



# Evaluation Report – Tourism BOP

28/11/23

## Summary

Overall, a score of 76% is a strong result and in the upper quartile of organisations. All areas, except Digital and Information Technology were at the 'Performing' level or above.

There was a theme, which was also raised by the Art Gallery (in finance), around the level of service provided by shared services in the area of IT, that the Council should investigate as this would result in improvements across both CCOs.

The governance group is a mix of established and newer members, and everyone contributed equally, with a high level of psychological safety demonstrated.

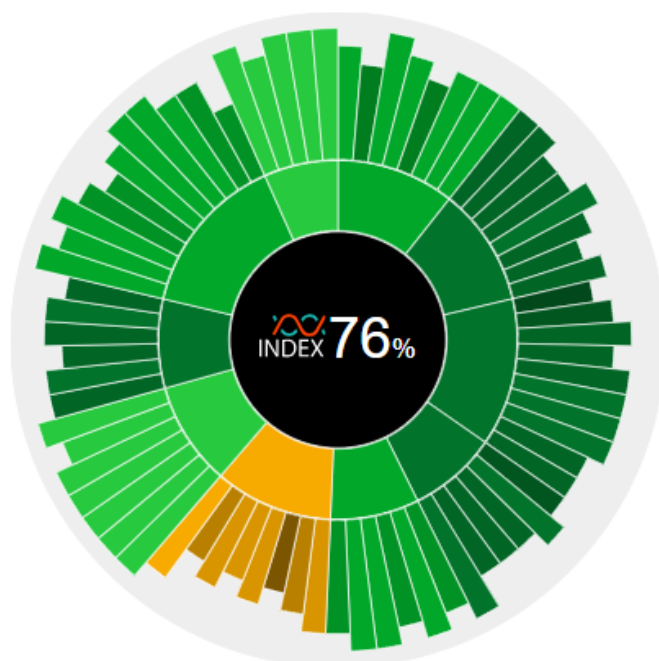
There are some areas for improvement that would not take much effort to shift to a higher maturity and much of this is work already underway.

The key will be to formalise areas where it will add value without overdoing it.

## Organisation Dashboard

Understand your Govn365 assessment progress and results

About the starburst



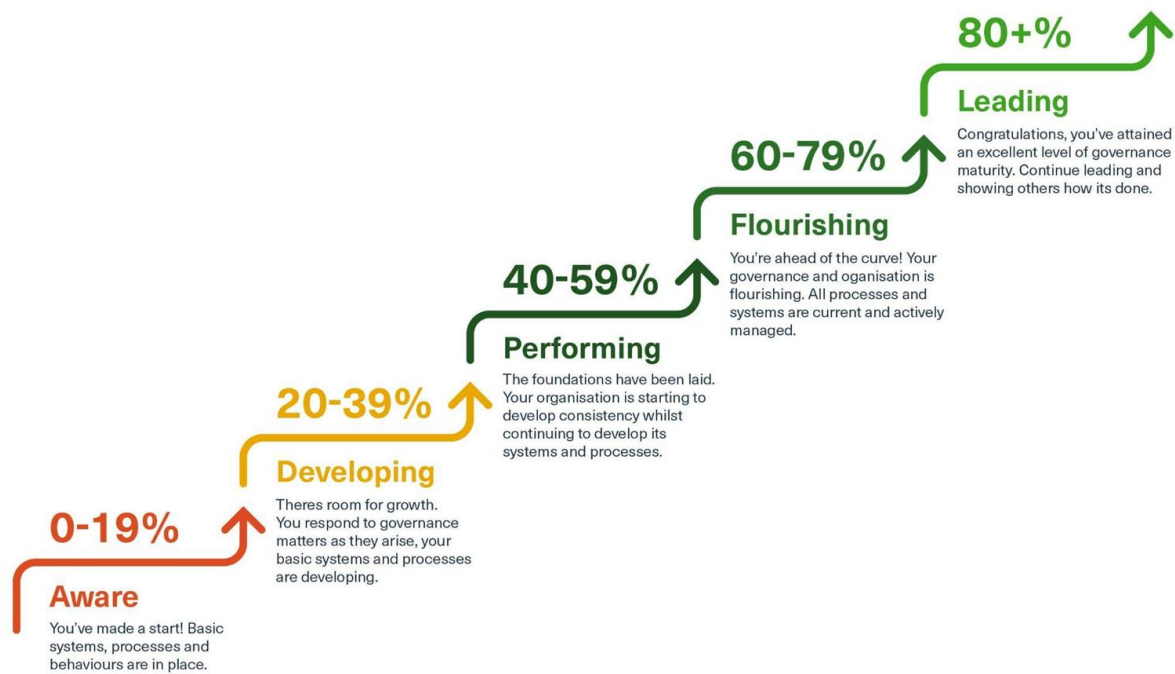
Improve Capability

### 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 (Leading)

- Commercial
- Legal & Compliance

### Strengths (Flourishing)

- Strategy & Purpose
- Health, Safety and Wellbeing
- Financial Stewardship

### Opportunities (Performing)

- High Performance Governance
- Enterprise Risk Management
- People & Culture
- Environment, Social & Governance

