

Free-text

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

Some point in support of answers to questions: - consistent leadership and expectations of leaders is required - top down expectations and accountability, i.e. if organisation places value on PDP's, then deadlines need to be met and accountability for these. Nearly at year end and some goals have not been agreed and signed off - communication and visibility of ELT needs to improve and trickle down to frontline - consistent [REDACTED] is needed at Council. Set of clear expectations for [REDACTED] and contractors so that they don't need to reinvent the wheel each time a new project starts or a new [REDACTED] comes on board.

There is too much of a self-preservation culture from the top down, which fosters distrust and as well as a lack of mutual respect with ELT. At times certain members of ELT are unable to hold respectful discussions with staff, even if things are going astray and staff are looking for some moral support to get them through a difficult time, a morning shout only goes so far. It would also appear ELT do not value their staff or their contribution to CCC as a whole In key parts of the business there is significant shortage in skilled staff and with low retention this will have a direct impact on the business as a whole, but ELT only focus on cost not that we are failing to meet out SLA's so what are our priorities SAP Fiori, least said the better, the role out of this system is at best classed as disastrous, no clear strategy, no clear training provided, too many bugs in the system, wasting too much staff time and money to the point we are unable to complete our own tasks

Whilst the weekly message from Dawn is great. I believe a meeting or even a quarterly email from my relevant ELT member representing me, would be great to see as well. This helps us to ensure ELT is communicating with the staff as a whole.

In undertaking this survey I've come to the conclusion it's not a very good time for this organisation. ELT is mentioned repeatedly but is mostly invisible with the exception of a few and I don't see the connection with the rest of the organisation excepting the Units reporting data upwards. The amount of secondments or acting positions within the organisation highlights where recruitment is not being undertaken and produces struggling teams scrambling to get work done. Passing on inconsistent work to another team to correct isn't efficient. Remuneration vs the cost of living – let's say I'm disappointed.

I think there is a huge disconnect with ELT - in my particular area the representative for ELT is invisible , never seen on the floor, most people don't even know who they are. After all the misery of Covid, lockdowns and stressful heavy workloads, I would imagine it would have been the responsibility of the appointed leader of that unit to interact with staff personally on the floor, if nothing else make themselves known by standup meeting on the floor to encourage and acknowledge the unprecedented times we have been going through. The one meeting that was arranged was in the week of the Christmas breakup and also announced as not being compulsory. So basically set up to fail. The ultimate indignity was the Christmas walk around the floors , where only the Mayor (not ELT members) was seen handing out sweets like we were 5 years old. That was particularly insulting. Why is it so hard to just carry out the basic responsibilities of being good leaders of staff.? To lead by example? Staff I talk to in my sphere of work feel undervalued and invisible.

We have too many incompetent Managers and [REDACTED] who are out of their depth and do not listen to experienced staff, lying to Senior Managers and ELT focusing on their pet projects which don't deliver value for money to the Rate Payer

Remuneration in the [REDACTED] and [REDACTED] is unequivocally insufficient to meet not only the requirements and expectations of our roles, but the current cost of living. There is an enormous and hypocritical discrepancy between what ELT professes to want to do for its employees, and what actually happens in reality in this regard - when the rubber meets the road. This has been a glaring oversight for years now, it's not going away, and failure to not only address it but to even acknowledge it internally, will just continue to erode employee confidence in ELT and anything they might have to say.

1. I lot of the questions I have just answered, I am indifferent to have any meaning to me. It seems like council is too busy trying to please everyone, so will please no one. 2. I work in a cost recoverable department (i.e. a user pays service, not a rate founded department): [REDACTED] Council provides me with a securer job to do this. However Pay is not matched with private sector (e.g. people have been able to get an extra 10 to 20 thousand dollars a year). This is one reason I feel why we have had a large turn over in staff over the last 2 years. 3. I feel PDPs are just a chore to get done to complete a tick box exercise for management to met their KPIs. I see no benefit as to how PDP's have any meaningful affect on how I perform my job. 4. My view regarding communication within the organization is as follows. CEO and ELT make decisions, that get filtered down; feedback gets filtered up. This communication is filtered through multiple layers, like a game of telephone; i.e. through General Mangers, Unit Mangers; as well as Team leaders. So I believe no one truly understands anyone. This also makes Council too big of a machine to move with any agility or efficiency.

Things appear to be getting worse not better. After the last staff survey ELT made promises that some issues raised e.g. remuneration would be adequately addressed, this didn't really seem to happen. This erodes trust in our executive team.

Staff pay is appalling considering the cost of living and minimum wage rise. Currently need to look at a second job to pay the bills. Note that minimum wage now on a 50 hour week as a Laborer in the construction industry is now \$59k/yr. A skilled degree qualification is worth here ~70k (11k diff), where 5 years ago that gap was 27k. Bear in mind I could be working a job with less responsibility in the private sector and earn in excess of 30k more than my current income! Staff wellbeing needs to include for a team budget - breakfast, coffee, meal etc. So teams aren't paying for this themselves. MOA bar needs to be on the roof rather than in a lightless room. Doesn't encourage people to attend, and certainly proves a culture of corporate arrogance from the ELT.

[REDACTED]

The bike parking is substandard and too small. The stands are unacceptable and would not be installed externally by the council. The lack of a drying room for wet gear is also not in keeping with modern workplaces. In 2023, with climate change, it's a disgrace that Councillors and managers are provided with free car parking spaces, it does not send a positive message to residents. There is no trust from staff of ELT.

Our ELT talks about diversity yet includes no diversity at all. They seem to be fixated on pushing woke causes, co-governance and initiatives with minimal consequences yet fail to acknowledge the elephants in the room regarding/causing rubbish staff retention - piss poor remuneration and acute staff shortages. It beggars belief that the ELT have paid consultants to solicit the views of CCC staff regarding what good leadership looks like. Here's an idea for free: At the next Leaders forum, the CEO should inspire us with what she's doing to make CCC a better place to work [REDACTED] Her colleagues should stop being so defensive about any issue that are raised and admit from time to time they do get things wrong.

It would be nice to know we are appreciated for all the work we do by increasing wages of staff, instead of giving the CEO a pay rise. What about the rest of us? Transparency should not be used in CCC - the ELT don't seem to know what the meaning of that word is.

[REDACTED]

This organisation does not look after it's staff, it picks and chooses when it's own policies apply, it rewards bad behavior and expects staff to work well beyond their pay scale and job description without any recognition. ELT is a joke, you ask any staff member in the [REDACTED] group and nobody could tell you what our GM even looks like. The only good thing at CCC is the staff, but when ELT does nothing to retain anyone even half decent at their job so whats the point.

Communication is the key. ELT and the CEO need to be seen more by staff and not just an email once a week. They need to engage with staff to see what the problems are. The staff have the answer but they feel they are not listened too.

ELT is still just not visible enough - come and talk to us, make us feel more engaged, be open to questioning and proactively seek staff views. And for Gods sake, tell us what ChristchurchNZ is for.

A large majority of questions in this survey related to the actions of ELT and project management. I am not in a position where I can observe members of ELT on a regular basis and have little interaction with them, so do not feel able to comment on those questions. Similarly in regard to project management, there is little in the way of project work or management of projects by individuals in my Unit, so again I am limited in how I can respond. With regard to questions around my own motivation to perform and feedback on my performance, I have experienced several unsatisfactory interactions with my direct manager which have an impact on my performance. I understand that senior leadership roles are stressful, but I do not deserve to be spoken to in the way that I have been. I also cannot rely on information conveyed to me by my direct manager, as this has been proven to be misleading or incorrect on several occasions. This is a huge demotivator for me and the reason I have responded negatively to questions around whether I find CCC a great place to work and whether I enjoy working for CCC. This saddens me and also means I am currently reflecting on how I can continue to lead my own team effectively in this environment.

What is ELT?

