

Working@Council 2024

Results

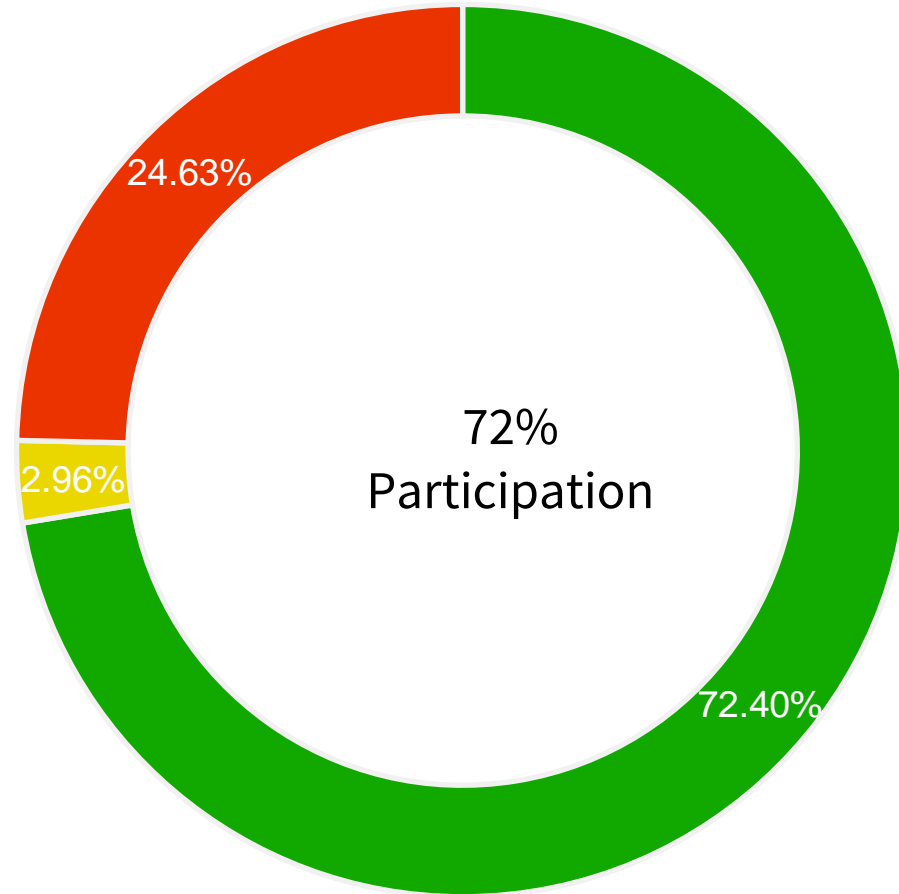
Participation Rate

2024 survey

2598 people were invited to complete the survey.
1881 people completed the survey.

The participation rate is 72%

0% increase from 2023



■ Completed ■ Incomplete ■ Not started

Overall score

2024

61% overall
score
(60% validated
average)

2023

57% overall score
(56% validated
average)

4% increase

NB: Validated average is calculated from the AskYourTeam validated Agree-Disagree questions

Where we have improved

Question	% increase
Our remuneration structure is appropriate relative to similar roles in the market	+13%
ELT will implement our strategy and vision successfully	+11%
The health, safety, and wellbeing of staff is important in how we do things	+11%
We recognise the work of individuals in my unit	+11%
ELT's actions are in line with our organisation's values	+10%
I am motivated by the way ELT communicates	+10%
ELT are leading us in the right direction	+9%
Honesty is valued in our organisation	+9%

Top 10 Question Scores



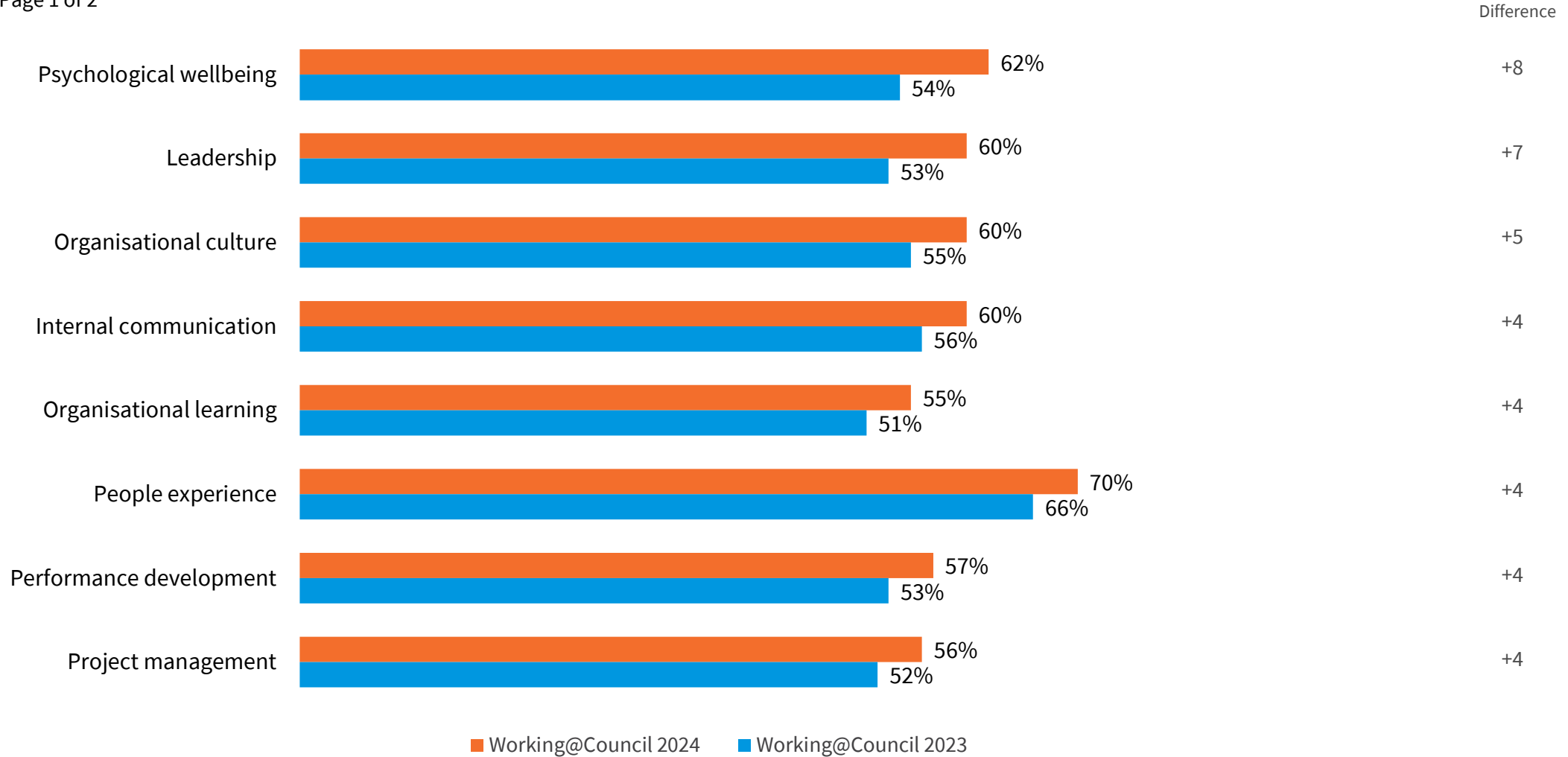
Bottom 10 Question Scores



Rating comparison 2023-2024

Comparison by category

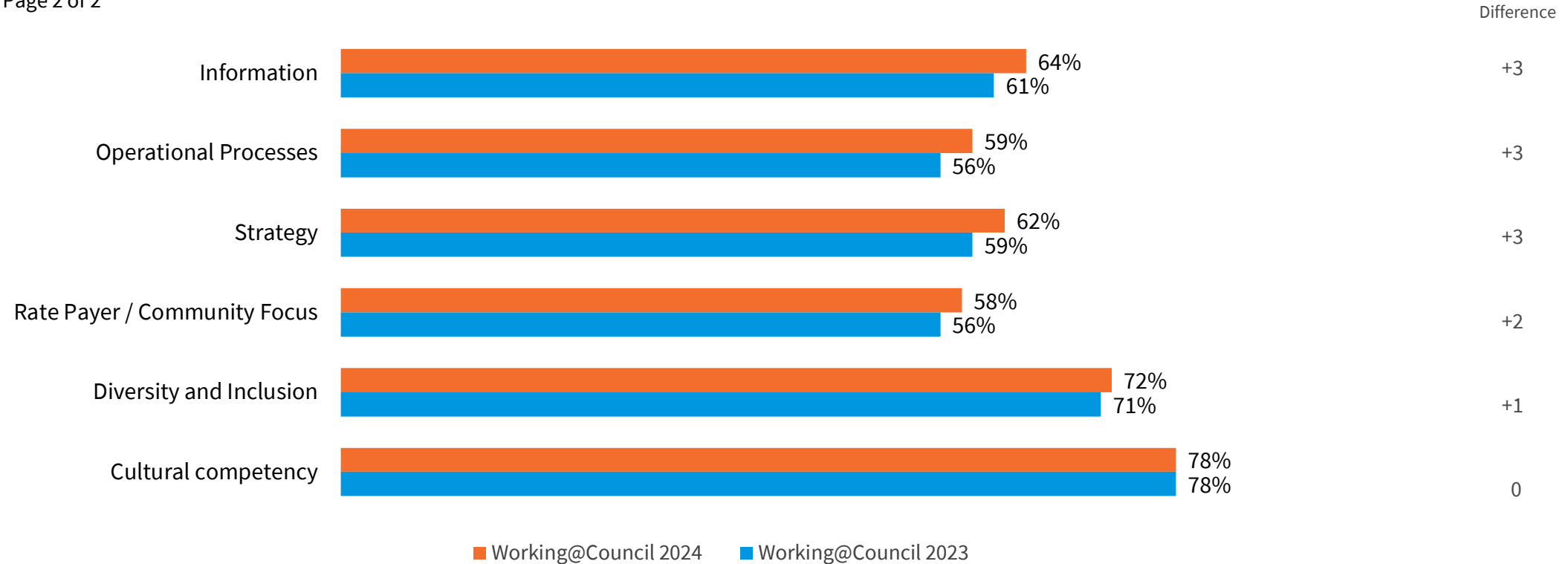
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NB: Some questions and categories have been updated for 2024

