

# SHOROC INCORPORATED

## BOARD MEETING MINUTES

Wednesday, 1 May 2013, 2-5pm

SHOROC, Unit 33/42-46 Wattle Road, Brookvale



### Board Members Present

Cr Peter Abelson	Mayor of Mosman, SHOROC Vice President
Cr Jacqueline Townsend	Mayor of Pittwater
Cr Jean Hay	Mayor of Manly
Rik Hart	General Manager Warringah Council, SHOROC Treasurer
Mark Ferguson	General Manager Pittwater Council
Viv May	General Manager Mosman Council
Henry Wong	General Manager Manly Council

### In attendance

Ben Taylor	Executive Director SHOROC
Jacqui Fishpool	Communications and Office Manager SHOROC
Gary Bigg	Business Manager SHOROC

### Item 1 Welcome and apologies

Cr Jean Hay, Mayor of Manly chaired the meeting and welcomed all those attending. Apologies were received from Cr Michael Regan, Mayor of Warringah and SHOROC President.

### Item 2 Adoption of 20 February 2013 Board minutes and matters arising

All resolutions of the Board have been actioned. There are no outstanding matters arising that are not dealt with in these business papers.

Action	Initiated by	Progress and next steps	Expected completion
<i>NBN</i> : invite the Head of Government relations for the NBN to the next Board meeting to discuss the NBN and plans for the SHOROC region.	Board 20 February 2013	Invitation provided.	Aug 2013

#### Item 2.0 Adoption of 20 February 2013 Board minutes and matters arising

##### The Board resolved:

- To Adopt the minutes of the 20 February 2013 SHOROC Board meeting.
- To Note the work underway on actions arising from previous Board meetings.

*Moved Cr Peter Abelson/Seconded Cr Jacqueline Townsend*

*Carried unanimously*

## Item 3 Independent Local Government Review

### 3.1 'Future Directions for NSW Local Government' report

<p><b>SHOROC Corporate Plan project:</b></p>	<p><b>3. Planning:</b> Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Masterplan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.</p>
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#### Background

The Independent Local Government Review continues. As noted by the Board, there is a need to pro-actively consider how we as a region manage any future changes that may occur, improve the way we do things to maximise the value for councils and the region, as well as position SHOROC strongly to be able to manage and adapt to any future changes.

When discussing the Review, the Board resolved at its 20 February 2013 meeting:

- To agree, subject to confirmation by individual councils, to a policy that SHOROC member councils should continue to collaborate regionally on policy and operational issues as an alternative to forced amalgamations.

All four SHOROC partner councils have considered and confirmed this policy. Excerpts from each council's minutes are attached at **Tab H**.

In addition, the Board also resolved when discussing the 2013 Councillor Forum:

- That the Board meet immediately following the release of the Independent Local Government Review 'Future Directions' report in late April 2013 to discuss various models.
- That SHOROC arrange a meeting of Councillors following the release of the Independent Local Government Review Panel's 'Future Directions' paper to consider the paper and continue the discussion on potential models for the future.

#### 'Future Directions for NSW Local Government' report

The Independent Local Government Review panel released its 'Future Directions for NSW Local Government' report on 24 April 2013. The Report is available at <http://www.localgovernmentreview.nsw.gov.au>

A summary of the 'Key Proposals and Options' presented in the report is attached at **Tab I**, including for: Sustainability and Finance; Infrastructure; Productivity and Improvement; Better Governance; Structural Reform; Western NSW; and Implementation.

The overarching goal for the Panel is for

- *A more sustainable system of democratic local government that has added capacity to address the needs of local and regional communities, and to be a valued partner of State and federal governments.*

From a regional perspective the major issue is the proposed structural reform, with the Panel proposing a "new set of local government structures that can be 'mixed and matched' in different ways in response to the varying needs of communities and regions:

- *'New-look' County Councils – statutory groupings of local councils established under the Local Government Act that can undertake a range of 'high-level' functions on behalf of their members (the precise mix of functions can vary from region to region)*
- *'Standard' local councils operating along very similar lines to the current provisions of the Local Government Act, except for the referral of some strategic functions to the new County Councils*

- *‘Local Boards’ – a new type of elected, community-based local government unit with limited responsibilities delegated from a local council or County Council. (Provide representation and some delegated service delivery at suburb or district level within very large metropolitan councils or as a transitional measure to amalgamation)’*

For Metropolitan Sydney, the report states the Panel concluded *“local councils in the Sydney basin should be significantly reduced, especially in the inner and eastern suburbs, on the lower North Shore and around Parramatta and Liverpool”*, and that *“on balance, looking ahead to the mid-21st Century when Sydney’s population will reach about 7 million, having about 15 councils is appropriate.”*

The Panel outlines its options for boundary changes (**Map at Tab J**), including for the SHOROC partner councils:

- Mosman Council to amalgamate (Panel preferred) or combine as a strong County Council with North Sydney, Willoughby, Hunters Hill, Lane Cove and possibly the eastern third of Ryde.
- Manly, Pittwater and Warringah councils to amalgamate (Panel preferred) or combine as a strong County Council.

