



Corporate Plan 2010-2014

**Passion
leadership
innovation
solutions
advocacy**

Shore Regional Organisation of Councils – a partnership of Manly, Mosman, Pittwater & Warringah Councils.



Mosman
COUNCIL



Who we are and what we're about

SHOROC is a strong effective partnership between the councils that make up the region of the Northern Beaches from Bradleys Head to Barrenjoey - Manly, Mosman, Warringah and Pittwater councils.

We are passionate about making our region a better place to live, work and play. At the centre of our business lies a culture of leadership, innovation and solutions for our region and people.

Our guiding principle is a focus on outcomes - doing regional work that matters. SHOROC exists to identify and solve challenges and problems with innovative ideas that result in real benefits for our community and councils. It's also about engaging the people of our region to get involved and help us to make the region stronger because they too are passionate about the local area.

We create positive change for our region with the very best people from our councils and local community. People who have the desire to make our region stronger coupled with determination to get it done.

We understand that there is an opportunity to enhance regional thinking, ideas sharing and the way we do things. Through strong partnerships with our member councils Manly, Mosman, Warringah and Pittwater we can give back and make our region and communities stronger.

Our objectives are clear

- Making our region stronger.
- Making our councils stronger.
- Making our business stronger.

What we do to deliver on our objectives

- Leveraging our 'strength in numbers' and united voice by partnering with our councils and communities to lobby for increased investment in our region and deliver campaigns on issues that matter such as transport, health, sustainability and climate change.
- Gaining a deep understanding of the local issues facing our region and working together as a strong group of four councils to strategically plan and deliver innovative solutions and community-based campaigns under five major themes:
 - *Health and lifestyle*, including primary, secondary and mental health and community services, recreation and wellbeing.
 - *Transport and sustainable communities*, including public and private transport, waste, energy and water.
 - *Housing and built environment*, including regional and town centres and infrastructure.
 - *Jobs and business*, including economic development, employment and contribution to global Sydney.
 - *Natural environment*, including bush, beach, waterways, streetscapes and parks.
- Collaboratively improving the way we do things within and between our member councils by driving efficiency and cost savings in council services, resources and business processes, joint tendering, procurement and professional development and then investing these savings back into the region.
- Attracting new business revenue to invest in the region by targeting local businesses and other levels of government with joint-project ideas in-line with our core business objectives and culture of operational excellence.

Our people

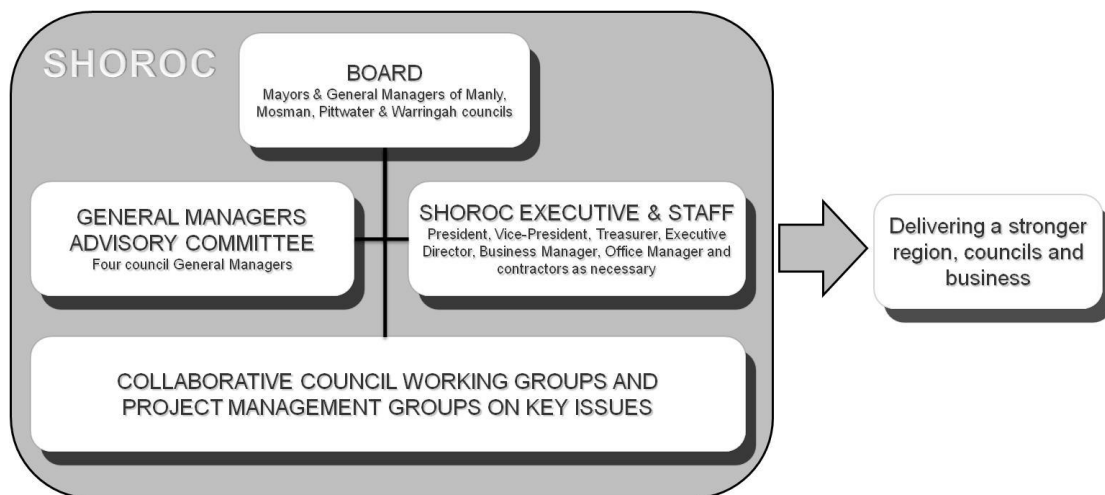
We are fortunate enough to work and partner with people who share our passion to make our region stronger with a culture that is focused on innovation, social advocacy and pushing boundaries.

Our unique business structure is our strength. It allows us to be nimble, flexible and respond quickly. Key to this strength is our ability to leverage a wealth of experience and knowledge from the passionate people who work at our four councils and engage our community to get involved and support our campaigns.

