

CITY OF MARION




**BROAD HORIZONS
BRIGHT FUTURE**

Sustainable Success

Mark Searle – CEO
Peter Bice – Business Excellence Partner



marion.sa.gov.au Business Excellence Conference – November 17th 2011

Overview



1. Marion
2. People & Belief
3. Delivering Value - performance trends
4. Business Excellence Framework
5. Measuring Culture
6. What's been happening?
7. Leadership - up to you & me

Central Adelaide Region



- 10km SW of Adelaide CBD (SA)
- 55 Sq Km
- Council: Mayor & 12 Elected Members
- Population 84,000
- 350 Staff
- \$985m Assets
- \$63.2m Operating Budget
- \$20.1m Capital Works Budget

“Love and compassion are necessities, not luxuries. Without them, humanity cannot survive.”

**His Holiness Tenzin Gyatso,
the 14th Dalai Lama**





Council's Vision



By 2020 Marion Council will be

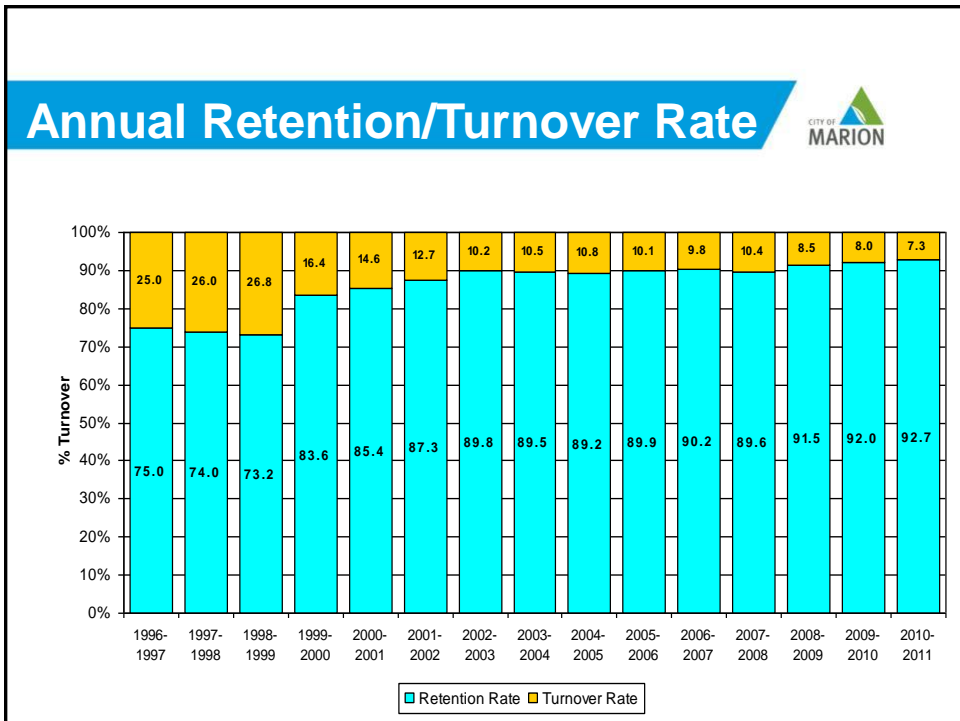
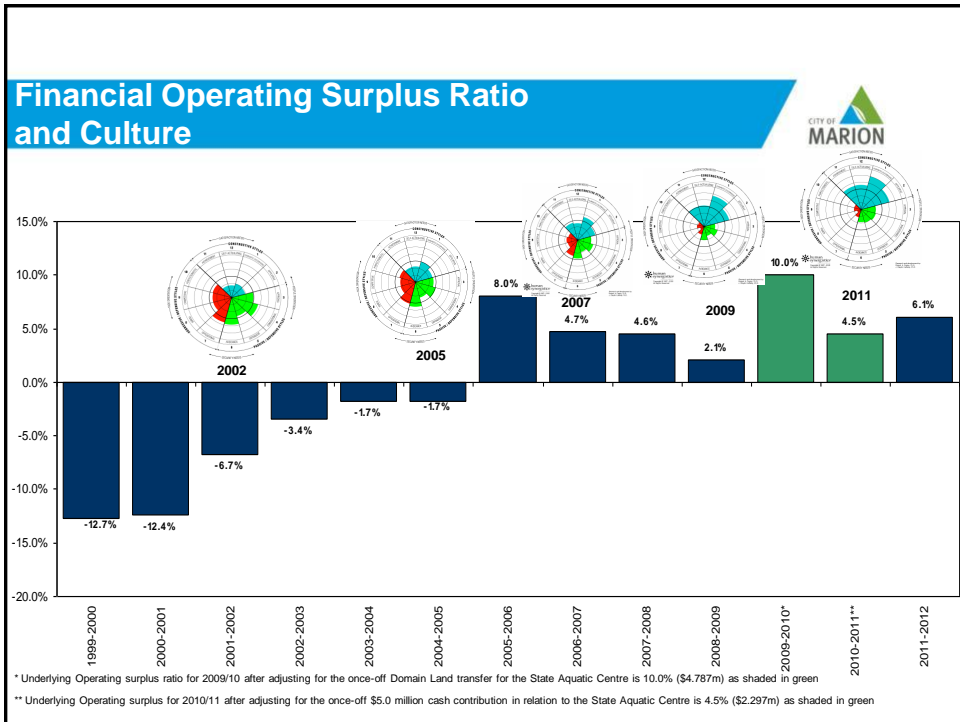
- **A leader in the delivery of the Community Vision**
"Broad horizons, bright future"
 - Community Wellbeing
 - Cultural Vitality
 - Dynamic Economy
 - Healthy Environment

