Queanbeyan City Council

Attachment 4

Australian Organisational Excellence Awards – 2014 – Feedback Report

25 June 2015

AUSTRALIAN ORGANISATIONAL EXCELLENCE
AWARDS – FEEDBACK REPORT

Queanbeyan City Council

1. Introduction

This report has been produced as a result of Queanbeyan City Council's evaluation in the Australian Organisational Excellence Awards. Thank you for participating in the evaluation process. It is our hope that the comments contained in this report will both confirm many things you know about your organisation as well as show you new elements and give you new perspectives.

We want to support you in your efforts in the continuous improvement of your organisation, as you question approaches, challenge existing patterns of thought, clarify opportunities and identify ways of bringing about the sort of future that you would like for your organisation and its stakeholders.

We hope that the knowledge gained through this report will play a key part in your future success. Organisations that address the issues in their feedback report honestly and with a focus on improvement inform us of the immense value they have gained.

The evaluation team felt that there was a clear commitment to improvement across the organisation. The organisation has demonstrated its preparedness to embrace all aspects of the Australian Business Excellence Framework (the Framework), with the intention of improving the organisation's performance. The commitment has been substantiated by its implementation of key programs.

At this stage, Queanbeyan City Council (QCC) is not at the level of maturity of application of Excellence Principles to reflect trends over time. The foreseeable direction for improvement is premised on having programmed reviews based on trends that can inform a more systematic long term approach to its improvement over time, which will enhance the understanding and application of the ADRI cycle, which in turn will result in stronger performance and improved stakeholder outcomes.

2. Awards Process

Evaluation Team

The evaluation of QCC was undertaken in accordance with the Guidelines for the Australian Organisational Excellence Awards. A team of volunteers was selected from appropriate industries to undertake the evaluation. The Evaluation Team comprised:

Peter Bice
Warren Nichols
Yvette Leslie
Owen Kavanagh

Desktop Review

The evaluation process provides for the information supplied by QCC to be viewed against the Australian Business Excellence Framework (ABEF) by each member of the Evaluation Team.

The desktop review included examining the approach the organisation is taking against each item in the ABEF, to assess how well the approach was deployed across the organisation, what results were gathered to test the effectiveness of the approach and deployment, and how this information was used to review and improve the approach taken.

Individual assessments were then collated, discussed and agreed by the Evaluation Team and a site visit plan was developed in consultation with QCC.

Site Visit

The site visit of QCC was conducted between the dates of 29th and 31st of July 2014. The site visit commenced with a meeting between the Evaluation Team and the QCC leadership team.

The Evaluation team subsequently split into small teams and conducted focus group discussions and one on one interviews with QCC staff.

The site visit was concluded with a closeout meeting.

3. Executive Summary

Key Strengths

- Promapp and other tools are used by QCC to capture, share and use the knowledge and expertise of its people. This is supported by informal knowledge sharing, both inter and intra-team across the organisation.
- The newly-developed model very clearly articulates the linkage between competencies, behaviours, qualities, and other elements of performance and remuneration, promotion, and succession planning (i.e. the full employment lifecycle).
- There is a strong sense of trust, as evidenced by regular team meetings, the 'Find your voice' practice, delegations and general sense of openness.
- The Ambassador Program provides a structured approach to encourage, develop and nurture skills from leaders in all areas of the organisation. Additionally, participation in other programs, such as LGMA (Local Government Managers Australia) and the Springboard Women's Program provide further evidence of the organisation's commitment to leadership development.
- The Wellbeing Program which is currently under development and incorporates a smorgasbord of wellbeing initiatives and activities to actively support staff in as many ways as possible. Categories of the program include: Framework, Support, Options, and Action.

Key Opportunities

- QCC could consider the development of a Performance Measurement Framework. That is, explain in a table the approach for Plan, Implement, Measure, Review against each of the organisational plans plus Unit Plans. Longitudinal data would be valuable to demonstrate clear trends, as currently there seems to be more of a focus on current state information.
- QCC could consider developing sustainable community outcome (qualitative) measures that have a clear relationship to cascaded organisational strategic (quantitative) measures. This would ensure that the achievement of the quantitative measures provides a clear indication of whether the community outcomes are being achieved
- There is an opportunity to better promote the Vision, Mission and Values in broader communication and published documents, such as Annual Reports. This may further align the activities of the administration and council.
- QCC could consider taking a more targeted approach to segmenting its customer and stakeholder groups, enabling them to maximise information gained through regular and planned surveys; and consultation to more accurately identify their needs and satisfaction levels.
- There is an opportunity to review QCC approaches in relation to the items within the ABEF and ensure there is an application of Results and Improvement for each that assists to develop maturity of the processes through cycles of improvement.
- QCC could consider expanding the use of measurement within processes to enable trend and variation analysis.

