



Leaders at the Core of Better Communities

**2015 Local Government Excellence Awards Program  
Program Excellence Awards Nomination Form  
(All programs nominated must have been fully operational for a minimum  
of 12 months, prior to January 31, 2015)**

**Deadline for Nominations Extended to March 30, 2015**

Complete this form (sections 1 and 2) and submit with your descriptive narrative.

**SECTION 1: Information About the Nominated Program**

Program Excellence Award Category (*select only one*):

- Community Health and Safety
- Community Partnership
- Community Sustainability
- Strategic Leadership and Governance

Name of program being nominated: PLANNING, ADVOCACY AND PARTNERSHIPS DELIVERING TRANSPORT AND HEALTH INFRASTRUCTURE FOR THE SHOROC REGION

Jurisdiction(s) where program originated: Manly, Mosman, Pittwater and Warringah Councils

Jurisdiction population(s): Manly 43, 331; Mosman 29, 605; Pittwater 61,201; Warringah 150, 275. SHOROC total 284, 412.

Please indicate the month and year in which the program you are nominating was fully implemented. (Note: All Program Excellence Award nominations must have been fully implemented for at least 12 months prior to January 31, 2015, to be eligible. The start date [on or before January 31, 2014] should not include the initial planning phase.)

Month: June Year: 2014

Name(s) and title(s) of individual(s) who should receive recognition for this award at the ICMA Annual Conference in Seattle, Washington, September 2015. (Each individual listed MUST be an ICMA member to be recognized.):

Name: Henry Wong

Title: General Manager Jurisdiction: Manly Council

Name: Veronica Lee

Title: General Manager Jurisdiction: Mosman Council  
Name: Mark Ferguson  
Title: General Manager Jurisdiction: Pittwater Council  
Name: Rik Hart  
Title: General Manager Jurisdiction: Warringah Council

## **SECTION 2: Information About the Nominator/Primary Contact**

Name of contact: Henry Wong  
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**SHORE REGIONAL ORGANISATION OF COUNCILS (SHOROC)**

**2105 LOCAL GOVERNMENT EXCELLENCE AWARDS PROGRAM  
COMMUNITY PARTNERSHIP AWARDS**

**PLANNING, ADVOCACY AND PARTNERSHIPS DELIVERING TRANSPORT AND HEALTH  
INFRASTRUCTURE FOR THE REGION**



## PROJECT OVERVIEW

The SHOROC region of Sydney's Northern Beaches had been largely ignored for decades when it came to transport and health infrastructure investment. The major road corridor is the most congested in Sydney and there is a 326 hospital bed shortfall when compared to the national average.

In 2010 SHOROC and its partner councils – Manly, Mosman, Pittwater and Warringah – took the lead and commenced an integrated program of regional planning, advocacy and partnerships with the NSW and Commonwealth governments to address these issues.

This four-year program has achieved fantastic results, including a \$633 million NSW Government investment in the region's roads and public transport, and construction of a major new regional hospital and associated health services.

The first stage was development of *Shaping Our Future*, an overarching, integrated strategy to provide future directions for housing and employment growth and plans to improve public transport, roads and health infrastructure.

The strategy provided the platform to then implement a strong, collaborative public advocacy campaign calling on the NSW and Commonwealth governments to invest in priority agreed transport and health infrastructure.

Partnerships were also established with the NSW and Commonwealth governments at an elected and administrative level to help achieve the desired outcome. This included establishing a regional coalition of Mayors and local NSW MPs, SHOROC becoming a member of NSW Government regional planning committees for health and transport, and working closely with government departments to refine and agree on the regional plans.

The plan and campaign have realised significant results and for the first time in decades major infrastructure funding is being directed at this region including \$633 million for transport and \$129 million for health.

## THE CHALLENGE

### Increasing population, declining infrastructure

SHOROC is a partnership of Manly, Mosman, Pittwater and Warringah councils led by a board of the council Mayors and General Managers. We collectively represent a population of 288,000 residents who contribute almost \$21 billion annually to the NSW economy.

The NSW Government's Metropolitan Strategy requires the SHOROC region accommodate an additional 22,800 dwellings and 20,800 jobs by 2031. The region has a deficit of around 55,000 jobs as 43 per cent of the working population travel outside of the region for work via one of the three road corridors that connect the region with the rest of Sydney. Private car travel is the mode of choice and the main form of public transport is a slow and unreliable bus network.