- **An Organisation of Excellence**
 - Recognised for Excellence in Governance
 - Recognised for Service Quality
 - An Employer of Choice

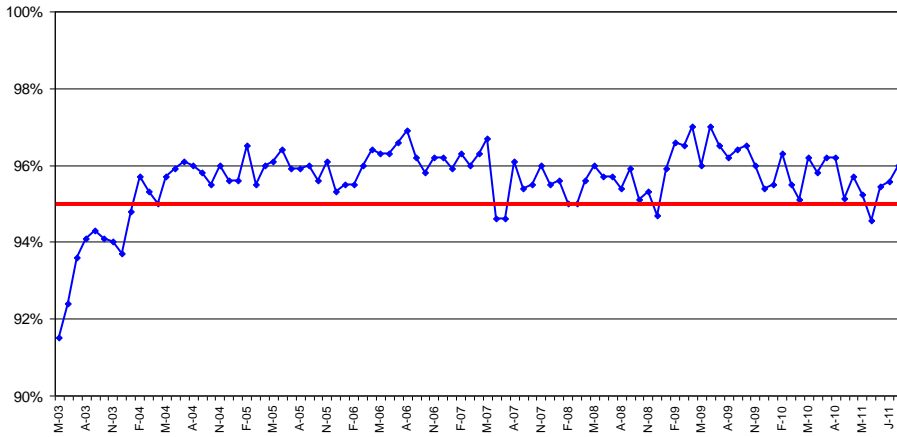
City of Marion Strategic Plan
 2010/2020 (page 5)

Vision stable since 2002





Incoming Direct Dial Telephone Calls (Working Hours)