4. Result of the Evaluation

The final weighted score agreed by the Evaluation Team was 526.
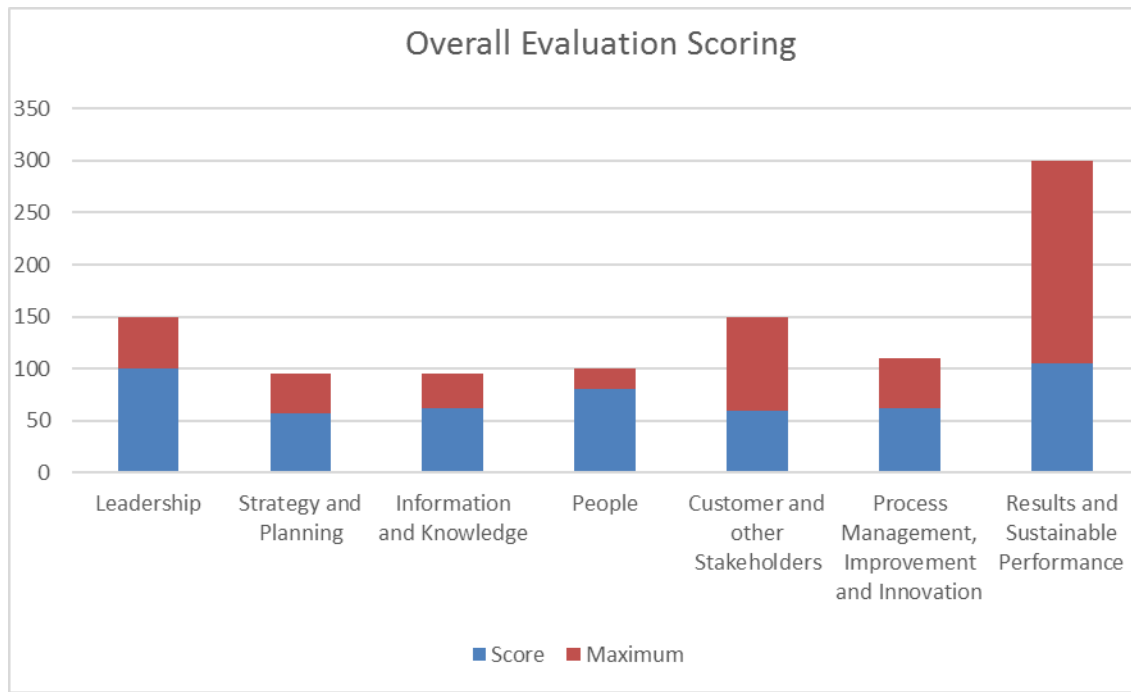
Scores for each Item

Item	Description	Score %	Points Score
1.1	Leadership & governance throughout the organisation	70	35
1.2	Leading the Organisational Culture	70	35
1.3	Society, Community and Environmental Responsibility	60	30
2.1	Strategic Direction	55	28
2.2	The Planning Process	65	29
3.1	Generating, Collecting and Analysing the right Data to Inform Decision-Making	60	27
3.2	Creating Value through applying Knowledge	70	35
4.1	A Great Place to Work	80	40
4.2	Building Organisational Capability through People	80	40
5.1	Gaining and Using Knowledge of Customers & other Stakeholders	40	24
5.2	Effective Management of Customer& other Stakeholder Relationships	40	20
5.3	Customers & other Stakeholders' Perception of Value	40	16
6.1	Identification and Management of Processes	50	30
6.2	Process Improvement and Innovation	65	33
7.1	Measuring and Communicating Organisational Results	35	52
7.2	Achieving Sustainable performance	35	52
		TOTAL	**526**

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5. Detailed Report against each item in the Framework

Category 1 – Leadership

Category 1 Item Scores

Item 1.1 Leadership and Governance throughout the organisation

Strengths

- QCC has clearly defined its Community Vision and Community Strategic Plan to drive the purpose and direction of the organisation.
- QCC has clear line of sight, direction and accountabilities for each area within council through its six key themes, which each contain a series of specific directions to strive towards achieving the community vision.
- Systems views for levels 1 through 4 in the organisation translate what the overarching vision, mission and values of the organisation mean to teams and individuals at different levels.
- The QCC's Governance Plan explains in real terms what the principles of good governance mean for the council and community, and what is being done to achieve them. This provides a clear sense of delineation between administrative and councillor roles.
- There is a strong and deliberate liaison between the General Manager and Executive Team with the Mayor, to ensure that the Presiding Member in the Chamber has a sound grasp of current issues and context.
- The Ambassador Program provides a structured approach to encourage, develop and nurture skills from leaders in all areas of the organisation. Additionally, participation in other programs, such as LGMA (Local Government Managers Australia) and the Springboard Women's Program provide further evidence for this. The Internal Audit Committee provides a programmed independent assessment of council activities. Appointment of a dedicated Internal Auditor from 2011 reinforces this commitment.

