



# BUSINESS EXCELLENCE CASE STUDY

HOBART CITY COUNCIL

IMPLEMENTING BUSINESS EXCELLENCE  
March 2007

## Executive Summary

Since adopting the Business Excellence Framework in November, 1998, and in having the ongoing support of SAI Global, Hobart City Council has been able to introduce a planned approach to incremental improvement that has a focus on delivering quality services to the community. This strategy of incremental improvement, which is supported by a documented management system and regular internal and external evaluations, has allowed Hobart City Council to sustain a process and consistency of direction for achieving business excellence.

## Background of the Client

Local Government in Tasmania underwent a turbulent period of uncertainty and change in the 1990's with debate over forced amalgamations, the introduction of the National Competition Policy (NCP) and imposed management changes. Hobart City Council was not immune to the change that was driven by these external forces and took an active approach through modernisation of the organisational structure; introduction of responsible industrial relations practices; expansion of information technology systems; an emphasis being placed on customer relations training; restructure of its costing systems; and introduction of quality assurance.

## Situation

The objective was to introduce a non-threatening, incremental approach to cultural change and organisational improvement utilising a sustainable, "holistic," model for achieving business excellence

## Key Outcomes

To have ongoing and systemic improvement that is based upon building a culture that appreciates change and improvement as being a day to day activity, not simply a management fad, and which is supported by a quality assured documented management system.

## **SAI Global Solution**

From the outset, the adoption of the Business Excellence Framework has provided the means for implementing a long-term continuous improvement strategy that achieves significant cultural change within the organisation and helps ensure a sustainable future.

Beginning with a Guided Self Assessment facilitated by SAI Global, whereby significant organisational opportunities were identified, Hobart City Council has continued to progressively identify and address opportunities at both organisational and local levels through a deliberate program of self and external assessments.

The self assessments, undertaken by employees trained by SAI Global to conduct organisational self assessment, and the external evaluations, facilitated by SAI Global and undertaken by persons wholly conversant with the objectives of the Business Excellence Framework, have amply demonstrated their effectiveness in promoting a culture of customer focus, development of a learning and sharing environment, introducing increased levels of responsibilities and in formalising strategies for continuous improvement.

## **Results**

Under the umbrella of the Business Excellence Framework, comparative results of the 2000 (recognition at Foundation in Business Excellence Level) and 2005 (recognition at Silver Award Level) Australian Business Excellence Awards Feedback Reports demonstrate a clear improvement across all areas of the framework.

In support of the deliberate consciousness of the Hobart City Council to continually assess customer needs and to evaluate success in delivering those needs, the Australian Business Excellence Award Level Feedback Report 2005 in part writes how Hobart City Council shows "--strong evidence of a high level of community consultation --", "--has a good grasp of its political, community and business environments--" and "--makes extensive comparisons with other organisations -- in order to gauge the extent of their relative performance".

## **Acknowledgements**

SAI Global acknowledges and thanks the Hobart City Council for its contribution to this case study.

## **About Us**

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