

Australian Business Excellence Framework

City Policy

Responsible Directorate: Office of the CEO

Objective: To provide a policy framework that:

- Aligns the City's leadership and management systems with the Australian Business Excellence Framework;
- Establishes the principles and practices for excellence in governance.

1. Definition:

'Australian Business Excellence Framework' is a nationally recognised leadership and management system that describes the elements essential to organisations sustaining high levels of performance, and is used to assess and improve organisational performance.

2. Statement:

The City of Joondalup is committed to delivering best practice, high quality and efficient services to all stakeholders. The *Australian Business Excellence Framework* provides an umbrella under which a number of business initiatives can be integrated to form one coherent cohesive organisational systems model.

3. Details:

3.1 Principles

The *Australian Business Excellence Framework* (ABEF) is an integrated leadership and management system based on Principles of Excellence to which organisational leadership and management can be aligned and which underpin the Framework.

3.2 Categories and Items

The Principles are interpreted through Categories which describe the main elements of best practice in the following organisational areas:

- Leadership
- Strategy and Planning

- Information and Knowledge
- People
- Customer and Stakeholder
- Process Management, Improvement and Innovation
- Results and Sustainable Performance

The Categories are further categorised into Items which provide specific guidance to organisations on what they must address in order to achieve organisational excellence and long term goals.

An assessment against the Framework requires an organisation to demonstrate its *Approach, Deployment, Results and Improvement* for each Item. This learning cycle assists in examining whether an organisation has:

- a structured and systematic approach to planning its strategies, processes and systems;
- implements or deploys them effectively;
- monitors the effectiveness of implementation and;
- incorporates improvement actions into these strategies, processes and systems to achieve best practice across all activities.

3.2 Integration of Other Business Methodologies

The Framework provides an umbrella under which other accredited business initiatives can be implemented. These include initiatives such as ISO 9001 Quality Management, AS/NZS ISO 31000:2009 Risk Management and other improvement frameworks or internationally accredited best practice methodologies which the City has implemented to guide specific organisational activities.

Creation Date: <mmmm yyyy (adopted by Council)>
Amendments: <report ref. (if amendments have been made — not just review)>
Related Documentation: • <title of document, if applicable>

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>Developed by the Policy Committee and/or the administration and adopted by Council.</i>
RESPONSIBLE DIRECTORATE:	Office of the CEO
OBJECTIVE:	To provide a policy framework that: <ul style="list-style-type: none">➤ aligns the City's leadership and management systems and practices with the Australian Business Excellence Framework principles; and➤ Establishes the principles and practices for excellence in governance

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: CJ032-03/06 CJ207-10/07

Related Documentation: Australian Business Excellence Framework

Issued: October 2007