



 City of Ryde

Lifestyle and opportunity
@ your doorstep

Business Model

City of Ryde

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Introduction

To support and enhance the wellbeing of its residents, the City of Ryde delivers a diverse range of products and services. Because of its considerable size and the broad range of activities it undertakes, it is a complex organisation to manage, and there are many things that we need to do to ensure we can deliver the Vision contained in our Community Strategic Plan –

The City of Ryde the place to be for lifestyle and opportunity @ your doorstep.

These include the way we:

- Set a strategic direction for the next ten years that meets community aspirations, can be delivered within our financial capability and brings our partners on the journey with us
- Align our internal business disciplines and build and maintain the skills necessary to achieve this
- Develop our workplace culture to create a workforce that feels engaged, motivated and valued
- Demonstrate strong governance and leadership to bring it all together and manage our workplace improvements.

The relationship between these elements can often be confusing and threatening to staff and managers alike unless there is a clear model that demonstrates how these elements work together in harmony.

We have developed the City of Ryde Business Model to show how the critical elements of our business operations support each other to ensure that our vision will be realised over time.



We have used the image of a bird to explain our business model, which also describes and clarifies the terminology we use so that we can develop a common view on how and why we do things at the City of Ryde.

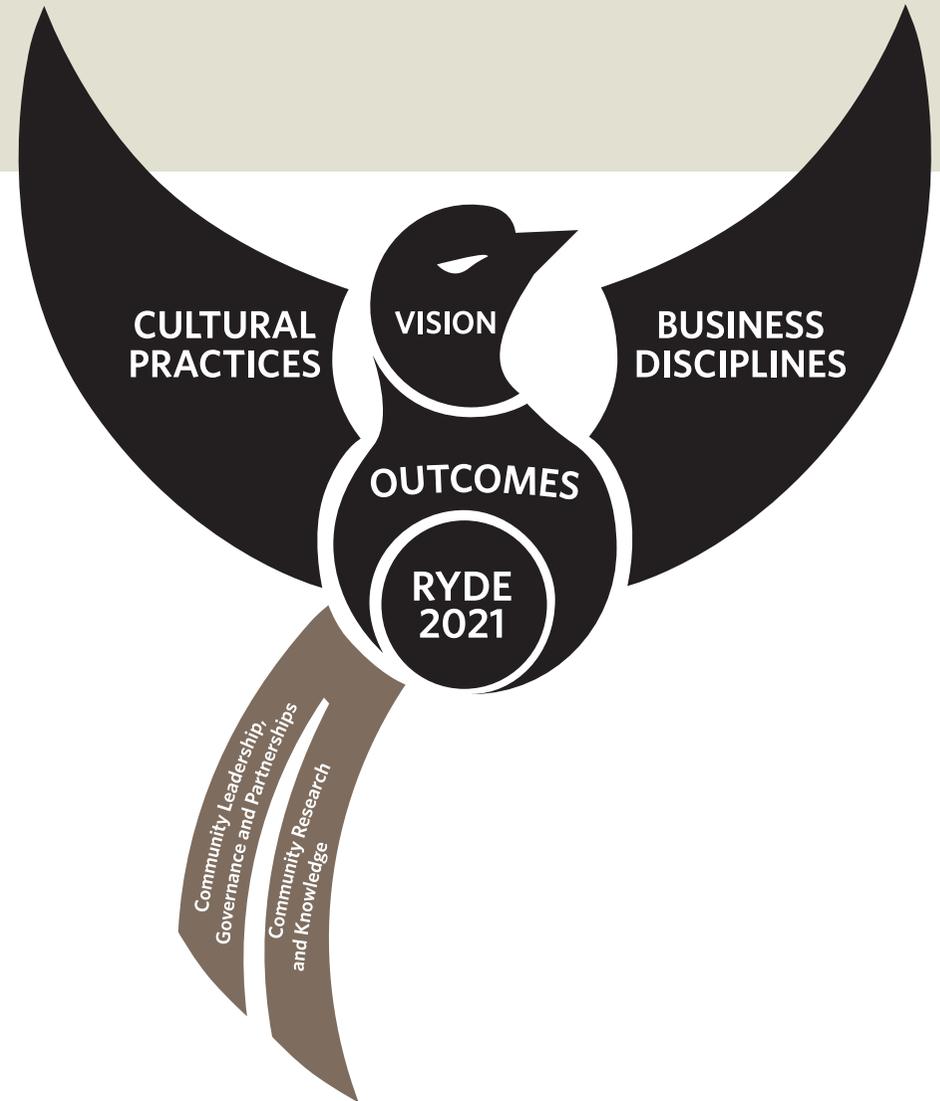
The tail feathers steer the direction as outlined in the body of the bird (the Community Strategic Plan). The collarbone of the bird (the outcomes framework) links the strategic intent to the organisation's two wings that, when beating in unison, give our organisation the lift it needs to deliver its vision (represented by the head). This business model is unique to the City of Ryde.

1 Community Leadership, Governance and Partnerships

The City of Ryde Council is required under the local Government Act to establish a Community Strategic Plan for our local government area. The Act requires our elected representatives to set the strategic direction for the city and to govern the Council in a way that delivers our strategy to the best of our ability and within our means. In doing so, we must all demonstrate the highest levels of openness, ethics and integrity.

Leadership at this level not only requires us to set a vision that meets the aspirations of our community over time, but also requires our Councillors and senior staff to build strong partnerships with a wide range of organisations in the private, not for profit and government sectors. It is only through developing these partnerships that the goals contained in our Community Strategic Plan can be realised.

Without a focus on Community Leadership, Governance and Partnerships, our Strategic Plan will not succeed in delivering our vision.



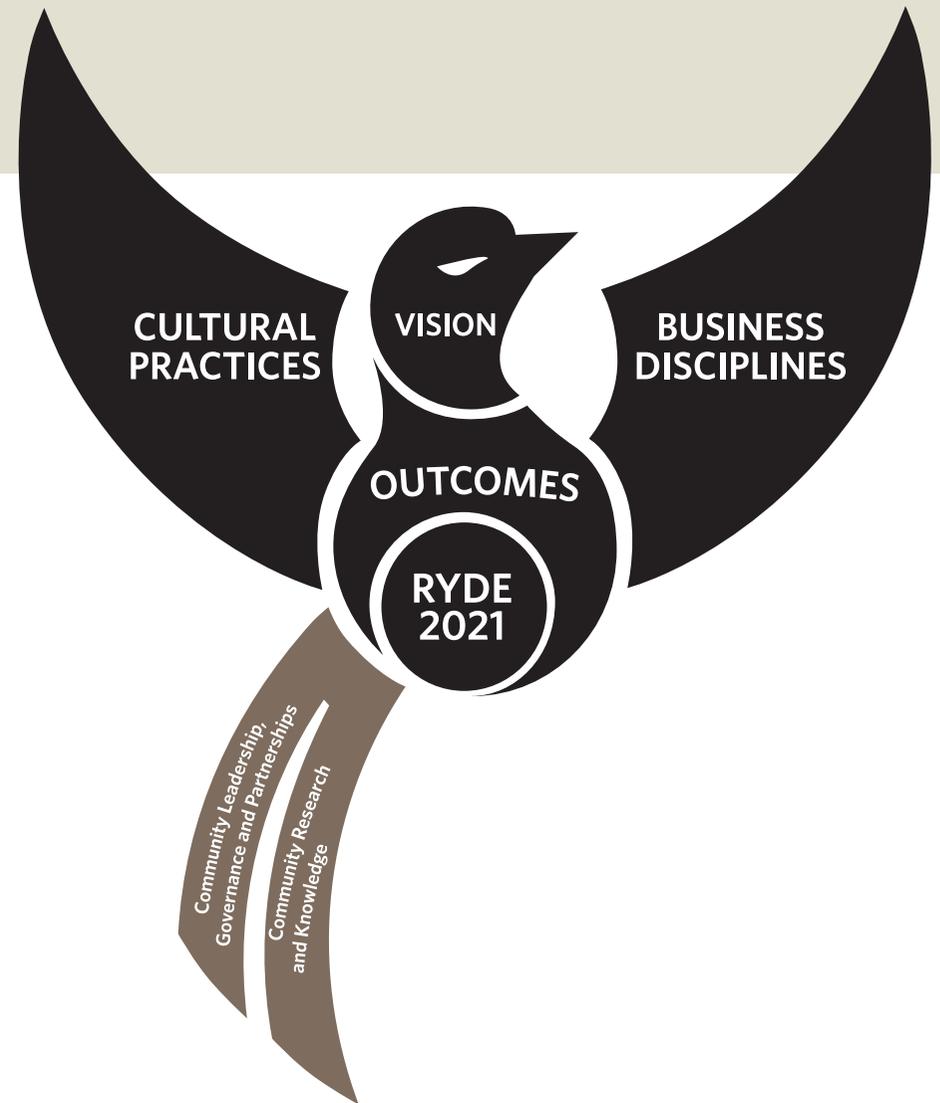
2 Community Research and Knowledge

Local Government is the level of government closest to the community and which arguably has the community's interests most at heart. To better understand and respond to those interests over time, we need to engage with the community by undertaking research and building knowledge about community members':

- Aspirations for the future of our city
- Perceptions of progress against our strategic plan's goals
- Priorities for expenditure and willingness to pay
- Views on our policies
- Satisfaction with our services and the way that they are delivered.

It is important that we not only gather and quantify this information, but also map it geospatially so that we can understand differences across our city and build our understanding of community opinion over time.

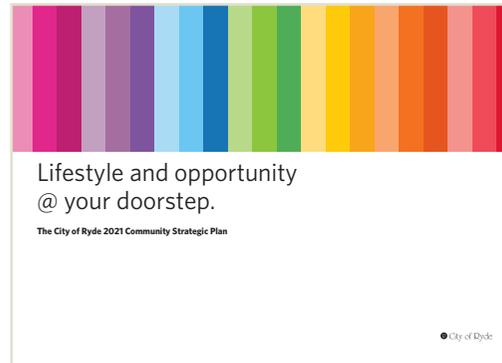
This focus on community research and knowledge helps us to understand how to build, improve and maintain customer satisfaction with our service delivery. Without it, Council's relevance in the minds of its community will be eroded.





