



# Corporate Plan 2012-16

Major directions, projects and budget for SHOROC

value  
results  
leadership  
innovation

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



## Our Corporate Plan

Welcome to the 2012-16 Corporate Plan for SHOROC, the Shore Regional Organisation of Councils.

This Plan outlines how SHOROC and our partner councils will work together toward a stronger region, stronger councils and a stronger business over the coming years, including our priority projects and budget for 2012-13.

Our business is all about providing value and getting results, for our partner councils and our region. This Plan outlines how in the coming years our major goals are to:

- *Make our region stronger* by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.
- *Make our councils stronger* by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.
- *Make our business stronger* by increasing business operations to improve our financial position.

## Who we are and what we're about

SHOROC is a partnership of Manly, Mosman, Pittwater & Warringah councils led by a Board of the council Mayors and General Managers.

Collectively we represent a population of almost 280,000 residents who contribute over \$20 billion annually to the NSW economy. Our region covers an area of approximately 288km<sup>2</sup> in north east Sydney and is characterised by its outstanding natural environment, vibrant community and businesses, and large influx of tourists and weekend visitors.

We are passionate about making our region a better place to live, work and play.

Our role is focussed on advocacy, speaking with a united voice to state and federal government to deliver regional outcomes such as securing investment in our public transport, hospitals and roads. It's focussed on collaboration, partnership and innovative solutions, getting better results by working on a regional scale.

Ultimately, we work together to get results and provide value, for our partner councils and our region.

## What we do to deliver on our objectives

As a group of councils working together, there are three main ways SHOROC delivers:

- **Advocacy.** Leveraging our united voice to lobby the state and federal governments for more funding for regional infrastructure and services, with a key focus on transport and health.
- **Productivity & cost savings.** Working together to cut costs and improve productivity and community outcomes through regional purchasing, shared services, joint operations and projects.
- **Regional planning, projects and collaboration.** Developing and coordinating delivery of strategic regional plans, projects and reports to improve business, the environment and our way of life by addressing major issues for the region now and for the future.

## Our people

SHOROC is overseen by a Board consisting of the Mayors and General Managers of each of the four partner councils. The General Managers Advisory Committee provides policy and planning advice and oversees the efficient management of SHOROC. The Executive Director supports the Board and manages SHOROC and our staff as we work together to deliver on the goals set out in the Plan.

A major strength of the SHOROC partnership is the experienced council staff who work collaboratively through a range of professional officers groups to develop and implement SHOROC projects and campaigns.

## Working for a stronger region

Our region is second to none. There's much that makes it great and it's these valued characteristics that SHOROC and our partner councils are working to maintain and enhance.

Significant analysis has shown that the key priorities for our region are public transport, roads and hospitals. SHOROC has developed *Shaping Our Future* as the overarching integrated strategy for our region and is coordinating a Mayor-led campaign for state and federal government funding.

This Corporate Plan includes a continuation and consolidation of this advocacy campaign, with a goal to see construction start on the hospitals and major transport infrastructure in the next 2-4 years.

SHOROC has a clear focus on supporting and creating jobs closer to home because of the reduced need for transport and improved quality of life that can be achieved.

This Corporate Plan proposes an increased level of collaboration between the councils to grow the local economy, particularly by supporting small business, on planning and by collaborating on regional visitor and tourism strategies.

SHOROC has developed a 'health of the region' report encompassing regional indicators focussed on: Health and wellbeing; Natural environment; Built environment; Jobs and economic development; and Leadership. These regional indicators will continue to be reviewed to identify progress and emerging priorities.



**Health & wellbeing:** A connected community living safely with healthy lifestyles and equitable access to high quality health, community and recreational facilities and services.



**Natural environment:** A diverse, beautiful natural environment of bush, waterways, beaches and parks which enables healthy ecosystems, biodiversity and enjoyment and protection by our community.



**Built environment:** Infrastructure, services and housing that provide for vibrant sustainable and connected communities; a balance between our way of life and sustainably managing our natural resources and environment.



