

ARF011 Organisational Cohesion Risks

Risk Status Progress Report March 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

High level treatment plan:

- Governance Diagnostic 14 point recommendation suite implementation, particularly:
 - 2. FNDC Governance work with the CE to support FNDC Governance to have strategic input to current Annual Plan process.
 - 3. FNDC adopt a clear visual representation and organisational understanding of Vision, Strategies, Committee Priorities, Goal setting and regular Performance Monitoring
 - 4(i) Agree on an operational response mechanism such as a dashboard and the technology to share data
 - 5. Vision to prioritising portfolios or equivalent to drive governance management engagement.
 - 6. Committee Structures revisited as discussed to reflect the outcomes desired.
 - 7. Look at shaping agendas to full Council
 - 10. Re-consider and affirm Council's approach to regulatory functions
 - 13. Consider organisational and governance work with iwi and hapu
 - 14. Prepare an induction process for the 2019 elections
- CouncilMark improvements:
 - 2. Governance Management Relationship Development Improvement
 - 3. LTP Improvement
 - 4. Publish Vision and Goals Improvement
 - 7. Driving Excellence in Reporting Improvement
 - 10. Annual Report Improvement
 - 15. Te Hono Improvement
 - 30. Communications Strategy Improvement
 - 31. Engagement Strategy Improvement
 - 34. Process Management Framework Improvement

Where are the gaps? / what more could we be doing?

Governance Diagnostic and the associated recommendations suite was formally adopted by the Council at its August meeting. The recommendations form the foundation of the treatment plan. There has been significant progress on many of the recommendations. In particular, Recommendation 2 where the Council has captured its strategic direction and operational response in a single view, Recommendation 6 where the Council has adopted a

new committee structure, and Recommendation 9 where a comprehensive induction programme is being delivered to the new Council. Many of the other recommendations have also been progressed.

With the implementation of these treatments the inherent risk score 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