



# **NSROC STRATEGIC PLAN 2008 – 2010**

Adopted 12<sup>th</sup> February 2009.

## **INTRODUCTION**

Much has been achieved over the last three years in the process of implementing NSROC's previous Strategic Plan. Specifically the seven member councils have worked closely together to develop an enhanced sense of regional commitment and to raise awareness of both the region and the ROC as a strategic force within the operations of local and state government. A number of innovative projects have brought together the energies and talents of staff from within the member councils to develop best practice guidelines and strategies, lobby for change and implement new practices. Significant achievements include substantial savings achieved through regional purchasing, the creation of a regional sustainability plan, on-going regional environment reporting, close involvement in the planning reforms and in planning for future growth, and effective lobbying on a range of local and regional issues.

In planning for the future of NSROC it is important to consider the current issues facing local government in a broad sense as well as the most salient issues facing the northern region of Sydney. These issues must then be considered within the context of the changes local government and NSROC itself can effectively realise and the resources at its disposal. Significant policy initiatives by the state and federal governments currently overlay community concerns regarding issues as diverse as climate changes, financial prosperity, waster security, access to public transport and employment generation. Local government in New South Wales also has its own pressing issues including financial sustainability, staff attraction and retention, aging assets, cost-shifting, infrastructure shortages and a variable relationship with state government. In developing this Strategic Plan the delegates at the NSROC Conference in August 2008 were asked to identify the key issues facing the region and prioritise them within the context of a ROC response. This input built on the previous NSROC plan and new issues identified by the NSROC General Managers as well as strategic input from the many NSROC working groups in the course of their on-going operations.

## **KEY DIRECTIONS**

The NSROC Strategic Plan has seven key directions which are as follows:

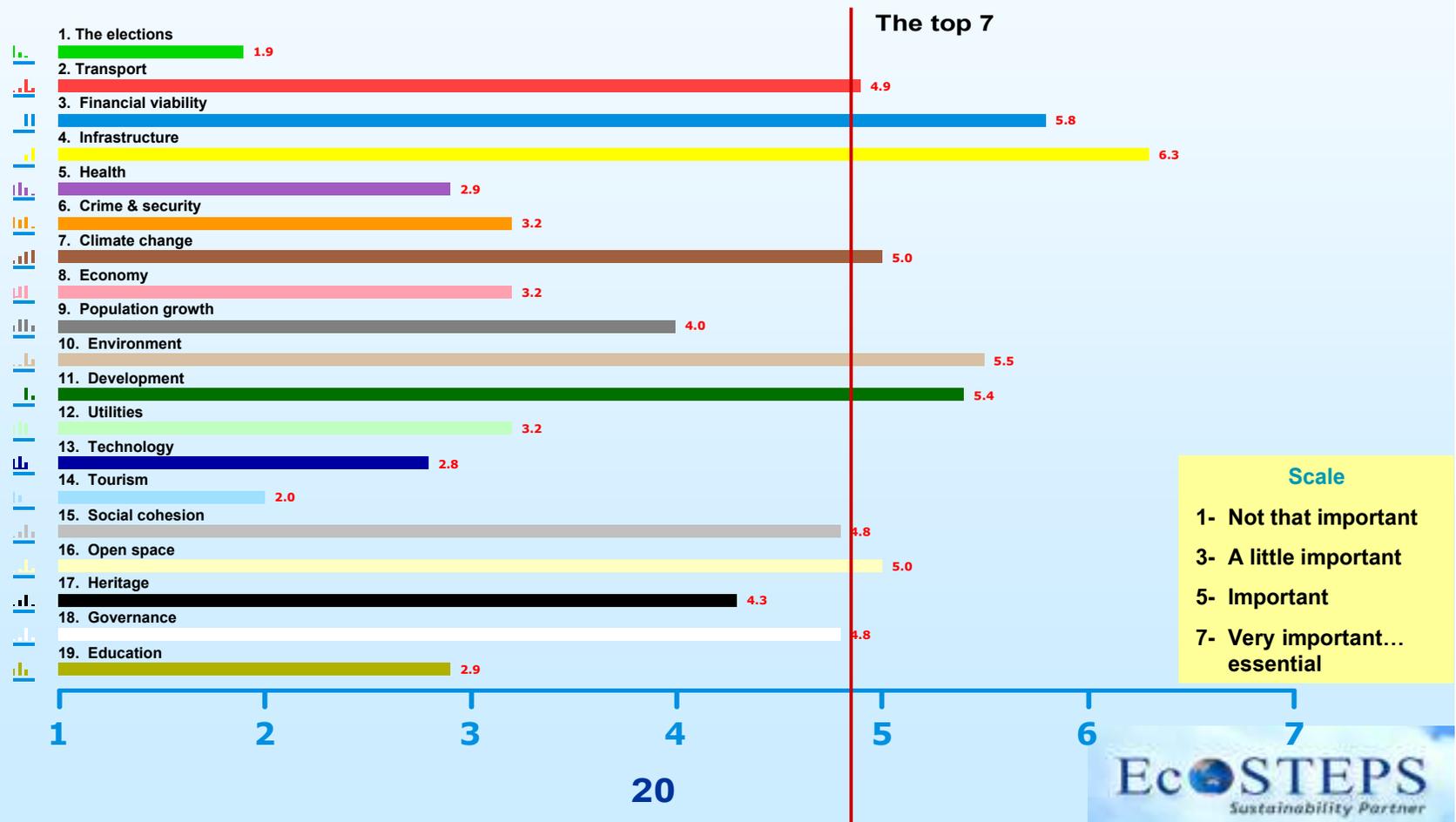
- Financial Sustainability
- Built Environment
- Governance
- Climate Change
- Strengthening Communities
- Infrastructure and Transport
- Valuing our Workforce