**Jobs & economic development:** Strong, diverse business and industry that provides a range of jobs close to home.



**Leadership:** Effective local leadership with community participation in, and access to decision-making.

## Working for stronger councils

Financial sustainability is recognised as one of the three biggest challenges faced by NSW councils. Increasing capital, operational and maintenance costs are outweighing revenue, meaning councils must continue to seek better, smarter ways to run their operations.

The SHOROC councils identified this as a priority and in 2010 funded SHOROC to develop and implement a Cost Savings and Productivity Program which has achieved over \$1.6 million in collective productivity gains and cost savings for councils in only eighteen months.

This Corporate Plan includes a continuation and extension of the Cost Savings and Productivity Program. A key priority is regional purchasing. It also includes a greater focus on exploring and implementing shared services where better outcomes or cost savings for councils can be identified, with a clear goal to improve the financial sustainability of the four individual councils. A good example is regional waste management where work is underway to deliver potentially significant savings and better outcomes.

The NSW Government has stated it sees regional shared services, procurement and asset management through vehicles such as ROCs as a key to addressing the financial challenge. In light of the independent review into local government, flexibility and adaptability will be key to the exploration and implementation of shared service and commercial opportunities.

## Building a stronger business

SHOROC has been effective in achieving our results under the current Incorporated Association structure.

The Board has resolved that there should be an expansion of the capacity of SHOROC to deliver financial savings for the partner councils. There may be a more effective governance structure for SHOROC to enable this to happen and as such this Plan includes an exploration of alternative governance structures as part of the investigation of shared services.

In addition, this Plan proposes an exploration and piloting of more business oriented operations in order to improve our financial position and reduce reliance on council contributions.

## What we have achieved in the past year

In the last year, key outcomes against the agreed goals in the Corporate Plan include:

<b>\$125 million for new hospital</b>	To start construction on the Level 5 Hospital at Frenchs Forest by 2015 from NSW Government, plus retaining Mona Vale Hospital in a complementary role.
<b>Major new Bus Rapid Transit feasibility study</b>	\$3 million for feasibility planning for Northern Beaches Bus Rapid Transit (BRT) system from NSW Government, plus Mona Vale Road widening studies and consideration of road upgrades associated with the new Hospital.
<b>\$1.3 million cost &amp; productivity savings for councils</b>	Value for councils through cost and productivity savings under the Cost Savings and Productivity Program, including regional tenders and projects.
<b>Strong partnership with NSW and Commonwealth MPs</b>	Regular meetings with NSW Ministers and MPs Jillian Skinner MP, Brad Hazzard MP, Mike Baird MP, Rob Stokes MP and Jonathan O’Dea MP and Commonwealth MPs Tony Abbott MHR and Bronwyn Bishop MP to discuss delivery of key infrastructure funding priorities for the region.
<b>New regional strategies &amp; indicators</b>	Adoption of <i>Shaping Our Future</i> ‘major infrastructure’ strategy, <i>Shaping Our Sustainable Future</i> action plan and ‘health of the region’ indicators.
<b>More collaborative governance</b>	Integration of Annual Councillor Forum into planning & improved processes for Councillors involvement & input.
<b>Collaboration, knowledge &amp; resource sharing</b>	Regular meetings of Mayors, Councillors, General Managers, Land use planning directors, strategic planners and staff working on climate change, water cycle management, waste, communications, procurement, HR & Records management.
<b>Effective organisational management</b>	Timely implementation of all Board and GMAC resolutions as well as efficient and appropriate management of the organisation, noting transparent and fully audited finances, high staff retention and compliance with federal and state requirements