The report presents two possible scenarios for stronger sub-regional arrangements:

1. *‘If there is little or no restructuring of existing boundaries, then...sub-regional County Councils should be established to undertake a wide range of functions on behalf of their members, thus ensuring effective and ongoing collaboration in shared services, strategic planning and advocacy, as well as a basis for partnership with State and federal agencies.’*
2. *‘If restructuring takes place as preferred by the Panel, sub-regional groupings of councils should be set up for joint strategic planning and implementation with State agencies of proposed Delivery Plans under the Metropolitan Strategy, as well as Regional Action Plans under the State Plan. Sub-regional boundaries have been indicated in the draft Metropolitan Strategy, but may require adjustments in light of the Panel’s proposals.’*

The proposed ‘New-look County Councils’ are broadly described and not fully defined, however key features are described in the report as:

- *Not a ‘fourth tier of government’ nor additional large bureaucracies, but owned and resourced by councils, and working alongside their member councils as a joint entity to undertake selected functions.*
- *Will undertake a broad range of strategic functions to support their member councils, strengthen the system of local government, and enable better working relations with State agencies.*
- *Membership of County Councils should automatically comprise the mayors of member councils and chairs of Local Boards*
- *At a minimum, each County Council should have the following set of core functions:*
  - *strategic regional and sub-regional planning*
  - *regional advocacy, inter-government relations and promoting collaboration with State and federal agencies in infrastructure and service provision*
  - *management of, or technical support for, water utilities (except for the Lower Hunter and Illawarra which are served by State-owned corporations)*
  - *road network planning and major projects*

- *waste and environmental management (including weeds and floodplain management)*
- *regional economic development*
- *library services*
- *'high level' corporate services*
- *Could establish subsidiaries for some areas of service delivery, and may expand their functions over time, including by taking over functions currently managed by State or federal agencies.*
- *A more robust, statutory framework at the regional level... which... can be established by using the existing County Council provisions of the Local Government Act.*
- *Some minor amendments to the Local Government Act may be required to give effect to the Panel's ideas... noting that... the provisions of the Local Government Act relating to County Councils are very flexible and solutions can be tailored to different regional circumstances.*

### **Comment**

For Metropolitan Sydney the Panel identifies the major drivers for reform are the need for strong sub-regional strategic planning and advocacy, and strong working relations or partnerships with State and federal agencies, particularly on the Metropolitan Strategy and Regional Action Plans.

Based on these priorities, our region and the SHOROC partner councils are performing very well. The councils through SHOROC have developed a regional land-use and infrastructure plan, have achieved significant results through advocacy with a united voice, and have a good working relationship with the state and federal governments. Progress is also being made with joint tendering and shared services.

However the environment is changing and there is a need to review our regional model to provide the best outcomes for the region and councils.

A major factor is the NSW Government's planned changes to the Planning system and Metropolitan Strategy (See Item 4.4 and 4.5). These include:

- A new regional planning framework with Sub-regional delivery plans at the core. These Sub-regional Delivery Plans are prepared by new Sub-regional Planning Boards (council representatives, state representatives and an independent chair) and identify how targets for housing and employment will be shared across local government areas, including sites for rezoning, and regional infrastructure priorities.
- Six new proposed sub-regions for Sydney. Manly, Pittwater and Warringah councils are included in the North Sub-region along with Hornsby and Ku-ring-gai councils. Mosman is included in the Central Sub-region along with sixteen other councils.

Every effort should be made to maximise the effectiveness and the voice of councils in this new planning arena and the Independent Panel's proposals should be considered in this light.

The Panel's preferred outcome is amalgamated councils, however it states that *'whether or not the Panel's options for amalgamations are pursued is entirely a matter for the State government and the councils and communities involved.'*

The Panel clearly sees a strong ongoing role for regional collaboration, with a major focus being significantly enhancing regional capacity for strategic planning, advocacy, partnership with the state government, and shared services.

In the scenarios presented by the Panel this role is either performed:

- By 'New-look' Country Councils If there is '*little or no restructuring of existing boundaries*'.

In this option there is a clear opportunity for councils and ROCs to shape the scale, governance and functions of these 'new-look' County Councils to meet their needs as they are only broadly defined by the Panel.

The Country Councils would need to align with the Metropolitan Strategy sub-regions or larger regional groupings (ROCs) would be required to effectively perform the regional planning role and provide greater economies of scale and scope for joint buying and shared services.

- By sub-regional groupings of councils (larger ROCs) '*If restructuring takes place as preferred by the Panel*' (ie amalgamation)

The options proposed by the Panel provide an opportunity to review and look critically at how the councils currently collaborate regionally, at the options proposed, and to identify an optimal model that meets the needs of the councils and achieves the best outcomes for the region.

### **Next steps**

#### 1. 1 May 2013 Board meeting

The 1 May 2013 Board meeting has been extended to enable the Board to consider the Independent Local Government Review 'Future Directions' report and to discuss various models, as previously resolved.

A brief presentation will be provided by the Executive Director.

#### 2. Panel meetings

The Panel is holding a series of consultation meetings across Sydney in May/June 2013. These include:

- Tuesday 4 June 2013 in Dee Why: Metropolitan Councils Workshop for Manly, Warringah, Pittwater councils (1-4pm) and Metropolitan Hearing for the Community (5-7pm).
- Friday 14 June 2013 in Chatswood: Metropolitan Councils Workshop for Mosman, Hornsby, The Hills, Ku-ring-gai, Hunters Hill, Lane Cove, Willoughby, North Sydney councils (2-5pm), and Metropolitan Hearing for the Community (6-8pm).

#### 3. Councillor meeting

Tentative dates have been arranged for the meeting of all Councillors on 15 May or 29 May 2013, 1-4pm, location TBA.

Direction is sought from the Board on the timing and format of this meeting.

It is recommended that:

- A date be sought for the workshop in the week commencing the 3<sup>rd</sup> or 10<sup>th</sup> of June 2013.
- The format is a workshop to consider the Panel's report and to continue discussion on models for the future, including the Panel's proposed structural reforms and any alternatives identified by SHOROC or the councils.
- The Panel is invited to present to the meeting on its report.
- An independent facilitator be engaged for the meeting.
- An Agenda be prepared and circulated for Board approval.

#### 4. SHOROC submission

It is recommended that SHOROC further review the package of options presented in the 'Future Directions' report and prepare a SHOROC submission for endorsement of the Board out of session or at an Extraordinary Meeting.