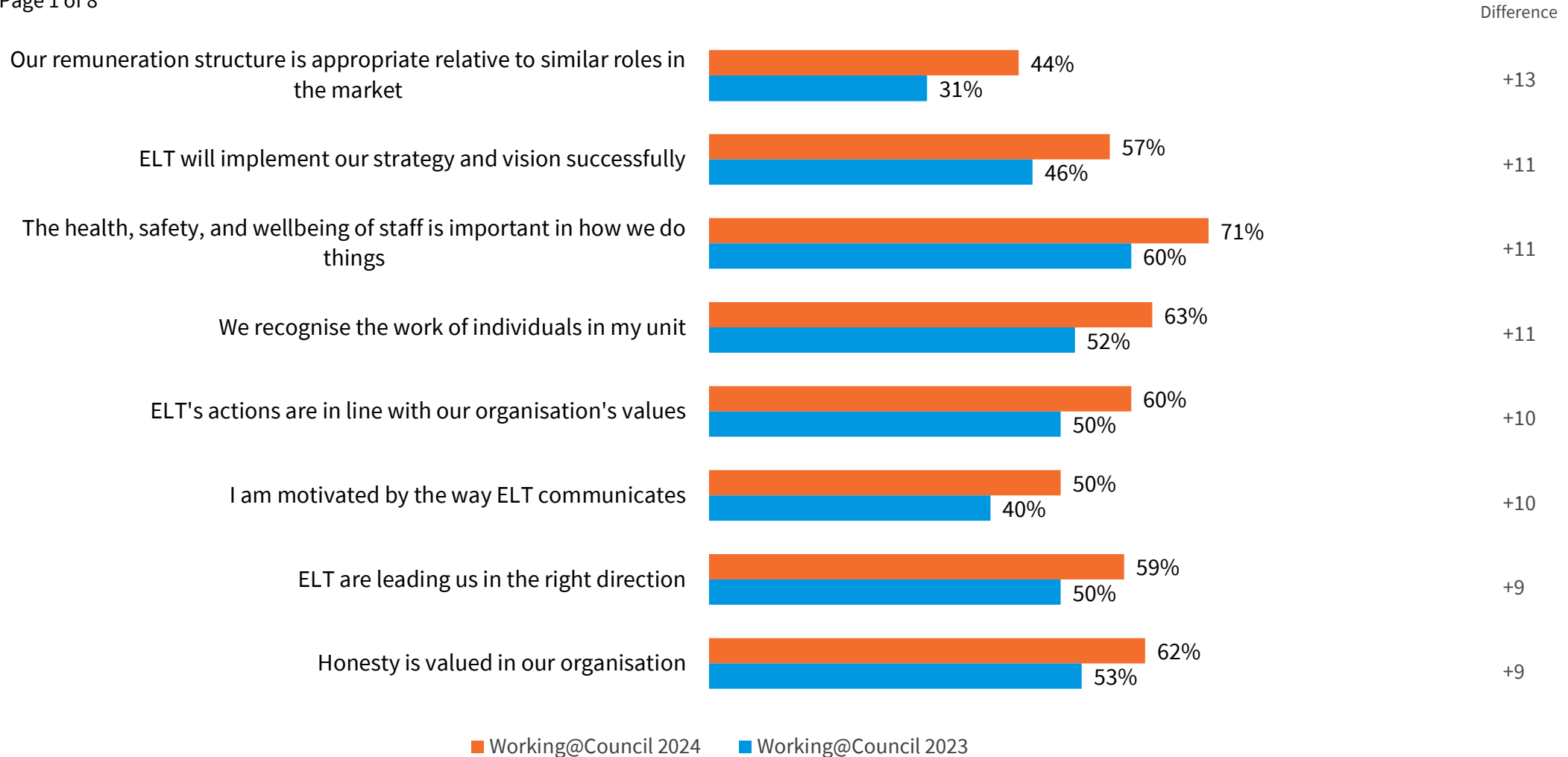
Comparison by category

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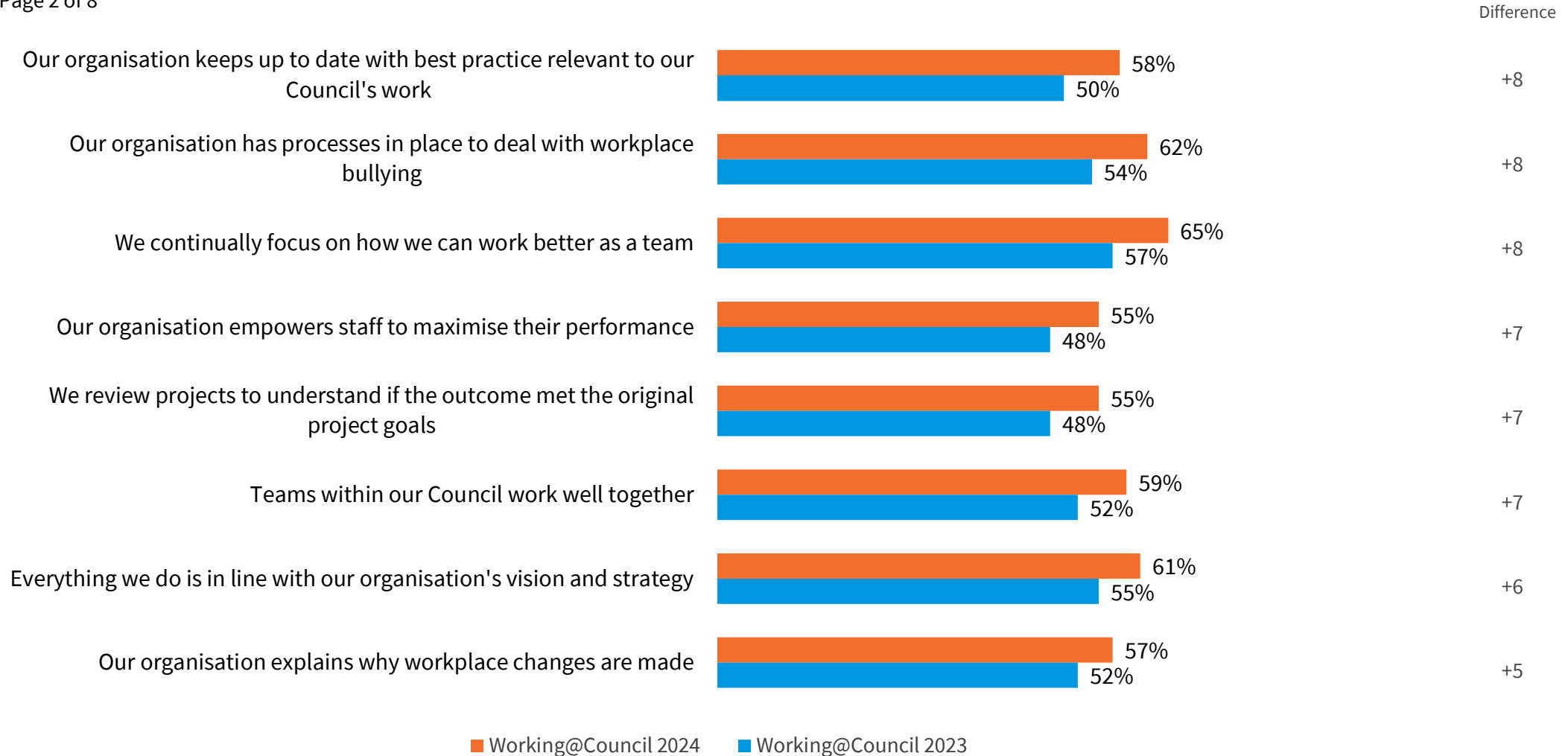
Comparison by Question

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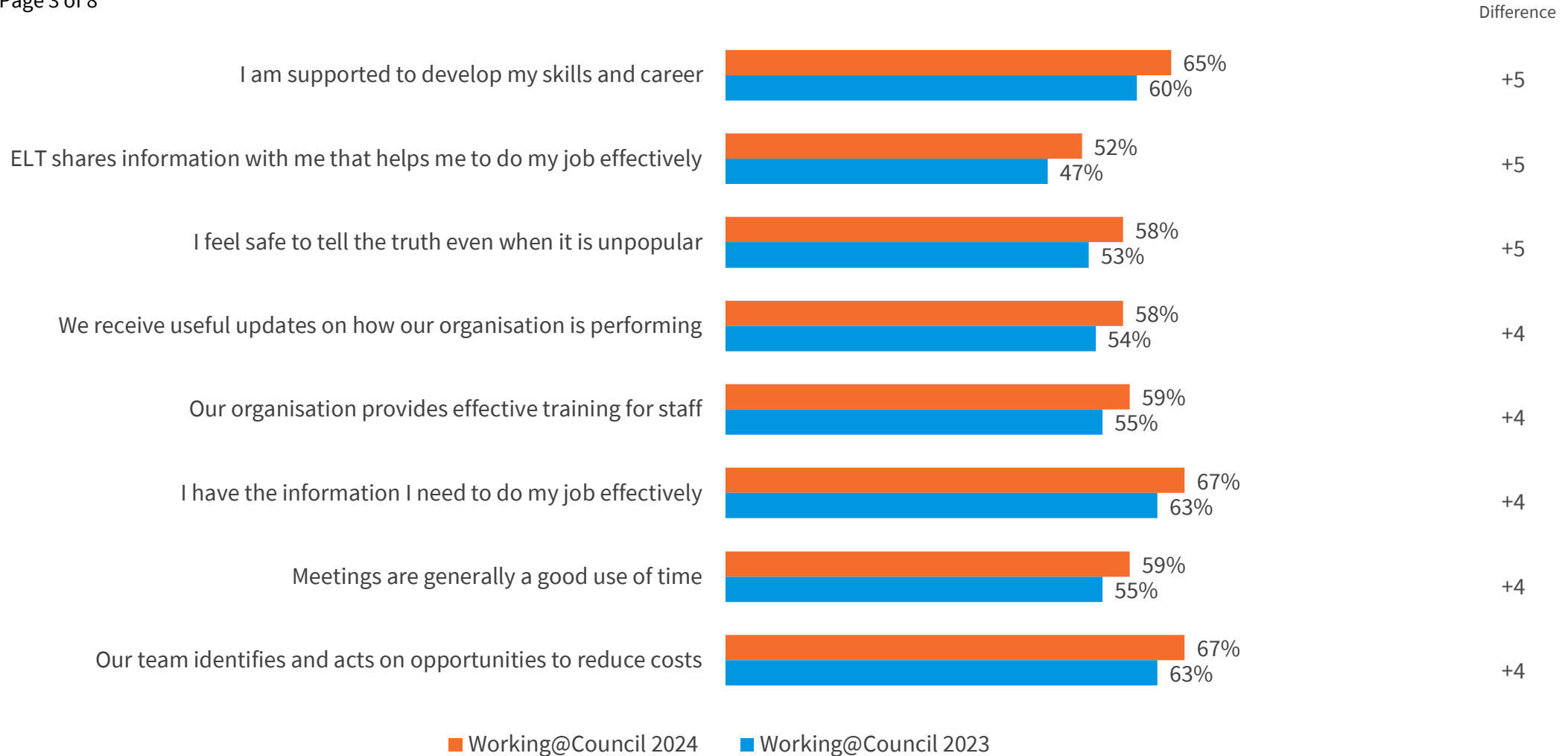
Comparison by Question

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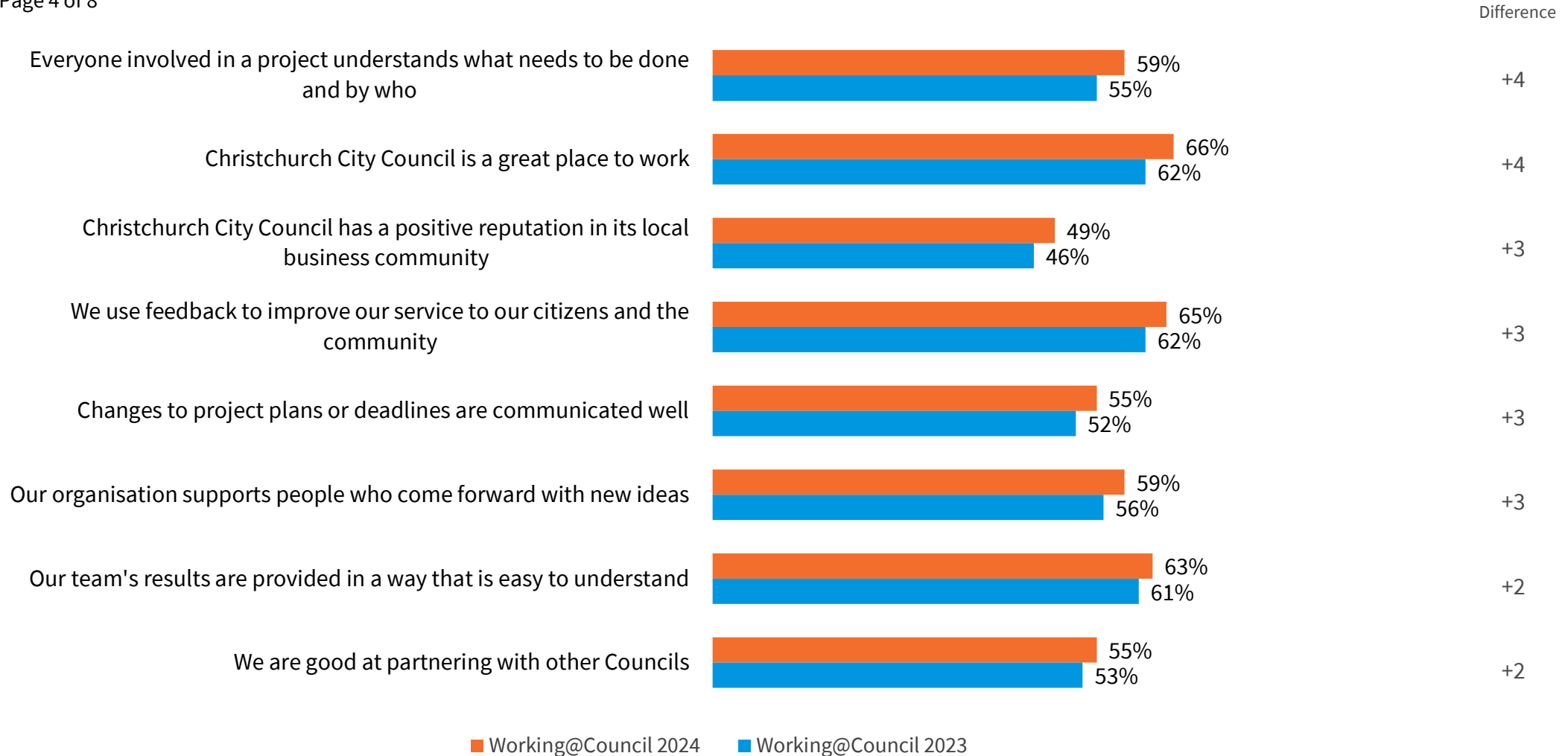
Comparison by Question