Difficult to answer questions regarding ELT values, as have witnessed a range of comporment across individual members. My own GM is a stunning example of a kind and personable human who leads with a quiet and respectful authority and a high degree of professionalism. [REDACTED] so I'm hopeful that our engagement scores will grow over the coming year as we better understand our collective goals and continue to improve our communication. Some elements of work (e.g. review of project learnings) are difficult to achieve when we're short staffed. We don't currently have sufficient staff to deliver on our programme and are constantly reprioritising (let alone able to achieve best practice in terms of collaborating with other Councils etc). Lack of time to complete work to the highest quality (or

even complete a project before we have to pause it and move to the next arising issue) lowers engagement and won't help us achieve goals of being the highest performing Council.

I'm a [REDACTED] and don't see how this was relevant to me or my role and I also have no idea what the ELT is and no explanation at the beginning was not helpful

Over the last 10 years, ELT has driven cut backs in staff in all areas so there is only just enough to keep the lights on. When we try to implement positive changes to allow us to work more efficiently, people don't have capacity for this extra work and any requests to get additional staff or resources are turned down or made so difficult team leaders, managers and heads-of give up. We then either don't succeed in working more effectively, we burn people out or both. This leads to high turn over of staff particularly in [REDACTED] creating even higher work loads for those left behind. We seem to have excessive policies, processes and documents but what actually matters is what we do and what we are supported to do and ELT don't support this. Many heads of department seem to have their head in the sand about this resourcing crisis. There also seems to continue to be excessive bureaucracy with the approval process to have staff work overseas. In this day and age, this should not require such high levels of approval.

There is an issue with burnout at [REDACTED] and there seemed to be a general feeling that staff are not supported here, especially by ELT. The fact that people are sending and receiving emails outside of their normal working hours shows that people are still working or at least focused on work during their personal time - which should be time for resting and spending time with family. This combined with lack of staffing is also a Health and Safety issue. Suppose as an example someone critical to the [REDACTED] such as a [REDACTED] or anyone at all were to have an accident on the way home from work due to working long hours, covering many consecutive days, being unable to rest due to having to focus on work outside of work and stress, unable to take sick leave due to lack of cover and coming to work unwell, etc - all of these things can not only be cause for liability for CCC as an organization but as other staff are aware of the problems, why, and how they contributed, they will likely have strong negative feelings towards the organization. Therefore, the issues around staffing and succession planning for the many staff that are [REDACTED] need to be addressed as soon as possible and at present these issues which impact health, safety and wellbeing are either largely poorly handled or ignored.

have very little input from team leader, [REDACTED] large gap in professionalism growing between the two regional parks teams. health and safety is going backwards and feel I'm not allowed to speak up. toxic positivity workplace attitude means issues are not being dealt with. there is no real plan from team leaders up. a lot of questions in here about the ELT, don't even know who they are and has very little effect on what i do day to day?

1. In regard to questions about ELT communication, I feel like I never hear from them/don't know what they're up to, or what their priorities are. 2. Questions relating to whether the tech/info is available that we need. I think it is but it could be better. We should have access/subscriptions to scientific journal articles so that we can implement best practice that is shared from around the world. 3. Our consultation process is not friendly for the everyday person who is actually affected by the decisions. Whenever I talk to my friends about what the council is doing they have no idea about it and wouldn't know how to give feedback. We need to implement different communication and consultation techniques to target youth, disabled, bust people etc. 4. Council declared a climate emergency but does not consider what this actually means when making decisions on other matters. For example, we need to consider options that may cost more but reduce the burden on future generations and the environment. Stop kicking the can down the road. 5. Council works in silos. everyone knows it. I don't know what most other units are up to. 6. There is much more opportunity to work with other councils and prevent consultants monopolising. 7. I disagree that 'poor performance is managed effectively' and that 'everyone in Council is clear on their role'. Some areas in which urgent action is needed (e.g. mitigation of climate impacts and preventing the ability to develop in at-risk areas) is not moving/progressing in a timely manner. 8. In regard to whether council supports new ideas, we need support from ELT whether these ideas work or not. 9. More resources need to be allocated to address the climate crisis/emergency (as declared by council!!). Treaty relations also needs more resources as it should be a part of everything that we do.

The Executive Leadership Team is not working together. Passive-aggressive behaviours are rife, as is bullying and turf wars between (some) general managers. ELT constantly micromanages staff, slowing progress to a crawl, and bullies others. Despite rhetoric the level of disrespect for employees remains high. None of these behaviours are being managed. All bad news is ruthlessly micromanaged and some of the techniques used would not pass scrutiny. It is either buried or deflected down to staff. This is demoralising for our people, which was reflected in last years' survey results and high turnover. When we look up for top level leadership all we see is a toxic mess.

The Council has gone too far in its approach to Treaty 'obligations'. The main thrust of obligations is in protecting taonga. The Council needs to think more broadly about its role in reducing GHG emissions both in terms the potential benefit to Christchurch (in the bigger picture) and what it will do in the [likely] event the 2030 net neutral is not achieved. Too often business is conducted by ELT without seeking advice from those at the coalface and without communicating what is or has occurred with those at the coalface.

The ELT and the current CEO should take a very close look at themselves.

This survey felt more suited to Council staff working in Civic-based units rather than customer-facing units like [REDACTED] Majority of questions referred to 'projects' but few of us in these roles

are involved with formal projects and project groups. There's a feeling amongst customer-facing units that we're the lesser sibling of Civic-based staff and miss out on various opportunities that would improve our wellbeing - yoga, massage, lunchtime talks, and MOA events. Some of our working spaces don't allow us to have private conversations with Workplace support staff.

I'll keep this brief: - ELT are not respected or trusted because there is no effort made to communicate or build relationships with the staff. The staff do not believe that the decisions made on the 6th floor are in the best interest of the staff or council as ELT have no idea what the staff do, nor understand how this council should be run. The way ELT treat staff is appalling. There is a huge disconnect between ELT/6th floor/councillors and the rest of the council staff. Whoever is telling the ELT they are doing a good job, they are lying. Despite what is claimed, the ELT rarely visit nor take an interest in the staff. - Pay disparity is shocking. Many staff are leaving Council because Consultants are paying a more reasonable wage. Staff do not respect or trust the CE and ELT because we do not believe the work you do is worth receiving such bloated salaries. Nobody needs the wage that the CE has it is excessive and greedy. Cut the salary by \$160k-\$200k, and you can still have an exorbitant salary. Use the saved funds to pay back part of the Opex remuneration overspend. - The SAP FIORI roll out was a shit show. CCC cannot change the entire Purchasing system 3 weeks before Christmas without any training or user guides. Many contractors have expressed concern for not being paid within the legally contracted time frames because CCC staff were given no guidance on how to use FIORI. It would be very interesting to find out how many millions of dollars are floating in the ether as there was no guidance of how to set up or pay purchase orders. I work at CCC because I adore my job, and the unit I work in. I do not like working for wider CCC because I do not respect the Leadership Team. Respect is earned, not demanded.

Very little visible communication from ELT. Weekly email is all we get which is just gloss. If we want to know what is happening at CCC need to read the papers or stuff. Terrible internal communication - last to find out about anything. After all these years, still haven't seen [REDACTED] even walk our floor or talk to staff. ELT seem completely remote from the working world within their organisation. It appears as though a large number of areas of CCC are desperately under resourced which is creating massive workloads for very little remuneration. Our unit is desperately short staffed and cannot retain them due to poor pay and workload pressure - results in poor delivery/service to our customers. Certainly no longer a nice place to work.

Hard survey for Frontline staff to fill out - majority of my reports don't know who ELT is and how they impact their daily work. Suggestion, focus less on questions around ELT as many staff have no comprehension on what they do or relate to them due to the amount of manager positions between them and their ELT representative.

