



BUSINESS EXCELLENCE CASE STUDY

VICTORIA POLICE

DEVELOPING A CULTURE THAT APPRECIATES
CHANGE AND IMPROVEMENT

March 2007

Executive Summary

Since adopting The Business Excellence Framework in 2004, and with the ongoing support of SAI Global, Victoria Police has been able to introduce range of continuous improvement initiatives with a key focus on delivering quality services to our staff, the community and to support the achievement of all outcomes in our 5-year strategic plan *The Way Ahead*. The Airlie Leadership Development Centre (ALDC) is a Department within Victoria Police. This Department completed an Organisational Self Assessment (OSA) during 2005 and the results of the implementation of recommendations for continuous improvement have enabled ALDC to change its' focus to become more commercially astute over the past two-year period.

Background of the Client

ALDC focuses on developing people within Victoria Police and in providing a confident policing service. It also supports the development of community leadership. Airlie provides a unique service to Victoria Police and the community of Victoria through the provision of contemporary conference facilities as well as support to each employee in their personal development and in the organisation's growth.

ALDC was performing this role well, however with many opportunities to improve and increase the commercial capability of ALDC, it was decided that an assessment against the Framework would be a useful mechanism to identify growth for the Leadership centre.

Situation

The objective was to identify when, where and how the ALDC can grow and improve in the provision of services to the organization and to the community. Of particular interest was the opportunity to ascertain if there were opportunities for commercial growth in the capacity to markets its' broad range of facilities and services to the community.

Key Outcomes (Intended)

To have ongoing and systemic improvement for the ALDC that is based upon building a culture that appreciates change and improvement and growth of the ALDC as being a day to day activity.

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 the Organisation Self Assessment which was facilitated by SAI Global and trained Victoria Police staff, significant organisational opportunities were identified. ALDC has continued to progressively identify and implement commercial opportunities to maximise both revenue and service offerings.

The recommendations which identified commercialisation opportunities have amply demonstrated their effectiveness in promoting a culture of customer focus, and business development, the development of a learning and sharing environment, and formalising strategies for continuous improvement.

Results

To date, the outcomes for ALDC have been significant and will result in improved services and usage of facilities by the following changes:

1. Amend marketing and promotional materials to present a more commercial focus
2. Appoint a conference manager to develop a marketing and promotional plan for ALDC
3. Develop an ALDC logo and branding and use this to sharpen your commercial focus
4. Assess the viability of being able to offer broader services to Victoria Police staff and the community for conferences, learning facilities and catering commercial opportunities.

Financial evidence will be gathered at the end of the 2006-2007 financial year.

Acknowledgements

SAI Global acknowledges and thanks the Victoria Police ALDC for their contribution to this case study.

About Us

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