Opportunities

- QCC continues to investigate and deliver innovative approaches to forge stronger collaboration between the administration and the Elected Member body.

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Item 1.2 Leading the Organisational Culture

Strengths
- The widespread use of the Human Synergistics tools support the efforts to further reinforce the constructive culture and behaviours outlined in the vision.
- The visibility and consistency of application by staff of the FISH and Bullshift philosophies, Constructive Culture, and Business Excellence principles demonstrates the strength of leadership in this area.
- Individual work plans reinforce key actions and goals in line with the organisation's principles, and focus on continual review and improvement; these are time-bound and tracked until completion.
- QCC supports creativity and innovation in all areas of the business, both formally through strategies and by inclusion in operational and delivery plans, as evidenced by standardised meeting agendas, minutes and subsequent reporting activities.

Opportunities
- There is an opportunity to better promote the Vision, Mission and Values in broader communication and published documents, such as Annual Reports. This may further align the activities of the administration and council.
- The team suggests that QCC continues to leverage the successful approaches in addressing culture in those areas not seen as consistent constructive extensions in the Circumplex assessment tool.

## Item 1.3 Society, Community and Environmental Responsibility

Strengths
- Community contribution is evidenced by activities such as the Art Installation, Clearwater Sculpture Prize, River Festival, Recycling, and Waste Reduction.
- Engaging and formally training members from disadvantaged groups (e.g. Disability group managing green spaces in Jerrabomberra) within the community to undertake paid work, provides value-adding to the community as well as to the esteem of groups involved.
- Strong commitment to environmental initiatives is clear, from simple day-to-day operations (such as composting, use of green energy), to innovative approaches (such as carbon offset via tree planting for leased vehicles, WAMI activities and Solar Arrays on vehicles). This is validated in the Community Survey Results.
- Equal Employment Opportunity is embedded in the culture of the organisation, and incorporated into the workforce management strategy. As a consequence, the Equity and Diversity Committee was deemed not necessary.

Opportunities
- QCC could undertake an environmental scan and analysis of potential impacts of council activities or changes on the community and its sub groups.
- The library could consider the establishment of a cafeteria as part of the upcoming library redevelopment.

Category 2 – Strategy and Planning

Category 2 Item Scores
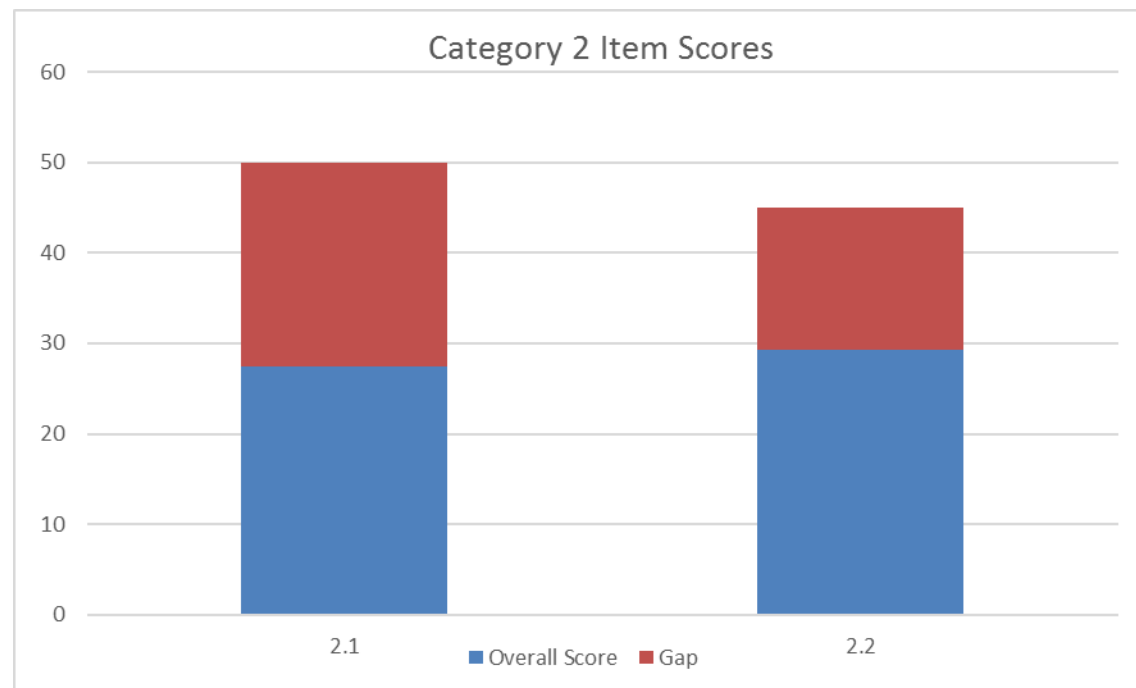
Item 2.1 Strategic Direction