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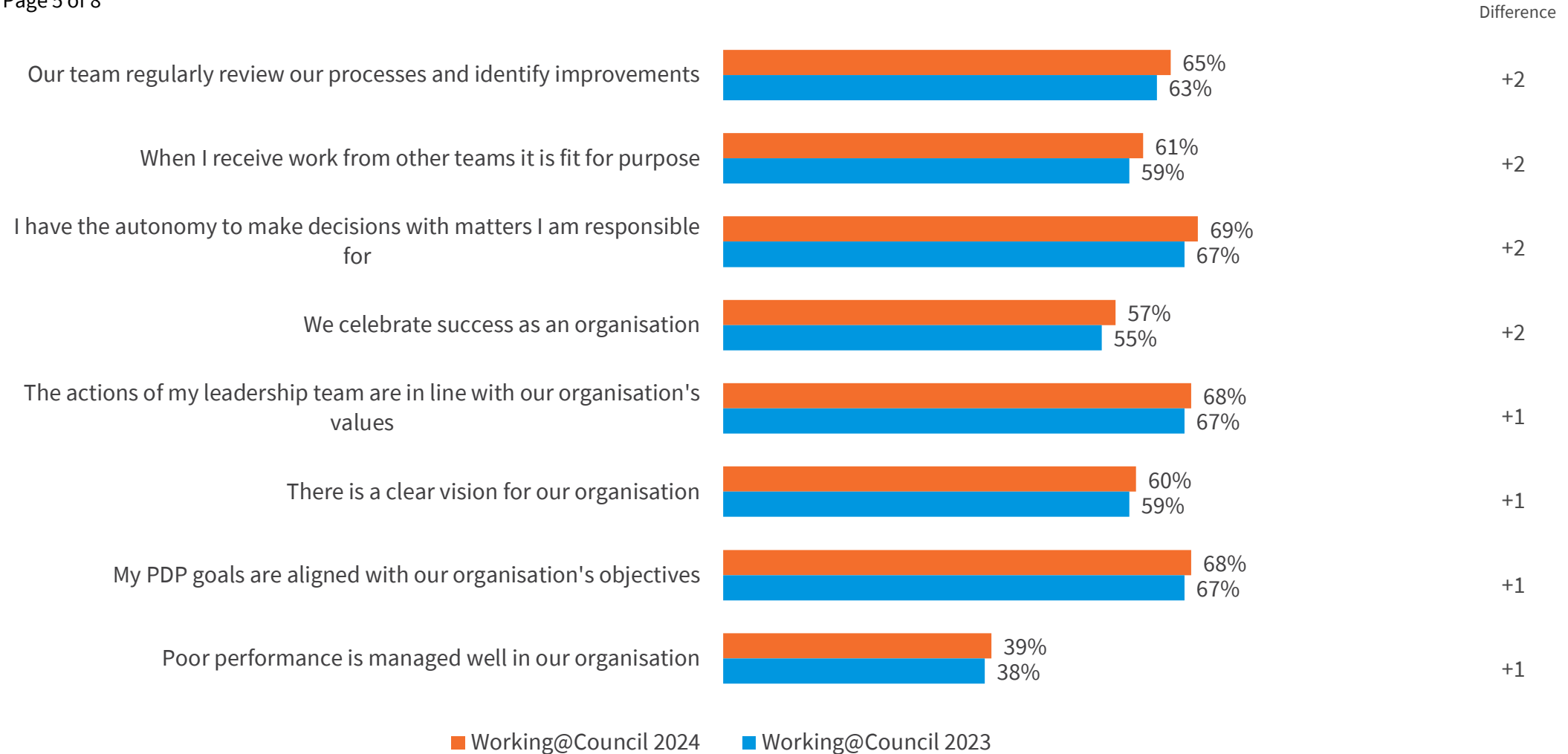
Comparison by Question

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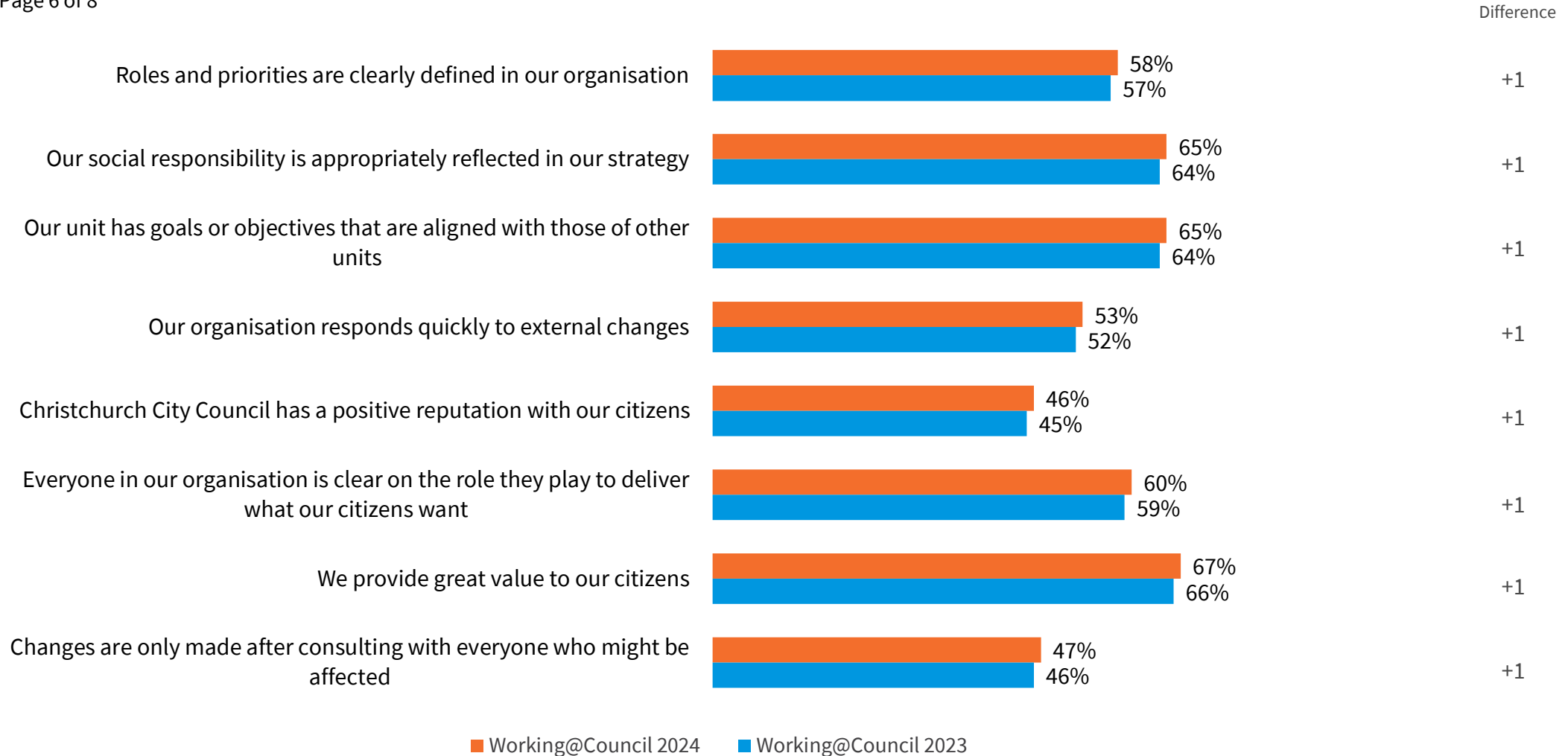
Comparison by Question

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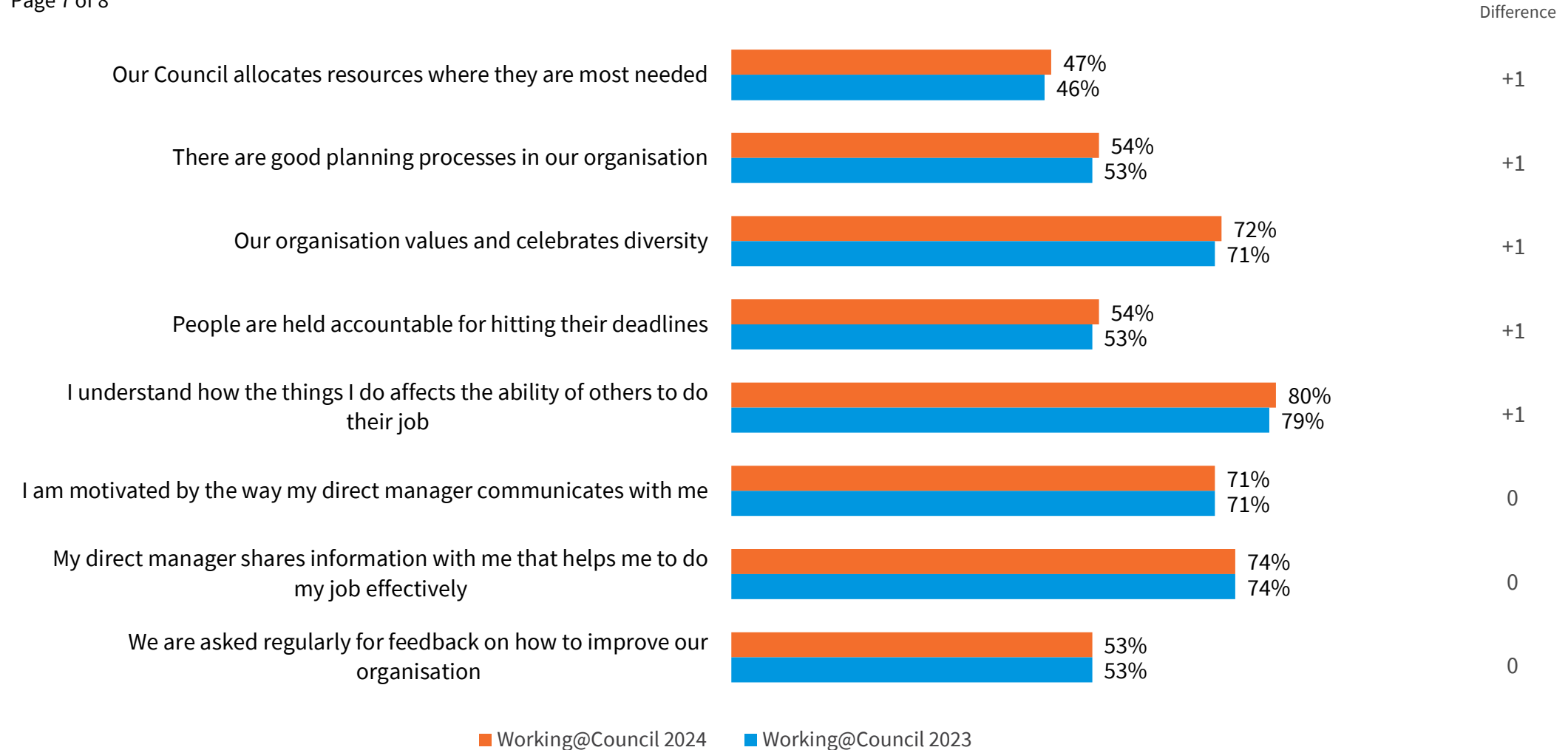
Comparison by Question

