

APPENDIX D: GOSFORD CITY COUNCIL'S BUSINESS OPERATING MODEL

Gosford City Council has developed a target business model, organisation principles and corporate values as set out in the figures below. These are currently in the process of being embedded in the organisation. As a result, these are not yet statements of where we are, but rather where we aim to be.

Figure 1: Gosford City Council's Target Business Model

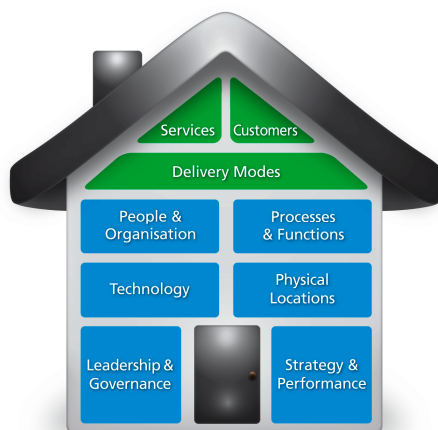


Figure 2 Gosford City Council Organisation Principles

- **Be open, transparent and consistent:** We lead by example, provide clear direction, build organisation alignment, reduce variability and improve productivity
- **Focus on the customer:** We understand what customers value, now and in the future, and use this to drive organisational design, strategy, products and services
- **Consult and communicate:** We engage people's enthusiasm, resourcefulness and participation to improve organisational performance
- **Keep learning & improving:** We will develop the organisation's agility, adaptability, and responsiveness based on a culture of continual improvement, innovation, flexibility, career opportunity and learning of our people.
- **Make decisions based on facts:** We effectively use facts, data and knowledge leading to improved decisions
- **Live our values:** We demonstrate leadership, courage, teamwork, innovation, service and ethics
- **Be one team (systems thinking):** We engage our people and their ideas to manage, simplify and optimise systems to improve outcomes

Figure 3: Gosford City Council Corporate Values



Gosford City Council

CORPORATE VALUES

 <h3 style="color: #0056b3;">Leadership</h3> <p>We listen, set direction, take ownership and empower others to do the same.</p>	<p>We will</p> <ul style="list-style-type: none"> Lead by example Be clear in our expectations Make decisions based upon data and evidence that are valid and reliable Actively listen to others Encourage everyone to display leadership <p>We won't</p> <ul style="list-style-type: none"> Shirk our responsibilities Micromanage others Have double standards Avoid explaining our decisions Blame others 	 <h3 style="color: #0056b3;">Courage</h3> <p>We take considered risks and are willing to challenge and be challenged.</p>	<p>We will</p> <ul style="list-style-type: none"> Address behaviours that conflict with our values Take action to promote the City's vision Speak up and act in the best interests of the whole organisation Be accountable <p>We won't</p> <ul style="list-style-type: none"> Take the easy option Hide behind red tape and bureaucracy Shy away from tough decisions Accept poor performance
 <h3 style="color: #0056b3;">Service</h3> <p>Our customers are our reason for being and we will deliver excellent service.</p>	<p>We will</p> <ul style="list-style-type: none"> Listen and respond to our customers Seek win/win outcomes Be respectful Treat others as we would like to be treated <p>We won't</p> <ul style="list-style-type: none"> Be dismissive of other people's concerns Pass the buck 	 <h3 style="color: #0056b3;">Ethics</h3> <p>We act with integrity and comply with our Code of Conduct.</p>	<p>We will</p> <ul style="list-style-type: none"> Be honest and fair Always comply with our Code of Conduct Always act in the best interests of the Gosford City Council. <p>We won't</p> <ul style="list-style-type: none"> Act dishonestly Damage council's reputation
 <h3 style="color: #0056b3;">Innovation</h3> <p>We welcome new ideas, adapt and learn continuously.</p>	<p>We will</p> <ul style="list-style-type: none"> Take personal responsibility for innovation and improvement Encourage and be open to new ideas Strive to be best practice Learn from our mistakes Encourage flexibility and career opportunities <p>We won't</p> <ul style="list-style-type: none"> Hide our mistakes Do things just because that's the way we have always done them Create roadblocks to change 	 <h3 style="color: #0056b3;">Teamwork</h3> <p>We work together to achieve a common goal for our community.</p>	<p>We will</p> <ul style="list-style-type: none"> Pitch in and work as one team Collaborate and embrace diversity Learn from each other Celebrate our achievements Have fun each day <p>We won't</p> <ul style="list-style-type: none"> Disrespect each other Tolerate bullying, harassment or inequality Operate in silos