Strengths
- QCC has an established Community Strategic Plan having a long term view (10 yr), Delivery Plan (4 yr), and Operational Plan (1 yr). There is clear line of sight from strategy through to operational delivery.
- The contributing Resource Strategy Plan aligns with the Long Term Financial Plan, Asset Management Plan, and Workforce Management Plan. The above elements also link to the Annual Plan which informs the Quadruple Bottom Line approach.
- QCC has achieved a number of significant outcomes through strategic alliances with developers, government agencies and other key strategic stakeholders.
- QCC is agile and adjusts to extraordinary demands and opportunities in a considered manner. For example, appropriation of unforeseen acquisitions (sporting ground grandstand) into valuable community assets.

Opportunities
- QCC could consider the development of a Performance Measurement Framework. That is, explain in a table the approach for Plan, Implement, Measure, Review against each of the above plans plus Unit Plans. Longitudinal data would be valuable to demonstrate clear trends, as currently there seems to be more of a focus on current state information.
- QCC could consider developing sustainable community outcome (qualitative) measures that have a clear relationship to cascaded organisational strategic (quantitative) measures. This would ensure that the achievement of the quantitative measures provides a clear indication of whether the community outcomes are being achieved.
- The Community Sustainable Outcome measures could then be validated by the community and stakeholders via clear linkages in the design of its community surveys.

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Item 2.2 The Planning Process

Strengths
- There is a clear collaborative approach of all relevant staff to the development of plans and related budgetary requirements.
- The Integrated Planning and Reporting Framework provides clarity on the alignment between the various delivery plans.
- Through the use of Systems Views, teams and individuals across the organisation have a clear understanding of their roles and key relationships, and how these impact on the achievement of work plans to achieve organisational objectives.

Opportunities
- QCC could consider a more comprehensive and standardised approach to gap analysis across the organisation. This is done well in development of the Workforce Management Strategy.

Category 3: INFORMATION AND KNOWLEDGE
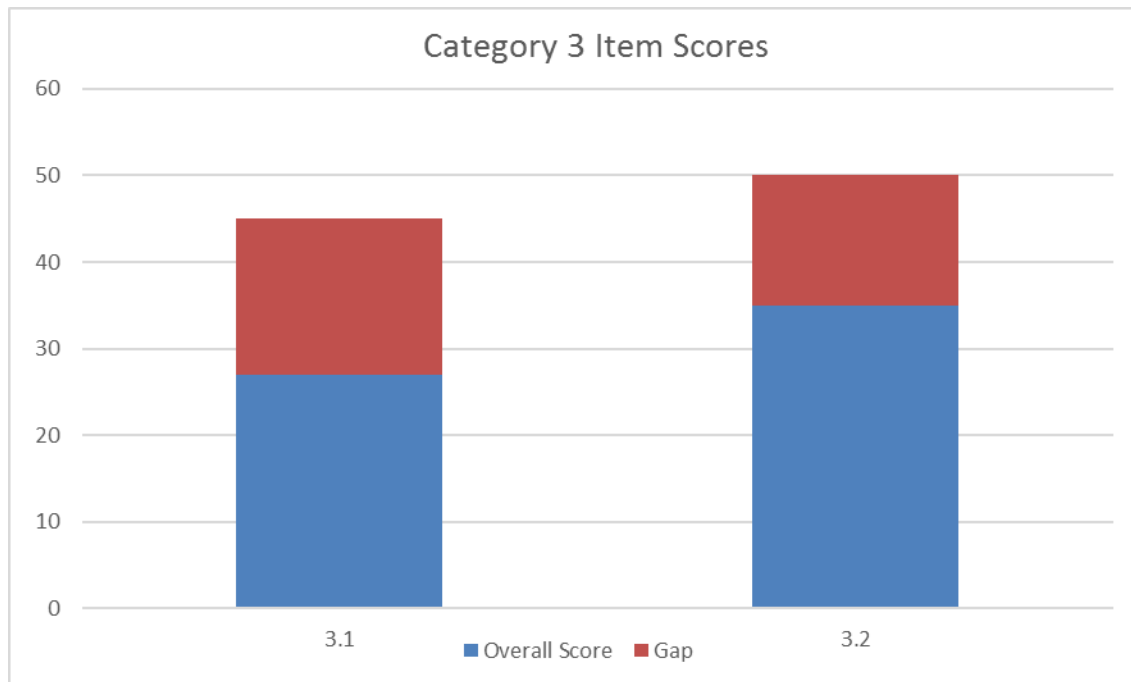
Item 3.1. Generating, Collecting and Analysing the right Data to Inform Decision-Making

