Christchurch City Council

Review and Recommendations

Working@Council
March 2022

Powered by ASK YOUR TEAM

Christchurch City Council

Ask Listen Act

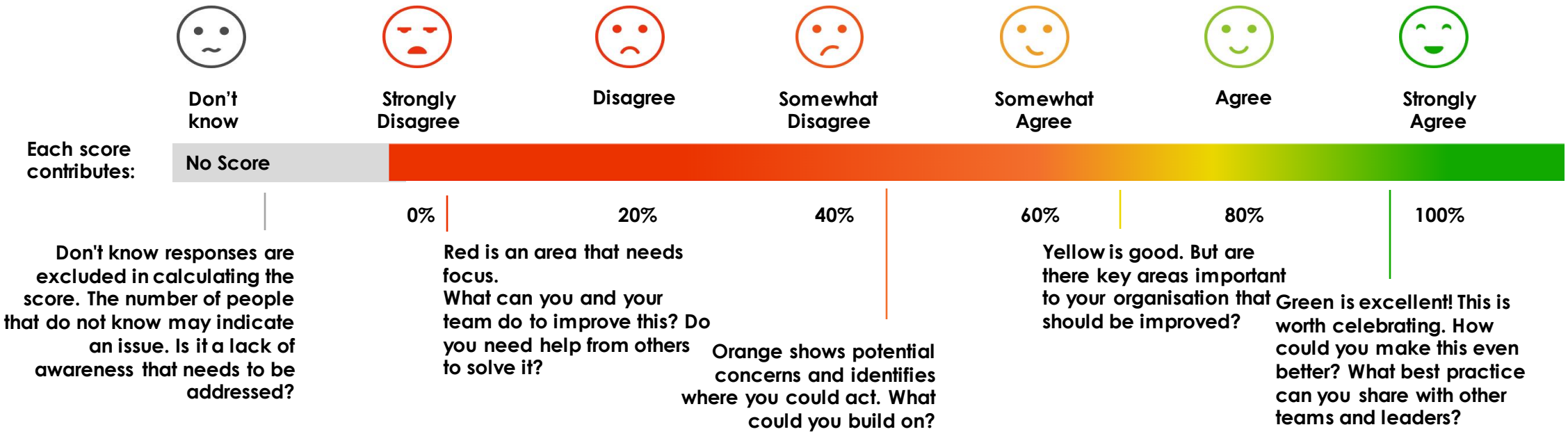
You have **ASKED** your staff to share their views on your organisatior

LISTEN, openly to understand the feedback you have gained

Take **ACTION** to drive positive changes and remeasure to check for effectiveness of actions

Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Some common reactions to results

Christchurch City Council

ASK YOUR TEAM

What's the agenda today?

Christchurch City Council

High Level Results
Alignment
Benchmarking
More detail

Overall Key Findings

Areas for focus and recommendations

ASK YOUR TEAM

Participation Rate

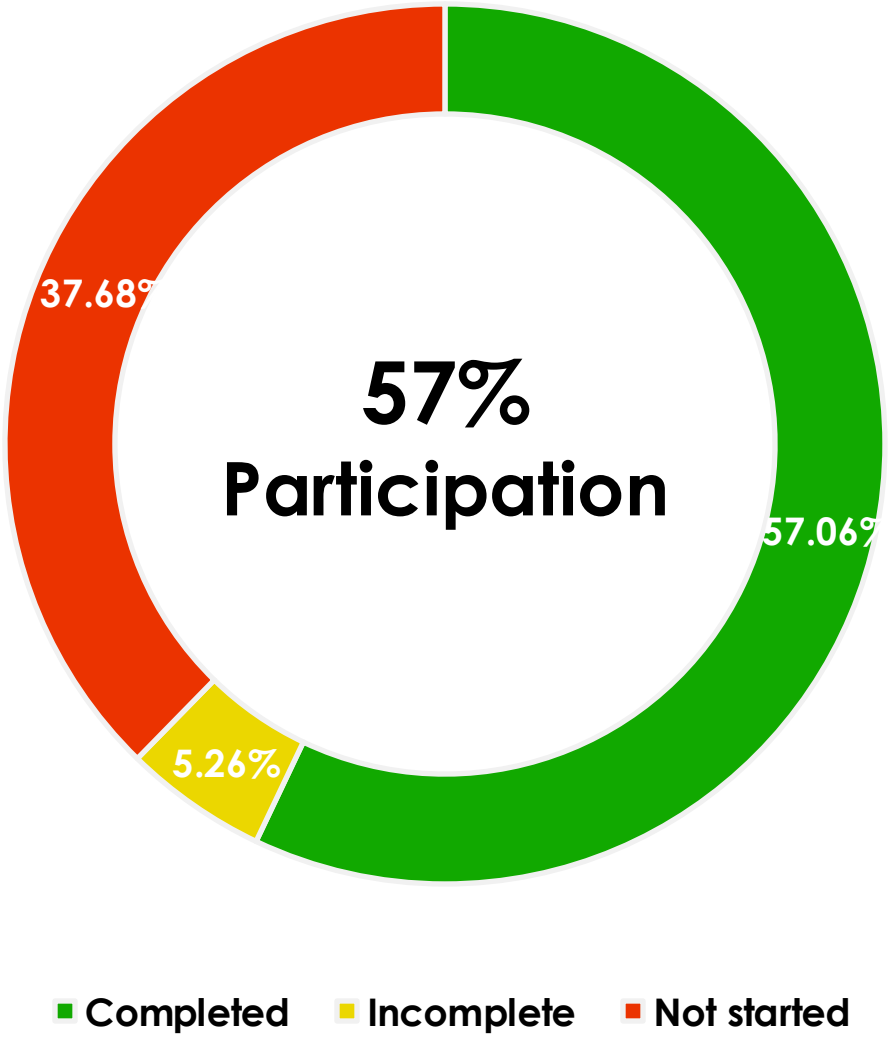
2585 people were invited

1475 people completed the survey

136 were not completed

974 not started

The participation rate is 57%



Participation Rate breakdown under 65%

Christchurch City Council

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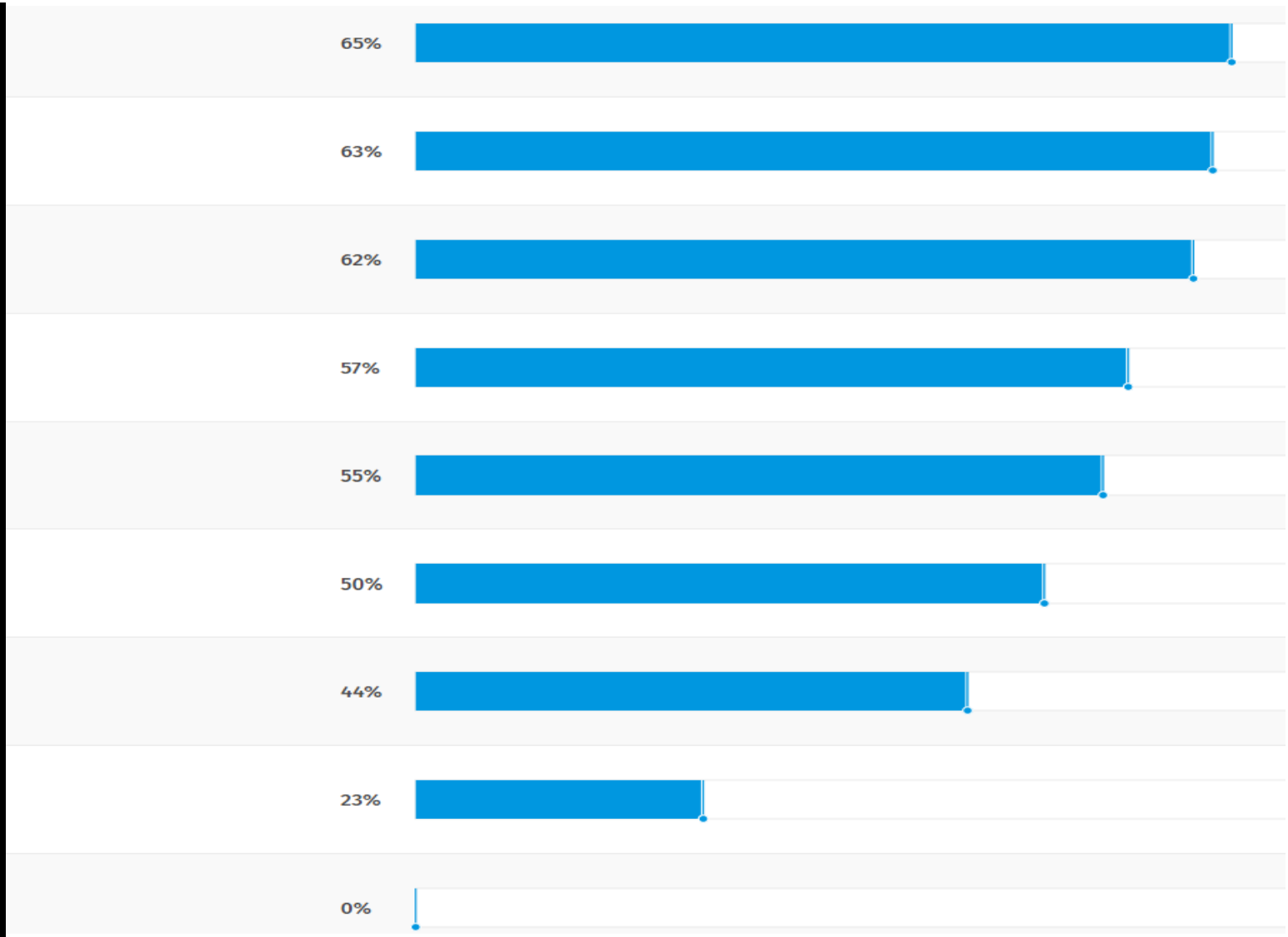
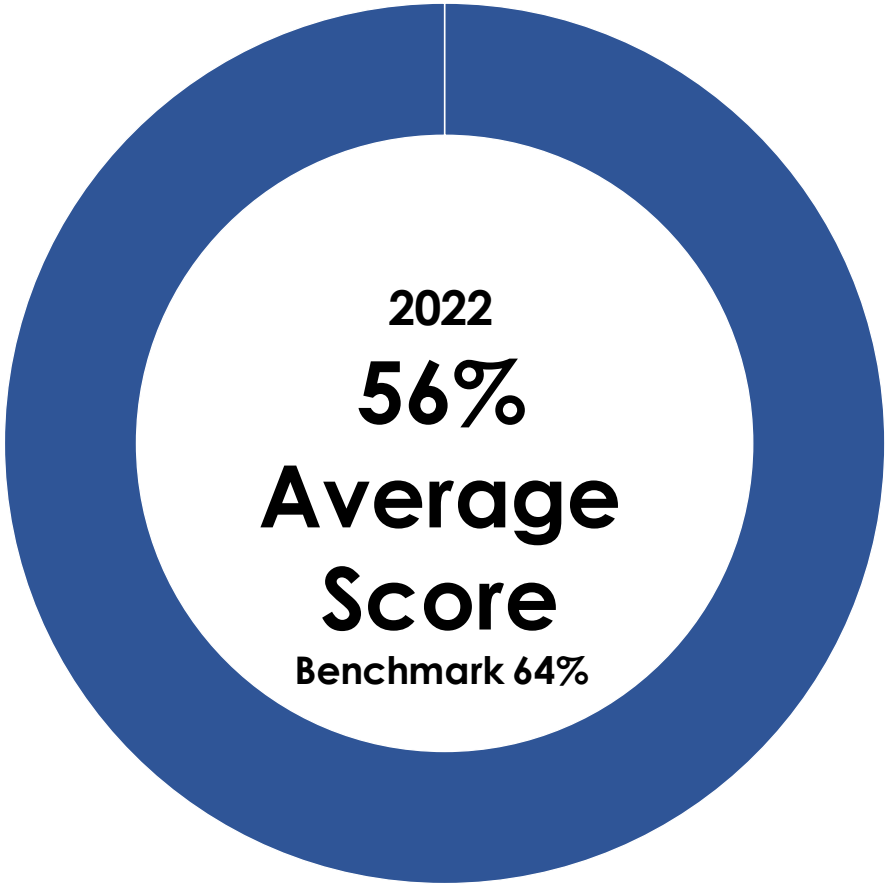
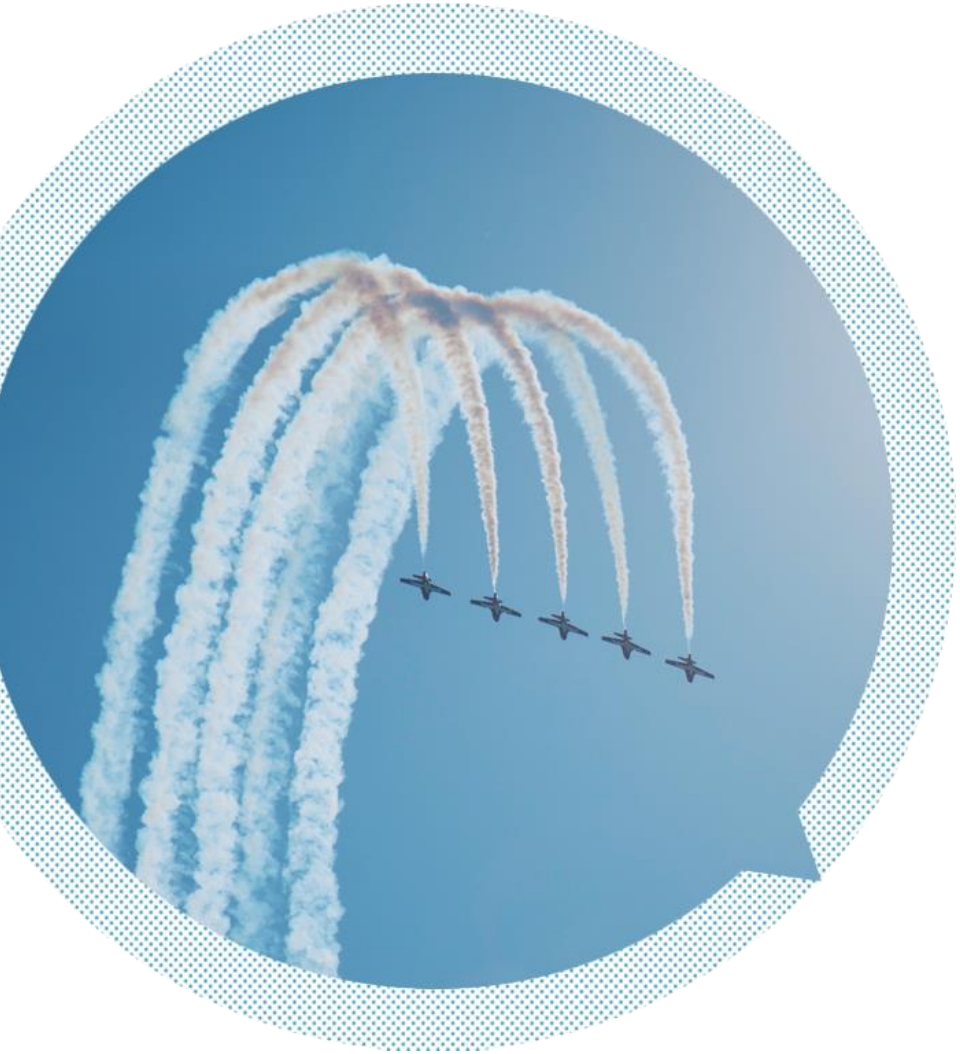