3 The City of Ryde 2021 Community Strategic Plan

The City of Ryde 2021 Community Strategic Plan - Lifestyle and opportunity @ your doorstep, is the definitive strategy for the City of Ryde for the next 10 years. It was developed following extensive community consultation and is the basis for identifying and setting project priorities in Council; by defining the desired vision for our City and its response to the expected challenges of demographic change, housing demand, climate change and so on, the Community Strategic Plan guides and sets goals for all other plans undertaken by Council.



www.ryde.nsw.gov.au/ryde2021

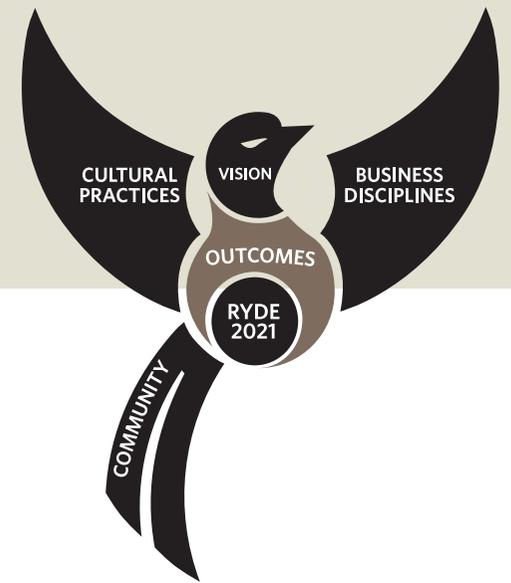
The Community Strategic Plan is designed to deliver seven outcomes for our City:

- City of Liveable Neighbourhoods
- City of Wellbeing
- City of Prosperity
- City of Environmental Sensitivity
- City of Connections
- City of Harmony and Culture
- City of Progressive Leadership

The Community Strategic Plan is supported by 21 goals and 59 strategies that in turn determine project priorities in our Four Year Delivery Plan. It will be reviewed every four years by the incoming Council following an evaluation of community perceptions of our progress to ensure that it remains relevant.

The Community Strategic Plan ensures that we are prepared for the challenges of the future and able to develop the city in the way that reflects the aspirations of our community and partners.

Outcomes Framework



4 The Outcomes Framework

The Outcomes Framework embeds the Community Strategic Plan's objectives into all of our operations, and is the basis for reporting and review against progress over time.

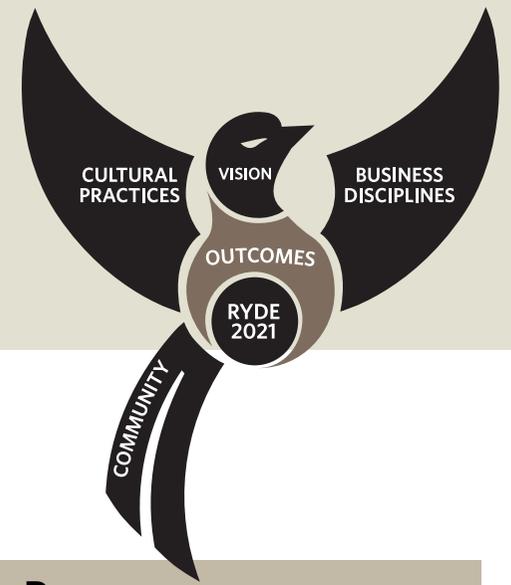
The Outcomes Framework aligns the Community Strategic Plan's 21 goals and 59 strategies with our projects and service delivery indicators (performance indicators). As shown in the diagram above, it is the 'line of sight' between our day-to-day efforts and achieving our strategic outcomes:

Across the organisation, our day-to-day efforts in service and project delivery are measured against the Outcomes Framework to ensure we are meeting the aspirations of our community and delivering the outcomes our community is seeking in our Community Strategic Plan and vision.

These are articulated, measured and reported in a number of ways:

- Every four years we measure community perceptions of our progress against the goals contained in the Community Strategic Plan
- Each year we update the Four Year Delivery Plan to respond to our evolving strategic plans, goals and strategies
- Annually and quarterly, we report to Council and our community on our achievements against the targets set in our One Year Operating Plan.
- Annually we develop our business plans to articulate the way each Group, Service Unit and Section within our organisation will deliver its services and projects in accordance with the Community Strategic Plan
- Annually our personal performance is appraised against the stated and agreed targets in our business plans for each managerial level to section managers, and against personal performance plans for all other staff.

Outcomes Framework



4.1 The Outcomes Framework Diagram

How our suite of documents will work together to deliver our vision and mission.

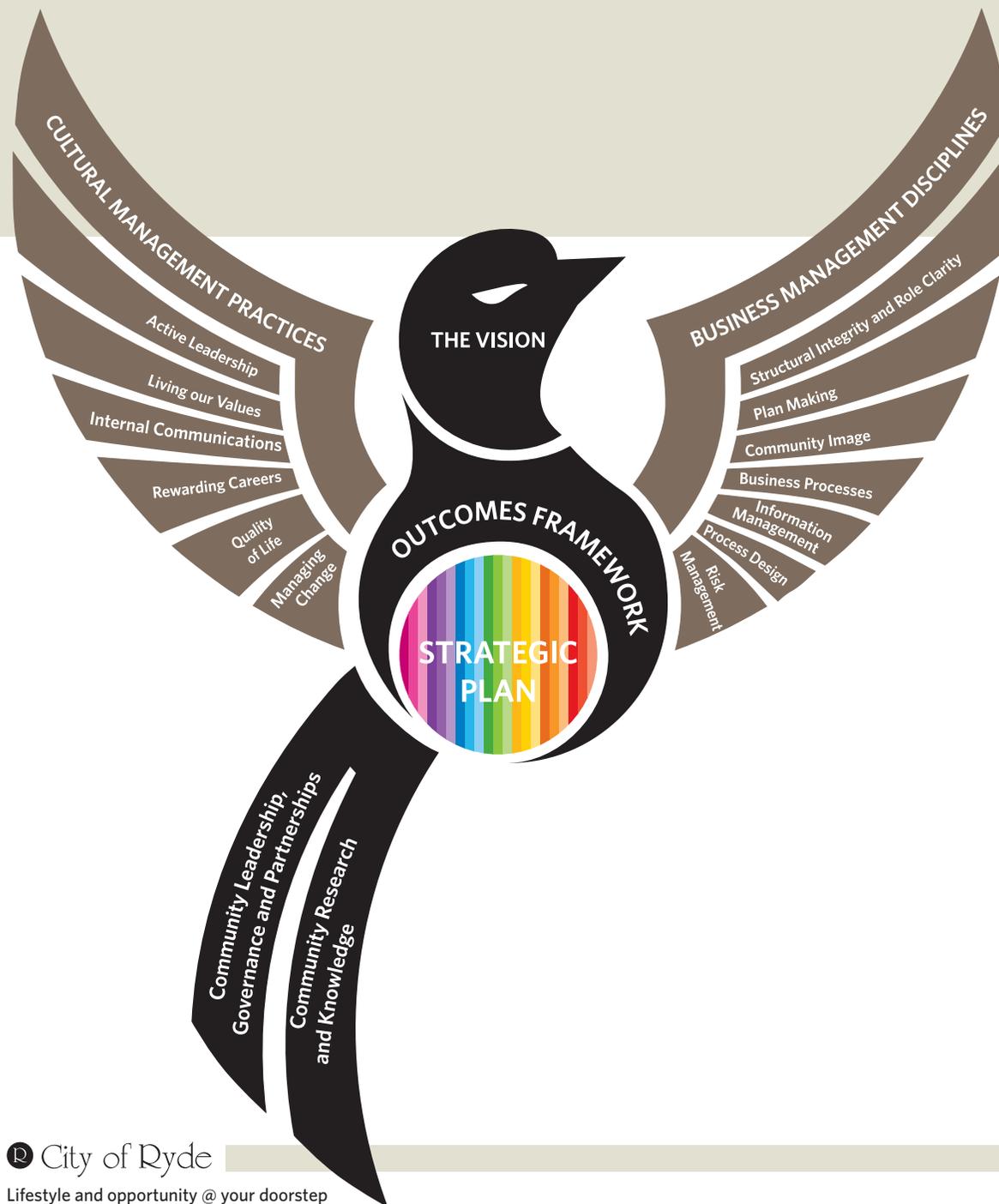


Wings of the Bird



Business Management Disciplines form one wing of the bird; the other critical element is represented by the other wing - our Cultural Management Practices.

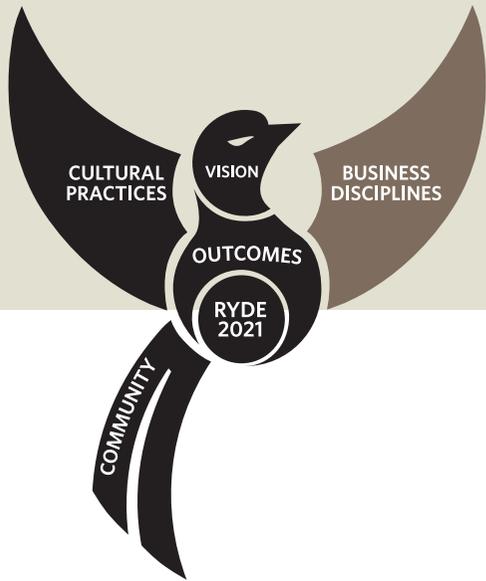
Business Management Disciplines are at the heart of our business, and require ongoing development, refinement and adaptation to ensure that we operate at optimum levels and ensure quality targets are met. They include the diverse, inter-related disciplines of Structural Integrity, Role Clarity, Plan Making, Community Image, Core Business Processes, Information and Systems Management, Customer Centric Process Design and Risk Management.



Cultural Management Practices are the 'softer aspects' of organisational development. They encourage and shape the way that we create our workplace behaviors and norms. They relate to leadership and managerial styles, policies and processes that create a positive and rewarding environment for staff. Cultural management practices build motivated workforces that are empowered to embrace accountability, innovate and maintain focus on customers, performance improvement and cost efficiency.

These two elements of the business model are interdependent and operate in tandem (it is important that both wings beat together). Together they create a positive motivational environment for our people that in turn results in individual and collective performance excellence.

Our progress on this journey is measured by customer satisfaction ratings, (measured annually) performance indicators, and our staff culture survey (measured every two years).



Business Management Disciplines

5.1 Business Management Disciplines

Business Management Disciplines are at the heart of our business, and require ongoing development, refinement and adaptation to ensure that we operate at optimum levels and ensure quality targets are met. They include the diverse disciplines of Structural Integrity, Role Clarity, Plan Making, Community Image, Core Business Processes, Information and Systems Management, Customer Centric Process Design and Risk Management.

