The council has effective public communication and consultation on significant issues	66%	73%	7%
66	Culture	Effective cross-functional teams are common in our council	58%	65%	7%

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67	Leadership	There is a clear strategy for the council	62%	68%	6%
68	Business Processes	We have the technology to effectively support our processes	62%	68%	6%
69	Business Processes	When I receive work from other departments it is fit for purpose	63%	69%	6%
70	Suppliers	Our suppliers provide excellent value	58%	63%	5%
71	Business Processes	We regularly review processes and identify possible improvements	65%	70%	5%

Unrecognised Successes

This report shows where the executive team score below an 80% average while the wider team scored the assertion above 80%. This shows where the wider team believe the organisation is performing better than the executive team.

> No results are displayed due to one of the following:
>
> 5 or more participants have not completed the survey
> There were no 'Unrecognised Successes' generated for the survey
> There were no executives nominated for the survey

People Score (Engagement)

Your People Score is 66%

The overall People Score is the average of 24 assertions in three categories (Leadership, Performance Development, and Culture) which generally map closely to the assertions in a traditional engagement survey. The People Score is representative of what would be considered an Engagement Score but the calculation to determine this score is different. It should not be directly compared.

Success Factors	Current Score
Leadership	64%
Culture	68%
Performance Development	65%

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Benchmarking - Assertions

Compare your survey results with the AskYourTeam benchmark scores. Within the table, a green or red 'Difference' score indicates it is a statistically significant difference. If it's grey, it is not a statistically significant difference from the benchmark.

Overall Survey Score	63%
Benchmark Score	63%
Difference	0%

Success Factors	Assertions	Survey Score	Difference
Internal Communication	The Senior Leadership Team shares information with me that enables me to do my job effectively	61%	-7%
Rate Payer / Community Focus	Our council has a positive reputation in its local business community	53%	-6%
Rate Payer / Community Focus	Our council has a positive reputation with our ratepayers	50%	-6%
Leadership	The Senior Leadership Team treat people the way they ask us to treat the ratepayers/community and each other	64%	-6%
Strategy	We are good at partnering with other councils to create mutual value	60%	-5%
Organisational Learning	The performance of our council is better than that of similar councils	63%	-5%
Leadership	There is a clear strategy for the council	62%	-5%
Culture	I have the autonomy to make decisions with matters I am responsible for	68%	-4%
Business Processes	We effectively identify and realise opportunities to reduce costs	54%	-4%
Suppliers	Our suppliers provide excellent value	58%	-3%
Leadership	There is a clear vision for the council	66%	-3%
Leadership	The actions of our Senior Leadership Team are consistent with our council's values	66%	-3%
Internal Communication	I am motivated by the way our Senior Leadership Team communicates	58%	-3%
Suppliers	Our suppliers enable us to perform as successfully as possible	62%	-2%
Rate Payer / Community Focus	We provide great value to our ratepayers/community	68%	-2%
Internal Communication	I feel safe to tell the truth even when it is unpopular	60%	-2%
Culture	Our council is a great place to work	73%	-2%
Culture	I enjoy working for this council	76%	-2%
Culture	Honesty and directness are valued in our council	62%	-2%
Culture	Our council supports people who come forward with new ideas	62%	-2%
Strategy	All departments have goals or objectives that are aligned with those of other departments	56%	-1%
Strategy	Social responsibility is appropriately reflected in our council's vision, values and strategy	69%	-1%
Review	Information and results from projects are analysed and acted upon effectively	56%	-1%
Rate Payer / Community Focus	The council has effective public communication and consultation on significant issues	66%	-1%
Performance Development	Our council provides opportunities for me to develop my skills and competencies and actively encourages career development	66%	-1%
Organisational Learning	We learn effectively from our mistakes	61%	-1%
Organisational Learning	Our council responds quickly to external changes	57%	-1%
Organisational Learning	We keep up with the best initiatives that are used in other councils	58%	-1%
Leadership	The council has a culture of empowerment that maximises the performance of staff	57%	-1%
Rate Payer / Community Focus	I am proud of the impact our council has on the community	74%	0%
Rate Payer / Community Focus	Everyone in the council is clear on the role they play in helping deliver what our ratepayers/community wants	67%	0%
Performance Development	We have effective training that enhances the performance and development of individuals	64%	0%
Leadership	I am confident that our Senior Leadership Team is leading us in the right direction	67%	0%

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Success Factors	Assertions	Survey Score	Difference
Leadership	People are confident that our Senior Leadership Team will successfully implement our strategy and vision	63%	0%
Internal Communication	We are provided with meaningful updates on how the council is performing	62%	0%
Implementation	Everyone involved in implementing a project understands what needs to be done and by whom	61%	0%
Implementation	We use effective project management techniques for implementing projects	58%	0%
Business Processes	Meetings are generally an effective use of time	57%	0%
Business Processes	The health, safety and wellbeing of people in the council is appropriately reflected in our systems, processes and work environment	74%	0%
Strategy	Everything we do is consistent with the council's vision, values and strategy	64%	1%
Review	Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome	54%	1%
Review	The measurements we use show clearly whether or not we are on target with our strategy and projects	59%	1%
Rate Payer / Community Focus	The importance of our ratepayers/community has a significant impact on how we work	76%	1%
Project Planning	Initiatives and projects are researched and planned effectively	58%	1%
Performance Development	My own performance targets are aligned with the objectives of the council	74%	1%
Organisational Learning	People are regularly asked for feedback on how to improve the council	58%	1%
Internal Communication	Our council ensures I understand why workplace changes are made	62%	1%
Information	I have the information I need to do my job as effectively as possible	69%	1%
Implementation	Changes to plans or deadlines are effectively communicated to all those affected	59%	1%
Culture	There is a strong focus on how we can work together better as a team	65%	1%
Culture	I understand clearly how the things I do affect the ability of others in my team to do their job	82%	1%
Business Processes	When I receive work from other departments it is fit for purpose	63%	1%
Suppliers	We have suppliers who are responsive to our feedback	66%	2%
Rate Payer / Community Focus	We actively gather feedback from ratepayers/community and use this to improve our service to them	66%	2%
Project Planning	Effective consultation occurs before changes are made that affect others	56%	2%
Performance Development	Each person in the council has clearly defined roles and responsibilities which they understand	64%	2%
Internal Communication	Our department's results are provided in a clear, understandable way	65%	2%
Information	We can quickly obtain customised reports from our information systems	52%	2%
Culture	Effective cross-functional teams are common in our council	58%	2%
Business Processes	Our council allocates resources effectively to achieve agreed outcomes	57%	2%
Strategy	The impact on the environment is appropriately reflected in our council's vision, values and strategy	69%	3%
Project Planning	There are effective planning processes in the council	64%	3%
Project Planning	There is effective communication to inform what is required of me	68%	3%
Performance Development	Our remuneration structure is appropriate relative to the market	53%	3%
Business Processes	We regularly review processes and identify possible improvements	65%	3%
Information	I have access to the right information which enables me to make effective decisions	69%	4%
Implementation	People are held accountable for hitting deadlines	64%	4%
Culture	We have clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied equally to everyone	64%	4%
Culture	The contribution of individuals is recognised	66%	5%
Performance Development	I have regular performance reviews and receive effective feedback	71%	6%
Business Processes	We have the technology to effectively support our processes	62%	7%
Culture	We celebrate achievements as a team	74%	9%

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Benchmarking - Participation

This report compares your survey results with the AskYourTeam benchmark for the Participation rates. For more information on benchmarking

Participation

Survey completion count	232 of 294
Survey participation rate	79%
Participation Benchmark	70%
Difference	9%

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