<p><b>KEY PROJECTS DELIVERED</b></p> <p><b>Stronger region</b></p> <ul style="list-style-type: none"> <li>• <i>Shaping Our Future</i> ‘major infrastructure’ strategy</li> <li>• Advocacy campaign for health &amp; transport funding</li> <li>• Numerous transport, health &amp; planning submissions</li> <li>• Regular meetings with State &amp; Cwlth MPs</li> <li>• Regular meetings with Health &amp; Transport Execs.</li> <li>• Draft Regional Asset Inventory</li> <li>• <i>Shaping Our Sustainable Future</i> ‘action plan’</li> <li>• Health of the Region Indicators</li> <li>• Historical Place Names Register</li> <li>• Climate change inventory and collaboration</li> <li>• Applying for grant funding opportunities</li> <li>• Spatial Analysis Report to inform <i>Shaping Our Future</i></li> </ul>	<p><b>Stronger councils</b></p> <ul style="list-style-type: none"> <li>• 14 regional tenders &amp; 7 collaborative projects delivered under Cost Savings &amp; Productivity Program</li> <li>• Kimbriki Sub-Committee of Councillors &amp; community</li> <li>• Common Waste Collection investigation study &amp; commencement of tender preparation</li> <li>• Regional Household Waste Stream Audit</li> <li>• SHORE Savings Innovation Challenge to identify innovative new projects</li> <li>• Financial advice on KEE AWT project</li> </ul> <p><b>Stronger business</b></p> <ul style="list-style-type: none"> <li>• Annual Councillor Forums in 2010 &amp; 2011</li> <li>• Governance review and updated policies</li> <li>• Launched new website <a href="http://www.shoroc.com">www.shoroc.com</a></li> </ul>
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## An ongoing review of the priorities

This Plan includes major goals for 2012-16 and priority projects and budget for the coming year.

The Board, GMAC and SHOROC staff will continually plan, review and update the priorities and budget for SHOROC throughout 2012-13. Quarterly operational priority reviews will be conducted to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently, including reports on the Cost Savings and Productivity Program for councils.

Revised annual Operational Plans will be developed each year and, as outlined above, the ‘health of the region’ indicators will continue to be reviewed to identify progress and emerging priorities, and to ensure this Plan aligns with council Community Strategic Plan priorities and regional needs.

