



Christchurch
City Council



Review and Recommendations

Working@Council
March 2023

Participation Rate

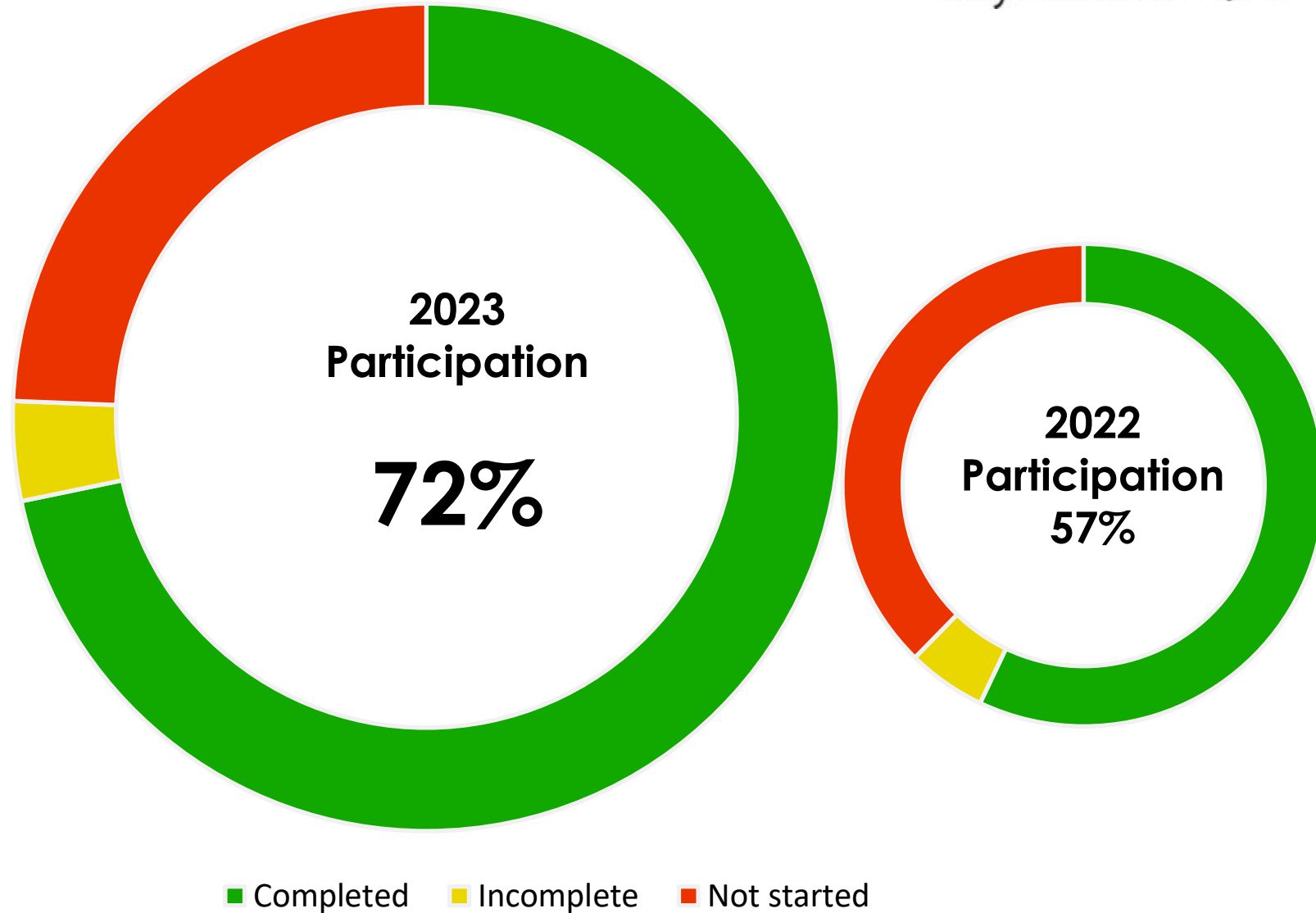
2023

2577 people were invited.

1849 people completed the survey.