Culture change needs to be led from the top. I have seen lots of examples of direction at ELT that is never carried through by middle management and is not communicated to staff. There is a really intense hierarchy and staff often aren't given enough control over their work to drive accountability. Instead there are layers of micromanagement - or conversely no management at all. People are not held accountable for poor performance.

The ability to get the IT generated reports we need to enable us to make the key decisions, often financial ones, is very difficult and far from timely. We serve a regulatory function, not one set by Council decisions or budgets and we need to be able to be resourced to do that job without the constraints of the other Council processes that apply to the things that Council can control [REDACTED]. Lack of agility/understanding of this at ELT level is frustrating to us on the ground.

Having based my answers on a recent restructure in my Unit whereby my position was disestablished my feelings on working at Council are at an all time low. Our Unit restructure is being handled incompetently by Management and a lot of good staff have been hurt in the process. We are in to our fourth month of uncertainty. I wonder how this sort of thing can go on with the ELT team not being notified or involved. Hopefully going forward any further restructures in the organisation can learn from all the mistakes being made on this one.

I lost faith in the top CCC leadership after the fiasco around Dawn's pay rise and the push for secrecy led by the mayor. This kind of behaviour is disappointing, goes against the council's mandate to work for the people of Otago, and really affects the morale of hard-working staff. We look to the ELT to lead by example with vision and integrity; unfortunately you can't fake that. The director of our own unit is a great example of leading by example with openness, integrity and respect.

Not expecting much change from this survey. ELT has a general arrogance about them and I'm sure they will put the poor results down to external reasons such as, Covid, cost of living, recent cyclone, war in Ukraine etc, rather than having a bit of self-assessment. Will possibly read about it in a Staff article before they roll out results internally [REDACTED]

[REDACTED] ELT's new coach also introduced themselves at this meeting and led with a quote from the Art Of War about "Great Leaders Not being Seen", not sure if this was the right quote as one of the problems people have with ELT is their lack of visibility and general lack of communication. I have little hope that the coach can change the way this team works or treats their staff. If it wasn't for my team leader, I'd have left my job by now. [REDACTED] I've my CV ready in case National get elected. Recent roll out of the new SAP system before Christmas without any training or proper training material available has led

of the new SAP system before Christmas without any training or proper training material available has led to a lot of stress within Council and also with our Contractors (due to late payments). I've repeatedly pointed out issues with the online training such as, receipted invoices need to be sent to accounts for payment not being included in any training and these are just ignored, there are contractors not being paid due to this and its ruining Councils already rubbish reputation. I'm unsure ELT has their finger on the pulse here and realises this role out was managed terribly, to the point where it is affecting people work and mental health.

I know ELT are totally focused on their role but I think with more simple engagement with staff at all levels (i.e walk the floors weekly) this would improve engagement and put a personal edge to senior management. Please consider workloads on Team Leaders. There are some large teams in the organisation with around 20 pax per team. New initiatives and process coming out of different units in CCC which individually are great but jointly and at the same time and all needing the promotion, and implementation by Team leaders who are struggling with the workload. PDP implementation and management does take some dedication and large amounts of time if your team numbers are high.

Don't know what ELT is! This survey was pretty meaning less to me.

Please boost remuneration for roles where that would be fair and appropriate. It's starting to feel embarrassing seeing other people outside the Council doing better, and people leaving the Council - which they otherwise enjoy working at - because there's significantly more money on offer elsewhere. The promise of a remuneration review is the only thing keeping a number of good people hanging in there. It's felt like a crisis for a long time now, and there's no real indication from ELT that it's being taken seriously or even really on the radar. Otherwise I feel this is a good employer that bends over backwards to serve staff and our community.

Sadly this is the most negative feedback I've had to provide while working for council. There are no signs of improvement in ELT communication, visibility and relationship with staff in spite of the feedback from the last survey.

I personally didn't like how the survey was worded as it doesn't help the ELT fix issues correctly present. This could have been done a lot simpler to get the answers requested. The resource consent unit is a great place to work. The council overall has lost moral, wellbeing and transparency overtime internally and externally. The restructures which have happened over time haven't help this. Pay and focus on professional development and well being need to be focused on. otherwise more turnover is going to occur and we are going to lose more valuable staff who care about making a positive input to the community.

I think some teams are more open and transparent are others; I don't think that this is necessarily out of people being purposefully deceptive but more that they are concerned about repercussions/reactions from senior staff or ELT.

- I'm new to this role so haven't had sufficient time in the workplace to answer some questions. - I was also unsure of what perspective to answer some questions from. For example, "I believe that our organisation actively values Te Ao Māori" - I think my team and the events team do this very well, whereas other teams are on earlier stages of this journey. I wasn't sure whether to answer this question from the perspective of my role, or my impression of the entire organisation. - The first time ELT is used in the survey it should be written in full followed by the acronym - as a new staff member, I had to ask someone what this stood for. - It may be helpful to include a short glossary at the start of the survey. i.e. When we say 'Organisation' we mean the entire City Council. When we say 'Team', we mean ... etc... - Cute emojis.

I find myself not being motivated to come to work. I wake up and dread it. Factors that contribute to this are: 1. [REDACTED] 2. Lack of fair remuneration (especially when the CE gets a large pay rise but not the staff). 3. Lack of clear progression within the organization: There is no pathway for staff to work their way up the ladder within council, so council does not invest training and development in staff, so people stagnate, get complacent, and are resistant to change. The amount of time wasted by staff having to write memos and reports at the request of elected members is unsustainable and a waste of rate payer dollars. There needs to be a mechanism for managers to reject requests by elected members as currently, it adds to the workload of underpaid staff for no real gain (often it is to satisfy an elected members curiosity or so they look good for the next round of elections). The opinion of many staff members i have talked to is that ELT does not care for them, does not look out for them, does not represent their best interests, and instead actively looks to use them as scape goats when things go wrong, degrades their work/identify, acts in an unprofessional manner, and is working in their interest to receive pay rises and secure their next career. This is heinous and appalling. The majority of the staff that work here do so because they want to make meaningful change and a difference in their communities. When ELT make this difficult, they become disenfranchised and lose faith in the organization. From all the discussions i have had and my own observations, [REDACTED] is one of the worst culprits.

I feel good progress is being made with good intent. The wheels of bureaucracy grind slowly at times. Good gains by ELT for respect of staff time may have slipped recently. ELT decision making still a bottle neck for organisational efficiency. Higher visibility from ELT still desired - walk the halls We continue to be challenged my market competition with remuneration in a very competitive environment and are way off market rem and increases - high risk of retention. Greater use of existing delegations and

empowerment/trust would give big efficiency gains. I am proud to work for CCC and our community.

1) The remuneration process was a mess: Team Leaders and Managers spent significant amounts of time and energy evaluating staff, and ELT ignored all of that. It has never been communicated why ELT didn't take any of this into account. A direct question about this was asked at the Team Leaders Forum, and of the two ELT members who said anything, one suggested that there was no issue, and the CEO answered a different question. 2) As a leader of people, having no control over salaries for multiple years is extremely difficult: we want to be taking a chance on people with the right attributes but without experience, and in a normal world that means hiring a lower salary, then boosting it as they gain experience and prove themselves. For staff, the only way to get a decent salary is to negotiate high when you take on a new role, which means we are overpaying for inexperienced staff, and underpaying our most senior and valuable staff. 3) Having come from private world into council, I'm also surprised that there isn't a practice of using lower salaries for inexperienced staff to free up money for formal training. And there seems to be very little opportunity to give people formal training. Where are the training budgets? "Training" in Council seems to be about teaching people procedural stuff, rather than skills-based training. 4) Why no graduate/school leaver schemes? We've only seem to hire mid/late-career people, which means we're missing out on the vitality, energy, and understanding of latest practice that you get from grads or apprentices. It also means we have expensive "Senior" people doing donkey work that would be better done by cheaper young staff who would relish the opportunity to learn. I also think that as (allegedly) the second-largest employer in the South Island we should be setting an example about the value we put in building skills - there are genuine resource capacity issues in Christchurch and we are currently part of the problem rather than the solution. 5) I'm not sure how we do it, but it would be good to damp down the noise from Councillors and the Media: it feels like many of our Team Leaders/Managers spend a huge amount of time and energy answering questions where the information to answer that is already publicly available. I'm not sure where the balance between transparency and allowing people to actually do their jobs lies, but we definitely haven't got it right atm.

how do you expect to track improvements over time if the questions and the format changes each year... no wonder we're going nowhere. some of the questions are rather pointless. i.e. "62 ELT treat people the way they ask us to treat our citizens and each other" - if staff were to follow their example, we wouldn't be communicating at all... the only ELT-ish comms we get is Dawns friday newsletter full of job-irrelevant info... Surely, after so many iterations of this survey so far, one would think you could come up with more meaningful questionnaires. a general note on IT. - it's total Kack. I don't know what has changed, but not a day goes past without something not working somewhere somehow... we spend minutes each day fixing shit... it's tiresome, and time wasteful.