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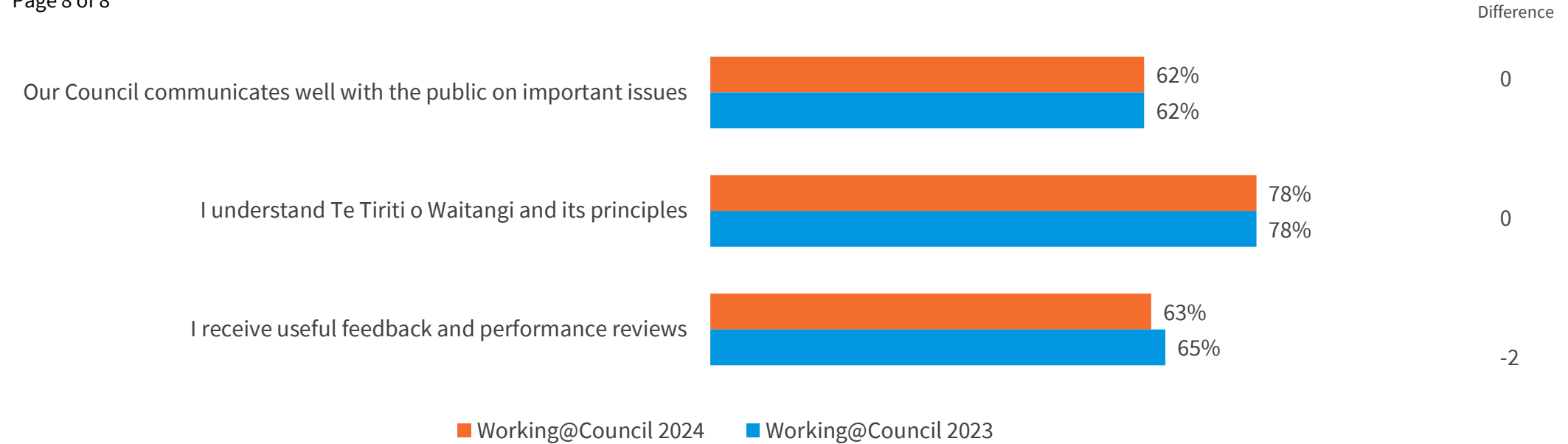
Comparison by Question

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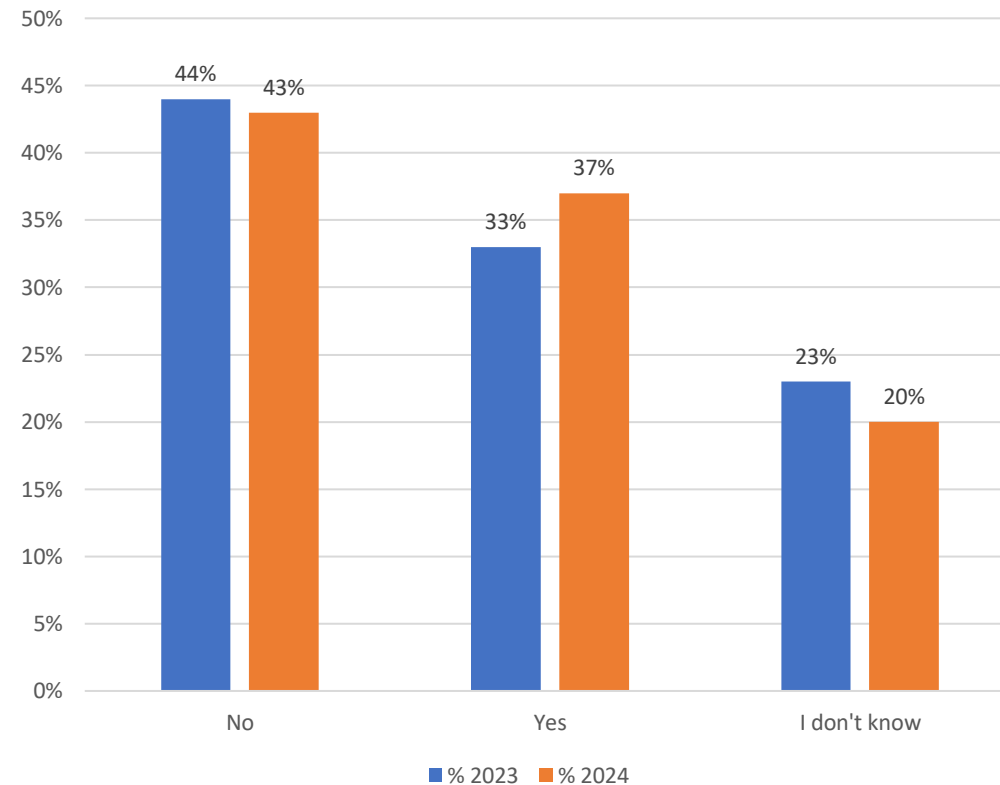
Comparison by Question

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Multi-choice Question

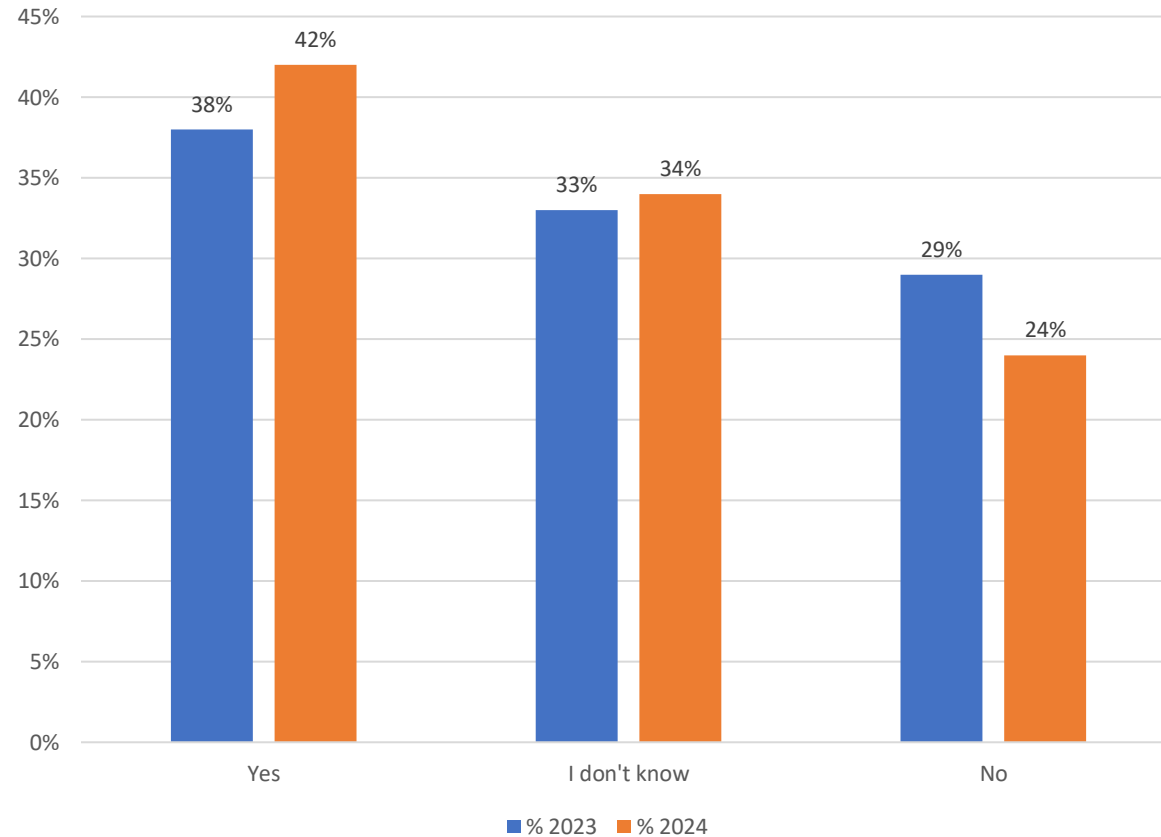
Do you think our organisation is transparent and open with information inside the organisation (i.e. for staff)?



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%

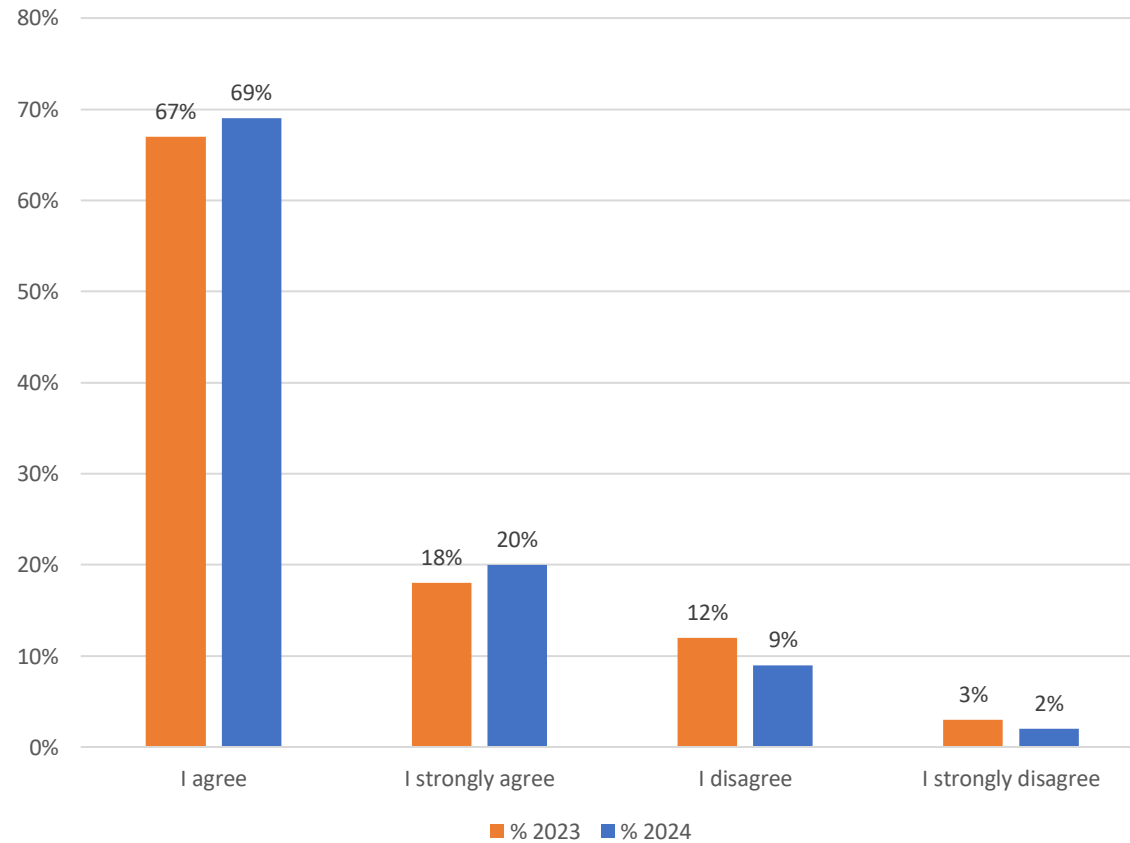
Multi-choice Question

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



Multi-choice Question

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



Comments

We have a skilled, passionate and committed workforce

- Staff are proud to work at the Council. They want to be here, they are here because they want to make a difference, and they enjoy what they do.
- Staff have a strong community focus and want to make a difference for the communities they serve.
- Generally, they enjoy what they do, and they enjoy working with their colleagues.
- Staff are looking for opportunities for them to develop, learn and grow. There is a strong desire for career development within the Council.