## 2012-2016 SHOROC Corporate Plan summary

Partnership objectives	Goals for 2012-16	How we'll get there
<b>Stronger Region</b>		
<p>To make our region stronger including improved:</p> <ul style="list-style-type: none"> <li>○ Health and wellbeing</li> <li>○ Natural environment</li> <li>○ Built environment</li> <li>○ Jobs and economic development</li> <li>○ Leadership</li> </ul>	<ul style="list-style-type: none"> <li>○ Improved health services: Planning completed and construction commenced by 2014/15 on the Northern Beaches Hospital and Mona Vale Hospital retained in complementary role as per <i>Shaping Our Future</i>.</li> <li>○ Improved transport: Funding committed, planning commenced &amp; schedule of priority works to improve East-West and North-South public and road transport as per <i>Shaping Our Future</i>.</li> <li>○ Improved regional facilities: funding for regional assets</li> <li>○ More jobs closer to home: Increased Gross Regional Product and maintenance of Employment Containment</li> <li>○ Improved collaboration on planning, sustainability and liveability projects and greater access to key regional data</li> </ul>	<ul style="list-style-type: none"> <li>○ Coordinate Mayor-led campaign to lobby state and federal government for investment in public transport, road and health infrastructure</li> <li>○ Work with state and federal governments to improve regional transport, health services and regional assets</li> <li>○ Develop submissions, funding proposals and research reports</li> <li>○ Advocate on behalf of the region on priority regional issues including delivering targeted campaigns as identified.</li> <li>○ Collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.</li> <li>○ Deliver Regional Sustainability Strategy, develop and deliver Regional Liveability strategy &amp; report on 'health of the region' indicators</li> </ul>
<b>Stronger Councils</b>		
<p>To make our councils stronger including:</p> <ul style="list-style-type: none"> <li>○ Financial sustainability</li> <li>○ Operational efficiencies</li> <li>○ Improved services</li> <li>○ Systems and processes</li> <li>○ Workforce</li> <li>○ Independence</li> </ul>	<ul style="list-style-type: none"> <li>○ Operational savings for councils: \$5 million in collective savings.</li> <li>○ Shared services: Implementation of appropriate regional shared services that deliver cost savings for councils, improved services and/or deliver local economic benefits</li> <li>○ Improved regional waste management: Implementation of common collection system and KEE AWT project, saving ratepayer funds and improving resource recovery outcomes.</li> <li>○ Increased regional training programs: working toward 20% of council training coordinated through SHOROC</li> <li>○ Improved collaboration, knowledge &amp; resource sharing</li> <li>○ Greater recognition of councils as leaders in local government.</li> </ul>	<ul style="list-style-type: none"> <li>○ Deliver Council Cost Savings and Productivity Program to achieve efficiencies in business processes and operations, projects, tendering &amp; procurement.</li> <li>○ Investigate delivery of shared and collaborative functions and services on a regional basis and implement where appropriate, ensuring flexibility and adaptability of any governance models established.</li> <li>○ Manage project planning and implementation of common waste collection service by 2015, including tendering, investigation of alternative business models for management, and coordination of Kimbriki Sub-Committee.</li> <li>○ Deliver coordinated training for elected Councillors and council staff.</li> <li>○ Promotion of councils and SHOROC through awards, conferences and networks based on benchmarking within and beyond the region</li> </ul>
<b>Stronger Business</b>		
<p>To make the business stronger including:</p> <ul style="list-style-type: none"> <li>○ Governance</li> <li>○ Financial</li> <li>○ Our people</li> <li>○ Operation, procedure &amp; policies</li> </ul>	<ul style="list-style-type: none"> <li>○ Expanded capacity to deliver financial savings for councils</li> <li>○ Effective and efficient governance structure to realise greatest potential value for region and councils</li> <li>○ Increased revenue from alternative income streams.</li> <li>○ Engaged &amp; effective Board, management and staff</li> <li>○ Recognised by council staff, community members and other organisations as responsive, appropriate and effective.</li> </ul>	<ul style="list-style-type: none"> <li>○ Diversify funding base including new grants and more business oriented operations to improve financial position and reduce reliance on council contributions.</li> <li>○ Investigate alternative governance structures &amp; policies in conjunction with investigation of shared services &amp; implement as appropriate.</li> <li>○ Collaborative organisational planning &amp; management, &amp; targeted recruitment &amp; ongoing professional development of staff.</li> <li>○ Greater communication &amp; collaboration between SHOROC &amp; council staff</li> </ul>

