



Evaluation & Prioritisation Report – Tauranga Art Gallery

6th December 2023

Summary

Overall, a score of 59% is a good result for such a relatively small organisation with several key strengths demonstrated. The overriding theme was the difficult current financial uncertainty and how these impact on the ability of the governance group to put focus on the long-term strategy.

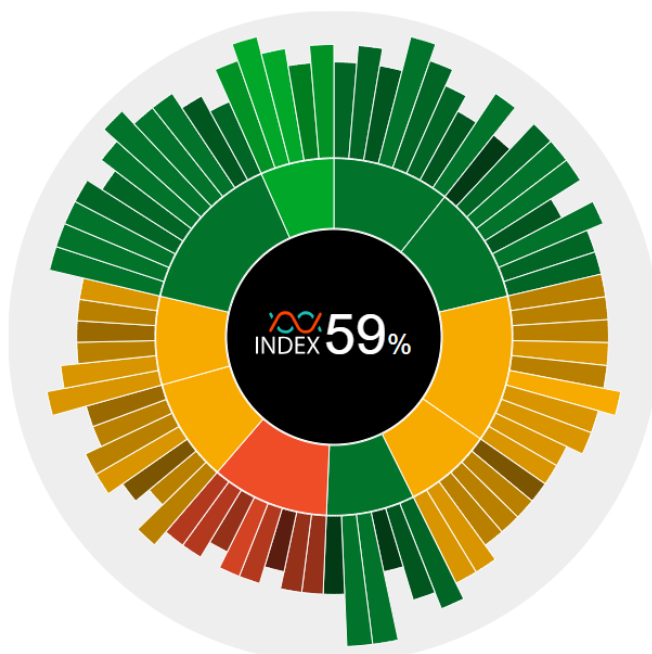
The group has a high level of psychological safety and there was a good level of robust debate where everyone contributed equally. This is a good reflection on the culture developed by the chair.

I felt the group scored themselves fairly and, in some areas, conservatively.