#### **Item 3.1 'Future Directions for NSW Local Government' report**

##### **The SHOROC Board resolved to:**

- Note the update on the Independent Local Government Review, including the 'Future Directions for NSW Local Government' report, regional considerations and comments from the Executive Director.
- Refer the matter back to individual councils for consideration on their positions on the 'Future Directions for NSW Local Government' report.
- Hold an Extraordinary Meeting of the SHOROC Board following the Independent Local Government Review Panel meetings in June to further discuss the report.
- Agree that SHOROC prepare a draft SHOROC submission for consideration of the Board at the Extraordinary Meeting.
- Cancel the Councillor workshop on the 'Future Directions' report.

*Moved Cr Peter Abelson/ Seconded Cr Jean Hay*

*Carried unanimously*

## Item 4 Stronger Region

<b>SHOROC Corporate Plan objective:</b>	<i>Make our region stronger by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.</i>
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### 4.1 NSW & Commonwealth MP meetings

<b>SHOROC Corporate Plan project:</b>	<b>5. Arrange meetings between the Board and local NSW MPs on a six-monthly basis and local Commonwealth MPs on an annual basis to discuss key infrastructure funding and other regional issues</b>
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As per SHOROC's Corporate Plan, SHOROC arranges six-monthly meetings between the Board and local NSW MPs and annual meetings between the Board and local Commonwealth MPs to discuss key infrastructure funding and other regional issues.

#### NSW MPs

A suitable date in May/June is being sought for the next meeting with NSW MPs The Hon Jillian Skinner MP, The Hon Brad Hazzard MP, The Hon Mike Baird MP, The Hon Rob Stokes MP and The Hon Jonathan O'Dea MP. 3 June 2013 is the preferred date at this stage.

Key issues proposed for the agenda include:

- Transport issues including Bus Rapid Transit (BRT) and road upgrades.
- Health issues including planning for the Northern Beaches Hospital's Frenchs Forest and Mona Vale campuses, and other regional health planning issues.
- Planning issues including the review of the NSW Planning System and the draft Metropolitan Strategy.
- Independent Local Government Review and review of the Local Government Act.

Suggested speaking points will be prepared for the Board and circulated prior to the meeting.

#### Commonwealth MPs

A suitable time is being sought for the next annual meeting between the Board and the local Commonwealth MPs The Hon Toby Abbott MHR and The Hon Bronwyn Bishop MP to coincide with the ALGA NGA in Canberra from 16-19 June 2013.

A suggested Agenda will be proposed to GMAC and the Board in early June. The Board is requested to advise of any issues to be added to the draft Agenda.

Suggested speaking points will be prepared for the Board and circulated prior to the meeting.

#### Item 4.1 NSW & Commonwealth MP meetings

##### The SHOROC Board resolved to:

- Note the update on finding suitable date for the Board to meet with local NSW MPs The Hon Jillian Skinner MP, The Hon Brad Hazzard MP, The Hon Mike Baird MP, The Hon Rob Stokes MP and The Hon Jonathan O'Dea MP.
- Approve for the proposed agenda items for the meeting with the local NSW MPs.
- Note that a suitable time is being sought for the next annual meeting between the Board and the local Commonwealth MPs to coincide with the ALGA NGA in Canberra in from 16-19 June 2013.

*Moved Viv May/ Seconded Cr Jacqueline Townsend  
Carried unanimously*

## 4.2 Public transport & road infrastructure & planning

<b>SHOROC Corporate Plan project:</b>	<b>2. Transport:</b> Continue coordination of Mayor-led lobbying of state and federal government to commit to construct Bus Rapid Transit and identified road upgrades. Work with state and federal government agencies including Transport for NSW to conduct detailed transport planning and improve regional transport.
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The SHOROC advocacy campaign for transport infrastructure continues to progress well. Remaining united on the priorities for the regional transport network in the coming year will be crucial if we are to see the SHOROC infrastructure proposals come to fruition.

The Board resolved at its 20 February 2013 meeting:

- To note the commitment from the Minister for Transport and Mike Baird MP to finalising a comprehensive plan for the immediate, short-term and longer-term transport improvements for the SHOROC region in 12 months' time.
- To agree the SHOROC submission on the BRT pre-feasibility report and NSW Long Term Transport Master Plan remains the united SHOROC and council transport policy, including the priorities for the comprehensive regional transport plan and next steps.

### Current issues and work underway

#### Bus Rapid Transit and regional public transport improvements

Consultation on the Bus Rapid Transit Pre-feasibility study concluded on 30 April 2013. There is significant work to be undertaken by the NSW Government if it is to deliver on its commitment to finalising a comprehensive plan for the immediate, short-term and longer-term transport improvements for the region by February 2014.

A meeting is being sought with the Minister for Transport to discuss SHOROC's transport policy and comprehensive transport plan for the region however it is proving difficult to secure a suitable meeting date.

SHOROC's Executive Director continues to engage with the NSW MPs, Ministerial staff and Transport for NSW Executives to advocate for SHOROC's policy.

The General Managers met with the General Managers of North Sydney, Willoughby and Ku-ring-gai councils to discuss the BRT proposal on 18 April 2013.

Work continues on the preparation of a briefing note for Minister Hazzard on the immediate low-cost improvements that could be made to provide faster and limited-stop services along Warringah Road.

#### Road upgrades

The proposed upgrades to Warringah Road & Wakehurst Parkway remain a major issue.

It is understood the RMS has developed a site specific traffic model for the Frenchs Forest precinct which is being used to consider a number of potential options for road upgrades around the Hospital. The RMS is also considering options for addressing flooding issues for the Wakehurst Parkway. Advice suggests the RMS plans to have identified conclusions and recommendations to report to government later this year.

The *Inter-departmental Committee for the Northern Beaches Hospital project* met on 15 April, attended by the Executive Director. This committee is seeking to integrate the land use planning, transport and health planning for the Frenchs Forest precinct and a verbal update on the transport issues discussed can be provided to the Board.

A meeting date is being sought for the SHOROC President and Executive Director with the Minister for Roads to discuss and advocate for these projects.

In regard to the Northern Beaches Link it is understood Infrastructure NSW is engaging with the private sector on options for the Northern Beaches Link and plans to report back to the NSW Government by early 2014. It may be that if a proposal is identified to fast track the link it could be submitted to the government as an unsolicited proposal as occurred with the F3 to M2 link.

In regard to Mona Vale Road the RMS recently advised that it is in the early stages of investigation of the upgrade of the most easterly section of the road closest to Mona Vale.

#### Committee for Sydney

The Committee for Sydney, Chaired by Lucy Turnbull AO (see [www.sydney.org.au](http://www.sydney.org.au)), has contacted SHOROC as it plans to hold a forum in the coming months to discuss the Northern Beaches Hospital project and promote the need for transport infrastructure for the Northern Beaches including the BRT and road upgrades to its members.

#### **Item 4.2 Public transport & road infrastructure & planning**

##### **The SHOROC Board resolved to:**

- Note the updates on the advocacy for Public transport & road infrastructure including Bus Rapid Transit and regional public transport improvements and road upgrades.
- Note the letter tabled from The Hon John Ajaka MLC, Parliamentary Secretary for Transport and Roads regarding SHOROC's submission on the NSW Long Term Transport Masterplan and upgrades to Warringah Road, Wakehurst Parkway, Mona Vale Road and public transport (**Tab K**).

*Moved Henry Wong/Seconded Cr Jacqueline Townsend  
Carried unanimously*

### 4.3 Briefing - Northern Beaches health planning

<b>SHOROC Corporate Plan project:</b>	<b>1. Health:</b> Continue coordination of Mayor-led lobbying of state and federal government to construct the Northern Beaches Hospital and retain Mona Vale Hospital in a complementary role. Work with state & federal government agencies including NSLHD & HI to support planning & improve health services.
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The construction of the Northern Beaches Hospital and upgrades to Mona Vale Hospital for a long term complementary role are major issues for this region.

Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHD) and Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure (HI) are attending this Board meeting to brief the Board on regional health planning, particularly progress on the Northern Beaches Hospital's Frenchs Forest and Mona Vale campuses.

It would appear from recent briefings that planning is proceeding well. Based on the recent Board briefing it appears the coming months will see significantly more publicly available information as the DGRs are submitted and concept diagrams for the Frenchs Forest site become available. Meeting notes from the previous briefing are attached (**Tab A**).

It is considered appropriate that Board members raise issues or ask questions as required to fully understand the project progress in regard to the NSW Government commitment to begin construction in 2013/14 and alignment with SHOROC policy.

Additionally, it is considered key that the following issues should be raised by the Board during the project planning update:

- The request at the May 2012 and August 2012 Board meeting to provide SHOROC with a critical path overview of the hospital project including timeframes and funding (advised previously HI is awaiting approval of its procurement strategy).

GMAC has suggested the frequency of these briefings be reviewed by the Board with a potential for the briefings to be requested every 6 months and a standing invite be provided if NSW Health wishes to brief the Board on major developments.

Issues for notation since the 2 November 2012 Board meeting are outlined below.

#### ***Inter-departmental Committee for the Northern Beaches Hospital project***

Following representations of the Board SHOROC's Executive Director has been appointed to the *Inter-departmental Committee for the Northern Beaches Hospital project*. The Committee is chaired by Dr Rohan Hammett NSW Health DDG, includes Executive-level representatives from Health, Premier and Cabinet Planning, Transport, Treasury, and Infrastructure NSW and covers all aspects of the Hospital development project including transport and planning for the surrounding area. A verbal update on the committee's 15 April meeting can be provided.

#### ***Item listed for discussion.***

#### **Item 4.3 Briefing - Northern Beaches health planning**

##### **The SHOROC Board resolved to:**

- Note the briefing has been rescheduled by NSW Health to 2 May to follow a planned NSW Government announcement about the Northern Beaches Hospital.
- Agree that Ms Taylor and Mr Manning be invited to brief the Board every six months, and that a standing invitation be offered should Ms Taylor or Mr Manning wish to brief the Board at any time on major project developments.
- Note that SHOROC's Executive Director has been appointed to the Inter-departmental Committee for the Northern Beaches Hospital project.

*Moved Cr Jean Hay/Seconded Cr Peter Abelson*

*Carried unanimously*

#### 4.4 Draft Metropolitan Strategy

<b>SHOROC Corporate Plan project:</b>	<b>3. Planning:</b> Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Masterplan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.
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Major reviews are underway of the Metropolitan Plan and NSW Planning System (Item 4.5).

The proposals have significant implications for councils and SHOROC and there is a need for the Board to discuss and identify options to adapt to the proposed changes to the Metropolitan Plan sub-regional boundaries and Planning System sub-regional framework.

The implications for SHOROC are in regard to its coordinated regional planning and lobbying role under the *Shaping Our Future* strategy, and potentially the geographic boundaries of this function. However, it is noted that the current regional planning and lobbying role does not reflect the current sub-regional boundaries.

The Board resolved at its 20 February 2013 meeting:

- To request GMAC consider the sub-regional and local planning framework once the White Paper and draft Metropolitan Plan are released and report back to the Board with options for how the councils and SHOROC can work together to maintain a strong role for local government in the Regional Boards and the development of sub-regional delivery plans.

The new draft Metropolitan Strategy was released on 19 March 2013. A summary of the new sub-regions and targets is attached (**Tab B & Tab C**). Feedback is sought until 31 May 2013.

Key points to note in the draft from a regional perspective:

- Revised sub-regions, with sub-regional planning expected to “start later in 2013”
  - There are six sub-regions proposed for Sydney. Manly, Pittwater and Warringah councils are included in the North Sub-region along with Hornsby and Ku-ring-gai councils. Mosman is included in the Central Sub-region along with sixteen other councils.
  - The sub-regions are based around ‘economic catchments’, with the North sub-region’s role to support economic activity in the Central sub-region.
- Revised minimum housing and employment targets. The broad numbers for the North sub-region appear consistent with those from the previous Metro Strategy. However the revised minimum targets are now for the period 2011-2031 (previously 2005-2031), excising a period of growth from the calculations. The numbers are difficult to compare for the Central sub-region.
- New transport infrastructure is identified for the SHOROC region. Mona Vale to Sydney CBD is identified as one of the six high priority transport corridors, with mass-transit improvements in the intermediate-term and Warringah Road is identified as a corridor for potential transport network extension.

Council Planning Directors and staff are reviewing the draft strategy with SHOROC and the Board has endorsed that SHOROC prepare a submission. Planning staff from Manly, Pittwater, Warringah, Hornsby and Ku-ring-gai have also met to discuss the draft.

##### Item 4.4 Draft Metropolitan Strategy

###### The SHOROC Board resolved:

- To note the update on the draft Metropolitan Strategy.
- That SHOROC prepare a draft SHOROC submission in conjunction with council planning directors for endorsement of the SHOROC Board.

*Moved Rik Hart/Seconded Mark Ferguson*

*Carried unanimously*

### 4.5 NSW Planning Reform

<b>SHOROC Corporate Plan project:</b>	<b>3. Planning:</b> Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Masterplan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.
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Major reviews are underway of the NSW Planning System and Metropolitan Plan (Item 4.4).

As outlined in Item 4.4 the proposals have significant implications for SHOROC and the Board resolved at its 20 February 2013 meeting:

- To request GMAC consider the sub-regional and local planning framework once the White Paper and draft Metropolitan Plan are released and report back to the Board with options for how the councils and SHOROC can work together to maintain a strong role for local government in the Regional Boards and the development of sub-regional delivery plans.

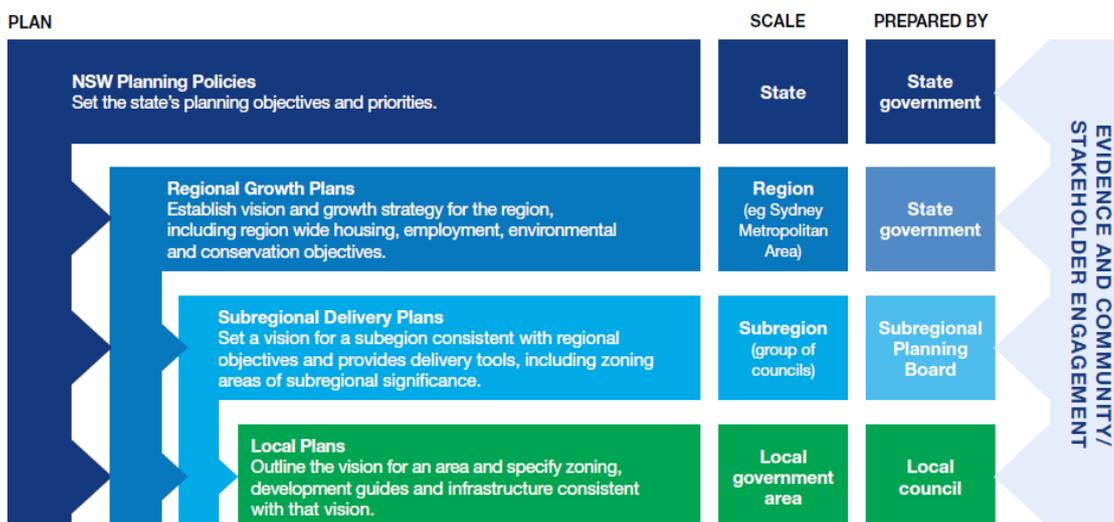
The NSW Planning Reform White Paper was released on 16 April 2013. It is available at [www.planning.nsw.gov.au/newplanningsystem](http://www.planning.nsw.gov.au/newplanningsystem). Feedback is sought until 28 June 2013.

The White Paper appears consistent with the Green Paper, with no significant departure from the overall framework but minor revisions and greater explanation of purpose.

Key points to note in the draft from a regional perspective:

- New regional planning framework with Sub-regional delivery plans at the core:
  - Regional Growth Plans (Metropolitan Strategy) to form the strategic vision for a region over the next 20 years.
  - Subregional Delivery Plans prepared by new Subregional Planning Boards which will include council representatives, four state representatives or expert advisors and an independent chair.
    - identify how targets for housing and employment will be shared across local government areas, including sites for rezoning.
    - identify regional infrastructure priorities such as roads, transport, open space and education.
  - Local Plans developed by councils, including the overarching strategy for the area, maps of zones and land uses, standards and guidelines for development and details of infrastructure contributions.

FIGURE 9 STRATEGIC PLANNING HIERARCHY



- “Agree the big picture up-front”. The Plan states that *more effort will be directed at agreeing on the big picture upfront, about how an area will change or grow over time, and developing Regional, Subregional and Local Plans...that...bring together the community and local councils to develop a shared vision for growth and infrastructure across regional and subregional areas.*
- Community participation. Councils will be required to prepare Community Participation Plans to show how and when they will engage their communities in the development of Sub-regional and local plans, based on guidelines from the state-wide Community Participation Charter.
- Revised Development Assessment process. Target of eighty per cent of all developments to be complying or code assessment within the next five years, an expanded range of residential, commercial, retail and industrial developments to be complying or code assessment, and new merit assessment processes. Promoting independent expert decision making with the use of the Planning Assessment Commission, Regional Planning Panels and Independent Hearing and Assessment Panels.
- Revised infrastructure contributions framework. Includes Regional Infrastructure Contributions (held by NSW Government and managed by Sub-regional Board), and Local Infrastructure Contributions (managed by councils, uncapped).

A summary of FAQs for councils prepared by the NSW Government is attached (**Tab D**)

#### **Next steps**

Council Planning Directors have not yet met with SHOROC to review the White Paper as it has only just been released. The Board has endorsed that SHOROC prepare a submission.

It is recommended that a key focus in the new framework should be for councils to work together through SHOROC to maintain a strong role for local government in the regional Boards and the development of sub-regional delivery plans.

SHOROC coordinated the development *Shaping Our Future* for our member councils, effectively a high-level sub-regional delivery plan, including overarching directions for housing, employment and infrastructure.

*Shaping Our Future* was developed through a process with the councils which included a regional spatial analysis, multiple consultative workshops with senior staff, general managers, elected councillors and other stakeholders and based on existing community consultation on the priorities. Once finalised it was formally adopted by the SHOROC Board and by each individual council.

While the Subregional delivery plans envisaged are a lot more detailed and there would be significantly more direct community consultation there is a clear opportunity to put councils in a strong position in the sub-regional planning process by coordinating this work through SHOROC.

#### **Item 4.5 NSW Planning Reform**

##### **The SHOROC Board resolved:**

- To note the update on the NSW Planning Reform White Paper.
- That SHOROC prepare a draft SHOROC submission in conjunction with council planning directors for endorsement of the SHOROC Board.

*Moved Rik Hart/Seconded Mark Ferguson*

*Carried unanimously*

## 4.6 NSW 2021 Northern Beaches Regional Action Plan & implementation

<b>SHOROC Corporate Plan project:</b>	<p>3. <i>Planning: Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Masterplan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.</i></p> <p>6. <i>Identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies</i></p>
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### Background

The Northern Beaches Regional Action Plan (NBRAP) is now in implementation phase. A subset of the NSW State Plan "NSW 2021", the NBRAP identifies the immediate actions the NSW Government will prioritise over the next two years for the SHOROC region, including the Mosman LGA. There is a clear focus on the transport and health priorities but also projects to improve services for young people and the ageing, to boost the local economy and to protect the natural environment, with many of the projects to be delivered in partnership with SHOROC and councils

The NBRAP strongly reflects the priorities advocated for by SHOROC in its submission in early 2012 and as such the resulting plan highlights the value for the region and the partner councils of a united voice on issues like these.

GMAC was briefed on the NBRAP on 20 March 2013 by Mr Simon Smith Deputy Director General Department of Premier & Cabinet (DP&C). DP&C made it clear it intends to engage more closely with councils in implementing the NBRAP and developing the next iteration and that it will do this through ROCs.

### Current situation

Updates on new projects that have commenced under the Action Plan are provided below.

#### Update on Northern Beaches Regional Youth Strategy

The Department of Education and Communities is leading this project and recently met with the SHOROC Community Services Managers. A Task Group will be established with two representatives from SHOROC. This Group will develop a Regional Youth Strategies for the Northern Beaches, Northern Sydney and Southern Sydney by June 2014.

#### Update on Northern Beaches Regional Ageing Strategy

The Department of Family and Community Services is leading this project and recently met with the SHOROC Community Services Managers. A Task Group will be established with one representative from SHOROC. This Group will develop Regional Ageing Strategies for Northern Sydney and Southern Sydney by September 2013. SHOROC is advocating for a separate Ageing Strategy for the Northern Beaches (as stated in the NBRAP).

#### Build awareness of the Northern Beaches as a tourist and event destination

SHOROC has established a working party of council officers, as agreed under the Corporate Plan, and recently met with Destination NSW to identify opportunities for support for this project. Staff vacancy in SHOROC has meant it has not been progressed significantly since the last Board meeting however this position is now filled and the project will be progressed in the coming months.

### Item 4.6 NSW 2021 Regional Action Plans

#### The SHOROC Board resolved to:

- Note the update on the Northern Beaches Regional Action Plan including the project to develop a regional youth strategy, regional ageing strategy and to build awareness of the Northern Beaches as a tourist and event destination.

*Moved Viv May/Seconded Cr Peter Abelson*

*Carried unanimously*

## 4.7 Review of ROCs

<b>SHOROC Corporate Plan project:</b>	<i>20. Investigate alternative governance structures &amp; policies in conjunction with investigation of shared services &amp; manage phased implementation as appropriate.</i>
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The SHOROC GMAC recently met informally with the NSROC GMAC (General Managers from Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde and Willoughby councils), to discuss the Draft Metropolitan Strategy, Planning Reform, transport infrastructure, the Local Government Review and opportunities for collaboration. The GMs of Hunters Hill and Ku-ring-gai councils were apologies.

A major point of discussion was the proposed new Metropolitan Strategy subregions and new planning framework outlined in the Planning Reform White Paper. There was general in principle support to advocate for a revised Metropolitan Strategy subregion which includes all councils of Northern Sydney (NSROC + SHOROC), or alternatively Upper North and Lower North subregions, subject to the direction proposed in the Independent Local Government Review Panel's next report.

Key issues in this consideration were the need to plan transport, together with housing and employment growth, in an integrated and coordinated manner across all of Northern Sydney, alignment with education and health districts, and stronger linkages of communities of interest across all councils in comparison to the proposed Central sub-region.

Arising from this discussion, the value of potentially merging SHOROC and NSROC was also discussed. Key issues in this consideration were the strength in numbers for advocacy, greater coordination of regional planning with the alignment with the proposed Metropolitan Strategy Northern Sub-region, and greater potential for and flexibility of resource sharing and joint services.