We have an effective and responsive structure

- **The Board** oversees SHOROC including planning and policy.
- **GMAC**, the General Managers Advisory Committee provides policy and planning advice and ensures the efficient management of the organisation and staffing.
- **The Executive Director** manages SHOROC, our staff and ensures effective implementation of projects.
- **Council Working Groups** collaborate on regional issues and policies, share ideas and resources and deliver regional projects – they are a critical success factor in us achieving our goals and objectives.

The characteristics of SHOROC



This is an adaptive plan to achieve our objectives

This Corporate Plan is not designed to sit on the shelf.

The Board, GMAC and SHOROC staff will continually plan, review and update the priorities for SHOROC through:

- Annual 'state of the region' reviews under the five major themes of Health and lifestyle, Transport and sustainable communities, Housing and built environment, Jobs and business and Natural environment
- Annual Operational Plans proposed by the staff and approved by the Board.
- Quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently.
- Quarterly reports on the efficiency and cost savings program for councils.

This Corporate Plan is designed to be coordinated with Councils' Business and Operational plans, while SHOROC Regional Directions 2010-2031 is linked to Councils' Community Strategic Plans.

2010-2014 SHOROC Corporate Plan summary

Partnership objectives	4 year goals	How we'll get there
Stronger Region		
<p>To make our region stronger including improved:</p> <ul style="list-style-type: none"> ○ Health and lifestyle ○ Transport and sustainable communities ○ Homes and built environment ○ Jobs and business ○ Natural environment 	<ul style="list-style-type: none"> ○ Funding commitment, planning completed and construction scheduled on Northern Beaches Hospital as well as Mona Vale Hospital retained and health services in line with agreed SHOROC Regional Directions. ○ Funding commitment, planning commenced and schedule of priority works to improve East/West and North/South transport in line with agreed SHOROC Regional Directions. ○ Agreed direction for sustainable growth of region to accommodate growing population. ○ Agreed direction for how to maintain and enhance the region's way of life and natural environment. ○ Clear state and federal policy for councils to adapt to the potential impacts of climate change. 	<ul style="list-style-type: none"> ○ Regional strategic planning including: <ul style="list-style-type: none"> ○ Development of SHOROC Regional Directions, setting out the overarching strategic direction for the region with a focus on housing, jobs, health and transport. ○ Development of <i>SHOROC Regional Directions for Liveability</i> and <i>SHOROC Regional Directions for Sustainability</i>, identifying the needs of the region in the way of other infrastructure and service delivery such as cultural and recreational venues or water and sewerage infrastructure. ○ Targeted campaigns and advocacy on health, transport, climate change and other issues as they arise in partnership with councils and the community using channels such as media, liaison with MPs and government staff and grass-roots community campaigning.
Stronger Councils		
<p>To make our councils stronger including:</p> <ul style="list-style-type: none"> ○ Operational efficiencies ○ More effective and engaged workforce ○ Stronger voice on regional issues ○ Leading practice systems and processes 	<ul style="list-style-type: none"> ○ Working toward collective Council operational savings of \$1,000,000. ○ Common workforce planning framework and regional workforce strategies. ○ Improved council staff capacity and systems. ○ Working toward 25% of staff training coordinated through SHOROC as appropriate. ○ Greater recognition of SHOROC Councils as leaders in local government. 	<ul style="list-style-type: none"> ○ Delivery of efficiency and cost savings program for councils to drive efficiencies in business processes and operations, shared services and resources, tendering and procurement. ○ Development of common waste collection service by 2014 and facilitation of advice from councillors and community to Kimbriki. ○ Development of SHOROC Workforce Plan. ○ Deliver coordinated training in partnership with council HR Managers. ○ Promotion of SHOROC Councils through awards, conferences and networks based on benchmarking within and beyond the region
Stronger SHOROC		
<p>To make the SHOROC stronger including:</p> <ul style="list-style-type: none"> ○ Revenue ○ Communications & Promotion ○ Our people ○ Governance ○ Operation, procedure & policies 	<ul style="list-style-type: none"> ○ Fully self-funding efficiency and cost savings program. ○ \$200,000 in annual revenue from new income streams. ○ 5000 council staff and community members taking action and believing in the region and the campaigns of SHOROC and our member councils. ○ Passionate, innovative and solutions focussed team. ○ Optimised governance structure. ○ Recognised by council staff, community members and other organisations as responsive, appropriate and effective. 	<ul style="list-style-type: none"> ○ Funding an ongoing efficiency and cost savings program through creation of a Revolving Cost Savings Fund built through investment of a percentage of council efficiencies and cost savings. ○ Diversified funding base including new grants and other income sources. ○ New organisational projects, focus and website to build social networks with a focus on youth. ○ Targeted recruitment and fostering of innovation culture within SHOROC and across member councils. ○ Review of governance structure and project assessment criteria. ○ Promotion of SHOROC through awards, conferences and networks.