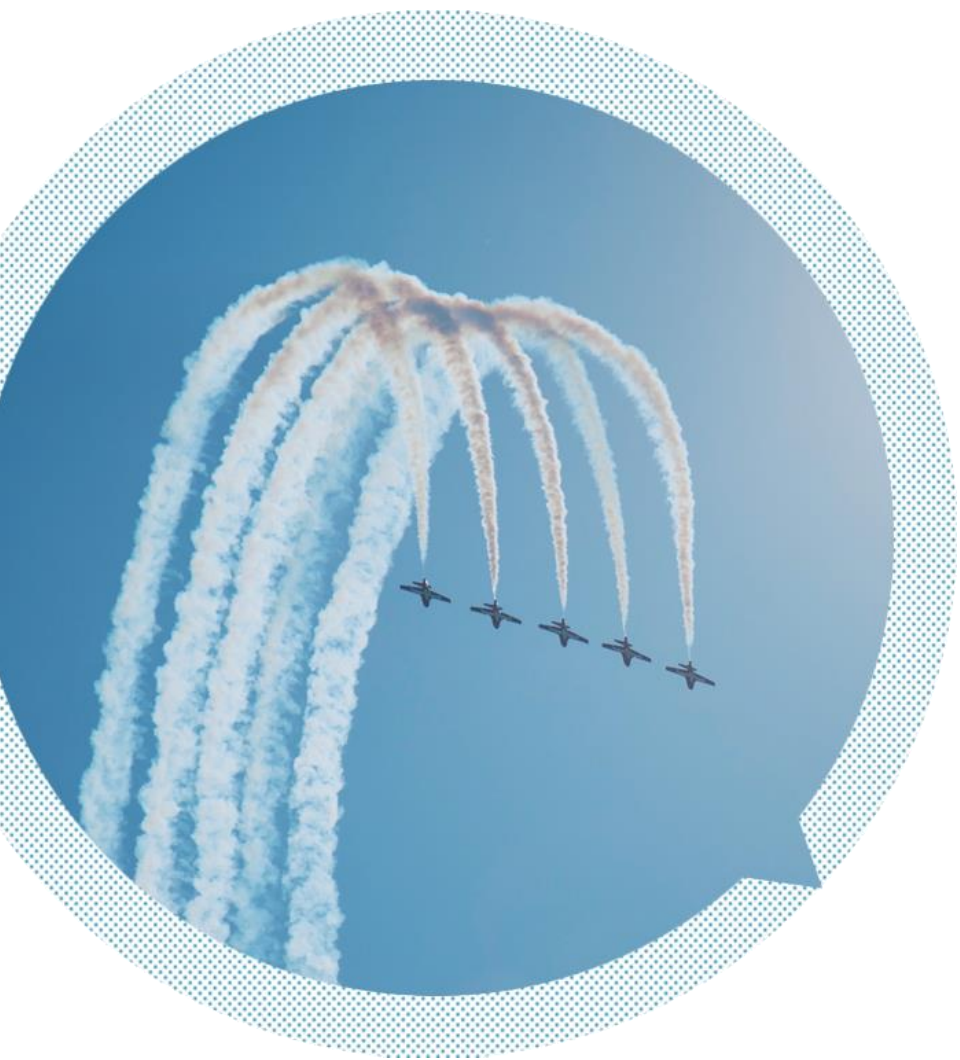
The participation rate is 72%

15% increase



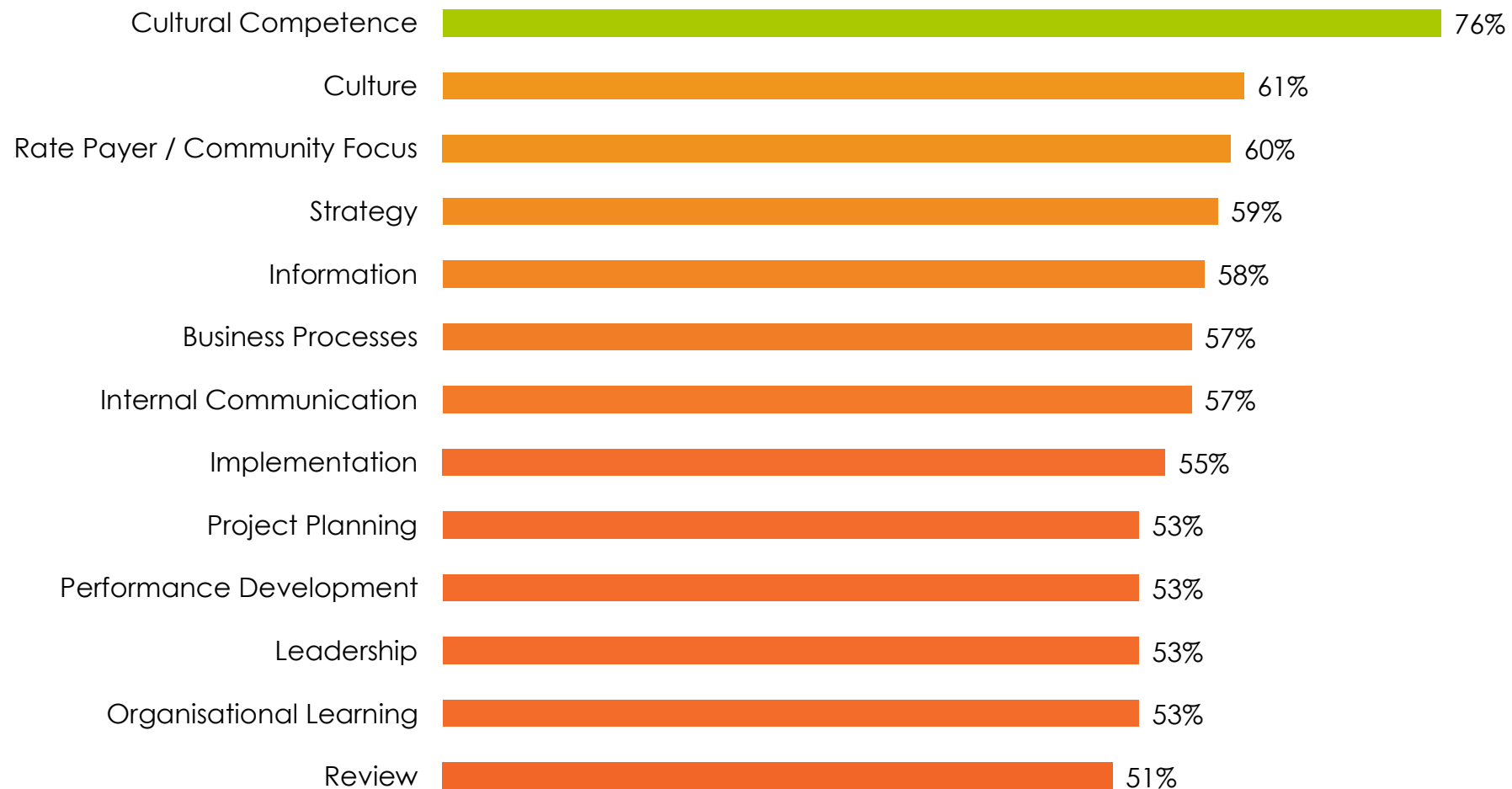
Key Organisation Metrics





High Level Metrics

Average Category Score



Top 10 Question Scores

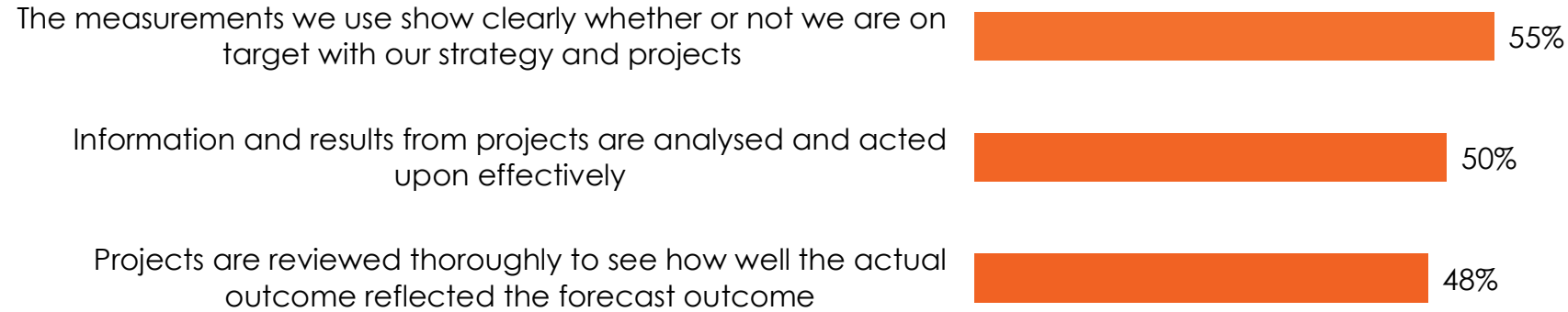


Bottom 10 Question Scores



Average Question Score by Category

Review



Average Question Score by Category

Organisational Learning



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Average Question Score by Category

Leadership



Average Question Score by Category

Performance Development



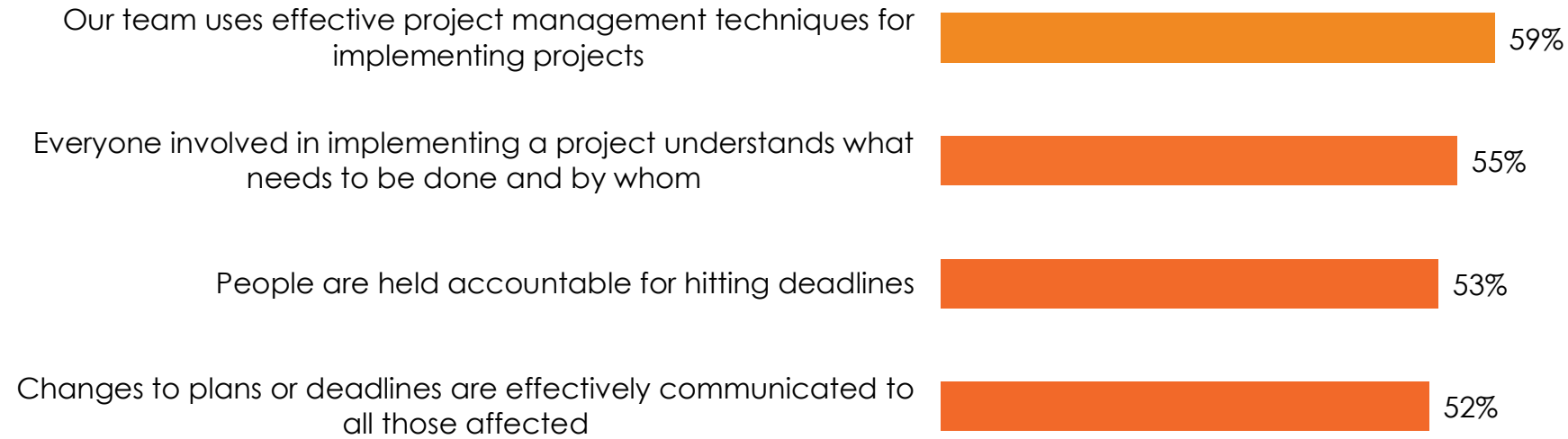
Average Question Score by Category

Project Planning



Average Question Score by Category

Implementation



Average Question Score by Category

Internal Communication



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Average Question Score by Category

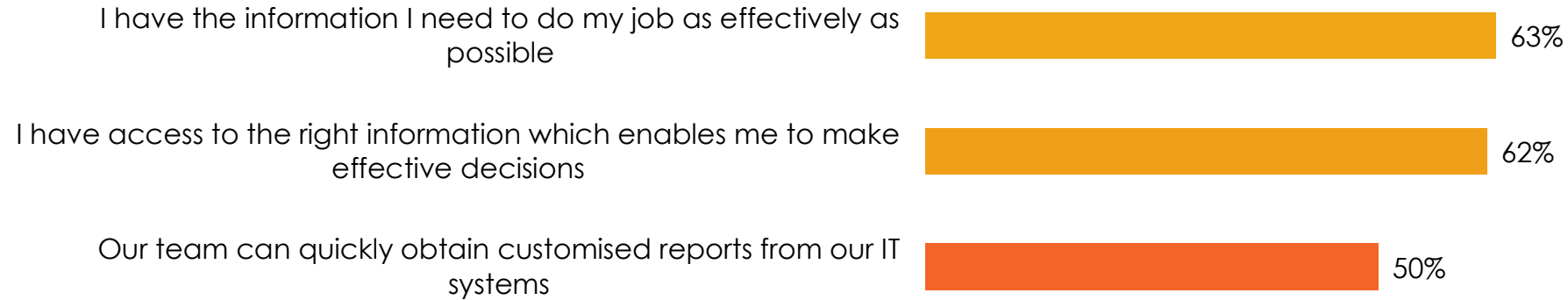
Business Processes



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Average Question Score by Category

Information



Average Question Score by Category

Strategy



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Average Question Score by Category

Rate Payer / Community Focus



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Average Question Score by Category

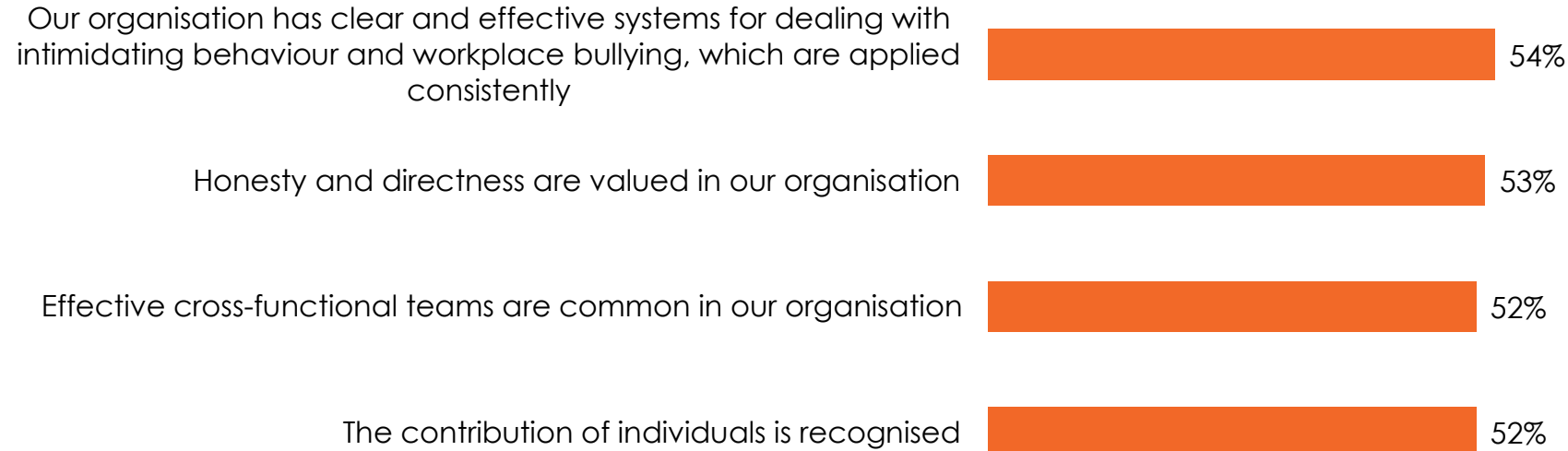
Culture - 1/2



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

Average Question Score by Category

Culture - 2/2



Average Question Score by Category

Cultural Competence

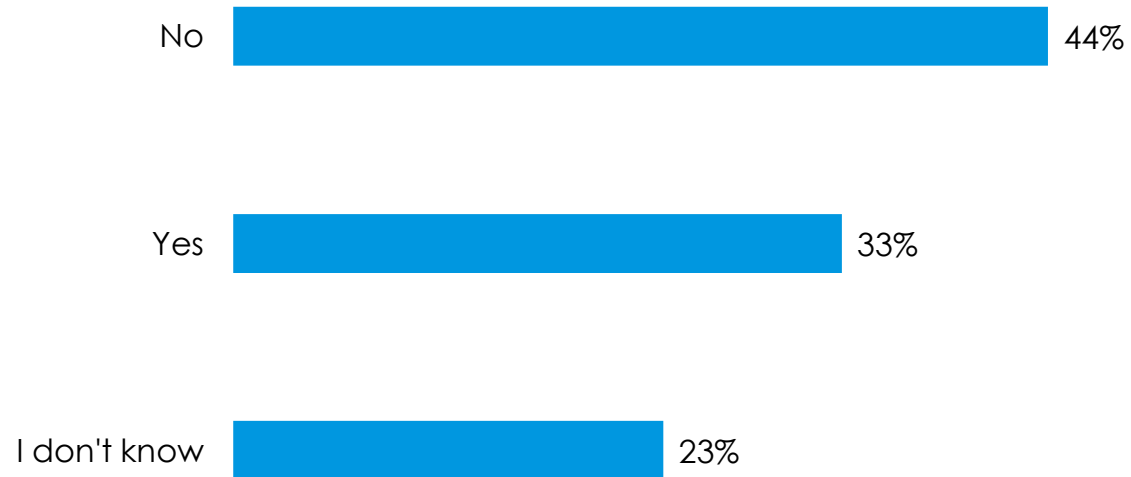
I believe it is important that Christchurch City Council has partnerships with the six local papatipu rūnanga  80%

I recognise the importance of Te Tiriti o Waitangi and its principles.  78%

I believe that our organisation actively values Te Ao Māori  69%

Multi-choice Question

Do you think our organisation is transparent and open with information inside the organisation (i.e. for staff)?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