Strengths
- QCC has a comprehensive IT Strategic Plan which incorporates emerging technologies and forecasts future requirements.
- QCC is conscious of the need for modern information services technology to support council programs.
- The separation of Business Analysis Unit and IT service delivery function within the organisation ensures informed decision-making in relation to integrated purchasing, acquisitions, development and maintenance.
- There is a strong commitment to providing access to up-to-date and relevant technologies, subject to cost benefit analysis.
- The Corporate Network provides accessibility for sharing and protecting of corporate information and knowledge across the organisation.

Opportunities
- QCC could consider a more proactive long term IT plan or Roadmap, to help define the direction into the future.
- QCC could consider increasing the promotion and use of control charts and techniques to better understand variation, and how this can impact on decision making.
- QCC could consider strengthening the approach to version control across the organisation.

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Item 3.2 Creating Value through applying Knowledge

Strengths
- There is a collegiate approach between the Library and Records Management functions to the supply of required information.
- Systems in use have a strong focus on electronic and digital storage and use of information, such as TRIM, InfoCouncil and Promapp.
- The implementation of RFID on key assets (including library and outdoor assets) supports efficient identification and protection of assets; in addition, it provides valuable information which may otherwise not be generated.
- Promapp and other tools are used by QCC to capture, share and use the knowledge and expertise of its people. This is supported by the informal knowledge sharing, both inter and intra-team throughout the organisation.

Opportunities
- QCC could continue to identify innovative uses of RFID technology across organisation.
- Library continues to plan the transition of the service delivery focus from hardcopy media to electronic service delivery throughout the community.

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Category 4: PEOPLE

Category 4 Item Scores
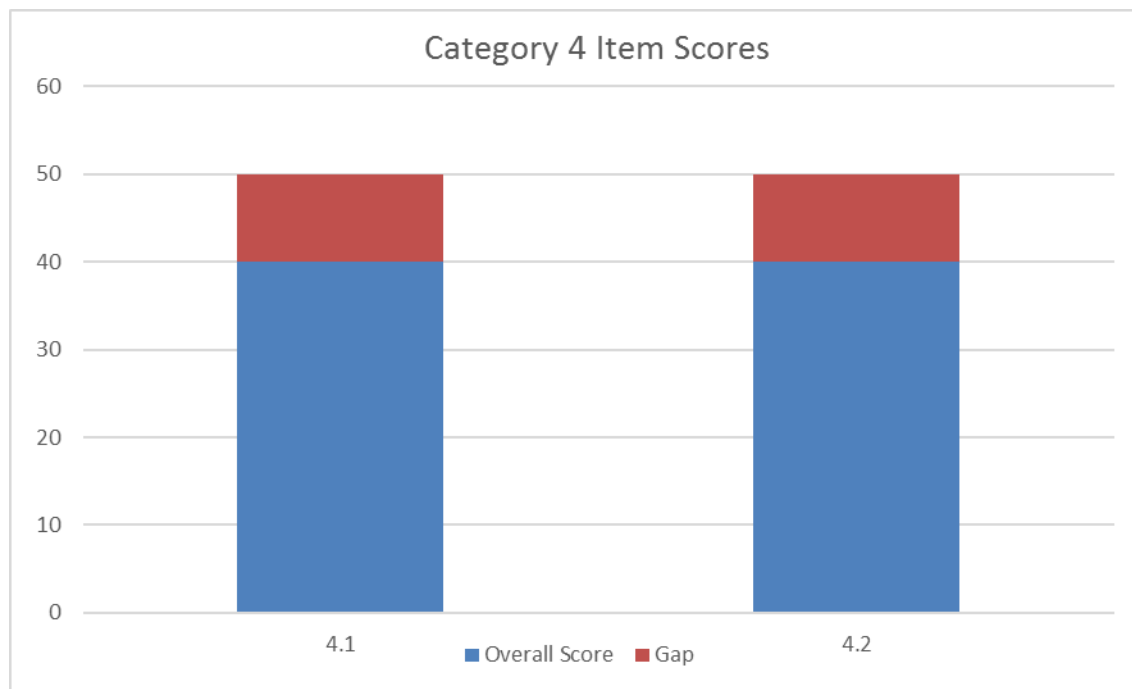
Item 4.1 Great Place to Work

Strengths
- There is a strong sense of trust, as evidenced by regular team meetings, the 'Find your voice' practice, delegations and general sense of openness.
- Effective communication is promoted by the various programs such as FISH, use of Parking Lot tools, Blogs, Promapp, CARS and readily available online information.
- Staff at all levels are accessible and open to ideas, feedback and opportunities to improve, (Top down, bottom up, horizontal) from all other staff across the organisation, regardless of position.
- Comprehensive use of Culture Surveys (Human Synergistics tools) enables a focused approach to reinforce the preferred behaviours and build on the culture of the organisation.
- The Wellbeing Program which is currently under development incorporates a smorgasbord of wellbeing initiatives and activities to actively support staff in as many way as possible. (Categories of the program include: Framework, Support, Options, and Action).
- It is clear that staff at QCC are strongly encouraged and supported to develop new skills and capabilities.

Opportunities
- QCC could consider introducing a benchmarked staff climate/opinion survey to help validate the perceptions and experiences of staff.

Item 4.2 Building Organisational Capability through People

Strengths

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- The Workforce Planning Strategy, Development Plan, Learning and Development Directive and the DNA Life Cycle Process provide an excellent foundation which underpins the QCC approach in getting the right people on board, and developing those people until transition out of the organisation.
- The newly-developed model very clearly articulates the linkage between competencies, behaviours, qualities, and other elements of performance and remuneration, promotion, and succession planning (i.e. the full employment life cycle).
- Collaboration across the organisation is reinforced through the use of Systems Views, working 'On the system' vs 'In the system', PDSA Teams.

Opportunities
- QCC could consider incorporating a systematic review of all qualitative and quantitative measures to evaluate the efficiency and effectiveness of its people development programs to inform future investment.

Category 5: CUSTOMER AND MARKET FOCUS

Item 5.1 Gaining and Using Knowledge of Customers and other Stakeholders

Strengths
- Queanbeyan Community Vision is based on extensive community consultation which is subsequently used in the development of the Community Strategic Plan.
- Systems Views are used to capture details of key suppliers, customers and other stakeholders for each Level in the organisation (1-4).
- The Library redevelopment and Customer Service Centre (One Stop Shop) are good demonstrations of understanding the needs of customers, and using this information in the design of the new facilities.

Opportunities
- QCC could consider taking a more targeted approach to segmenting its customer and stakeholder groups, enabling them to maximise information gained through regular and planned surveys, and engage in consultation to more accurately identify their needs and satisfaction levels.
- QCC could consider increasing usage of social media and other online channels to more quickly gather customer and other stakeholder feedback.

Item 5.2 Effective Management of Customer and other Stakeholder Relationships

Strengths
- QCC undertakes training of employees to meet customer expectations and promotes a culture of customer service.
- QCC has developed a Customer Charter (2012), which helps to clarify agreed service standards and processes where customer concerns are held.

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- There was evidence of staff willingness to go 'above and beyond' to provide value-adding service to Customers.

Opportunities
- QCC could consider broadening the reach of the current Customer Service Training program to all frontline staff.
- QCC could develop trend information from measures related to the Customer Charter that can provide a basis for further improvement for Customer Service.
- While it is recognised that customer survey information is captured in some areas, there exists an opportunity to have a more systematic approach to gathering and use of customer and other stakeholder data and information. This could include more focus on trends over time, as well as pre and post-project implementation.
- QCC could consider the introduction of measured service level agreements with appropriate stakeholders.

## Item 5.3 Customer and other Stakeholders' Perception of Value

Strengths
- QCC has a strong informal Internal Customer Focus between business units.
- Comparisons with other councils in the Annual Community Survey demonstrate QCC is performing above the average in most areas, and this is also reflected in the Office of Local Government Healthcheck report, where QCC had the lowest number of recommendations for improvement of any council.
- QCC is using the result of the Annual Community Survey to help inform improvement in prioritised areas that have been supported by community sentiment in the survey, such as increased focus on environmental initiatives.

Opportunities
- While evidence of feedback from customers and other stakeholders is received in some areas, there may be an opportunity to ensure that this information is consistently fed back to these groups for analysis and use in the improvement process.
- QCC could use the same level of rigour which is used to analyse internal customer processes and service delivery, to strengthen the external-facing customer and other stakeholder focus.

