



Corporate Plan 2014-18

Major goals and priorities for the region
SHOROC initiatives

leadership
collaboration
innovation
results

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



Our Corporate Plan

Welcome to the 2014-18 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 and stronger councils over the coming years, plus build the capacity of our organisation to meet member needs. SHOROC is focussed on providing value and getting results.

Our major priorities are to:

- Improve transport, health, community and education services
- Grow local employment and containment
- Facilitate appropriate housing growth and choice, deliver waste infrastructure, and improve regional asset planning
- Reduce waste to landfill and improve regional environment and sustainability
- Improve our regional capacity to partner with other levels of government

About SHOROC and our role

SHOROC is a partnership of Manly, Mosman, Pittwater & Warringah Councils led by a Board of the council Mayors and General Managers. We advocate for our region, coordinate regional planning, and build partnerships to improve the capacity of our member councils.

Collectively we represent a population of around 290,000 residents who contribute over \$20.5 billion annually to the NSW economy. Our region covers an area of approximately 288km² in north east Sydney and is characterised by its outstanding natural environment, vibrant community and businesses, and large influx of tourists and weekend visitors.

Our role is focussed on:

- **Advocacy.** Leveraging the united voice of our member councils to advocate for the region and work with state and federal governments for funding, infrastructure and services.
- **Planning.** Coordinating regional strategic plans, projects and research.
- **Collaboration and partnerships.** Building collaborative partnerships with state and federal governments and delivering services to facilitate enhanced capacity and sustainability of councils.

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

Our people

The SHOROC Board consists 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 advises the SHOROC Board, implements its decisions, and manages the resources of the organisation effectively.

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.

Integrating local and state planning on a regional basis

A key focus of this plan is establishing an even stronger partnership with the NSW and Commonwealth governments.

This Plan has been aligned to the five major strategies of NSW 2021, the NSW State Plan, to enable greater integration of planning by all levels of government on a regional basis. Under each of these five major NSW 2021 strategies this Plan identifies regional goals and priorities, together with key initiatives for SHOROC.

Our Plan: regional priorities and key initiatives in brief

NSW 2021	Priorities for the region	Key SHOROC initiatives
SERVICES	<p>Goal: Improve transport, health, community and education services</p> <p>1. Transport: Modal shift to faster and more reliable public transport together with less congested roads. Funding allocated and construction commenced on major agreed priority public transport and road upgrades</p> <p>2. Health: World class health services, with Northern Beaches Hospital operational by 2018 and Mona Vale Hospital upgraded. Improved community health facilities and broader health services</p> <p>3. Community and education services: Strong, sustainable and appropriate community and education infrastructure and services across the region</p>	<ul style="list-style-type: none"> ○ Advocate for priority public transport and road infrastructure ○ Partner with the NSW Govt on planning and implementation ○ Advocate for region and support delivery ○ Review and identify further priorities ○ Review, identify and implement priorities ○ Partner with the NSW Government
	<p>Goal: Grow local employment and containment</p> <p>4. Employment and containment: Grow the local economy and key business sectors to facilitate increased local employment and containment</p>	<ul style="list-style-type: none"> ○ Regional economic development working party ○ Regional Business Summit and support Regional Chambers ○ Advocate together with chambers ○ Regional employment planning
	<p>Goal: Appropriate housing growth & choice, deliver waste infrastructure, coordinated regional asset planning</p> <p>5. Housing growth & choice: Facilitate appropriate growth in housing including a range of housing choice</p> <p>6. Waste infrastructure: Kimbriki Resource Recovery Project operational by 2017</p> <p>7. Regional council facilities: Coordinate and share knowledge between councils for the planning and management of assets and facilities that meet the needs of the community</p>	<ul style="list-style-type: none"> ○ Coordinate Subregional Delivery Planning and support Regional Board ○ Support KEE and councils to deliver waste infrastructure projects ○ Support more coordinated planning and management
ENVIRONMENT	<p>Goal: Reduce waste to landfill and improve regional environment and sustainability</p> <p>8. Waste: Contribute to NSW Waste & Resource Recovery Strategy targets including:</p> <ul style="list-style-type: none"> a. Increase municipal recycling to 70% b. Increase waste diverted from landfill to 75% c. Increase community engagement and participation <p>9. Sustainability: Improved collaboration on regional environmental and sustainability projects</p>	<ul style="list-style-type: none"> ○ Regional Waste Avoidance & Resource Recovery Strategy ○ Kimbriki Sub-Committee ○ Regional environment and sustainability working group
	<p>Goal: Improve regional capacity to partner with other levels of government</p> <p>10. Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda</p> <p>11. Improve working partnerships with NSW and Commonwealth MPs and Executives and increase representation on inter-agency working parties</p> <p>12. Improve coordinated regional planning and integration of regional priorities with NSW & Commonwealth plans and policies</p>	<ul style="list-style-type: none"> ○ Work with NSW Govt to strengthen regional model, including proposing to act as 'pathfinder' region ○ Lead establishment of proposed North Metro Council of Mayors ○ Strengthen partnership of Board with NSW & Commonwealth MPs ○ Represent region on existing inter-governmental working parties ○ Develop regional strategic plan ○ Partner with the NSW Govt in development of regional plans