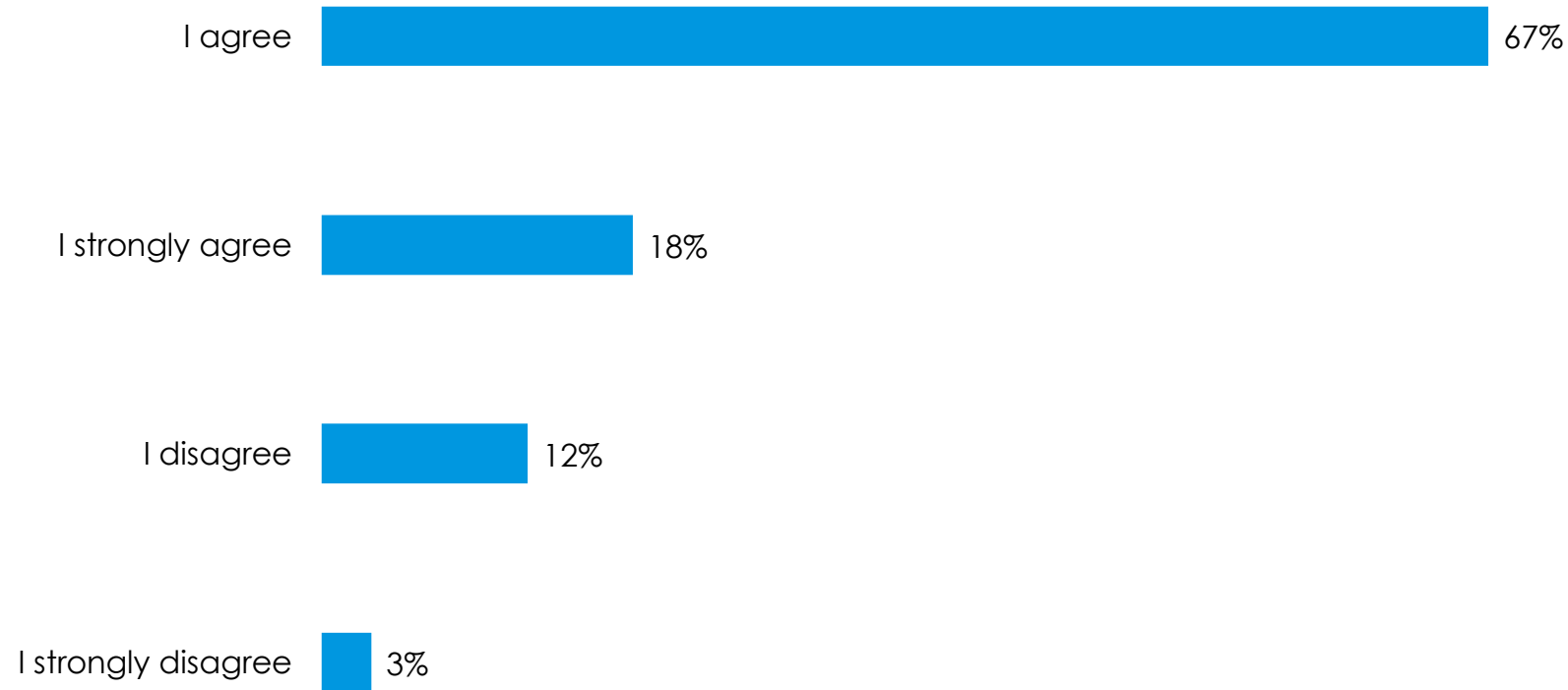
Do you think our organisation is transparent and open with information outside the organisation (i.e. for communities/customers/partners)?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

To what extent do you agree with the following statement, 'Our organisation is open and accepting of individual differences'?

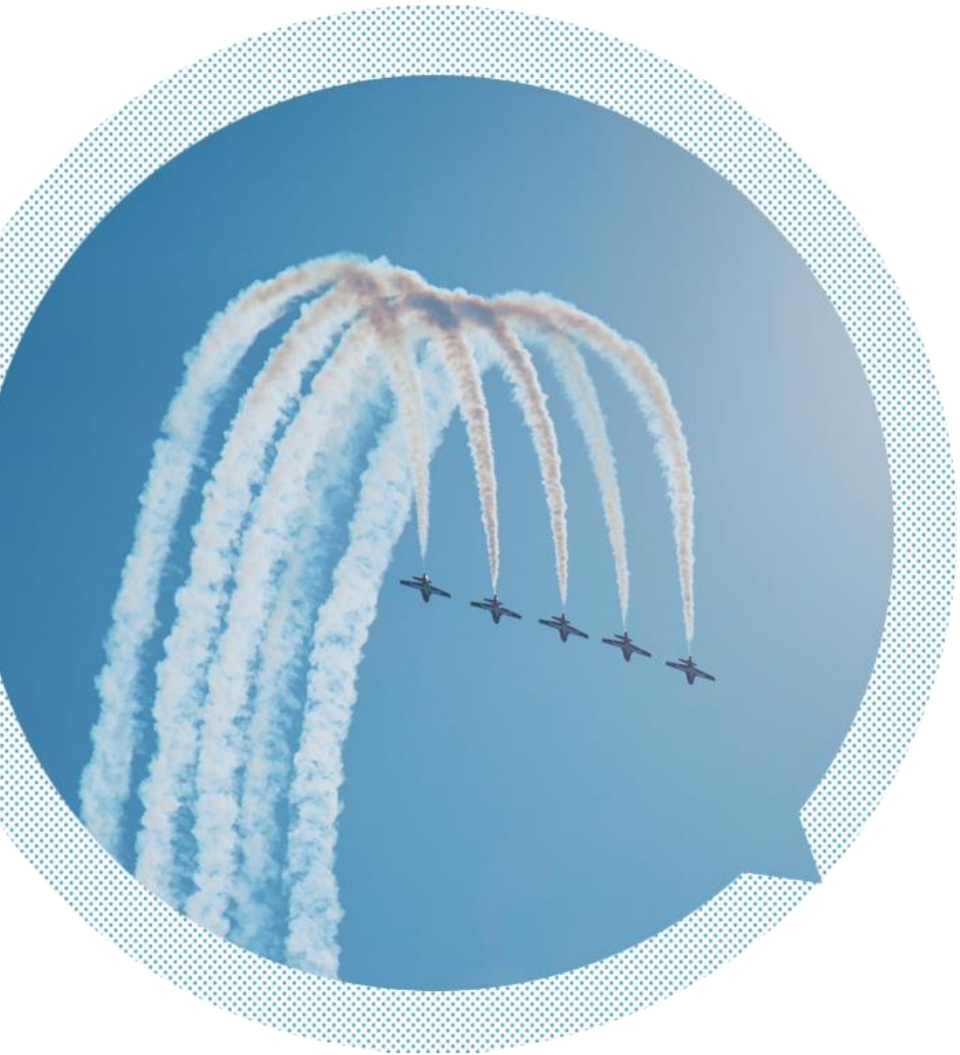


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More detail

- Position
- Group
- Team
- Unit



Alignment

ELT Validated score 72%
All of organisation 56%
Gap of 16%

Breakdown

ELT and

All of organisation	43%	[33/77] questions have a gap of 15% or greater
Heads of Service	18%	[14/77] questions have a gap of 15% or greater
Managers	32%	[25/77] questions have a gap of 15% or greater
Team Leaders	43%	[33/77] questions have a gap of 15% or greater

ELT Top 10 Question Scores

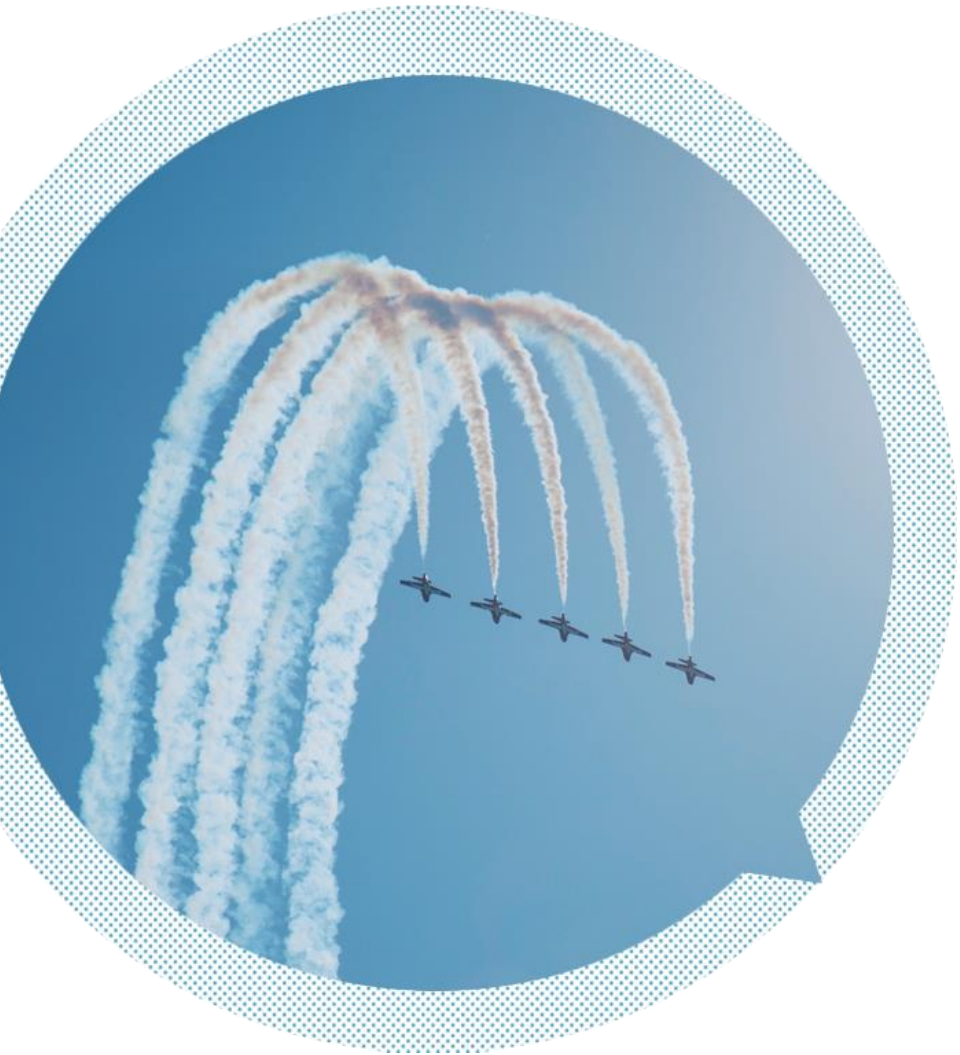


These questions may identify areas to celebrate with your team. This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