Figure 4: Gosford City Council's Organisational Structure



CHIEF EXECUTIVE OFFICER
Paul Anderson



GOVERNANCE & PLANNING
Danielle Dickson



CONSTRUCTION & OPERATIONS
Stan Antczak



COMMUNITY GROWTH
Judy Jaeger

Performance & Strategy

- Workforce Strategy
- Excellence & Innovation
- Communication & Engagement
- Finance Strategy
- Business Performance

Central Coast Stadium

- Events/Ticket Coordination
- Grounds Maintenance

Development & Compliance

- Business Services
- Engineering Assessment
- Service Integration
- Streamline
- Compliance

Sustainable Corporate & City Planning

- Corporate & Asset Planning
- Environmental Strategies
- City Planning

Governance & Business Services

- Human Resources
- Governance
- Customer Service
- Finance Service

Legal & Risk

- Internal Auditor
- Strategic Risk
- Operational Risk
- Solicitor

Construction Planning & Management

- Transport Project Development
- Water & Sewer Project Development
- Water & Sewer Operational Planning & Assets
- Technical Services
- Transport Operational Planning & Assets

Asset Operations

- Water & Sewer Process
- Water & Sewer Civil Works
- Waste & Emergency Services
- Water & Sewer Electrical/Mechanical
- Roads North
- Roads South

Construction Delivery

- Road Construction Delivery
- Construction Delivery
- Technical Support
- Construction Delivery

Library & Community

- Child & Family Services
- Community Development
- Youth & Seniors Services
- Library Services
- Place Making

Culture

- Leisure & Beaches
- Arts & Culture
- Passive Open Space
- Active Open Space
- Natural Open Spaces

Property & Economic Development

- Property Maintenance
- Property Facilities & Asset Management
- Economic Development & Business Enterprise

Corporate Business Operations

- Technology Services
- Spatial Information Services
- Fleet Services
- Stores & Procurement



Gosford City Council
Organisational Structure - December 2014

Office of the Chief Executive Officer

Responsible for the efficient and effective day-to-day operation of council by ensuring the implementation of decisions of council.

QUICK FACTS:

- The stadium is a multifunctional facility with a crowd capacity of over 20,000 people.
- An Ordinary Council Meeting is held Tuesday evenings on the second and fourth week of each month.
- As at 3 February 2015, Gosford City Council has 1,404 employees, including casuals.

In 2014...

- Council welcomed seven apprentices and eight trainees as they commenced their employment with us.



Gosford City Council

Organisational Structure - December 2014

Governance & Planning

Facilitates the planning and growth of the city whilst protecting the environment and community health.

Manages organisational services such as employee relations, corporate strategic planning, legal, risk management, insurance and internal audits.

QUICK FACTS:

- Streamline is council's independent business unit for certification services.
- Council has four Customer Service Centres.

In 2014...

- Council's customer service staff assisted over 22,000 people at our main customer service centre in Gosford.
- Over 146,000 phone calls were answered in our call centre.
- Over 170 health inspections were carried out to food shops, skin penetration premises and public pools by council.

Construction & Operations

Manages the planning and delivery of construction projects.

The department is also responsible for waste services, landfill operations and the maintenance of all assets, including water and sewer assets.

QUICK FACTS:

- The overall Central Coast water system incorporates three dams, three weirs, three water treatment plants, over 50 reservoirs, and more than 2,000 kilometres of pipelines.
- Our water supply system serves a current population of around 300,000 people.
- Our Central Coast system includes more than 2,000 kilometres of pipelines.
- Council operates two waste management facilities - Woy Woy Landfill and Kincumber Transfer Station.
- Council looks after more than 1,100 kilometres of road.

In 2014...

- Over two million bins were collected in Gosford City.

Community Growth

Manages community services, culture and sporting facilities and services, economic development and commercial enterprises, as well as corporate business operations.