ASK YOUR TEAM

Key Organisation Metrics

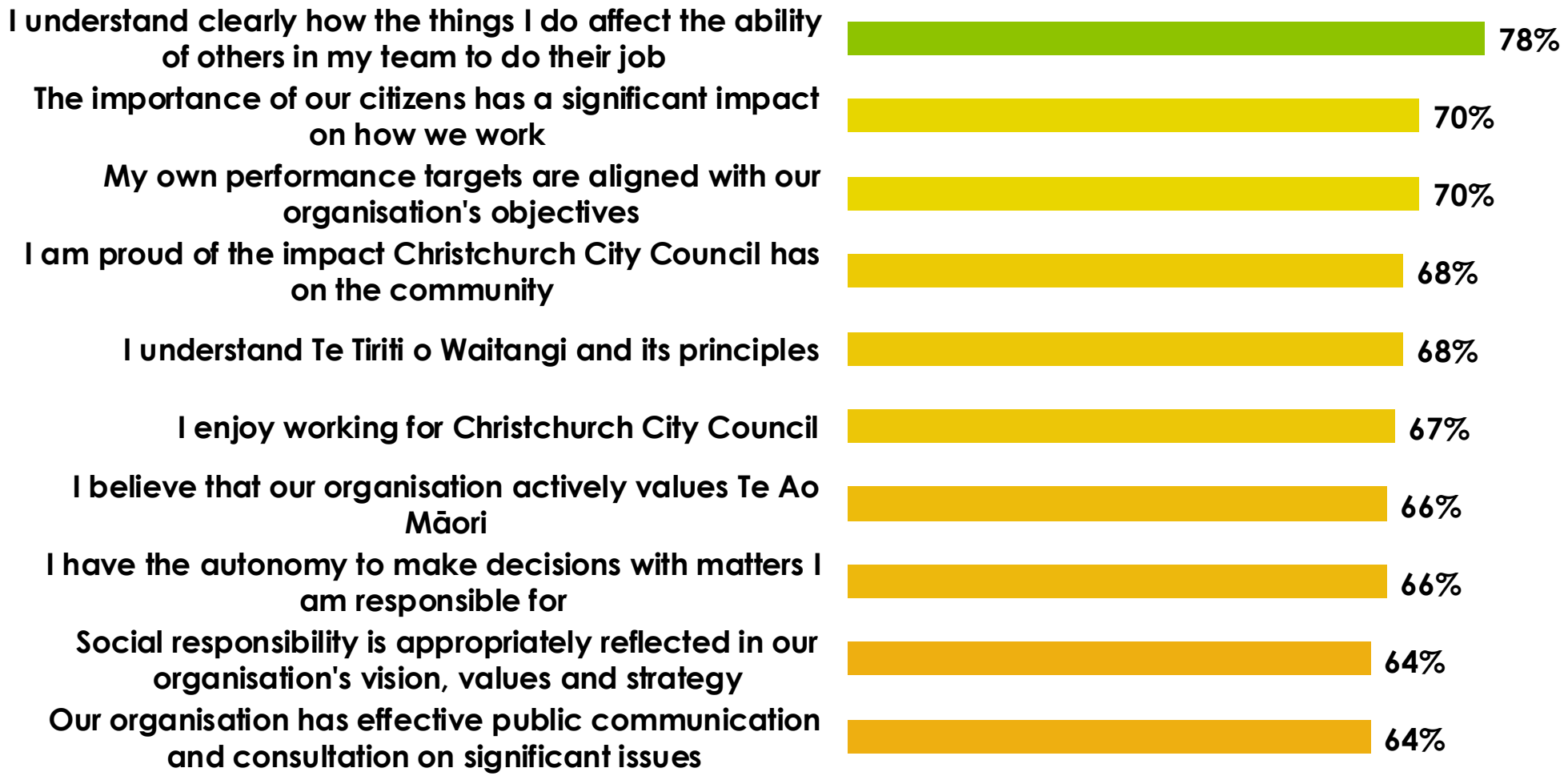




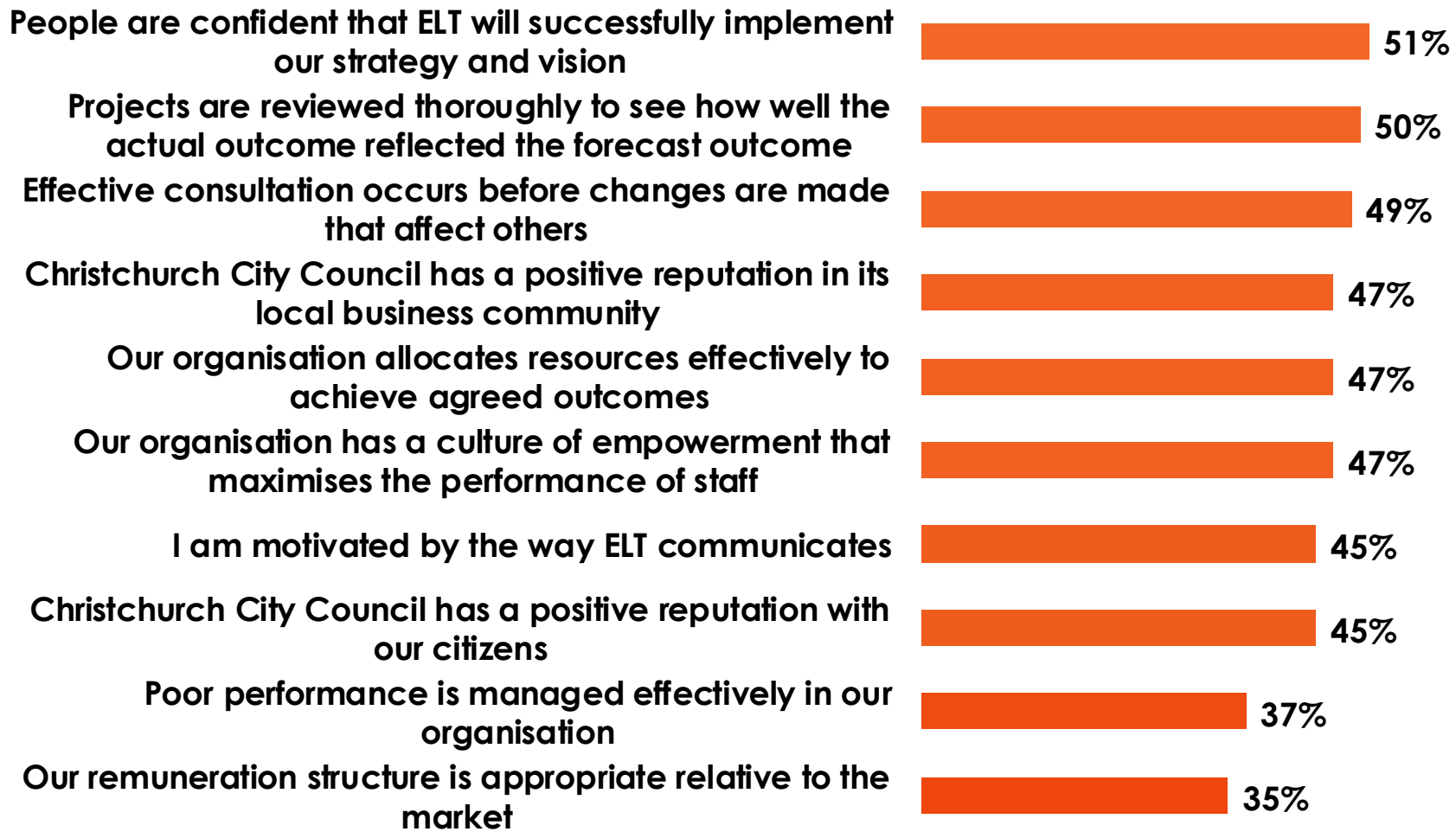
High Level Metrics

Average Category Score

Top 10 Question Scores



Bottom 10 Question Scores



Average Question Score by Category

Cultural Competence

Average Question Score by Category

Performance Development

Average Question Score by Category

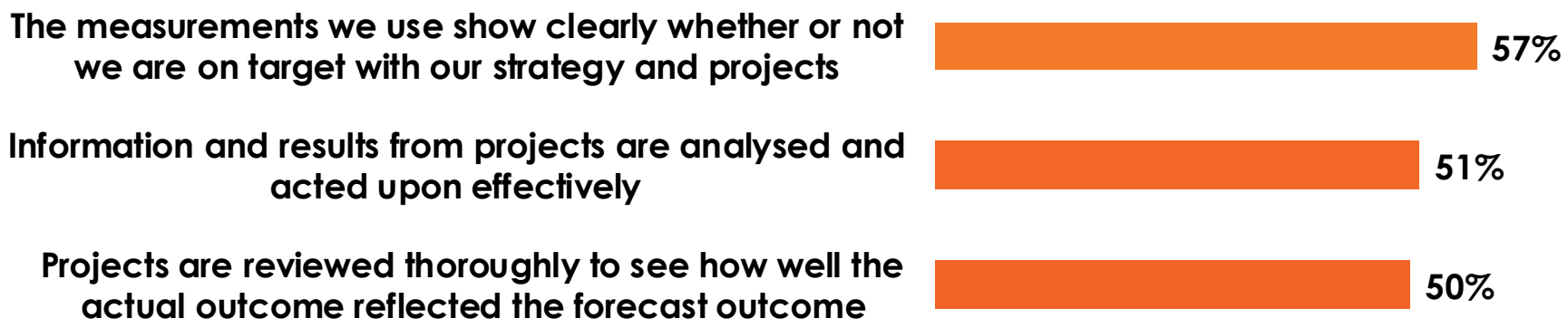
Internal Communication

Average Question Score by Category

Business Processes

Average Question Score by Category

Review



Average Question Score by Category

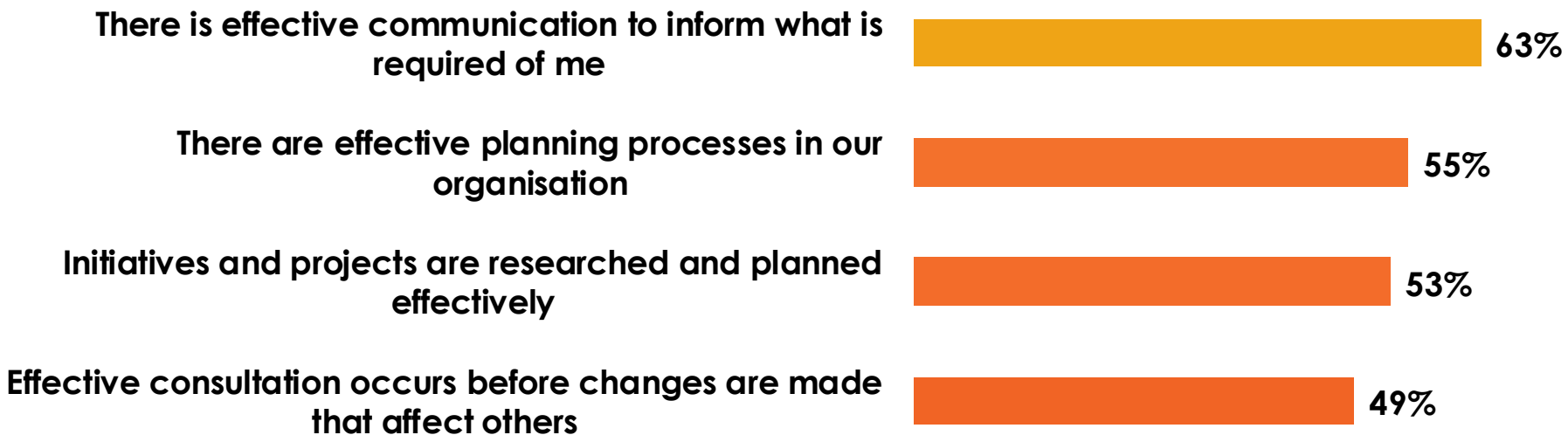
Organisational Learning

Average Question Score by Category

Leadership

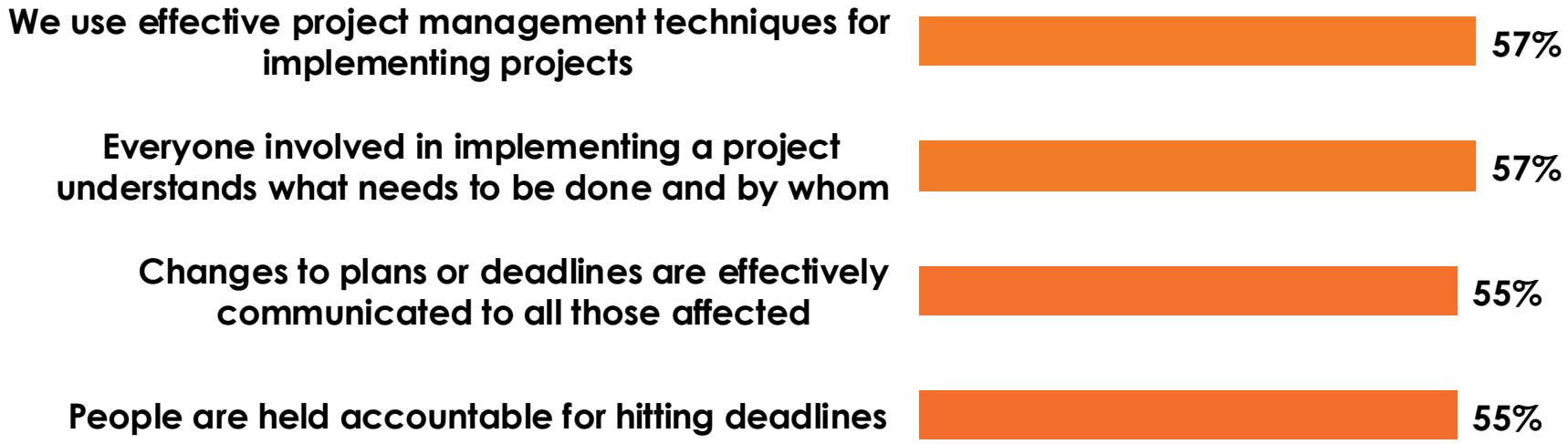
Average Question Score by Category

Project Planning



Average Question Score by Category

Implementation



Average Question Score by Category

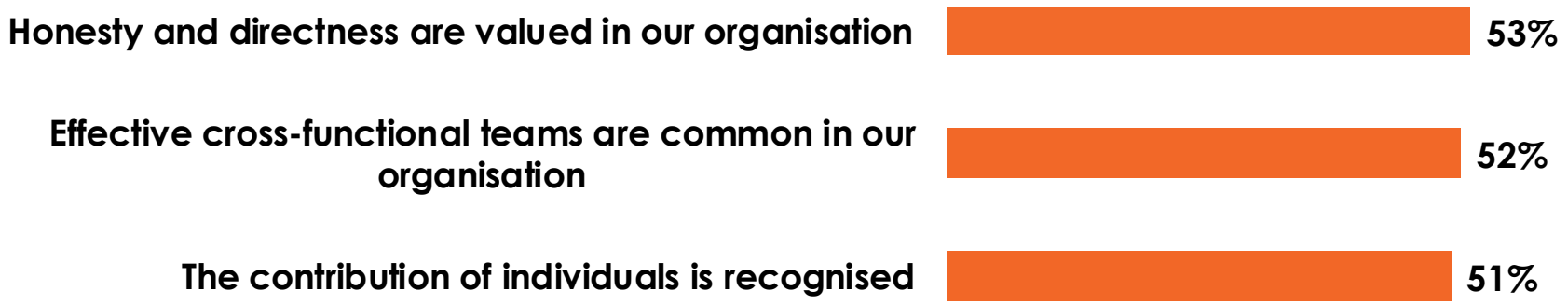
Strategy

Average Question Score by Category

Culture - 1/2

Average Question Score by Category

Culture - 2/2

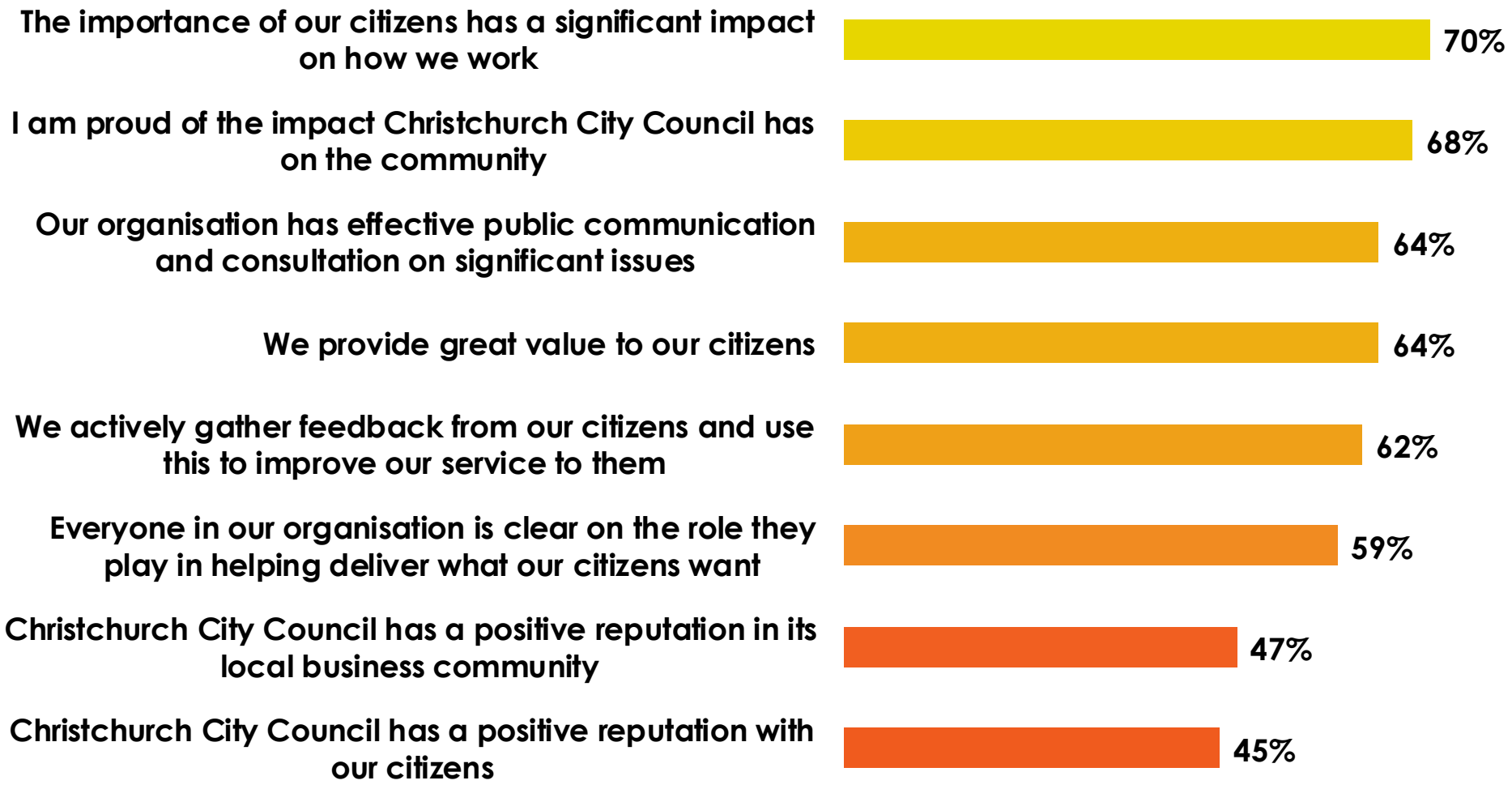


Average Question Score by Category

Information

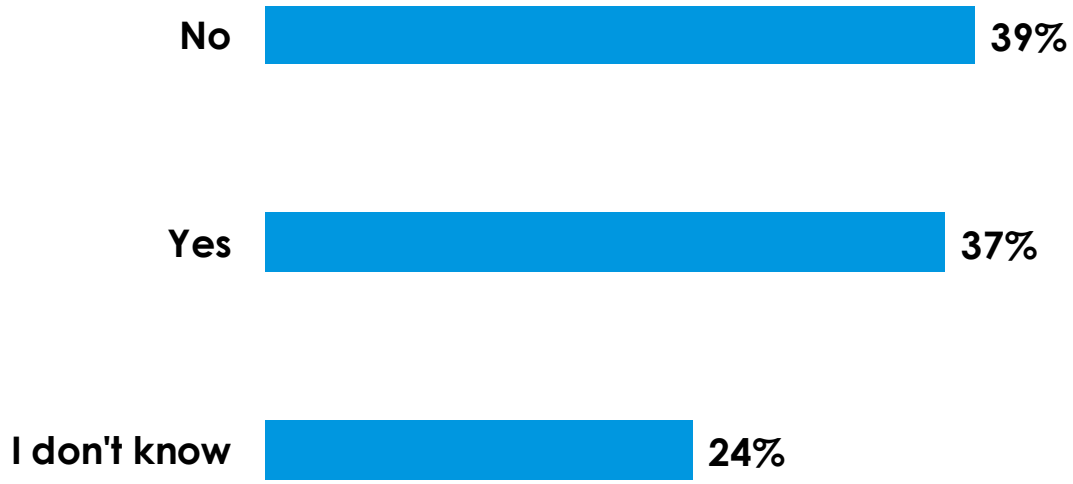
Average Question Score by Category

Rate Payer / Community Focus



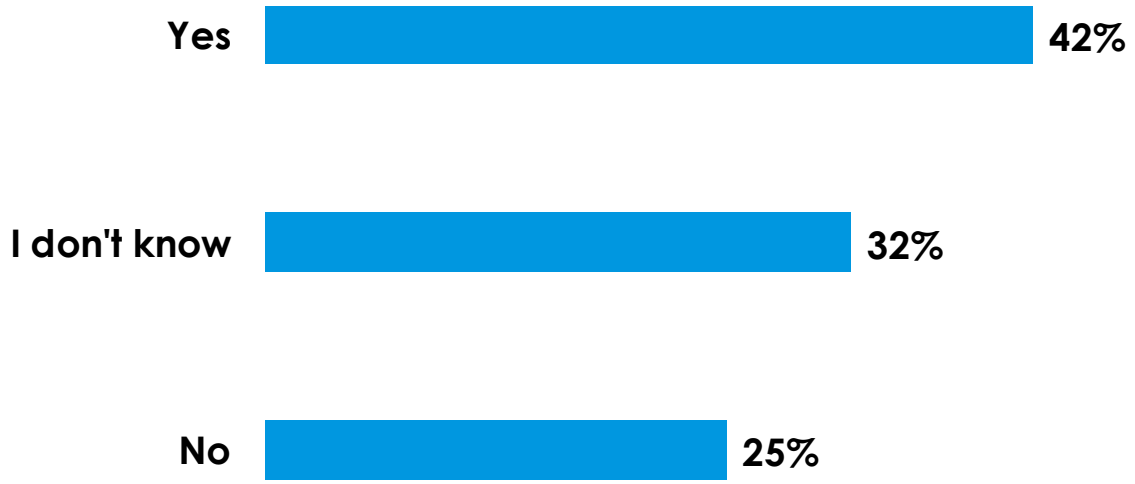
Multi-choice Question

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



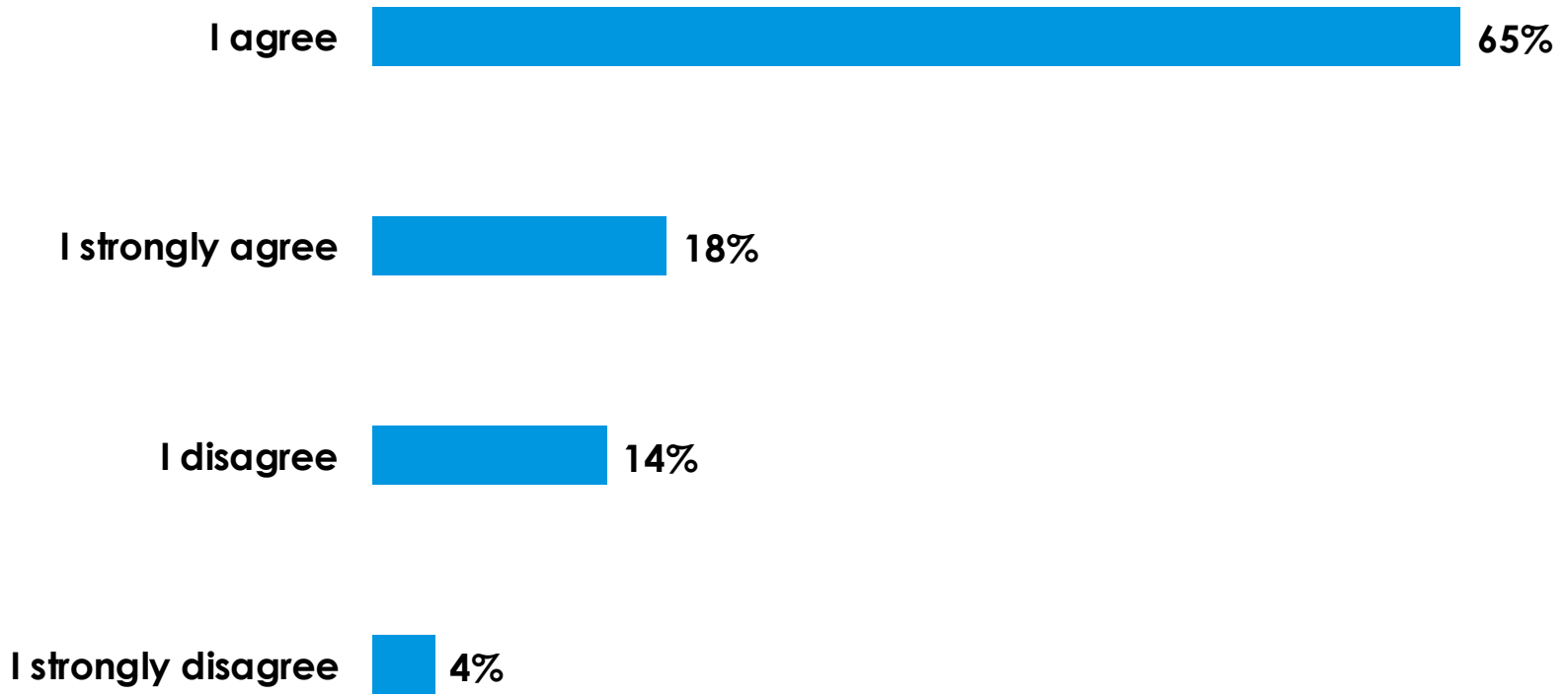
Multi-choice Question

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



Multi-choice Question

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

Free text responses

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

389 comments

Multi-choice Question

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

PAY

Key topics

- Perceptions around pay freeze being untenable
- Discontent with 1.5% pay rise in past not keeping pace with inflation
- High turnover closely related to pay dissatisfaction
- Pay disparity across organisation
- Current remuneration not comparable to external rates
- Discontent around CEO pay increase whilst pay freeze in place
- Feelings of overworked, over stressed and underpaid
- Perceptions around ELT being so disconnected they are not making best decisions
- Need for more respect from ELT towards staff
- New staff salary discrepancy

Multi-choice Question

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

Good Leaders

Key topics

- Lack of visibility of ELT
- Perceived lack of respect from ELT to staff
- Unrealistic expectations from ELT
- Lack of confidence across the organisation in leadership
- Disconnect between leadership, particularly ELT and staff
- ELT communication ineffective
- Perceptions around a lack of leadership capability
- Perceived bullying behaviours impacting staff by leaders including ELT
- Sense of mistrust from ELT as well as towards ELT by staff
- Unrealistic expectations from ELT
- Lack of feedback from leaders/management included
- Stress, workload concerns not being listened to or addressed by leaders
- Dissatisfaction and concern around messaging from leaders around Covid restrictions and staff being required to be in the office