## **KEY CHANGES FROM PREVIOUS PLAN**

The major new actions identified in this document that NSROC can assist councils with over the life of the Plan are:

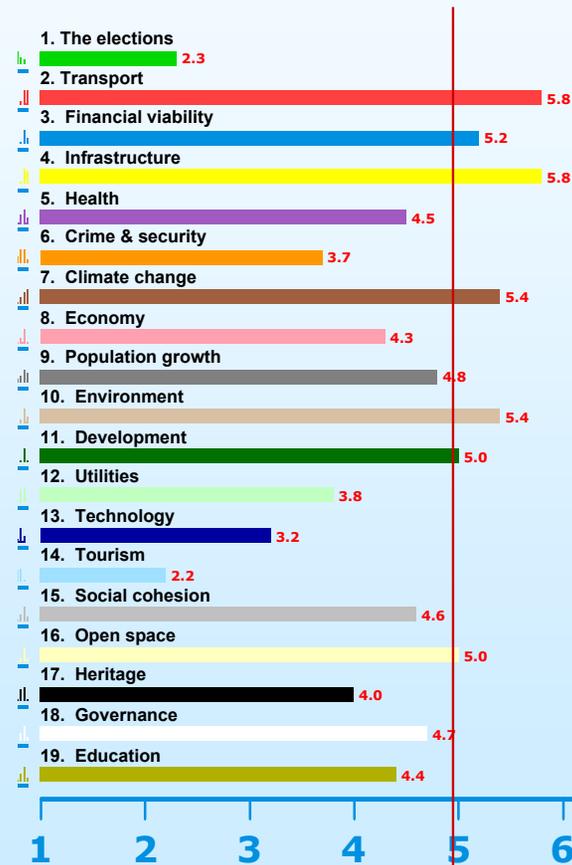
1. Assisting councils to migrate to the new strategic planning and reporting framework to be introduced by the State Government in the next few months;
2. Development, maintenance and advocacy of a regional infrastructure priority list for consideration by Infrastructure Australia and new federal and state initiatives;
3. Completion of a regional transport plan which identifies key issues and priorities for the region;
4. Examination of regional opportunities for alternate waste technologies;
5. Co-ordination and auspicing of regional community services and projects to meet new and existing needs in the region;
6. The creation of a robust suite of regional data and reports covering the four key areas of sustainability (economic, governance, environment and social) to enable councils to benchmark performance across the region;
7. Increased activity in regional purchasing to increase efficiencies across councils;
8. Regional work force planning, employment research and regional economic development activities;
9. Best practice financial management to ensure prudent investment and innovative approaches to asset management;
10. The introduction of a regional sustainability report card to replace existing environmental reporting arrangements; and
11. Increased governance reporting and regional councillor training and engagement opportunities.