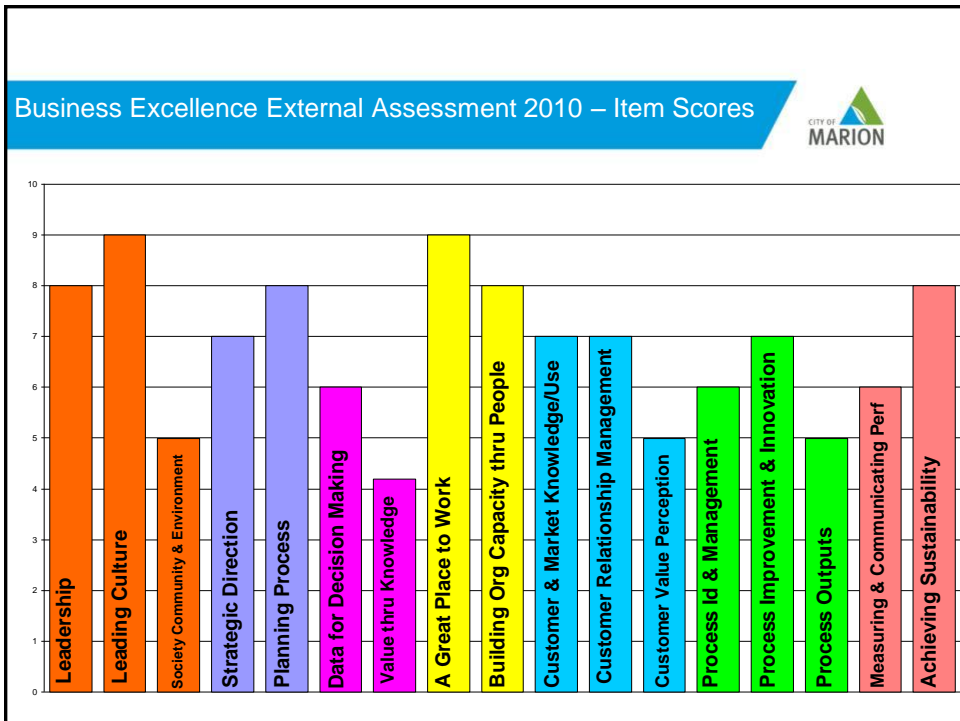
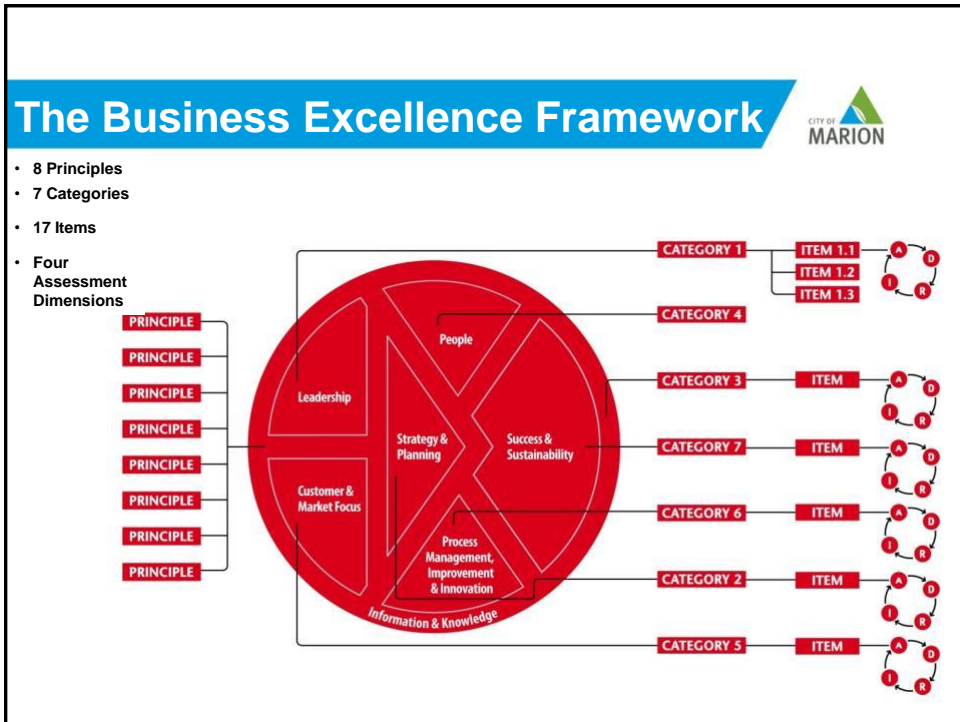