1. Services

Regional Goal: Improve transport, health, community and education services

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 and working with the state and federal governments for delivery of the major priorities.

The NSW Government is working with SHOROC to develop an integrated plan to deliver on the transport needs of the Northern Beaches and Mosman and is planning significant road upgrades around the Northern Beaches Hospital site.

It has also now committed to building the Northern Beaches Hospital by 2018 and retaining and upgrading Mona Vale Hospital for a long term complementary role.

The number one priority remains addressing the transport issues for the region. Critical also will be supporting the timely and appropriate delivery of the new regional health services. A priority identified is to focus now on supporting strong, sustainable and appropriate community and education sectors for the region.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities	SHOROC role & initiatives	Responsibility
<i>Return quality services</i>	1. Transport: <i>Modal shift to faster and more reliable public transport together with less congested roads. Funding allocated and construction commenced on major agreed priority public transport and road upgrades</i>	1.1 Advocate for priority public transport and road infrastructure including BRT, improved bus services, targeted road upgrades and tunnel 1.2 Partner with the NSW Govt on planning and implementation as part of holistic regional planning and seek to establish regional transport planning group	Board, GMAC Executive Director, Transport working group
	2. Health: <i>World class health services, with Northern Beaches Hospital operational by 2018 and Mona Vale Hospital upgraded. Improved community health facilities and broader health services</i>	2.1 Advocate for region and support delivery of hospital projects as member of NSW Government working parties. 2.2 Review and identify further priorities and advocate as required	Board, GMAC Executive Director
	3. Community and education services: <i>Strong, sustainable and appropriate community and education infrastructure and services across the region</i>	3.1 Review and identify priorities for education and community infrastructure and services 3.2 Implement regional advocacy, planning and projects as appropriate 3.3 Work with the NSW Govt on regional projects including ageing and youth strategies	Executive Director, Community Services Managers working group

2. Economy

Regional Goal: Grow local employment and containment

Containment refers to the proportion of local residents that also work in the region. Currently:

- 76.6% of jobs filled by locals (down from 78.2% in 2006)
- 48.0% of working residents are employed within the Region (down from 48.8% in 2006)

Local employment and containment are key priorities for this region, particularly due to the poor transport infrastructure. The more local jobs filled by locals, the less pressure on the transport system in and out of the region. Local employment also supports our villages and town centres, creating the communities that make this region special.

Councils have been working in this space for many years and SHOROC's *Shaping Our Future* identified broad directions for employment growth.

This Corporate Plan sees an increased focus on working together regionally to grow the local economy and containment.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities	SHOROC role & initiatives	Responsibility
<i>Rebuild the economy</i>	4. Employment and containment: <i>Grow the local economy and key business sectors to facilitate increased local employment and containment</i>	<p>4.1 Form and coordinate regional economic development working party to review, identify and implement opportunities to grow the local economy and key sectors, promote the region and attract investment</p> <p>4.2 Host a Regional Business Summit and consider establishing/supporting Regional Chamber of Commerce or similar to assist greater investment, employment, economic growth and regional promotion</p> <p>4.3 Advocate and work together with local business chambers for regional priorities including infrastructure and services</p> <p>4.4 Inform and support regional employment planning through facilitating and conducting research, planning and prioritisation with Urban Planning Directors group (ongoing and to inform Subregional Plan)</p>	Board, GMAC Executive Director, Economic Development working group

3. Infrastructure

Regional Goal: Appropriate housing growth and choice. Deliver waste infrastructure. Coordinated regional asset planning.