They need to be universally understood and applied across our organisation to ensure we are able to:

- Remain relevant to our ever-changing environment
- Ensure compliance with our statutory obligations and ethical standards
- Provide staff with the information and tools to undertake their roles
- Manage our risks
- Present a positive image to our community
- Develop consistency and equity in our approaches
- Optimise technology efficiencies
- Become an efficient customer-focused organisation that places minimum effort on bureaucratic process.

To ensure staff have the appropriate level of skill for their defined accountabilities and delegations and they are able to implement these business disciplines over time, a training manual and accreditation process is being developed for some key areas as part of The Way We Do Things @ The City of Ryde. This will take a number of years to document, complete and embed into the organisation.



5.1.1 Structural Integrity

The Structural Integrity discipline defines our structure and describes how levels of management and titles are decided. Organisation structure is the responsibility of the General Manager with guidance from Group Managers.

This discipline supports equity across the organisation and contributes to:

- Role clarity and the avoidance of grey areas, overlap or oversight in role definition
- Consistency in remuneration
- Consistency in titles
- Consistency in training requirements
- Consistency in the delegation of responsibilities
- Opportunities for career path succession planning.

Without this Business Discipline there is role confusion across the organisation, it is hard to consistently align roles and responsibilities, develop managerial and leadership skills, and salary administration and performance management.



5.1.2 Role Clarity

The Role Clarity business discipline helps everyone understand who does what. In this way duplication and confusion in the workplace is eradicated. Role clarity also aids teamwork by clearly defining internal and external customer relationships.

Role clarity is aided by :

- Structural Integrity Rationale
- Accountabilities
- Delegations
- Positional naming protocol
- Position descriptions

(a) Structural Integrity Rationale

At the City of Ryde we have clear principles that guide the rationale for our structure, how it is determined, position/title naming protocols and procedures for structural change.

This maintains the business discipline of Role Clarity and supports a consistent and equitable approach across our organisation.



(b) Accountabilities

Accountabilities help us define role clarity, empower our managers, understand our customers, and define performance measures, cost structures and budgets. There are two types of accountabilities at the City of Ryde.

- Corporate Accountabilities describe the overall corporate responsibilities shared by senior and middle managers. They relate to a range of statutory obligations and ensure workplace safety measures, equal employment opportunities and so on are implemented across the organisation.
- Service accountabilities describe the outputs of our efforts at work and enable us to clarify our individual responsibilities. Each accountability represents a collection of various activities that contribute to that output. There are three types of service accountabilities:
 - Accountabilities that provide an indirect benefit to the community such as plan making
 - Accountabilities that provide a service to internal users to enable them to deliver front line services to the community, such as information technology
 - Accountabilities that are direct services (transactional services) provided to the community, such as library services.

The General Manager is responsible for more than 150 different service accountabilities. Accountabilities are delegated down and across the organisation to a group, service unit or section level. In some cases a single member of staff has responsibility for delivering an accountability. (Coordinator or speciality position)

Accountabilities are grouped into sub programs and then into 21 programs. Programs are a collection of sub programs and associated accountabilities and associated projects, costs and performance indicators. They are used to present annual budgets to Council and we report on progress against them in our quarterly reviews.



(c) Delegations

Delegations are statements of permission to perform certain tasks within set limits. They are given to the General Manager by the Council; he in turn delegates these down and across the organisation. They help us to define and clarify roles, and empower managers and staff so they are more effective in their workplace.

It is a statutory requirement that delegations are recorded and that their use is monitored. Delegations are consistently made to appropriate levels and staff are trained to meet their delegated obligations.

(d) Position Descriptions

Position descriptions support role clarity, establish clear expectations and create equity in remuneration across the organisation. They clarify key requirements, desired skills, accountabilities, delegations and desired values and for all substantive roles within Council. They are consistently framed across our organisation and provide relevant information and transparency into our salary system.

Without the Business Discipline of Role Clarity it is hard to improve teamwork, there is interdepartmental rivalry for resources with less empowerment of staff. The weak focus on accountability makes performance assessment difficult adding significantly to the costs of doing business.



5.1.3 Plan Making

Plan Making describes how we plan for the future. At the City of Ryde each plan must contribute to an Outcome in the Community Strategic Plan and be subordinate to it. Several types of plans are used across the organisation:

- Land use plans
- Plans relating to asset renewal
- Plans relating to asset extension and/or new assets
- Plans relating to improved land management.

Plans for asset renewal, asset extension and /or new assets and improvements to land must be accompanied by a implementation schedule stating what has to be done, by when and at what cost.

Each plan's costing must be verified by the relevant delivery manager and identify both capital and recurrent expenditure. Each member of the Executive Team is responsible for ensuring that Outcomes are supported by appropriate and relevant plans.

To be adopted, each plan must be approved by the Executive Team and then Council for inclusion into our Four Year Delivery Plan and Long Term Financial Plan.

Elements of plans may be implemented at different times as resources become available.

Without the Business Discipline of Plan Making, there is confusion between competing plans. Some plans progress while others do not and there is no alignment without strategic intent.



5.1.4 Council's Community Image

The business discipline of Managing Council's Community Image, creates a public image of our organisation that is professional, transparent, innovative, efficient and customer focused. It involves the management of:

- Community Engagement - the way that we engage with our community
- Branding & Corporate Image - the way that we present our image to the community and partners through publications, facility design, our website and so on
- Community Relations, Media and Communications - the way we manage communications to build a positive profile including media, professional publications, website, and social media
- Intra Sectoral Affairs - the way that we build relationships with all levels of government, not for profit organisations and the private sector
- Market Research - the way that we understand our market segments and reach them by using appropriate mediums to promote our messages, services and enterprises and our intentions of community benefit, cost neutrality or profit making where appropriate.

A strong and credible organisational image is defined through our Council's Community Image. It is our identity and the way we are perceived when people interact with us. Developing our identity enables more credible communication with our community and helps us create, develop and maintain relationships with our customers. Our Community Image is important for attracting and retaining relationships with our internal and external customers and in doing so building community credibility.

Without the Business Discipline of Council's Community Image we cannot demonstrate that we live our mission and we will not have the confidence of our community and partners.



5.1.5 Core Business Processes

Our Core Business Processes are the key activities we undertake to ensure our organisation functions effectively, consistently and with minimum risk. They include:

- **Budget Establishment** - The process by which we establish our budget each year in keeping with our Four Year Delivery Plan
- **Financial Management** - The process by which we manage our costs and revenue to keep within budget and make regular, quarterly adjustments to maintain fiscal control
- **Total Asset Management** - The process by which we plan and manage the servicing, maintenance, renewal and creation of new and existing assets to ensure they are properly maintained and meet customer requirements
- **Business Planning** - The process by which we establish our performance criteria for the year ahead for projects and 'business as usual' activities in accordance with accountabilities, structure and budget as approved in the Four Year Delivery Plan. Business plans exist at Group, Service Unit and Section levels across the organisation
- **Performance Review Management** - The process by which we establish performance expectations in keeping with business plans and personal performance plans, conduct performance reviews and align the review results to our salary administration, rewards frameworks and staff training, succession and development plans
- **Salary Administration and Review** - The process by which we develop and apply a 'competitive with industry' salary system that is applied systematically and equitably across the organisation. It ensures that our salary and reward processes are affordable, attract the right people, recognise talent and encourage staff retention
- **Recruitment and Selection** - The process by which we attract, appoint and induct the right people to ensure our workforce is able to deliver our accountabilities



- Procurement of Goods and Services** - The process by which we select external suppliers of goods and services to optimise value in accordance with regulatory frameworks. Procurement also relates to the way that we contract and specify services from our internal suppliers through service level agreements between Service Units, Business Managers and Implementation Agents
- Project Management** - The process by which we scope, plan, deliver and commission capital and non capital projects
- Contract Administration** - The process by which we manage our contracts to ensure compliance with contractual terms and conditions
- Property Portfolio Management** - The process by which we maintain our land and built assets portfolio to keep it accurately updated and to optimise its use for community benefit and, where appropriate, financial returns to Council
- Business Information Reporting for Improvement** - The process by which we develop financial and operational data to support business decision making and

service specification. Using management accounting skills and performance measurement and reporting, this includes unit rate data, performance data, customer satisfaction data and the establishment of dashboards and specific reports.

Many of these business processes will be supported by a chapter in The Way We Do Things @The City of Ryde manual. This will define and explain the elements of each process, the rules governing its application, stages and workflows involved in the process and the relevant systems to be used.

As these processes are progressively streamlined, developed and implemented we will continue to demonstrate a commitment to quality assurance in the application of our core business and regulatory compliance.

Over time, only those that have been trained and accredited in a particular process will be given the appropriate delegations to apply the relevant process in their workplace.

Without the Core Business Process of Business Disciplines there will be many failures in our ability to demonstrate our ability to be an excellent organisation.



5.1.6 Information Management

The business discipline of Information and Systems Management relates to:

- Technology Service Delivery** - Ensuring that our computer infrastructure, network, and systems are secure and designed to support our business activities. They are managed to be appropriate for our needs, build our business capability, secure, and provide service continuity. Our computer systems are user friendly and enable the delivery of frontline services including 24-hour customer service
- Software Integration and Release Management** - The way that software systems are developed and integrated through testing and deployed to enable improved data/system interoperability with minimum duplication

- Systems Quality Assurance** - The way we ensure that standardised methods and procedures are used for the efficient handling and control of all changes to computer infrastructure. The quality assurance of systems maintains the proper balance between the required changes and the ability of the network to support it
- Knowledge Management** - The way that we store, manage and retrieve data to comply with legislative requirements and enable enhanced analysis of our data to improve customer service and asset management. Knowledge management enables a deeper understanding of the condition of our local government area and customers through the compilation and analysis of all relevant textual, financial and operational data, including geospatial mapping and data retrieval.

Without the Business Discipline of Information and Systems Management the organisation will be exposed to catastrophic failure and we will not have the relevant and timely data to focus on business improvement and effective management decision-making.



5.1.7 Customer Centric Process Design

The Business Discipline of Customer Centric Process Design relates to the way we improve our service delivery to our customers (internal and external). It includes:

(a) Best Value Review Methodology

Best Value Review Methodology is a service review methodology that applies the '4 C's' of Best Value':

- Consult with customers to understand their satisfaction with the service and seek their suggestions as to how it can be improved
- Compare our services with better practice services delivered by other organisations (private, public, not for profit) to understand how we can improve
- Compete with our cost structures by understanding and analysing them to determine whether there is a cheaper way of delivering the service or ways to generate improved revenue
- Challenge how we provide the service, or plan to change it by using a mix of internal and external experts

The results of each review are accompanied by recommendations and a costed implementation plan that requires sign off from the Executive Team before being reported to Council for their agreement and subsequent integration into our Four Year Delivery Plan.