# What are the most important regional issues that NSROC should tackle ?

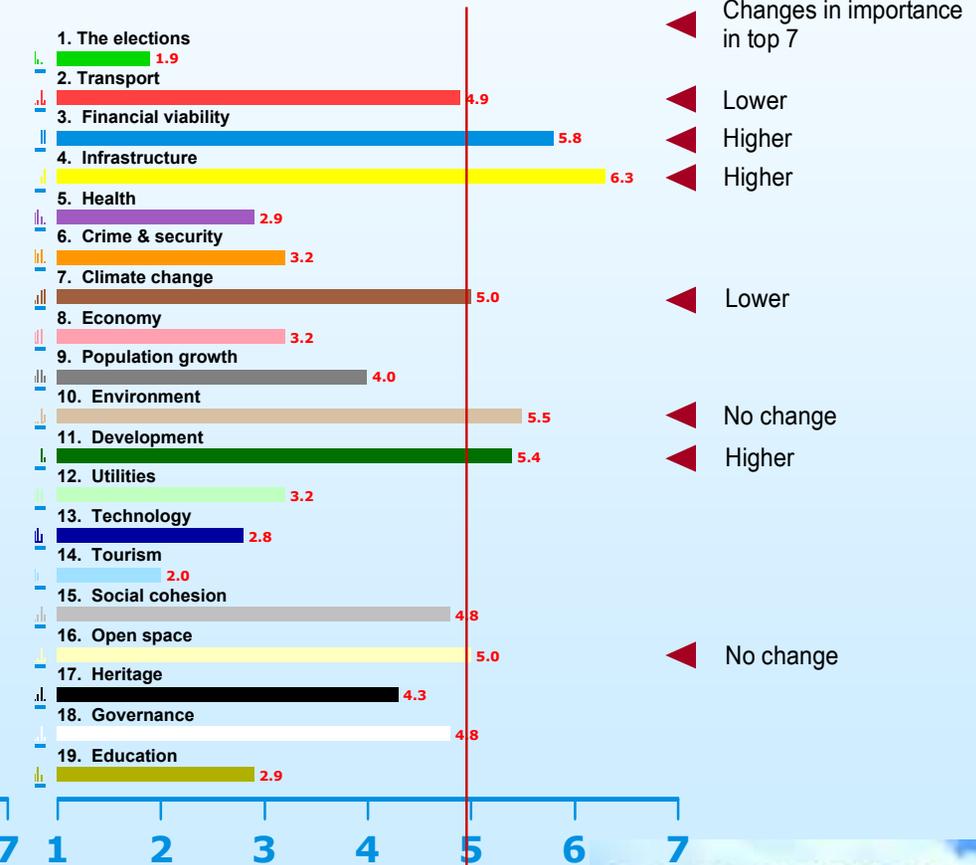


# Comparison of the most important issues

Most important issues



Most important issues NSROC should tackle



# 1. FINANCIAL SUSTAINABILITY

**Council Champion**

**Nick Tobin, Willoughby City Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"> <li>❑ Strong financial management within member Councils;</li> <li>❑ Increased financial flows to councils including a cessation of rate pegging;</li> <li>❑ Integration of best practice asset management systems;</li> <li>❑ Input into state legislation and policy regarding local government investment and financial management systems</li> <li>❑ Improve regional efficiencies as identified by Supply Group and Benchmarking Study</li> <li>❑ Joint securement of services by NSROC Councils</li> <li>❑ Ensure new legislation and departmental guidelines relating to purchasing reflect NSROC interests.</li> </ul>	<ul style="list-style-type: none"> <li>❑ On-going management of asphalt, tree services, hardware, stationery, street signs, regulatory signs, pesticides, line marking, turf, GPTs contracts.</li> <li>❑ Lobbying for increased share of state/federal revenue.</li> <li>❑ Update accounting standards and productivity measures.</li> <li>❑ Financial Reporting on economic contribution of NSROC Region</li> <li>❑ Move towards consistent investment policies across NSROC councils</li> <li>❑ Ongoing work of NSROC Supply Group to examine new regional purchasing initiatives.</li> <li>❑ Distribution of Supply Group newsletter to improve awareness of group purchasing activities.</li> <li>❑ Possible joint forum with metropolitan ROCs to examine group contracting issues.</li> <li>❑ Assessment of new local government contracting guidelines.</li> </ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.2 of Exec Director's time.</li> <li>• Requires 0.4 of Exec Assistant's time</li> </ul> <p>Involvement of Financial Managers in NSROC Finance Managers Group (four meetings per annum).</p> <p>Involvement of NSROC Supply Group at monthly meetings.</p> <p>Allocation of staff from member Councils as needed.</p>	<p>\$30,000 for Economic Contribution Report</p> <p>Funding for supply group activity to be supplied by successful contactor reimbursement.</p> <p>Funding for additional joint purchasing exercises as required.</p>
<b>TARGET DATES</b>	
<ul style="list-style-type: none"> <li>❑ Complete Economic Contribution Report July 2010</li> <li>❑ Further joint purchasing identified on on-going basis</li> </ul>	