Leadership there takes 0 accountability. In fact, they send a non-team member to feedback sessions to take the critique in their stead. this is quite the eye-opener. General remuneration note: pay staff more.

We do this survey every year and changes are talked about and possibly discussed at ELT level but never trickle down to staff (Below management level) or are dropped completely (i.e., the changes proposed from last year's results were communicated for a couple of months, but nothing has been said or done to these recently). I have been here multiple years and it is the same every year. If changes or improvements are actually going to be made, please ensure that these effect the people (staff) who it is intended for. Please use this opportunity to actually make improvements in moral, pay and the overall enjoyment of coming to work otherwise you will continue to lose valuable staff over and above natural churn.

Survey is very ELT and community and goal focused. Working @ Council for majority of staff is about direct leadership and how they communicate, interact with others. Team, I work in haven't spoken with HOD for months, they don't visit the team or thank them for a job well done.

There are some great individual ELT members, but I don't see genuine efforts by ELT to collectively respond to the challenges staff have placed with them: clear messaging about priorities, actively creating space for people to work across silos on those priorities, fixing the high admin and compliance issues for team leaders, driving a positive culture and values, and recognising that the last few years of turmoil has left a lot of staff over-worked and feeling as though any request for help is viewed through the lens of savings and sure to be declined. It feels quite hard here right now.

This years remuneration review left a very sour taste. As a team leader I was asked for input and subsequently ELT made a decision to ignore that input and do things differently. this doing things differently was not terrible , but not good. The very bad part was feeling like ELT then hung the Team leaders out to be scraficed making them communicate to individuals, the across the board increase not taking into account performance recommendations. we totally devalued our high performers but ELT should have owned it decision and communicated it to All staff. I lost a lot of trust and faith.

I would struggle to recommend the Council in general as "a great place to work". Transparency from Councilors and ELT has reached an all time low in the last few months in the 4 and a half years I have been working at the Council.

I like my team leader and her manager and think they do amazing jobs. Above that though I have no idea how management are doing. I have never met my GM and to me the ELT has pretty much zero visibility. I think the culture of my unit would be better if we got to see ELT every once in a while, or at least my GM, through some sort of regular briefings/gatherings, even if it's just virtual ones. At my last workplace (4,000 employees) the CEO did a virtual call once a month where he'd give a briefing and then open the floor for

employees, the CEO and a virtual can once a month where he'd give a briefing and then open the floor for half an hour of questions from staff. That was really awesome for staff morale and buy-in to what the organisation was about. My unit GM also did a once a month morning tea with similar briefing and opportunity for questions. In my view a lot of the problems with the organisation come from low-quality elected members flip-flopping, making inconsistent decisions, delaying projects, pushing pet projects etc. So my low scoring isn't necessarily attributable to CCC management and staff. Also a lot of the problems stem from poor legislation e.g. RMA, LGA, LTA, which forces us to be ineffective. So again my low scoring isn't necessarily attributable to CCC management and staff.

My line manager is great and is over worked. Our I.T systems are dated and are not current. Not happy with the way ELT is operating at the moment. We are like mushrooms, kept in the dark and we are feed sh't.

I think ELT are too slow to react and are more reactive than proactive. We were putting our Covid policy in place when other organisations were removing theirs. The rem review and conditions for staff remove is taking too long to do and that is why some many experienced staff have left. Our fleet of vehicles are old and out of date and costing a lot of money to keep them on the road, if we turned over the whole fleet every 2 to 3 years it would be more cost effective for the Council. Also we have old out of date systems and processes. Look at Marlborough district Council customers can look up details about their properties on their website we force customers to either call us or order a property file and ELT say we are customer focused.

This is the first survey I've completed when I have scored especially negatively. There's nothing wrong with the people who do their daily job to keep the place going. However, there seems to be an apathy towards staff by ELT and an apparent total lack of understanding of our businesses and this makes CCC an undesirable place to work. ELT have not displayed any interest in solving staffing and business issues but rather ignoring them and "defending their ground" and adding to staff workloads and stresses. The current state of morale is the lowest in the >10 years I've worked here and good people are leaving for more money and better working conditions. And I don't blame them at all. As a general rule ELT and the CEO undermine staff rather than do what they can to support staff. In my humble opinion I don't know what ELT are trying to achieve as, from my perspective, it doesn't seem to be about actually running and supporting a functional business. My experience is that staff work at Council because they want to serve the community. However, the goodwill that senior management rely on to keep staff here as very quickly waning and there's no obvious plan to arrest it. It would go a long way for senior management to actually acknowledge their failings in all this and look to create some real change. If they don't think they are part of the problem there won't be any change.

Why is there no collaboration between departments? Why does CCC managers worry more about protecting there little kingdom rather than what is best for CCC and the community. Why do other department ignore professional hands-on advice from experts in their fields that work for CCC. And prefer to except the reports of consultants who have never got their hands dirty installing/running or maintaining anything. [REDACTED] instead of what's best for CCC and the staff who have to maintain it after the job completion. And when [REDACTED] except the lowest price for an item. who holds them accountable for the variations and the post build upgrades that need to be done at huge expense to CCC. the IT network blow out at Metro and the not fit for purpose HVAC system at Lynwood pool. Both items will cost CCC hundreds of thousands of dollars to repair. And you wonder why budgets keep blowing out. It all starts at construction stage. Why does CCC not use it's shared resources through its CCO's. The cost savings that CCC has in supplier/maintenance contracts and agreements would be huge. The overheads costs saving for the CCO would help the bottom line. As well as it gives CCC more bargaining power at contract renewals. What technical experience does ELT members have? Do we have any specialist's skill sets in ELT? Why are you punished or shunned for speaking out. Why do ego's out way CCC's best interest. [REDACTED] But we are expected to fix everything and take the verbal abuse for staff and ratepayers. Out of all the companies I have worked for in my life. CCC would be the least cooperative, least organised, least caring, under resourced, under paid, over worked. There are a huge amount of talented people in the organisation that are sadly not aloud to show off there amazing skill sets.

Words are cheap; everytime we fill out these surveys, the results are shared and watered down to fit your narrative or the only answers we can give are ambiguous. Stop saying you are going to listen to us and actually listen by actually putting actions in place to achieve tangible results. Wellbeing is not taken as seriously as it should and this is clearly shown by the impossible workloads of teams spoken of but clearly ignored as it never changes and resources are never expanded. I agree that CCC strive to celebrate our staff and successes but sometimes it doesn't feel genuine and feels like a token gesture. ELT in a lot of peoples minds don't exist, as they are rarely seen or heard from. We are supposed to be led by them but if you want to talk about silo's- it starts with ELT.