Studies show the region has some of the slowest roads in Sydney with traffic congestion, lack of efficient public transport and heavy reliance on cars a problem only set to worsen with population growth to increase by 11% over the next 20 years. There are only three roads that connect the region with the rest of Sydney, and recent data from Transport for NSW shows:

- The Pittwater/Spit/Military Road corridor from Mona Vale to the CBD is the most congested in Sydney, and the second slowest morning peak hour commute of all the major corridors. The 28 km bus journey on this route can take an hour and a half to reach the CBD, compared to public transport travel times to the CBD of 51 minutes from the south or 31 minutes from the west.
- The Warringah Road corridor is already beyond capacity through Forestville and the rest of the corridor, particularly the Wakehurst Parkway and Forest Road intersections, will exceed peak demand capacity by 2016 without any action. This corridor is the link between two major centres in Dee Why/Brookvale and Chatswood and is used as a major access route for business in the area, making it a key factor in regional economic development and employment.

Hospitals and health services in the SHOROC region cannot cope with current demand with recent figures showing the region has a shortfall of 326 hospital beds for its 288,000 residents, when compared to the national average.

The GMs and Mayors of the four councils recognised that the growing population and lack of infrastructure showed a need for a regional plan and for our region to be identified on the government's priority list for infrastructure investment. In the past competing ideas and priorities together with the region's political tendencies meant there was little investment in transport and hospital infrastructure for decades and a consolidated plan for the future was needed to see the major issues of the region addressed.

## PROGRAM IMPLEMENTATION AND RESOURCES

Implementing the *Shaping Our Future* strategy and advocacy campaign was a three-phase process.

### Developing and agreeing on a plan and priorities for the region

The SHOROC councils identified a clear direction was needed for the region - a vision. They also needed to provide leadership with unanimity of purpose and voice and to work in partnership with the NSW and Commonwealth governments, community and business to achieve this vision.

SHOROC's *Shaping Our Future* provides that roadmap. Its development involved an evidence-based strategic and spatial analysis by councils underpinned by the core values of the community, in partnership with expert planning consultants. It identified major infrastructure investments in transport and health are needed to address challenges and enable this growth to occur. The strategy identifies the priorities are rapid buses, road upgrades and a new hospital for the Northern Beaches. It calls for investment from the state and commonwealth government now to fix our transport and health systems and enable our councils to ensure growth is sustainable in our region.

The key priorities are:

- Immediate construction of the level 5 Northern Beaches Hospital at Frenchs Forest while maintaining and upgrading Mona Vale Hospital in a long term complementary role.

- Constructing a Bus Rapid Transit system for fast reliable public transport from Mona Vale to the city and from Dee Why to Chatswood.
- Road upgrades for Warringah Road particularly the intersections with Wakehurst Parkway and Forest Way, for Mona Vale Road and for the Wakehurst Parkway.

With investment in transport and health infrastructure, councils can meet the growth targets, ensuring growth is sustainable, create jobs close to home and minimise the need for additional public transport. The *Shaping Our Future* strategy was developed to address infrastructure shortfalls the region has been suffering for a long time.

A major challenge was gaining agreement of all major stakeholders to the regional priorities before the plan was finalised. Significant work went into putting the plan together, including a detailed spatial analysis of the region's constraints and opportunities, scenario planning and the involvement of transport and planning experts to identify optimal strategies for the region. Working parties of council staff and councillors came together to lead the strategy development and workshops and consultations were held to agree on the strategy and its major priorities.

Once the draft strategy was developed, it was formally endorsed by all member councils prior to being adopted by the SHOROC Board as the regional strategy.

With the plan set, the next step was to have the needs of the region recognised and prioritised at a state level which led to advocacy as a united front. A regional leaders' coalition with MPs was established to agree on regional priorities and regularly meet to confirm and lobby at key points in planning cycle. This regional leaders' forum was established in 2010 and meets on a six-monthly basis, with members including:

- NSW Premier The Hon Mike Baird MP
- NSW Health Minister The Hon Jillian Skinner MP
- NSW Attorney General The Hon Brad Hazzard MP
- NSW Minister for the Environment The Hon Rob Stokes MP
- NSW Member for Davidson Jonathan O'Dea MP
- All four council Mayors
- All four council General Managers
- SHOROC Executive Director

### Gaining public support for the strategy

Once developed, the strategy provided the platform to implement a strong, collaborative public advocacy campaign calling on the NSW and Commonwealth governments to invest in priority agreed transport and health infrastructure.