- Leaders are obsessed with cost cutting without acknowledging the effects on staff
- Leadership inconsistencies across organisation –some acknowledge good leadership but lack of consistency
- Leadership appear oblivious to low morale
- Perceptions of micromanagement
- Some positivity around changes

Multi-choice Question

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

Culture/Values

Key topics

- Culture deteriorated over last years
- Low morale due to toxic culture –a them and us culture in play
- Bullying and intimidating behaviours common and concerning
- Bullying behaviours coming from managers
- Bullying harassment tolerated and "swept under carpet"
- A culture of a lack of trust from and towards ELT and managers
- People feeling overworked, overstressed and under appreciated
- High turnover of staff creating discontent and frustration that leaders are not listening
- Poor resourcing causing significant negative impact on staff including workloads
- High turnover affecting morale
- Culture of fear in some areas
- Lack of recognition
- Perceptions around a beaurocratic culture/lip service/old boys network
- Culture of favourtism in play
- Poor performance being tolerated
- Lack of transparency
- Staff not valued
- Wellbeing concerns –anxiety and stress

Multi-choice Question

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

Communication

Key topics

- Ineffective communication from ELT
- Need for greater transparency
- Poor communication per sec
- Lack of clarity
- Some communication perceived as self congratulatory
- Communication around Covid ineffective and to some insulting insinuating lack of trust
- Conflicting inconsistent messaging

Work flexibility

Key topics

- Lack of flexibility
- Inconsistencies in messaging and sense of mistrust from ELT
- Perceived negative culture around flexi working instilling lack of trust
- Some recognition of good flexibility to work from home
- Unnecessary red tape perceived to be inhibiting flex working
- Work/life balance unhealthy and unsupported

Multi-choice Question

In previous Working@Council surveys, respondents suggested changes that would make their life at work more satisfying. The following are the top ten themes for change suggested in November 2020. Which three themes for improvement do you feel would have the most impact on your current work satisfaction?

Other key themes

- Health, Safety and Wellbeing concerns
- Physical environment impacting performance
- Systems processes over complicated and outdated
- Lack of resources due to cost cutting
- Some views around buildings facilities not being fit for purpose
- Disparity around facilities
- Too much red tape hindering performance
- Workload not being managed in an organised fashion
- Poor adherence to processes
- Poor planning

Alignment

Exec versus organisation

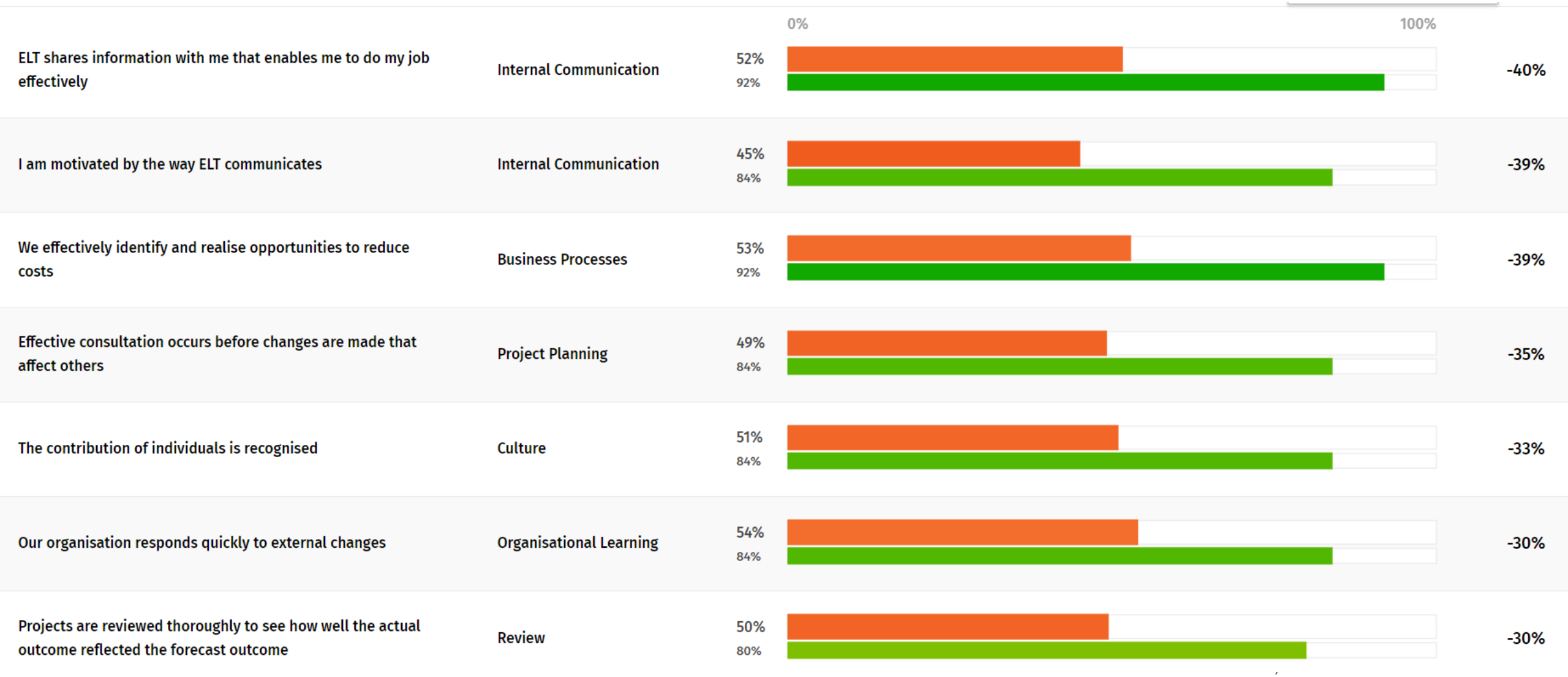
50% of questions have a gap over 20%

Exec versus Head of Service, Managers and Team Leaders

42% of questions have a gap over 20%

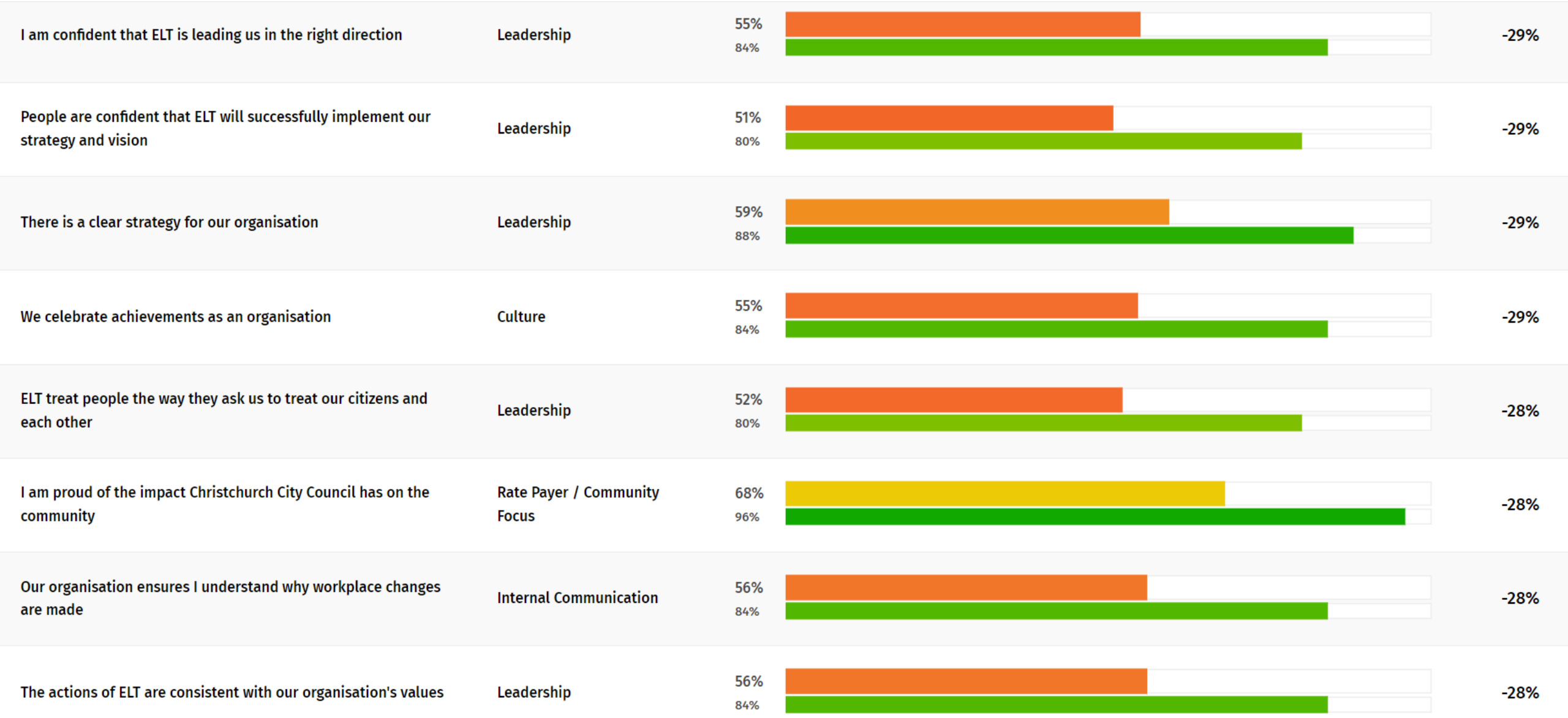
Alignment Gaps between Executive and rest of organisation over 25%