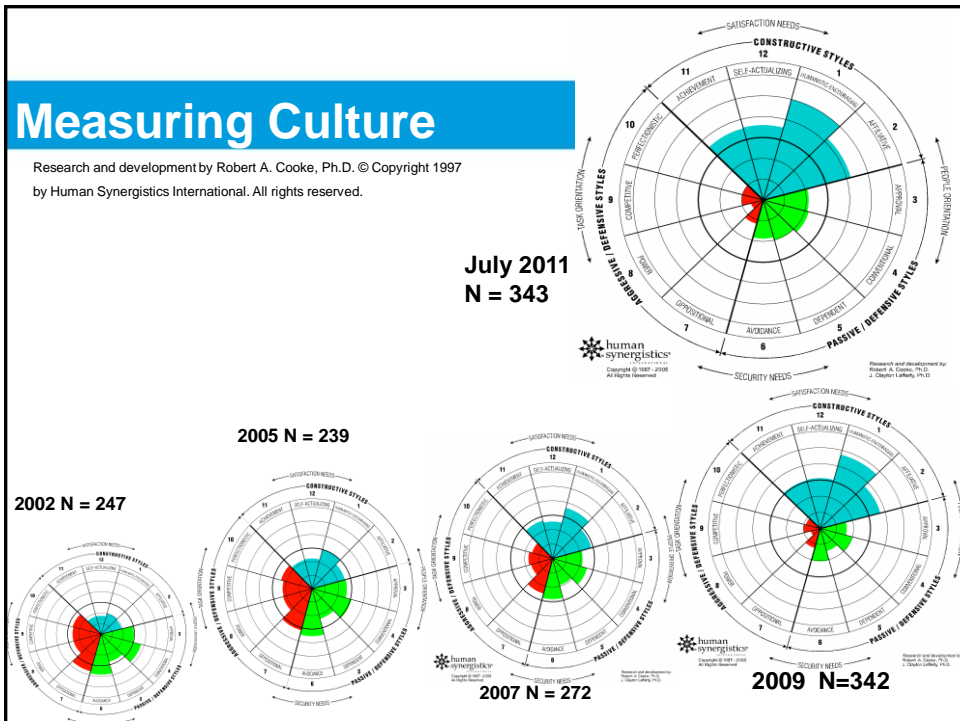
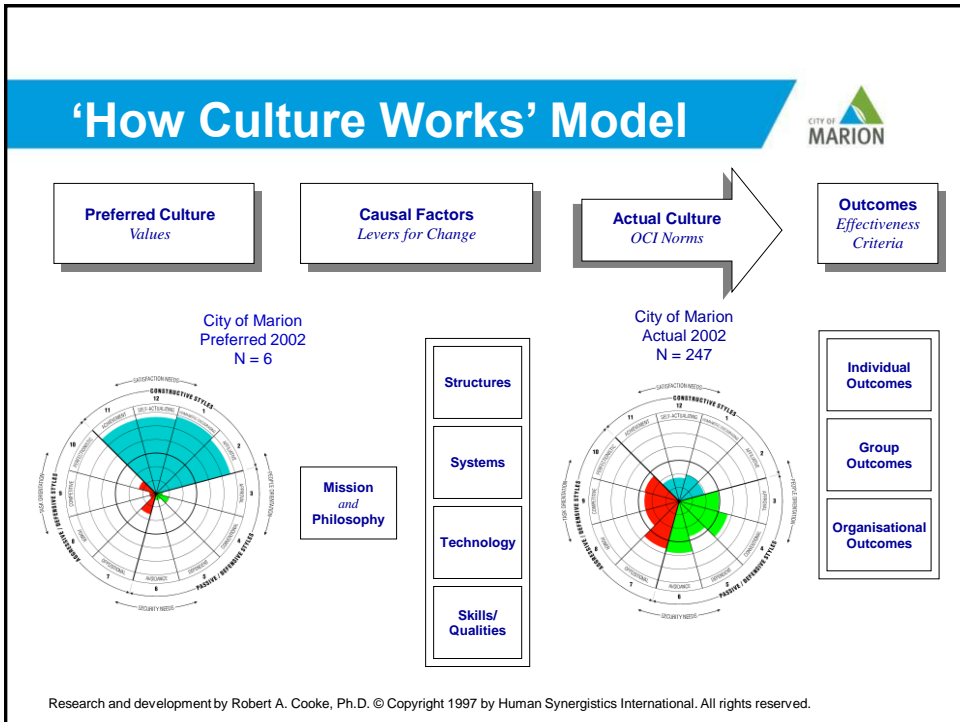
Systematic Approach