QUICK FACTS:

- Council has three youth centres and three seniors centres.
- Council's Professional Lifeguards patrol nine beaches in Gosford City.
- Some of council's Arts & Culture facilities include Laycock Street Theatre, the Peninsula Theatre, and the Gosford Regional Gallery.
- There are 39 sportsgrounds located in Gosford City.

In 2014...

- Council catered for over 385 children at its four childcare centres.
- Over 62,000 patrons attended more than 200 productions at Laycock Theatre.
- Council welcomed over 412,000 people to the Peninsula Leisure Centre.
- Over 27,000 adults and 6,200 children enjoyed time at the pristine Patonga Camping Ground.
- Over 2.1 million people went to one of our local patrolled beaches.

Figure 5: Gosford City Council's Management Team**Office of the CEO****PAUL ANDERSON, CHIEF EXECUTIVE OFFICER**

Paul was appointed Gosford's General Manager (now CEO) in January 2013 and has 27 years of experience in local government. Paul has had a number of leadership roles in councils, most recently he was the General Manager at Eurobodalla Shire Council on the South Coast of New South Wales. Paul started his career as a trainee building surveyor and has worked his way through management levels to director and then general manager roles, collecting a wealth of experience and expertise along the way.

**JANINE MCKENZIE, EXECUTIVE MANAGER PERFORMANCE & STRATEGY**

Janine joined Council in June 2014 from a seven year role as Manager at Deloitte Touche Tohmatsu in Sydney, where she specialised in Finance and Performance Management. Prior to this, Janine held positions across various financial institutions, such as AMP, Barclays and Westpac. She also spent 12 months as Management Advisor on a program in Kenya that built the training capability for multiple institutions. Janine holds a Master of Business Administration (MBA), a Bachelor of Economics, Bachelor of Arts and is also a Certified Practising Accountant.

**KATH CASEY, MANAGER CENTRAL COAST STADIUM**

Kath came back to Gosford City Council in 2013 when the ownership and management of Central Coast Stadium was taken over by Council. Kath has over 20 years' experience event and venue management, including a further 5 years as Gosford Council's Event Coordinator. Kath has been central to the management of numerous local community events like Australia Day Celebrations, the Australian Springtime Flora Festival, Gosford 50 year Celebrations, Gosford's hosting of the Olympic Torch Relay, the Paralympics Torch Relay and the Rugby World Cup. Kath is an Accredited Venue Manager (AVM), a prestigious award recognising extensive venue management experience with a high level of accomplishment and enthusiasm

Governance & Planning



DANIELLE DICKSON, DIRECTOR GOVERNANCE & PLANNING

Danielle commenced at Gosford Council in October 2013. She has held the role of Director Environment & Planning, as well as Director Governance & Planning. In addition to her accomplishments at Gosford City Council, Danielle has experience as Acting General Manager of the City of Ryde Council. She is also an architect and holds a Masters qualification in Environment & Local Government Law.



MATTHEW PRENDERGAST, MANAGER SUSTAINABLE CORPORATE & CITY PLANNING

Matt joined Gosford Council in September 2014. Before this he was based in Qatar in the United Arab Emirates since 2009. Matthew holds several years of urban design and planning experience in both the private sector and in local government, including at Ku-ring-gai, North Sydney and Woollahra Councils.



SHANE SULLIVAN, MANAGER GOVERNANCE & BUSINESS SERVICES

Shane came to Gosford City in July 2014 from the City of Ryde, where she was the Group Manager of Corporate Services. With previous management experience in Customer Services, Finance, Human Resources, Information Systems and Corporate Reporting, Shane brings a vast amount of local government management experience to council.

Construction & Operations**STAN ANT CZAC, DIRECTOR CONSTRUCTION & OPERATIONS**

Stan joined Council in May 2014. He spent the prior four years as Senior Advisor (Project Management), Local Government Infrastructure Services for the Queensland Treasury Corporation. He boasts an extensive council background, with 30 years of experience in positions across Brisbane City, Holroyd City, the Blue Mountains and Wyndham City Councils.

**ED SUKESH, MANAGER CONSTRUCTION PLANNING & MANAGEMENT**

Ed has over thirty years of post-qualification experience in Civil Engineering and Management, including roles in local government, the petroleum industry and highways. Before commencing in his current role in July 2014, Ed was Manager – Infrastructure Planning at Gosford City Council since October 2011. Prior to this, he held a variety of roles at Burwood Council, including Coordinator Asset Systems, Team Leader Planning & Assets, and Design Engineer.