Non-executive scores (Top) vs Executive scores (Bottom)



Alignment Gaps between Executive and rest of organisation over 25%

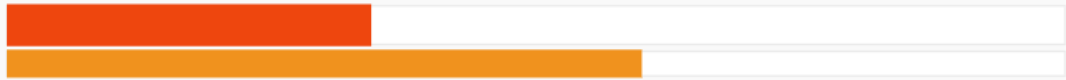
Non-executive scores (Top) vs Executive scores (Bottom)



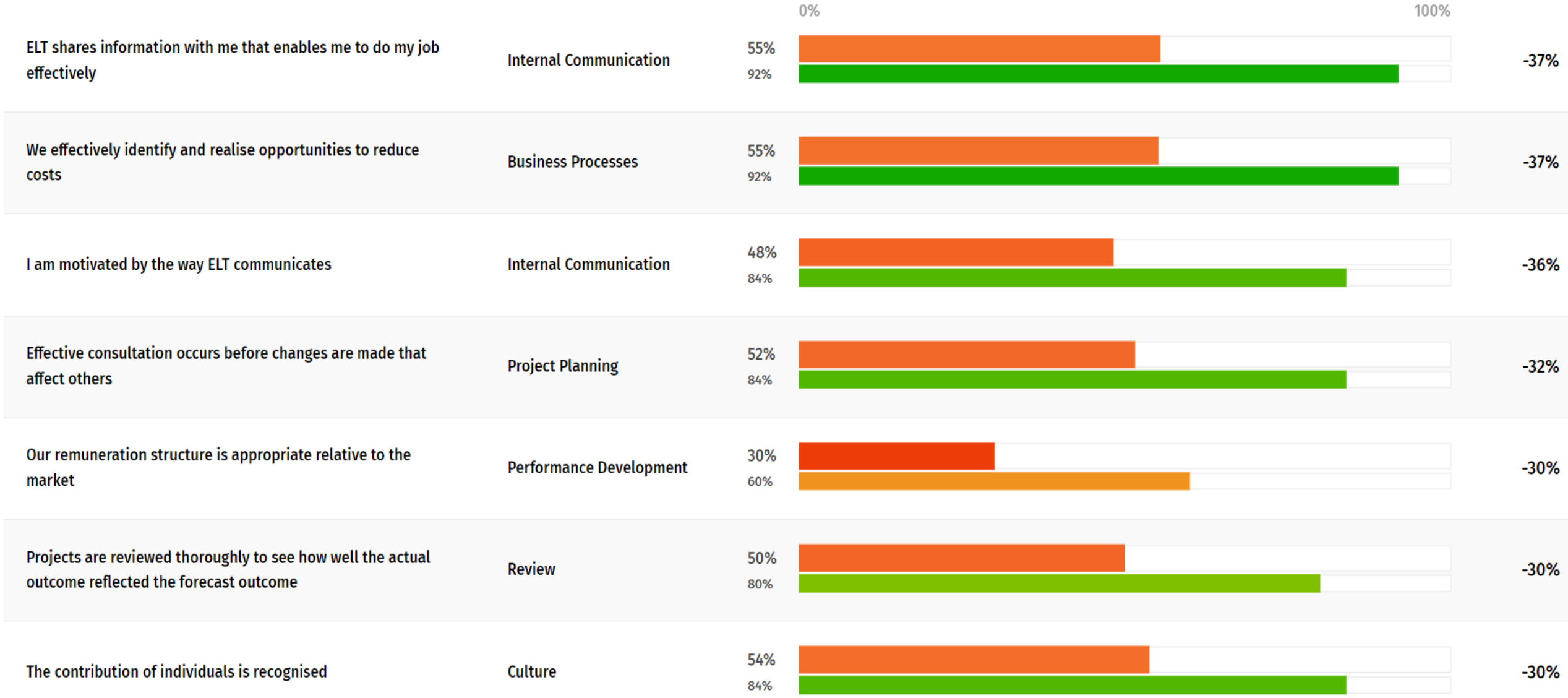
Alignment Gaps between Executive and rest of organisation over 25%

Non-executive scores (Top) vs Executive scores (Bottom)

Christchurch City Council

We are good at partnering with other Councils to create mutual value	Strategy	53% 80%		-27%
Christchurch City Council is a great place to work	Culture	62% 88%		-26%
Our remuneration structure is appropriate relative to the market	Performance Development	34% 60%		-26%
People are regularly asked for feedback on how to improve our organisation	Organisational Learning	54% 80%		-26%
We actively gather feedback from our citizens and use this to improve our service to them	Rate Payer / Community Focus	62% 88%		-26%
We are provided with meaningful updates on how our organisation is performing	Internal Communication	58% 84%		-26%
Changes to plans or deadlines are effectively communicated to all those affected	Implementation	55% 80%		-25%
I feel safe to tell the truth even when it is unpopular	Internal Communication	51% 76%		-25%

Alignment Scores between ELT and Head of Service, Management and Team Leaders over 25% Non-executive scores (Top) vs Executive scores (Bottom)



Alignment Scores between ELT and Head of Service, Management and Team Leaders over 25% Non-executive scores (Top) vs Executive scores (Bottom)

Christchurch City Council

Our organisation responds quickly to external changes	Organisational Learning	56% 84%	-28%
We celebrate achievements as an organisation	Culture	56% 84%	-28%
There is a clear strategy for our organisation	Leadership	61% 88%	-27%
I am confident that ELT is leading us in the right direction	Leadership	58% 84%	-26%
Our organisation keeps up with the best initiatives that are used in other councils	Organisational Learning	50% 76%	-26%
People are confident that ELT will successfully implement our strategy and vision	Leadership	54% 80%	-26%
People are regularly asked for feedback on how to improve our organisation	Organisational Learning	54% 80%	-26%

Benchmarking

League position 88/95 Local Govt

Benchmark Scores

Summary benchmark scores

Participation rate

The participation rate benchmark is based on the average completion rate across all Local Government surveys. Participation gives you an indication of how representative the feedback is.

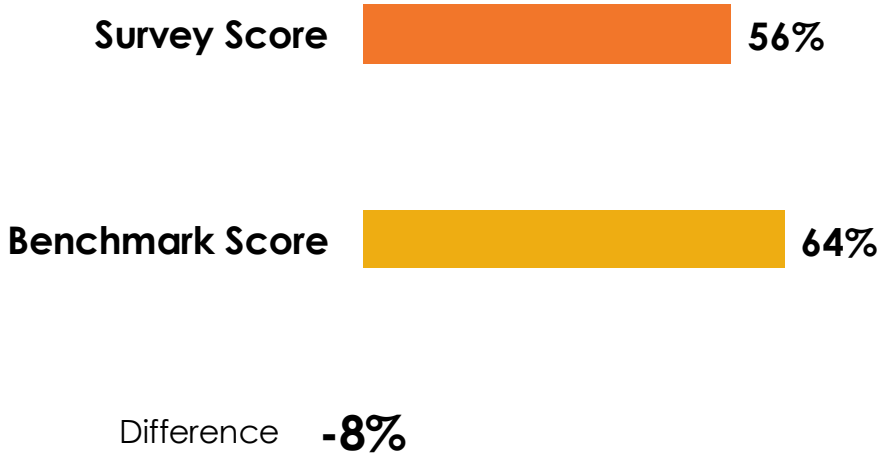
57.1%
Survey participation

74%
Participation benchmark

-17%
Difference

Overall score

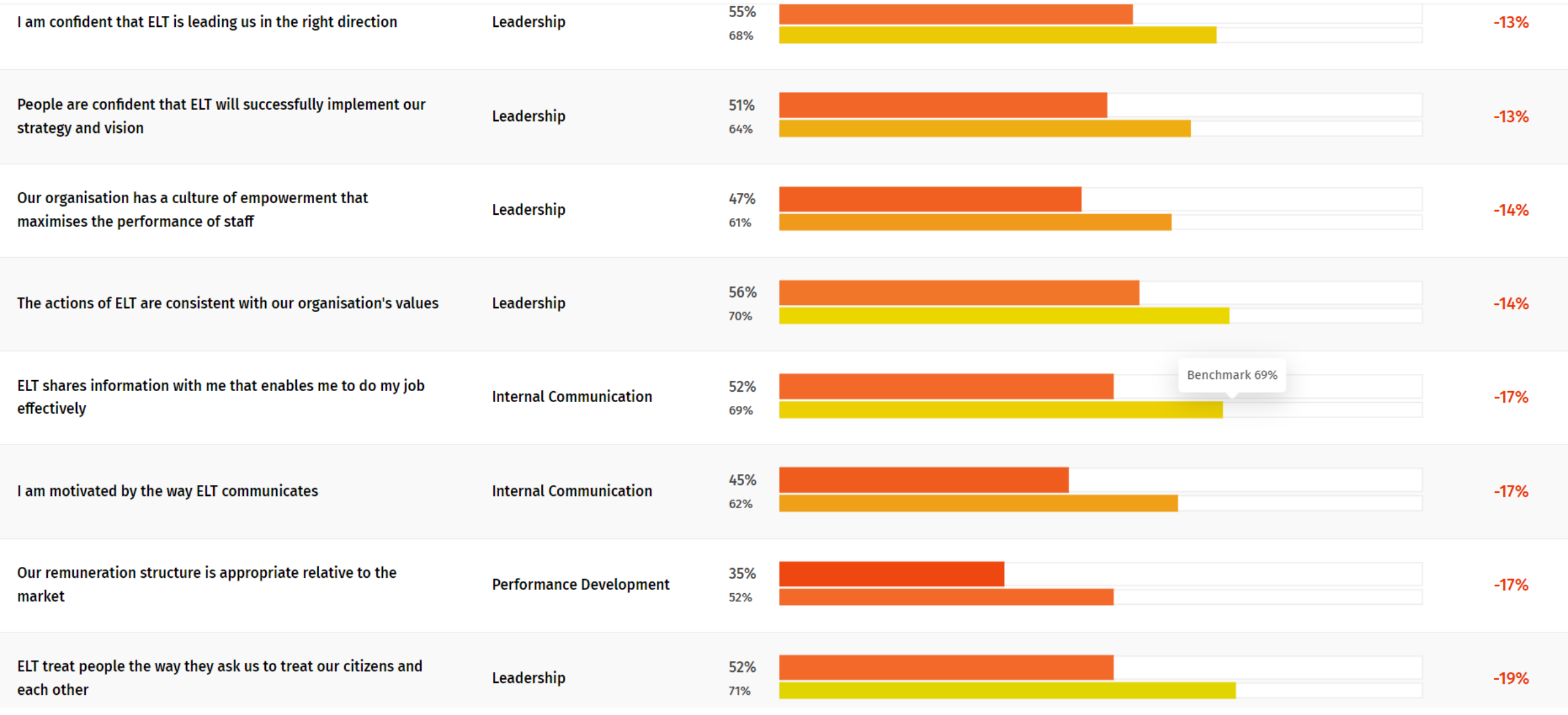
The overall score is calculated using the AskYourTeam recommended questions in your survey. The overall score is the average score of these questions across all Local Government surveys.



Benchmark Biggest Differences

Christchurch City Council

I am confident that ELT is leading us in the right direction	Leadership	55%	68%	-13%
People are confident that ELT will successfully implement our strategy and vision	Leadership	51%	64%	-13%
Our organisation has a culture of empowerment that maximises the performance of staff	Leadership	47%	61%	-14%
The actions of ELT are consistent with our organisation's values	Leadership	56%	70%	-14%
ELT shares information with me that enables me to do my job effectively	Internal Communication	52%	69%	-17%
I am motivated by the way ELT communicates	Internal Communication	45%	62%	-17%
Our remuneration structure is appropriate relative to the market	Performance Development	35%	52%	-17%
ELT treat people the way they ask us to treat our citizens and each other	Leadership	52%	71%	-19%



Benchmark Biggest Differences

Christchurch City Council

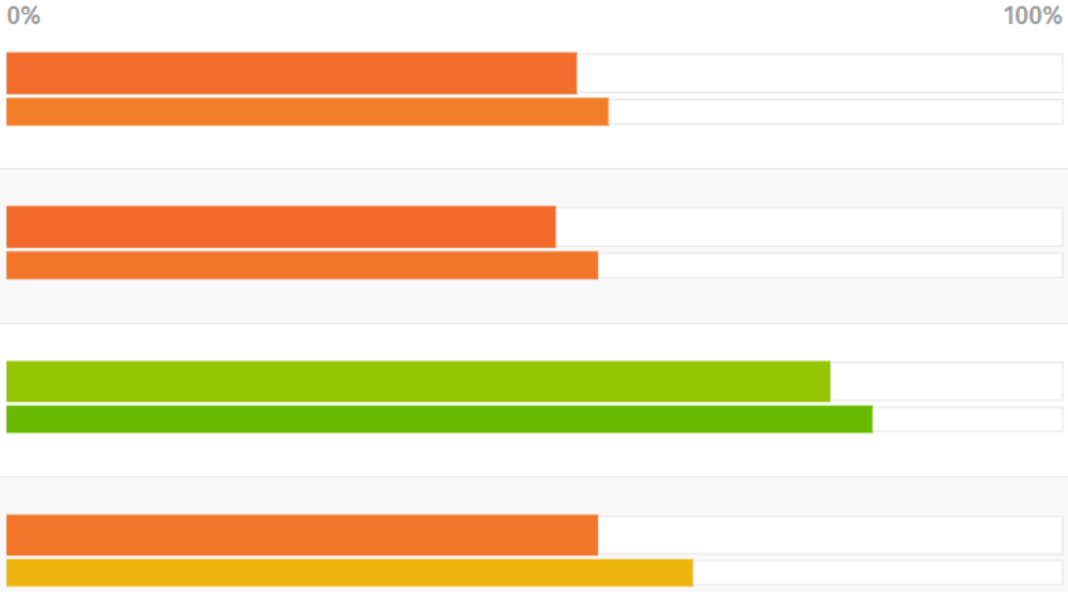
QUESTIONS	CATEGORIES	BENCHMARK	DIFF
Our organisation provides opportunities for me to develop my skills and competencies and actively encourages career development	Performance Development	56% 67%	-11%
The contribution of individuals is recognised	Culture	51% 62%	-11%
We have effective training that enhances individual performance and development	Performance Development	53% 64%	-11%
Christchurch City Council has a positive reputation in its local business community	Rate Payer / Community Focus	47% 59%	-12%
Christchurch City Council is a great place to work	Culture	62% 74%	-12%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	Business Processes	59% 71%	-12%
We are good at partnering with other Councils to create mutual value	Strategy	53% 65%	-12%
We celebrate achievements as an organisation	Culture	55% 67%	-12%