ELT Bottom 10 Question Scores



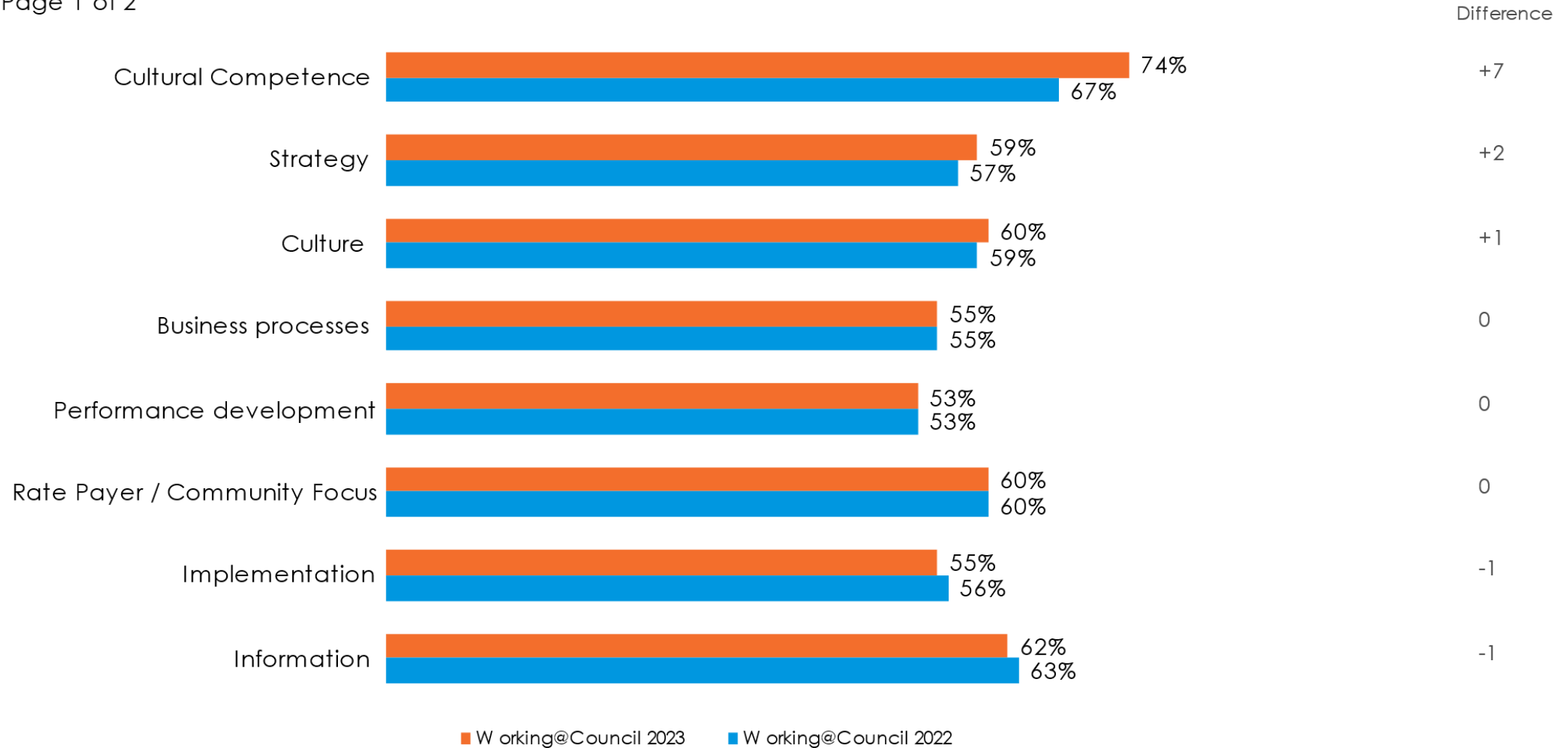
These questions may identify your biggest opportunities for improvement. This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Comparisons 2023/2022