Category 6: PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION
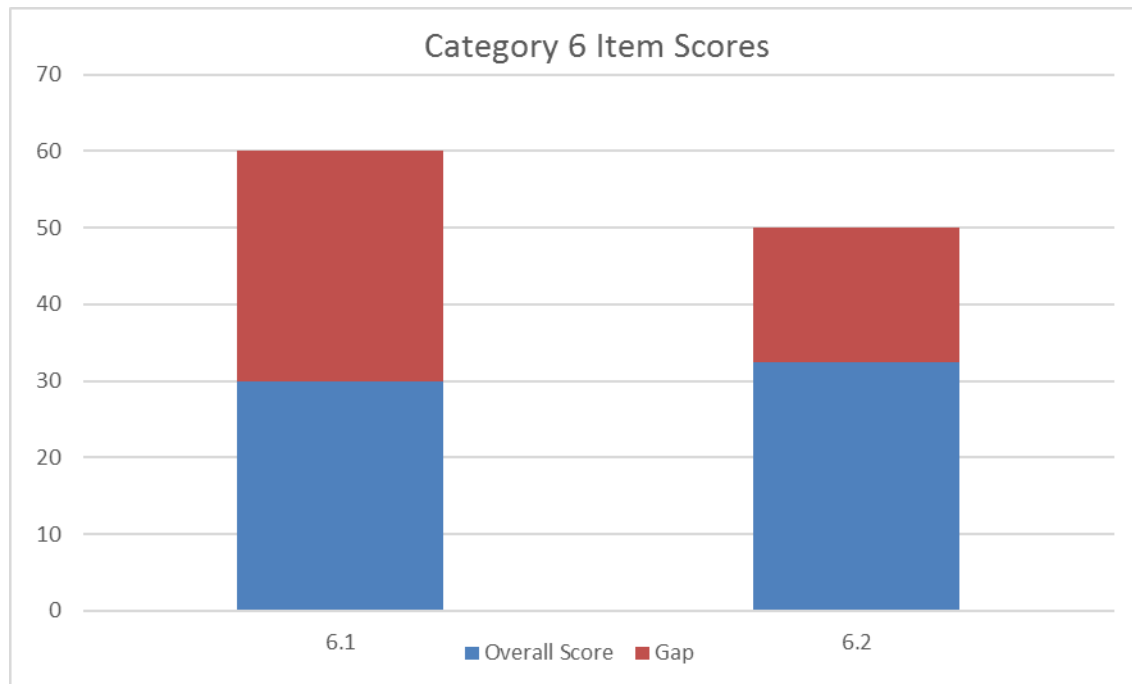
Item 6.1 Identification and Management of Processes

Strengths
- The Project Management Framework is a significant achievement because it is being used universally for major and minor projects across the organisation.
- Development of process documentation via Promapp is extensive, and important in that process flow and responsibility for activities are clearly defined.
- QCC has established an Efficiency Reserve, which helps quantify benefits achieved from improvement activities, the accumulation of which is then redistributed for future improvements across the organisation. This also acts as a further incentive for people to measure their gains.
- Promapp is supported through the placement of volunteer dedicated Promapp Champions (15) across all areas of the organisation.

Opportunities
- As is recognised, there is an opportunity to review all processes so far documented so as to rationalise them, ensuring that they are relevant and optimised.
- Consider introducing Quality Assurance practices for disciplines of Quality, Environment and Work Health & Safety (possibly via an Integrated Management System), which will provide additional rigour to the overall management system.
- An opportunity exists to ensure that processes are reviewed as per the Promapp schedule.
- QCC could consider expanding the use of measurement within processes to enable trend and variation analysis.

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Item 6.2 Process Improvement and Innovation

Strengths
- QCC has a very strong and well supported PDSA Program, which has delivered many improvements and benefits across the organisation and to the community.
- QCC has in place processes for capturing innovation and new ideas, which are reinforced through the use of standardised meeting templates.
- Involvement of staff in the improvement process is strong, as is evidenced by commitment to the PDSA program, 'Find your voice', and general ethos of team participation across the organisation.

Opportunities
- QCC could explore further opportunities for qualitative and quantitative benchmarking of processes and systems with other organisations, both in Local Government and from other sectors.