Benchmark Biggest Differences

I understand Te Tiriti o Waitangi and its principles	Cultural Competence		+15%

Benchmark Scores Working Collaboratively

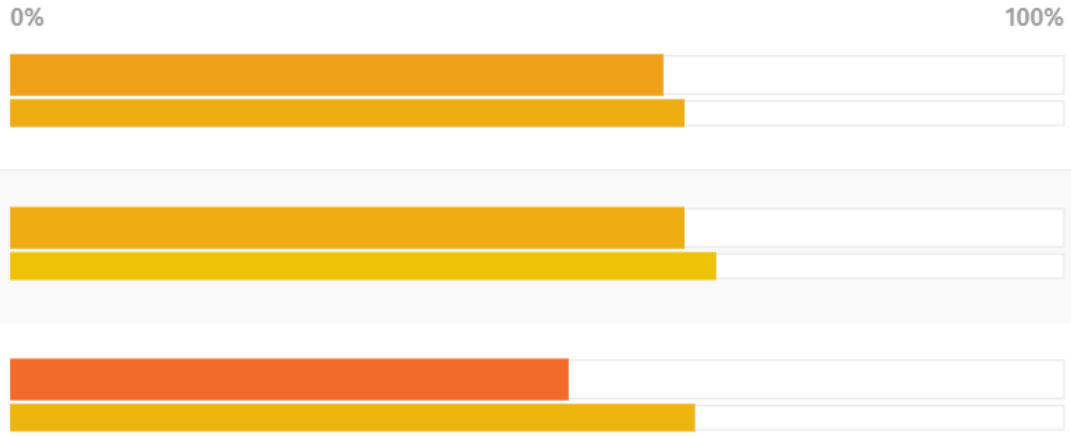
			Difference
All units have goals or objectives that are aligned with those of other units	Strategy	54% 57%	-3%
Effective cross-functional teams are common in our organisation	Culture	52% 56%	-4%
I understand clearly how the things I do affect the ability of others in my team to do their job	Culture	78% 82%	-4%
There is a strong focus on how we can work together better as a team	Culture	56% 65%	-9%



Benchmark Scores Partnership and Consultation

Survey scores (Top) vs Benchmark scores (Bottom)

QUESTIONS	CATEGORIES	BENCHMARK	DIFF
We actively gather feedback from our citizens and use this to improve our service to them	Rate Payer / Community Focus	62% 64%	-2%
Our organisation has effective public communication and consultation on significant issues	Rate Payer / Community Focus	64% 67%	-3%
We are good at partnering with other Councils to create mutual value	Strategy	53% 65%	-12%



Benchmark Scores Focus on Results

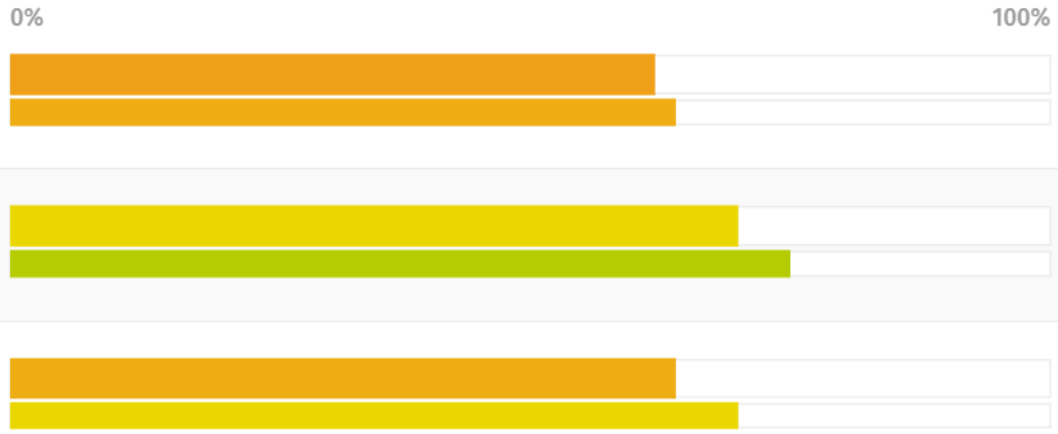
Survey scores (Top) vs Benchmark scores (Bottom)

QUESTIONS	CATEGORIES	BENCHMARK	DIFF
The measurements we use show clearly whether or not we are on target with our strategy and projects	Review	57% 59%	-2%
My own performance targets are aligned with our organisation's objectives	Performance Development	70% 73%	-3%
Everyone involved in implementing a project understands what needs to be done and by whom	Implementation	57% 61%	-4%
We are provided with meaningful updates on how our organisation is performing	Internal Communication	58% 63%	-5%
Everyone in our organisation is clear on the role they play in helping deliver what our citizens want	Rate Payer / Community Focus	59% 67%	-8%
Our organisation allocates resources effectively to achieve agreed outcomes	Business Processes	47% 56%	-9%
The contribution of individuals is recognised	Culture	51% 62%	-11%
We celebrate achievements as an organisation	Culture	55% 67%	-12%

Benchmark Scores Customer Focus

Survey scores (Top) vs Benchmark scores (Bottom)

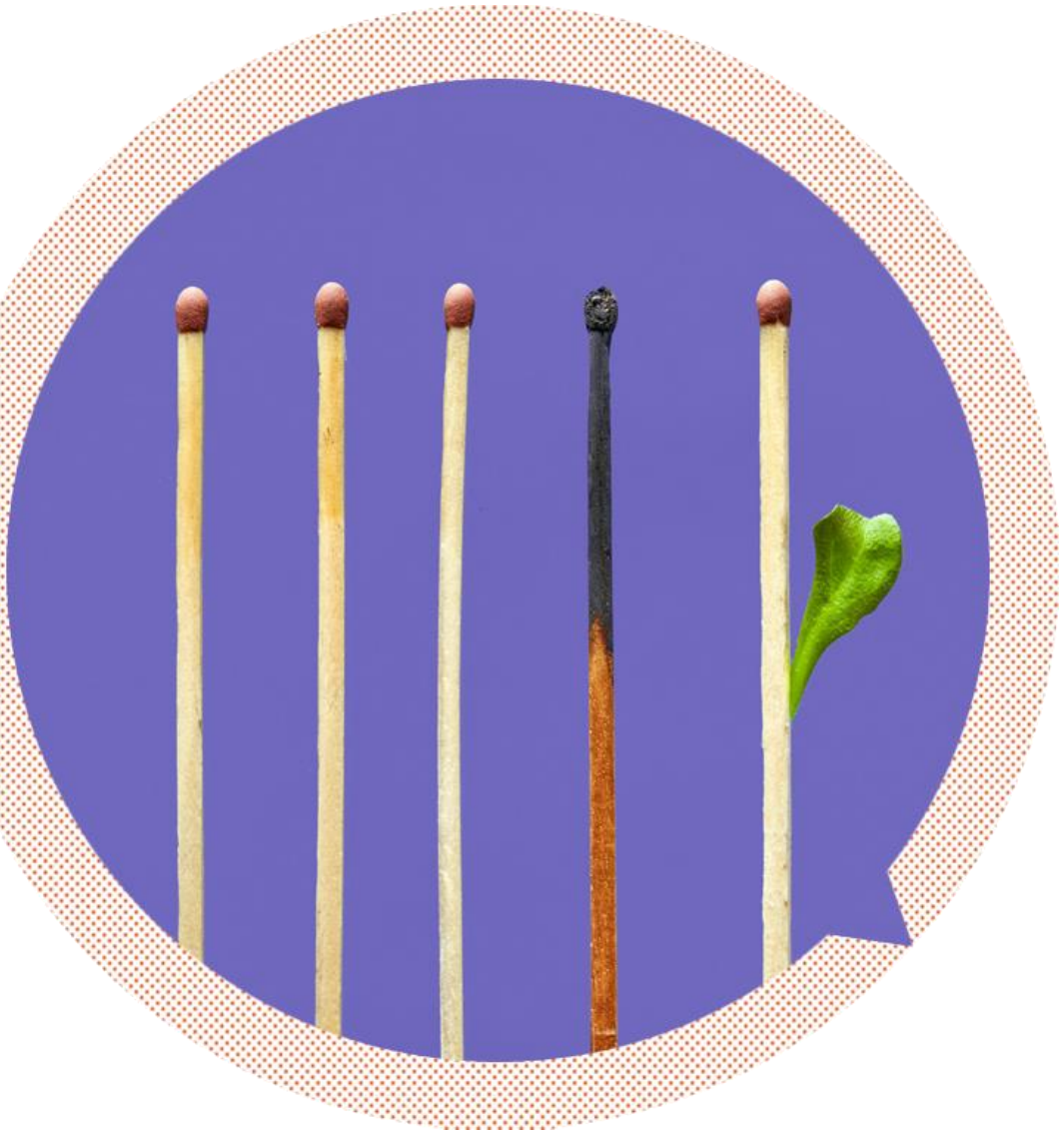
QUESTIONS	CATEGORIES	BENCHMARK	DIFF
We actively gather feedback from our citizens and use this to improve our service to them	Rate Payer / Community Focus	62% 64%	-2%
The importance of our citizens has a significant impact on how we work	Rate Payer / Community Focus	70% 75%	-5%
We provide great value to our citizens	Rate Payer / Community Focus	64% 70%	-6%



Benchmark Scores Embracing Change

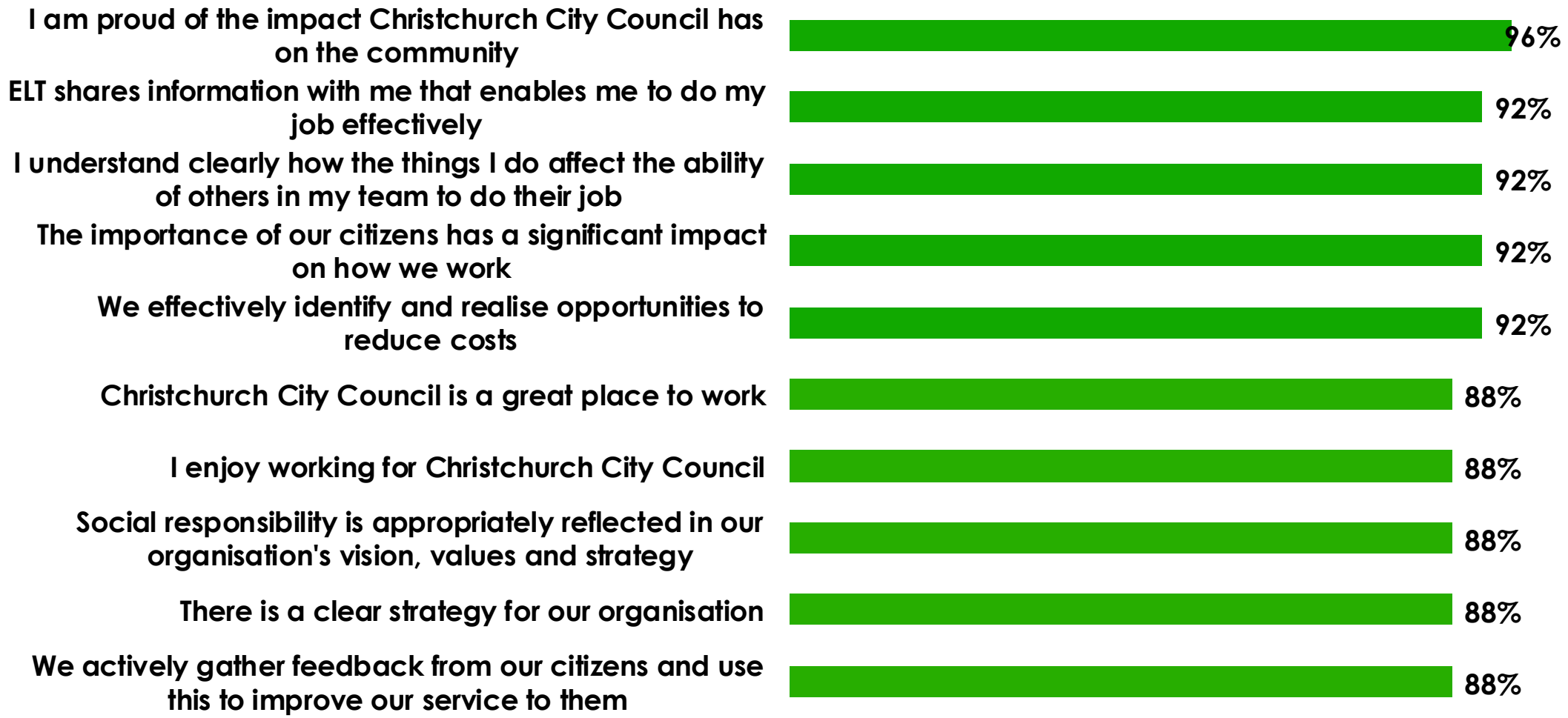
Survey scores (Top) vs Benchmark scores (Bottom)

People are regularly asked for feedback on how to improve our organisation	Organisational Learning	54% 58%	0% 100%	-4%
Effective consultation occurs before changes are made that affect others	Project Planning	49% 55%		-6%
We regularly review processes and identify possible improvements	Business Processes	56% 62%		-6%
Our organisation ensures I understand why workplace changes are made	Internal Communication	56% 63%		-7%
Our organisation responds quickly to external changes	Organisational Learning	54% 61%		-7%
Our organisation supports people who come forward with new ideas	Culture	55% 64%		-9%



Results in more detail

ELT Top 10 Question Scores - Average score 77%



ELT Bottom 10 Question Scores

Average category score by Under 6 months Yes/No

View chart by:

Under 6 Months

Categories / Questions	Average	No (1360)	Yes (115)
		55%	68%
Cultural Competence	67%	67%	67%
Rate Payer / Community Focus	60%	59%	69%
Culture	59%	58%	72%
Information	59%	59%	65%
Strategy	57%	56%	69%
Implementation	56%	55%	66%
Leadership	55%	53%	70%
Organisational Learning	55%	54%	66%
Project Planning	55%	54%	69%
Business Processes	54%	53%	65%
Internal Communication	54%	53%	67%
Performance Development	53%	52%	67%
Review	52%	51%	65%

Average category score by Position

View chart by:

Position

Categories / Questions	Average	Team Member (1215)	Team Leader (186)	Manager (48)	Head of Service (21)	ELT (5)
	56%	56%	57%	58%	63%	77%
Cultural Competence	67%	67%	66%	68%	67%	78%
Rate Payer / Community Focus	60%	59%	62%	63%	65%	80%
Culture	59%	58%	60%	60%	69%	80%
Information	59%	59%	58%	58%	67%	65%
Strategy	57%	57%	57%	57%	61%	77%
Implementation	56%	56%	55%	59%	63%	77%
Leadership	55%	54%	57%	55%	63%	81%
Organisational Learning	55%	54%	56%	53%	61%	76%
Project Planning	55%	55%	55%	59%	66%	77%
Business Processes	54%	54%	53%	57%	59%	69%
Internal Communication	54%	53%	55%	56%	67%	84%
Performance Development	53%	53%	53%	54%	56%	71%
Review	52%	52%	52%	54%	57%	75%

Average category score by Group

Christchurch City Council

View chart by:

Group

Categories / Questions	Average		SPSP Strategi... (112)	RERE Resourc... (231)	ININ Infrast., ... (518)	CICI Citizens ... (607)
			51%	54%	55%	59%
Cultural Competence	67%		64%	64%	65%	70%
Rate Payer / Community Focus	60%		58%	59%	58%	62%
Culture	59%		55%	58%	58%	61%
Information	59%		54%	57%	58%	62%
Strategy	57%		53%	56%	57%	59%
Implementation	56%		49%	52%	56%	59%
Leadership	55%		47%	53%	52%	59%
Organisational Learning	55%		49%	53%	53%	58%
Project Planning	55%		52%	52%	54%	58%
Business Processes	54%		49%	52%	53%	58%
Internal Communication	54%		49%	52%	52%	57%
Performance Development	53%		48%	50%	51%	56%
Review	52%		47%	48%	50%	57%