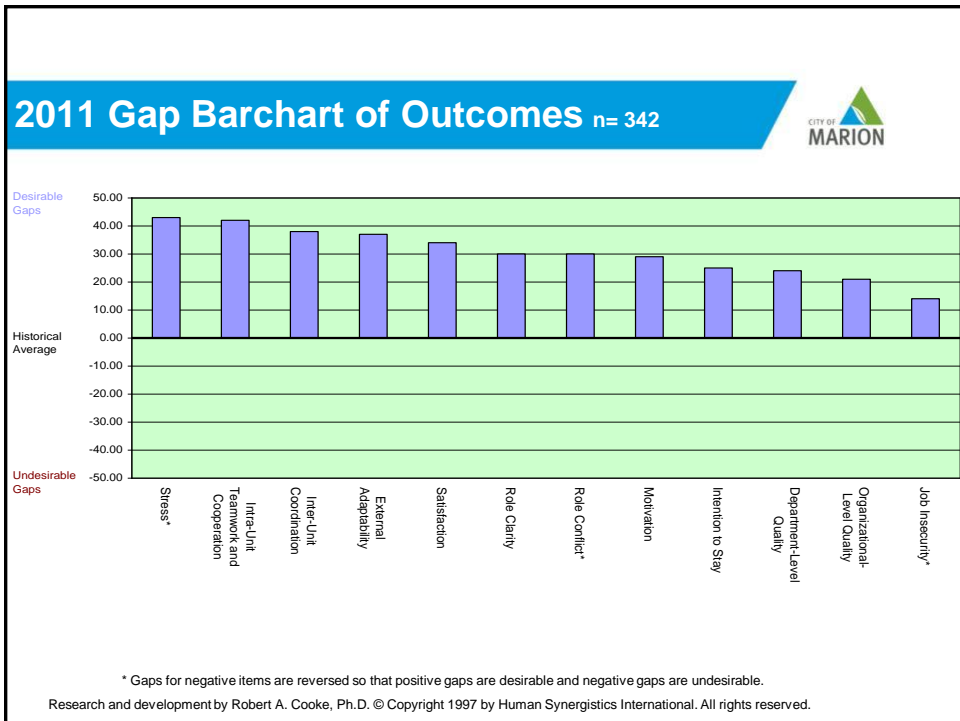
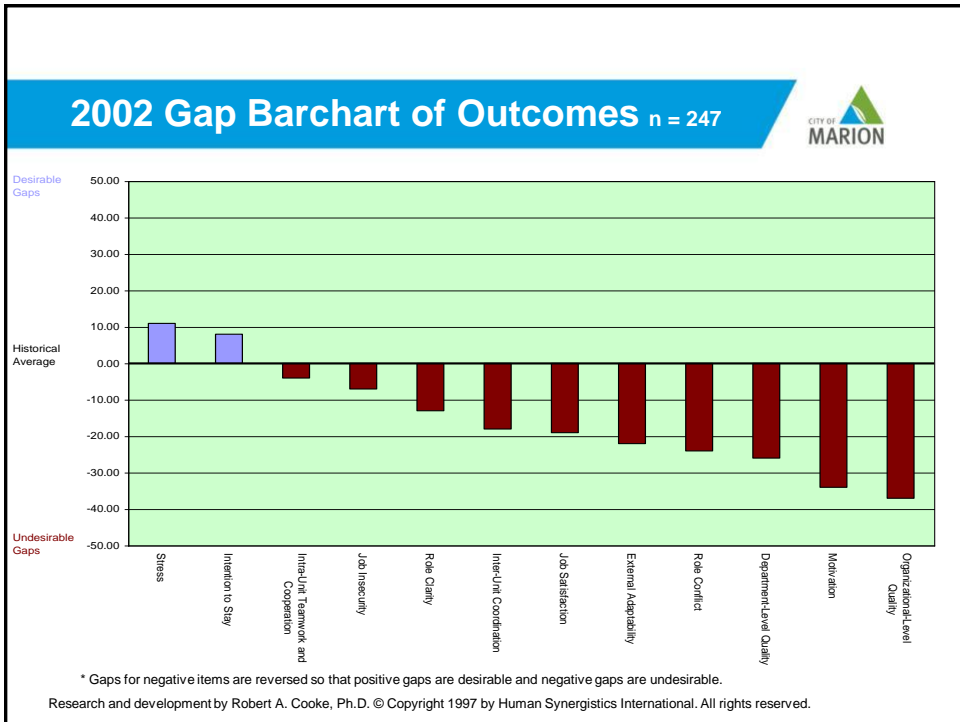