### Opportunities (Developing)

- Digital & Information Technology



## Key Themes to add value or reduce risk.

**Shared Services**– There was a discussion around the opportunity for shared services in Digital and IT. The group felt that there needs to be more alignment and accountability on the expectations and delivery of the shared service function. This would ensure Tourism BOP manages key risks in this area and exploits potential opportunities to add value.

This was also raised at the Art Gallery but more in financial shared services.

**Potential Action** –IT Shared Services and Tourism BOP to meet and align on expectations and plans to improve outcomes for 2024.

**Formalisation to add value** – For smaller organisations, spending time formalising everything does not always add value, but there was discussion on some key areas that with some simple formalisation could add value. The key question should be: What level of formalisation do we need to ensure consistency in decision making, ensure consistency in execution or consistency in induction to get people up to speed quicker?

The areas discussed were 1. Succession planning (leadership team/GM) 2. GM reviews 3. Business continuity 4. Director inductions

**Potential Action** – Council and CCOs to align on what a good, standard, induction for a director would look like and assign responsibility for delivering the distinct aspects of the induction.

**Stakeholders** – Really substantial progress on improving stakeholder relationships, and some excellent work from Oscar to continue to take these relationships to the next level. Building on the work done, the next step will be to map the key relationships and identify what 'excellence' would look like. This will involve identifying more future opportunities and potentially revisiting the external stakeholder group you had previously.

The other area you are working on to continue to improve is the relationship with Iwi.

**Accountability** - In a couple of areas you could benefit from being clearer on accountability in the organisation:

1. Board accountability on elements of the strategy – While you feel this area is done well, there was a comment about 'adding the who and when' to improve accountability and be able to measure progress. The other area is for the board to use the organisation's values at board meetings to recognise and hold themselves accountable to them.
2. Linking employees' work with the strategy – This is best done with a mixture of top down/bottom up. Sharing the strategy down and then asking people to identify objectives or projects in their role that link into the strategy is an effective way to bring life to the strategy.



3. Linking Enterprise risk to Strategy – For each part of the strategy identify the principal areas that could cause it to fail. A separate session can look at what would it take to accelerate the strategy. Each of the key enterprise risks should link to one or more of the strategies and both should be discussed regularly by the governance group across the year.

### **Other areas of opportunity**

Health, Safety and Wellbeing was strong overall but one area that could take this strength even further is to conduct a mental wellbeing risk assessment in teams. Details below.

<https://www.forum.org.nz/resources/mental-wellbeing-at-work/protecting-mental-wellbeing/>

<https://www.forum.org.nz/assets/Uploads/Mental-Wellbeing-Indicators.pdf>

### **Shared Insights across CCOs**

It was raised that it would be useful to share learnings and opportunities across CCOs, so that strengths could be shared and potentially CCOs with a strength could help a CCO with a development opportunity. This is a real value-adding exercise that could be arranged.

**Checking other areas** – Oscar agreed to check two areas with his team – Q7 Privacy under D&IT and Q9 leadership in Health, Safety and Wellbeing.

## **Prioritisation Session 7.12.23**

Key areas raised at the prioritisation session were very consistent:

Digital and IT risk – In particular, cyber risks was called out as an area of vulnerability and one the board aligned on to assess and get support from the council to ensure any risk was mitigated.

Digital was mentioned as a strength and one that other CCOs could potentially learn from Tourism BOP.

Staff performance reviews and HR policies and process was the other area the group were aligned on that needed more work. There are some one-on-one meetings with staff but there is no formal annual review. It was pointed out that it is imperative that the processes and policies need to be fit for purpose and not a burden on the organisation. General learning from research is that end of year reviews alone is not affective and tend to waste time and disengage staff when done without constant one on one feedback, clarity of expectations of how their work links with the organisations strategy and goals and what is required of them.

### **Actions**

Cyber security/IT

1. Internal audit to identify the needs and potential risks – **ARC committee by end March.**
2. Define and align on the needs/SLA with the council in this area following this work and in conjunction with meeting the relevant person at council – **ARC committee by end March.**
3. Actions put in place to address the risk/s identified – **Council/External provider End April**



## People & Culture

1. People and culture committee to identify the 'fit for purpose' policies, processes and support required from council to help ensure that leaders are consistently setting clear expectations for staff, supporting their development, and ensuring they are clear how their work links to the strategy and clear on how they are performing. **P&C committee to meet with council and align on the needs and next steps – End Feb**