SHOROC

Operational Plan 2015-16

Major goals and priorities for the region
SHOROC projects for year 2 of the 2014-2018 Corporate Plan

leadership
collaboration
innovation
results

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

Manly Council · Mosman Council · Pittwater Council · Warringah Council

Our Plan

Welcome to the 2015-16 Operational Plan for SHOROC, the Shore Regional Organisation of Councils.

It is a supplement to the 2014-2018 Corporate Plan which 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
- Continue to build 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 strategic capacity of our member councils.

Collectively we represent a population of around 290,000 residents who contribute $22.5 billion annually to the NSW economy. Our region covers an area of approximately 288km^2 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 between our member councils, 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 Councillors and experienced council staff who work collaboratively 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 2014-18	Key SHOROC initiatives 2015-16
SERVICES	***Goal:*** *Improve transport, health, community and education services*	
	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 *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* *3. Community and education services: Strong, sustainable and appropriate community and education infrastructure and services across the region*	○ Advocate and work with NSW Govt for priority public transport, road infrastructure and active transport ○ Regional Transport Planning & Management Group ○ Advocate for region and support delivery ○ Collaboratively manage reforms and infrastructure changes ○ Partner with the NSW Government
ECONOMY	***Goal:*** *Grow local employment and containment*	
	4. Employment and containment: Grow the local economy and key business sectors to facilitate increased local employment and containment	○ Regional economic development working group ○ Engage with regional business forums ○ Projects to increase local expenditure and support local employment ○ Inform regional employment planning
INFRASTRUCTURE	***Goal:*** *Appropriate housing growth & choice, deliver waste infrastructure, coordinated regional asset planning*	
	5. Housing growth & choice: Facilitate appropriate growth in housing including a range of housing choice *6. Waste infrastructure: Kimbriki Resource Recovery Project operational by 2017* *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*	○ Coordinate Subregional Planning and North Subregion Advisory Committee ○ Collaborate on housing choice and diversity and key worker housing ○ Support KEE and councils to deliver waste infrastructure projects ○ Support more coordinated planning and management including pilot collaborative regional asset management approach
ENVIRONMENT	***Goal:*** *Reduce waste to landfill and improve regional environment and sustainability*	
	8. Waste: Contribute to NSW Waste & Resource Recovery Strategy targets including: *a. Increase municipal recycling to 70%* *b. Increase waste diverted from landfill to 75%* *c. Increase community engagement and participation* *9. Sustainability: Improved collaboration on regional environmental and sustainability projects*	○ Deliver *Too Good To Waste* Strategy including priority projects for recycling, problem wastes, illegal dumping, litter, household collections and research ○ Kimbriki Sub-Committee ○ Regional environmental sustainability working group
GOVERNANCE	***Goal:*** *Improve regional capacity to partner with other levels of government*	
	10. Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda *11. Improve working partnerships with NSW and Commonwealth MPs and executives and increase representation on inter-agency working parties* *12. Improve coordinated regional planning and integration of regional priorities with NSW & Commonwealth plans and policies*	○ Strengthen collaboration of councils across northern Sydney ○ Proactively contribute to *Fit for the Future* including for stronger models of regional collaboration ○ Convene Leaders' Forums with NSW and Commonwealth MPs ○ Represent region on inter-governmental working parties ○ Partner with the NSW Govt in development of regional plans and strategies ○ Joint submissions to advocate for region

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 2014-18***	**SHOROC initiatives 2015-16**	**Responsibility**
Return quality services	***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*	1.1 Advocate for priority public transport and road infrastructure and work with the NSW Government and councils to plan and progress timely implementation, including for: • Bus Rapid Transit system from Mona Vale to the CBD and from Dee Why to Chatswood integrated with local and feeder bus services, park & ride and active transport • Grade separations for the intersections of Warringah Road with Wakehurst Parkway and Forest Way • Northern Beaches tunnel, targeting funding allocation for construction in next 10 years • Upgrades to Mona Vale Road to a dual-lane carriageway and to upgrades to Wakehurst Parkway to provide flood-free Hospital access • Priority investment in active transport networks and infrastructure to encourage walking and cycling 1.2 Convene Regional Transport Planning & Management Group of senior council, Transport for NSW and RMS officers to coordinate transport planning and infrastructure delivery 1.3 Promote public and active transport to encourage modal shift as well as regional road safety initiatives *(Continued over page)*	Board, GMAC, Executive Director Transport Planning & Management Group Executive Director