ASK YOUR TEAM

Average category score by Unit

Christchurch City Council

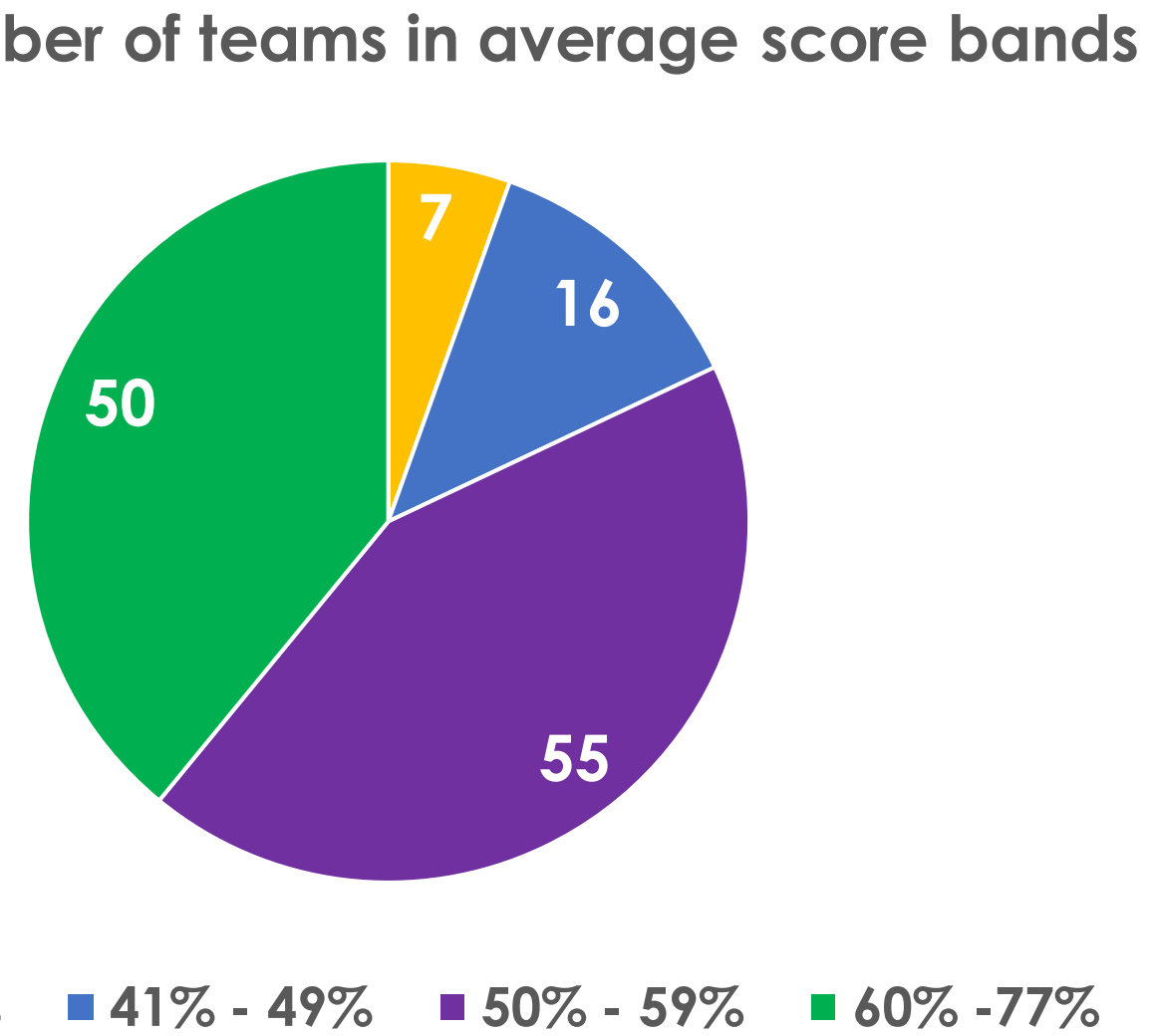
iew chart by:

Unit

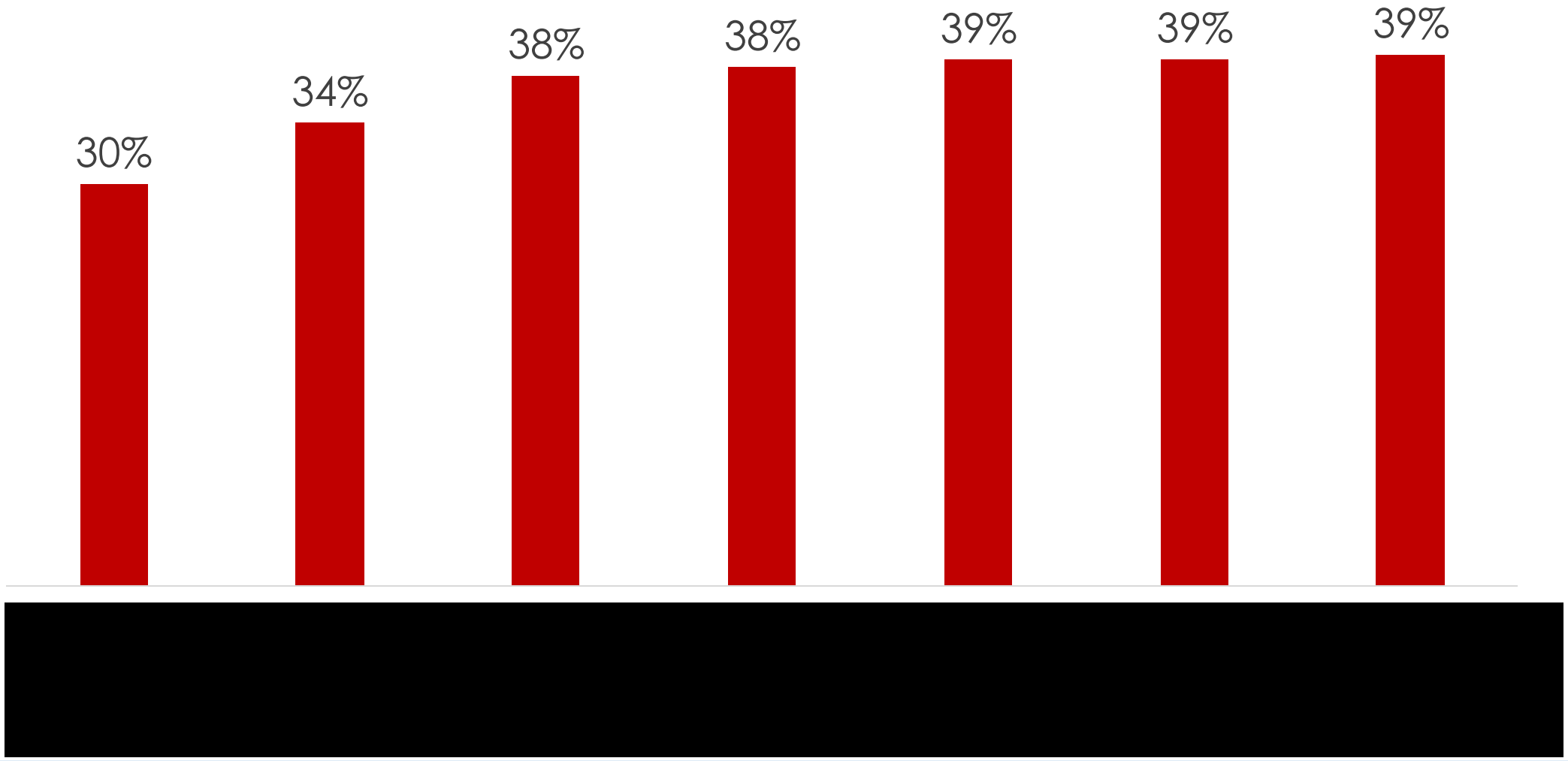
[redacted]

Categories / Questions	Average	30%	41%	46%	48%	49%	51%	51%	51%	52%	52%	53%	53%	55%	55%	55%	56%	56%	58%	59%	59%	59%	60%	61%	62%	63%	65%	66%
Cultural Competence	67%	58%	49%	73%	61%	63%	59%	64%	69%	64%	62%	63%	63%	65%	64%	63%	66%	65%	68%	67%	73%	65%	67%	69%	71%	67%	70%	78%
Rate Payer / Community Focus	60%	35%	50%	57%	51%	53%	60%	48%	59%	57%	60%	56%	59%	59%	66%	61%	61%	57%	60%	61%	61%	62%	63%	65%	65%	71%	65%	69%
Culture	59%	36%	44%	46%	52%	54%	56%	54%	54%	57%	56%	56%	57%	57%	57%	59%	59%	56%	60%	59%	60%	62%	63%	65%	61%	64%	67%	67%
Information	59%	31%	41%	47%	54%	50%	48%	57%	52%	59%	51%	63%	53%	55%	58%	61%	60%	63%	57%	64%	64%	59%	61%	65%	63%	64%	65%	69%
Strategy	57%	32%	41%	49%	49%	49%	50%	56%	55%	53%	52%	55%	55%	59%	57%	57%	55%	59%	61%	59%	58%	60%	63%	62%	62%	63%	64%	65%
Implementation	56%	15%	37%	48%	49%	49%	55%	58%	48%	47%	51%	54%	51%	56%	47%	57%	54%	59%	58%	60%	60%	59%	58%	64%	60%	63%	64%	65%
Leadership	55%	21%	34%	38%	44%	45%	48%	32%	46%	52%	47%	48%	51%	53%	55%	50%	56%	56%	57%	58%	58%	60%	60%	57%	63%	63%	66%	63%
Organisational Learning	55%	25%	34%	40%	44%	46%	45%	51%	52%	50%	48%	52%	48%	56%	54%	51%	54%	55%	58%	61%	56%	58%	60%	58%	65%	65%	65%	66%
Project Planning	55%	22%	41%	44%	50%	47%	51%	58%	51%	48%	55%	50%	51%	56%	51%	55%	55%	56%	59%	59%	57%	58%	58%	62%	60%	66%	66%	65%
Business Processes	54%	29%	39%	46%	48%	46%	48%	53%	50%	51%	47%	52%	50%	54%	53%	47%	54%	53%	55%	59%	57%	55%	58%	61%	59%	65%	63%	68%
Internal Communication	54%	32%	40%	47%	49%	46%	47%	42%	43%	50%	51%	50%	50%	52%	52%	52%	53%	53%	57%	55%	56%	58%	58%	59%	60%	56%	65%	63%
Performance Development	53%	35%	45%	39%	41%	47%	49%	55%	47%	48%	50%	50%	51%	51%	46%	51%	51%	51%	54%	57%	57%	56%	54%	57%	59%	55%	62%	59%
Review	52%	16%	37%	46%	46%	44%	45%	50%	45%	43%	52%	51%	43%	51%	45%	53%	53%	58%	53%	55%	56%	58%	58%	57%	62%	59%	64%	64%

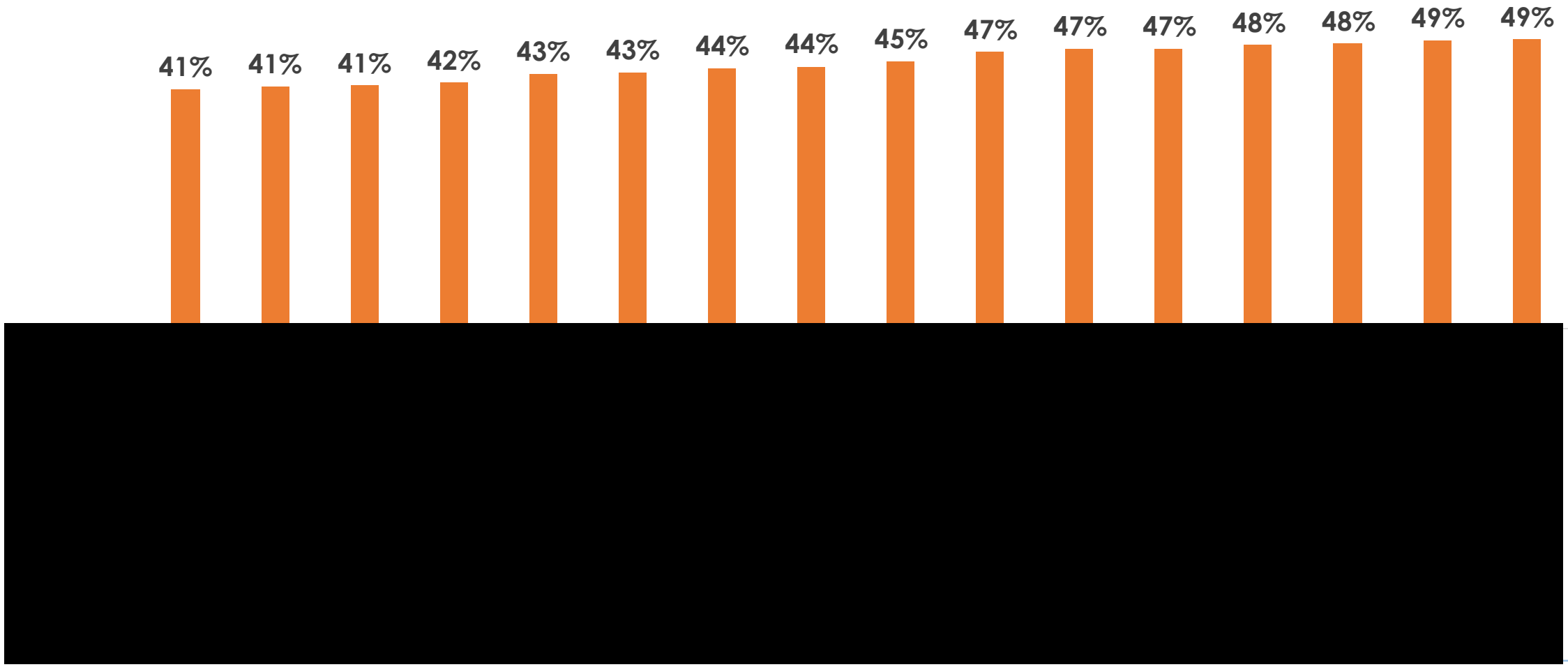
Breakdown of team average organisation scores



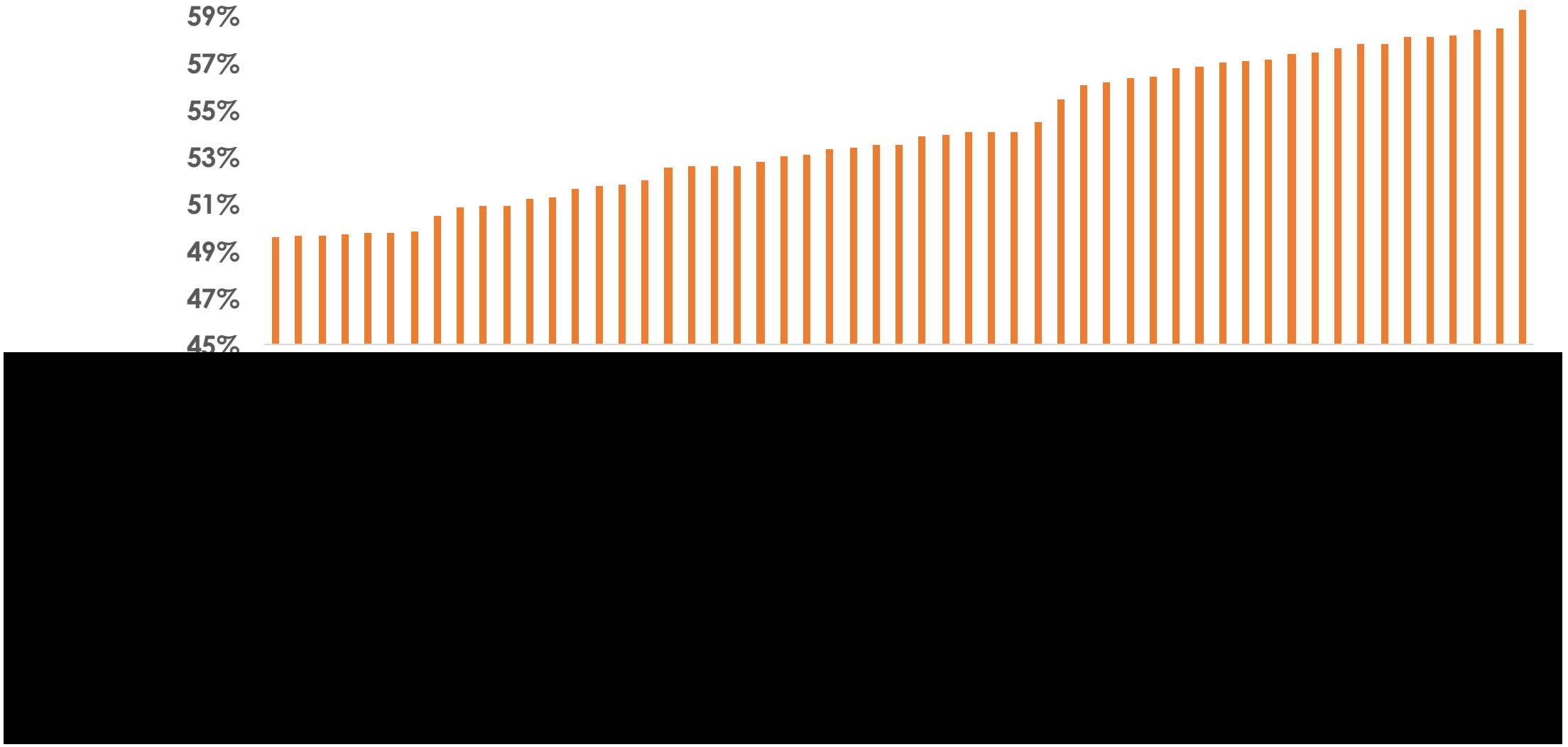
7 teams average score is between 30% and 41%