# 2. BUILT ENVIRONMENT

**Council Champion**

**Penny Holloway, North Sydney Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"> <li>❑ NSROC to implement, monitor and run the agenda for 'regional planning'.</li> <li>❑ Linkage of population growth in NSROC region with state planning policies and infrastructure commitments</li> <li>❑ Integration of NSROC planning issues and infrastructure requirements into current planning reforms</li> <li>❑ Identification of key infrastructure requirements for lobbying within individual agencies</li> <li>❑ On-going revision of urban consolidation and density targets for region – to assist in medium term and long term planning</li> <li>❑ Review of NSROC Strategic Land Use Plan</li> </ul>	<ul style="list-style-type: none"> <li>❑ Assist in implementation of key planning changes including new LEPs</li> <li>❑ Attendance at meetings of DoP and ROC Presidents</li> <li>❑ Seek funding from Planning Reform funds</li> <li>❑ Adoption of Sustainable Development Principles – extension of BASIX and Water Sensitive Urban Design</li> <li>❑ Lobbying on Housing Codes</li> <li>❑ Lobbying on Private Certifiers</li> <li>❑ Lobbying on Joint Regional Planning Panels</li> <li>❑ Attendance at planning forums including Northern Planners Group meetings</li> <li>❑ Completion of a regional employment lands study.</li> <li>❑ Monitoring of regional employment data to be released in Economic Contribution Report.</li> </ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.3 of Exec Director's time.</li> <li>• Requires 0.1 of Exec Assistant's time</li> </ul> <p>General Mangers, Executive Directors, Planning Managers time as required</p>	<p>Nil at present.</p> <p>Possible use of consultants in future.</p>
<b>TARGET DATES</b>	
<p>Nil at Present.</p>	

# 3. GOVERNANCE

**Council Champion**

**Barry Smith, Hunters Hill Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"> <li>❑ Annual NSROC Conference to keep all elected councillors in NSROC region involved and informed in NSROC issues</li> <li>❑ Provision of a efficient and effective NSROC secretariat for the pursuit of all NSROC objectives as identified in the constitution</li> <li>❑ Provision of high level lobbying services as directed by the NSROC Board and Executive</li> <li>❑ Timely media responses on critical issues and Improved media positioning for NSROC region and individual councils</li> <li>❑ Development of strategic alliances with key regional stakeholders, other ROCs and government departments</li> <li>❑ Assistance in the development of regional policies, codes of conduct, strategies and mechanisms to ensure the region is governed in a transparent, sustainable and accountable manner.</li> </ul>	<ul style="list-style-type: none"> <li>❑ Management of a Regional Code of Conduct Panel</li> <li>❑ Ongoing meetings of NSROC media group</li> <li>❑ Make key contacts with editors/reporters from media industry</li> <li>❑ Provide training on media management issues</li> <li>❑ Develop positive regional media stories</li> <li>❑ Use Media as a lobbying tool to obtain tangible benefits for NSROC region</li> <li>❑ Purchase high level media advice for media campaigns and strategies.</li> <li>❑ Provision of regional training activities for new councillors.</li> </ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.3 of Exec Director's time.</li> <li>• Requires 0.5 of Exec Assistant's time.</li> </ul> Use of NSROC Media Officers Group and GMAC as required	Approx. \$2000 media advice and training for Media Officers POG.
<b>TARGET DATE</b> Nil at Present.	