The overarching and all-encompassing focus on saving every little dollar makes ccc not a great place to work at. You don't encourage people to perform above their basic duties, and that most likely cost you more than what you think you are saving. PDP the way it is used is more or less waste of everyone's time. Teams still love working in silos since budgets are reflect their silo performance. ELT doesn't lead, they manage, but you won't fix it by making everyone take leadership course, most people are not here to lead, ELT is paid to lead and they should focus on that not making it everyone else's responsibility. ...

I'd like to share a couple of observations outside my immediate team/unit which are front of mind for me at the moment: The [redacted] change proposal [redacted] could, in my opinion, have been handled better - the timing [redacted] the need for some of the proposed changes was unclear (some were outside the unit altogether), and the way the process has been managed for some of the disestablished staff. [redacted]

My biggest concern recently is how the restructure in our area has been handled. It seems there was mistakes right from the get go, with people being given information (in writing) about the restructure outcome for other staff, messaging was really inconsistent, documentation has been littered with mistakes (roles missing, wrong people given documentation, key information missing etc) throughout the whole process. It feels as if [redacted] and the relevant people within the unit prepared poorly for the unit, not taking stock of exactly what each role does and where there were weaknesses. It also looked like there was a strong reluctance to bring the union on board for the process. Getting information out of [redacted] in relation to this has been slow for many. The extended timeframes for the restructure and ongoing confusion seems to have damaged morale within the unit, even for people who have not been greatly affected. And it feels as if little is being done to remedy the low morale. It's hard to watch people having to deal with long, drawn out decisions relating to their roles, especially when it feels like there has been little acknowledgement of their past contributions to the team. I've been involved in restructures in central government agencies before - none of them have felt as difficult as this - things have been clearer, communication has been better, far less mistakes were made etc. This has soured some aspects of the Council to me - overall I am happy here, but this has made me think about what I think about the Council and working here.

Note - I have answered questions in this survey on the performance of ELT - as they set the tone for the organisation. I think my unit [redacted] - does well, but primarily because we are driven by professional values and practices that are external to the council "values". [redacted] delivers a good service despite council and ELT, not because of council. Last year, after this survey, very little information was given to staff about the outcome of the survey, until ELT was forced to by media interest. ELT is not transparent, honest or open. The results of the survey should be released to all staff as soon as you received them. Stop trying to put spin on everything. Nothing has changed in the year since the last survey. Information about what is happening in teams and units across the council is fragmented. Restructuring is still going on and staff only finding out when you go to contact someone you have worked with previously to find out they are either gone or in a different position. Why do staff ONLY find out internal information from the Press/media? [redacted]

[redacted] A consistent lack of transparent, honest information from ELT. Improve CCC IT - they are obstructive, and do not enable staff. They should be creating a seamless experience for staff across council to do their work but are not. CCC IT works against staff being able to do their jobs; creates blocks and does not enable, or attempt to understand that different units have different needs. Vendor emails, vendor invoices, vendor information, vendor project emails are all blocked, and CCC IT refuses to release them. These emails are daily BAU - and the CCC IT lack of ability is blocking and holding up day to day work. Stop writing internal spin on how the council is doing really well. We really are not. There are a myriad of problems, and citizens do not trust that you are really listening and attending to those problems. All you have to do is to talk to your neighbours to know how many people contact council for things to be fixed and are ignored, and then told that the work is done, when it is very clearly not. Take a drive around the roads in the east to see that nothing has changed for 12 years.

I think my answers in the questions say it all. I enjoy working for CCC but feel not valued at all by my senior managers...i feel they have no real idea of what i am doing in my role and the extent of service delivery and technical knowledge i have, yet refuse to consider a change in job description & equivalent pay increase. I know more than some [redacted] on triple figure salaries who come to me for assistance! This is not recognised or valued. I love to serve the people of Christchurch and get all my job satisfaction from them directly. I and others in my team feel massive changes are rolled out and though consultation is asked for and feedback this is only a tick box exercise...all the feedback and advice given has fallen on deaf ears. Once simple tasks are overly complex and complicated and workloads increased due to ridiculous unnecessary changes...they may suit a handful of people in finance but all the actual users are struggling...this includes the impact it has had on business partners as well as internal CCC staff. Tell me ELT care about that!

My direct manager has too much on their plate and is not provided with enough support to do their job. This has a knock-on effect to their team. I was discouraged by the lack of support staff were given to continue to WFH after returning to their usual place of work after lockdowns. It feels like we are being bullied by ELT into having to work "at the office". I am now actively looking for work opportunities at other organisations.

Council/ELT should expect managers to be inclusive and to pro-actively seek advice from staff on all matters that affect council land and its core functions, to ensure full transparency and objectivity. In my view, some long serving managers have developed fiefdoms where they feel entitled to make subjective

view, some long serving managers have developed habits where they feel entitled to make subjective and ingratiating decisions that are inconsistent with expectations.

The ELT should apologise unreservedly for their harassment and bullying of a minority of staff during the vaccine mandate era. Their judgement turned out to be faulty and they need to put processes in place to prevent such behaviour from reoccurring.

I consider that on the whole the Council has extremely motivated staff who genuinely wish to achieve the best outcomes for the citizens of Christchurch and Bank Peninsula, but the feeling is that ELT is dysfunctional. Until such time as ELT are seen and perceived to be working in a co-ordinated manner staff engagement will, in my view, remain relatively low. Council and its staff are facing massive change with 3 waters, local government and RMA reform. ELT, during these changing times staff need reassurance and clear and concise leadership and at the moment that is not the perception or our reality. ELT, please step up and get your (excuse the French) shit together. Please make your staff your focus, who are there to perform if it were not for the lack of clear and empowering leadership.

We are by no means acting fast enough on climate change. This is an absolute emergency and we are dithering about still, for fear of negative feedback from the public. The stormwater retention basins are an exception to this, very well done on those. Cycleways are too slow.

ELT is understaffed too - I've barely ever seen my GM, but who can blame them, with such an enormous number of staff and complex units they are responsible for? Those in the highest positions getting a huge payrise when the rest of us got less than inflation is immoral and lacking in positive, inclusive leadership. We as council overconsult on minor changes that we just need to leave to experts who actually have the expertise, and the over-consultation not only creates an enormous amount of work and inefficiency internally, but also creates consultation fatigue in communities. Teams are underfunded - the road maintenance deficit will bite us in the bum badly in years to come when our roads fail and need complete rebuilds rather than resurfacing, and I can't believe that after so many years of residents surveys with a very low rating on the condition of our footpaths, that budget is still so low. And some teams are overworked and understaffed, I see people working themselves to the bone because of their loyalty to the council and the residents, with no reprieve over years and years.

The council remains very civic offices focused and tries to fit all other council units that are square pegs into round holes. You cannot compare apples and oranges. PDP's become a ticking the box exercise as we try and make everyone conform rather than having relevance to the role and allowing people to demonstrate their abilities in the role. There is no reward and recognition and constantly finding excuses to mark down performance - even when it does not relate to a performance increment is actually just telling your staff that you do not value their contribution to the organisation. Despite assurances after covid last year that our pay would be reviewed and we would be given an increase there has been no progress on this in the last 6 months. For the last decade we have had an income that is negatively decreasing (never matching inflation/cost of living) and yet we are constantly being expected to do more for less. Look at other councils in NZ. In the last year TDC negotiated an 8% pay increasing and are negotiating again for a further 5%. Less pay, less resources. less support. Staff are demoralised and unmotivated. ELT is not visible to me in my role. Nor do many of the questions around project management relate to the nature of the work that others do in this organisation. Likewise this survey allows me to comment on my direct leader but not the overall leadership of the unit that I work in. These are very different things as I have an incredibly supportive manager but I have no opportunity to provide feedback on the units management. This is the area that provides the direction and communication etc. There appears to be a clear failure to address non-performance at more senior levels in this organisation.