## 2012-13 Operational Plan

Stronger region			Timing				Resourcing			
Objectives	Goals for 2012-16	2012-13 Project	Delivered by	Q1	Q2	Q3	Q4	SHOROC	Staff	Group
<p>To make our region stronger including improved:</p> <ul style="list-style-type: none"> <li>○ Health and wellbeing</li> <li>○ Natural environment</li> <li>○ Built environment</li> <li>○ Jobs and economic development</li> <li>○ Leadership</li> </ul>	<ul style="list-style-type: none"> <li>○ Improved health services: Planning completed and construction commenced by 2014/15 on the Northern Beaches Hospital and Mona Vale Hospital retained in complementary role as per Shaping Our Future.</li> <li>○ Improved transport: Funding committed, planning commenced &amp; schedule of priority works to improve East-West and North-South public and road transport as per Shaping Our Future.</li> <li>○ Improved regional facilities: funding for regional assets</li> <li>○ More jobs closer to home: Increased Gross Regional Product and maintenance of Employment Containment</li> <li>○ Improved collaboration on planning, sustainability and liveability projects and greater access to key regional data</li> </ul>	<p><b>1. Health: Continue coordination of Mayor-led lobbying of state and federal government to construct the Northern Beaches Hospital and retain Mona Vale Hospital in a complementary role. Work with state &amp; federal government agencies including NSLHD &amp; HI to support planning &amp; improve health services.</b></p>	Ongoing					Exec Director	Low	Board, GMAC
		<p><b>2. Transport: Continue coordination of Mayor-led lobbying of state and federal government to commit to construct Bus Rapid Transit and identified road upgrades. Work with state and federal government agencies including Transport for NSW to conduct detailed transport planning and improve regional transport.</b></p>	Ongoing					Exec Director	Medium	Board, GMAC, Urban Planners, Strategic Planners
		<p><b>3. Planning: Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Masterplan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.</b></p>	Ongoing					Exec Director	Medium	Board, GMAC, Planners, Strategic, Economic Dev.
		<p><b>4. Develop Commonwealth and State funding proposal for priority regional assets including asset renewal and maintenance costs</b></p>	Mar-13					Exec Director	Low	Strategic, CFOs
		<p><b>5. Arrange meetings between the Board and local NSW MPs on a six-monthly basis and local Commonwealth MPs on an annual basis to discuss key infrastructure funding and other regional issues</b></p>	Nov, May, June					Exec Director	-	Board
		<p><b>6. Identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.</b></p>	Jun-13					Exec Director	Medium	Planners, Ec. Development, Tourism
		<p><b>7. Publish annual 'health of the region' report and agree community survey questions to complete remaining indicators.</b></p>	Sep-12					Exec Director	Low	Strategic
		<p><b>8. Coordinate delivery of priority projects under the regional sustainability strategy as agreed by the Board.</b></p>	As per strategy					Exec Director	Low	Sustainability, Education
		<p><b>9. Seek grant funding and commence regional liveability strategy</b></p>	Jun-13					Exec Director	Medium	Strategic, Community, Env Services
		<p><b>10. Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required</b></p>	Ongoing					Exec Director	Low	Planning, Ec. development, Climate change, Water

Stronger Councils			Timing				Resourcing			
Objectives	Goals for 2012-16	2012-13 Project	Delivered by	Q1	Q2	Q3	Q4	SHOROC	Council	Group
To make our councils stronger including: <ul style="list-style-type: none"> <li>○ Financial sustainability</li> <li>○ Operational efficiencies</li> <li>○ Improved services</li> <li>○ Systems and processes</li> <li>○ Workforce</li> <li>○ Independence</li> </ul>	<ul style="list-style-type: none"> <li>○ Operational savings for councils: \$5 million in collective savings.</li> <li>○ Shared services: Implementation of appropriate regional shared services that deliver cost savings for councils, improved services and/or deliver local economic benefits</li> <li>○ Improved regional waste management: Implementation of common collection system and KEE AWT project, saving ratepayer funds and improving resource recovery outcomes.</li> <li>○ Increased regional training programs: working toward 20% of council training coordinated through SHOROC</li> <li>○ Improved collaboration, knowledge &amp; resource sharing</li> <li>○ Greater recognition of councils as leaders in local government.</li> </ul>	<b>11. Continue Council Cost Savings and Productivity Program across councils to deliver \$1,500,000 in annual cost savings &amp; productivity gains in business processes &amp; operations, projects, tendering &amp; procurement.</b> 11A. Continue to seek and deliver regional tenders through application of procurement audit and calendar, active surveillance of all procurement activities and management through the Procurement Working Group. 11B. Manage tenders on behalf of councils and provide consultancy management services where appropriate on behalf of the councils.	Ongoing					Business Mgr	High	Procurement, as appropriate depending on tender
		<b>12. Investigate delivery of shared and collaborative functions and services on a regional basis and implement where appropriate, for example After Hours Call Centre, ensuring flexibility and adaptability of any governance models established.</b>	Ongoing					Business Mgr	Medium	GMAC, Shared Services Liaison Group
		<b>13. Continue to review council operations &amp; potential market opportunities &amp; present high level scoping overviews to GMAC for consideration as they arise.</b>	Ongoing					Business Mgr	Low	GMAC, Shared Services
		<b>14. Continue to manage project planning for a common waste collection service by 2015 in collaboration with council waste, education and engagement staff &amp; KEE.</b> 14A. Development of tender specification based on agreed common collection system. 14B. Investigate the value of appropriate business models that could be established for the efficient & cost effective delivery of quality waste services. 14C. Undertake project management of consultancies as required 14D. Develop and commence education and engagement project in consultation with councils and KEE to support implementation of a common collection system and KEE's facility development.	June 2013 (potentially seek tenders)					Business Mgr	Medium-High	GMAC, Waste, Education Officers, Comms
		<b>15. Coordinate and provide secretariat for Kimbriki Sub-Committee</b>	March, June, Sept, Dec					Business Mgr	Low	Waste
		<b>16. Continue to improve regional collaboration on regional training and HR issues and management</b> 16A. Continue working with the SHOROC HR Workforce Planning Group on coordinated training and recruitment opportunities 16 B. Deliver targeted training, seminars or conferences for councillors and council staff. 16 C. Consider opportunities for senior staff secondments between councils for professional development, improved collaboration, knowledge & resource sharing.	Ongoing 2-4 per yr Ongoing					Business Mgr Office Mgr Exec Director	Medium	Workforce Planning bi-monthly
		<b>17. Hold a regional Councillor induction session for elected Councillors</b>	Oct-12					Office Mgr	Low	TBA
		<b>18. Continue to support and work with SHOROC working groups and committees in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required.</b>	Ongoing					Business Mgr	Low	procurement, workforce planning, waste

