Presentation Outline

- Introduction & history of Business Improvement@ Willoughby City Council
- Selecting appropriate methodologies: What works and not?
- ‘Lean Thinking’@ Willoughby City Council: Examples and lessons

www.willoughby.nsw.gov.au
About Willoughby Council

- 8.5kms north of Sydney CBD
- Population: 77,833, growing around 1,000 residents pa
- Sydney’s 6th largest office market; 7th busiest rail station
- Diverse retail & commercial mix with 24,700 jobs in CBD
- GDP $9.64 BN
- The Concourse Performing Arts Centre & Vivid Festival
- City is 23 SQ. KM
- 211 KM of roads are serviced
- 436 KM of footpaths are serviced
- 7 Libraries with 1 Million borrowings each year

www.willoughby.nsw.gov.au
Our Story is of Reforming by Performing..

1. Value for money
2. Council mergers/Fit for the future reforms
3. Service reviews
4. Increased rate payer and Government expectations
5. Technology
What is Innovation?

Executing an idea which addresses a specific challenge and achieves value for both the company and customer.

Is Business /Continuous /Process Improvement also an innovation?
Improvement Methodologies and tools

- Lean
- 6σ
- ISO 9001:2015
- Agile Scrum
- TQM (Total Quality Management)
- Continuous improvement

Australian Business Excellence Framework Model

www.willoughby.nsw.gov.au
Key Principles: Selecting Methodologies

- Organisational Maturity
- Executive ‘Buy in’
- Strategic Direction & Vision
- Cost Considerations
- Voice of Customer
The core idea is to maximise customer value while minimising waste. Simply, Lean means creating more value for customers with fewer resources. Every process has 7 Key wastes as following:
WCC: Business Improvement Framework

**Sweet Fruit**
Innovation, automation
*Robotics*

**Low Hanging Fruit**
Basic Tools of Problem Solving

**Bulk of Fruit**
Process Optimization, e.g. Cycle time reductions

**Ground Fruit**
Simplify and Standardize

www.willoughby.nsw.gov.au
BI team will be leading initiatives with an end to end delivery of the initiative with sponsorship from the relevant business units. This lead role may also be a joint lead with another SME/Initiative lead.

BI team will undertake a far greater role with these indicatives and will report as well as provide assistance to relevant business units to define the problems, brainstorm/implement relevant solutions, and document processes.

The relevant business unit will take ownership of the improvement initiative and BI team will ensure that initiative is reported against the relevant agreed deliverables.
Some Results On a Page

- Improved Development Application Processes: $80,000 Savings
- Chatswood Library Book Purchasing Process Improvements: $30,000 Savings
- Procurement Process Improvements: Increased procedural compliance rate of 90%+
- 5 ‘S’ workplace organisational tool: $30,000 Savings
- Accounts Payable Process Improvements: $9,900 savings
- Key service levels development: 20 Key Service Levels developed

2017: Local Government Operational Excellence Award

www.willoughby.nsw.gov.au
5 ‘S’ Challenges
Reporting & Tools

**SIMPLE**
- Quarterly dashboard
- Real-time Reporting
- Promapp real-time dashboard

**VISIBLE**
- PULSE
- Leadership team reporting
- Visual reporting

**INTEGRATED**
- IP&R Reporting
- Linked to annual business planning

---

**MUSINGS FROM A LEAN THINKER**

**The Optimist**
THE GLASS IS HALF FULL.

**The Pessimist**
THE GLASS IS HALF EMPTY.

**The Lean Thinker**
WHY IS THE GLASS TWICE AS BIG AS IT SHOULD BE?
<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>37 is the median age</td>
<td></td>
</tr>
<tr>
<td>35% of residents speak a language other than English</td>
<td></td>
</tr>
<tr>
<td>42% of customers are born overseas</td>
<td></td>
</tr>
<tr>
<td>43.1% of households have children</td>
<td></td>
</tr>
<tr>
<td>60% of residents own a home</td>
<td></td>
</tr>
<tr>
<td>37% of residents have a tertiary qualification</td>
<td></td>
</tr>
</tbody>
</table>
Voice of Customers

Performance Index score of 72- Community Perception Survey 2018.

71% residents rate Council Services as ‘Very Good’ or ‘Good’

Libraries, Waste & Recycling, Bushland areas, parks & Ovals and Art centre services rated highly by residents.

Traffic, Parking, Development Applications, and Community participation are areas of improvement.
1. Leadership team ‘buy in’

2. Make it accessible

3. No jargons & buzz words

4. Quick wins/Progress Not Perfection

5. It’s not about cost savings

6. KPI’s?

7. Celebrate
“We spend a lot time designing the bridge, but not enough time thinking about the people who are crossing it.” – Dr. Prabhjot Singh, Director of the Arnhold Institute for Global Health