NSW 2021 aim	***Regional priorities 2014-18***	**SHOROC initiatives 2015-16**	**Responsibility**
	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*	1.4 Continue to advocate for regional health services priorities and support delivery of hospital projects as member of NSW Government working parties, including the Northern Beaches Hospital, Mona Vale Hospital upgrades, retaining Manly Hospital site for community purposes, and improved community health facilities	Board, Executive Director
	3. Community and education services: *Strong, sustainable and appropriate community and education infrastructure and services across the region*	1.5 Collaboratively prepare for and manage changes to community infrastructure, services and sector reforms including regional advocacy, planning and projects as appropriate 1.6 Engage with the NSW Government regionally through the Northern Sydney Community Engagement Board and work collaboratively on projects including implementation of ageing and youth strategies and The Collective.	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 year there is an increased focus on working together regionally to grow the local economy and containment.

Regional priorities and SHOROC initiatives

NSW 2021 aim	***Regional priorities 2014-18***	**SHOROC initiatives 2015-16**	**Responsibility**
Rebuild the economy	***4. Employment and containment:*** *Grow the local economy and key business sectors to facilitate increased local employment and containment*	4.1 Engage and work with regional business forums including the NSW Business Chamber's Sydney North Regional Council and local chambers and groups on coordinated advocacy, joint initiatives to support local employment and building a strong regional framework for ongoing collaboration 4.2 Collaborate on projects to increase local expenditure to support local employment and business including: • Visitor economy opportunities study and projects • 'Be Local Buy Local' type marketing campaign • Leveraging NSW Government and Commonwealth Government investment 4.3 Inform and support regional employment planning through mapping, research and strategies to feed into subregional planning and major precinct planning, infrastructure changes and employment generators across the region 4.4 Facilitate information sharing and collaboration between councils	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 Subregional 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 2014-18***	**SHOROC initiatives 2015-16**	**Responsibility**
Renovate infrastructure	***5. Housing growth & choice:*** *Facilitate appropriate growth in housing including a range of housing choice*	5.1 Subregional planning, including coordinating North Subregion Local Government Advisory Committee and Working Group to develop Northern Sydney Subregional Plan with the NSW Government 5.2 Share knowledge and collaborate on identifying opportunities and advocating for policies to support housing diversity and choice and key worker housing as part of subregional and NSW Government planning	Board, Executive Director, Urban Planning Directors group
	6. Waste infrastructure: *Kimbriki Resource Recovery Project operational by 2017*	6.1 Support Kimbriki Resource Recovery Centre and councils to deliver AWT and other waste infrastructure projects	GMAC
	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*	7.1 Pilot a collaborative regional asset management approach through a workshop for Councillors focussed on a joint asset for all councils such as the Bicentennial Walkway 7.2 Share knowledge and improve asset management process and systems through any joint procurement	Regional Procurement Manager

4. Environment

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

The SHOROC partner councils have a strong 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 work toward the NSW Waste & Resource Recovery Strategy targets through the implementation of *Too Good to Waste*, our recently adopted Regional Waste Avoidance & Resource Recovery Strategy.