Infrastructure plays a crucial role in how we live our lives and, or the ‘liveability’ of an area.

Councils have a key role to play in providing community infrastructure and in enabling appropriate housing growth in line with the targets set by the NSW Government under the Metropolitan Strategy.

SHOROC’s *Shaping Our Future* identified broad directions for housing growth based on the previous Metropolitan Strategy. A major role over the coming years will be working with the councils to facilitate and support the next stage of the new Metropolitan Strategy, the development of the Sub-regional Delivery Plan.

A major new piece of community infrastructure planned for this region is the new resource recovery facilities at the council-owned Kimbriki Resource Recovery Centre in Terrey Hills. These new facilities will be able to turn food and vegetation waste into compost which can then be sold, reducing the amount of waste going to landfill, cutting our costs and protecting our environment. Supporting councils and Kimbriki to deliver this much-needed infrastructure as soon as possible is a priority.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities	SHOROC role & initiatives	Responsibility
<i>Renovate infrastructure</i>	5. Housing growth & choice: <i>Facilitate appropriate growth in housing including a range of housing choice</i>	5.1 Coordinate and facilitate council Metropolitan Strategy Subregional Delivery Plan development and/or support Subregional Boards with Urban Planning Directors group	Board, GMAC, Executive Director, Urban Planning Directors group
	6. Waste infrastructure: <i>Kimbriki Resource Recovery Project operational by 2017</i>	6.1 Support Kimbriki Resource Recovery Centre and councils to deliver AWT and other waste infrastructure projects	GMAC
	7. Regional council facilities: <i>Coordinate and share knowledge between councils for the planning and management of assets and facilities that meet the needs of the community</i>	7.1 Facilitate and support more coordinated asset planning and management	GMAC

4. Environment

Regional Goal: Reduce waste to landfill and improve regional environment and sustainability

The SHOROC partner councils have a string history of collaborating on regional environmental and sustainability projects.

Regional resource recovery in particular is an area where the councils have set the region up strongly for the future. This includes the establishment of Kimbriki Environmental Enterprises to sustainably manage the region's waste and agreements in place to implement a new regional common waste collection system.

The next phase is to contribute to major new NSW Waste & Resource Recovery Strategy targets through the development and implementation of a Regional Waste Avoidance & Resource Recovery Strategy.

Greater collaboration will also be sought on other regional environment and sustainability projects through a new regional environment and sustainability working group to build on SHOROC's *Shaping Our Sustainable Future* regional sustainability strategy.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities	SHOROC role & initiatives	Responsibility
<i>Strengthen local environment and community</i>	8. Waste: <i>Contribute to NSW Waste & Resource Recovery Strategy targets including:</i> <ul style="list-style-type: none"> <i>a. Increase municipal recycling to 70%</i> <i>b. Increase waste diverted from landfill to 75%</i> <i>c. Increase community engagement and participation</i> 	8.1 Finalise and implement Regional Waste Avoidance & Resource Recovery Strategy including: <ul style="list-style-type: none"> • Avoid and reduce waste; increase recycling • Divert more waste from landfill • Manage problem wastes better • Reduce litter and illegal dumping • Secure funding grants • Manage regional waste collection contract tender • Introduce new common collection system including education 	Regional Waste Coordinator, Regional Waste Working Group
	9. Sustainability: <i>Improved collaboration on regional environmental and sustainability projects</i>	8.2 Provide secretariat for Kimbriki Sub-Committee	Regional Waste Coordinator
		9.1 Form and coordinate regional environment and sustainability working group to review, identify and implement collaborative regional projects and implement regional sustainability strategy	Executive Director, Environment and Sustainability working group

5. Governance

Regional Goal: Improve regional capacity to partner with other levels of government

SHOROC has delivered great results and significant value for our partner councils through advocacy and collaboration with other levels of government in recent years.