Without a Best Value style process of service review we are unable to demonstrate that we provide best value to our customers in the way that we deliver our services.



(b) Process Mapping

Process mapping enables us to streamline the way that we undertake an end-to-end process for delivering a service to our customers. It does so by mapping the activity, steps and decision points of each process and then analysing the results to determine whether there is a simpler, more cost-efficient way of delivering the service.

Process mapping can be done at any time but must be undertaken as part of a Best Value Review to ensure that we understand how efficient our processes are and to stimulate ideas as to how they can be improved. If required, it can be aided and supported by Visio software.

Without process mapping we cannot be certain that we deliver services in the most effective and efficient way.



(c) Customer Interface Management

Customer Interface Management is the way we relate to customers in every medium across the organisation. It covers strategic policy settings for customer service, staff training and development, the gathering of relevant data, how information and complaints are managed and so on. We do this to improve the way that we manage our customers, improve our service and bring our mission alive.

Our aim is to identify service improvements, increase customer satisfaction, strengthen customer relationships, acknowledge areas of excellence and respond effectively and independently to dissatisfaction.

Customer Interface Management links to the Council’s Community Image business discipline in the way that we capture and analyse data about our customers as well as present and promote our services and messages to them.

Without a corporate wide approach to customer interface management we cannot ensure that our customer service is consistent and effective and we will fail to learn from our mistakes.

Without the overall Business Discipline of Customer Centric Process Design we will not improve our customer service, or be able to demonstrate that we operate as efficiently and effectively as possible in the provision of our customer services.



5.1.8 Risk Management

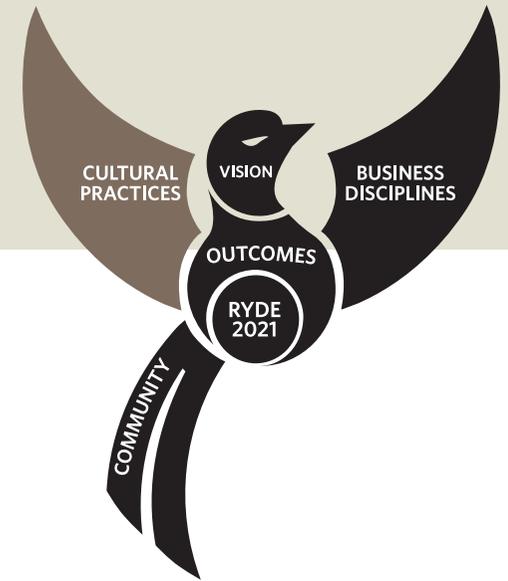
Risk management relates to the way that we manage the risks to which our organisation is exposed. Risk management reduces or eliminates identified risks to our health and wellbeing, business continuity, delivery of services and projects and our reputation.

It covers:

- Business continuity- planning for risks of failure
- Maintaining a robust audit approach
- Ensuring that we have a strong focus on occupational health and safety
- Documenting and building checks, balances and integrity into our core business processes
- Maintaining clear financial systems, standards and controls
- Scoping and managing projects
- Compliance with legislative requirements
- Establishing cultural norms that:
 - Uphold ethics to the highest standards and deal with those that don't
 - Learn from our mistakes and the mistakes of others
 - Build risk management into our training and development approaches and corporate culture.

Without the Business Discipline of Risk Management the organisation is without the means of either identifying or managing the risk of catastrophic failure, corruption, inefficiency or poor reputation.

Cultural Practices



5.2 Cultural Management Practices

As explained earlier, Cultural Management Practices are the ‘softer aspects’ of organisation development. They encourage and shape the way that we create and maintain positive workplace behaviors and norms and relate to leadership and managerial styles and policies that in turn create a positive environment for staff.

An organisation with a constructive culture provides for highly motivated staff and as a result will innovate and provide quality customer services. It is expected that our Cultural Management practices will be broadly applied by all levels of management so that this can be achieved.

All staff are supported to develop the skills required to implement and benefit from our positive cultural management practices over time.

We evaluate our progress on the way so that Cultural Management Practices are implemented by undertaking an independently conducted bi-annual survey (VOICE) of all staff. Every two years we compare our progress against previous survey results, which will be used as part of our performance assessment and ongoing opportunities for improvement of the ‘climate’ or ‘culture’ of our organisation

The following Cultural Management Practices are considered critical for building the capability of our organisation.

5.2.1 Active Leadership

The Cultural Management Practice of Active Leadership is the methodology by which Group, Service Unit and Section managers bring the City of Ryde Leadership model alive in their workplace and continuously improve their personal leadership style.

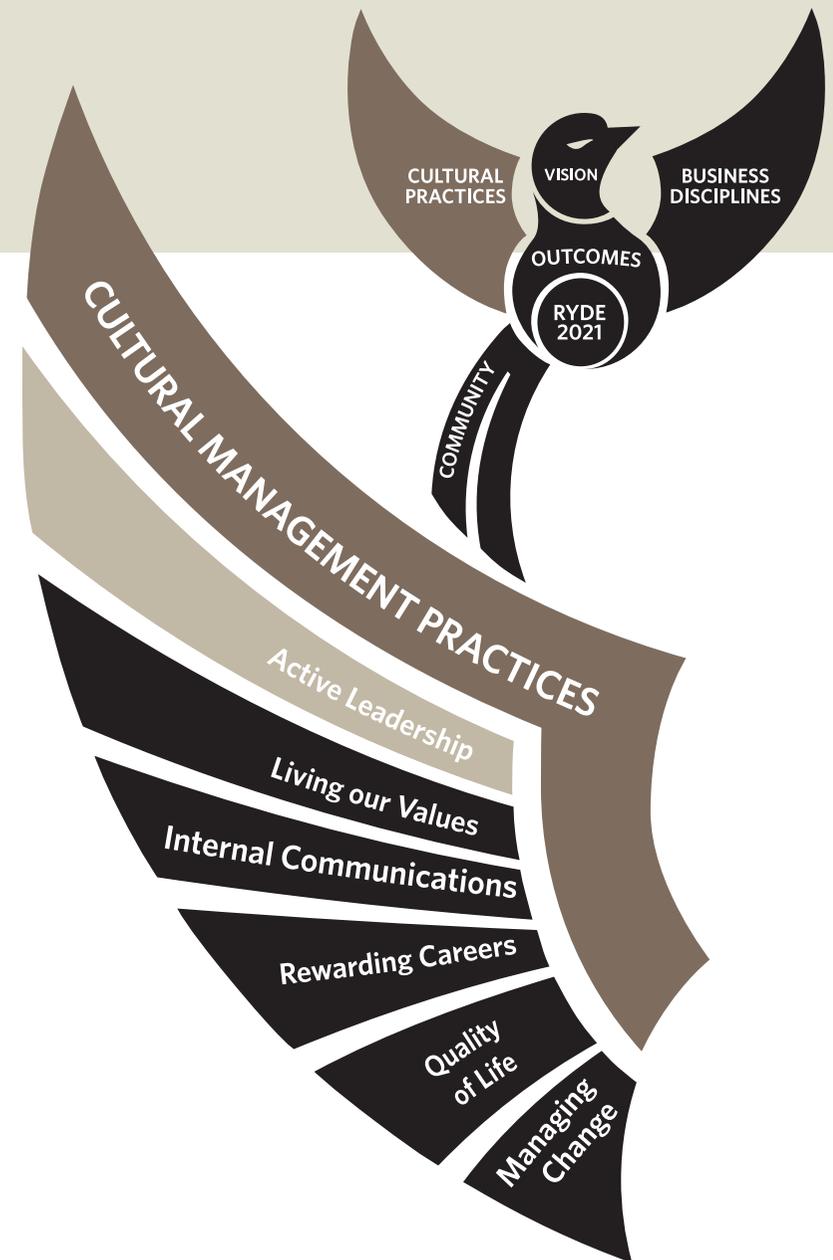
At our leadership levels there are graduating levels of working 'on the business' as opposed to working 'in the business'.

Working 'on the businesses' is the main leadership focus of the General Manager. It is the process by which the organisation continues to develop its operational capability. It relates to the ongoing development of all of the elements of the business model. The General Manager, supported by the members of the Executive team will remain focused on working 'on the business'.

Group Managers have three areas of leadership on which they focus:

- Outcome leadership and partnership: the way that we stay focused on the outcomes, goals and strategies contained in the Community Strategic Plan, maintain their relevancy, align them to our Four Year Delivery Plan and create partnerships to deliver them
- Managing the priority setting, sequencing and implementation of change management projects contained in our Business Model and associated Corporate Capability Plan
- Line management of their groups to ensure business disciplines and cultural management practices are adopted, maintained and enhanced.

Service Unit Managers and Section Managers have graduating leadership roles that include understanding, shaping and translating the strategic direction of the Community Strategic Plan to their staff, shaping and supporting the way that our Corporate Capability Plan is designed and delivered, and improving service delivery through the enhanced application of business disciplines and cultural management practices.

