



POLICY 8-10 - AUSTRALIAN BUSINESS EXCELLENCE FRAMEWORK

STATUS:	City Policy - <i>A policy that is developed for administrative and operational imperatives and has an internal focus.</i> <i>City policies are referred to Council for review and endorsement.</i>
RESPONSIBLE DIRECTORATE:	Office of the CEO
OBJECTIVE:	To provide the City with a business improvement framework to: <ul style="list-style-type: none">▪ Improve leadership and management practices;▪ Assess the performance of the leadership and management systems; and▪ Build the results into the strategic planning processes.

STATEMENT:

The Australian Business Excellence Framework translates the principles of Business Excellence into a set of criteria that can be used by the City for assessment and improvement planning.

The Framework identifies:

- Twelve Principles of Business Excellence.
- Seven interrelated Categories that emphasise the holistic nature of the model.
- Seven Categories, and
- Twenty-Two items (spread across the seven categories).

The twelve principles of the Framework are:

1. Clear direction allows organisational alignment and a focus on achievement of goals.
2. Mutually agreed plans translate organisational direction into actions.
3. Understanding of what customers value, now and into the future, influences organisational direction, strategy and action.
4. To improve the outcome, improve the system and its associated processes.
5. The potential of an organisation is realised through its people's enthusiasm, resourcefulness and participation.
6. Continual improvement and innovation depend on continual learning.
7. All people work *in* a system; outcomes are improved when people work *on* a system.
8. Effective use of facts, data and knowledge leads to improved decisions.
9. All systems and processes exhibit variability which impacts on predictability and performance.
10. Organisations provide value to the community through their actions to ensure a clean, safe, fair and prosperous society.
11. Sustainability is determined by an organisation's ability to create and deliver value for all stakeholders.
12. Senior leadership's constant role modelling of these Principles and their creation of a supportive environment to live these Principles are necessary for the organisation to reach its true potential.

The seven categories of the framework are:

- 1 Leadership
- 2 Strategy and Planning
- 3 Knowledge and Information
- 4 People
- 5 Customer and Market Focus
- 6 Innovation, Quality and Improvement
- 7 Success and Sustainability

Each of the categories includes a statement of intent and consists of a number of subcategories called Items. There are twenty-two Items spread across 7 Categories.

The Framework provides descriptions for each of the items and these descriptions have been designed specifically to provide guidance to organisations as to what they must address in order to achieve sustained improvement.

Category	Item
1 Leadership	1.1 Strategic direction 1.2 Organisational culture 1.3 Leadership throughout the organisation 1.4 Environmental and community contribution
2 Strategy and Planning	2.1 Understanding the business Environment 2.2 The planning process 2.3 Development and application of resources
3 Knowledge and Information	3.1 Collection and interpretation of data and information 3.2 Integration and use of knowledge in decision making 3.3 Creation and management of knowledge

Category	Item
4 People	4.1 Involvement and commitment 4.2 Effectiveness and development 4.3 Health, safety and well being
5 Customer and Market Focus	5.1 Knowledge of customers and markets 5.2 Customer relationship management 5.3 Customer perception of value
6 Innovation, Quality and Improvement	6.1 Innovation process 6.2 Supplier and partner processes 6.3 Management and improvement of processes 6.4 Quality of products and services
7 Success and Sustainability	7.1 Indicators of success 7.2 Indicators of sustainability

Amendments:

Related Documentation: Australian Business Excellence Framework

Issued: