

## WSROC STRATEGIC PLAN 2014

### BACKGROUND

A review of WSROC's 2009 Strategic Plan was proposed by the WSROC Board in order to consider its appropriateness in light of WSROC achievements and priorities, proposed government reforms of the local government sector and the needs of our member councils.

The 2014 Strategic Plan has been developed following a strategic planning day on 2nd of November 2013. This plan replaces the 2009 strategic plan.

### OUR MISSION

To act on behalf of our member councils to ensure that  
State and Federal Governments support the needs of the  
people of Western Sydney

To promote a strong economically vibrant and resilient healthy liveable Western Sydney region which provides easy/open access to jobs, education, housing, healthy and fulfilling lifestyle and social services for all residents.

Promote Western Sydney as:

- A region which is a dynamic and growing economy and a major contributor to the prosperity of the nation
- A region which embraces and celebrates and supports its rich cultural diversity

WSROC to be a key component in the Region's success.

### OUR VISION

- To be a well-respected authoritative voice for Western Sydney and key partner to State and Federal governments on behalf of our member councils
- To be a financial asset to our member councils
- To be a key influence on the Region's success

## COMPETITIVE ADVANTAGE

- Most well-established of the ROCs
- Strong track record in advocacy
- Well respected by government agencies and ministers as a thoughtful and constructive partner in developing policies for Western Sydney
- Recognised as an authoritative voice on issues for the region
- Able to speak on behalf of 1.6 million uncommitted voters
- Strong brand awareness in some circles (eg media, policy agencies)

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

The Strategic Planning Day identified a number of issues in relation to WSROCs current operations as well as opportunities to expand and improve services and the potential to reposition the organisation in light of the findings and recommendations from the State Government's Independent Local Government Review Panel.

Among the key issues identified was the need to promote our work both externally, especially to Ministers and government agencies, and internally to our member councils.

Procurement and the opportunities for shared IP and services were also singled out as areas for potential expansion and value for member councils.

A full report of the findings from the day is attached separately.

## LONG TERM STRATEGIC GOALS/OBJECTIVES

- To be a **strong advocate** on behalf of our councils and residents
- To build and expand our **procurement program**
- To position WSROC to take advantage of opportunities arising from the **local government reform process** (action items include seeking prescribed status)
- To develop opportunities for **shared services and IP** among member councils
- To **improve awareness and understanding** in among member councils, government and the broader community of the activities and goals of WSROC
- To build our **media presence**
- To create an organisational culture of **innovation, flexibility and opportunism** (ie – the be opportunistic point)
- To establish WSROC as an **employer of choice** in the field of, policy development, NFP Advocacy and Procurement.
- To **become a key partner** in State and Federal Government decision making (action item) build partnerships with State and Federal Governments and agencies

- To **campaign for/achieve positive improvements** in the following areas in Western Sydney/ investment and delivery of services around our key issues:
  - Employment
  - Economic development
  - Transport
  - Infrastructure
  - Education
  - Health
  - Arts and Culture
  - Environment
  - Climate Change adaptation

The table on the next pages sets out how WSROC's strategy to successfully achieve the goals as set out above.

LONG TERM GOALS AND OBJECTIVES	STRATEGIES FOR SUCCESS	ACTION ITEMS	KPIs
<p><b>To be a strong advocate on behalf of our councils and residents</b></p>	<ul style="list-style-type: none"> <li>• Develop strong partnerships and close working relationships with State and Federal Government Ministers and agencies in policy development and decision making</li> <li>• Invest in research to inform and direct policy development</li> <li>• Identify opportunities to promote Western Sydney and our member councils in public forums</li> </ul>	<ul style="list-style-type: none"> <li>• Seek regular meetings with Ministers and senior Government decision makers to advocate on issues</li> <li>• Create networks and partnerships with other stakeholders to campaign on shared concerns</li> <li>• Prepare speeches and participate in public forums to establish WSROC as key players</li> <li>• Liaise with council officers through professional groups to identify issues which WSROC can carry forward (eg arts forum)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings held and actions followed up</li> <li>• Number of organisations partnered with and activities undertaken</li> <li>• Number of speeches and public appearances by members of executive</li> <li>• Number of submissions made to Government</li> <li>• Number of issues identified and raised through media and other channels</li> <li>• Number of campaigns undertaken</li> <li>• Number of Government committees/workshops attended</li> </ul>
<p><b>To build and expand our procurement program</b></p>	<ul style="list-style-type: none"> <li>• Increase investment in our existing procurement services to member councils</li> <li>• Seek opportunities for new and expanded procurement opportunities. (eg action item to utilise professional groups)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish frameworks, processes and guidelines for contracts</li> <li>• Undertake Procurement Road Map for each of our councils which includes a regional perspective and role for WSROC</li> <li>• Review the system of funding of procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of savings achieved for member councils through WSROC recruitment programs</li> <li>• Frameworks etc. completed</li> <li>• Roadmap completed</li> <li>• Review undertaken and new funding system agreed</li> <li>• New staff recruited</li> </ul>

LONG TERM GOALS AND OBJECTIVES	STRATEGIES FOR SUCCESS	ACTION ITEMS	KPIs
		<ul style="list-style-type: none"> <li>Recruit at least one new staff member and/or graduate to enable expanded activities</li> <li>Identify and act on suggestions for new contracts arising from professional groups and other opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Number of new contracts investigated assessed and/or implemented</li> </ul>
<b>To develop opportunities for shared services and IP among member councils</b>	<ul style="list-style-type: none"> <li>Improve co-operation and information sharing among member councils (action items could be to establish professional groups)</li> </ul>	<ul style="list-style-type: none"> <li>Undertake an audit of programs and activities being undertaken by member councils</li> <li>Identify potential centres of excellence</li> <li>Identify potential opportunities for shared resources – eg the WHS guidelines, Holroyd asbestos policy etc.</li> </ul>	<ul style="list-style-type: none"> <li>Number of opportunities for shared services identified and/or implemented</li> </ul>
<b>To position WSROC to take advantage of opportunities arising from the local government reform process (action items include seeking prescribed status)</b>	<ul style="list-style-type: none"> <li>Work closely with the Government in determining the future structure for local government</li> <li>Lobby for recognition of ROCs as a key part of the local government structure</li> </ul>	<ul style="list-style-type: none"> <li>Participate in all consultations and submission opportunities</li> <li>Meet with Minister and DG regarding the status of WSROC</li> <li>Consider structural reform in line with the recommendation of the Government review panel</li> </ul>	<ul style="list-style-type: none"> <li>Continued existence of WSROC</li> </ul>

LONG TERM GOALS AND OBJECTIVES	STRATEGIES FOR SUCCESS	ACTION ITEMS	KPIs
	<ul style="list-style-type: none"> <li>Consider structural reform for WSROC in line with Government recommendations</li> <li>Seek to make WSROC a prescribed entity to advance our procurement and shared services capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to establish and consolidate status as a regional strategic planning body</li> </ul>	
<p><b>To improve awareness and understanding among member councils, government and the broader community of the activities and goals of WSROC</b></p>	<ul style="list-style-type: none"> <li>Improve our communication strategies to improve brand recognition both internally and externally</li> <li>Develop a comprehensive communications strategy to ensure information on our activities and achievements is regularly communicated across all internal and external stakeholders.</li> <li>Work closely with member councils to promote the work of WSROC and opportunities for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive communications strategy</li> <li>Produce an annual report</li> <li>Prepare a regular report for councils on WSROC activities</li> <li>Send regular newsletters to stakeholders</li> <li>Explore opportunities for regular info sharing with council staff eg through intranet, staff newsletters</li> <li>Develop social media presence on twitter, and Facebook and others to establish regular channels of communication</li> </ul>	<ul style="list-style-type: none"> <li>Increased cooperation and participation of member councils in WSROC activities</li> <li>Number of newsletters sent out</li> <li>Number of regular subscribers to newsletters and rate of reading</li> <li>Number of reports to councils made</li> <li>Number of followers on social media</li> </ul>
<p><b>To build our media presence</b></p>	<ul style="list-style-type: none"> <li>Be proactive in identifying and</li> </ul>	<ul style="list-style-type: none"> <li>Undertake research and work with</li> </ul>	<ul style="list-style-type: none"> <li>Number of media appearances by</li> </ul>

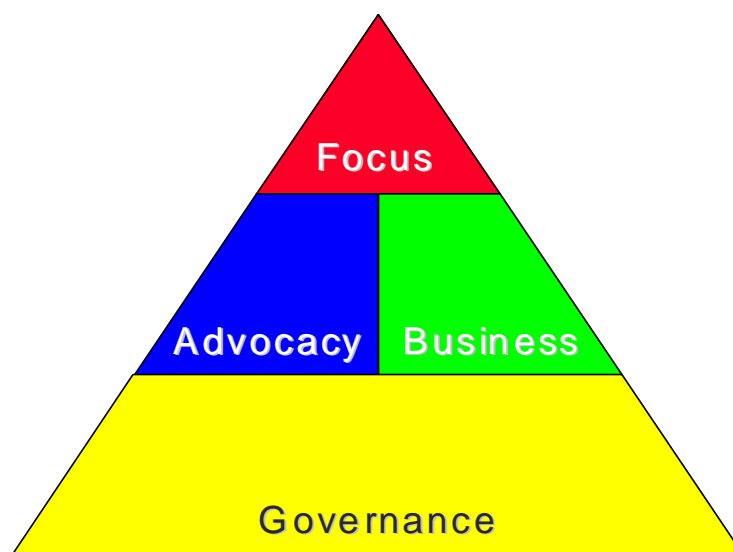
LONG TERM GOALS AND OBJECTIVES	STRATEGIES FOR SUCCESS	ACTION ITEMS	KPIs
	<p>publicising newsworthy issues and stories</p> <ul style="list-style-type: none"> <li>• Keep abreast of important issues affecting the region</li> <li>• Ensure availability for comment at all times</li> <li>• Build strong relationships with journalists and other media operatives</li> </ul>	<p>councils to find stories and promote in media</p> <ul style="list-style-type: none"> <li>• Send out regular media releases</li> <li>• Build relationships with Government and other media/communications officers</li> <li>• Designate spokespeople for comment</li> <li>• Meet with and brief journalists on key issues – Organise media tour of the west?</li> </ul>	<p>executive or WSROC spokespeople</p> <ul style="list-style-type: none"> <li>• Number of stories issued</li> <li>• Number of media releases sent out and rate of response</li> <li>• Number of media inquiries received</li> <li>• Number of meetings/briefings held with journalists</li> </ul>
<p><b>To create an organisational culture of innovation, flexibility and opportunism (ie – the be opportunistic point)</b></p>	<ul style="list-style-type: none"> <li>• Develop a strong sense of teamwork and shared success</li> <li>• Develop a system of shared organisational values</li> </ul>	<ul style="list-style-type: none"> <li>• Work with HR managers to implement team building strategies and develop value statements</li> <li>• Have regular staff meetings</li> <li>• Encourage teamwork and shared input on projects</li> <li>• Identify opportunities for staff development</li> </ul>	<ul style="list-style-type: none"> <li>• Team building workshops held</li> <li>• Value statements established and agreed by all staff</li> <li>• Level of staff co-operation on projects</li> <li>• Staff training and development undertaken</li> </ul>
<p><b>To establish WSROC as an employer of choice in the field of, policy development, NFP Advocacy and</b></p>	<ul style="list-style-type: none"> <li>• Target top graduates in their fields bring new ideas and innovation to the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Make contact with universities to establish research programs with senior and graduate students</li> </ul>	<ul style="list-style-type: none"> <li>• Number and quality of students employed</li> </ul>

LONG TERM GOALS AND OBJECTIVES	STRATEGIES FOR SUCCESS	ACTION ITEMS	KPIs
<b>Procurement.</b>	and to offer the opportunity for entry-level jobs and experience across a wide range of critical social issues	<ul style="list-style-type: none"> <li>• Target graduates for recruitment</li> <li>• Establish clear policies and processes for employees</li> <li>• Identify opportunities for staff development and career progression</li> <li>• Establish regular performance reviews and feedback opportunities for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Number of research projects undertaken</li> <li>• Performance reviews undertaken</li> <li>• Processes and policies in place</li> </ul>
<b>To become a key partner in State and Federal Government decision making</b>	<ul style="list-style-type: none"> <li>• Provide information and expertise to Ministers and Government agencies on issues relating to Western Sydney</li> <li>• Seek appointment to strategic committees and advisory panels</li> </ul>	<ul style="list-style-type: none"> <li>• Build partnerships with State and Federal Governments and agencies on key issues</li> <li>• Participate in roundtables/workshops and policy discussions whenever possible</li> <li>• Commission studies and research to inform government policy-making</li> </ul>	<ul style="list-style-type: none"> <li>• Number of committees/and partnerships created with Government</li> <li>• Number of workshops etc. attended</li> <li>• Number of studies and research undertaken – amount of influence and coverage given to results</li> </ul>
<b>To campaign for positive improvements for Western Sydney on our key issues</b> <ul style="list-style-type: none"> <li>• Employment</li> <li>• Economic development</li> <li>• Transport</li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• To identify and highlight issues through research and media coverage</li> <li>• To seek meetings and partner with State and Federal</li> </ul>	<ul style="list-style-type: none"> <li>• Organise campaign for equitable arts funding</li> <li>• Seek funding to establish trial of smart work hubs</li> <li>• Ensure councils needs and views are at the centre of any</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Number of grants identified and applied for</li> <li>• Number of successful grants</li> <li>• Number of partnerships and</li> </ul>



LONG TERM GOALS AND OBJECTIVES	STRATEGIES FOR SUCCESS	ACTION ITEMS	KPIs
<ul style="list-style-type: none"> <li>• Education</li> <li>• Health</li> <li>• Arts and Culture</li> <li>• Environment</li> <li>• Climate Change adaptation</li> </ul>	<p>Governments in finding solutions</p> <ul style="list-style-type: none"> <li>• To raise awareness and encourage community participation through local education campaigns</li> <li>• To seek funding for programs from State and Federal Governments.</li> <li>• To build networks and partnerships with other stakeholders</li> <li>• Organise and host events and summits to bring together expert opinion and encourage debate on issues</li> </ul>	<p>decision relating to a second airport for Western Sydney</p> <ul style="list-style-type: none"> <li>• Project partner with OEH on the Sydney Adaptation Strategy</li> <li>• Pursue funding for Wood smoke campaign</li> <li>• Pursue funding for Sustainability education campaign</li> <li>• Pursue funding for Street lighting replacement project</li> <li>• Partner with WS Medicare Locals to promote healthy lifestyles to reduce obesity, heart disease and diabetes</li> <li>• Campaign to support the Western Sydney Light rail project</li> <li>• Work with Government to promote and maximise opportunities for economic development in town centres and employment lands</li> </ul>	<p>stakeholder alliances</p> <ul style="list-style-type: none"> <li>• Number and quality of events held</li> <li>• Outcomes relating to specific campaigns</li> </ul>

# Putting it all together for Western Sydney



## 2009/2010 STRATEGIC PLAN

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Report 2:	Governance
Report 3:	Management & Processes
Report 4:	Business & Shared Services



# **REPORT 1**

## **STRATEGIC PLAN**



# 2009/2010 STRATEGIC PLAN

## EXECUTIVE SUMMARY

The proposed 2009/2010 Strategic Plan is attached.

This report proposes the adoption of the Plan and the establishment of Task Groups to develop a 12-months work program under each Headline issue and a review of the Plan in 12 months time.

### Report by Executive Director

The Board, at its last meeting agreed to the preparation of a new Corporate Plan and to engage the assistance of Mr. John Allen, to facilitate the process. The Plan process was developed over three stages ie:

- Pre Forum dinner – 10<sup>th</sup> July.
- Planning Forum – 25<sup>th</sup> July.
- General Managers' workshop – 6<sup>th</sup> August.

Four (4) separate reports have been presented to this meeting so that the entire process can be progressed.

### Summary

The Strategic Plan document is attached as a separate document and contains:

- The Proposed Vision statement and the details of Our Mission and Purpose. These were prepared from the information noted at the Planning Forum in workshops.
- The Headline Issues show an audit trail of the issues that were identified from the Forum and how they have been interpreted into Planning Strategies. There are three major Headline Issues and a total of sixteen (16) individual strategies.

### Task Groups

If the Board resolves to accept the Draft Strategic Plan now presented, it would be appropriate to establish "task groups" whose charter it would be to develop an achievable work program for the next 12 months under each of the Headline issues. The Strategic Targets under each Headline issue are quite wide and we now need to put some specific actions in place so that WSROC can move towards satisfying those targets.

The Governance workshop identified the need to provide for 'sunset task groups' for purposes such as this and that process can commence under the current constitution which provides for the establishment of 'advisory committees'.

The Board will therefore need to resolve to establish these groups and appoint delegates.

### Recommendation

1. That the proposed Vision statement, statement of Mission and Purpose, the Headline issues and individual strategies and processes for the operation of Task Groups, be adopted.
2. That three Task Groups be established for: (1) **Regional Planning**, (2) **Transport and Infrastructure** and (3) **Employment**, whose charter it will be to report to the Board as soon as possible on an appropriate 12 months work program designed to move towards the achievement of targets within the Headline issue.
3. Nominations be called by the Executive Director for up to say five (5) members of each of the Groups and the distribution of membership be determined by the President and Executive Director; and
4. The Plan be the subject of review in 12 months time.





## OUR VISION

Our vision is to be an organisation that provides a strong voice for the residents of Western Sydney on those issues that are crucial for a better quality of life for us all and one that grows opportunities for joint business and shared activities for the common benefit of our members.







# OUR MISSION AND PURPOSE

## ADVOCACY

WSROC will advocate in unified terms on key issues of value to Western Sydney via lobbying and relations with other bodies and by the effective use of the following.

- One voice for western Sydney
- Common goals and strength of numbers
- Speaking on behalf of all Councils
- Being relevant for Western Sydney
- A bipartisan approach.
- An effective communication to Government and Government agencies
- The identification of common themes and issues.

## IMAGE

WSROC will promote Western Sydney – the positives, the people and the places by:

- Promoting the positives of Western Sydney
- Promoting the 'brand' of Western Sydney
- Promote a positive image of Western Sydney
- Understanding perceptions and change them
- Promoting the diversity of the region
- Being community/people focused
- Looking at the community as a whole, e.g. not just tourism.

## BUSINESS IMPROVEMENT

WSROC will, by a clearly defined process through the General Managers Group, seek and examine opportunities for new and refined business opportunities and the sharing of information and services.

# ACTIVELY SUPPORTED BY

## STRATEGIC LEADERSHIP

WSROC will lead on key regional issues by:

- A leadership role on key issues for the region
- Dealing with broad regional issues rather than local issues
- Developing and communicating WSROC common strategies
- Providing leadership for the region
- Dealing with regional and relevant issues but by understanding the local impact.

## RESEARCH

WSROC will co-ordinate research on relevant issues and develop solutions by:

- The combination of quality innovation and research
- The provision of information that offer actions and solutions
- By the use of practical and applied examples
- The identification of emerging issues for Western Sydney Local Government rather than being re-active.
- The development of information and analysis that leads to solutions.

## PARTNERSHIPS

WSROC will work with other bodies to achieve outcomes for the region by:

- Working in partnership with other level of Government.
- Work with other ROCs to lobby Federal and State Governments and agencies.
- The development of other partnerships – UWS, SWAHS, etc.



## OUR FOCUS ISSUES



# SUMMARY

## FOCUS: ADVOCACY

### HEADLINE ISSUE: INTEGRATED REGIONAL PLANNING

<b>Strategy 1.</b>	<b>DEVELOP A 'BLUE PRINT' FOR THE FUTURE OF WESTERN SYDNEY</b> Having regard to the Government's Metropolitan Strategy, Sub-regional and associated strategic plans, WSROC review its regional management and planning framework ( <i>FutureWest</i> ) to provide a long-term planning 'blueprint' for Western Sydney.
<b>Strategy 2.</b>	<b>SUSTAINABLE AND LIVEABLE COMMUNITIES IN THE FACE OF CONTINUING GROWTH.</b> At every opportunity advocate for those outcomes that will provide for sustainable and liveable communities, delivering increased employment, improved access to services and facilities (including intra- and inter-regional transport links), greater housing choice, enhanced education opportunities and improved health and well-being.
<b>Strategy 3.</b>	<b>INFLUENCE GOVERNMENT (STATE AND FEDERAL) AND BUILD BETTER LINKS TO GOVERNMENT LEAD AGENCIES.</b> Build relationships with key government political representatives, departmental representatives and relevant agencies to enhance further opportunities for the achievement of WSROC strategies by the equitable distribution of funding to the region.
<b>Strategy 4.</b>	<b>REFLECT ASPIRATIONS OF THE REGION'S COMMUNITIES AND RECOGNISE/CELEBRATE THE REGION'S CULTURAL DIVERSITY.</b> Establish an understanding of priority/community aspirations across cultural groups and propose programs to members designed towards meeting those aspirations.
<b>Strategy 5.</b>	<b>WESTERN SYDNEY IS A PLACE OF 'FIRST CHOICE' FOR PEOPLE TO LIVE AND WORK IN AND A WIDE RANGE OF BUSINESS INVESTMENT OCCURS IN THE REGION.</b> At every opportunity promote the 'brand' of Western Sydney lifestyle and business investment opportunities.

### RESOURCES AND PROCESSES TO ASSIST IN THE ACHIEVEMENT OF THE STRATEGIES

SUMMARY OF ISSUES TO BE ADDRESSED	HOW SHOULD WSROC AND COUNCILS APPROACH
<ul style="list-style-type: none"> <li>Getting a <u>clear agreement</u> on disposition of strategic facilities across the region.</li> <li>Growth is matched with required infrastructure delivery.</li> <li>Capacity of the region to absorb growth is not exceeded - "ecological" footprint etc.</li> <li>Conservation of agricultural land and viable food production.</li> <li>How do we fund existing infrastructure backlogs + asset maintenance.</li> <li>Gaining recognition of the diverse cultures based in the region.</li> <li>Recognition (acceptance) of government policy.</li> <li>Developing an advocacy strategy around key issues.</li> <li>Identify funding mechanisms.</li> <li>Building partnerships with government agencies and influencing their decisions - alignment with government's plans</li> </ul>	<ul style="list-style-type: none"> <li><u>Be proactive!</u></li> <li>Review status of current relationship(s) with government.</li> <li>Bring effective resources to the planning table.</li> <li>Gain and build <u>consensus</u> across the region with key stakeholders.</li> <li>Focus on 'shaping' rather than 're-inventing the government's agenda.</li> <li>Identify our partners and how they might influence the process.</li> <li>Establish partnership with DGs (except RCMGs to engage local government) - learn the government's key agenda!</li> <li>Form a panel of 'technical' experts – Council to dedicate resources.</li> </ul>

# FROM THE FORUM

## FOCUS: ADVOCACY

### HEADLINE ISSUE: REGIONAL PLANNING

Forum Outcome	Proposed Strategy
<ul style="list-style-type: none"> <li>• 'Goal' – A 'blue-print' for the future of Western Sydney</li> <li>• Cognisant of Government's State Metropolitan and Sub-regional plans.</li> <li>• Long term outcomes -20 years+</li> </ul>	<p>Having regard to the Government's Metropolitan Strategy, Sub-regional and associated strategic plans, WSROC review its regional management and planning framework (<i>Future West</i>) to provide a long-term planning 'blueprint' for Western Sydney.</p>
<ul style="list-style-type: none"> <li>• Sustainable and liveable communities in the face of continuing growth.               <ul style="list-style-type: none"> <li>- Increased local employment choices.</li> <li>- Improved access to services and facilities.</li> <li>- Wide choice of housing options.</li> <li>- Enhanced education opportunities.</li> <li>- Improved intra-regional transport links (integrated system).</li> <li>- Healthy lifestyles.</li> </ul> </li> </ul>	<p>At every opportunity advocate for those outcomes that will provide for sustainable and liveable communities, delivering increased employment, improved access to services and facilities (including intra- and inter-regional transport links), greater housing choice, enhanced education opportunities and improved health and well-being.</p>
<ul style="list-style-type: none"> <li>• Influence Government (State and Federal)               <ul style="list-style-type: none"> <li>- Strategic leadership</li> <li>- Equitable distribution of government funding.</li> </ul> </li> <li>• Build better links to Government lead agencies.</li> </ul>	<p>Build relationships with key government political representatives, departmental representatives and relevant agencies to enhance further opportunities for the achievement of WSROC strategies by the equitable distribution of funding to the region.</p>
<ul style="list-style-type: none"> <li>• Reflect aspirations of the region's communities.</li> <li>• Recognition/celebration of region's cultural diversity.</li> </ul>	<p>Establish an understanding of priority/community aspirations across cultural groups and propose programs to members designed towards meeting those aspirations.</p>
<ul style="list-style-type: none"> <li>• Western Sydney is a place of 'first choice' for people to live and work in</li> <li>• Wide range of business investment in the region.</li> </ul>	<p>At every opportunity promote the 'brand' of Western Sydney lifestyle and business investment opportunities.</p>

# SUMMARY

## FOCUS: ADVOCACY

### HEADLINE ISSUE: INFRASTRUCTURE AND TRANSPORT

<b>Strategy 1.</b>	<b>AN INTEGRATED TRANSPORT STRATEGY WITH AGREED PRIORITIES</b> Develop an advocacy strategy, based on a regional perspective (including other ROCs) to clearly identify priorities for the reservation of corridors, integrated ticketing, properly planned necessary timetable for the co-ordinated construction of: - North-West Rail Link - South-West Rail Link - North/South Rail Link complementary to other transport modes.
<b>Strategy 2.</b>	<b>IMPROVED RAIL SERVICE FOR WESTERN SYDNEY COMMUTERS</b> Advocate for improvements to the service frequency, reliability, connectivity, comfort and convenience of rail services for Western Sydney commuters.
<b>Strategy 3</b>	<b>IMPROVED RAIL NETWORK FOR FREIGHT TO EASE PRESSURE ON PUBLIC ROADS (GREAT WESTERN H'WAY &amp; PARRAMATTA ROAD)</b> Advocate for substantial improvements and additions to the freight networks so as to effectively reduce the use of the existing road network by heavy vehicles throughout Western Sydney.
<b>Strategy 4.</b>	<b>IMPROVED ROAD LINKS BETWEEN COMMERCIAL/INDUSTRIAL CENTRES</b> Identify ineffective road links between commercial and industrial areas (including the M4) and subsequently advocate for necessary improvements.
<b>Strategy 5.</b>	<b>CONSTRUCT EFFECTIVE BUSINESS CASES</b> By the use of quality research and analysis and documentary material already available, construct effective business cases to secure political commitment on priority transport issues determined by WSROC from time to time.
<b>Strategy 6.</b>	<b>NEW HOSPITAL(S) TO MEET GROWTH DEMANDS</b> Effectively advocate for new hospital facilities throughout the region to cater for the demands of population growth and ageing.

### RESOURCES AND PROCESSES TO ASSIST IN THE ACHIEVEMENT OF THE STRATEGIES

SUMMARY OF ISSUES TO BE ADDRESSED	HOW SHOULD WSROC AND COUNCILS APPROACH?
<ul style="list-style-type: none"> <li>• Economic viability.</li> <li>• Social viability.</li> <li>• Funding sources.</li> <li>• Who the stakeholders are?</li> <li>• Political priorities of each major party.</li> <li>• Design transport links with in-build redundancies to meet 2030 projected demands, e.g. reserve rail corridor road upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop/modify integrated transport strategy.</li> <li>• Identify priorities quickly.</li> <li>• Political will.</li> <li>• Lobbyist?</li> <li>• Business cases.</li> <li>• Secure commitment from representatives</li> <li>• Whole of Government approach</li> <li>• Sell WSROC strategies to community.</li> </ul>



# FROM THE FORUM

## FOCUS: ADVOCACY

### HEADLINE ISSUE: INFRASTRUCTURE AND TRANSPORT

Forum Outcome	Proposed Strategy
<ul style="list-style-type: none"> <li>• Integrated transport strategy with agreed priorities including:               <ul style="list-style-type: none"> <li>- North-West Rail Link.</li> <li>- South-West Rail Link.</li> <li>- North/South Rail Link.</li> <li>- Reserve Rail Corridors.</li> <li>- Commence Construction.</li> </ul> </li> </ul>	Develop an advocacy strategy, based on a regional perspective (including other ROCs) to clearly identify priorities for the reservation of corridors, integrated ticketing, properly planned and necessary timetable for the co-ordinated construction of: <ul style="list-style-type: none"> <li>- North-West Rail Link</li> <li>- South-West Rail Link</li> <li>- North/South Rail Link</li> </ul> complementary to other transport modes.
<ul style="list-style-type: none"> <li>• Improved rail service for Western Sydney commuters.</li> </ul>	Advocate for improvements to the service frequency, reliability, connectivity, comfort and convenience of rail services for Western Sydney commuters.
<ul style="list-style-type: none"> <li>• Improved rail network for freight to ease pressure on public roads (Great Western Highway and Parramatta Road).</li> </ul>	Advocate for substantial improvements and additions to the freight networks so as to effectively reduce the use of the existing road network by heavy vehicles throughout Western Sydney.
<ul style="list-style-type: none"> <li>• Improve road links between commercial/industrial centres.</li> <li>• Completion of the M4.</li> </ul>	Identify ineffective road links between commercial and industrial areas (including the M4) and subsequently advocate for necessary improvements.
<ul style="list-style-type: none"> <li>• Construct a more effective case.</li> <li>• Construct a business case that has merit – competing against other priorities.</li> <li>• Research infrastructure plans already prepared – don't re-invent 'the wheel'.</li> <li>• Secure political commitment.</li> </ul>	By the use of quality research and analysis and documentary material already available, construct effective business cases to secure political commitment on priority transport issues determined by WSROC from time to time.
<ul style="list-style-type: none"> <li>• New hospital(s) to meet growth demands.</li> </ul>	Effectively advocate for new hospital facilities throughout the region to cater for the demands of population growth and ageing.

# SUMMARY

## FOCUS: ADVOCACY

### HEADLINE ISSUE: EMPLOYMENT

<b>Strategy 1.</b>	<b>ACCESS</b> <b>Advocate for</b> the improvement of regional accessible employment opportunities, supported by government commitment to necessary infrastructure, and choices for local residents, including improved diversity of employment.
<b>Strategy 2.</b>	<b>EDUCATION AND TRAINING</b> <b>Advocate to</b> raise the level of job skills of a diversified workforce by improving access to and opportunity for quality education and training so as to generally improve the regional employment rate.
<b>Strategy 3.</b>	<b>PLANNING/LAND USE</b> <b>Advocate to</b> align the planning strategies of member councils, State authorities and agencies with the growing need for long term employment generating development.
<b>Strategy 4.</b>	<b>EMPLOYMENT HUBS</b> <b>Advocate for</b> member councils, State Authorities and Agencies to identify and provide appropriately serviced, accessible land for the establishment of a range of employment hubs.
<b>Strategy 5.</b>	<b>PROMOTION OF BUSINESS OPPORTUNITIES</b> <b>Develop partnerships</b> between member councils and relevant agencies to enhance and promote the economic profile of the region and opportunities for business investment (including decentralised government precincts).

## RESOURCES AND PROCESSES TO ASSIST IN THE ACHIEVEMENT OF THE STRATEGIES

SUMMARY OF ISSUES TO BE ADDRESSED	HOW SHOULD WSROC AND COUNCILS APPROACH
<ul style="list-style-type: none"> <li>• (Reference to) WSROC/UWS employment report               <ul style="list-style-type: none"> <li>- Employment targets</li> <li>- Infrastructure</li> <li>- Access</li> </ul> </li> <li>• Feasibility study into an airport in the region.</li> <li>• Consequences of population growth including housing strategy.</li> <li>• Capacity of Government to deliver timely and necessary, essential, appropriate infrastructure.</li> <li>• (Promote the) Region as an attractive place to invest, I live, work, prosper, including Government incentives and competition with other regions.</li> <li>• Future of work : think 2030+</li> </ul>	<ul style="list-style-type: none"> <li>• Strong united advocacy-based on well researched strategies.</li> <li>• Open dialogue between <u>all</u> member areas to enable negotiation of key issues.</li> <li>• Co-opt and consult business in the region to attract investment. <i>Sell business (and HR departments) on advantages of reduced commuting etc on their valuable workforce.</i></li> <li>• Leverage of regional facilities and infrastructure.</li> <li>• Achieve diversity of employment.</li> <li>• Produce blueprint for promotion of investment in the region.</li> <li>• Concurrent delivery of jobs to match growth profile.</li> </ul>

# FROM THE FORUM

## FOCUS: ADVOCACY

### HEADLINE ISSUE: EMPLOYMENT

Forum Outcome	Proposed Strategy
<ul style="list-style-type: none"> <li>• Access to employment i.e. jobs near your place of residence or good transport to get to your job.</li> <li>• Commitment to infrastructure.</li> <li>• Achieve diversity of employment.</li> </ul>	<p>To advocate for:</p> <ul style="list-style-type: none"> <li>• <b>Access:</b> the improvement of regional accessible employment opportunities, supported by government commitment to necessary infrastructure, and choices for local residents, including improved diversity of employment.</li> </ul>
<ul style="list-style-type: none"> <li>• Improved opportunity for increased education and training i.e. to aspire to higher skilled jobs (job ventures with govt. etc.).</li> <li>• Improved employment rate versus State/National averages.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Education and Training:</b> to raise the level of job skills of a diversified workforce by improving access to and opportunity for quality education and training so as to generally improve the regional employment rate.</li> </ul>
<ul style="list-style-type: none"> <li>• Longer term certainty for purchasers/developers of land to enable employment generating opportunities.</li> <li>• Land use planning in all member council areas which facilitates employment.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Planning/Land Use:</b> to align the planning strategies of member councils, State authorities and agencies with the growing need for long term employment generating development.</li> </ul>
<ul style="list-style-type: none"> <li>• Promote employment hubs – identify key employment zones and connectivity to workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Employment Hubs:</b> member councils, State Authorities and Agencies to identify and provide appropriately serviced, accessible land for the establishment of a range of employment hubs.</li> </ul>
<ul style="list-style-type: none"> <li>• Support for existing businesses (small business). - Decentralised government precincts.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Promotion of business opportunities:</b> Develop partnerships between member councils and relevant agencies to enhance and promote the economic profile of the region and opportunities for business investment (including decentralised government precincts).</li> </ul>

# **REPORT 2**

## **GOVERNANCE ISSUES**





# GOVERNANCE ISSUES

## **Executive Summary**

This report deals with the issues of Governance that were discussed at the Forum held on 25<sup>th</sup> July 2009 and which contain a number of amendments to current procedures. It is proposed that the recommendations contained in the report, be adopted.

## **Report by the Executive Director.**

The Strategic Planning Forum held on 25<sup>th</sup> July last, identified a number of changes to current Governance processes.

The attached report outlines the issues discussed at the forum and an associated interpretation that has be translated into a recommendation for further action. There are twelve (12) individual recommendations for consideration.

## **Recommendation**

That the twelve (12) recommendations included in the attached summary be adopted.





## 2009 PLANNING FORUM

### GOVERNANCE

Proposal from Forum	Expansion	Recommended Process
Abolish the Executive Management Committee	The Executive Management Committee is to be abolished and replaced by Task Groups reporting to the WSROC Board.	1. That an amendment be made to the WSROC Constitution, to be agreed to at the 2009 Annual General Meeting, abolishing the Executive Management Committee.
Delegations to the Executive	A process of delegation to a combination of the Executive to consider and decide upon issues.	2. That an amendment be made to the list of delegations to provide that a minimum of two of the Executive, i.e. President, Senior Vice President, Junior Vice President and Treasurer, be delegated authority to decide upon urgent matters between Board meetings, subject to decisions being in accordance with general WSROC policy and practice and within the approved budget, and provided that the matter is reported to the next Board meeting.
Regular meetings of General Managers be held and to include issues within WSROC strategic priorities	A more regular and programmed schedule of meetings of General Managers be held on a range of issues, generally in accordance with the WSROC strategic priorities.	3. That the General Managers coordinator, in conjunction with the Executive Director, schedule regular meetings of GMs to consider issues generally in accord with the WSROC strategic plan and to report deliberations and recommendations to the next available Board meeting.
Develop a WSROC Code Of Conduct	WSROC to agree on a Code Of Conduct for both delegates and staff	4. That the Executive Director refer to the Local Government model Code of Conduct and present a WSROC Code of Conduct to a small Task Group to be formed, and then for future approval of the Board and, in the meantime, an amendment be made to the Constitution at the 2009 AGM to recognise the requirement for such a document.
Abolish portfolio Spokespersons positions	The existing practice of electing portfolio spokespersons be abolished and the President or, if approved by the President, the Executive Director, speak on behalf of WSROC.	5. That current WSROC policy be amended to no longer require the election/appointment of portfolio Spokespersons and that the President or, with the approval of the President, the Executive Director, speak on behalf of WSROC.



Meetings of the Board – maximum six per year with rotation of venues and regular progress reports on progress of strategic issues	The Board will meet no more than six times a year unless there is pressing necessity. The agenda to include a regular review of strategic targets.	6. That the Board meet no more than six times per year unless there is pressing necessity, in which case special meetings to be called in accordance with the Constitution. Further that a regular agenda item be a review of progress on strategic target issues.
Mayoral Forum	The need to arrange regular one to two yearly Mayoral Forums.	7. That the Executive Director notes the requirement that a WSROC Mayoral Forum be held twice a year at approximately six-monthly intervals.
President, delegations etc	Review current list of delegated authority for the President to ensure that it meets the Board's requirements under the current Strategic Plan.	8. That the Executive Director reviews the current delegated authority of the President and report any requirements for review in line with the current Strategic Plan.
Representations at meetings / deputations	The President to consider the involvement of a representative from a relevant Task Group at meetings / deputations, called to discuss issues relevant to the Task Group.	9. That it be WSROC policy, that on those occasions when matters relevant to a particular Task Group are to be discussed, the President invite the involvement of a member of that Task Group.
Committees	The number and type of Committees.	10. That the Board, from time to time, form Task Groups which are aligned with the strategic priorities. Such groups report their recommendations to the Board and be structured on a sunset basis where necessary.
A General Manager to be appointed as a voting Director on the Task Groups	The General Managers appoint one of their group to be a voting Director on the Task Groups formed by the Board.	11. That an amendment be made to the WSROC Constitution to provide that the WSROC General Manager appointed to a Task Group, has voting rights.
Progress Review	The implementation of a process to allow Task Groups and/ or the Board to regularly review progress towards the achievement of current strategy targets and general performance of the administration.	12. That the Executive Director report to the Board on a proposed process to allow relevant Task Groups and the Board to review progress on strategy targets and general performance of the administration.
Politics	General need to consider WSROC's interests above political consideration and, in accordance with currently accepted standards, all members develop quality levels of respect for contrary views.	(This matter is covered by a previous recommendation to develop a WSROC Code of Conduct).

# **REPORT 3**

## **MANAGEMENT & PROCESSES**





# MANAGEMENT AND PROCESSES

## **Report by Executive Director**

As part of the Strategic Planning Forum held on 25th July, a workshop was held on the issue of Management and Process.

This workshop was designed to deliver a general overview of key processes for the administration and the important attributes for a responsive and successful administrative staff structure

Attached to this report is a summary of the outcomes of this workshop.

It is proposed that the summary of these management and process issues, be adopted by the Board as the critical guidelines that should underpin the future direction of the administration.

## **Recommendation**

That the report be noted and the outcomes in the attached report be recorded as key WSROC guidelines for the administration in future staffing and operational management.





## 2009 PLANNING FORUM

### MANAGEMENT & PROCESSES

#### STAFF ISSUES

Key Responsibilities	Key Authority	Key Skills
<p><b>CEO:</b></p> <ul style="list-style-type: none"> <li>• To measure and report performance</li> <li>• Provide strong leadership</li> <li>• Manage operations</li> <li>• Identify deliverables</li> <li>• Provide support to the President</li> <li>• Facilitate the General Managers Group</li> <li>• Action Board resolutions</li> <li>• Sign off on project direction and resourcing</li> <li>• Focus on Strategic Plan</li> <li>• Directly accountable to the Board</li> <li>• Tap into Council expertise and allow council staff input</li> <li>• Continually monitor priorities against core business</li> </ul>	<ul style="list-style-type: none"> <li>• Authorise expenditure (within budget)</li> <li>• Represent WSROC (administratively)</li> <li>• Recruit staff</li> <li>• Communications/correspondence</li> <li>• Report to the Board</li> <li>• Closely interface with the Board</li> <li>• Clear understanding of delegated authority</li> <li>• Examine requests from Council and others against WSROC core business</li> </ul>	<ul style="list-style-type: none"> <li>• Good political acumen</li> <li>• Understand Local Government</li> <li>• Strategic thinker</li> <li>• Ability to establish partnerships</li> <li>• Leadership qualities</li> </ul>
<p><b>General Staff:</b></p> <ul style="list-style-type: none"> <li>• Research / policy analysis</li> <li>• Strategic planning</li> <li>• Administration functions</li> <li>• Work with council staff</li> <li>• Participate in professional groups</li> <li>• Assess key outcomes</li> <li>• Be aware of emerging issues</li> </ul>	<ul style="list-style-type: none"> <li>• Must be A-political</li> <li>• Interface with Government Departments</li> <li>• Sharing of information</li> <li>• Report to the Board via CEO</li> <li>• Be at 'arms length' from Board members</li> <li>• Staff to remain focused on CEO directions from board focus</li> <li>• Grant fund applications</li> </ul>	<ul style="list-style-type: none"> <li>• Credible and professional</li> <li>• Report Writing</li> <li>• Media Marketing</li> <li>• Good communication skills</li> </ul>

**Operational**

1. The administration should continually market the brand of WSROC and its successes, including the use of an annual report and other appropriate processes.
2. The administration should seek external funding where available for projects which are part of the WSROC core business as defined in its Corporate Plan.
3. The administration should explore opportunities for partnerships with Councils, other ROCs, private sector etc. in the advancement of WSROC's strategic direction.
4. The General Mangers Group should keep an ongoing watching brief on possibilities for future "business"/"shared services" to provide assistance to WSROC and Councils revenue base.
5. The Strategic Plan requires the development of regular measurement and score card facilities to provide the Board with ongoing review and comment.
6. WSROC should seek to achieve unilateral support from all members.
7. WSROC should strive to achieve a position where Government listens to the views of the organization and acts on its requests.

# **REPORT 4**

## **BUSINESS & SHARED SERVICES**







# BUSINESS AND SHARED SERVICES

## Executive Summary

This report deals with the outcome from the General Managers Forum held on 6<sup>th</sup> August, 2009 and makes recommendations to progress these issues.

## Report by Executive Director

As part of the development of the 2009/2010 Corporate Plan, a workshop was held with General Managers on Thursday 6<sup>th</sup> August to generally discuss opportunities for Business growth and future shared services in which WSROC could play a pivotal role.

In the early part of the Workshop, the CEO of Hunter Councils, Mr. Roger Stephan, addressed the group and outlined the extent of services provided by this organisation to members. These include:

- a centralized archive storage facility;
- a purpose built staff training centre;
- an environmental division providing information service to members;
- a consultancy service to members; and
- a division providing promotion for television and movie production in the Hunter.

Hunter Councils employ about sixty (60) people.

The General Managers discussed this topic at length and identified many specific issues that need to be identified and assessed before any final decision is made to progress a particular project. The General Managers broadly support some form of shared activities provided there is a clear PROCESS or DECISION FRAMEWORK so that whatever is finally decided stands a very good chance of succeeding.

The General Managers broadly agreed that the GMs Group existed to:

1. **SHARE IDEAS** which may often be translated into,
2. **SHARED RESULTS** through joint activities.

In general therefore the General Managers agreed on a process for the orderly examination and development of future shared activities and this process is in two (2) parts .

## Recommendation

### 1. Procurement/Purchasing.

- The Executive Director to work with the Supply Managers Group to develop recommendations for the way forward.

These recommendations to be considered by the GMs Group and reported to the Board for final decision.

### 2. Shared Activities

- Each General Manager is to nominate up to two (2) staff members who are best likely to have the ability to suggest strategically important issues that might be best done on a collaborative basis. From this group will be selected a team of say eleven (11), which has broad professional representation across all disciplines.

This team will be given the brief to deliver the top three (3) or four (4) preferred initiatives which the Chairman of the group will report back to the GMs Group. The GMs Group will decide on the top priority/ies and refer them back to the group for development of a Business Plan based on them proceeding on a collaborative basis.

- Having considered these issues, the GMs Group will report to the Board on its recommendations.