There has been a shift in the mood and atmosphere.

- Staff see and acknowledge the effort being made by the current CE and ELT.
- Leadership from the current executive team feels genuine, communication is more open and transparent.
- It feels like there has been a shift in the mood and atmosphere across the organisation. Generally, staff are beginning to feel valued and supported again.

Leadership

What's going well

- Staff see and acknowledge the effort being made by the current CE and ELT.
- We appreciate the improvements in how our leaders are communicating with staff, communication feels more open and transparent.
- Their leadership and communication feels genuine, resulting in a change of mood and a shift in the atmosphere across the organisation.
- The leadership team are more visible and are making an effort to connect with our staff; staff are feeling more valued and supported.
- Many highlighted the importance of a new CEO continuing to display this style of leadership, highlighting the improvement it has had on their work life.

Areas we need to focus on

- Ensuring all staff feel well supported by our Team Leaders and Heads of; a focus on genuine leadership at all levels.
- The relationship between the organisation and the elected members.
- Continue to develop cultural competency and build knowledge and understanding of our diverse communities.
- A new CE will need to continue the work being done on genuine communication and leadership, transparency, and ensuring staff feel valued.

Culture

What's going well

- Council staff are proud to work at the Council. We are here because we want to be here and because we care deeply about the communities that we serve; we are invested in making Christchurch a great place.
- Generally, we enjoy what we do, and we enjoy working with our colleagues.
- Our newest colleagues have reported that they have had a positive experience and enjoy working for the council.
- There has been a noticeable shift in the culture of the organisation in recent months, moral is improving, there has been a positive change in the mood and atmosphere.
- Council staff are beginning to feel well supported by our leadership team again.

Areas we need to focus on

- Ensuring clear, consistent direction and messaging from ELT.
- A strong emphasis on the 'one team' mentality, reducing siloed ways of working; encouraging a 'can do' attitude.
- Supporting those of us who do not work in Civic, ensuring that we have access to wellbeing support and initiatives and have equal access to opportunities to learn, gather and celebrate our successes.
- Managing bullying complaints in a consistent way.
- Valuing the commitment from long-serving staff members in a meaningful way; encourage loyalty.
- Continuing to develop cultural competency across all areas of the organisation.
- Mechanisms for us to provide feedback to our leaders – PDP process currently feels one sided.

Reward and Recognition

What's going well

- Staff on the collective agreement are appreciative of the new agreement ratified in late 2023, noting it is a significant improvement for staff on collective agreements.
- There is a sense of optimism that the new remuneration framework will represent a significant improvement on the current framework and systems.
- Despite challenges and frustration with remuneration, many of us have chosen to remain at the Council. We are proud to serve our communities and want to make a difference for the people who live in our city.

Areas we need to focus on

- Progressing and completing work on the new remuneration framework.
- Concern that there is now disparity between the IEA and Collective agreements.
- Addressing reward and recognition for those of us who are asked to go above and beyond or are required to take on extra duties.
- Ensuring job descriptions and sizing accurately reflect the roles and responsibilities.
- Addressing inconsistencies in job sizing across the organisation.
- Council remaining competitive in the job market.

A common message... I enjoy working for council but development & career progression and/or competitive remuneration mean that I am forced to look elsewhere.

Development & Career Progression

Areas we need to focus on

- Providing opportunities for learning and growth. While some feel that they have access to a range of development opportunities, many feel that there are inconsistencies in access to training and development opportunities across the organisation.
- Providing opportunities for us to improve our knowledge of Te Tiriti and Te Reo.
- Creating pathways for natural career progression. Waiting for a position to become available, leads to some feeling stuck.
- Improving understanding of the relationship between PDP and remuneration; improve the value of PDP for the individual, not just the organisation.
- Ensuring that Team Leaders have the knowledge and skills to provide advice on and support development and career progression.
- Improving transparency around remuneration grades, how jobs are sized, and how to progress to a higher % of the grade.

A common message... I enjoy working for council but development & career progression and/or competitive remuneration mean that I am forced to look elsewhere.

Tools and Processes

Feedback on our tools and processes

- The SAP Improvement Programme caused significant frustration across the organisation, many felt that it made it harder to effectively manage their purchasing.
- A focus on internal change management would be beneficial and help big change processes run more smoothly.
- If staff require new tools or equipment, it can be hard to get the required approvals
- There are some inconsistencies in processes and ways of working across the organisation.

Areas we need to focus on

- Ensuring the implications of large change processes are well understood
- Ensuring the right support structures are in place when we embark on large change processes.
- Supporting consistent processes and ways of working across the organisation; a focus on effective, straightforward processes.
- Ensuring that tools and processes are fit for purpose and support us to deliver good outcomes for the city
- A stronger focus on customer service for internal service units for the benefit of internal and external users

Resources

What's going well

- Staff highlighted that the Council's biggest and most important resource is our people.

“Remember: He aha te mea nui? Māku e kii atu, he tāngata, he tāngata, he tāngata.”

- We have a workforce that is highly skilled, committed and passionate about what we do.
- Council staff are proud to work for the Council and we care deeply about making Christchurch a great place to live.

Areas we need to focus on

- Staff retention. High turnover and cost cutting has put pressure on many areas of the organisation over recent years.
- Understanding the needs of the organisation and the roles and resources required to meet those needs.
- Making the most on what we have got. A consistent approach to spending across the organisation.
- Bringing more of the work done by consultants in house where there is the capacity and capability; invest in development by offering us the opportunity to take on tasks and work normally done by consultants.
- Ensuring we have the right resources in the right places.

Staff Benefits & Flexible Working

What's going well

- We appreciate the flexible working environment provided by the Council.
- Flexible working enables us to balance our work commitments with our home life. We feel that we have autonomy over their work/life balance.
- The technology is available that allows us to work remotely and flexibly.

Areas we need to focus on

- Providing additional staff benefits (e.g. access to sick leave for routine medical tests and screening, gym discounts)
- Extending wellbeing support and initiatives for those who do not work in Civic.
- Ensuring that WFH and flexible working arrangements are applied consistently across the organisation.

Communication

What's going well

- We appreciate the improvements in how our leaders are communicating with us, communication feels more open and transparent.
- Generally, we feel that there has been an improvement in internal communication.
- Our leadership team are more visible and are making an effort to connect with us; we are feeling more valued and supported.

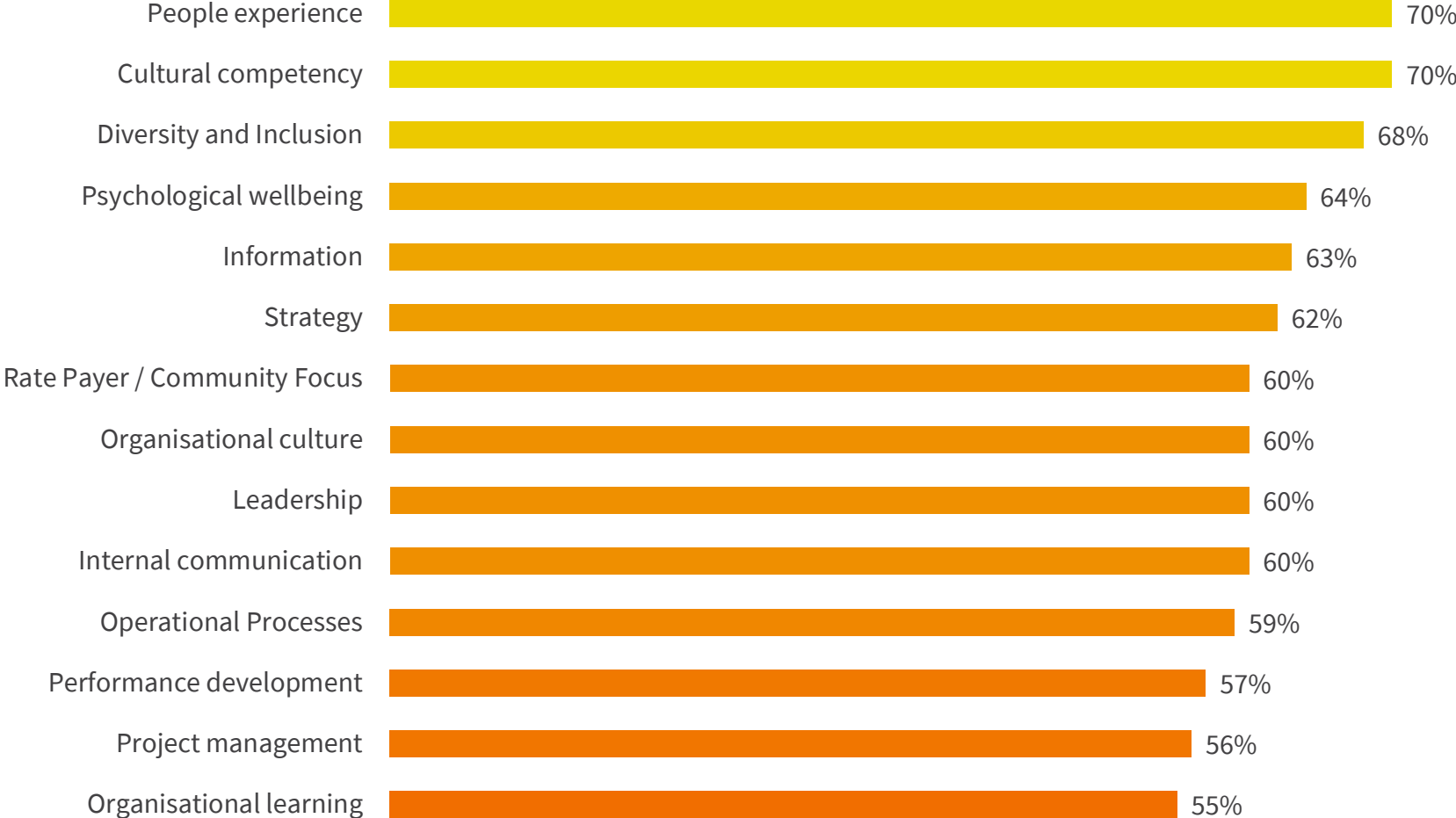
Areas we need to focus on

- Open, transparent and timely communication about changes to senior leadership.
- Clear and concise internal communications.
- Ensuring information is being passed on from Heads of and Team Leaders to those in their unit and teams
- Improving the flow of information to and across the wider organisation.
- Consistent guidance and expectations around the frequency of team meetings, 1:1 with managers and information sharing across all teams and units.
- ELT continuing to focus on being more visible across the organisation (including for those who do not work in Civic).
- Information and support that helps us navigate the complex political environment that we operate in.