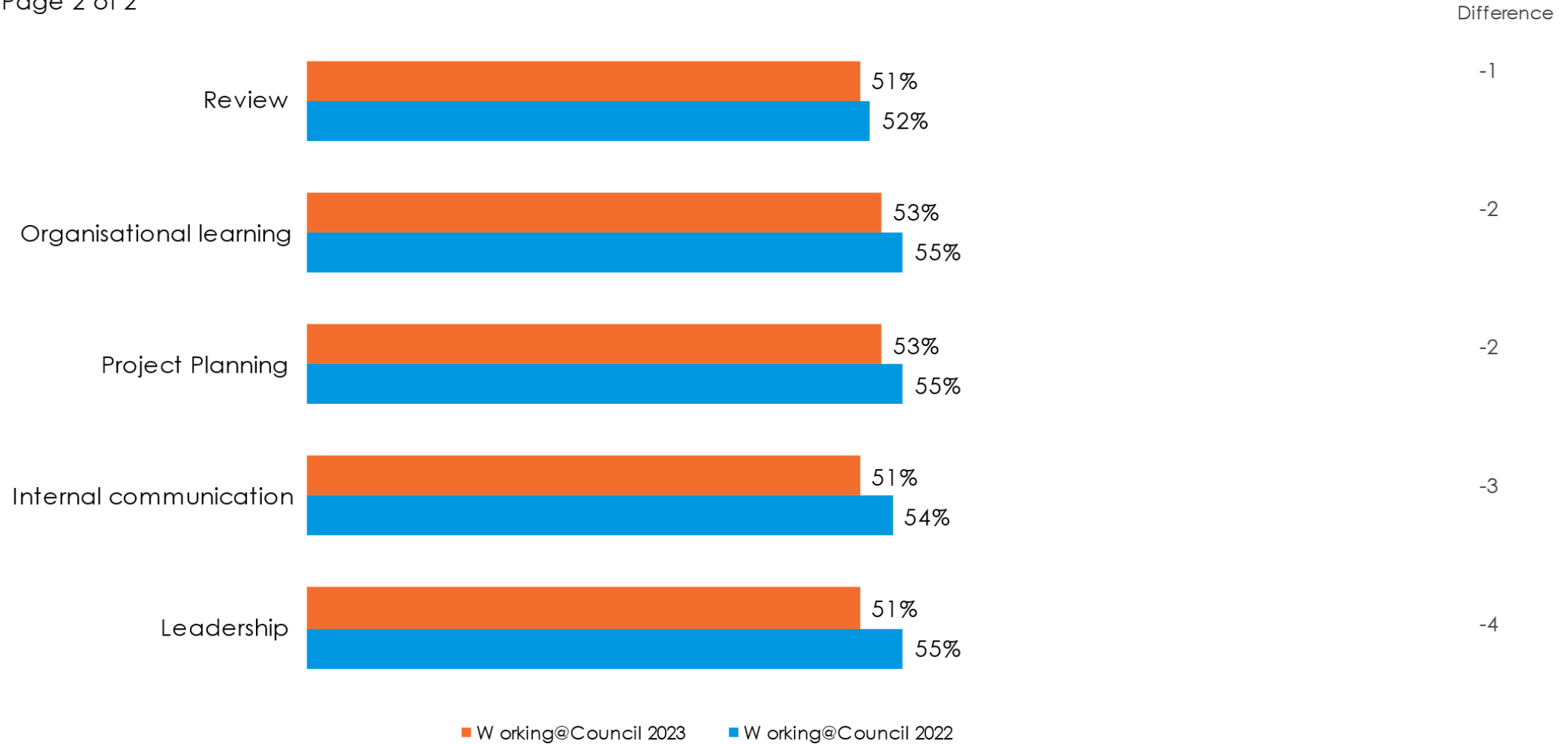
Comparison by Category

Page 1 of 2

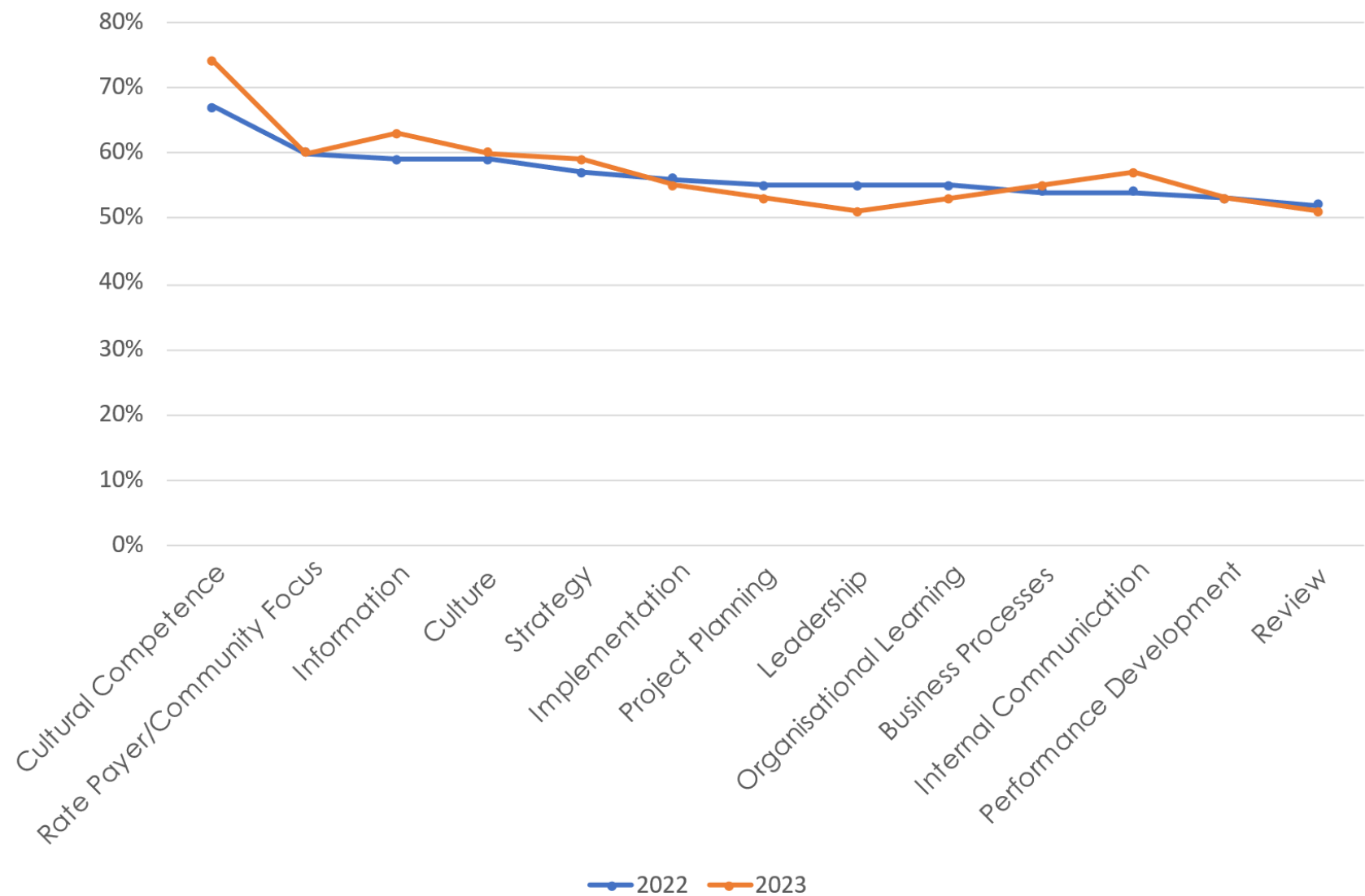


Comparison by Category

Page 2 of 2

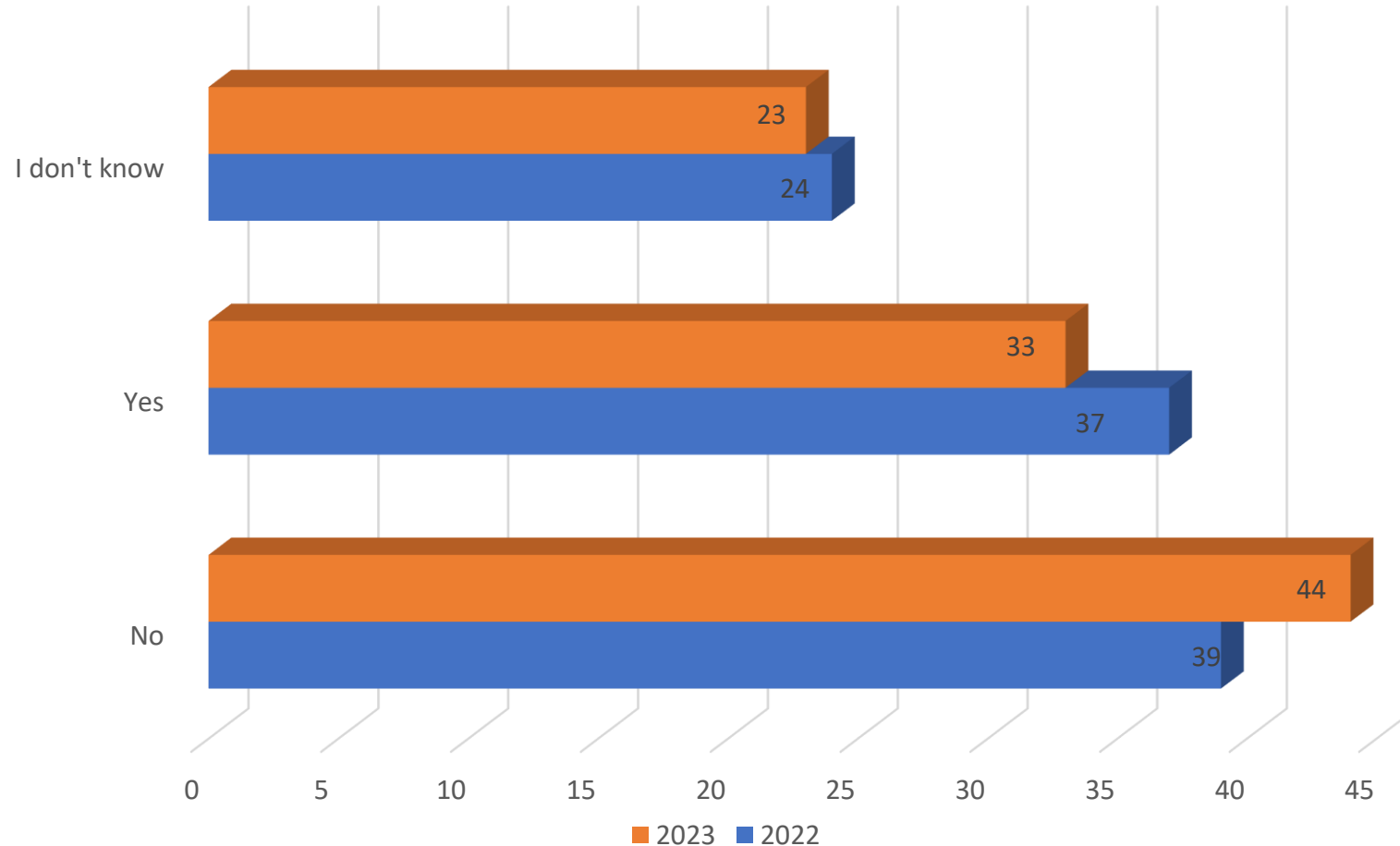


Average Category Score 2022 and 2023 – Validated scores



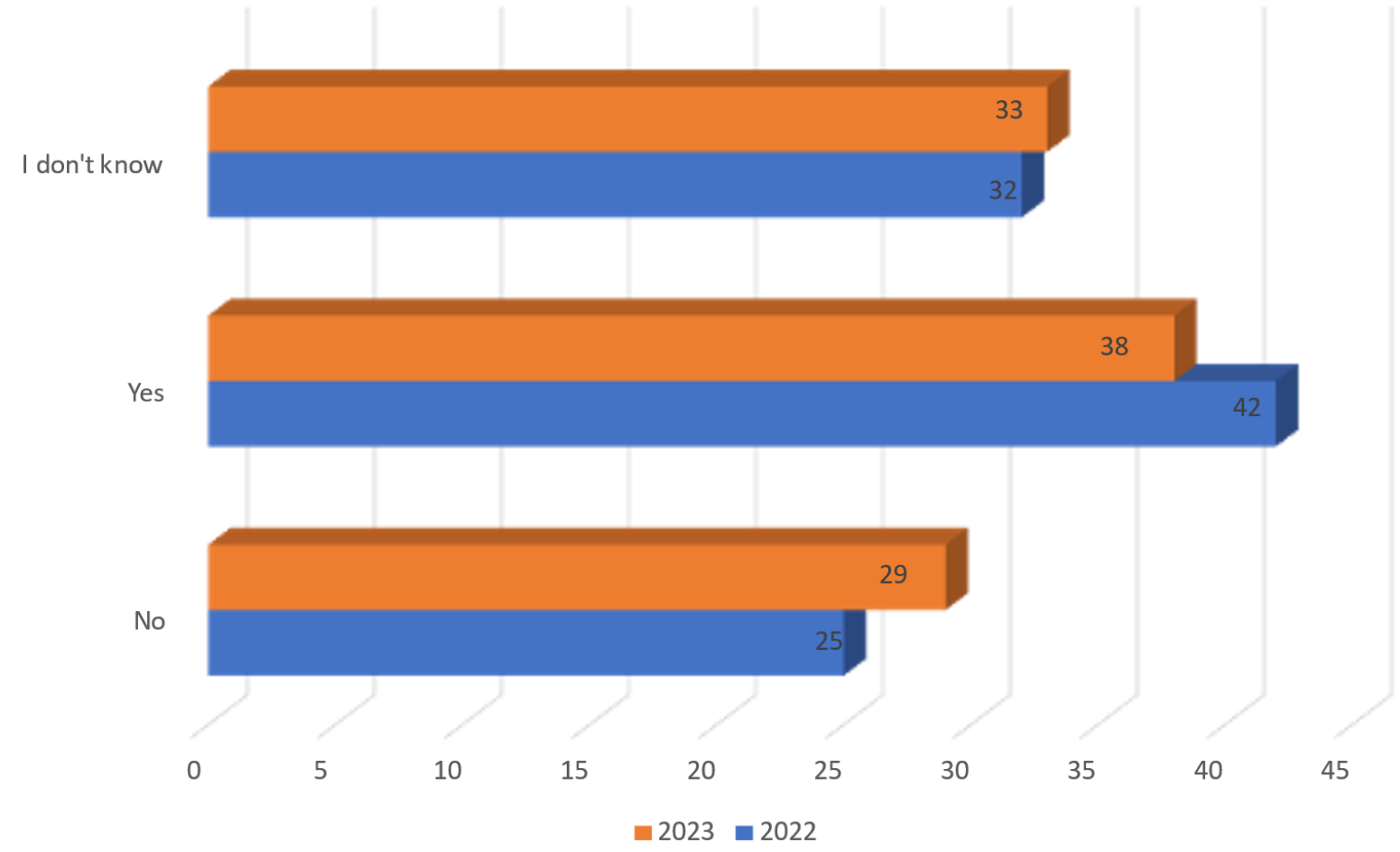
Multi-choice Question

Do you think our organisation is transparent and open with information inside the organisation (i.e. for staff)?