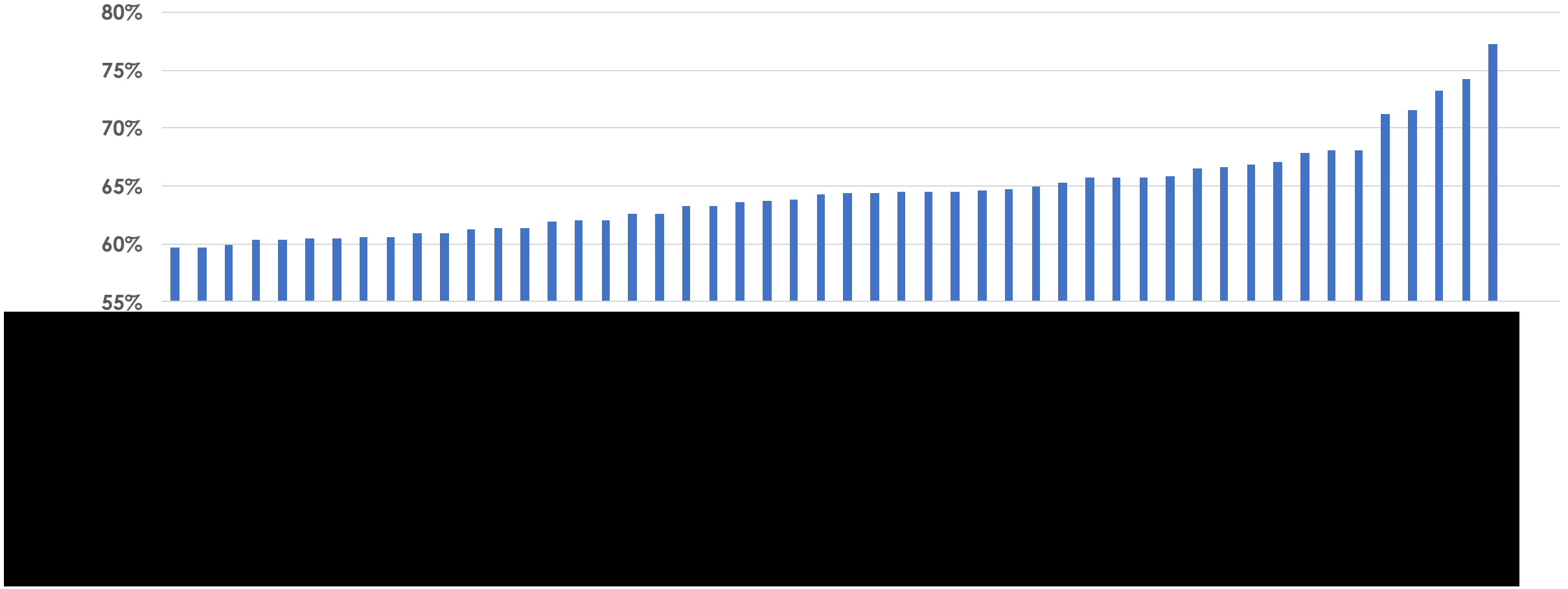
16 teams average score is between 41% and 49%



55 teams average score is between 50% and 59%



50 teams average score is between 60% and 77%



Intimidating Behavior themed questions by Unit

Christchurch City Council

Intimidating Behaviour 56%

View chart by:

Unit

[redacted]

Categories / Questions	Average	35%	40%	43%	44%	47%	50%	51%	51%	52%	52%	52%	53%	53%	54%	54%	56%	56%	57%	57%	58%	58%	61%	61%	62%	62%	65%	67%
I enjoy working for Christchurch City Council	67%	36%	60%	50%	63%	60%	66%	66%	54%	67%	62%	73%	63%	58%	67%	62%	73%	71%	72%	75%	68%	68%	73%	74%	70%	76%	73%	73%
Christchurch City Council is a great place to work	62%	32%	54%	43%	54%	57%	58%	53%	46%	61%	57%	57%	58%	55%	61%	54%	66%	64%	67%	61%	63%	62%	69%	70%	65%	70%	70%	69%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	59%	40%	34%	48%	40%	53%	59%	46%	64%	55%	48%	47%	57%	60%	57%	63%	63%	56%	60%	60%	57%	60%	63%	60%	64%	64%	77%	65%
The actions of ELT are consistent with our organisation's values	56%	30%	29%	44%	31%	53%	46%	43%	47%	48%	49%	50%	58%	53%	54%	52%	57%	59%	57%	57%	60%	61%	62%	58%	60%	71%	65%	70%
There is a strong focus on how we can work together better as a team	56%	36%	57%	43%	46%	46%	53%	54%	61%	54%	49%	57%	56%	55%	49%	51%	52%	56%	53%	55%	61%	60%	58%	62%	57%	58%	59%	68%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consistently	54%	48%	30%	49%	43%	38%	40%	58%	55%	51%	57%	55%	46%	54%	50%	59%	43%	53%	51%	49%	54%	55%	59%	54%	66%	60%	62%	64%
Honesty and directness are valued in our organisation	53%	35%	26%	42%	47%	43%	44%	47%	48%	48%	53%	46%	45%	49%	53%	50%	51%	48%	54%	58%	52%	54%	56%	54%	65%	56%	62%	66%
ELT treat people the way they ask us to treat our citizens and each other	52%	20%	31%	29%	20%	43%	45%	45%	43%	42%	42%	38%	54%	53%	50%	47%	52%	59%	56%	49%	57%	53%	60%	65%	56%	58%	64%	67%
I feel safe to tell the truth even when it is unpopular	52%	44%	34%	47%	37%	41%	47%	47%	40%	45%	55%	47%	45%	48%	52%	50%	50%	45%	50%	58%	50%	57%	56%	59%	63%	56%	53%	61%
The contribution of individuals is recognised	51%	28%	46%	35%	60%	35%	47%	49%	54%	46%	44%	48%	48%	49%	45%	55%	56%	49%	49%	48%	55%	49%	51%	55%	56%	51%	60%	65%

ASK YOUR TEAM

Intimidating Behavior themed questions by team under 50% [26%]

Christchurch City Council

Intimidating Behaviour 56%

View chart by:

Team

Average

[redacted]

Categories | Questions

		32%	33%	35%	35%	36%	36%	37%	37%	39%	39%	41%	42%	43%	43%	43%	44%	44%	44%	44%	45%	45%	46%
I enjoy working for Christchurch City Council	67%	29%	44%	36%	49%	42%	42%	63%	53%	48%	48%	40%	48%	56%	70%	60%	60%	51%	63%	56%	64%	53%	71%
Christchurch City Council is a great place to work	62%	23%	40%	32%	43%	33%	34%	40%	47%	53%	40%	38%	43%	44%	60%	52%	57%	44%	57%	52%	52%	43%	57%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	59%	49%	33%	40%	51%	44%	48%	57%	37%	51%	48%	33%	25%	52%	53%	37%	47%	44%	37%	36%	52%	45%	54%
The actions of ELT are consistent with our organisation's values	56%	23%	30%	30%	30%	33%	23%	40%	23%	40%	28%	57%	49%	40%	50%	32%	40%	38%	27%	40%	40%	44%	50%
There is a strong focus on how we can work together better as a team	56%	37%	42%	36%	17%	36%	46%	37%	60%	45%	30%	45%	35%	48%	57%	50%	57%	56%	53%	60%	52%	32%	34%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consi...	54%	46%	25%	48%	44%	43%	18%	37%	30%	23%	43%	38%	49%	36%	27%	63%	28%	49%	44%	35%	25%	52%	37%
Honesty and directness are valued in our organisation	53%	31%	22%	35%	30%	40%	36%	33%	23%	33%	35%	35%	45%	48%	27%	28%	28%	44%	37%	40%	36%	44%	43%
ELT treat people the way they ask us to treat our citizens and each other	52%	23%	33%	20%	33%	20%	36%	20%	27%	40%	33%	43%	40%	33%	33%	36%	36%	40%	40%	45%	40%	50%	40%
I feel safe to tell the truth even when it is unpopular	52%	26%	27%	44%	17%	40%	33%	23%	27%	30%	54%	40%	55%	30%	13%	32%	30%	37%	30%	25%	48%	37%	31%
The contribution of individuals is recognised	51%	37%	31%	28%	31%	29%	46%	23%	43%	25%	33%	38%	35%	40%	44%	44%	60%	41%	53%	48%	40%	47%	37%

Intimidating Behavior themed questions by team under 50% [26%]

Christchurch City Council

Intimidating Behaviour 56%

View chart by:

Team

[redacted]

Categories / Questions		Average										
		47%	47%	47%	47%	48%	48%	48%	48%	49%	49%	49%
I enjoy working for Christchurch City Council	67%	58%	46%	44%	50%	68%	62%	64%	58%	73%	56%	63%
Christchurch City Council is a great place to work	62%	43%	50%	36%	45%	63%	50%	63%	58%	66%	52%	50%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	59%	55%	56%	60%	58%	45%	44%	48%	49%	53%	48%	47%
The actions of ELT are consistent with our organisation's values	56%	56%	51%	40%	52%	51%	44%	36%	50%	42%	55%	43%
There is a strong focus on how we can work together better as a team	56%	45%	38%	44%	45%	51%	46%	44%	36%	57%	48%	57%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consi...	54%	49%	56%	70%	40%	43%	55%	47%	71%	39%	52%	50%
Honesty and directness are valued in our organisation	53%	38%	36%	44%	40%	43%	50%	51%	42%	38%	40%	47%
ELT treat people the way they ask us to treat our citizens and each other	52%	34%	57%	40%	48%	28%	44%	29%	37%	40%	55%	40%
I feel safe to tell the truth even when it is unpopular	52%	45%	38%	48%	40%	40%	40%	56%	49%	37%	28%	43%
The contribution of individuals is recognised	51%	49%	38%	48%	55%	45%	43%	41%	30%	42%	52%	47%

Intimidating Behavior themed questions by team over 65% [26%]

Christchurch City Council

Intimidating Behaviour 56%

View chart by:

Team

[redacted]

Categories / Questions	Average	65%	66%	66%	66%	66%	67%	67%	67%	68%	68%	69%	69%	69%	69%	70%	70%	71%	71%	72%	72%	74%	81%
I enjoy working for Christchurch City Council	67%	80%	76%	78%	68%	80%	76%	86%	75%	79%	83%	84%	76%	70%	88%	83%	78%	65%	82%	86%	77%	80%	83%
Christchurch City Council is a great place to work	62%	67%	72%	75%	68%	77%	68%	83%	70%	77%	73%	72%	80%	67%	84%	83%	70%	75%	82%	89%	83%	78%	86%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	59%	77%	80%	65%	68%	73%	76%	69%	63%	73%	80%	68%	76%	67%	72%	74%	68%	70%	75%	73%	67%	82%	83%
The actions of ELT are consistent with our organisation's values	56%	60%	67%	66%	60%	60%	70%	68%	57%	56%	47%	80%	60%	80%	70%	80%	64%	85%	62%	60%	65%	71%	77%
There is a strong focus on how we can work together better as a team	56%	73%	60%	69%	68%	57%	72%	70%	70%	77%	60%	68%	60%	60%	72%	74%	66%	80%	73%	71%	83%	73%	83%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consi...	54%	60%	64%	58%	75%	68%	60%	60%	71%	67%	76%	60%	70%	70%	85%	63%	78%	64%	73%	77%	60%	71%	77%
Honesty and directness are valued in our organisation	53%	63%	60%	62%	68%	67%	64%	63%	70%	64%	63%	68%	76%	70%	68%	51%	75%	60%	68%	77%	68%	73%	89%
ELT treat people the way they ask us to treat our citizens and each other	52%	56%	73%	62%	65%	70%	60%	70%	60%	57%	60%	60%	70%	80%	40%	69%	60%	73%	60%	45%	70%	80%	80%
I feel safe to tell the truth even when it is unpopular	52%	70%	44%	63%	56%	57%	48%	43%	70%	65%	63%	64%	72%	63%	68%	60%	78%	55%	63%	69%	76%	62%	71%
The contribution of individuals is recognised	51%	47%	64%	63%	68%	53%	76%	60%	63%	63%	73%	68%	52%	63%	45%	63%	60%	84%	68%	70%	73%	73%	80%

Intimidating Behavior themed questions by team over 65% [26%]

Christchurch City Council

Intimidating Behaviour 56%

View chart by:

Team

[redacted]

Categories / Questions	Average	65%	66%	66%	66%	66%	67%	67%	67%	68%	68%	69%	69%	69%	69%	70%	70%	71%	71%	72%	72%	74%	81%
I enjoy working for Christchurch City Council	67%	80%	76%	78%	68%	80%	76%	86%	75%	79%	83%	84%	76%	70%	88%	83%	78%	65%	82%	86%	77%	80%	83%
Christchurch City Council is a great place to work	62%	67%	72%	75%	68%	77%	68%	83%	70%	77%	73%	72%	80%	67%	84%	83%	70%	75%	82%	89%	83%	78%	86%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	59%	77%	80%	65%	68%	73%	76%	69%	63%	73%	80%	68%	76%	67%	72%	74%	68%	70%	75%	73%	67%	82%	83%
The actions of ELT are consistent with our organisation's values	56%	60%	67%	66%	60%	60%	70%	68%	57%	56%	47%	80%	60%	80%	70%	80%	64%	85%	62%	60%	65%	71%	77%
There is a strong focus on how we can work together better as a team	56%	73%	60%	69%	68%	57%	72%	70%	70%	77%	60%	68%	60%	60%	72%	74%	66%	80%	73%	71%	83%	73%	83%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consi...	54%	60%	64%	58%	75%	68%	60%	60%	71%	67%	76%	60%	70%	70%	85%	63%	78%	64%	73%	77%	60%	71%	77%
Honesty and directness are valued in our organisation	53%	63%	60%	62%	68%	67%	64%	63%	70%	64%	63%	68%	76%	70%	68%	51%	75%	60%	68%	77%	68%	73%	89%
ELT treat people the way they ask us to treat our citizens and each other	52%	56%	73%	62%	65%	70%	60%	70%	60%	57%	60%	60%	70%	80%	40%	69%	60%	73%	60%	45%	70%	80%	80%
I feel safe to tell the truth even when it is unpopular	52%	70%	44%	63%	56%	57%	48%	43%	70%	65%	63%	64%	72%	63%	68%	60%	78%	55%	63%	69%	76%	62%	71%
The contribution of individuals is recognised	51%	47%	64%	63%	68%	53%	76%	60%	63%	63%	73%	68%	52%	63%	45%	63%	60%	84%	68%	70%	73%	73%	80%

Workplace Wellbeing themed questions by Unit - 70% of Units average score is under 60%

Christchurch City Council

Workplace Wellbeing 58%

View chart by:

Unit

[redacted]

Categories / Questions	Average																			
		39%	42%	46%	50%	52%	53%	53%	54%	54%	55%	55%	56%	56%	56%	56%	57%	58%	59%	59%
I understand clearly how the things I do affect the ability of others in my team to do their job	78%	72%	71%	78%	83%	74%	73%	77%	81%	81%	74%	78%	78%	78%	78%	83%	77%	78%	79%	79%
I am proud of the impact Christchurch City Council has on the community	68%	44%	57%	65%	60%	68%	63%	69%	69%	71%	64%	62%	67%	66%	74%	69%	71%	69%	68%	69%
I enjoy working for Christchurch City Council	67%	36%	60%	50%	60%	54%	62%	63%	66%	66%	67%	63%	58%	62%	71%	73%	67%	72%	68%	68%
I have the autonomy to make decisions with matters I am responsible for	66%	40%	30%	48%	60%	53%	65%	50%	64%	65%	63%	61%	66%	66%	63%	67%	69%	68%	64%	64%
Social responsibility is appropriately reflected in our organisation's vision, values and strategy	64%	48%	53%	53%	55%	69%	58%	60%	65%	58%	59%	67%	65%	62%	69%	66%	65%	67%	65%	65%
I have access to the right information which enables me to make effective decisions	63%	40%	49%	50%	59%	58%	56%	66%	58%	54%	64%	67%	62%	58%	63%	66%	57%	61%	64%	62%
Christchurch City Council is a great place to work	62%	32%	54%	43%	57%	46%	57%	54%	53%	58%	61%	58%	55%	54%	64%	57%	61%	67%	63%	62%
I have regular performance reviews and receive effective feedback	61%	64%	57%	47%	43%	64%	54%	71%	53%	62%	61%	59%	50%	63%	62%	71%	59%	52%	67%	60%
The impact on the environment is appropriately reflected in our organisation's vision, values and strategy	60%	56%	40%	62%	57%	60%	56%	57%	58%	57%	55%	63%	61%	59%	62%	65%	59%	53%	58%	63%
The health, safety and wellbeing of people in our organisation is appropriately reflected in our systems, processes and work environment	59%	40%	34%	48%	53%	64%	48%	40%	46%	59%	55%	57%	60%	63%	56%	47%	57%	60%	57%	60%
Our organisation provides opportunities for me to develop my skills and competencies and actively encourages career development	56%	44%	46%	40%	46%	40%	49%	51%	61%	51%	52%	52%	53%	53%	52%	57%	56%	57%	63%	60%
We celebrate achievements as an organisation	55%	28%	43%	35%	57%	54%	45%	43%	47%	55%	48%	53%	55%	54%	52%	47%	51%	50%	60%	57%
We learn effectively from our mistakes	55%	8%	23%	36%	44%	46%	45%	43%	50%	42%	54%	56%	55%	46%	55%	51%	49%	59%	58%	54%
Our organisation has clear and effective systems for dealing with intimidating behaviour and workplace bullying, which are applied consistently	54%	48%	30%	49%	38%	55%	57%	43%	58%	40%	51%	46%	54%	59%	53%	55%	50%	51%	54%	55%
Honesty and directness are valued in our organisation	53%	35%	26%	42%	43%	48%	53%	47%	47%	44%	48%	45%	49%	50%	48%	46%	53%	54%	52%	54%
We have effective training that enhances individual performance and development	53%	48%	37%	33%	45%	40%	46%	60%	49%	45%	48%	46%	54%	43%	47%	43%	51%	54%	63%	54%
I feel safe to tell the truth even when it is unpopular	52%	44%	34%	47%	41%	40%	55%	37%	47%	47%	45%	45%	48%	50%	45%	47%	52%	50%	50%	57%
The contribution of individuals is recognised	51%	28%	46%	35%	35%	54%	44%	60%	49%	47%	46%	48%	49%	55%	49%	48%	45%	49%	55%	49%
Our organisation has a culture of empowerment that maximises the performance of staff	47%	8%	23%	35%	33%	32%	41%	34%	36%	46%	44%	45%	45%	45%	35%	40%	44%	48%	51%	46%
Our remuneration structure is appropriate relative to the market	35%	16%	26%	22%	25%	29%	28%	32%	21%	35%	28%	36%	31%	30%	25%	17%	38%	39%	29%	41%

