



## GLEN INNES SEVERN COUNCIL Continuous Improvement Policy

<b>RESOLUTION NUMBER:</b>	16.06/20	<b>MEETING:</b>	25 June 2020
	11.06/16		23 June 2016

### INTRODUCTION

**Continuous Improvement (CI)** is the ongoing effort to improve products, services, and processes to provide excellence and added value for Council’s customers, staff, and community.

Continuous Improvement activities take place all the time and can range from small/incremental improvements introduced by individuals, or teams (which by and large deliver the most improvements), to large organisational projects centred on process change.

**Glen Innes Severn Council (Council)** is currently undertaking several activities based on the principle of CI. A review of the *Promoting Better Practice Review (2012)* has shown that Council has put in place 26 of the 29 recommendations and has since continued to refine and improve on the advances made. Other related activities have and will flow out from, as a result of this review, and as a result of Council’s ongoing efforts to deploy CI in Council.

Amendments made to the *Local Government Act 1993* (Local Government Act) in 2016 require each council to be financially sustainable, continuously review its performance, properly exercise its regulatory functions, operate honestly, efficiently and appropriately, and have sound decision-making and risk management practices (s 8A-8C and 223).

They also require each council to establish an Audit, Risk and Improvement Committee as a third line of defence to continuously review and provide independent advice and assurance on council’s first and second lines of defence, being Operational and Managerial functions respectively (s 428A) – (yet to be proclaimed). The Local Government Act also envisages the establishment of a risk management framework and internal audit function in each council to support the work of the Committee. These are requirements Council are committed to complying with, in the need to drive and inform a culture of continuous improvement.

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Related Documents: Continuous Improvement Plan and Risk Management Policy.			

Furthermore, Council has been participating in Statewide Mutual's Continuous Improvement Pathway Workbook and Risk Management Action Plan benchmarking annually. This self-assessment benchmarking program helps Council identify opportunities for improvement with Council's systems and processes. Council is assessing four areas annually.

### **AIMS OF POLICY**

1. To introduce and bring continuous improvement into Council's activities in a more formalised manner in order to achieve consistent outcomes by directing activities to achieve this purpose.
2. Council intends achieving this by the introduction of a continuous improvement methodology and framework which staff can utilise to consider, plan, introduce, monitor and improve the way they work, think and operate as a Council responsive to community needs, and legislative requirements.
3. To introduce the Continuous Improvement Plan as the framework within which Council achieves these aims.

### **POLICY STATEMENT**

Council values, and is committed to, the pursuit of excellence.

Council is responsible for providing a broad range of products and services and is committed to ensuring that these products and services are of a consistently high level of quality. The provision of high-quality products and services is achieved through the adoption of, and adherence to, quality principles including Continuous Improvement, and is supported by effective business management principles.

Commitment to, and the effective deployment of this Policy, will demonstrate the competence of Council to its stakeholders. The Continuous Improvement Policy will assist to achieve this by clearly articulating and communicating to all stakeholders Council's commitment to excellence, quality objectives and continuous improvement.

Effective deployment of this Policy will help achieve continuous improvement of an organisational culture and working environment that embraces the values of excellence, relationships, vibrancy and wellbeing and results in quality outcomes for all of Council's stakeholders.

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Through the implementation and effective deployment of recognised business excellence and quality systems, and by embracing a quality and culture of excellence and continuous improvement, Council aims to:

- Deliver high quality products and services that meet stakeholder needs and residents' aspirations;
- Demonstrate visible leadership within the organisation and in the community;
- Build and maintain effective stakeholder relationships;
- Comply with statutory and regulatory requirements;
- Achieve the goals and objectives of Council's Integrated Planning and Reporting Framework suite of documents.

Achievement of the Continuous Improvement Policy objectives involves elected members, staff and contractors, who are individually and collectively responsible for the quality of their work. Success will also require the co-operation of external stakeholders, who will be called upon from time to time to provide valuable inputs, insight and feedback and to help rate and improve Council's performance.

**APPLICABILITY**

Continuous improvement is applicable throughout Council at an operational level, on an individual, team, service and Directorate level, and on a strategic level. Council needs a concerted, focused and effective approach to ensure it achieves the goal of delivering continuous improvement in all planning, activities and actions.

Council's goal is to develop a high performing organisation that has a strong culture of working together by doing the right things and in the best and safest way, demonstrating accountability to ourselves, employees and the community through the planning and execution of all programs and activities, and in alignment with Council's Strategic Outcomes in order to promote increased compliance, accountability and good governance.

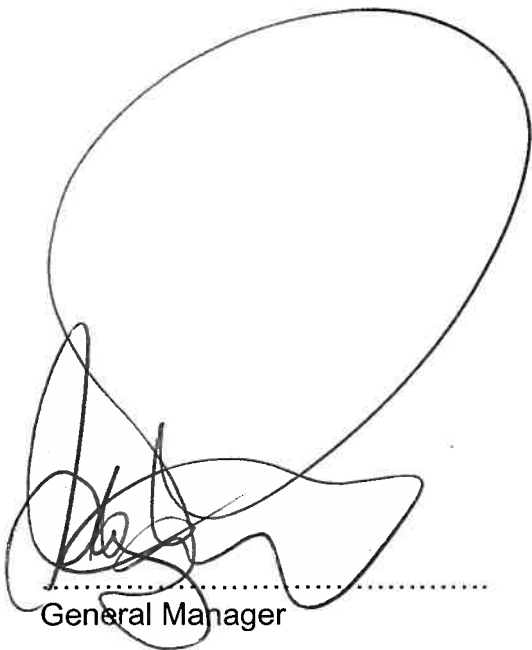
**IMPLEMENTATION / COMMUNICATION**

This Policy will be communicated to new staff by their supervisor. Revised versions of the policy will be communicated to Managers by the Manager of Governance, Risk and Corporate Planning, for highlighting and discussion at all team meetings. Continuous Improvement will become an agenda item for team and committee meetings.

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**VARIATION AND REVIEW**

This Continuous Improvement Policy shall be reviewed every three (3) years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of this policy does not expire on the review date, but shall continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.



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General Manager

8/7/20  
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Date

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