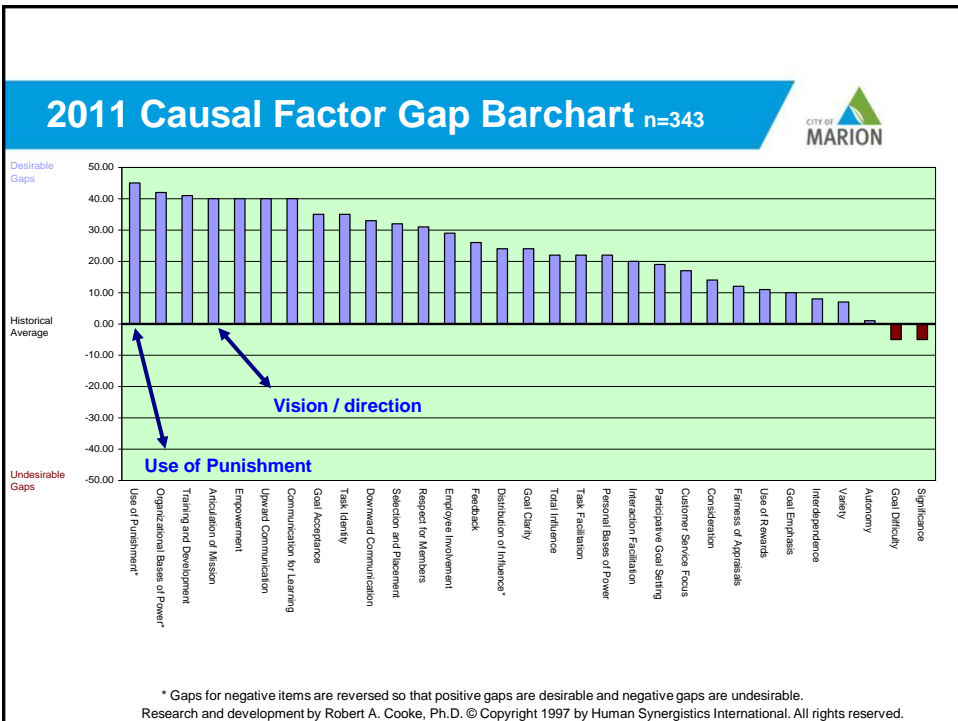
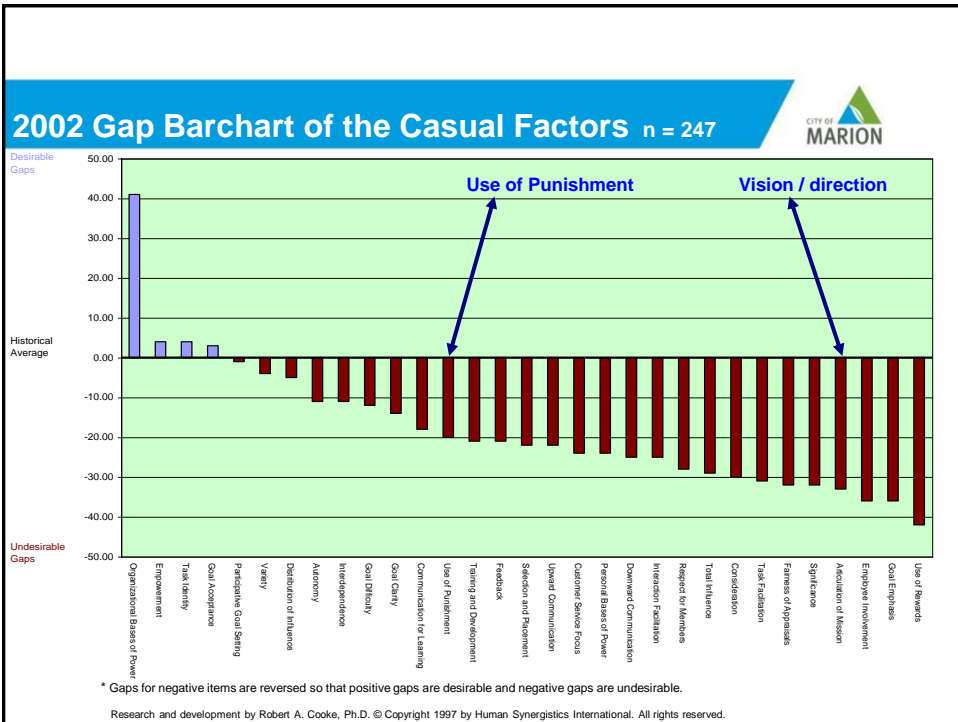
- 2001 Introduced Culture Approach
- 2002 Surveyed Culture
- 2005 Surveyed Culture
- 2007 Surveyed Culture (**Transformation Award**)
- 2008 Surveyed Culture (for teams with low 2007 results)
- 2009 Surveyed Culture (**Sustainability Award**)
- 2004 Introduced Business Excellence
- 2005 Self Assessment
- 2007 External Assessment (**Bronze Award**)
- 2009 Self Assessment
- 2010 External Assessment (**Gold Award**)











Business & Culture Audits / Awards



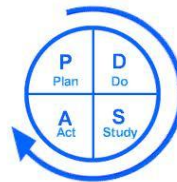
What's been happening?



Advanced Improvement Training

Continuous Improvement in action!

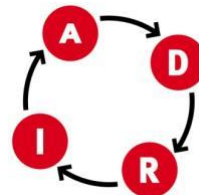
- Lean Six Sigma
- Phone Stats/Internal Tender
- Next round February 2012



Feedback Report Response

Address Opportunities/Build Strengths

- Analysis - 'bang for buck'
- Planning
- Benchmarking/Study Tour



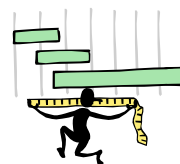
What's been happening?



Service Improvements

Development Services near completion

- 7 Improvement Projects scoped
- Capability Building
- Waste reduction/Process understanding
- Customer Service Styles Survey (CSSS)



Improvement Projects

Some of the current crop include:

- Business Process Management (Promapp)
- Review of Open Space Processes
- Relationship/Stakeholder Mapping

LG BEN



Local Government Business Excellence Network

- Comparison of Processes, Systems & Approaches
- Enhancing LG understanding of Business Excellence
- Close to 40 Member Councils - 10% annual growth
- State Chapters Launching
- Working with ACELG



LGBEN – www.lgben.net.au



- Website to support out Sharing/Learning/Networking

ACELG




Australian Centre for Excellence in Local Government

- Support through workshops, case studies, surveys
- Workforce Development
- Business Excellence Implementation in LG
- Innovation & Knowledge Exchange Network



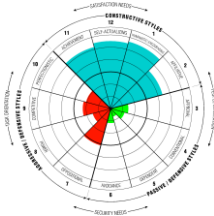
What's should you be seeing?



Behaviour?


Culture

- Achievement/improvement
- Questioning/benchmarking
- Supportive/teamwork
- Rewarding innovation/celebrate success



Questions being asked?

- Systems View?
- What Process?
- Where is the Process Map?
- What is the Data telling us?
- What do Customers want?



What's next?



Action planning

- Incorporate work into Service Planning
- Adapting to 2011 BEF Revision



Strategy and Planning

- Knowledge Management
- Workforce Plan
- Customer Service/Experience

BE Assessment

- Internal Self Assessment 2012
- External Assessment 2013



Continuing to build capability.....