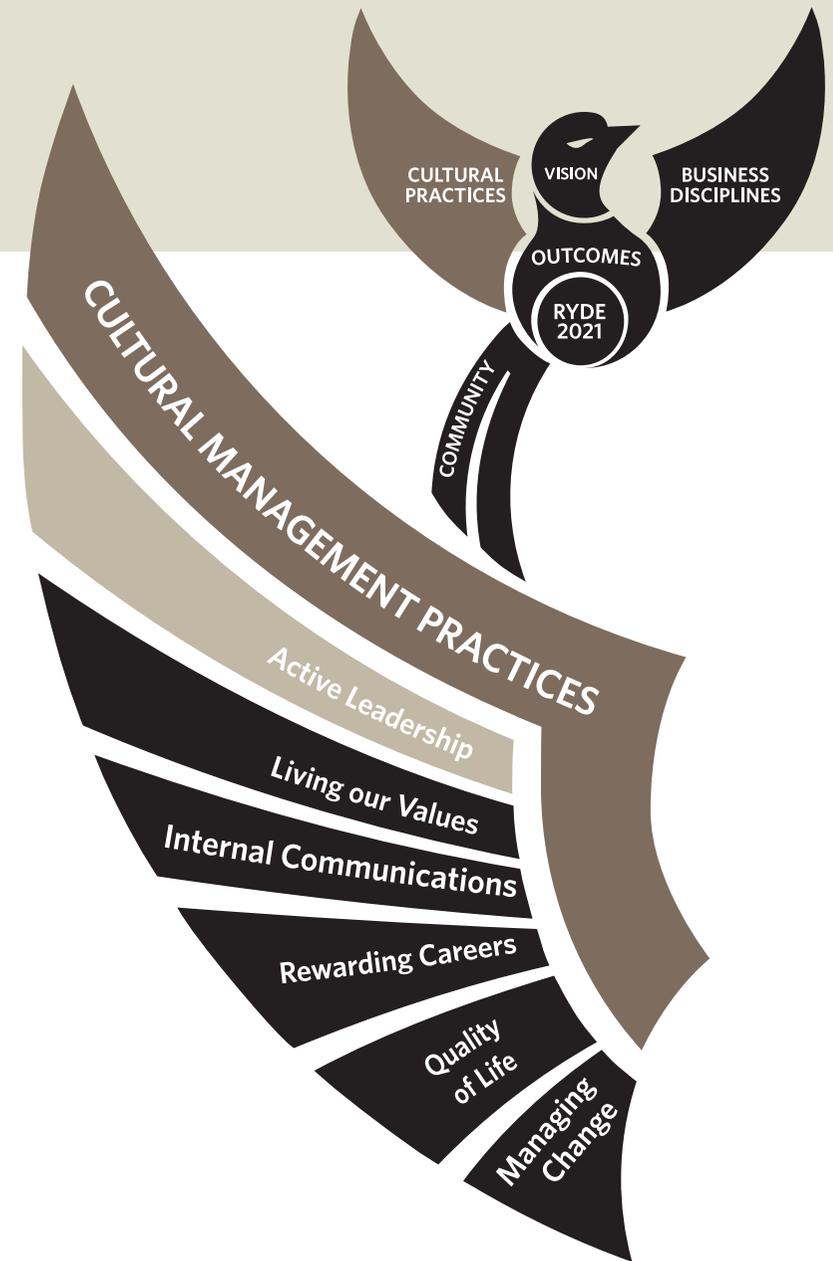


As a component of active leadership and to guide leadership behaviours, we have developed a City of Ryde Leadership Model that emphasises which behaviors to support. They are:

- Strategic direction setting
- Alignment of our activities to the strategic direction
- Behaviors that create a constructive workplace environment
- Behaviors that empower staff to innovate and deliver.

Behaviors that reflect active leadership are supported and encouraged. Every two years the General Manager, Group, Service Unit and Section Managers participate in a Leadership Style Survey (with appropriate confidentiality applying to each participant). Coaching is provided for senior and middle managers across the organisation to assist them to develop their personal leadership styles.

Without the Cultural Management Practice of Active Leadership the organisation will lack the appropriate organisation climate to enable it to deliver its vision, manage change, and support service improvement. Without active leadership those that work at the City of Ryde will suffer from the lack of leadership that they rightfully deserve.



5.2.2 Living our Values

The Cultural Management Practice of Living our Values sets the expectations of behavior that we can all expect from each other (with no exceptions).

The values adopted by the City of Ryde were developed with input from staff. To bring them to life, our staff are encouraged to behave in a way that upholds those values. Our values are underpinned by defined behaviours that will form the basis of personal performance plans over time.

Without the Cultural Management Practice of Living our Values being applied, those who work at the City of Ryde will not be aware of behaviours that are important to us, unacceptable behaviours will go unchecked and acceptable organisational behavioural norms will be undermined.

Leadership

We promote clear direction and encouragement

Recognition

We acknowledge our achievements

Teamwork

We work together with respect and support

Professionalism

We deliver effective services to the community with consistent decision-making

Ethics

We are honest, responsible and accountable for our actions

Pride

We have satisfaction in our work



5.2.3 Internal Communications

The Cultural Management Practice of Internal Communications enables the free flow of relevant information through the organisation so that all staff have information that supports their understanding of the organisation, its operations, priorities, social interactions and norms.

This practice also requires building communication channels including team briefings, forums, intranet site development and so on, to enable the flow of information and key messages from Council meetings, Executive Team deliberations and our change management initiatives. It is a two-way process that will further improve our cultural management practices by encouraging feedback from across the organisation to managerial levels.

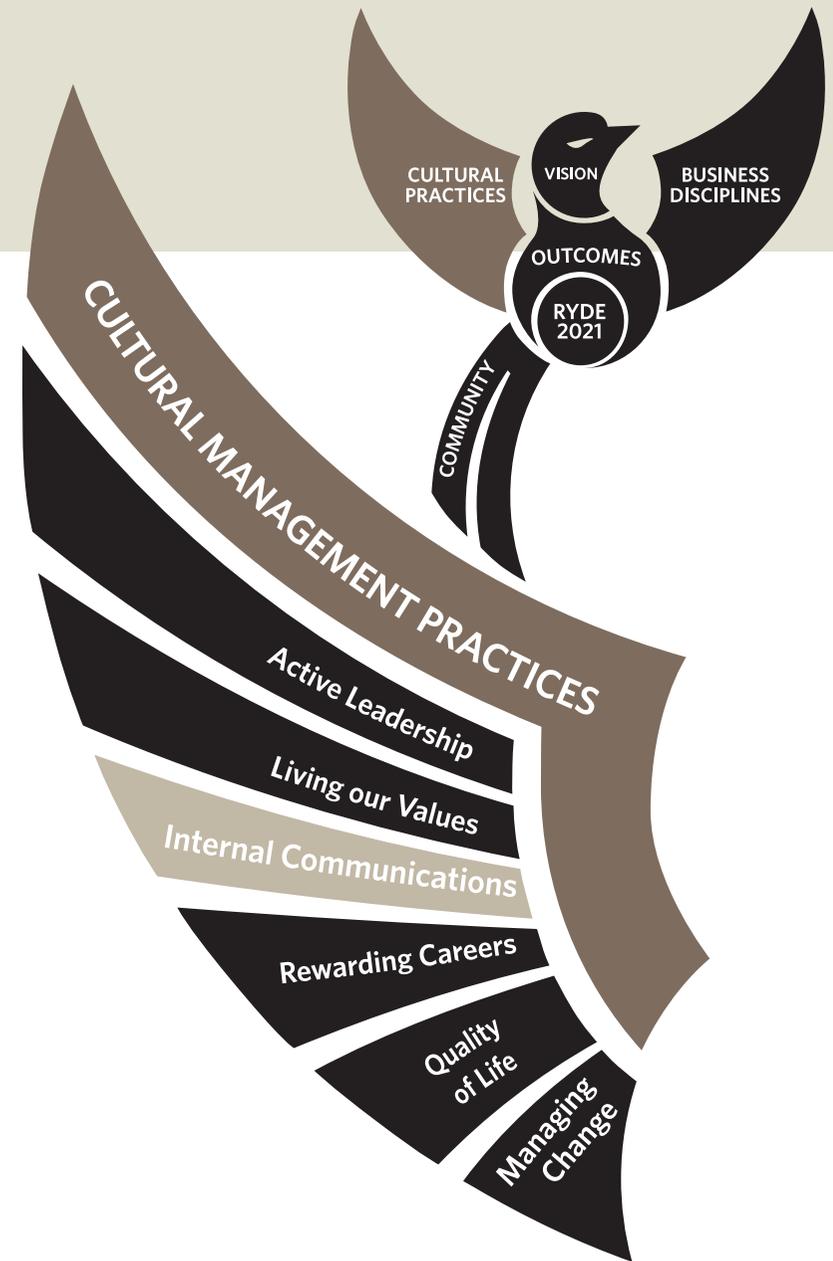
Internal communication mechanisms continue to be enhanced to enable timely, accurate and relevant information to be

provided so that we can effectively plan and deliver projects, build internal customer relationships and create formal and informal meeting spaces for staff interaction.

This Cultural Management Practice requires all of those in the management chain to ensure staff are kept informed through regular face-to-face briefings as well as the distribution of relevant written information, with complex concepts translated into simple language and plain English to ensure they are accessible by all.

Each year we will celebrate the successes identified by our staff and every two years we will engage with our staff to seek feedback on our workplace environment.

Without the Cultural Management Practice of Internal Communication, staff feel undervalued, disconnected, misinformed and lose a sense of pride in our achievements.



5.2.4 Enabling a Rewarding Career

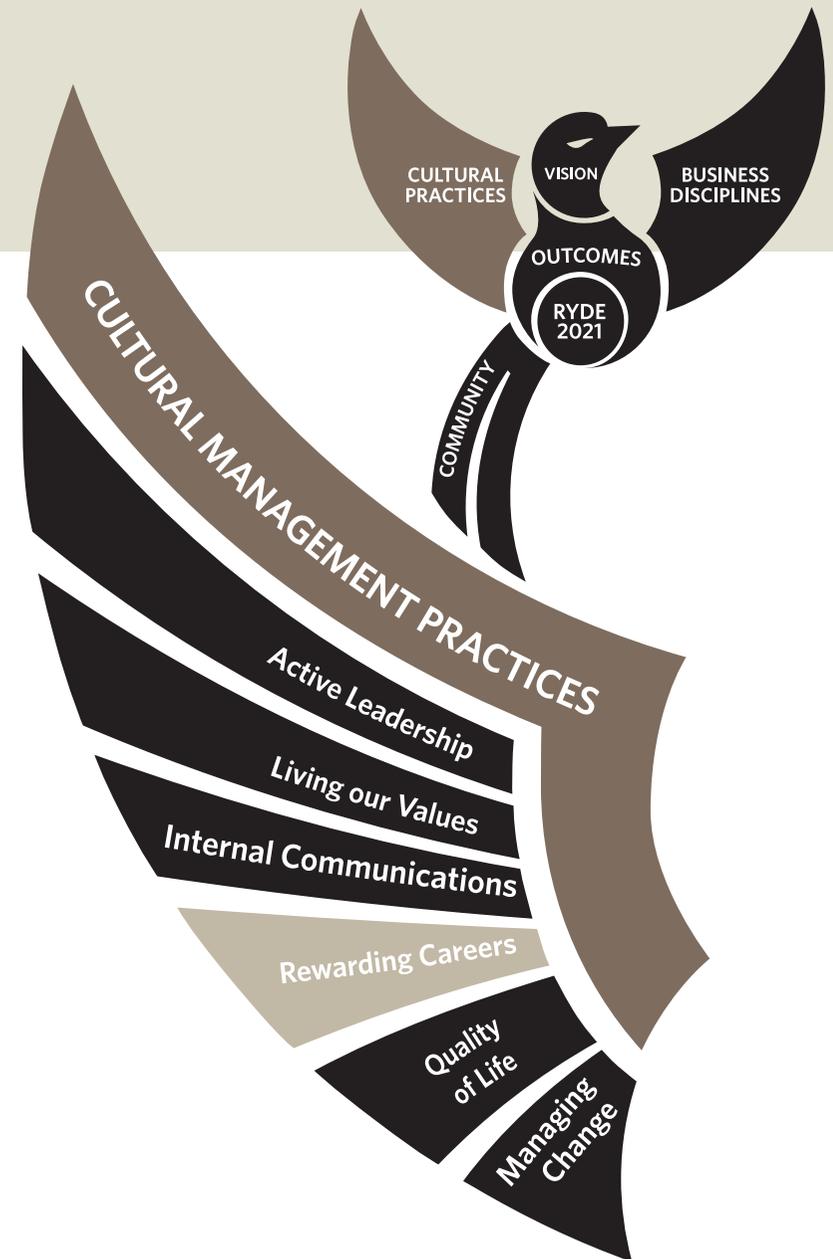
The Cultural Management Practice of Enabling Rewarding Careers relates to the way that we enable:

- **Career Development**
- how we encourage our people to succeed and expand their career opportunities
- **Reward and Recognition Practices**
- how we 'catch people doing the right things' and recognise them for it.
- **Performance Correction**
- how we manage those who fail to perform or demonstrate behaviours to acceptable standards.

(a) Career Development

Career development is the way that we encourage our people to succeed and expand their career opportunities. This is achieved through the way that we:

- Build structures to encourage career progression and provide opportunities for 'acting up'
- Design our jobs and the ways that we plan and deliver projects to be interesting and enable skill development
- Provide training and development and mentoring opportunities with a focus on tertiary qualifications, technical skills, business disciplines and cultural management practices
- Encourage internal promotions when opportunities present
- Optimise learning through our partnership with Macquarie University.





(b) Reward and Recognition Practices

Reward and recognition practices relate to the way that we ‘catch people doing the right things’ and recognise them for it. There are many ways to provide recognition to those who have excelled in the workplace. At the City of Ryde we:

- Are committed to a salary system that is affordable and enables us to take a competitive stance when recruiting
- Undertake annual reviews of grading and salary levels in recognition of demonstrated performance improvement
- Provide TA! Awards (Token of Appreciation) to spontaneously acknowledge staff who make special efforts
- Celebrate our achievements in our internal newsletters and through formal recognition by the Council
- Apply for international, national and state awards to demonstrate that we are achieving best practice
- Celebrate our success each year at a function for all staff
- Provide long service awards for staff
- Encourage attendance at conferences and seminars for staff who show a willingness to develop their skills, knowledge and networks.

(c) Performance Correction

Performance correction relates to the way that we manage those who fail to perform or demonstrate behaviors not in keeping with acceptable standards, defined policies or agreed performance expectations.

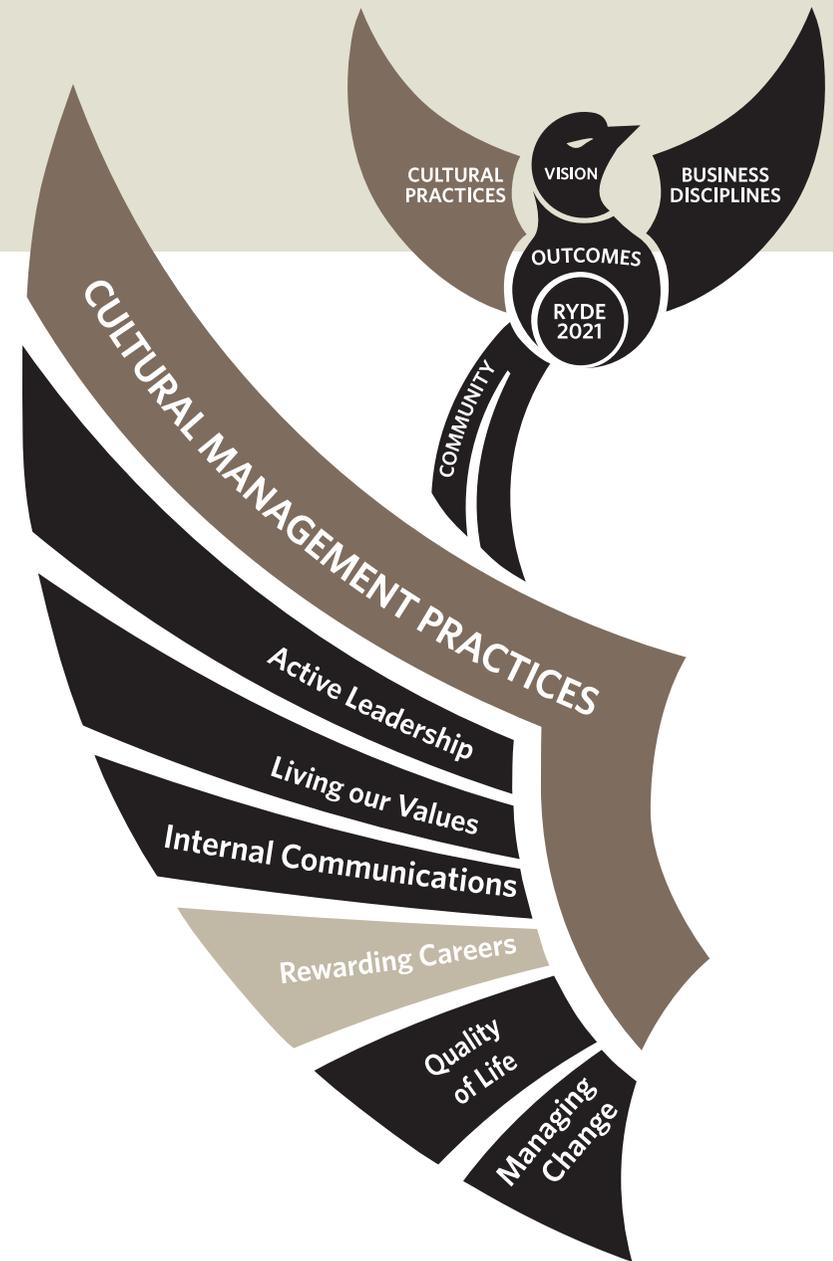
We expect that our employees will always operate within ethical guidelines and to the best of their ability. From time to time, however, we are faced with situations where this is not the case. In such situations we address these issues in an open, transparent and fair way that upholds the principles of procedural fairness.

In the case of underperformance against agreed standards we ensure that procedural fairness is followed and that any staff member involved is treated in accordance with relevant policies.

Those in managerial roles with delegations for staff management are trained to counsel for performance correction so that a consistent approach is encouraged to manage performance correction/ improvement across the organisation.

In the case of non-compliance with our ethical standards, we ensure fair, independent investigation and that any staff member involved is treated in accordance with our relevant policies. Council has a zero tolerance for corrupt behavior and will always encourage the use of active audit and protected disclosure to ensure the organisation is kept free of corrupt conduct.

Without the Cultural Management Practice of Enabling a Rewarding Career, excellence across the organisation will not be achievable, those who excel will not be motivated, staff turnover will be high and we will lose talented staff to others before we should. We will also be exposed to the risks that poor performers will go unchecked and will let other members of their team down.



5.2.5 Working Quality of Life

The Cultural Management Practice of creating a Working Quality of Life recognises that those that work at the City of Ryde are a diverse workforce who must balance their work and private lives to remain healthy and to be effective and safe in their workplace.

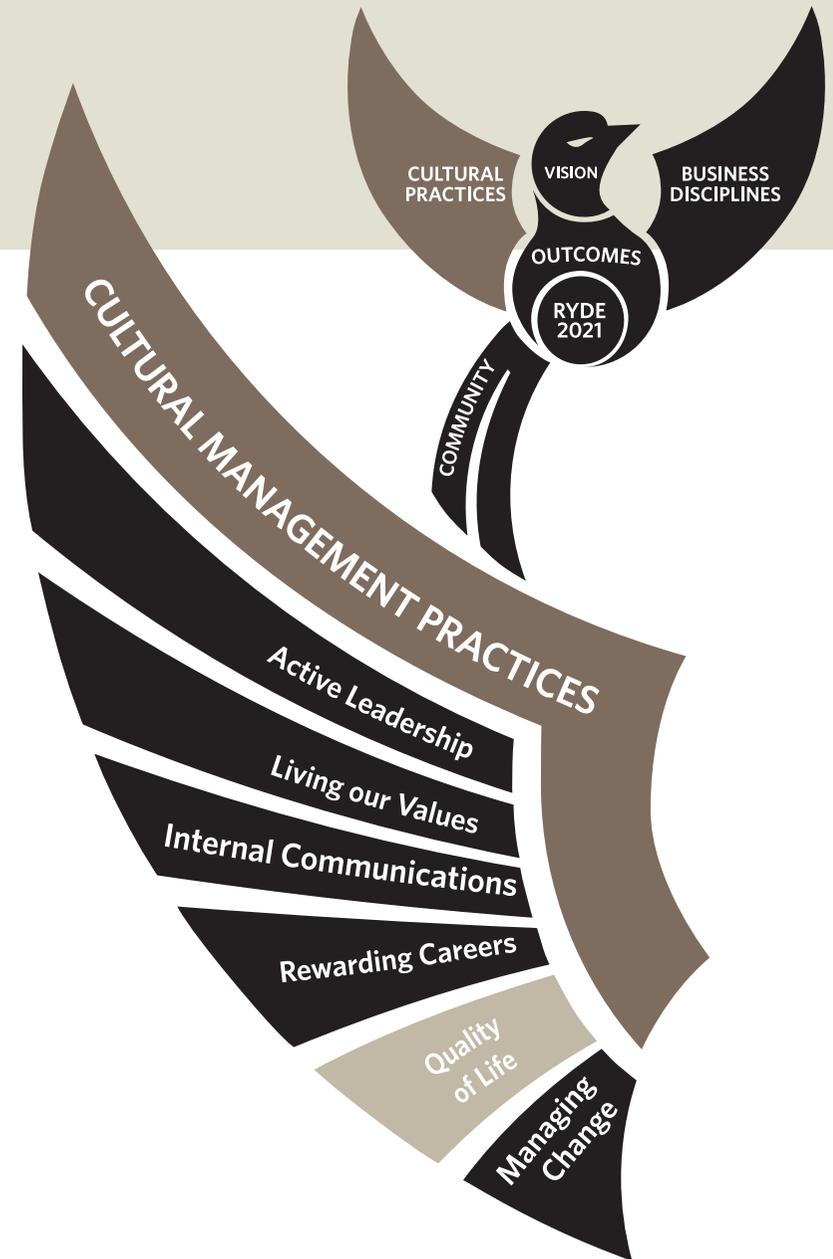
In recognition of our wish to be family-friendly organisation we pursue workplace policies and practices that encourage flexible leave and hours of work wherever they can be accommodated within the workplace without disruption to our service delivery.