Greater collaboration will also be sought on other regional environment and sustainability projects through a 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 2014-18***	**SHOROC initiatives 2015-16**	**Responsibility**
Strengthen local environment and community	***8. Waste:*** *Contribute to NSW Waste & Resource Recovery Strategy targets including:* *a. Increase municipal recycling to 70%* *b. Increase waste diverted from landfill to 75%* *c. Increase community engagement and participation*	8.1 Implement *Too Good to Waste* including: a. Increase recycling • regional campaigns to increase recycling & reduce contamination • work with business on recycling (grant dependent) b. Produce less waste • work with OzHarvest to facilitate greater donation of unwanted food and engage the community c. Make problem wastes disposal easier • collaborate with Kimbriki to implement community recycling centre and engage community d. Keep public places clean • education on illegal dumping • scope litter reduction campaign • investigate ways to prevent marine litter e. Continue planning for new common collection system f. Conduct regional social research into attitudes, motivators and barriers to waste avoidance & resource recovery	Regional Waste Coordinator, Regional Waste Working Group
		8.2 Provide secretariat for Kimbriki Sub-Committee	Regional Waste Coordinator
	9. *Sustainability:* *Improved collaboration on regional environmental and sustainability projects*	8.3 Form and coordinate regional environmental sustainability working group to review, identify and implement collaborative regional projects and implement regional sustainability strategy	Regional Waste Coordinator

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's *Fit for the Future* plan encourages councils to consider their future form including potential mergers. A key focus is the 'strategic capacity' of councils, including regional collaboration, advocacy and working as a credible partner with state and federal governments.

SHOROC has been proactive and constructive in participating in the local government reform process, reviewing our role and governance and supporting council considerations. This Plan continues that theme, proactively contributing to the reform process including identifying and advancing the most effective model of regional collaboration, strengthening collaboration of councils across northern Sydney, and improving partnerships with state and federal governments.

Regional priorities and SHOROC initiatives

NSW 2021 aim	***Regional priorities 2014-18***	**SHOROC initiatives 2015-16**	**Responsibility**
Governance	***10.*** *Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda*	10.1 Strengthen collaboration of northern Sydney councils including convening ongoing meetings of the Mayors and GMs of northern Sydney and leading consideration of alternative governance models to match NSW planning subregion. 10.2 Proactively contribute to the *Fit for the Future* process including identifying and advancing most effective model of regional collaboration for strategic capacity in response to its outcomes, and supporting councils as requested 10.3 Promote SHOROC and achievements to raise profile across the region 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	Board, Executive, GMAC. Executive Director
	11. *Improve working partnerships with NSW and Cwlth MPs and Executives and increase representation on inter-agency working parties*	11.1 Convene regular Leaders' Forums of the Board with NSW and Commonwealth MPs to progress regional priorities 11.2 Represent the region on inter-governmental working parties for transport, health, community and subregional planning and propose further groups for other priority issues as appropriate	Board, Executive Director
	12. *Improve coordinated regional planning and integration of regional priorities with NSW & Cwlth plans and policies*	12.1 Partner with the NSW Govt in development of regional plans and policies including updated Regional Action Plan and Subregional Plan 12.2 Prepare joint submissions to advocate for regional priorities	Board, GMAC, Executive Director, Strategic Planning Group

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 year are

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

Goals	***Priorities***	**SHOROC role & initiatives**	**Responsibility**
Provide services to support enhanced capacity and sustainability of councils	***13.*** *Provide services for improved business operations and financial savings for councils*	13.1 Provide joint procurement and business improvement service for councils of northern Sydney, including development of regional strategic procurement plan for participating councils and target of 10 regionally managed joint tenders.	Regional Procurement Manager
	14. *Improved collaboration and knowledge sharing between councils*	14.1 Facilitate council working groups and training such as leadership training for new Councillors 14.2 Continue to review working groups to ensure aligned to priorities	Office & Comms Manager
Reduce costs to councils by diversifying income base, expanding service capability and improving efficiency	***15.*** *Improve organisational efficiency, increase grant funding, services delivered and customers to reduce cost to member councils*	15.1 Continue to review costs structures and governance models and implement efficiency measures to reduce costs 15.2 Increase alternative funding sources by providing services for councils and through grants	Executive, GMAC, Executive Director, Regional Procurement Manager
Improved involvement, engagement and support of stakeholders	***16.*** *Improved engagement with councillors and senior staff in planning and programs and improved understanding of priorities and projects*	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 as requested 16.3 Report and more broadly promote SHOROC and key projects through website, newsletters, publications, social media and other channels	Office & Comms Manager
Efficient and effective operation	***17.*** *Continue high operational standards and reporting*	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

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