# 4. CLIMATE CHANGE

**Council Champion**

**Robert Ball, Hornsby Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"> <li>❑ Release of a regional Sustainability Report Card every four years</li> <li>❑ Standardisation of Environmental Indicators and Reporting across region</li> <li>❑ Standardisation of environmental policies across the region</li> <li>❑ Securement of Regional Environmental Funding for sustainability actions across region</li> <li>❑ Best Practice outcomes for regional waste management</li> <li>❑ Regional approach to carbon footprint measurement</li> <li>❑ Pursuit of a Regional Alternative Waste Technology for the disposal of all council wastes</li> </ul>	<ul style="list-style-type: none"> <li>❑ Implementation of NSROC Sustainability Plan (2008) actions</li> <li>❑ Release of interim sustainability report in 2009</li> <li>❑ Environmental Professional Officers identify process to standardise indicators</li> <li>❑ Ongoing meetings of Environmental Professional Officers Group to oversee SOE process</li> <li>❑ Identify availability of and submit applications for Regional Environmental Funding for sustainability actions across the region.</li> <li>❑ Media strategy for sustainability and environmental awareness in NSROC region</li> <li>❑ On-going meetings of NSROC Regional Waste POG</li> <li>❑ Identify options, mechanisms and actions for the provision of a regional AWT.</li> </ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.3 of Exec Director's time.</li> <li>• Requires 0.2 of Exec Assistant's time.</li> </ul> <p>Executive Director, Environmental Managers and staff as required</p>	<p>Consultant to produce interim SOE Report - \$8,000 including printing costs.</p> <p>Consultant to produce Regional Sustainability Report Card (approx \$50,000)</p> <p>Licensing for carbon foot print software (approx \$15,000 per annum)</p> <p>Regional Alternate Waste Tender (to be separately costed)</p>
<p><b>TARGET DATE</b></p> <p>November 2009 for Regional SOE (interim)</p> <p>2010 for Regional Alternate Waste EOI.</p> <p>November 2011 for Regional Sustainability Report Card</p>	

# 5. STRENGTHENING COMMUNITIES

**Council Champion**

**Peter Brown, Lane Cove Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"> <li>❑ Increased dialogue with relevant state Agencies on community service provision</li> <li>❑ Inclusion of NSROC Region on targeted social health programs</li> <li>❑ Joint Community service programs to be run in NSROC region</li> <li>❑ Explore possible use/creation of additional regional facilities.</li> <li>❑ Assistance to councils in transitioning to new integrated planning regime including social/community plans</li> <li>❑ Assistance with Willoughby Civic Place Project (major cultural facility)</li> <li>❑ Improved access to childcare facilities for NSROC residents</li> </ul>	<ul style="list-style-type: none"> <li>❑ Auspice regional migrant services project</li> <li>❑ On going meetings of NSROC Community Services Group</li> <li>❑ Work with Northern Sydney Health to integrate social planning with health promotional activities – especially those targeting disadvantaged.</li> <li>❑ Investigate the potential for improved child-care facilities</li> <li>❑ Lobby on Regional Recreational Facilities</li> </ul>

<b>RESOURCES</b>	<b>FINANCIAL IMPACT</b>
<ul style="list-style-type: none"> <li>• Requires 0.2 of Exec Director's time (could increase dramatically if successful with grant application).</li> <li>• Requires 0.1 of Exec Assistant's time</li> </ul> <p>General Mangers, Executive Directors, Community Service Managers time as required</p>	<p>Nil although \$610.000 per annum sought under regional migrant services project over next 3 years.</p>
<p><b>TARGET DATES</b></p> <p>March 2009 for commencement of regional migrant services project if successful.</p>	

# 6. TRANSPORT

**Council Champion**

**Steven Head, Willoughby Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"><li>❑ Development of a Regional Integrated Transport Plan</li><li>❑ Securing North West rail/metro commitment</li><li>❑ Maintenance of Existing Transport Service Levels</li></ul>	<ul style="list-style-type: none"><li>❑ Effective Lobbying of Federal and State Government for provision of transport infrastructure</li><li>❑ Completion of NSROC Transport Infrastructure Demand Study</li><li>❑ Meetings of NSROC Transport Group as required</li><li>❑ Linkage of Transport Issues in Metro Strategy Transport</li><li>❑ Introduction of DRT pilot schemes in individual Councils</li><li>❑ Lobbying for single transport ministry.</li><li>❑ Involvement in Bus Service negotiations</li></ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.2 of Exec Director's time.</li> <li>• Requires 0.1 of Exec Assistant's time</li> </ul> <p>Selection of transport taskforce membership from member councils as needed</p> <p>Allocation of membership from councils as needed, General Mangers depending on specific transport issue being addressed,</p>	<p>Approximately \$50,000 for transport study.</p>
<p><b>TARGET DATES</b></p> <p>□ Complete NSROC Transport Infrastructure Demand Study by December 2009</p>	