The NSW Government has foreshadowed intentions to strengthen the regional council collaboration model to enable greater partnerships between state and local government on a regional level.

SHOROC has been proactive and constructive in participating in the Local Government Review process, reviewing our role and governance. This Plan continues that theme, seeking to help shape the future of local government and the region, improving partnerships with state and federal governments, and improving regional planning coordination.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities	SHOROC role & initiatives	Responsibility
<i>Governance</i>	10. <i>Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda</i>	10.1 Work with NSW Government to strengthen regional collaboration model as part of local government and planning reform, including proposing to act as ‘pilot’ or ‘pathfinder’ region to review and refine the regional role and governance model	Board, Executive, Executive Director
		10.2 Lead the establishment of proposed North Metro Council of Mayors and provide its administration	
		10.3 Transition SHOROC to new North Metro Council of Mayors at suitable time, ensuring that existing ‘leader’s forums’ and partnership with local MPs continue	
		10.4 Adequately resource organisation and support staff through professional development	
		10.5 Better utilise the existing expertise and capacity of councillors and council staff to achieve goals and represent region	
	11. <i>Improve working partnerships with NSW and Cwlth MPs and Executives and increase representation on inter-agency working parties</i>	11.1 Strengthen partnership of the Board with NSW and Commonwealth MPs	Board, Executive Director
		11.2 Represent region on existing inter-governmental working parties and propose further groups for other priority issues	
	12. <i>Improve coordinated regional planning and integration of regional priorities with NSW & Cwlth plans and policies</i>	12.1 Partner with the NSW Govt in development of regional plans and policies including updated Regional Action Plan, Subregional Delivery Plan	Board, GMAC, Executive Director, Corporate Planning Managers Working group
		12.2 Develop regional strategic plan incorporating regional priorities from council Community Strategic Plans and building on priorities identified in this Corporate Plan	
		12.3 Report on ‘health of the region’ indicators biennially	

Stronger business

SHOROC is continually seeking to improve our operations to support the delivery of the priorities for the region and the organisations key initiatives. Key goals for the coming years are

- Reduce costs to councils by diversifying income base, expanding service capability and improving efficiency
- Provide services to support enhanced capacity and sustainability of councils
- Improved involvement, engagement and support of stakeholders
- Continue high operational standards and reporting

Goals	Priorities	SHOROC role & initiatives	Responsibility
<i>Reduce costs to councils by diversifying income base, expanding service capability and improving efficiency</i>	13. <i>Improve organisational efficiency, increase grant funding, services delivered and customers to reduce cost to member councils</i>	13.1 Review costs structures and identify and implement efficiency measures to reduce costs 13.2 Provide service delivery for programs and projects to more councils on a cost recovery basis including Business Improvement Program and associated services 13.3 Grant applications for priorities	Executive, GMAC, Executive Director, Regional Procurement Manager
<i>Provide services to support enhanced capacity and sustainability of councils</i>	14. <i>Provide services for improved business operations and financial savings for councils</i> 15. <i>Improved collaboration and knowledge sharing between councils</i>	14.1 Deliver Business Improvement Program for participating councils 15.1 Facilitate council working groups and training 15.2 Continue to review working groups to ensure aligned to priorities	Regional Procurement Manager, Business Improvement Working Group Office & Comms Manager
<i>Improved involvement, engagement and support of stakeholders</i>	16. <i>Improved engagement with councillors and senior staff in planning and programs and improved understanding of priorities and projects</i>	16.1 Hold annual Councillor Forum to discuss major regional issues and strategic priorities 16.2 Provide regular councillor and staff briefings on major projects and policy development 16.3 Report regularly on projects and business	Office & Comms Manager
<i>Efficient and effective operation</i>	17. <i>Continue high operational standards and reporting</i>	17.1 Coordinate and provide secretariat for SHOROC Board and GMAC 17.2 Continue to review and adapt SHOROC governance, membership, size and operational policies 17.3 Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting	Office & Comms Manager