In recognition of our diverse makeup we encourage equal opportunity in all that we do, we build culturally sensitive policies and work practices and actively pursue them.

To encourage health and wellbeing we promote programs that support staff health and wellbeing and create workplace environments that are healthy, safe, meet workplace standards and are comfortable to work in.

To encourage social interactions we support an active social club, encourage staff/family days and create meeting spaces that encourage informal interaction.

Without the Cultural Management Practice of Working Quality of Life, levels of stress amongst our staff will increase, morale will be low and we will be at risk of high and costly staff turnover and failing to meet our statutory obligations to protect the health and wellbeing of our people.



5.2.6 Managing Change

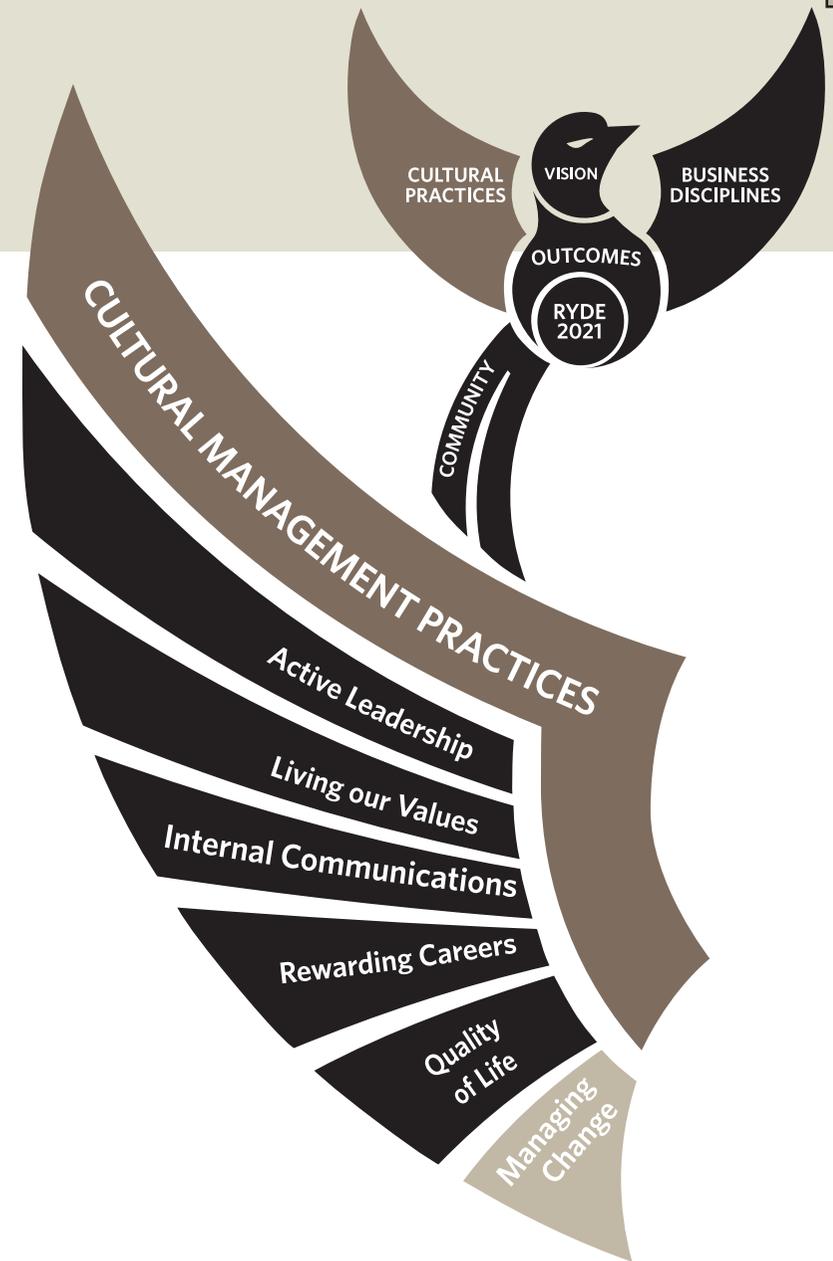
The Cultural Management Practice of Managing Change recognises the reality that our organisation operates in an ever-changing external and internal environment. It further recognises that a change management process is essential to enable the organisation to remain relevant, cost effective and operationally efficient in keeping with our mission.

Our mission: Working with our community and partners to provide strategic leadership, effective projects and quality customer service creates priorities for our organisation’s development journey, and supports the way that change is managed and understood by all to reduce the impacts of ‘change fatigue’. This is outlined in our Corporate Capability Plan.

This describes the end state of our success as an organisation and identifies what is important to us in the way that we deliver the Vision of our Community Strategic Plan. It also encapsulates how we envision our organisation’s relationship with the community once our business model is fully developed and maintained.

The Corporate Capability Plan identifies all of the projects and costs required to improve our ability to deliver our mission and especially our business disciplines and cultural management practices over the next four years. It is designed around each of the programs and sub programs that support the Outcome of Progressive Leadership. The projects and costing of the Corporate Capability Plan are embedded in our Four Year Delivery Plan.

Without the Cultural Management Practice of Change Management, improvements in the way that we provide our projects and services will be poorly planned, integrated and delivered. The organisation will not build its capability in a realistic and acceptable way, staff motivation will be weakened and the organisation’s future relevance and viability will be at risk. Finally, our mission will not be executed in a well-planned and effective way.



The Vision

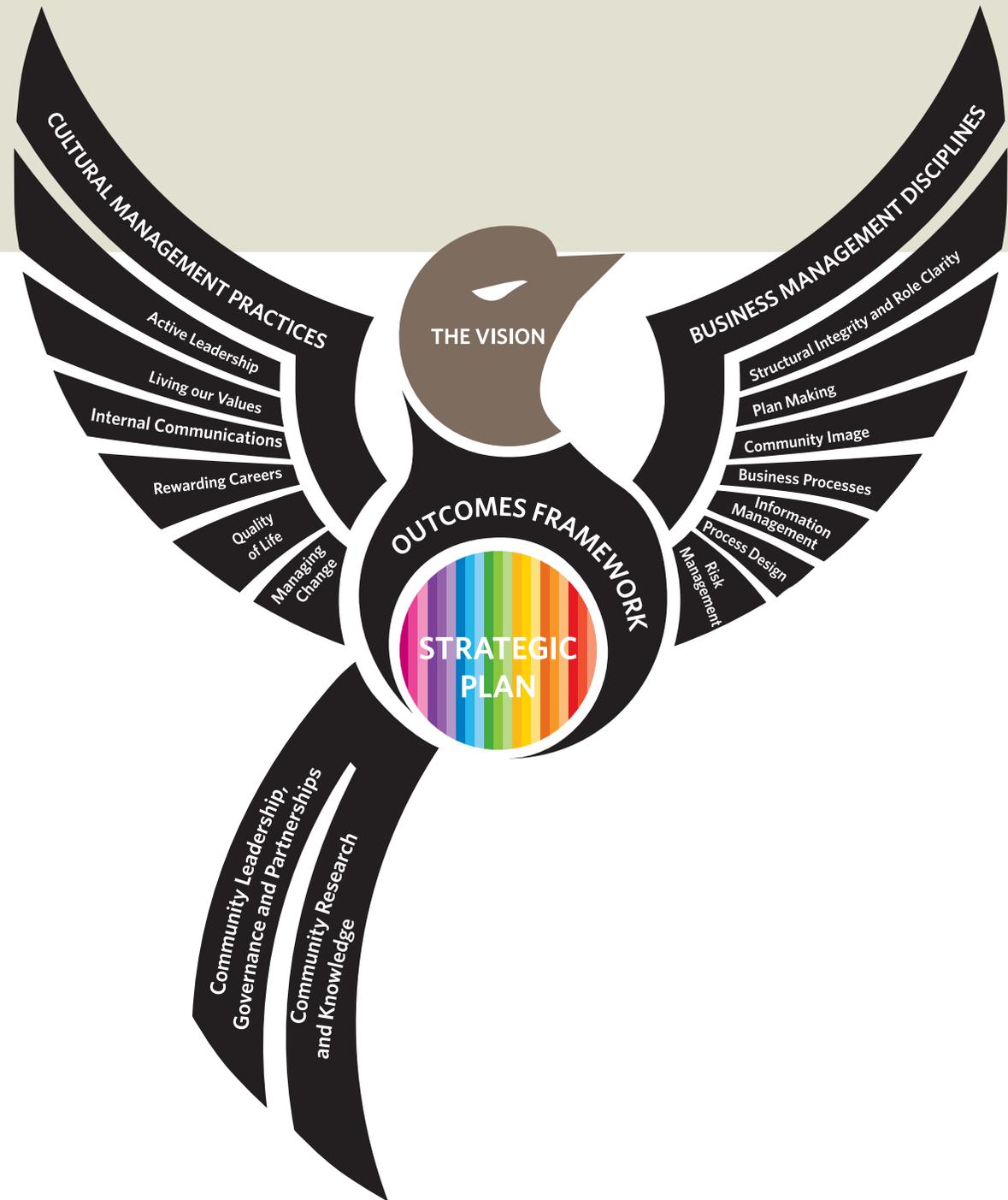
6 The Vision

Our Vision:

The City of Ryde the place to be for lifestyle and opportunity @ your doorstep

encapsulates the community’s aspiration for the whole of the City of Ryde local government area. Legislation requires the City of Ryde Council to be the custodian of this vision and to work with all partners to bring it alive through a well-executed Community Strategic Plan that is reviewed and reported against on completion of each term of Council.

To bring the vision alive we will ensure that our own internal capability is fully developed as outlined in this Business Model.



