

# City Council

## Review and Recommendations

Working@Council March 2023



## Participation Rate



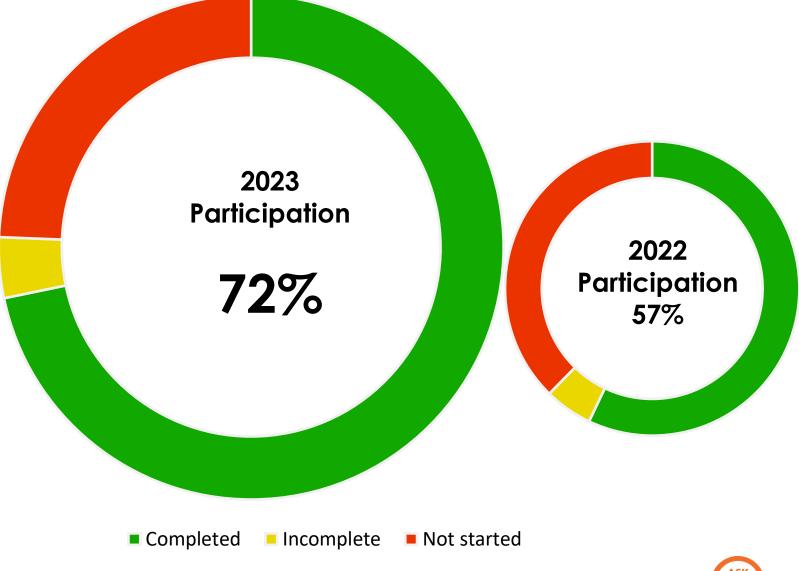
#### 2023

2577 people were invited.

1849 people completed the survey.

The participation rate is 72%

## 15% increase





### Key Organisation Metrics









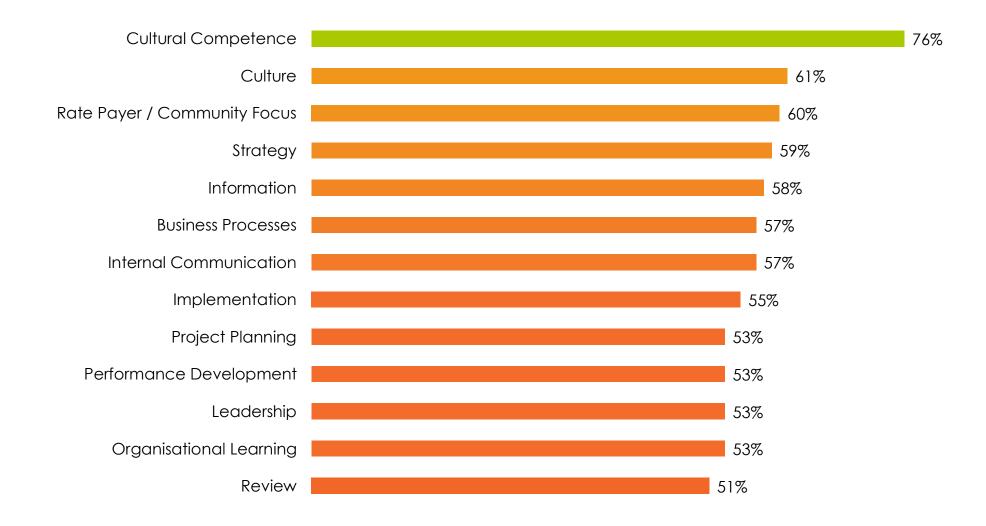


## High Level Metrics





### Average Category Score

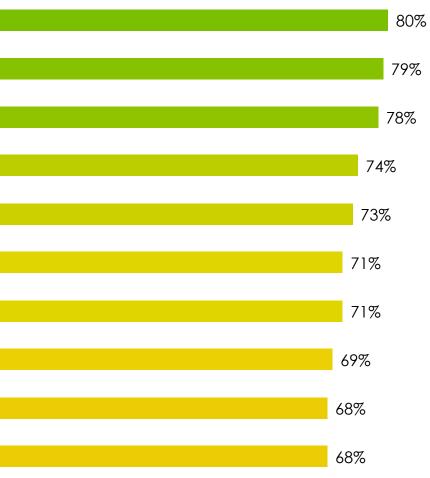






### Top 10 Question Scores

I believe it is important that Christchurch City Council has partnerships with the six local papatipu rūnanga	
I understand clearly how the things I do affect the ability of others in my team to do their job	
I recognise the importance of Te Tiriti o Waitangi and its principles.	
My direct manager shares information with me that enables me to do my job effectively	
The importance of our citizens has a significant impact on how we work	
I am motivated by the way my direct manager communicates with me	
Our organisation values and celebrates diversity	
I believe that our organisation actively values Te Ao Māori	
I enjoy working for Christchurch City Council	
I am proud of the impact Christchurch City Council has on the community	