I would respect the leadership in this organisation more if I felt that they respected and acknowledged those of us serving on the front line who are paid at abysmal levels. are paid barely more than the living wage and are expected to deal with the mental health issues of customers, solve the technical issues of customers (phones, ipads), anticipate the information needs of adults of all ages and diversities, help plan and deliver programming and events, deal with the challenging behaviours of antisocial customers, help customers with Government forms such as passports and immigration visas, as well as their WINZ applications, support stressed colleagues, cope with whatever request or behaviour comes through the entrance and essentially take on the role of social worker, teacher, and tech assistant and be all things to all people. Sometimes we are even asked to recommend a good book. And those people in qualified roles the next level above don't get paid that much more for all their qualifications, experience and professional expertise. Council has traded on the professional goodwill and integrity of librarians trying to do the best for their customers with inadequate support or remuneration for too long. It doesn't make me proud of working for the Council, my loyalty is to the library and our customers. The structure of this survey reflects the performance anxiety of the leadership, not real concerns for the wellbeing of their employees.

I am at Team Leader/Management level. I have very different feedback on working culture within my unit, (hugely positive), and the larger organisation - ELT especially (largely negative). My experience at Team leaders forum was watching ELT not walk the talk, as following an inspirational speaker they then exhibited the kind of negative behaviour towards each other that she was warning against. failed to even introduce them (I guess, assuming we'd all had time in our day to swot up on them and their roles?). After the meeting at the bar, I noticed that only socialised with a couple of small groups it seemed she already knew, instead of taking the opportunity to work the room and chat to a wide variety of TLs from across the organisation. We were asked as part of the People and Culture feedback what the biggest

from across the organisation. We were asked as part of the People and Culture feedback what the biggest challenge for us to feeling that the culture could be improved, and a few of us said that the people working out of Civic need to understand/appreciate the vastly different business models of the units. This past fortnight I have had 3 situations where things have been rolled out without any apparent understanding of the impact on my team, who work irregular hours 7 days per week. I have casual staff members who have worked for CCC for several years, do far more hours than some part-time staff, yet are excluded from this survey - or any other opportunity to give feedback - simply because the nature of our business means we are unable to offer them permanent hours. SAP was shut down for a weekend without any email notification, the weekend before the end of a pay period, creating a huge Monday morning workload. My whole team have had their emails migrated to cloud based without any instructions/warning sent to them or myself. This all might seem like small things, but over a period of time it is not the way to show people they are valued.

Higher ups get paid the big money but for the "lower" staff we feel like just a number even when we work closely with ELT etc. you would assume that they had enough sense to actually try to remember the staffs names that you work with everyday. I know they are busy but so are we as alot of the stuff they work on wouldnt be possible without us "Lower" staff working behind the scenes. Our head of department should learn the names of staff and what they do underneath her as a head. not just gloss over some teams that dont seem as important to them.

A lot of questions refer to the 'organisation' or ELT and its performance as a whole. It's impossible to know that with any certainty. The questions can only be answered effectively at a team/unit level. In my estimate, 30% of the questions were irrelevant to me / my team and asked for an opinion on something I am not certain about/ don't know enough about.

I have worked for Council on and off for approximately 30 years and have generally enjoyed my employment over the years. In this last year my team has gone through a re-organisation which hasn't turned out as originally proposed. While I was happy to accept the new structure, our team has been left with no team leader and we now report directly to a manager. Unfortunately that manager seems too busy to engage regularly with us and therefore we have effectively been set a drift to cope on our own. While I have raised this with our direct manager on numerous occasions and our GM, this seems to have gone on deaf ears. I have effectively been carrying out a pseudo team leader role without remuneration or mandate, which I have advised my manager that I am no longer prepared to do. In my view, there is no accountability for poor performance (which is present in my team) and very little guidance regarding goals and objectives as well as lack of support. Our team has a lot of autonomy, which I value, however due to lack of leadership some team members are effectively 'taking the piss'. They are not held accountable for poor performance, not carrying out the key tasks expected of our position (one staff member getting involved in work that is not chargeable and not our core work), while others in the team take up the slack to ensure that we are still able to meet our budget - for those staff this has met working lots of unpaid hours as well as additional stress which is leading to burn out. While I appreciate that Council needs to pull in its reigns to ensure that rates are kept as low as possible, the lack of leadership for my team (ie no direct team leader) has created an unsatisfactory work environment. I love my job and work hard and this is reflected in the feedback that I get from my external customers (development and construction industry) as well as from internal staff. In all my years I have worked for Council I have felt supported until this last year. I am at a point where Council may not be the place for me. This is unfortunate as I think that I have a lot to offer - I love the work we do, I have strong technical knowledge, an excellent working relationship with external customers and a high work ethic - but the work environment over the last 12 month has taken a toll on my health and mental wellbeing and therefore I am strongly considering leaving the Council.

Question 74 is unclear if this relates to ELT or if it is my Teamleader and the information tab in the question section was really, nigh on useless about this. I think a lot of the restructures have been very disruptive and have not made significant differences in the Councils performance. A lot of skills and knowledge have been lost to the private sector leaving alot of teams to thin on the ground. ELT have been very poor to respond to this level of staff attrition.

I don't feel my answers in this survey really catch any nuance about working at the CCC. There is a lot that is very good about this organisation, and a lot that needs significant improvement. I felt I could not truthfully answer many of these questions with a tickbox. My feelings very much depended on particular situations and circumstances that I cannot elaborate on in a multiple-choice survey. As an example: take the question: Our organisation supports people who come forward with new ideas. The answer is both yes and no. Yes, in that in my immediate team, ideas are supported. Yes, in that the IT person I work closely with is always keen to try new things. Yes, in that my colleagues are keen to innovate. No, in the sense that many upper managers are incredibly risk-averse to the point of paralysis, and can always find a reason something cannot be done before we have even tried. No, in the sense of the amount of bureaucratic inertia within the CCC. Creating something as simple as a poster for the public in the [REDACTED] now needs to go through a ridiculous approval process. Rather than write an essay, I'd like it if we had more frequent Q&A sessions with the ELT. I've been in the [REDACTED] for 17 years, and except for the time I was on the People and Culture Committee under [REDACTED] I never ever saw our CEO. When is someone from ELT going to come into [REDACTED] or [REDACTED] and do a Q&A with staff? Most people just want to be heard, and in person is the way to do that.

- Increased flexibility around working from home has improved morale and made life easier for many. Thank you. - Ideally, ELT would be less involved in what staff do (micromanaging) and more focused on the strategic direction of the organisation and providing effective leadership. - Senior leaders could do

the strategic direction of the organisation and providing effective leadership. - Senior leaders could do better in responding to staff (signing off, answering questions, or providing direction). Things get stuck on their desks or in their inboxes and this can add to stress for staff, especially when working to deadlines. This lack of responsiveness, direction and feedback can make it feel like we're working in a vacuum. - The line between governance and operations is too blurred. The delineation should be stronger. - ELT should defend staff when they're being publicly criticised by councillors.

I felt as though many of these questions were not relevant to my role and therefore was unable to provide an answer and had to use the 'don't know' tab.

1) We hardly see the ELT, the CEO or Senior management. ELT is not assisting in helping the issues with ECan, Orion get resolved. 2) There is so much disconnect between the Teams. We are still in our silos. We are not using tax payers money wisely. 3) There are certain projects that need recognition and assistance and the way the cogs in Council turn are so slow that we keep on engaging consultants who ask us the problem, write it in our words and charge us. If we challenge them, senior management advise us to pay. We don't work together as a team and in absence, we do the work ourselves as level of feedback is zilch. Some managers are just there to make problems, they shoot down any ideas or things that they do not like. But when Consultant says the same things, they say Wow, great work. Is it better to become a consultant? 4) Why are we then asking Consultants to assist and they are being listened to and not own Council staff? there are Consultants in Council for the past 5 - 7 years that get paid more than us, they are not constrained by 40 hours and get paid \$200 / hour while we only get \$50 / hour for doing the same job. Why can Council not understand the impact on us as employees. Why are Consultants rewarded and not us? 5) Senior management do not want to listen to us during PDP. I am doing 3 roles, did for past 3 years and got no salary increase till last year, there was no recognition from Council for going over and beyond my duties. Manager says we can't recruit and he can't pay any more but still expects that i work 50 -60 hours. This is having an impact. Our managers need to learn leadership, learn what the CATER principles are. Not sure why they are there. 6) We get no perks even for going to the gym or our own CCC recreation pools. 7) We need a good shakeup and the old managers that re comfortable in their chairs need a good talking to.