Leadership – up to you & me



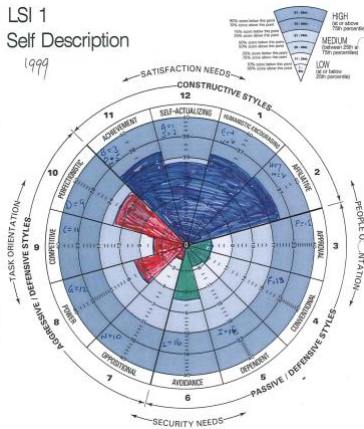
- Focus on Leadership
 - The more senior the greater the focus
 - The 70 people in leadership positions
- Executive Management Group
- HR / Organisational Development
- Me – the degree to which “I walk the talk”
 - Earn respect??

People are our greatest asset

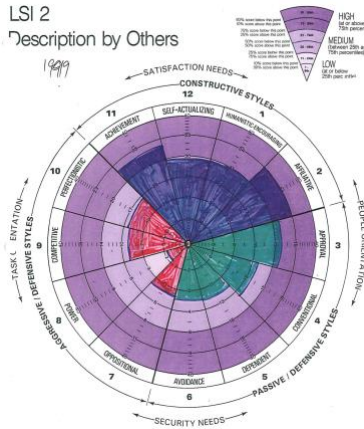
Leadership – 360 Feedback



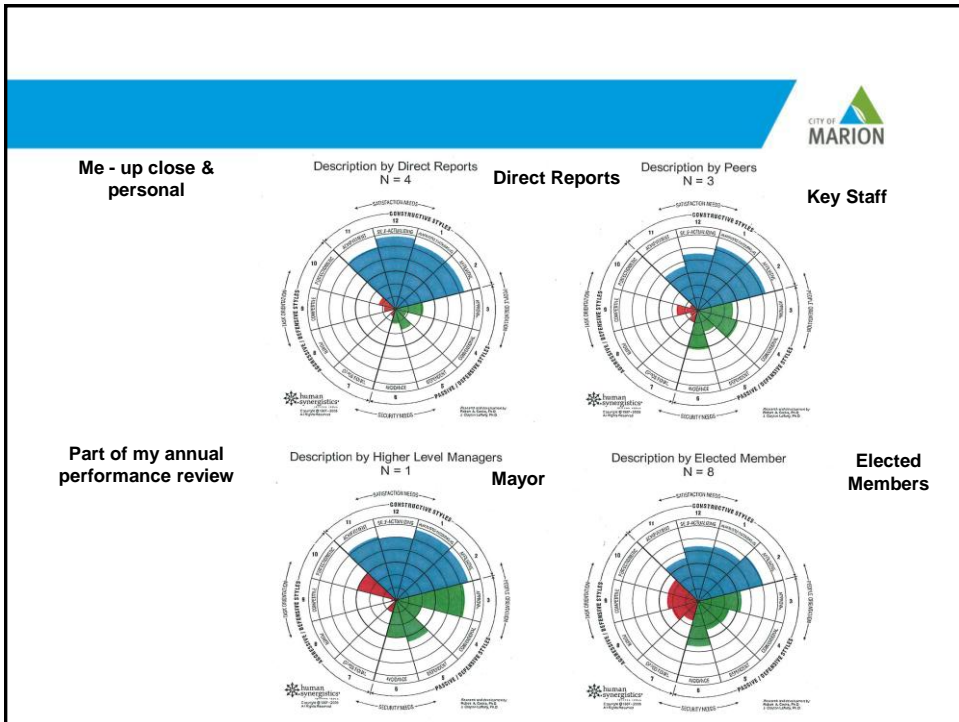
LSI 1
Self Description
1999



LSI 2
Description by Others
1999



Me - up close & personal 1999



- ## My Professional Development Plan
1. Coaching Skills (Team & Individual)
 2. Be myself (build greater self-awareness)
 3. Communication (check / clarify)
 4. Achievement (can lift the bar more)

The Elephant in the Room



The blatantly obvious issues that we all know have to be addressed that nobody is game to raise?



How do I look after people and deal with the tough issues?

How do I adopt the behaviour that unlocks the potential of others?

Jazz Pianist George Shearing



A blind man had been waiting a while at a busy road for someone to offer to guide him across, when he felt a tap on his shoulder.

“Excuse me” said the tapper, “I’m blind – would you mind guiding me across the road?”

The first blind man took the arm of the second blind man, and they both crossed together.

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Thank you

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