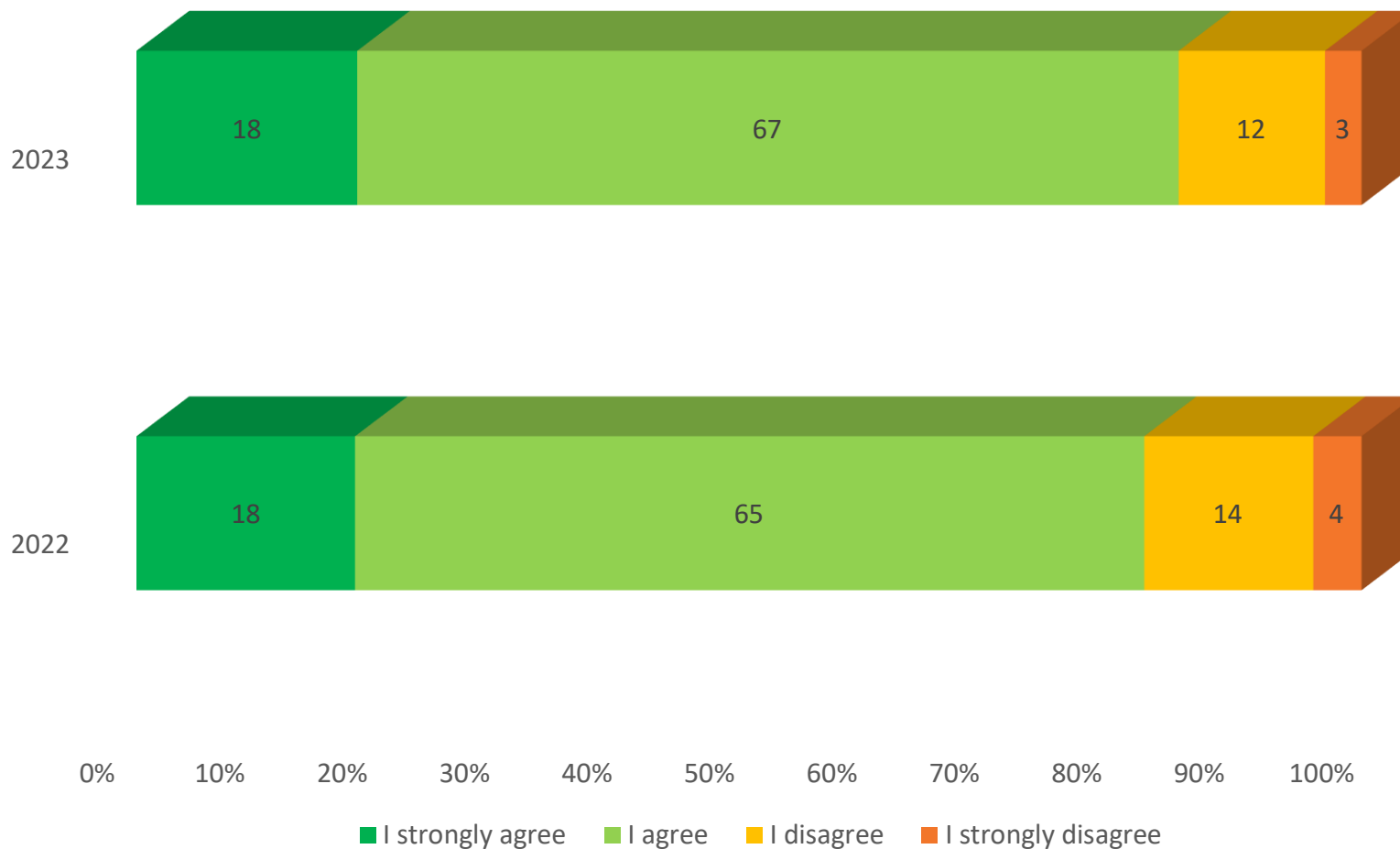
Multi-choice Question

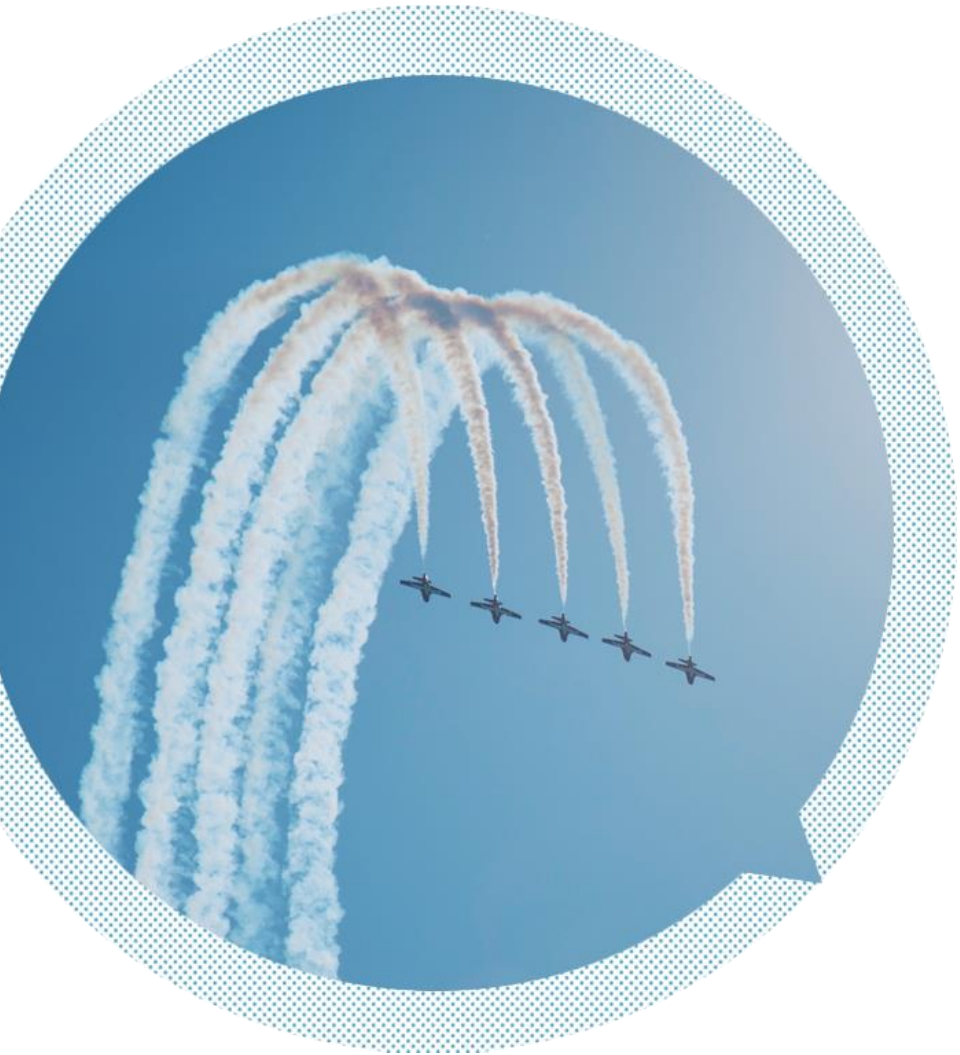
Do you think our organisation is transparent and open with information outside the organisation (e. for communities/customers/partners)?



Multi-choice Question

To what extent do you agree with the following statement, 'Our organisation is open and accepting of individual differences'?

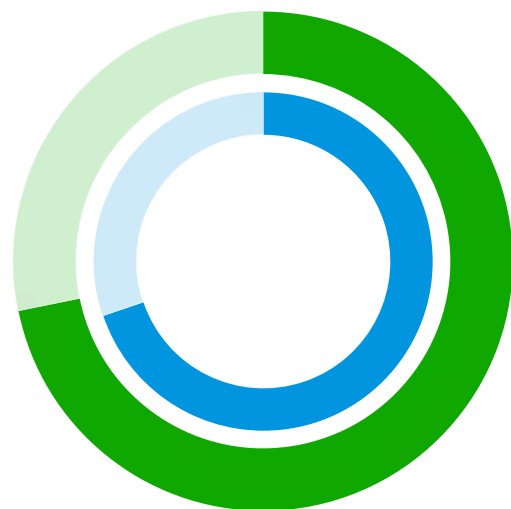




Benchmarks

AskYourTeam Benchmarks

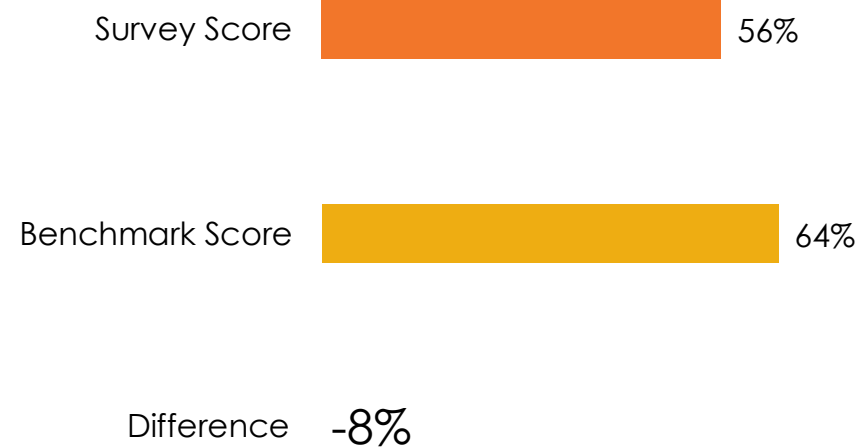
Data from: Local Government (Sector)



71.8%
Survey participation

70%
Participation benchmark

+2%
Difference



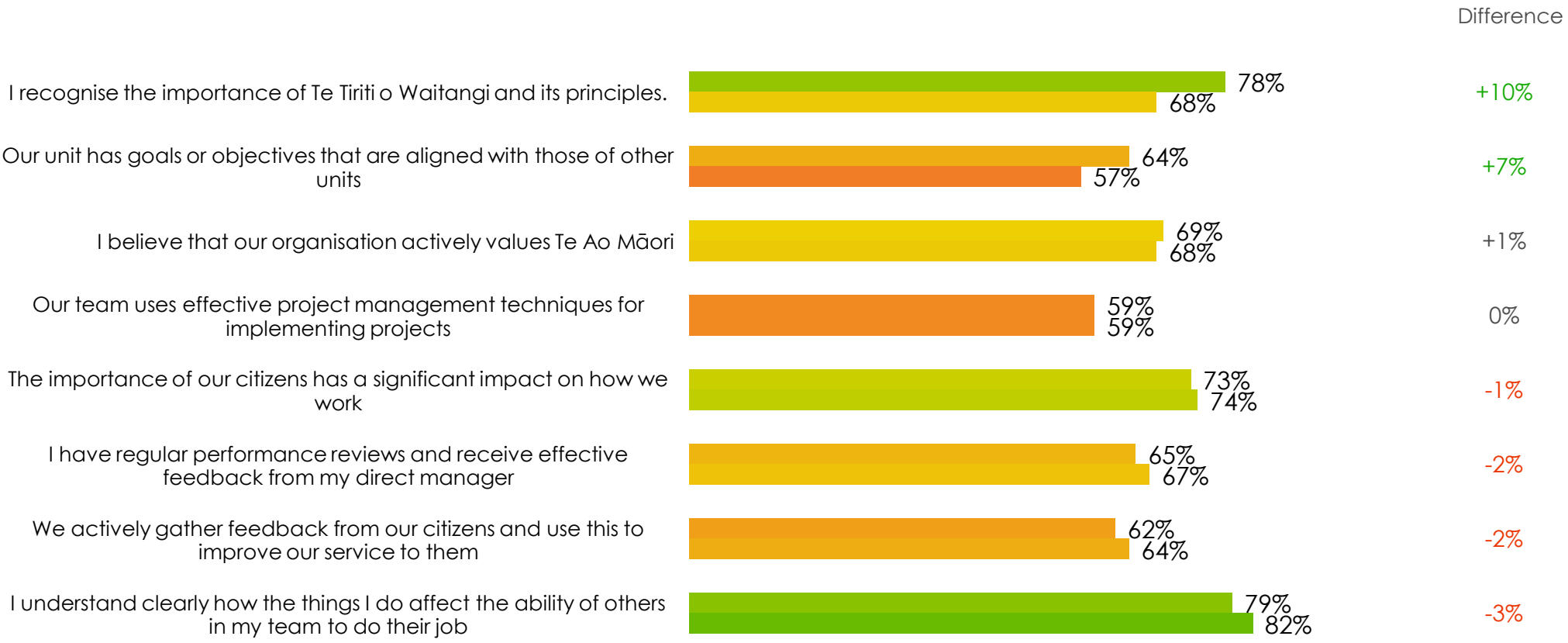
Survey Score 56%

Benchmark Score 64%

Difference -8%

The summary report includes participation rate and overall score by sector. Note that results may have been filtered to a demographic group within the survey.