Appendix 1

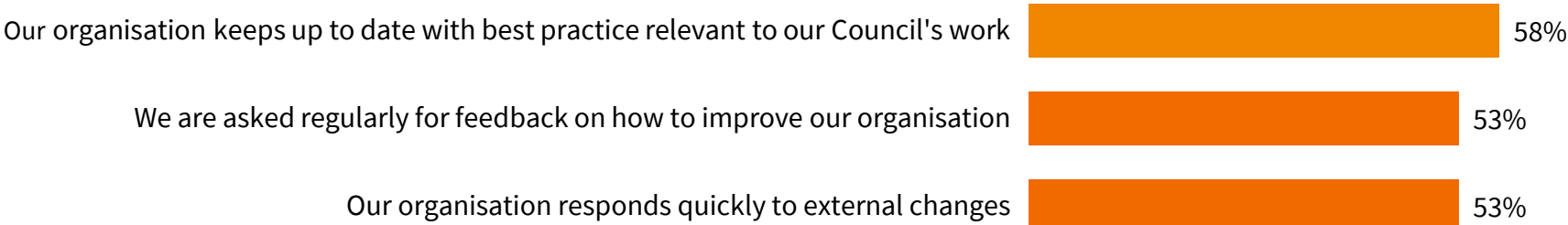
2024 results

Average Category Score



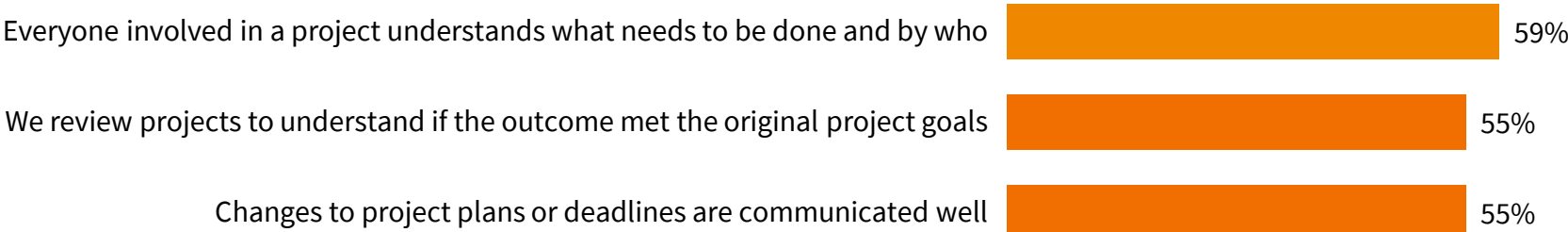
Average Question Score by Category

Organisational learning



Average Question Score by Category

Project management



Average Question Score by Category

Performance development



Average Question Score by Category

Operational Processes



Average Question Score by Category

Internal communication



Average Question Score by Category

Leadership



Average Question Score by Category

Organisational culture



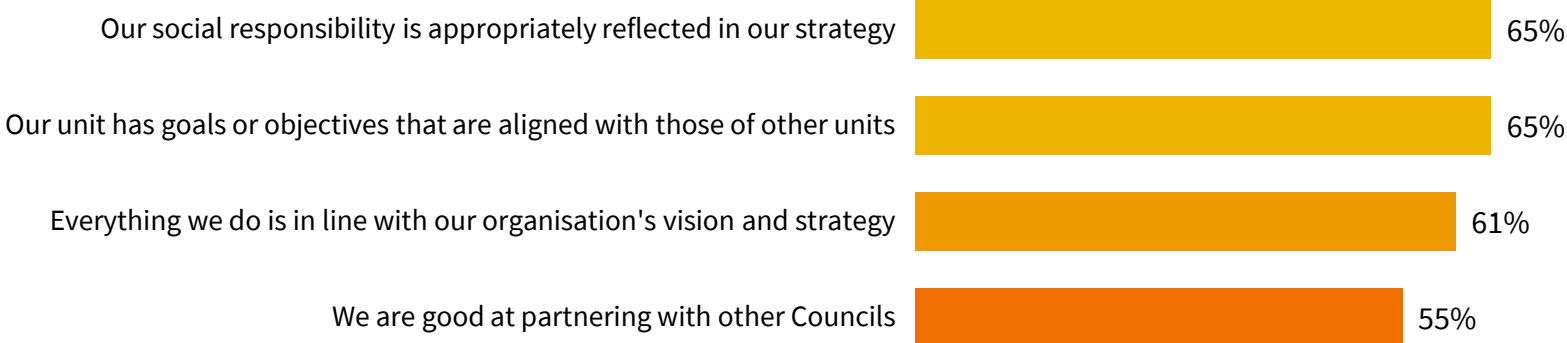
Average Question Score by Category

Rate Payer / Community Focus



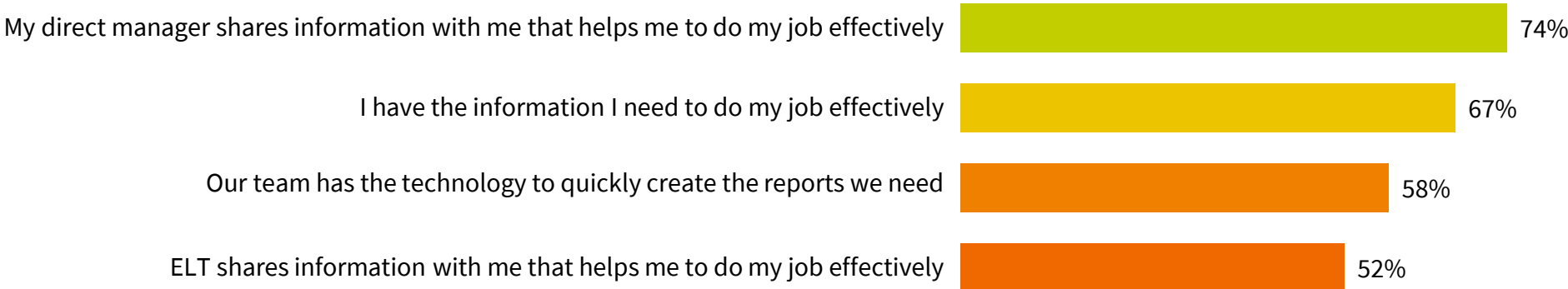
Average Question Score by Category

Strategy



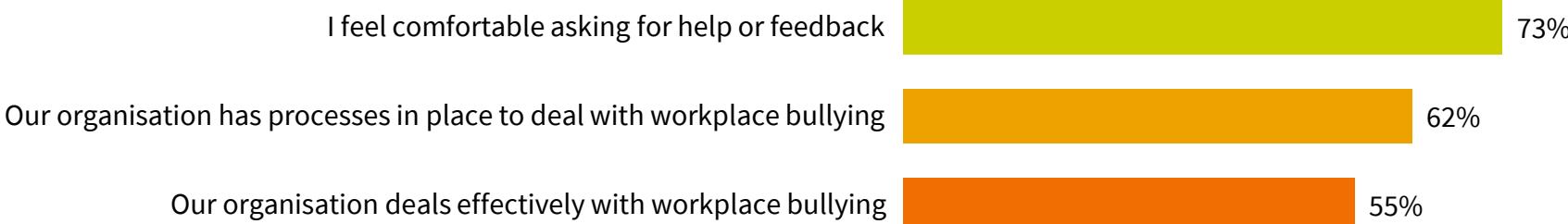
Average Question Score by Category

Information



Average Question Score by Category

Psychological wellbeing



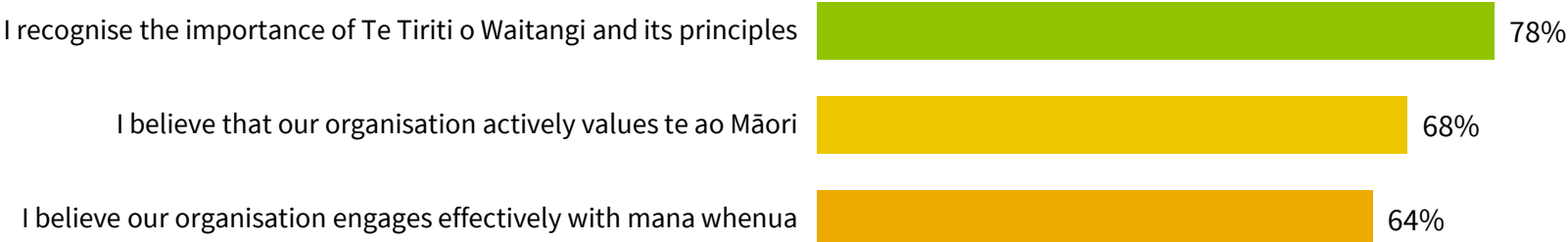
Average Question Score by Category

Diversity and Inclusion



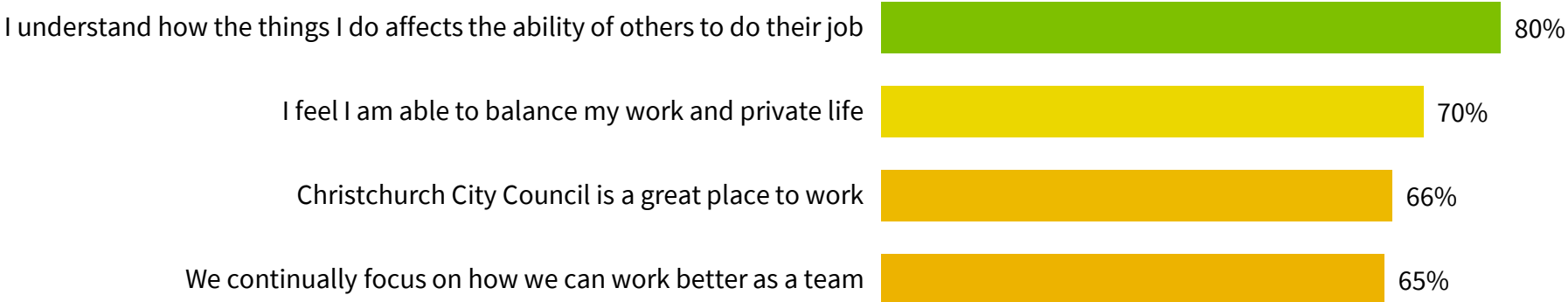
Average Question Score by Category

Cultural competency



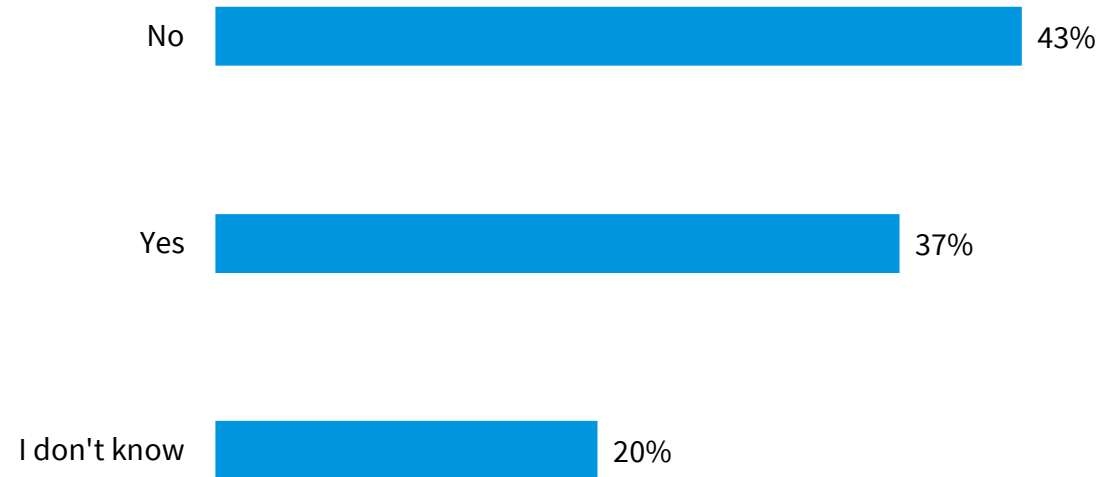
Average Question Score by Category

People experience



Multi-choice Question

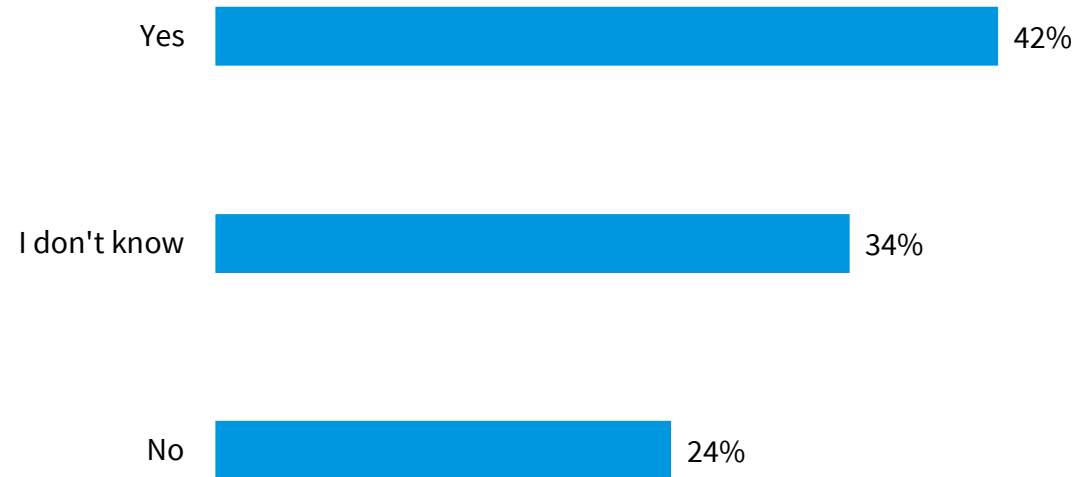
Do you think our organisation is transparent and open with information inside the organisation (i.e. for staff)?