Conclusion

7 Conclusion

As stated earlier, the City of Ryde Council is a complex organisation. It needs to operate to its full capability so that the community's vision for the local government area is brought to life in a way that upholds our mission. To do so we have to develop a large array of different elements within Council. This approach to organisation development must be understood and enacted by us all. Without a clear and shared understanding and commitment to what is important to us and how the various elements link together, we will not succeed on our journey.

This Business Model (shaped as a bird) has been designed and documented so that those who lead, manage and work in the City of Ryde Council can understand how the various elements come together to build an organisation that delivers on its promises to our Council and community – an organisation that we can all be proud of.

John Neish
General Manager
March 2012

Definitions

Active Leadership: The Cultural Management Practice of Active Leadership is the methodology by which Group, Service Unit and Section managers bring the City of Ryde Leadership model alive in their workplace and continuously improve their personal leadership style.

Group Managers have three areas of leadership on which to focus.

- Outcome leadership and partnership - the way that we stay focused on the outcomes, goals and strategies contained in the Community Strategic Plan, maintain their relevancy, align them to our Four Year Delivery Plan and create partnerships to deliver them.
- Managing the priority setting, sequencing and implementation of change management projects contained in our Business Model and associated Corporate Capability Plan
- Line management of their groups to ensure business disciplines and cultural management practices are adopted, maintained and enhanced.

Best Value Review Methodology: This is service review methodology that applies the '4 C's' of Best Value':

- Consult with customers to understand their satisfaction with the service and seek their suggestions as to how it can be improved
- Compare our services to better practice services delivered by other organisations (private, public, not for profit) to understand how we can improve
- Compete with our cost structures by understanding and analysing them to identify if there is a cheaper way of delivering the service or ways to generate improved revenue
- Challenge the way we provide the service or plan to change it utilising a mix of experts from within and without the organisation

Business Management Disciplines: Business Management Disciplines are at the heart of our business, and require ongoing development, refinement and adaptation to ensure that we operate at optimum levels and ensure quality targets are met. They include the diverse disciplines of Structural Integrity, Role Clarity, Plan Making, Community Image, Core Business Processes, Information and Systems Management, Customer Centric Process Design and Risk Management.

City of Ryde Business Model: The City of Ryde Business Model shows how the critical elements of our business operations support each other to ensure that our vision will be realised over time. It describes and clarifies the various terms we use so that we can develop a common view on how and why we do things at the City of Ryde.

City of Ryde 2021 Community Strategic Plan: The City of Ryde 2021 Community Strategic Plan - Lifestyle and Opportunity @ Your Doorstep, is the definitive strategy for the City of Ryde for the next 10 years. By defining the desired vision for the city and its response to the expected challenges of demographic change, housing demand, climate change and so on, it guides and sets goals for all other plans undertaken by Council.

Corporate Capability Plan: The Corporate Capability Plan identifies all of the projects and costs required to improve our ability to deliver business disciplines and cultural management practices over the next four years. It is designed around each of the programs and sub programs that support the Outcome of Progressive Leadership and the delivery of our mission: The projects and costing of the Corporate Capability Plan are embedded in our Four Year Delivery Plan in keeping with our business discipline of Plan Making.

Council's Community Image: The Business Discipline of Managing our Image in the community and with government, creates an image of Council that is professional, transparent, innovative, efficient and customer focused. It includes managing

- Public Affairs - the way that we engage with our community
- Corporate Image - the way that we present our image to the community and partners through publications, facility design, our website and so on
- Public Relations - the way we manage the media and professional publications to build a positive profile for Council and manage negative press
- Intra Sectoral affairs - the way that we build relationships with all levels of government, not for profit organisations and the private sector
- Marketing - the way that we understand our market segments and reach them by using appropriate mediums to promote our messages, services and enterprises and our intentions of community benefit, cost neutrality or profit making where appropriate.

Core Business Processes: Our Core Business Processes are the key activities we undertake to ensure our organisation can function effectively, consistently and with minimum risk. They include:

- Budget Establishment - The process by which we establish our budget each year in keeping with our Four Year Delivery Plan
- Financial Management - The process by which we manage our costs and revenue to keep within budget and make regular, quarterly adjustments to maintain fiscal control.
- Total Asset Management - The process by which we plan and manage the servicing, maintenance, renewal and creation of new and existing assets to ensure they are properly maintained and meet customer requirements.

- Business Planning - The process by which we establish our performance criteria for the year ahead for projects and 'business as usual' activities in accordance with accountabilities, structure and budget as approved in the Four Year Delivery Plan. Business plans exist at Group, Service Unit and Section levels across the organisation.
- Performance Review Management - The process by which we establish performance expectations in keeping with business plans and personal performance plans, conduct performance reviews and align the review results to our salary administration, rewards frameworks and staff training, succession and development plans.
- Salary Administration and Review - The process by which we develop and apply a 'competitive with industry' salary system that is applied systematically and equitably across the organisation. It ensures that our salary and reward processes are affordable, attract the right people, recognise talent and encourage staff retention.
- Recruitment and Selection - The process by which we attract, appoint and induct the right people to ensure our workforce is able to deliver our accountabilities.
- Procurement of Goods and Services - The process by which we select external suppliers of goods and services to optimise value in accordance with regulatory frameworks. Procurement also relates to the way that we contract and specify services from our internal suppliers through service level agreements between Service Units, Business Managers and Implementation Agents.
- Project Management - The process by which we scope, plan, deliver and commission capital and non capital projects.
- Contract Administration - The process by which we manage our contracts to ensure compliance with contractual terms and conditions.
- Property Portfolio Management - The process by which we maintain

our land and built assets portfolio to keep it accurately updated and to optimise its use for community benefit and, where appropriate, financial returns to Council.

- Business Information Reporting for Improvement - The process by which we develop financial and operational data to support business decision-making and service specification. Utilising management accounting skills and performance measurement and reporting, this includes unit rate data, performance data, customer satisfaction data and the establishment of dashboards and specific reports.

Corporate Accountabilities: Corporate Accountabilities describe the overall corporate responsibilities shared by senior and middle managers. They relate to a range of statutory obligations and ensure workplace safety, equal employment opportunity and so on are implemented across the organisation.

Cultural Management Practices: Cultural Management Practices are the 'softer aspects' of organisational development. They encourage and shape the way that we create our workplace behaviours and norms. They relate to leadership and managerial styles, policies and processes that create a positive and rewarding environment for staff. Cultural management practices build motivated workforces that are empowered to embrace accountability, innovate and maintain focus on customers, performance improvement and cost efficiency.

Customer Centric Process Design: Customer Centric Process Design is the way we improve our service delivery to our customers (internal and external). It includes Best Value Review Methodology, Process Mapping, and Customer Interface management.

Customer Interface Management: Customer Interface Management is the way we relate to customers in every medium across the organisation. It covers strategic policy settings for customer service, staff training and development, the gathering of relevant data, how information and complaints are managed and so on, all with a view to improving the way we manage our customers, enhance our service and bring our mission alive.

Delegations: Delegations are statements of permission to perform certain tasks within set limits. They are given to the General Manager by the Council; he in turn delegates these down and across the organisation.

Enabling Rewarding Careers: The Cultural Management Practice of Enabling Rewarding Careers relates to the way that we enable:

- Career Development - the way that we encourage our people to succeed and expand their career opportunities
- Reward and recognition practices - the way that we 'catch people doing the right things' and recognise them for it.
- Performance correction - the way that we manage those who fail to perform or demonstrate behaviours to acceptable standards.

Internal Communications: The Cultural Management Practice of Internal Communications enables the free flow of relevant information through the organisation so that all staff have information they need to support their understanding of the organisation, its operations, priorities, social interactions and norms.

Position descriptions: Position descriptions clarify key requirements, desired skills, accountabilities, delegations and desired values and for all substantive roles within our organisation.

Living our values: The Cultural Management Practice of Living our Values sets the expectations of behavior that we can all expect from each other (with no exceptions).

Managing Change: The Cultural Management Practice of Managing Change recognises the reality that our organisation operates in an ever-changing external and internal environment. It further recognises that a change management process is essential to enable the organisation to remain relevant, cost effective and operationally efficient.

It creates priorities for our organisation's development journey, and supports the way that change is managed and understood by all to reduce the impacts of 'change fatigue' This is outlined in our Corporate Capability Plan.

Outcomes Framework: The Outcomes Framework is the means by which the Community Strategic Plan's outcomes are embedded into all of Council's operations. It outlines the planning hierarchy that is the basis for reporting and review against progress over time.

Plan Making: Plan Making describes how we plan for the future. At the City of Ryde each plan must contribute to an Outcome in the Community Strategic Plan and be subordinate to it. Several types of plans are used across the organisation:

- Land use plans
- Plans relating to asset renewal
- Plans relating to asset extension and/or new assets
- Plans relating to improved land management

Plans for asset renewal, asset extension and /or new assets and improvements to land must be accompanied by a implementation schedule stating what has to be done, by when and at what cost before they will be endorsed as a City of Ryde Plan by the Executive Team and incorporated into Council's Four Year Delivery Plan and Long Term Financial Plan.

Process Mapping: Process mapping enables us to streamline the way that we undertake an end-to-end process for delivering a service to our customers. It does so by mapping the activity, steps and decision points of each process and then analysing the results to determine whether there is a simpler, more cost efficient way of delivering the service.

Programs: Programs are a collection of sub programs and associated accountabilities and associated projects, costs and performance indicators. They are used to present annual budgets to Council and we report on progress against them in our quarterly reviews.

Risk Management: Risk management relates to the way that we manage the risks to which our organisation is exposed. Risk management reduces or eliminates identified risks to our health and wellbeing, business continuity, delivery of services and projects and our reputation.

Role Clarity Discipline: The Role Clarity Business Discipline maintains an environment of surety across the organisation so that we all understand our responsibilities and know who does what.

Service Accountabilities: Service Accountabilities describe the outputs of our efforts at work and enable us to clarify who is responsible for what. Each accountability represents a collection of various activities that contribute to that output. There are three types of service accountabilities:

- Accountabilities that provide an indirect benefit to the community such as plan making
- Accountabilities that provide a service to internal users to enable them to deliver front line services to the community such as information technology
- Accountabilities that are direct services (transactional services) provided to the community such as library services.

Structural Integrity Discipline: The Structural Integrity Discipline defines our organisation's structure, and the way that levels of management and titles are decided.

Working Quality of Life: The Cultural Management Practice of Creating a Working Quality of Life recognises that those that work at the City of Ryde are a diverse workforce who must balance their work and private lives to remain healthy and be effective and safe in their workplace.