Organisation Dashboard

Understand your Govn365 assessment progress and results

About the starburst



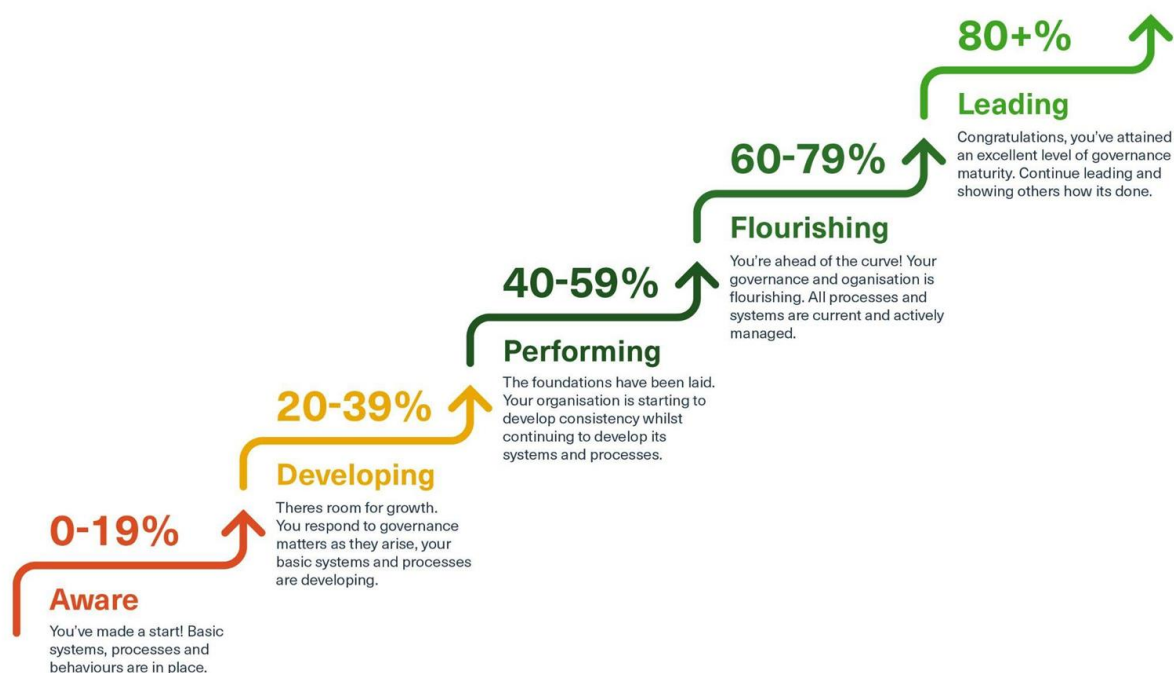
Improve Capability

Modules

Strategy and Purpose	
High Performance Governance	
People and Culture	
Enterprise Risk Management (ERM)	
Financial Stewardship	
Digital and Information Technology	
Commercial	
Environment, Social and Governance (ESG)	
Health, Safety and Wellbeing	
Legal and Compliance	



Key Strengths & Weaknesses



Strengths (Flourishing)

- Legal and Compliance

Strengths (Performing)

- Strategy & Purpose
- High Performance Governance
- Health, Safety & Wellbeing
- Financial Stewardship (Shared services delivery impacting this area causing risk)

Opportunities (Developing)

- People & Culture
- Enterprise Risk Management
- Environment, Social & Governance
- Commercial

Opportunities (Aware)

- Digital & Information Technology



Key Themes to add value or reduce risk.

Stakeholders – There could be wider consideration of the different needs of different stakeholders, when to involve in strategy formulation, how often and how to get feedback. This could allow some different discussions at the governance group. A mapping exercise would be useful in this area.

Formalising Processes – There were several areas that the group is doing well but there may have been informal processes in place. This is fine whilst the existing group is in place but if there were multiple changes it could put the organisation at risk, so it would be worth understanding which the most important areas are to formalise to reduce risk for the organisation.

Enterprise Risk Management – There are several forums in place on risk management, but they tend to be operational risk focused and not formal. The group could benefit from looking at the few key enterprise risks that could derail the strategy or accelerate it and put a formal process in place to address this. This would elevate the risk management thinking to a more strategic level.

Digital & Information Technology

The group talked about D&IT from an operational perspective and although the organisation is relatively small there was not clarity on the risks to personal data or cyber security. The other opportunity would be where digital could be used to enhance the customer experience.

Strategy Oversight

The group talked about having a lot of mainly lag measures that are reviewed. There is an opportunity to reduce the number of key measures you track, to the most important ones, and ensure there are some lead measures that are more likely to predict where you will go versus lag that just focus on the past.

People & Culture

Feedback from the last major change the organisation made was that staff felt there were opportunities on change management. With the organisation potential going through more change, it would be important to ensure these learnings are taken on board and actioned.

ACTION

With Sonia not at the evaluation there were several areas that the board wanted to check before finalising the ratings (People and Culture, Digital & IT and Commercial).

Financial Stewardship

It was called out that the information gaps from shared services creates a gap in the information and insights that the governance group need to make better long-term decisions. This sounds like a key area for the council and the governance group to resolve.



Prioritisation Session (11/12/23)

Key areas that were discussed as priorities for the team:

Spending more time on the strategy and purpose to inform how the organisation becomes sustainable in the long term, including reviewing the operating model and how the gallery is run, as well as identifying new opportunities for revenue.

Financial sustainability in the long term, including improving capability, as well as systems and processes to ensure better insights and reporting, to help the governance group make more informed decisions.

Addressing the issues with the shared services function in the short term.

Working on improving relationship/stakeholder relationships and incorporating feedback into the strategy.

Ensuring that the strategy can then be shared with the council to paint the future picture of the gallery.

Strengthening staffing and continuing to develop the organisational culture, including staff engagement.

Continuing to use purpose to make decisions.

Bringing in more lead measures at the governance level versus relying on lag measures.

Exploring opportunities for digital and IT solutions for the future.

Aligned actions over the next quarter & 6 months.

1. Review the longer-term operating model.
 - a. Strategy day organised to work on this area in **March**.
 - b. Review if an external facilitator is required (could someone from another CCO help?)
2. Shared Services
 - a. Develop clear expectations of the shared services function with KPIs and qualitative measures and report formally against this monthly.
 - b. Review the shared services agreement and is required for the future, both short and long term to help the organisation. **Alan – by the end of March**
3. Identify if there are opportunities to leverage other people in other CCOs to help on the strategy or with finance – **Rosemary End Feb.**