There was general in principle support from both SHOROC and NSROC GMs for a combined ROC (SHOROC + NSROC) and general agreement that examination of the merits of a SHOROC/NSROC merger should be considered, subject to the direction proposed in the Independent Local Government Review Panel's next report.

The General Managers agreed the potential of a merger should be considered further by elected representatives at the upcoming ROC Board meetings.

### Item 4.7 Review of ROCs

#### The SHOROC Board resolved to:

- Agree that further examination of the merits of a SHOROC and NSROC merger is warranted and such opportunities be discussed by individual councils.
- Agree a meeting being held as soon as possible of all SHOROC & NSROC Mayors and General Managers to discuss the proposal further.

*Moved Rik Hart/Seconded Cr Jacqueline Townsend*

*Carried unanimously*

## Item 5 Stronger Councils

<b>SHOROC Corporate Plan objective:</b>	<i>Make our councils stronger by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.</i>
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### 5.1 Local Government Acts Taskforce

<b>SHOROC Corporate Plan project:</b>	<b>3. Planning:</b> <i>Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Masterplan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.</i>
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The Local Government Act 1993 and the City of Sydney Act 1988 are to be rewritten.

The Minister for Local Government, the Hon Don Page MP, has appointed a four member Local Government Acts Taskforce to develop new, modern legislation that “*meets the current and future needs of the community, local government and the local government sector*”.

The Taskforce has now moved into Stage 2 of its consultation process and on 4 April 2013 released a discussion paper "A New Local Government Act for NSW" which is available at [http://www.dlg.nsw.gov.au/dlg/dlghome/dlg\\_index.asp](http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_index.asp) .

The website states that “*This discussion paper is designed to provoke thought and discussion on how the legislation and regulatory regime can be best designed to provide an optimum framework for long term sustainable local government in NSW.*”

The deadline for submissions is 28 June 2013.

The Taskforce is also holding workshops to discuss the proposals contained in the discussion paper, including in Ku-ring-gai on 6 May 2013 and Sydney city on 23 May 2013.

The review of the Local Government Act has significant implications for councils as well as the operation of SHOROC, including its operation and functions allowable. However it is noted that some of the major issues such as more enabling legislation for the formation of council owned companies and other bodies have been deferred until after the Independent Local Government Review Panel releases its next report.

GMAC has agreed that SHOROC prepare a submission on the discussion paper for endorsement of the Board, and also that councils will provide their submissions to SHOROC for review and incorporation of major common points in its submission prior to finalisation.

#### Item 5.1 NSW Local Government Acts Taskforce

##### The SHOROC Board resolved to:

- Note the update on the Local Government Acts Taskforce.
- Endorse that SHOROC prepare a submission on the *A New Local Government Act for NSW* discussion paper relating to regional issues plus any major issues that are common to all member councils in their submissions, for endorsement of the Board out-of-session.
- Agree that councils will provide their submissions in draft form to SHOROC for review prior to finalisation of the draft SHOROC submission.

*Moved by Cr Jean Hay/seconded by Rik Hart  
Carried unanimously*

## 5.2 Regional Waste Coordination

<b>SHOROC Corporate Plan project:</b>	<p>14. Continue to manage project planning for a common waste collection service by 2015 in collaboration with council waste, education and engagement staff &amp; KEE.</p> <p>14A. Development of tender specification based on agreed common collection system.</p> <p>14B. Investigate the value of appropriate business models that could be established for the efficient &amp; cost effective delivery of quality waste services.</p> <p>14C. Undertake project management of consultancies as required</p> <p>14D. Develop and commence education and engagement project in consultation with councils and KEE to support implementation of a common collection system and KEE's facility development.</p>
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### 1. Common Waste Collection System

SHOROC is coordinating the introduction of a common waste collection system across the region in the coming years.

Following council waste audits and investigations into end-to-end waste management options, a future Common Waste Collection System was adopted by all four councils in 2011 to maximise resource recovery, minimise costs to ratepayers and align with the future Alternative Waste Treatment (AWT) facilities planned at Kimbriki.

The timing of introduction of the new system is planned to align with the commencement of the AWT at Kimbriki (2015-16), however other options are currently being considered.

Mosman, Pittwater and Warringah councils have also resolved:

- that tender specifications are developed and council enter into a combined Regional Waste Collection Services Contract with a term of seven years, and
- to investigate the value of appropriate business models that could be established for the efficient and cost effective delivery of quality waste services, including a centralised waste management unit.

### 2. Regional Waste Collection Services Contract

Work will shortly commence on the development of the tender contract specifications. These specifications will outline the services required of the collection contractor under the new collection system and form the basis of the new collection contract.

This work was originally planned to start in December 2012 after quotes were sought by SHOROC in consultation with the Waste Working Group in September 2012 for a consultancy to assist with the development of the tender. This engagement was postponed by GMAC as further assessment of future business models was requested.

GMAC has now approved that SHOROC engage a suitable firm to assist in the development of contract specifications only. Decisions regarding the tendering timeline and tendering process are pending as the reviews of business models and risks continue.

### 3. Regional Waste Management Services Business Model Review

In October 2012, SHOROC engaged Pricewaterhouse Coopers (PwC) to assist with the investigation into efficient and effective waste services business models which could leverage potential synergies enabled by the Regional Waste Collection Services Contract. PwC presented its draft findings to GMAC on 18 December 2012.

Since December 2012, GMAC has requested SHOROC further review business model options with KEE and has now requested SHOROC to engage PwC to conduct further detailed analysis on short-listed models.

### 4. Regional Waste Communications

As the Regional Waste Coordinator, SHOROC has worked with waste managers, waste educators and communications staff from the councils to coordinate the development of a

communications plan for a regional approach to communicating the Common Waste Collection System. This plan has three phases:

- Phase 1: system development and adoption by councils (now complete)
- Phase 2: pre-Implementation of the new system.
- Phase 3: implementation of the new system.