# 7. VALUING OUR WORKFORCE

**Council Champion**

**John McKee, Ku-ring-gai Council**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"> <li>❑ NSROC to become regional leader in monitoring councils meeting employment targets as defined in metro strategy.</li> <li>❑ NSROC to work with Economic Development Officers in looking at Economic Development opportunities and economic stimulation packages in the region.</li> <li>❑ Increased staff attraction and retention through out region</li> <li>❑ Shared HR learnings across councils</li> <li>❑ Industrial Relations advice and training across the region</li> <li>❑ Regional Employment lands study to be completed.</li> </ul>	<ul style="list-style-type: none"> <li>❑ On-going meetings of the North Shore HR Group</li> <li>❑ Minimisation of costs to councils through provision of benchmarking opportunities, eg., climate and salary surveys,</li> <li>❑ Provision of flexible options for staff retention and attraction that can be chosen to meet varying council timeframes and strategies,</li> <li>❑ Enhance workforce plans that are developed by each council.</li> <li>❑ Creation of a Northern Sydney Economic Development Officers Group</li> <li>❑</li> </ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.2 of Exec Director's time.</li> <li>• Requires 0.1 of Exec Assistant's time</li> </ul> General Managers', Executive Directors', Human Relations Managers' time as required	\$11,000 for Staff retention and attraction study (\$4,000 to be provided by SHOROC)
<b>TARGET DATE</b>	
Ongoing	

# 8. INFRASTRUCTURE

**Council Champion**

**Michael Whittaker, City of Ryde**

## MANAGEMENT OBJECTIVES

OUTCOMES	STRATEGY/ACTIONS
<ul style="list-style-type: none"><li>❑ Development of key infrastructure priorities for the NSROC region</li><li>❑ Lobbying of state and federal agencies to secure new infrastructure or include infrastructure requirements in planning and investment strategies</li><li>❑ Liaising with the Premier's Infrastructure Coordination Unit</li><li>❑ Lobbying to improve flexibility for local government in obtaining and utilising funding for investment into required infrastructure.</li></ul>	<ul style="list-style-type: none"><li>❑ Adoption and use of best practice asset management guidelines</li><li>❑ Comprehensive asset management plans to be developed by individual councils.</li><li>❑ Lobbying for Infrastructure grants with Infrastructure Australia and other state and federal agencies.</li><li>❑ Costing of current and future regional infrastructure needs.</li></ul>

RESOURCES	FINANCIAL IMPACT
<ul style="list-style-type: none"> <li>• Requires 0.2 of Exec Director's time.</li> <li>• Requires 0.1 of Exec Assistant's time</li> </ul> <p>Selection of Infrastructure Taskforce membership from member councils as needed</p> <p>Allocation of membership from councils as needed, General Managers depending on specific infrastructure being addressed,</p>	<p>Costs for infrastructure priority listing as required.</p>
<p><b>TARGET DATES</b></p> <ul style="list-style-type: none"> <li>❑ Complete Infrastructure priority listing for NSROC region by July 2009</li> <li>❑ All other actions are ongoing</li> </ul>	

## RESOURCING

At present NSROC is operating successfully within its current financial envelope. This is comprised as follows:

\$175,000	in member fees (\$25,000 per council);
\$100,000	in supply group rebates
\$25,000	in interest
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\$300,000	approximately

Most of this is spent in wages and operational costs however over the past four years NSROC has been able to develop a strategic reserve of approximately \$300,000.

However as indicated in the above tables, the estimated work load for the above work schedule is  
1.7 of the Executive Director's time and  
1.5 of the Executive Assistant's time

On this basis it is recommended that a full time project officer be employed to cover the shortfall. This would add approximately \$90,000 to the current budget and begin to deplete the strategic reserves.