Key elements of the campaign include:

- Established a regional coalition of four Mayors and five local NSW MPs to advocate for priority infrastructure and, when elected to government, advocate internally for its delivery
- Published the regional strategy *Shaping Our Future* which was formally adopted by all four councils as the united voice of the region
- Comprehensive communication and media campaign including more than 40 articles in local papers with five front page articles and appeared on Channel 7 and ABC TV news and radio
- New website, established social media profiles with thousands of followers and promoted priorities and solutions through council communications channels to gain community support
- Engaged stakeholders such as NSW Business Chamber and experts in the fields of transport and hospitals to advocate for priorities
- Held events, spoke at meetings and conferences
- Provided pro-forma letters of support for members of the public to write to their local MPs

This campaign gained strong public support for the proposed infrastructure priorities, providing the NSW Government MPs and Departments with added impetus to deliver.

## Establishing a good working partnership with planners and decision-makers

The next challenge was establishing a good working partnership with planners and decision-makers to bring the priorities from proposals through to concrete plans that were able to be delivered.

As part of the planning partnership, SHOROC built relationships with key departmental staff and gained ministerial agreement to be appointed to key groups overseeing the consideration of the proposals and coordinating their delivery. This included the Northern Beaches Hospital Inter-Agency Working Group and the Bus Rapid Transit Pre-feasibility Project Control Group.

## Resources

This plan has been developed and implemented using internal resources across SHOROC and its councils. The campaign has been resourced primarily through the internal administration of SHOROC, led by the Executive Director and Communications Manager.

The strength of SHOROC is the contribution of council staff and elected councillors from our partner councils. SHOROC coordinated council staff working parties, the General Managers' group and the Mayors and Councillors to work with a united voice to advocate and then work in partnership with the NSW Government to deliver on the major infrastructure priorities.

Following the development of the strategy, local and state representatives worked together to achieve the identified priorities. SHOROC coordinated the campaign to ensure the partnership between local and state government is effective.

To ensure the campaign is run efficiently, SHOROC undertakes stringent financial reporting. In addition, overarching '*health of the region*' indicators have been developed to help measure how the region is tracking over time in regard to the major directions for the region.

## Timeframe

The plan for an integrated program of regional planning, advocacy and partnerships with the NSW and Commonwealth governments was conceived in 2009, with an objective of gaining agreement of the strategy in the 2011 NSW Election campaign period.

Key milestones included:

- Sept 2010: Shaping Our Future strategy adopted by SHOROC councils six months before 2011 election
- Sept 2010: Successful establishment of coalition with NSW MPs
- Commencing Sept 2010: Communication and media campaigns to gain traction and public and government support
- June 2011: Commitment from NSW Government by 2012 to deliver infrastructure priorities
- Ongoing, meet six-monthly: Coalition with MPs
- Ongoing: Establish partnerships with key government agencies and working groups
- Ultimate outcomes: Hospital construction to commence by 2014/15 (on-track) and transport planning underway and funding committed by 2014 (achieved)

## RESULTS AND OUTCOMES

### Partnership with NSW Government

SHOROC partner councils have provided leadership and excellence by uniting together to take the lead on planning for the future.

The councils recognised the region needs better public transport, roads and health services and so developed and adopted *Shaping Our Future* "major infrastructure" strategy to address these needs. The strategy identifies priorities of rapid buses, road upgrades and a new hospital for the Northern Beaches. It calls for investment from the State and Commonwealth Government now to fix our transport and health systems and enable our councils to ensure growth is sustainable in our region.

As a result the SHOROC councils have a stronger partnership with NSW MPs as a regional coalition and are seeing results in investment in the regions transport and health. The State in particular has



reiterated its preference to work at a regional level and the SHOROC councils though partnership prove how effective this can be.

SHOROC plays a key role is intergovernmental relations, working in partnership with NSW and Commonwealth governments on regional planning, policies and strategies. This includes:

- **Strategic partnership with local MPs:** SHOROC works closely with NSW and Commonwealth MPs to achieve positive outcomes for the region, with a major focus on transport and hospital infrastructure. Meetings are held between the Board and NSW MPs The Hon Jillian Skinner MP, The Hon Brad Hazzard MP, The Hon Mike Baird MP, The Hon Rob Stokes MP and Member for Davidson Jonathan O’Dea every six months and annually with Commonwealth MPs The Hon Tony Abbott MHR and The Hon Bronwyn Bishop MP.
- **Northern Beaches Regional Action Plan:** The NSW Government released the first Northern Beaches Regional Action Plan (NBRAP) under NSW2021, the NSW State Plan. The NBRAP brings together an unprecedented number of major regional projects and priorities delivered in partnership by state and local government on a regional basis.
- **Representation:** SHOROC also represents councils in working with the NSW Government on:
  - Northern Beaches Hospital Inter-Agency Working Group
  - Department of Premiers and Cabinet Regional Leadership Network
  - Bus Rapid Transit Pre-feasibility Project Control Group
  - Regional Youth Strategy Task Group
  - Northern Sydney Ageing Strategy Task Group
  - NSW Regional Organisations of Councils (ROCs) Committee
  - Destination 2036, LGMA and Independent Local Government Review Panel Groups