I am bemused by the amount of admin/approvals/business cases that needs to go to ELT for approval. It doesn't lead to job satisfaction and promotes lack of trust in your leadership teams.

Pay rates are well below other Councils and organisations for the same role (approx. 15% lower based on my research). The turnover in my team (and other close teams) is regular and very little has been done about it. Pay rates are inconsistent among the team for similar experiences. The expectations and responsibilities keep increasing but the recognition does not. I am aware that the layers of management above me are aware and communicating the low pay and high turnover to ELT however this has only ended in a struggle for EAP to get 1.5% 'pay rise' in three years (not remotely keeping up with inflation). This is disrespectful to staff and any empty gestures about how well we have done over COVID and the highest increase in Residential consents since the Earthquakes doesn't help any staff and is condescending. The CEO got a 3% pay rise at the end of last year based on her performance, why don't the rest of us get a similar recognition for our performance?

Our CEO and Mayor toured our workplace in what was touted as an opportunity to 'meet and greet' with the new Mayor. They arrived with 2 large bags of lollies as a thank you for the work we had done and a show of their appreciation. This act felt condescending and treated us as children. We don't want lollies!! this was especially patronising in light of the fact that the CEO had been given a recent pay increase to the tune of \$16,000 whilst we have never had a significant pay rise and we are all struggling with inflation, increased rates and the general increase in the cost of living. Of course the meeting was held behind closed doors and kept secret which goes against the push for transparency. It was like a slap in the face. Their visit lasted for approx 30 mins and they didn't meet with us at all and instead drank coffee in the cafe. The Council does not engage with elderly people in the community. They have for years now threatened to disband the Mobile Library Van which services Rest Homes and Social housing. This demographic is ignored, when I see other Council projects, I fail to see how the cancellation of this service is going to save money. Go out into the community and see for yourselves how this will impact the customers concerned!! The Tarras airport project should be cancelled. Climate change is here and I fail to see how another airport which encourages more carbon emissions is going to benefit our country. It's patronising to Council staff to see the salaries of all the top earners rise year by year. I fail to see how the top executives deserve pay rises when we the workers are really feeling the pinch. It's got to the point where some of us who work part-time in packages that are 20 - 25hrs per week can no longer afford to work at council.

A dysfunctional ELT team with no visibility totally unaware of how to be a good employer. Conditions, financial, etc.

I still fell the organisation does not respect their employees. Poor remuneration for high stressed jobs. ELT are not leading. There needs to be more input from the ELT at the workforce level. Bullying is a problem at CCC. 100%

ELT need to review past survey results that continue to have the same theme and fix the ELT issues and

communication issues and not blame the staff for their poor performances in these areas. It tends to push previous poor ELT results down to staff to fix. Poor survey results are always the staff fault, and not ELT's.

I believe as an organisation we are going backwards. Nine years ago, CCC was a fun and enjoyable place to work. Our currently ELT are invisible and despite lots of feedback continue to be invisible. I'm in a management role and my GM wouldn't know my name despite numerous meetings over 18 months together. I work hard as a leader to look after the people in my care, however it is becoming impossible to manage people's expectations when there is nothing coming down from ELT particularly related to pay and conditions. I feel less empowered as a leader than 2 years ago. The hoops to jump through for approval is becoming ridiculous. Our ELT GM isn't even familiar with their financial delegations and some forms now need to go to 6 people for approval. As a previous T/L with Auckland Council I had more delegation and empowerment to run my team than I do at CCC as a manager. We need to do better, we've talked about being the best Council in NZ, but where are the tools I need to be able to change that. It comes from the top and starts with ELT empowering and trusting people to get it right and do the right thing. I love my work, I love my team, I love what I do for our citizens and customers, but you are making it impossible at CCC to work effectively as a leader. [REDACTED] please do what you said you'd do when you first started and remove red tape and stupid approval processes.

This survey is not clear and concise enough to provide feedback - our team leaders and some line managers do their best - No effective communication filtering down to the staff - It feels like ELT are living in a white tower, no one knows who they are or what they do - a prime example of this would be the Environment Health team - the way the 'restructure' was carried out was appalling - ELT need to recognize CCC is not about numbers - It's about serving our communities - ELT fail to recognize that we are all human, and we care about what we do -

I truly value my team and my relationship with my direct manager. Unfortunately, my day-to-day work continues to be frustrated by lack of (or absolutely last minute) communication from ELT and senior leadership, accountability of staff, and the stress of not performing perfectly, which can be incredibly difficult given the aforementioned issues. The tension within the ranks of the ELT is palpable and this is felt by staff walking a fine line to meet expectations when we're under-resourced and have had little in the way of recognition for the long hours worked or remuneration adjustments that reflect the current market and value of individuals to the organisation. I feel that poor performance of individuals is not appropriately addressed and internal deadlines to ensure smooth governance processes are utterly disregarded.

My ELT responses don't reflect my GM. I am happy with the leadership/communication/vision and direction provided by my GM (Citizens & Community). Staff recognition and flexible working arrangements [REDACTED]. I strongly believe that Council staff morale would improve if these aspects were addressed.

Training and upskilling is not valued reflected by the cut in training budgets. Value engineering is absent for majority of projects leading to delivery of nice to haves and missing out on must haves Remunerations don't compare with competitors. A lot of talents have already left and more will. Performance management is non-existent and PDP's are not used and valued in rem reviews. PDP's have turned into a waste of time with the last 3 years' results were just ignored by the ELT. ELT is still being in their ivory tower and invisible to staff despite the last years survey results. I suppose it won't be any different this year either.

I hope that the council is going to give staff a pay raise in line with the cost of inflation as my rates took all of my pay raise last year. Having a 3 year restructure is very unsettling. It should have been done all at once like other CEO have done. I haven't seen [REDACTED] on level [REDACTED] for a long time, in fact any ELT people either, they promised to be more visible. The travel policy needs to be updated to take in to the account of inflation. As a cyclist trying to get out of Civic garage with my bike is dangerous. Could you look at making it more safer.

I don't think we learn from our mistakes as the same mistakes are made repeatedly costing the citizen and the business more year after year. Certain information is not absorbed or understood by higher up management to refer to ELT meaning more cost and confusion as they don't have technical understanding. It is very frustrating working on items of work costing millions (80%) giving small benefits to the citizen(20%). Restructures keep happening and good people jobs are disestablished or leave. The remaining people do not have the organisational knowledge. There is no sense in the reorganisation structure changes nor in the communication about it leading to feelings of confusion and lack of confidence in the business. There is not enough pay parity between the council and other enterprise, it is below market value - so we lose good people. The business expects us to deliver more, with less people with no pay rise. I have never been so busy, with so much demand, we have had to say no to many things. Changing priorities means changing direction. Everybody is busy to point of craziness and no extra staffing is being approved. There is no clear IT strategy and vision written and agreed, so its hard to work to plans and systems when we cant refer to a directive. New systems are being purchased without operational capacity. The main reason I stay at the council are the good people I work with.