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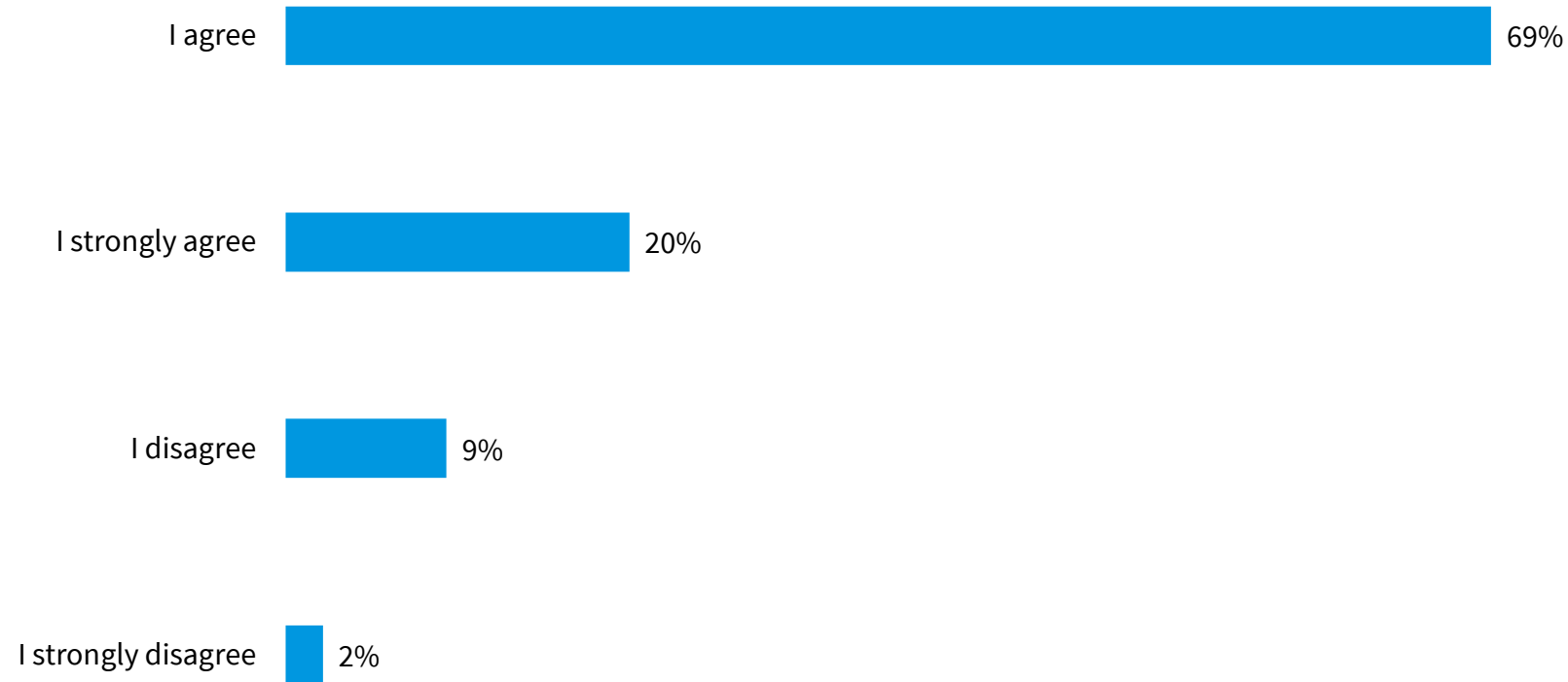
Multi-choice Question

Do you think our organisation is transparent and open with information outside the organisation (i.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'?



Appendix 2

Benchmarking

AskYourTeam Benchmarks

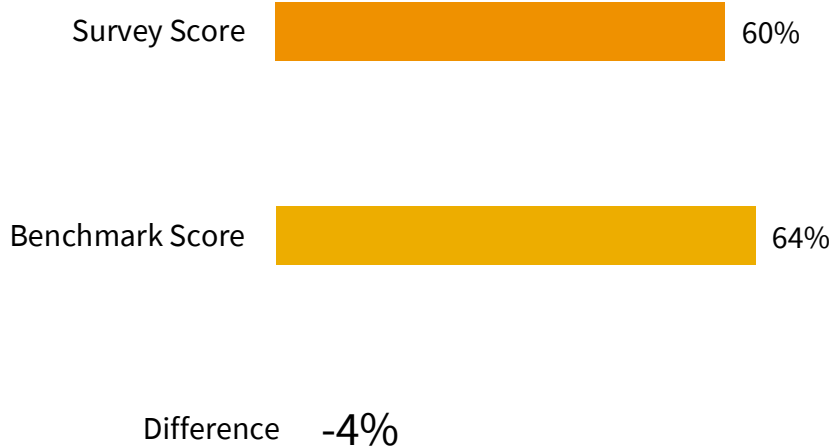
Data from: Local Government (Sector)



72.4%
Survey participation

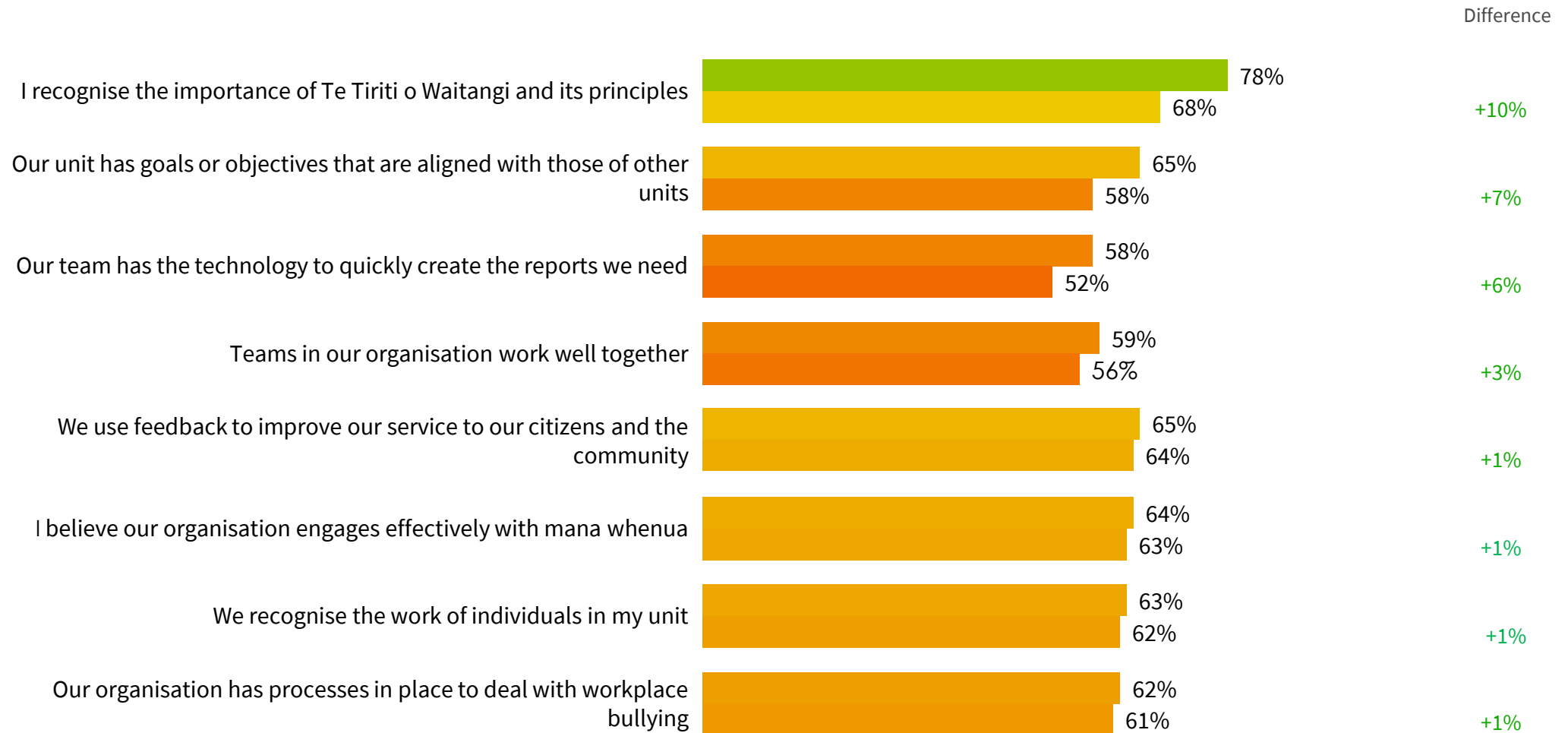
68%
Participation benchmark

+4%
Difference



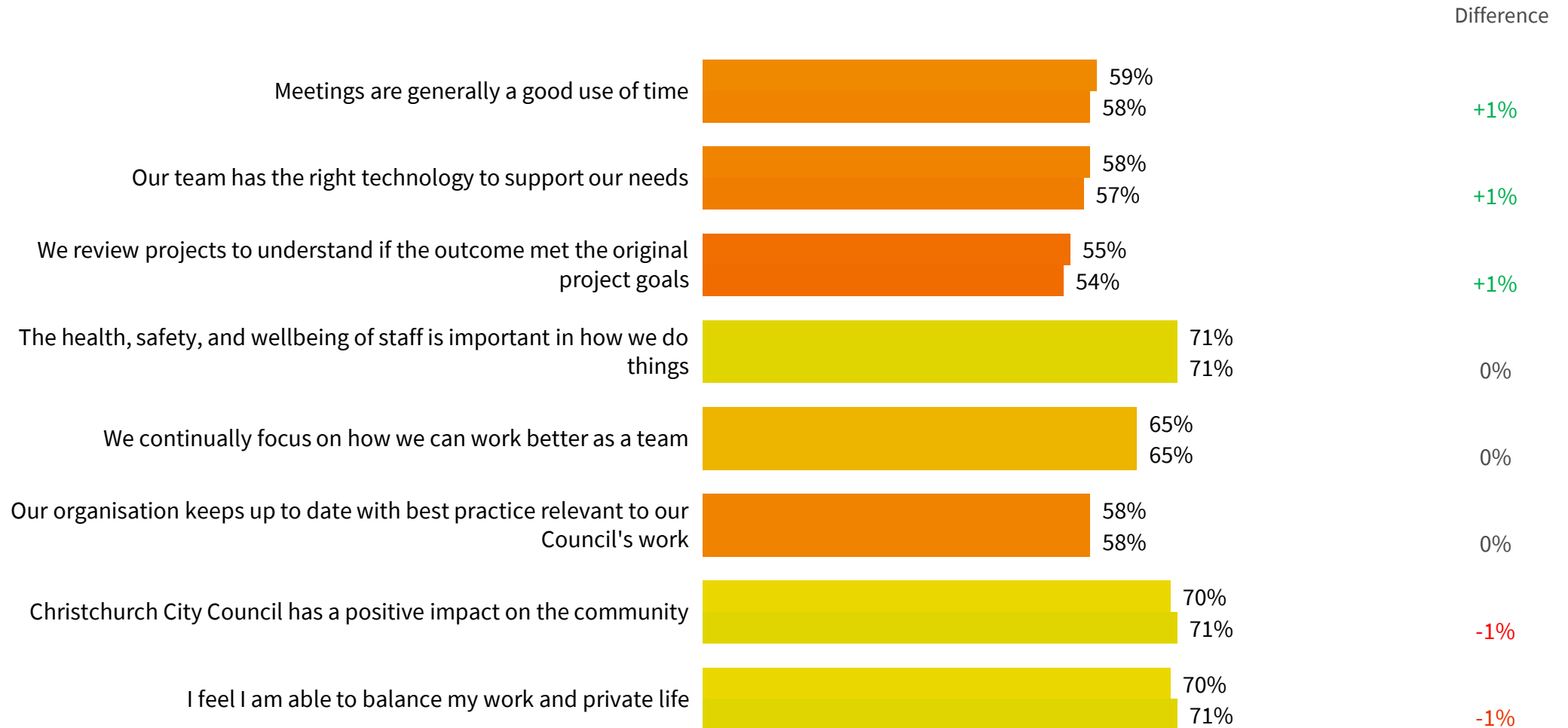
The summary report includes participation rate and overall score by sector. Note that results may have been filtered to a demographic group within the survey.