### Major investment in health and transport

This campaign demonstrates a coordinated approach to advocacy for better health and transport for our region. It links transport and health priorities in one overall strategy and demonstrates both are required to gain the best result for the region. Progress to date:

- \$633 million in the Northern Beaches Transport Action Plan which includes
  - \$411 million road upgrades in the 2014-15 NSW Budget for Wakehurst Parkway, Forest Way, Mona Vale Road and Northern Beaches link tunnel feasibility study
  - \$125 million to implement a Northern Beaches Bus Rapid Transit (BRT) system from Mona Vale to the CBD and an additional \$97 million for major transport interchanges and commuter car parks across the region
- Construction on the new Northern Beaches Hospital is to start in 2014, with an initial \$29 million funding allocation, and over \$100 million for improved community health centres

### Overall positive effects for better health services and better public transport

These major transport and health investments will also lead to great outcomes for the community.

- Health: significantly improved access to world class health services at new level 5 hospital
- Wellbeing: improve level of community health services across the region with over \$100 million investment in community and primary health care
- Transport services: less congested roads and faster and more reliable public transport
- Better way of life: less time spent in the car or bus commuting to work, meaning more time for home, work and recreation
- Economic development and employment: greater capacity for local employment growth through faster transport system as well as all the associated employment generation from the new hospital development and operation.

The cornerstone of SHOROC’s advocacy campaign has been collaboration across the councils, other levels of government, business and the community. Working as one voice has resulted in good progress of key advocacy priorities which will bring significant benefits to local communities.



## LESSONS LEARNED

### Framework for other regions to employ

The SHOROC advocacy campaign for improved infrastructure is an outstanding example of how a region of four local councils in Sydney's north east – Manly, Mosman, Warringah and Pittwater - lobby together towards achieving significant outcomes for the region as a whole through collaboration, teamwork and a community-outcome focus.

This approach can be used by councils in NSW and Australia incorporating key elements of the program which include:

- Evidence based strategic plan developed using spatial analysis of region
- Coalition of MPs and council representatives across region
- Extensive communication campaign to harness community and business support including websites, social, print and broadcast media, printed collateral and face to face engagement
- Partnering with influential stakeholders across community and commercial sectors
- Partnering with government agencies to plan and implement priorities

A strategic vision was developed by councils to demonstrate the critical need for investment in the region to improve transport and health infrastructure and services and to seek investment from the NSW and Commonwealth governments. The end result provided SHOROC and its community with significant investment towards transport and health services that strategically aligns with individual councils' visions and addresses the real needs of the community.

This joint council advocacy campaign demonstrates how regional challenges can be addressed with innovative solutions and effective collaboration in an increasingly complex political environment.

Developing and implementing a strategy for the region has been an effective and cohesive way to ensure projects are clearly defined and followed. This provides SHOROC and its councils with direction and unity and is an invaluable tool for the organisations to lobby for their areas and communities. Garnering agreement is not always straightforward but the SHOROC councils embraced the effectiveness of working together as one to lobby for infrastructure the region needs.

### Leverage

With very little direct funding for the program, significant results have been achieved thanks to the commitment and time given by elected representatives and senior council executives and the results speak for themselves.

This approach has forged strong partnerships between the region and the state, with the hard work of council and SHOROC staff and elected representatives leading to significant investment by the State Government, both in direct funding and staff allocation to projects.

The plan is realising significant results and for the first time in decades major infrastructure funding is being directed at this region.

Since the campaign's inception, results have shown an excellent return on investment for member councils with the NSW Government infrastructure investment increasing from \$8.5 million in 2011/12 to \$12.6 million in 2012/13 to \$36.6 million in 2013/14 to \$99 million in 2014/15.

The total funding that has been leveraged through the internal resources of SHOROC and our partner councils is over \$750 million including \$633 million for public transport and roads and \$129 million for health. Key to the success of the campaign is the systematic and comprehensive way it has been developed and implemented. In the three years since *Shaping Our Future* was adopted by the four councils, funding from NSW Government has steadily increased.

With minimal resources, SHOROC and its member councils have demonstrated how working in partnership can get results for the region.