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## **Bottom 10 Question Scores**

Our remuneration structure is appropriate relative to similar roles in the market	31%
Poor performance is managed effectively in our organisation	38%
I am motivated by the way ELT communicates	40%
Christchurch City Council has a positive reputation with our citizens	45%
Christchurch City Council has a positive reputation in its local business community	46%
Our organisation allocates resources effectively to achieve agreed outcomes	46%
People are confident that ELT will successfully implement our strategy and vision	46%
Effective consultation occurs before changes are made that affect others	46%
ELT shares information with me that enables me to do my job effectively	47%
Our organisation has a culture of empowerment that maximises the performance of staff	48%



#### Review

The measurements we use show clearly whether or not we are on target with our strategy and projects

Information and results from projects are analysed and acted upon effectively

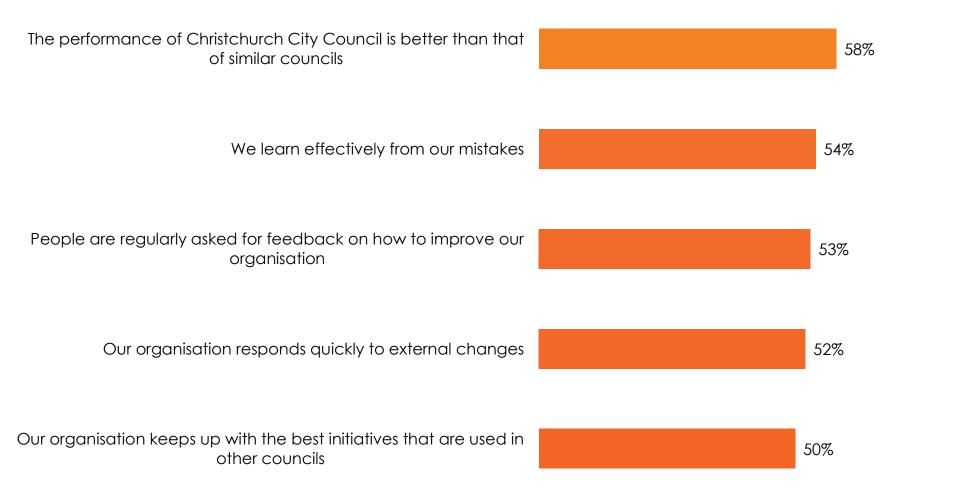
Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome







#### Organisational Learning







#### Leadership







#### Performance Development

My PDP goals are aligned with our organisation's objectives	67%
I have regular performance reviews and receive effective feedback from my direct manager	65%
Our organisation provides opportunities for me to develop my skills and competencies and actively encourages career development	60%
Each person in the organisation has clearly defined roles and responsibilities which they understand	57%
We have effective training that enhances individual performance and development	55%
Poor performance is managed effectively in our organisation	38%
Our remuneration structure is appropriate relative to similar roles in the market	31%





#### Project Planning

There is effective communication to inform what is required of me		63%
There are effective planning processes in our organisation	53%	
Initiatives and projects are researched and planned effectively	51%	
Effective consultation occurs before changes are made that affect others	46%	





#### Implementation

Our team uses effective project management techniques for implementing projects	59%
Everyone involved in implementing a project understands what needs to be done and by whom	55%
People are held accountable for hitting deadlines	53%
Changes to plans or deadlines are effectively communicated to all those affected	52%





#### 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.



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#### **Business Processes**







#### Information

I have the information I need to do my job as effectively as possible		63%
I have access to the right information which enables me to make effective decisions		62%
Our team can quickly obtain customised reports from our IT systems	50%	