Empowering and Inclusive Leadership themed questions by team under 50% [20%]

Christchurch City Council

Empowering and Inclusive Leadership 56%

View chart by:

Team

Categories | Questions

	Average																										
		32%	33%	36%	38%	39%	40%	40%	41%	41%	41%	41%	42%	44%	44%	45%	46%	46%	47%	47%	47%	48%	48%	49%	49%	49%	49%
I understand clearly how the things I do affect the ability of others in my team to do their job	78%	72%	63%	69%	70%	78%	65%	69%	64%	53%	68%	78%	64%	66%	76%	60%	52%	80%	72%	70%	77%	84%	71%	65%	74%	70%	78%
My own performance targets are aligned with our organisation's objectives	70%	40%	28%	51%	60%	55%	58%	57%	53%	63%	55%	53%	56%	48%	70%	60%	60%	60%	80%	53%	60%	75%	69%	72%	64%	63%	69%
I have the autonomy to make decisions with matters I am responsible for	66%	40%	43%	40%	24%	47%	55%	55%	56%	60%	38%	60%	48%	52%	56%	57%	48%	68%	36%	70%	70%	48%	55%	52%	51%	58%	69%
I have access to the right information which enables me to make effective decisions	63%	40%	46%	46%	50%	42%	30%	49%	60%	60%	63%	40%	48%	42%	46%	60%	60%	53%	56%	60%	40%	60%	58%	48%	53%	60%	53%
I have regular performance reviews and receive effective feedback	61%	64%	43%	46%	50%	42%	38%	60%	49%	53%	38%	48%	32%	44%	62%	27%	36%	57%	56%	55%	60%	60%	35%	48%	59%	60%	66%
Our team's results are provided in a clear, understandable way	61%	48%	20%	43%	40%	53%	50%	40%	49%	57%	54%	38%	40%	42%	56%	40%	52%	56%	60%	33%	63%	64%	68%	50%	59%	57%	43%
There is a strong focus on how we can work together better as a team	56%	36%	17%	37%	60%	36%	35%	30%	42%	37%	45%	36%	32%	38%	46%	40%	48%	50%	48%	40%	32%	52%	45%	60%	46%	45%	45%
Everything we do is consistent with our organisation's vision, values and strategy	55%	24%	37%	34%	37%	43%	43%	35%	31%	50%	43%	31%	44%	49%	30%	57%	48%	32%	33%	33%	52%	50%	40%	67%	47%	54%	49%
Our organisation supports people who come forward with new ideas	55%	36%	33%	37%	30%	38%	38%	37%	36%	43%	48%	36%	40%	36%	40%	40%	40%	32%	40%	54%	36%	44%	51%	52%	43%	53%	51%
People are held accountable for hitting deadlines	55%	8%	46%	34%	33%	45%	30%	37%	46%	44%	40%	49%	20%	52%	56%	35%	44%	52%	60%	31%	44%	24%	54%	45%	57%	46%	40%
We learn effectively from our mistakes	55%	8%	46%	23%	27%	31%	25%	35%	38%	53%	48%	28%	28%	48%	31%	47%	52%	37%	44%	31%	40%	44%	40%	48%	55%	49%	26%
People are regularly asked for feedback on how to improve our organisation	54%	24%	23%	34%	37%	27%	29%	33%	56%	37%	48%	32%	32%	36%	46%	47%	40%	52%	60%	53%	40%	40%	55%	60%	49%	60%	49%
Honesty and directness are valued in our organisation	53%	35%	30%	31%	23%	40%	45%	35%	22%	33%	33%	42%	45%	36%	36%	47%	40%	28%	48%	43%	44%	36%	38%	40%	50%	35%	40%
ELT treat people the way they ask us to treat our citizens and each other	52%	20%	33%	23%	27%	20%	40%	33%	33%	20%	40%	37%	53%	57%	36%	48%	55%	36%	33%	47%	50%	40%	34%	45%	44%	43%	48%
I feel safe to tell the truth even when it is unpopular	52%	44%	17%	26%	27%	40%	55%	54%	27%	23%	30%	49%	55%	38%	33%	40%	28%	32%	30%	58%	37%	48%	45%	25%	40%	40%	40%
The contribution of individuals is recognised	51%	28%	31%	37%	43%	29%	35%	33%	31%	23%	25%	30%	44%	38%	46%	43%	52%	44%	40%	58%	47%	40%	49%	48%	43%	38%	55%
Our organisation has a culture of empowerment that maximises the performance of staff	47%	8%	20%	34%	17%	27%	30%	20%	28%	23%	28%	24%	36%	36%	29%	40%	40%	32%	35%	35%	20%	32%	38%	40%	33%	38%	38%
I am motivated by the way ELT communicates	45%	24%	23%	17%	30%	30%	35%	29%	30%	40%	31%	33%	44%	40%	27%	50%	50%	27%	27%	45%	48%	40%	31%	40%	41%	46%	43%
Poor performance is managed effectively in our organisation	37%	16%	30%	26%	37%	20%	23%	29%	24%	13%	15%	26%	32%	30%	23%	20%	32%	40%	32%	20%	25%	28%	32%	30%	30%	28%	29%

Empowering and Inclusive Leadership themed questions by Position

Christchurch City Council

Empowering and Inclusive Leadership 56%

View chart by:

Position

Categories / Questions	Average	Manager (46)	Team Leader (186)	Team Member (1215)	Head of Service (21)	ELT (5)
	56%	56%	56%	65%	76%	
I understand clearly how the things I do affect the ability of others in my team to do their job	78%	80%	80%	78%	85%	92%
My own performance targets are aligned with our organisation's objectives	70%	75%	71%	70%	80%	84%
I have the autonomy to make decisions with matters I am responsible for	66%	63%	68%	65%	73%	80%
I have access to the right information which enables me to make effective decisions	63%	62%	62%	62%	73%	76%
I have regular performance reviews and receive effective feedback	61%	63%	58%	61%	73%	76%
Our team's results are provided in a clear, understandable way	61%	62%	61%	61%	69%	84%
There is a strong focus on how we can work together better as a team	56%	58%	57%	55%	70%	80%
Everything we do is consistent with our organisation's vision, values and strategy	55%	53%	54%	55%	60%	68%
Our organisation supports people who come forward with new ideas	55%	58%	56%	54%	63%	72%
People are held accountable for hitting deadlines	55%	53%	51%	55%	53%	76%
We learn effectively from our mistakes	55%	56%	53%	55%	56%	68%
People are regularly asked for feedback on how to improve our organisation	54%	51%	54%	54%	66%	80%
Honesty and directness are valued in our organisation	53%	49%	51%	53%	58%	64%
ELT treat people the way they ask us to treat our citizens and each other	52%	53%	55%	51%	66%	80%
I feel safe to tell the truth even when it is unpopular	52%	48%	51%	51%	70%	76%
The contribution of individuals is recognised	51%	55%	53%	50%	61%	84%
Our organisation has a culture of empowerment that maximises the performance of staff	47%	48%	48%	46%	51%	68%
I am motivated by the way ELT communicates	45%	48%	47%	44%	59%	84%
Poor performance is managed effectively in our organisation	37%	32%	36%	38%	44%	56%

Summary of Key Findings

Key Findings

- Given this is the first AskYourTeam survey, the participation rate of 57% is encouraging. However the key to higher levels moving forward to provide a stronger representation of organisation wide views, will be actions taken for improvements as a result of this survey feedback. Thanking people for their contribution and communication around next steps will be crucial.

- The overall average organisation score of 57% and coincidentally the People Score of 57% is an indication that across all areas there is the opportunity, need and desire for improvements.

- Benchmarking CCC results with the AskYourTeam local government clients indicates CCC is 8% below benchmark and in terms of the five CCC focus areas there is opportunity to grow performance..

- Confidence in cultural competence is the standout area of greatest confidence which is a positive achievement. Continuing this work is recommended.

- It is also positive to see the importance of ratepayers/community as high importance and not surprisingly there is a reasonable sense of pride amongst staff regarding the impact CCC has on its community.

- There is a lack of confidence and satisfaction in leadership across the organisation with some teams seriously lacking. Free text comments also refer to low trust, confidence in ELT and wider leadership based on some perceived negative behaviours, ineffective communication and a strong sense that ELT is not connected nor visible to the majority of the organisation. This perceived disconnection is evidenced by wide and significant alignment gaps where ELT is significantly more confident and satisfied than both wider leadership teams and the rest of the organisation. It is strongly recommended that in order to build confidence in this crucial area , that ELT consider workshopping what is driving this lack of confidence and identify some positive change actions which can be implemented. Closing the gap in perception between ELT and the organisation across all areas will enable a more cohesive inclusive and empowering leadership culture to emerge.

- Leadership behaviour and practice is not viewed as consistent and whilst some teams appear to be more satisfied than others there high proportions of teams where dissatisfaction is widespread. There are some perceptions that ELT are so disconnected they are oblivious of low morale.

- There is a concerning perception that the culture across the organisation has deteriorated and is not a culture of empowerment. Some references to perceived bullying intimidating behaviours particularly from levels of leadership, lack of trust permeating both from and towards ELT and the significant disconnect across departments and from leaders indicate that a low and disempowered morale prevails across much of the organisation. Concerns about feeling safe to tell the truth and around honesty not being valued, also by ELT, are indications that psychologically safety needs to be built. Building trust and a more positive culture will be closely aligned with positive change in ELT and wider leadership and will take time. Compromised staff wellbeing particularly across the lower scoring areas indicates potential organisation risk to wellbeing and it is recommended that the low scoring teams to these and intimidating behaviour questions are prioritised for delving deeper in order to identify key drivers.

Key Findings

Christchurch City Council

- Communication needs to be improved across the board including ELT. To break down silo's and demonstrate an intent to change we recommend a deliberate period of resetting communication as a very visible indication that the commitment to meaningful change is real. People want to feedback more and for their feedback to be valued – involve staff in identifying solutions and how this can be best achieved, what channels and communication content is desired, and set expectations.

- It appears teams are not closely aligned, and collaboration needs to improve to lift performance. This is not only linked to communication but leadership also where increased understanding of the links to strategy and vision as well as values will assist alignments of teams. Individual team performance is also identified as needing more focus, as is celebration of team and individual achievements which will contribute to lifting empowerment.

- Project planning, management, implementation and review are all areas where people see substantial opportunity for improvement. There is strong consensus that more work on upfront planning and requirements definition, robust cost/benefit analysis, improved testing and post implementation reviews could all be done better. Ensuring projects are properly resourced for their duration to avoid a backlog of unfinished tasks and multiple long term change requests is recommended.

- Technology, business processes and systems are not considered as effective as they should or could be. Making focused and prioritized improvements to key elements will enable effectiveness and efficiencies to be achieved, relieve frustration and enhance job satisfaction.

- Poor performance is not perceived, across the organisation including ELT, as being well managed. Ensuring managers are well equipped and familiar with processes to effectively identify and manage poor performance and also setting expectations around this confidential process will positively impact motivation and satisfaction.

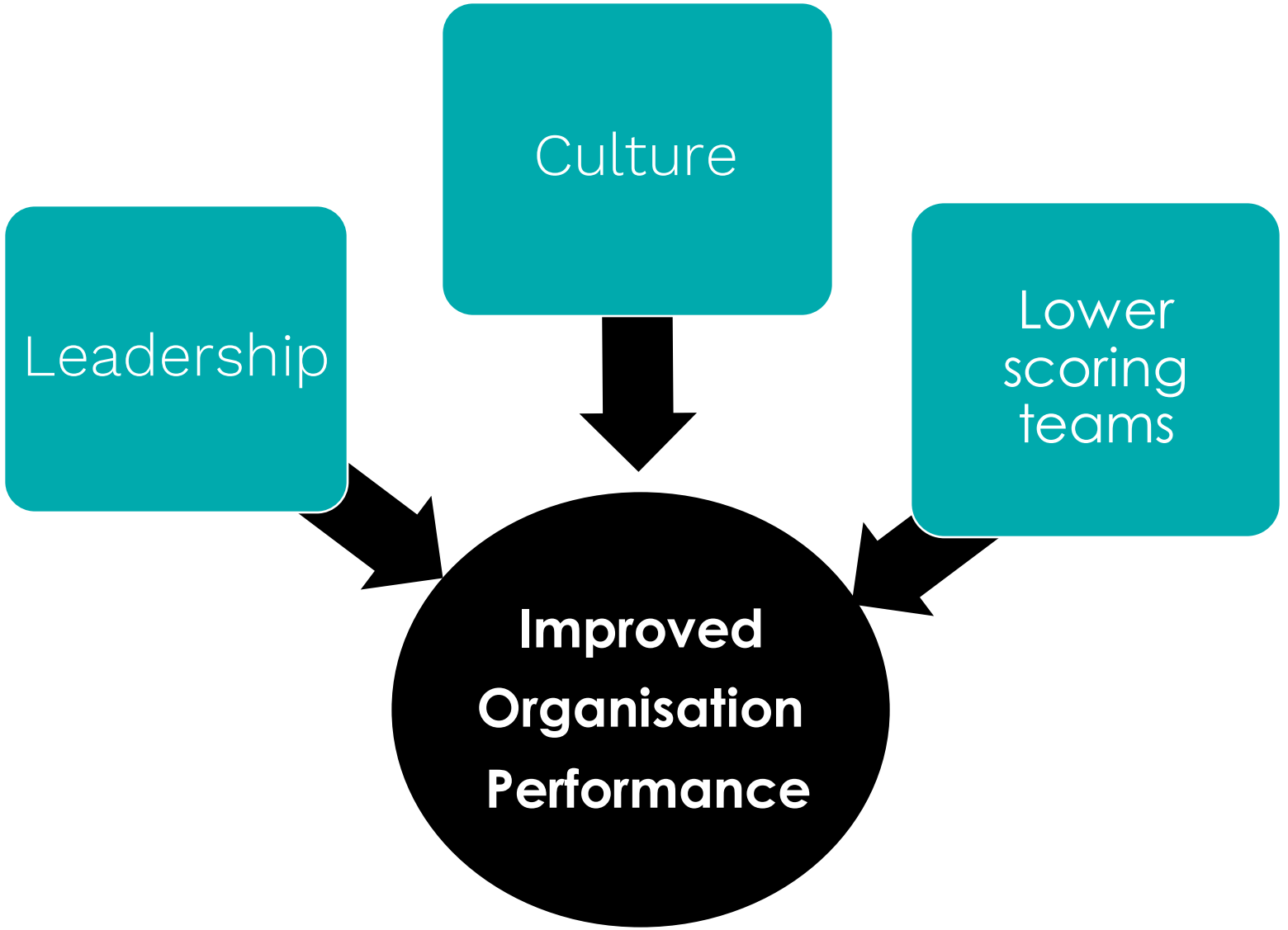
- The main bone of contention is around remuneration where people feel overworked, over stressed and under paid. High staff turnover, also impacted by vaccine mandates has left many in the organisation feeling overworked, stressed and undervalued both by recognition of contribution but also in terms of remuneration. Perceptions around disparity is strong. There appears significant demotivation and resentment in play across a wide cross section of staff and if not in play already, discussions around plans and expectations would begin the process of breaking down these potential barriers to achieving a more empowered and motivated workforce.

- In summary there is a compelling need and desire for positive change. Lifting confidence, trust in and satisfaction with leadership and culture are recommended as the key focus areas. Communication is inherent within these two key areas and once confidence builds in positive change being committed to and led by ELT and wider leadership, the improvement journey will springboard further and widespread improvements.

ASK YOUR TEAM

Recommended Focus Areas

Recommended priority key focus areas



Three recommended priority actions

- **Prioritise delving deeper into the lower scoring teams where low scores indicate risks to wellbeing to identify drivers and actions to ensure any risk to staff wellbeing are mitigated**

- **As an ELT consider what is driving low confidence across the majority of leadership – agree and commit to a leadership development programme which will maximize empowering and inclusive leadership best practice**

- **At a team level delve deeper, involving staff in what key solutions will enable a more positive and empowering culture - ensure communications are consistent and transparent**

What's next?

Leadership team decisions

Agree as a 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.

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