Benchmark Scores - 1/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

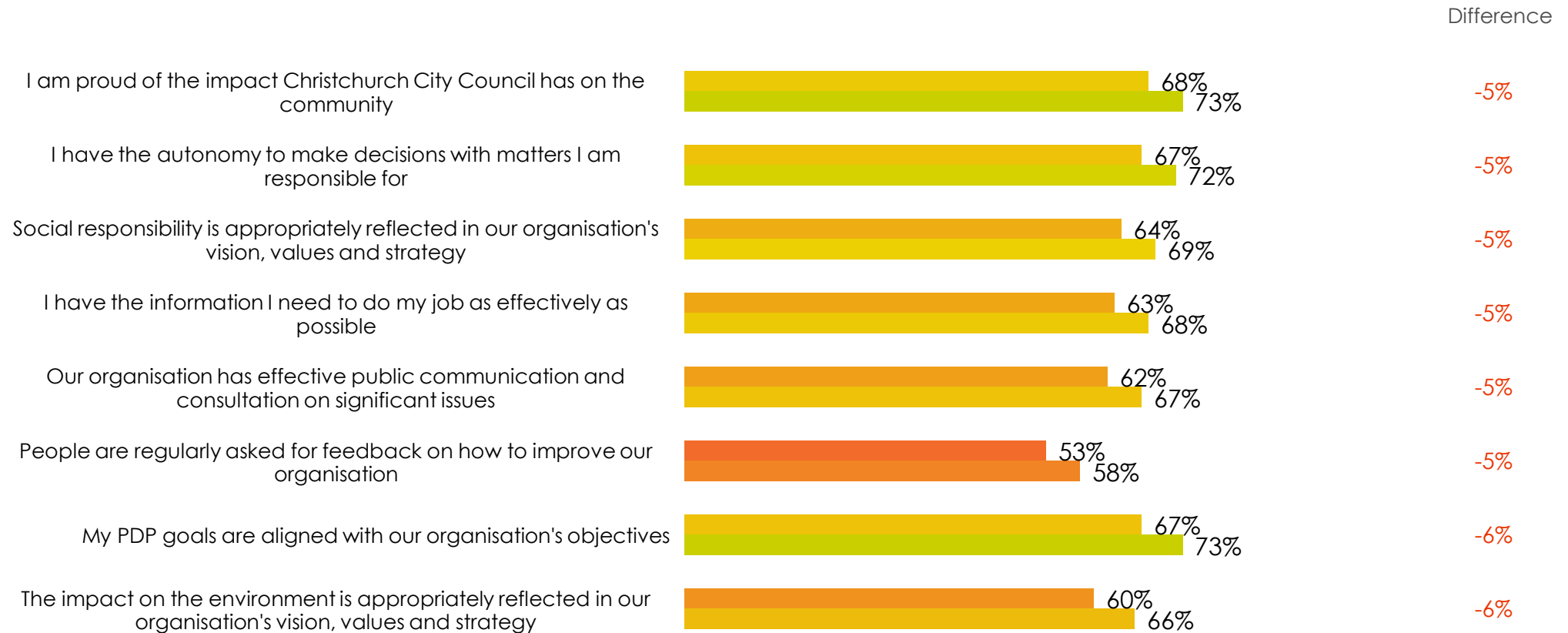


Benchmark Scores - 2/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

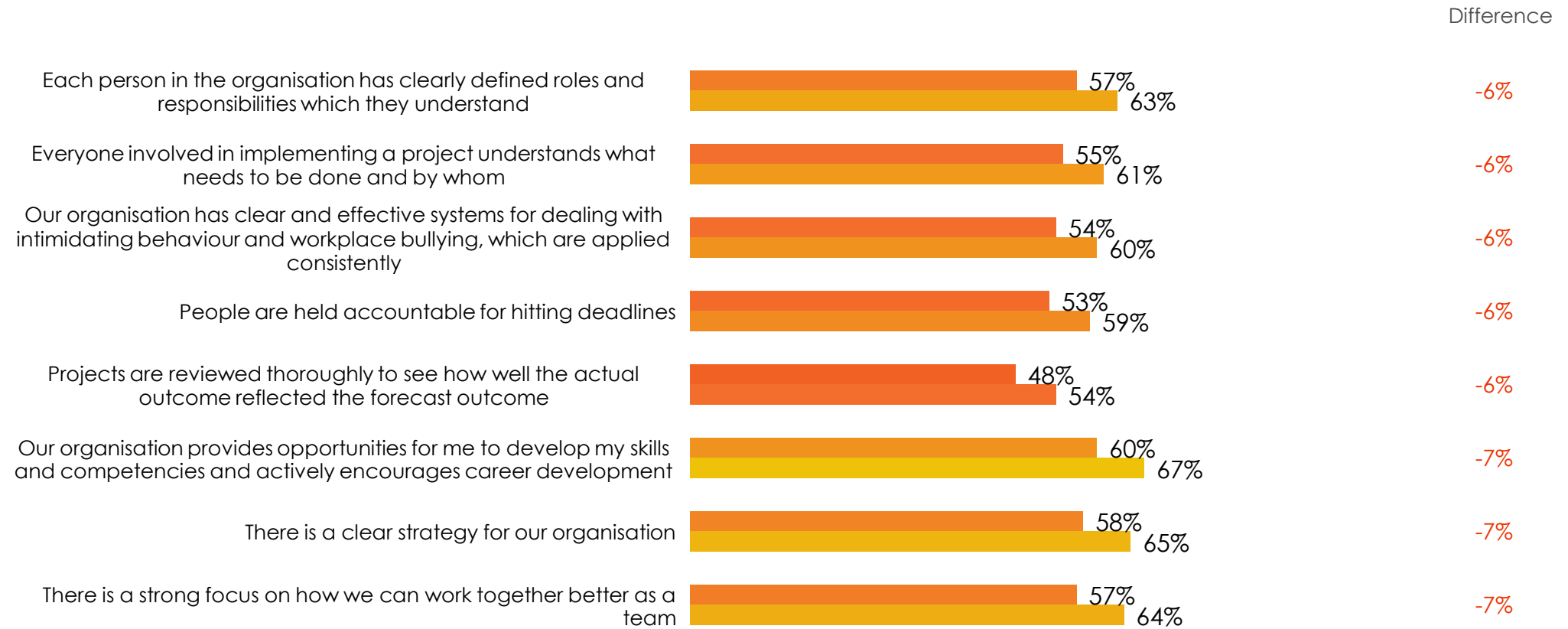
Benchmark Scores - 3/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

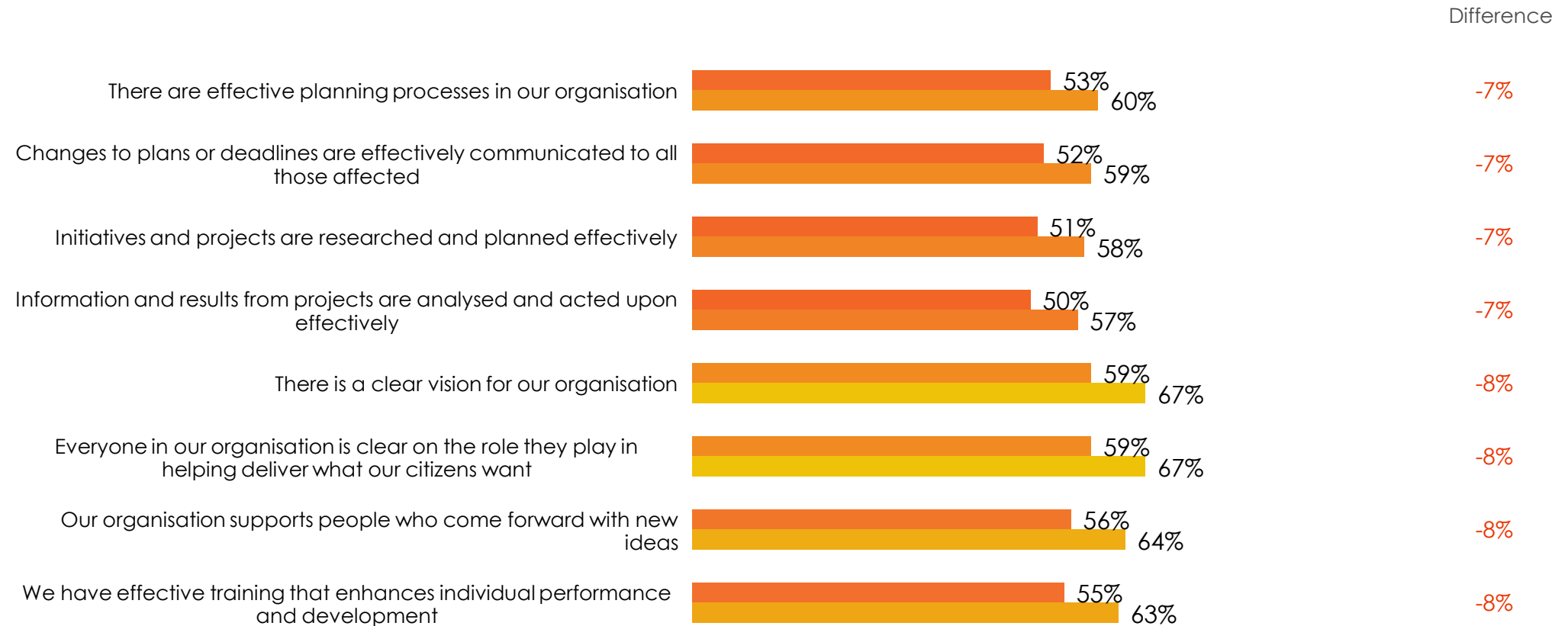


Benchmark Scores - 4/9



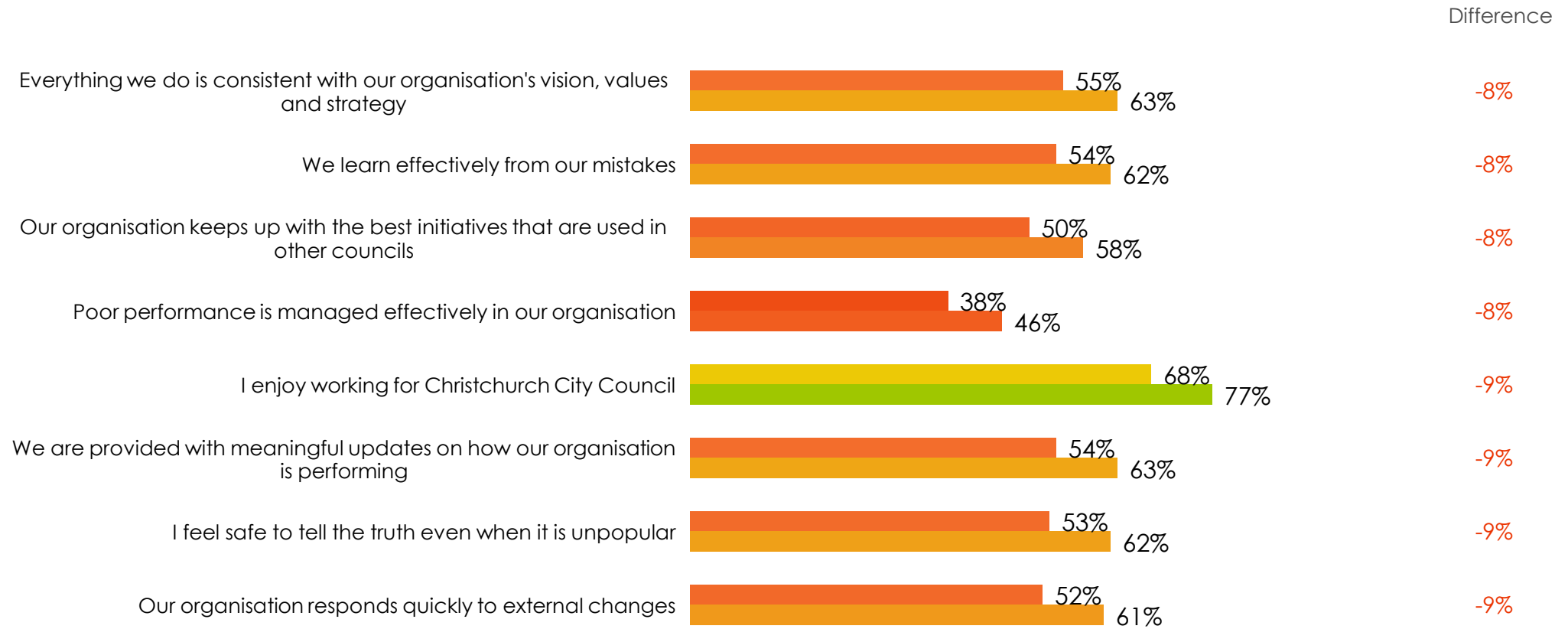
Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

