

ARF011 Organisational Cohesion Risks

Risk Status Progress Report September 2020

Description of risk and impact

Organisational Cohesion is the ability of the parts of the organisation to work together in a collaborative and productive manner to deliver on its strategies, plans and objectives.

Local Government organisations work on complex, costly and often politically and socially sensitively multi-faceted issues requiring multiple parts of the organisation to work together effectively.

Breakdowns in cohesion can lead to costly delays and additional impacts such as communication overheads, lower morale, trust and churn.

Existing Treatments

FNDC has made good progress in addressing this risk.

With the implementation of these treatments the risk score is trending down.

High level treatment plan:	Progress update:
<p>Governance Diagnostic 14 point recommendation suite implementation, particularly:</p> <p>2. FNDC Governance work with the CE to support FNDC Governance to have strategic input to current Annual Plan process.</p> <p>3. FNDC adopt a clear visual representation and organisational understanding of Vision, Strategies, Committee Priorities, Goal setting and regular Performance Monitoring.</p> <p>4(i) Agree on an operational response mechanism such as a dashboard and the technology to share data.</p> <p>5. Vision to prioritising portfolios or equivalent to drive governance management engagement.</p> <p>6. Committee Structures revisited as discussed to reflect the outcomes desired.</p> <p>7. Look at shaping agendas to full Council.</p> <p>10. Re-consider and affirm Council's approach to regulatory functions.</p> <p>13. Consider organisational and governance work with iwi and hapu.</p> <p>14. Prepare an induction process for the 2019 elections.</p>	<p>In progress to completed:</p> <p>2. workshops to inform the annual plan completed.</p> <p>3. completed and published. Poster available in Chambers.</p> <p>4. (i) in progress, business intelligence project underway.</p> <p>5. portfolios established focussed round key core functions with portfolio holders meeting with GMs.</p> <p>6. committee structure revisited post COVID-19 with agreement to go back to pre COVID-19 rhythm.</p> <p>7. completed with SLT overview of agenda prior to finalising.</p> <p>10. completed - the Regulatory and Compliance Committee addresses regulatory matters and receives regular updates on trends and performance metrics. Council also adopted a Strategic Compliance Framework in January 2020 that sets out a risk-based approach to achieving compliance with regulatory functions.</p> <p>13. in progress – FN2100, strategy as to how we engage with iwi and hapu.</p> <p>14. completed.</p>

<p>CouncilMark improvements:</p> <p>2. Governance Management Relationship Development Improvement</p> <p>3. LTP Improvement</p> <p>4. Publish Vision and Goals Improvement</p> <p>7. Driving Excellence in Reporting Improvement</p> <p>10. Annual Report Improvement</p> <p>15. Te Hono Improvement</p> <p>30. Communications Strategy Improvement</p> <p>31. Engagement Strategy Improvement</p> <p>34. Process Management Framework Improvement</p>	<p>CouncilMark will be assessing these improvements in September 2020.</p>
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Where are the gaps? / what more could we be doing?

Re-assessment of the impact/likelihood of this risk is recommended as the treatments are mature and the risk is trending down.

Inherent Risk:	Trend	Residual Risk:	Accountable:	CEO	Date raised:	29/11/18	Report frequency:
	↓		Responsible:	CEO	Date accepted:	30/05/19	Six monthly