Benchmark Scores



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



Benchmark Scores



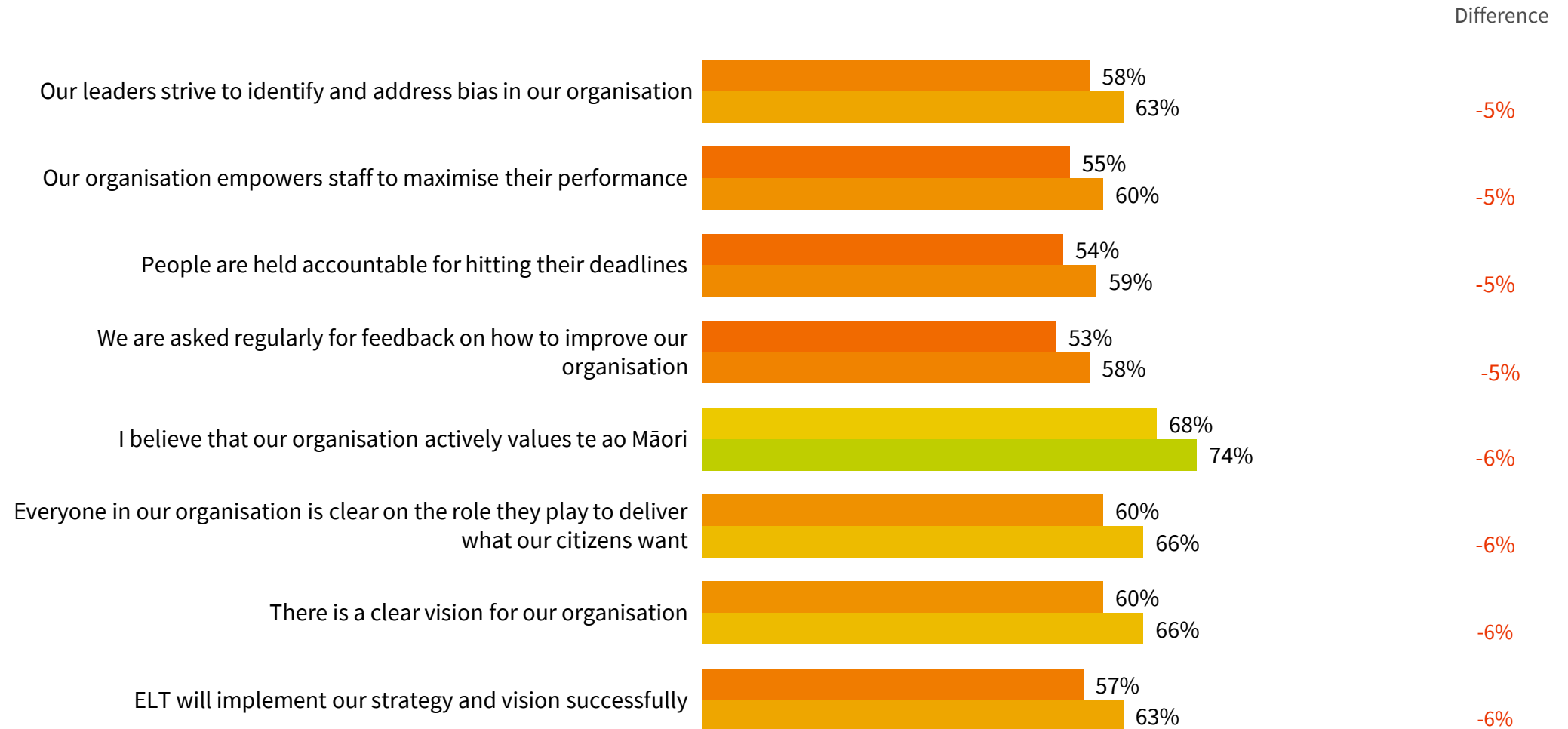
Benchmark Scores



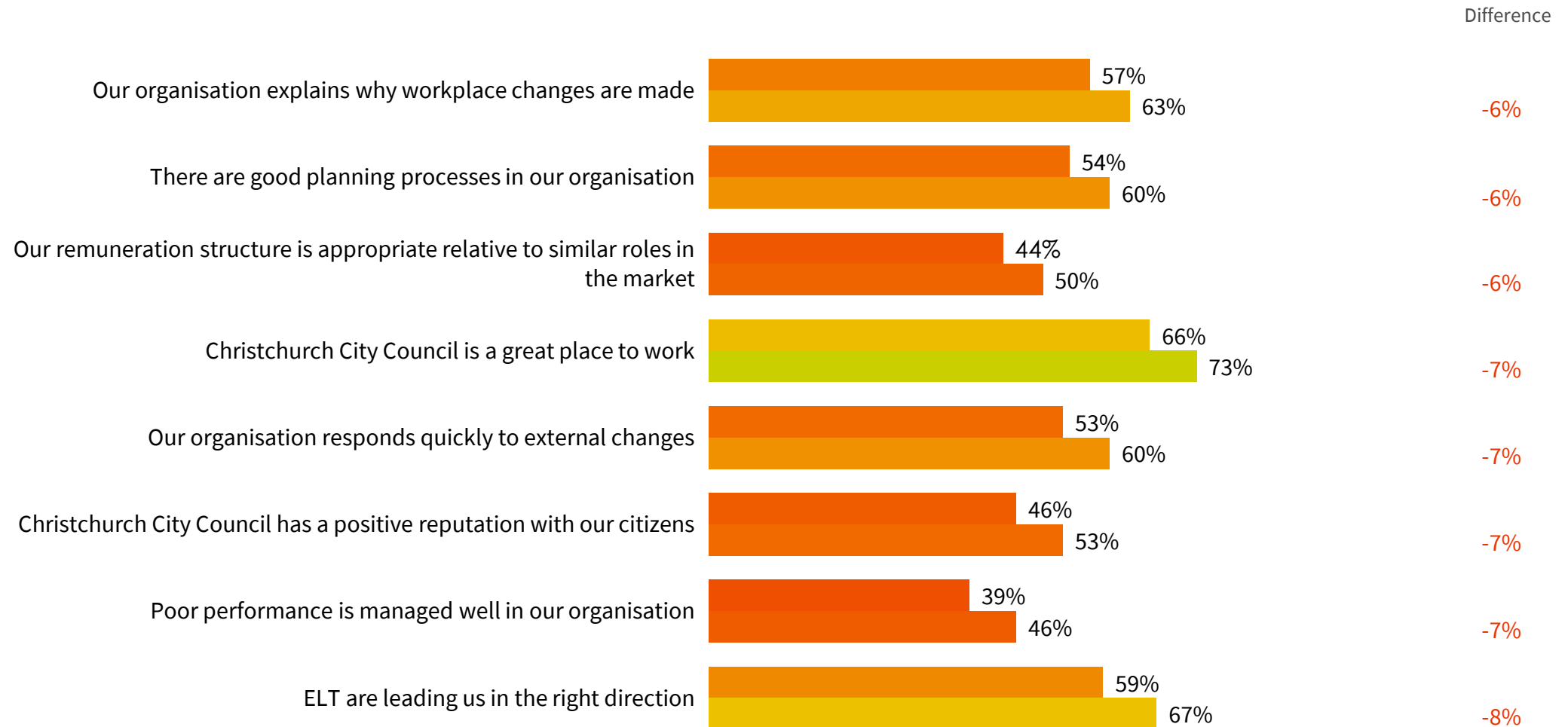
Benchmark Scores



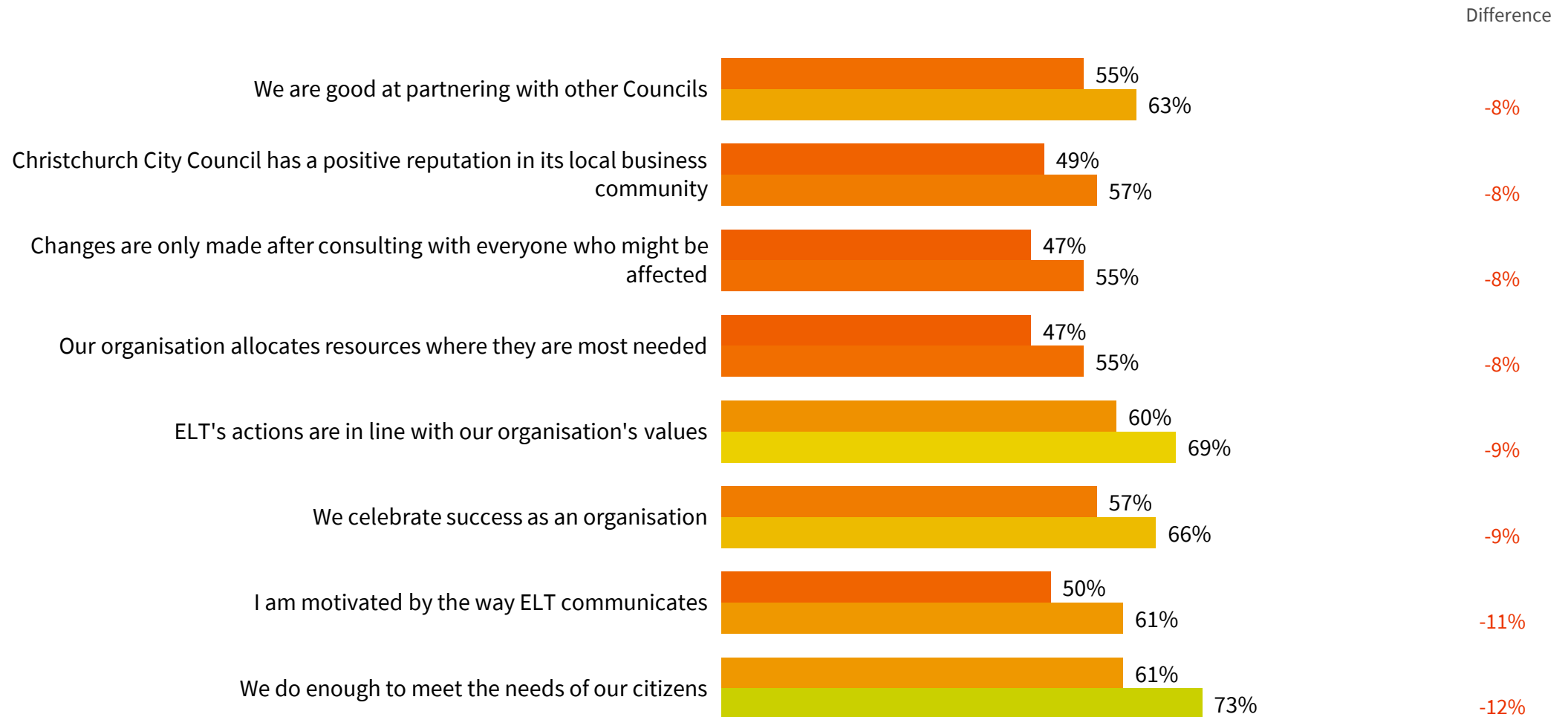
Benchmark Scores



Benchmark Scores



Benchmark Scores



Benchmark Scores