**WILL LAURENCE, MANAGER CONSTRUCTION DELIVERY**

Will has been at Gosford for over 20 years and has overseen a wide range of construction works and engineering projects, including the implementation of council's Road Treatment Program. His previous experience includes engineering roles at Hornsby Shire Council and in the private industry. Will has a thorough understanding of the skills required to operate and deliver projects from a vital local government infrastructure unit.

**GARRY HEMSWORTH, MANAGER ASSET OPERATIONS**

Garry started in his role in July 2014. He came to us from 17 years at Lismore City Council, where he held the positions of Manager – Roads & Parks, and Manager – Roads & Infrastructure, before spending nine years as Executive Director – Infrastructure Services. He has had experience in all aspects of the Manager Asset Operations role, including maintenance and construction, asset management, roads, bridges, drainage, water and wastewater, and waste services. Garry has more than 30 years of road construction experience with the then-RTA, Greater Taree and Lismore councils, holds a Bachelor of Engineering (Civil) Hons and a Master of Engineering Science, and is also a chartered professional engineer.

Community Growth



JUDY JAEGER, DIRECTOR COMMUNITY GROWTH

Judy joined Council in May 2014. Prior to this she spent eight years at Newcastle City Council, where she took on the roles of Acting General Manager, Director - Future City, and Manager - Strategic & Sustainable Planning. She has extensive experience in local government, having also held positions at Wyong Shire, Maitland City and Gunnedah Shire Councils. In addition, Judy holds a Master of Business Administration and a Bachelor of Arts.



DI SHAW, MANAGER LIBRARIES & COMMUNITIES

Di joined Council in August 2014. Prior to this, Di held the position of Director at Shaped Outcomes, where she developed and facilitated planning processes and workshops with government, NGOs, private industry and community groups about adaptive strategies and delivering behaviour change. She was also the Manager Programs at the WA Department of Culture and the Arts. Di also has extensive experience in local government, most notably as the Manager Arts and Culture at the City of Greater Geelong, Victoria, and the Manager Arts and Culture at the City of Eira in Melbourne.



PHIL CANTILLON, MANAGER CULTURE

Phil started at Gosford in July 2014. He has 20 years' experience in senior management and leadership roles in both local government and the commercial sector. Most recently, Phil held the position of Manager, City Spaces at the City of Sydney Council. In this role, he successfully led and transitioned five community based services and teams into a new business unit, and developed a city-wide social sustainability strategy to measure the effectiveness of community services in the City of Sydney. Prior to this, he was Community Manager at Waverley Council in Sydney, where he opened \$11 million multi-functional community facilities, recreation and open spaces. Before immigrating to Australia in 2011, Phil also held roles at Knowsley, Metropolitan Borough, Bolton and Rochdale Councils in the UK.



CHRIS REDMAN, MANAGER PROPERTY & ECONOMIC DEVELOPMENT

Chris commenced his role at Gosford in August 2014. With 25 years' experience in property valuation, development, portfolio and funds management, Chris has driven profitable property businesses for major organisations such as Lend Lease and CB Richard Ellis. Chris' previous role was Manager Property at Ryde Council, where he oversaw the performance of the property, buildings, and facilities areas, delivering annual budgets, and driving improvements and greater efficiencies in all areas. Prior to this, he held the positions of National General Manager and Portfolio Manager at Boral Limited. Chris has completed a Bachelor Degree in Property and Business Studies, is a graduate of the Australian Institute of Company Directors, and is also a member of the Australian Property Institute.



PETER CANNIZZARO, MANAGER CORPORATE BUSINESS OPERATIONS

Peter commenced his role at Gosford in July 2014. Peter has significant experience in business development, operations (retail, corporate, treasury and investments), and human resources, risk and change management. He has knowledge and experience in both global and domestic market activities across a broad range of products and services. Peter's most recent prior role was at the Commercial Bank International in Qatar, UAE, where he was the Chief Operating Officer. Previously, he held positions at the Commercial Bank of Qatar, and at the National Australia Bank, Commonwealth Bank and the State Bank of Victoria in Australia.