2010/11 Operational Plan

Objective	2010/11 key projects	Responsibility	Delivered by
To make our region stronger including improved: <ul style="list-style-type: none"> Health and lifestyle Transport and sustainable communities Homes and built environment Jobs and business Natural environment 	<ul style="list-style-type: none"> Complete SHOROC Regional Directions, setting out the over-arching strategic direction for the region with a focus on housing, jobs, health and transport. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> August 2010
	<ul style="list-style-type: none"> Develop and deliver targeted campaign for Government, business and the community on transport and health including promotion, media, lobbying, submissions and other strategies. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> Commence August 2010
	<ul style="list-style-type: none"> Develop SHOROC Regional Directions for Sustainability. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> April 2011
	<ul style="list-style-type: none"> Commence SHOROC Regional Directions for Liveability. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> January 2011
	<ul style="list-style-type: none"> Develop and deliver other targeted campaigns and projects as identified and agreed by the Board incl. development of a Historical Names register. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> As required
	<ul style="list-style-type: none"> Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Develop and commence council efficiency and effectiveness strategy across councils to deliver \$200,000 in cost savings and efficiency measures through improved processes, operations, shared resources, tendering and procurement. 	<ul style="list-style-type: none"> Business Mgr 	<ul style="list-style-type: none"> Commence July 2010
To make our councils stronger including: <ul style="list-style-type: none"> Operational efficiencies More effective and engaged workforce Stronger voice on regional issues Leading practice systems and processes 	<ul style="list-style-type: none"> Commence project planning for common waste collection service by 2014. 	<ul style="list-style-type: none"> Business Mgr 	<ul style="list-style-type: none"> August 2010
	<ul style="list-style-type: none"> Develop SHOROC Workforce Plan in partnership with council HR Managers. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> July 2010
	<ul style="list-style-type: none"> Investigate feasibility of a coordinated training program for council staff. 	<ul style="list-style-type: none"> Business Mgr 	<ul style="list-style-type: none"> December 2010
	<ul style="list-style-type: none"> Deliver targeted seminars or conferences for councillors and council staff. 	<ul style="list-style-type: none"> Office Mgr 	<ul style="list-style-type: none"> As identified
	<ul style="list-style-type: none"> Support council working groups in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required. 	<ul style="list-style-type: none"> Business Mgr 	<ul style="list-style-type: none"> Ongoing
To make the SHOROC business stronger including: <ul style="list-style-type: none"> Revenue Communications & Promotion Our people Governance Operation, procedure & policies 	<ul style="list-style-type: none"> Identify and agree with Board optimal percentage of council cost savings to be invested into Revolving Cost Savings Fund. 	<ul style="list-style-type: none"> Business Mgr 	<ul style="list-style-type: none"> July 2010
	<ul style="list-style-type: none"> Generate \$75,000 in revenue from new income streams including but not limited to council cost savings, events, fee-for-service and grants. 	<ul style="list-style-type: none"> Business Mgr 	<ul style="list-style-type: none"> June 2011
	<ul style="list-style-type: none"> Launch and actively promote new SHOROC website designed to promote SHOROC activities, leverage campaigns and build an online social network of council staff and community members taking action on SHOROC campaigns. 	<ul style="list-style-type: none"> Office Mgr 	<ul style="list-style-type: none"> August 2010
	<ul style="list-style-type: none"> Develop communications strategies for SHOROC and key campaigns. 	<ul style="list-style-type: none"> Office Mgr 	<ul style="list-style-type: none"> As identified
	<ul style="list-style-type: none"> Review and update governance structure. 	<ul style="list-style-type: none"> Exec Dir 	<ul style="list-style-type: none"> December 2010
	<ul style="list-style-type: none"> Review and update of operational policies to improve responsiveness and effectiveness. 	<ul style="list-style-type: none"> Office Mgr 	<ul style="list-style-type: none"> December 2010
	<ul style="list-style-type: none"> Promote SHOROC through awards, conferences and networks. 	<ul style="list-style-type: none"> Office Mgr 	<ul style="list-style-type: none"> Ongoing