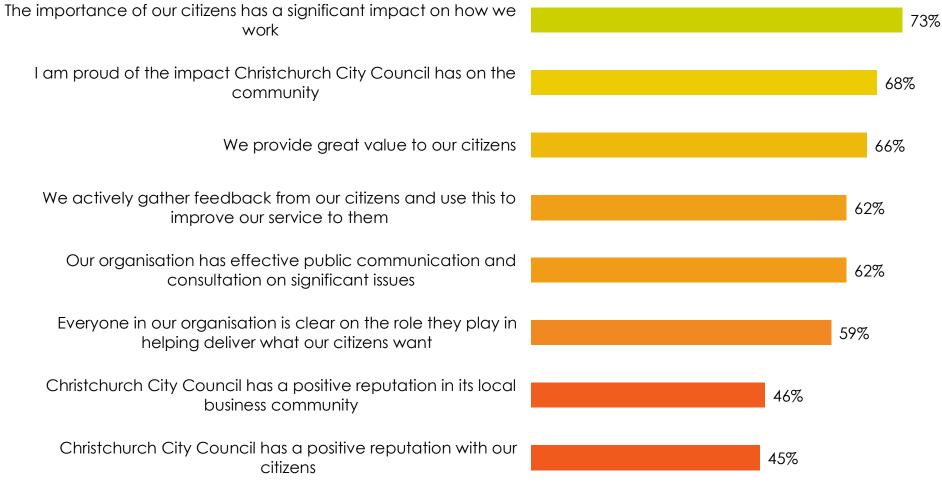
#### Strategy



ASK YOUR TEAM



#### Rate Payer / Community Focus







#### Culture - 1/2







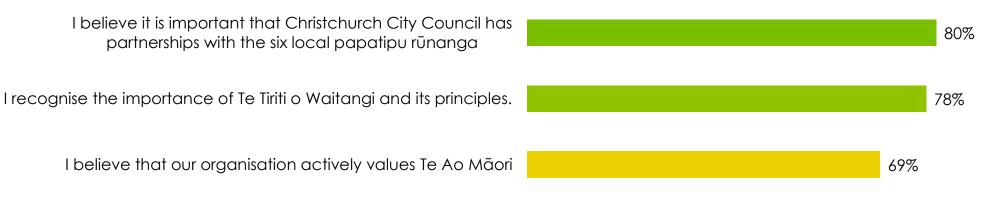
#### Culture - 2/2







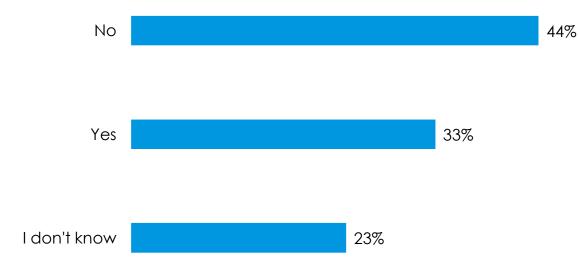
#### Cultural Competence







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

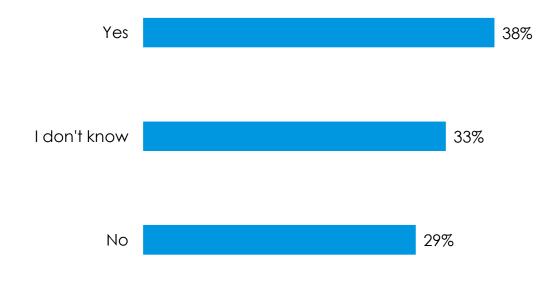


This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer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





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

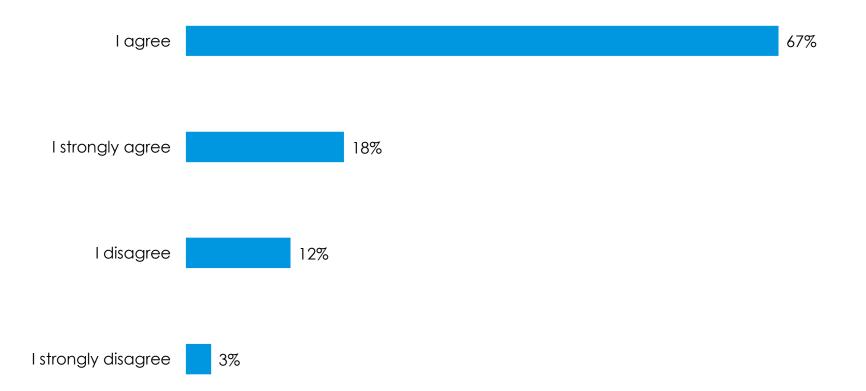


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To what extent do you agree with the following statement, 'Our organisation is open and accepting of individual differences'?



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%





## More detail

- Position
- Group
- Team
- Unit





## Alignment

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

#### **Breakdown**

ELT and .... Heads of Service Managers **Team Leaders** 

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





## ELT Top 10 Question Scores

I am proud of the impact Christchurch City Council has on the community

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

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

I understand clearly how the things I do affect the ability of others in my team to do their job

The importance of our citizens has a significant impact on how we work

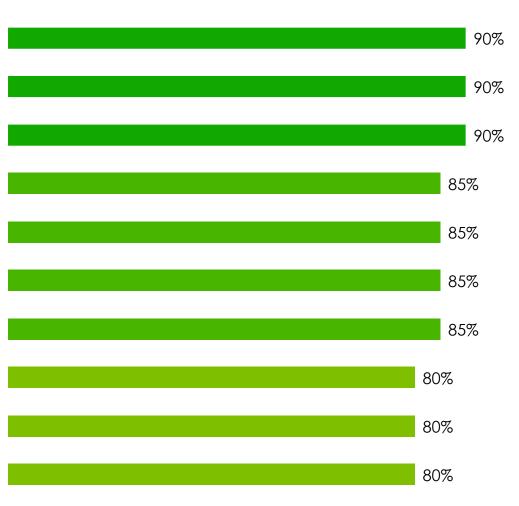
We actively gather feedback from our citizens and use this to improve our service to them