Category 7: SUCCESS AND SUSTAINABILITY
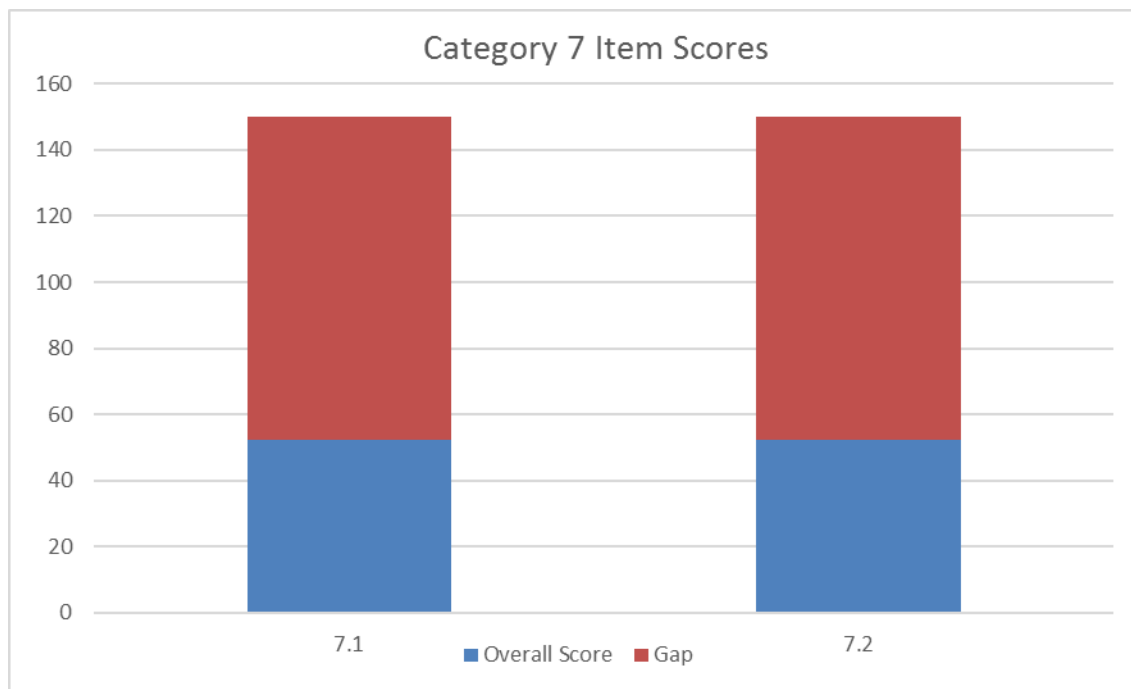
Item 7.1 Measuring and Communicating Organisational Results

Strengths
- Measurements (primarily quantitative) are categorised in line with QCC's Community Strategic Priorities in a Quadruple Bottom Line approach.
- QCC reviews and analyses the Human Synergistics results, which are benchmarked across other councils and global organisations. The results are communicated widely across the organisation.

Opportunities
- QCC could consider establishing high level lead indicators which directly link to the outcomes they are striving to achieve. This will assist the organisation to better understand how it is performing in terms of the achievement of the strategic/community outcomes.
- Wider use of statistical tools such as trend analysis could help to inform strategic decision making. Evidence of trend analysis.
- Develop a long term program of regular self-assessment in order to determine organisational performance at a holistic level.

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Item 7.2 Achieving Sustainable Performance

Strengths
- QCC monitors its organisational capability. It records and monitors its technology, knowledge, skills and other resource requirements to meet future demands. This is evidenced by the Resourcing Strategy 2013-2023.
- QCC Reviews its financial and asset management capability periodically, and has a sound financial outlook including a debt service ratio better than the Local Government benchmark.

Opportunities
- QCC could consider enhancing its approach to measurement and assessment of its performance against stakeholder requirements.
- QCC could consider the development of a high level sustainability plan that incorporates high level risk, organisational relevance, financial and asset capability, organisational capability, product and service relevance.
- QCC could consider undertaking regular scenario analysis, taking into consideration potential high level impacts on the organisation.

Evaluation Score by Item
Weighted Scores

Leadership and governance throughout the organisation — 150 / 50 / 35 / 52.5

Leading the organisational culture — 50 / 35

Society, community and environmental repsonsibility — 50 / 30

Strategic direction — 50 / 27.5

The planning process — 45 / 29.25

Generating, collecting and analysing the right data to inform decision making — 45 / 27

Creating value through applying knowledge — 50 / 35

A great place to work — 50 / 40

Building organisational capability through people — 50 / 40

Gaining and using knowledge of customers and other stakeholders — 60 / 24

Effective management of customer and other stakeholder relationships — 50 / 20

Customer and other stakeholder perception of value — 40 / 16

Identification and management of processes — 60 / 30

Process improvement and innovation — 50 / 32.5

Measuring and communicating organisational results — 150 / 52.5

Achieving sustainable performance