<b>Stronger Business</b>			<b>Timing</b>				<b>Resourcing</b>			
<b>Objectives</b>	<b>Goals for 2012-16</b>	<b>2012-13 Project</b>	<b>Delivered by</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>SHOROC</b>	<b>Council</b>	<b>Group</b>
To make the business stronger including: ○ Governance ○ Financial ○ Our people ○ Operation, procedure & policies	○ Expanded capacity of to deliver financial savings for councils ○ Effective and efficient governance structure to realise greatest potential value for region and councils ○ Increased revenue from alternative income streams ○ Engaged & effective Board, management and staff ○ Recognised by council staff, community members and other organisations as responsive, appropriate and effective.	<b>19. Coordinate and provide secretariat for SHOROC Board and GMAC</b>	Quarterly & Monthly					Office Mgr	Low	Board, GMAC
		<b>20. Hold annual Councillor Forum in around February 2013 followed by Board strategic planning session for 2013-14 Operational Plan.</b>	March-13					Exec Director	-	Board, Councillors
		<b>21. Investigate alternative governance structures &amp; policies in conjunction with investigation of shared services &amp; manage phased implementation as appropriate.</b>	Ongoing					Exec Director	Low	GMAC, Shared Services Liaison Group
		<b>22. Identify and pilot business -oriented operations to improve organisational financial position, including consultancy services such as strategic communications and marketing, fee-for-service projects and grants.</b>	Ongoing					Exec Director	-	GMAC
		<b>23. Provide briefings for council staff as requested on SHOROC plans and projects</b>	Ongoing					Exec Director	-	as appropriate
		<b>24. Manage external communications of SHOROC projects and campaigns including the SHOROC website and social media to ensure content is relevant and engaging to promote SHOROC and council activities and regional news.</b>	Ongoing					Office Mgr	-	-
		<b>25. Explore options for more flexible working arrangements to enable better communication with and understanding of council staff and priorities.</b>	Ongoing					Exec Director	-	-
		<b>26. Promote councils and SHOROC through awards, conferences and networks</b>	Ongoing					Office Mgr	-	-
		<b>27. Continue appropriate annual and financial reporting.</b>	Ongoing					Exec Director	-	-
<b>28. Continue to review and update operational policies to improve responsiveness and effectiveness as required.</b>	Ongoing					Exec Director	-	-		





SHOROC

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