We celebrate achievements as an organisation

I am motivated by the way my direct manager communicates with me

I enjoy working for Christchurch City Council

I have access to the right information which enables me to make effective decisions



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

Christchurch City Council has a positive reputation in its local business community	40%
Christchurch City Council has a positive reputation with our citizens	45%
Poor performance is managed effectively in our organisation	50%
Our team has the technology to effectively support our processes	55
Our team can quickly obtain customised reports from our IT systems	55
I am motivated by the way ELT communicates	55
When I receive work from other teams it is fit for purpose	
We learn effectively from our mistakes	
There are effective planning processes in our organisation	
Meetings are generally an effective use of time	

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.



55%

55%

55%

60%

60%

60%

60%

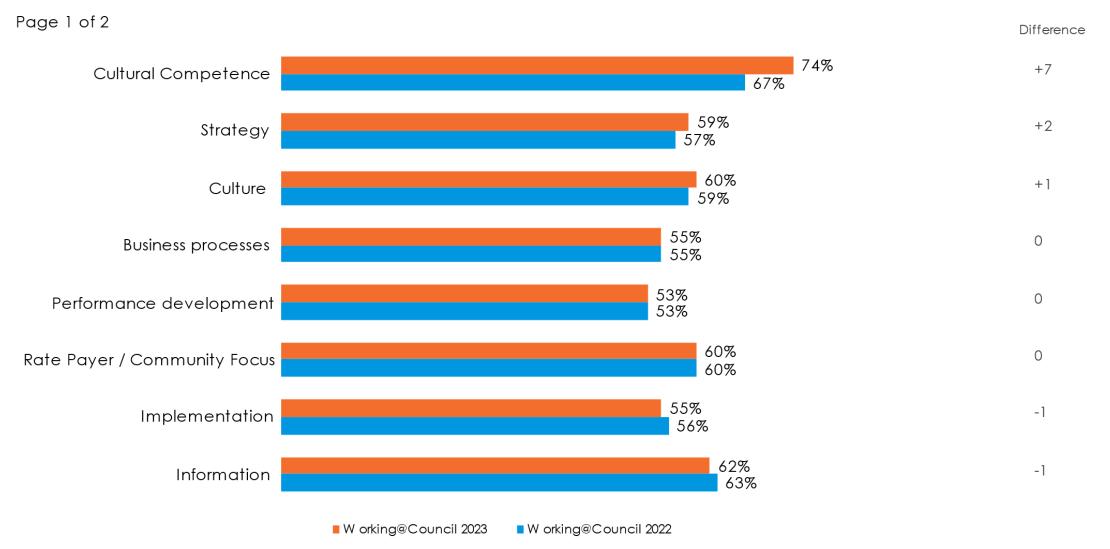


Comparisons 2023/2022





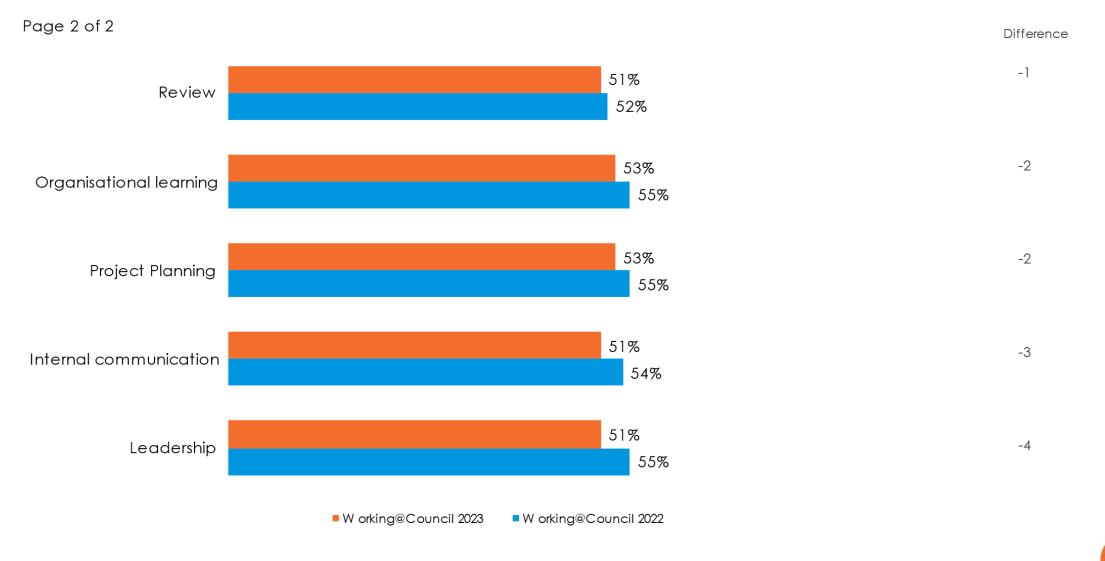
## Comparison by Category







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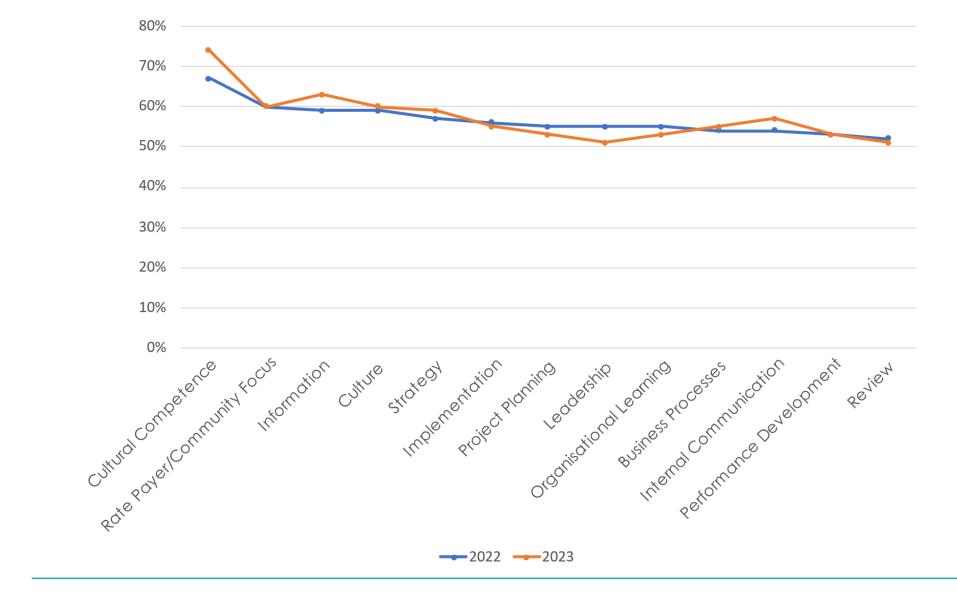


Christ church City Council

ASK YOUR TEAM



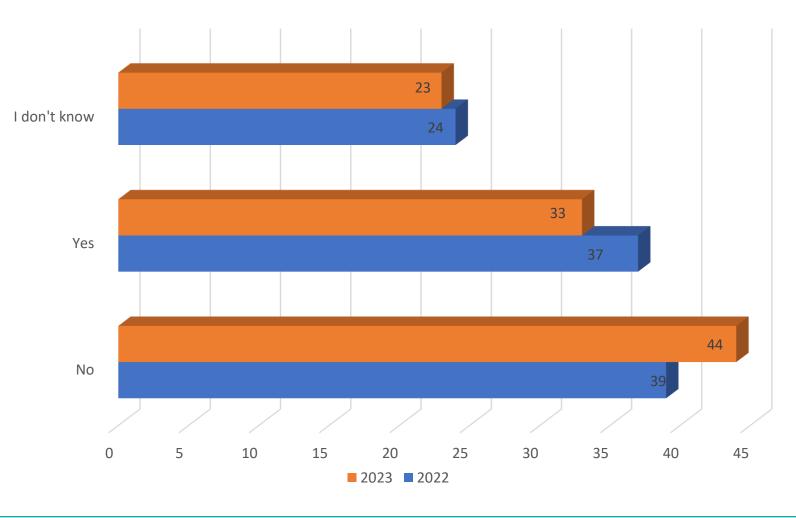
### Average Category Score 2022 and 2023 - Validated scores