There seems to be an increase in overly complicated processes which are making working at the council inefficient and frustrating. For example, the recent addition to Infocouncil reports where a report cannot be generated without filling in a series of boxes. Having to fill these steps in means there are rushed 'Purpose' statements put into the report as staff seem to just add their first thoughts, and then can't amend it without going back into the Report Data (which many don't seem to do) . It is not clear how this process is

of any use to ELT to manage upcoming reports. This is burdensome and doesn't address the root issue of some reports not being well written. The development of these types of processes must be using a huge amount of staff resource with little benefit to the organisation.

Our training budgets have been drastically cut so we are unable to attend any training to help develop my career. Will this change in the new FY? Pay increases have never seemed to be based on performance. Bad performance is rarely monitored nor managed. Those on 100% of the salary band seem to be capped no matter the capabilities, performance or PDP outcomes. Inconsistent WFH allowances between every team. Some have full autonomy in choosing what days they come into the office whereas others cannot WFH at all, and the rest in between. With the Modern Workplace programme ramping up, will this help provide ELT with the confidence that staff can successfully and at times more productively work from home?

I have worked here for many many years and in the last 2 our unit has lost about 3 quarters of the skilled staff within the team. One of the only reason most of us stay is to support the remaining colleagues, the value our role has for the public and misdirected loyalty. The direct management and leadership on our floor is great but the remuneration has got to the point of being insulting and the notion that qualified staff will just fall from trees to fill the gaps is just one example of the lack of real understanding by ELT. Get on the floor, understand the people and the real work they do, hear our struggle and sort out the pay. You get what you pay for, complex technical roles don't just sit with the engineers. It has been a poor attempt to address the real issues this year and very disappointed to see a misdirected focus towards creating "fun" events for staff engagement when we should be rewarded with the pay we deserve.

Some minor ELT and management initiatives since the last survey's terrible results and outcomes. To be fair - no or little improvement to ELT communication with teams or staff - other than the usual emails of promises, a few ineffective team leader meetings and other focus groups which took nearly 10 months to get arranged. One outcome is we now have a "happy team" on the floor to try and raise moral. Several teams members pointed out they would rather be paid a decent and reasonable pay award. I still have never seem my ELT member on our floor. She has never spoken to me, wished me or my team a happy Christmas. No personal touch what's so ever. Still and remains completely invisible and god like on the 6th floor. The remuneration review still not to be completed until March 2023 - so over a year since the last review and results etc. etc. Overall, other than some desultory efforts and promises from the CEO - low pay or no pay or leave the Council is still prevalent with a generic approach to fix things from still invisible management who continue to pat themselves on the shoulders at their "leaders presentation" and pretend to convince themselves that all is well. I am sure this years surveys results will show a minor improvement - however, the feelings of staff are generally "yeh-na".

There appears to be a very poor understanding internally of what the resourcing requirements are to deliver the goals and objectives set by ELT. There are multiple deficiencies throughout the organisation that mean sub-standard work-arounds are required to deliver outcomes. When compared to Council's much smaller that CCC, Council is very much lacking in modern systems to be able to operate effectively.

ELT requires a vision for the futureinformation that will help to clarify and direct the teams to that vision.

You can't lead through hubris alone. This organisation is under enormous strain with critical staff shortages in many areas, and bad behaviour from leaders under stress themselves. It has a real impact on our ability to perform and deliver services to the community (as well as creating terrible staff morale). Balls are being dropped, but ELT seems to prefer denial. Cost savings (often through staff vacancies) seem to be the only metric of value to ELT.

We need more bike spaces in the basement. The uptake of scooters and ebikes is placing a strain on available space. I cannot see a good reason that there is dedicated car parking space in the basement given that the organisation has accepted a climate emergency. Half of that parking sees little actual use. There is a car park building across the road that spaces could be leased in if they are required. Recent issues in the ELT and the associated lack of meaningful communication with staff has been unsettling. A simple statement about what is happening could probably have fixed this.

* I believe the ELT is [redacted] in a way that doesn't allow them to do their jobs effectively. (Decisions being made for them) * PDP is a poor system that in a large number of cases is generic and not tailored to the individuals' roles * PDP / remuneration is dealt with differently under each ELT member (for example one group had all PDP results put aside and a generic % increase given - where as others was reflected around PDP results (as it should be) .. [redacted] are too small and should be increased. (we are giving too much work to consultants who are expensive and slow - one example is the [redacted] costs for Waitaki 3W project are over 1mil dollars and counting - that would have been completed in house for under half the cost - that 1mil dollars would have been better spent getting a 3 more staff permanently on the books. *often the staff doing the work are not recognised - but the managers are; Often Dawns updates are feedback from Public about front of house staff who deal with the public on a day to day basis - how about mention some of the great works done by others in the council who don't deal with the public . Congratulations to Mary (ELT) for going to staff party - [redacted] .. ?? *keep talking to those effected by 3W coming up (good come so far) * Working from Home policy - stop allowing to work from home so much

coming up (good commits so far) - working from home policy - stop allowing to work from home so much - its not effective in most cases and hard to contract them - much better to ask a question face to face ...

My position, which is the same as the majority of my colleagues is underpaid and our hourly remuneration will likely be overtaken by the living wage soon. The cost of living has increased significantly and our wages have not. We are customer facing staff and our role is one that requires significant knowledge and skills. It is hard to consider things such as how ELT affects us when we are financially struggling. Why should we go the extra mile when our employer doesn't value us? We have been told that ELT is aware that our role is paid at least 20% below industry standard, and that they are 'working' on it. There is no timeframe for this.

In my internal work I encounter so many frustrated, disheartened people and I'd really like not to become one of those people or another one who loses hope of their ability to improve 'how things work'. So I'm providing these insights to try and make things better. 1) We need to look at the organisation design/architecture, and how all of the services are designed and work together. By visualising and smoothing the interdependencies between services, we can improve process, and service value. But it's the 'people shift' that is by far most important and where we aren't maximising the opportunity at the moment. 2) We need an organisation-level approach to change management, active management of cultural shift based on Council values, integrated programme leadership (matrixed approach), a cohesive approach by ELT to collaboration, integration, change and innovation, and an organisational approach to benefits/outcomes management - so we prioritise doing the right stuff in the most effective, efficient ways possible, and as a partner to others in the ecosystem. 3) They say that the only way to unlock collaboration and innovation is to "relax your clever, and release your ego" (to enable change in hearts, minds and practices). We will need our leaders/managers to do this - to hold tightly to the 'why', to role model the 'how' at a principled-level (not process level) and allow others to influence the 'what' and the process. The latter we must do in partnership with Treaty Partners - Mana Whenua, Iwi/Māori - and our communities - to ensure we do the right things to enable their aspirations and definitions of success. 4) Let's stop measuring satisfaction and trying to make everyone happy. It's an impossibility. Find out what really matters to people and measure/manage how it impacts people's lives. That's what really matters. 5) There are some amazing people in this organisation, but we are really behind the play compared to other organisations. If we want to be 'one team', we need to think, plan, and have the spaces and tools to enable us to operate as one team (and that's not just digital). Aside from the rarely available Function Room there are few if any spaces in Civic to go to collaborate and innovate (without the barriers of desks or disturbing others). If we focus on shifting manager mindsets around working from home (and lift their game about how to build and manage a hybrid team) and around working located 'only in your team space'; if we create visuals and reporting dashboards that show how we all contribute to the organisation and core four wellbeing related strategies and why that's of importance, as well as what activity is in progress and how it's tracking, if we create an office environment that provides for collaboration, we will start to see the shifts ELT intends. 6) There is a large group of very talented staff here, who have the skills and experience to enable these changes, but they aren't necessarily 'heard' or 'identified' under the current hierarchy and siloed functional leadership/delivery system. We are missing some real gold. If the 'business' runs better, the community benefits. Bottomline: We need more focus 'on the business' than only 'in the business', and 'do differently' to maximise the amazing people resource we have, if we are to get different/better results for the people who matter to us - our communities. If you do what you've always done, you get what you've always got - and that's clearly not the right thing for today's world.