Benchmark Scores - 5/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

Benchmark Scores - 6/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

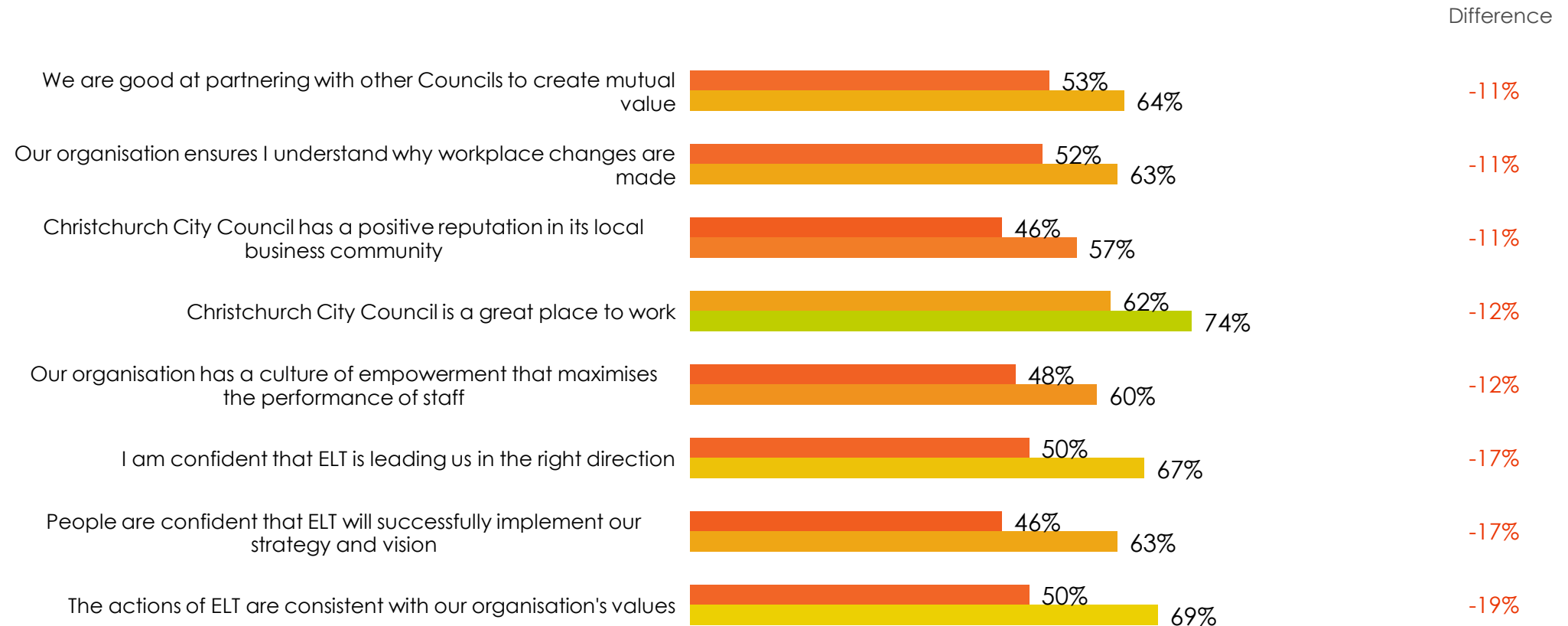


Benchmark Scores - 7/9



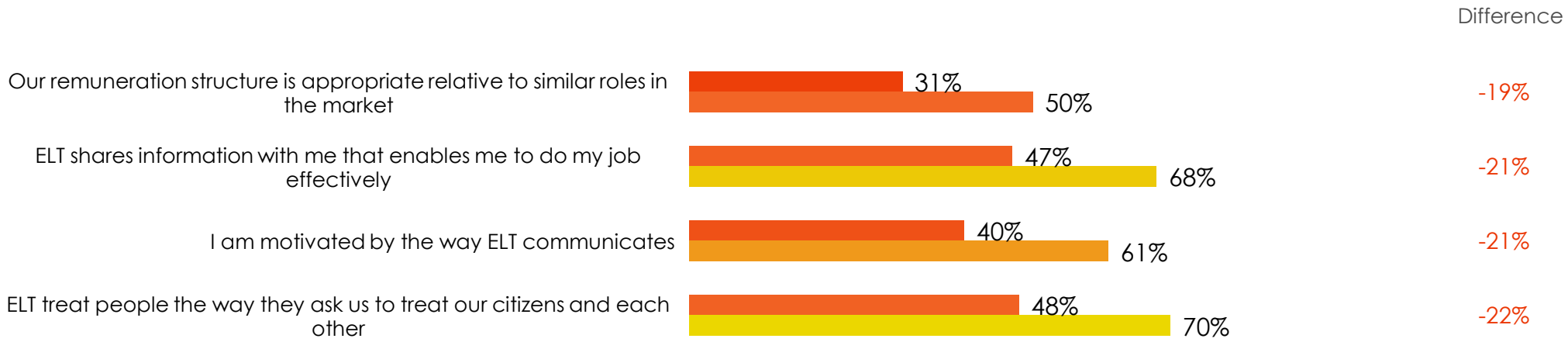
Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

Benchmark Scores - 8/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.

Benchmark Scores - 9/9



Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.





Free Text

Is there anything else you would like to share with us?

619 Comments

Key Themes:

- Leadership – there were several comments relating to a lack of confidence in ELT leadership.
- Culture – culture is suffering, indicating that morale is very low as a result of inadequate remuneration and high staff turnover - resulting in unsustainable workloads. Some people are feeling disempowered. There are perceived negative behaviours from members of ELT and other leaders, and these are impacting on people.
- Remuneration – strong sentiment around the CEO's pay increase with the impression that there's no recognition or action from ELT to address remuneration concerns.
- Communication – communication is not working as well as it needs to, and this is a significant area for improvement for ELT. Consistency of communication is also identified as lacking.
- Workloads – strong sentiment that workloads are high, in some cases unsustainable, with increased risk of burnout. Wellbeing is suffering as a result and quality staff are perceived to be leaving.



Executive Summary

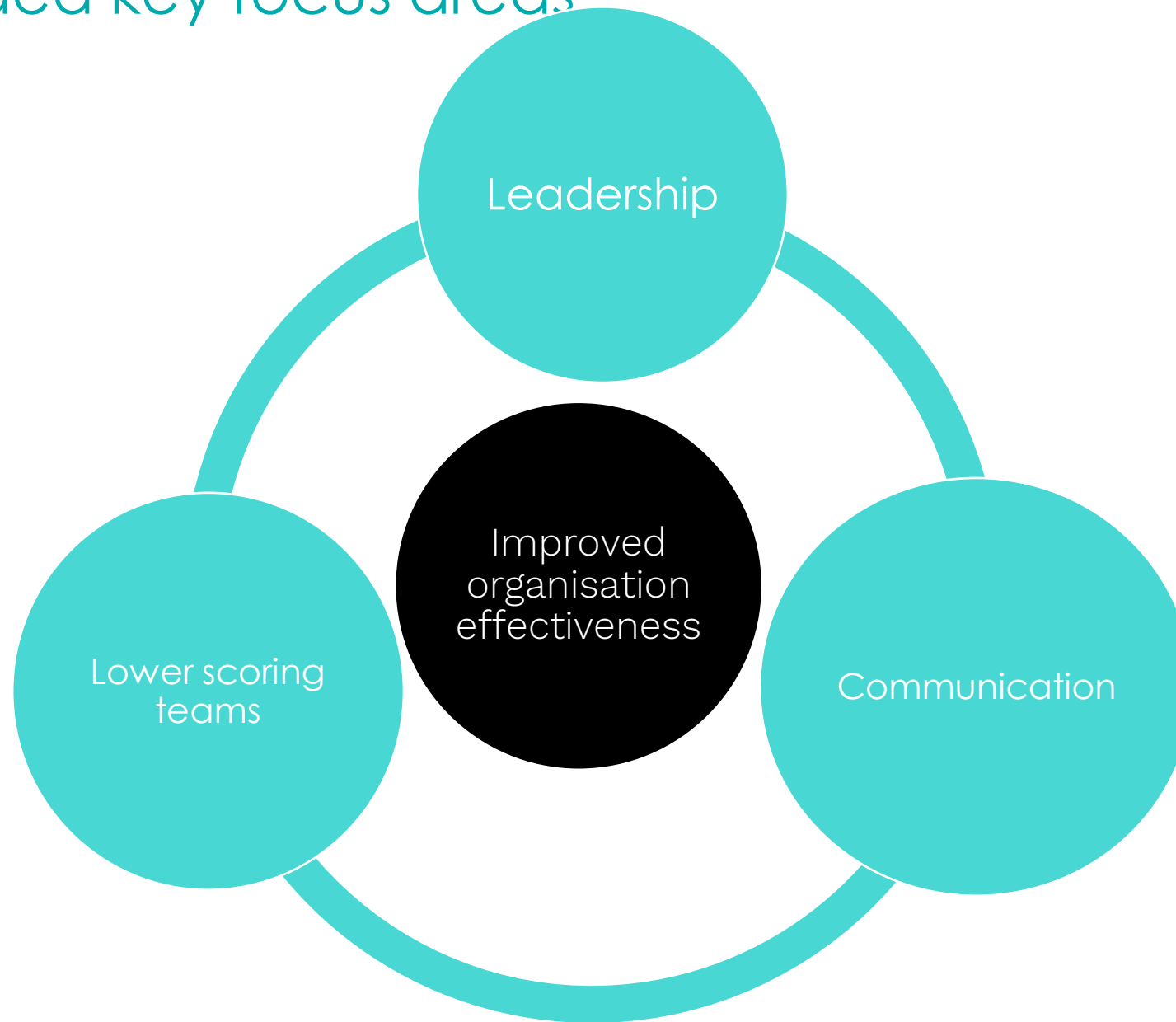
Executive summary

- The 15% increase in participation rate to 72% for the 2023 survey is positive and provides a strong representative view. Thanking people for their feedback is going to be important along with ensuring focused actions result from feedback. Communicating back high-level results at an organisation level and team level to not only achieve open communication around the results, but include people in identifying the most effective actions, is recommended.
- The overall average organisation score of 56%, also the average score for 2022, demonstrates at a high level that despite some positive actions initiated, these are yet to gain enough traction to demonstrate effectiveness.
- The more granular results at Unit/team levels for 2023 indicate that some areas are experiencing higher confidence and satisfaction than others and that across the board there are some aspects of working for council which need to improve particularly for the lowest scoring teams.
- Leadership is an area people do not identify as a strength currently. Further work to ensure wider leadership are confident and consistently role modelling empowering and positive leadership is going to be pivotal for the organisation.
- Communication is an area people identify as an area to continue to work on, particularly by ELT and wider leadership despite a small increase in confidence in over the past 12 months. Extending this into cross team communication improvements will also contribute to increased empowerment as part of the ongoing improvement journey.
- Remuneration is a key area of concern across the board and this is clearly acting as a driver for retention challenges and empowerment issues. Despite some actions already taken, understanding what communication needs to take place in the first instance to address these concerns is recommended as a priority.
- There are improvements seen in results in a small number of teams which is positive and needs acknowledging, however these increases need to be replicated across more teams in order to see overall wider improvements.
- In summary, your people are extremely motivated to be part of and experience positive change working for council. Through a committed focus to addressing key priority areas, working with your people to identify possible actions to improve, will likely result in traction being achieved along Council's improvement journey.



Recommended Areas for Focus

Recommended key focus areas



What's next?

ELT decisions

Agree as an ELT what the key areas of focus are resulting from the survey and what actions need to be taken.

Communication

Agree a communication approach back to all staff including what survey response information will be shared.

Retest

Agree a retest roadmap to ensure that you measure progress, can make timely changes to initiatives and keep staff informed.



Disclaimer

This report has been prepared in good faith based on information available resulting from the feedback provided in your organisation's AskYourTeam survey, without any independent verification. Readers are responsible for assessing the relevance and accuracy of the content of this report. AskYourTeam does not overlay any specific organisational context in this report and it is expected that the organisation will overlay this context and priorities to help formulate Action Plans.

The information is not advice and should not be treated as such. AskYourTeam will not be liable for any loss, damage, cost or expense incurred or arising by reason of any person using or relying on information in this report.



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