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

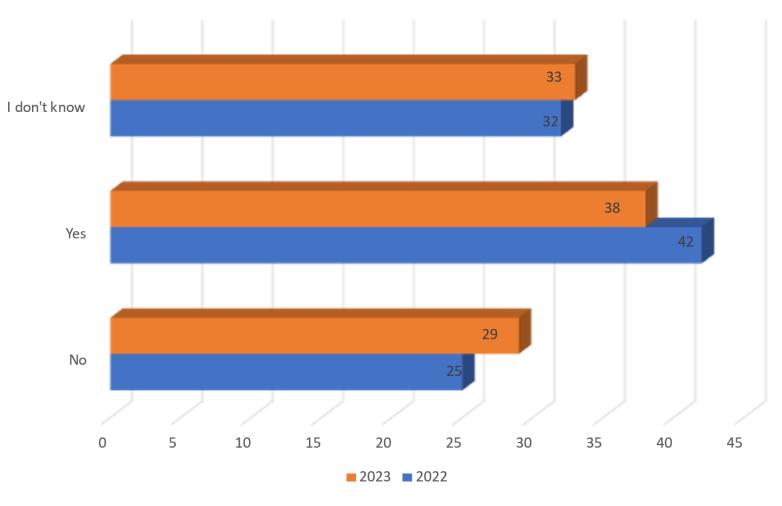




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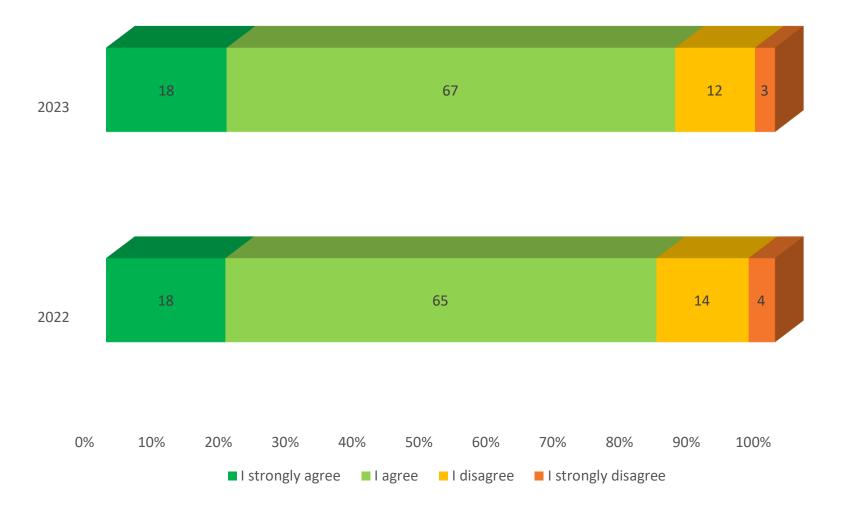
Do you think our organisation is transparent and open with information outside the organisationi.(e. for communities/customers/partners)?







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







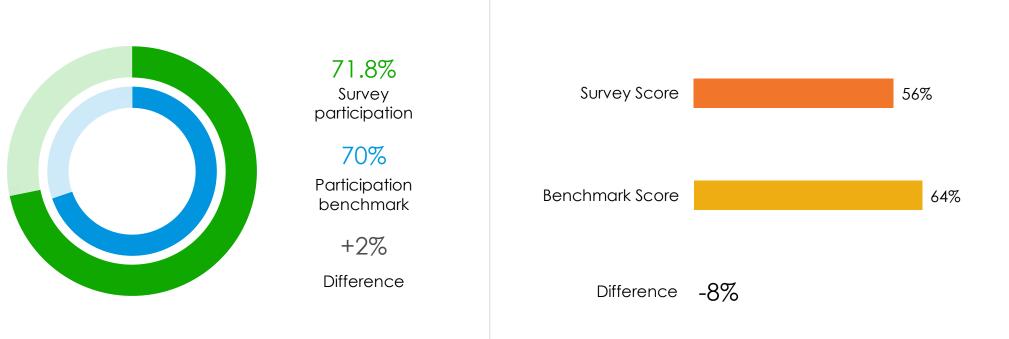
## Benchmarks





### AskYourTeam Benchmarks

#### Data from: Local Government (Sector)

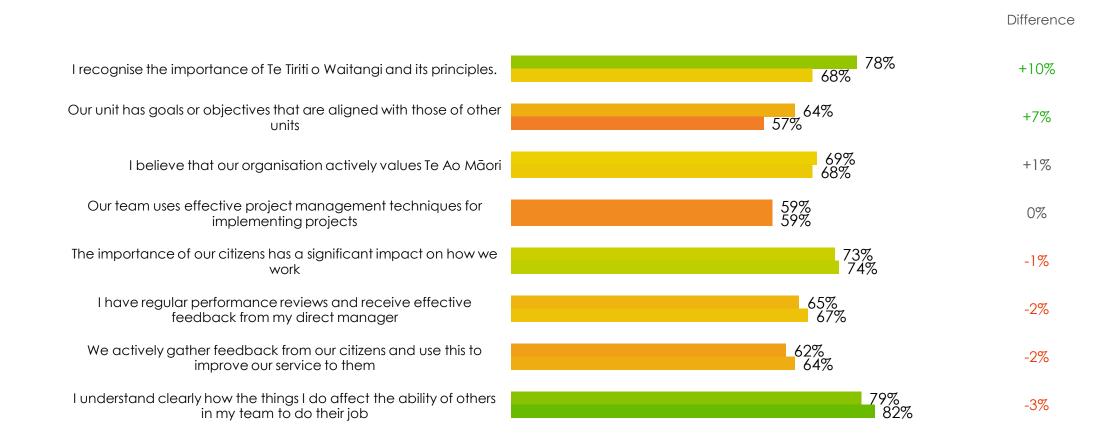


The summary report includes participation rate and overall score by sector. Note that results may have been filtered to a demographic group within the survey.



### Christchurch City Council

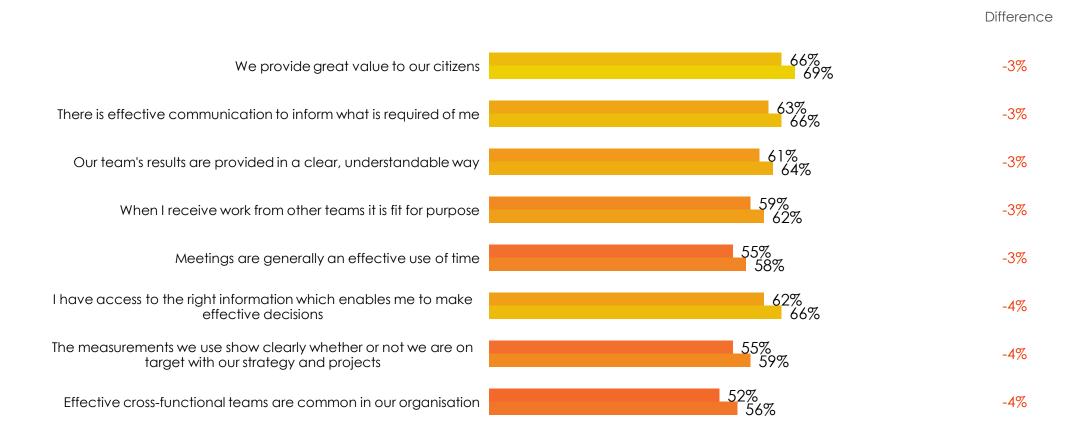
## Benchmark Scores - 1/9







## Benchmark Scores - 2/9







## Benchmark Scores - 3/9







Difference

## Benchmark Scores - 4/9

Each person in the organisation has clearly defined roles and responsibilities which they understand	57% 63%	-6%
Everyone involved in implementing a project understands what needs to be done and by whom	55% 61%	-6%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consistently	60%	-6%
People are held accountable for hitting deadlines	53% 59%	-6%
Projects are reviewed thoroughly to see how well the actual outcome reflected the forecast outcome	48%	-6%
Our organisation provides opportunities for me to develop my skills and competencies and actively encourages career development	60%	-7%
There is a clear strategy for our organisation	58% 65%	-7%
There is a strong focus on how we can work together better as a team		-7%





## Benchmark Scores - 5/9

Difference 53%60% There are effective planning processes in our organisation -7% 52% 59% Changes to plans or deadlines are effectively communicated to all -7% those affected 51% -7% Initiatives and projects are researched and planned effectively Information and results from projects are analysed and acted upon 50% -7% , 57% effectively 59% There is a clear vision for our organisation -8% 67% Everyone in our organisation is clear on the role they play in 59% -8% 67% helping deliver what our citizens want Our organisation supports people who come forward with new 56% -8% 64% ideas We have effective training that enhances individual performance <u>55%</u> -8% 63% and development

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.





Difference

### Benchmark Scores - 6/9

55% 63% Everything we do is consistent with our organisation's vision, values -8% and strategy 62% -8% We learn effectively from our mistakes Our organisation keeps up with the best initiatives that are used in 50% -8% 58% other councils 38% 46% Poor performance is managed effectively in our organisation -8% 68% I enjoy working for Christchurch City Council -9% 77% We are provided with meaningful updates on how our organisation 54% -9% 63% is performing 53% -9% I feel safe to tell the truth even when it is unpopular 62% 52% -9% Our organisation responds quickly to external changes 61%



### Benchmark Scores - 7/9



Difference

Effective consultation occurs before changes are made that 46% -9% 55% affect others Our organisation allocates resources effectively to achieve agreed 46% -9% 55% outcomes 45% -9% Christchurch City Council has a positive reputation with our citizens 54% The performance of Christchurch City Council is better than that of 58% -10% 68% similar councils 53% Honesty and directness are valued in our organisation -10% 63% 52% -10% The contribution of individuals is recognised 62% The health, safety and wellbeing of people in our organisation is 60% -11% appropriately reflected in our systems, processes and work 71% environment 55% -11% We celebrate achievements as an organisation 66%





## Benchmark Scores - 8/9

Difference 53% We are good at partnering with other Councils to create mutual -11% 64% value Our organisation ensures I understand why workplace changes are 52% -11% 63% made Christchurch City Council has a positive reputation in its local 46% -11% 57% business community 62% Christchurch City Council is a great place to work -12% 74% Our organisation has a culture of empowerment that maximises 48% -12% 60% the performance of staff 50% -17% I am confident that ELT is leading us in the right direction 67% People are confident that ELT will successfully implement our 46% -17% 63% strategy and vision 50% -19% The actions of ELT are consistent with our organisation's values 69%

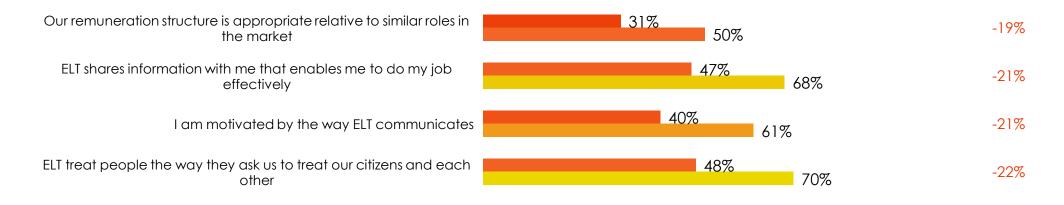
Benchmarks are only calculated for AskYourTeam Agree-Disagree questions. This report includes up to 10 questions with the biggest absolute difference (ignores the positive or negative value) that are statistically significant.





## Benchmark Scores - 9/9

Difference







## 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 Sumary







## Executive summary

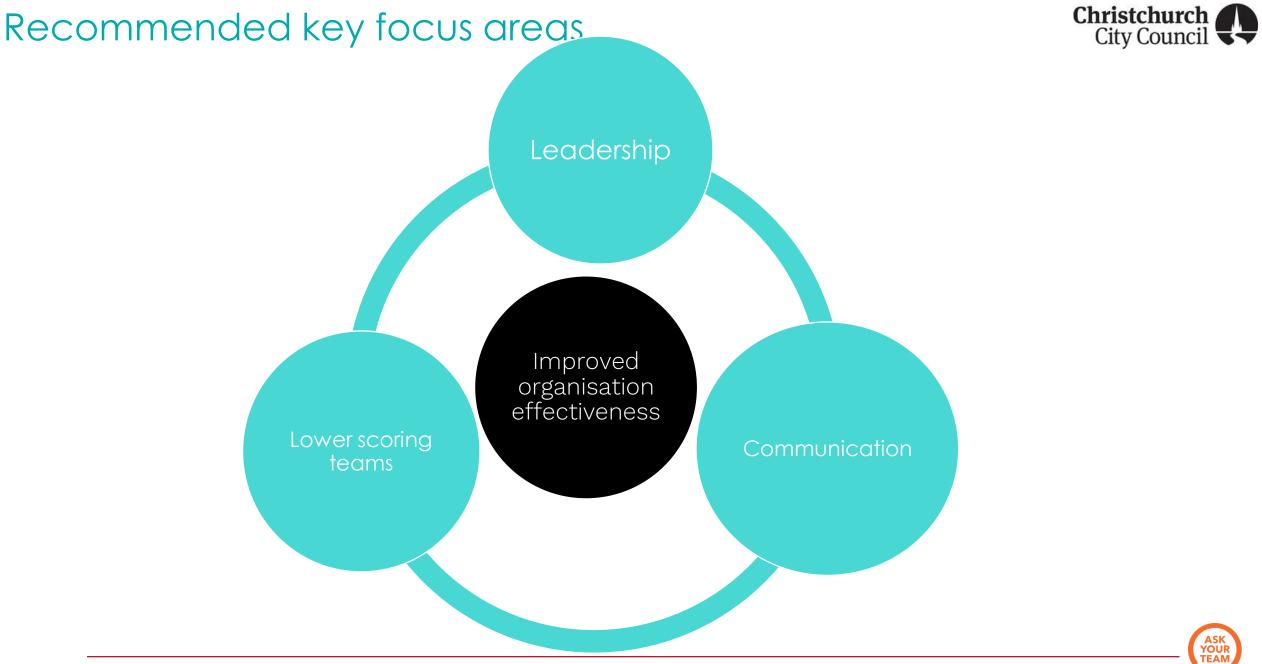
- The 15% increase in participation rate to 72% for the 2023 survey is positive and provides a strong representative view. Thanking people for their feedback is going to be important along with ensuring focused actions result from feedback. Communicating back high-level results at an organisation level 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 Councils
  improvement journey.





# Recommended Areas for Focus





### 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.









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Jane Mackay jane.croker-mackay@askyourteam.com 021702363 | 0800001335