The timing of phase 2 and 3 will depend on the timing of introduction of the new system, however it is envisaged phase 2 will commence at least 12 months prior to system introduction.

In addition, the Chair and members of the Kimbriki Sub-Committee of the SHOROC Board (see Item 5.3) have foreshadowed a motion will be considered at its next meeting recommending that the Board approve commencement in the coming months of a further phase of regional waste communications and education focussed on the leadership of the councils and Kimbriki.

SHOROC has recently appointed a new Communications & Office Manager (existing position) with significant marketing and communications experience who will develop and manage the regional waste education projects with the councils and KEE as per the SHOROC Corporate Plan.

#### **Item 5.2 Regional Waste Coordination**

##### **The SHOROC Board resolved to:**

- Receive and note the update on Regional Waste Coordination, including the Common Collection System, Regional Waste Collection Services Contract, Regional Waste Management Services Business Model Review and Regional Waste Communications program.

*Moved by exception by Viv May/Seconded by Henry Wong  
Carried unanimously*

### 5.3 SHOROC Kimbriki Sub-Committee Meeting

<b>SHOROC Corporate Plan project:</b>	15. Coordinate and provide secretariat for Kimbriki Sub-Committee
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The SHOROC Kimbriki Sub-Committee met on 6 March 2013 at Manly Council. The minutes of the meeting are attached **Tab E**.

The Sub-Committee made no recommendations to the SHOROC Board at this meeting. However, the Sub-Committee discussed the merits of a regional waste communications and education campaign in the short term and will work towards a resolution at the next meeting.

The next meeting of the Kimbriki Sub-Committee is scheduled for Wednesday 12 June 2013, 5-7pm and will now be held at the Kimbriki Resource Recovery Centre.

#### Item 5.3 SHOROC Kimbriki Sub-Committee Meeting

**The SHOROC Board resolved to:**

- Note the update of the SHOROC Kimbriki Sub-Committee meeting and that the next meeting is scheduled for Wednesday 12 June 2013 at the Kimbriki Resource Recovery Centre.

*Moved by exception by Viv May/Seconded by Henry Wong  
Carried unanimously*

## 5.4 Business Reform and Shared Services Investigations

<b>SHOROC Corporate Plan project:</b>	<i>12. Investigate delivery of shared and collaborative functions and services on a regional basis and implement where appropriate, for example After Hours Call Centre, ensuring flexibility and adaptability of any governance models established.</i>
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The financial sustainability of councils across NSW is a major focus of the NSW Government and the program of review and reform of local government. A major focus is efficient and effective service delivery, including actions to *'Develop options and models to enhance collaboration on a regional basis through ROCs'* and *'Develop alternative service delivery business models'*.

This is an area many other ROCs and groupings of councils are investigating, including full reviews of council services to investigate potential opportunities for establishing shared service centres or joint administrations to address the financial challenges facing councils, whilst maintaining council independence.

Following a regional Councillor Forum on this issue, the SHOROC Board has taken a leadership role and resolved to expand the capacity of SHOROC to deliver financial savings for partner councils through investigating regional shared services.

The General Managers have agreed the objectives of the investigations are to:

- Improve services for the community and region through increased capacity and efficiency while maintaining individual council service delivery standards.
- Save council funds through greater economies of scale, simplified, streamlined processes and improved resource allocation.
- Generate alternative income by providing commercial services to other councils or businesses.
- Deliver local economic benefits by forming business units to manage currently outsourced services.
- Being 'in control of our own destiny' and levels of service - not beholden to other organisations.

On 2 March 2012, the council General Managers workshopped and agreed projects to be explored for potential regional shared service delivery and/or commercial operations. The services agreed for independent business case assessment are:

1. Waste management services (as reported under item 5.2).
2. Centralised and potentially commercialised call centre, with initial focus on after hours.
3. Centralised procurement and management of goods and services across the region.
4. Centralised and potentially commercialised Development Application assessment (excluding strategic planning, policy and development approval functions).
5. Commercial business unit to provide Compliance & Building Certification Services.
6. Centralised co-ordination of regional coastal zone/catchment management services.

### **GMAC review following 20 February 2013 Board resolution**

At its 20 February 2013 meeting the Board resolved to defer consideration of the report on the Shared Services investigations and refer it to GMAC for further recommendation.

GMAC discussed this item at its 20 March 2013 meeting and agreed to:

- Update the Business Reform and Shared Services projects and the Business Manager role in the 2013-14 Operational Plan such that:

- The projects to review council business operations and establish joint, shared or other models of grouped council operations are focussed on seeking to establishing joint units on a larger geographic scale than just SHOROC
- An initial priority is seeking to establish a joint procurement/buying unit covering a larger geographic scale, such as the SHOROC/NSROC region or other combination of councils.
- A focus is the development of strategies in response to the NSW Government local government and planning reform agenda.
- Recommend to the Board that it receive and note the update on the Shared Services investigations at its 1 May 2013 meeting.

#### **Centralised Procurement**

On 6 February 2013, GMAC considered a SHOROC proposal to establish a centralised Procurement Team. The purpose of this team was to build upon existing joint procurement arrangements and create a pathway to promote and deliver internal business reforms that could realise even greater economic benefits to councils without impacting service delivery to the community. GMAC resolved to pursue greater geographic scale for joint procurement through seeking the participation of neighbouring councils in the program. SHOROC has begun discussions with NSROC and member councils with positive progress.

On 10 April 2013, GMAC approved SHOROC to immediately begin conducting tender renewals and contract management in-house. This begins a process of transitioning away from the current reliance on outsourced service providers (typically other ROCs) and will improve joint procurement services through developing internal capabilities focused on our needs and increasingly focus on *contracting strategy* and *internal business improvement* rather than on administrative procurement processes.

#### **Centralised Development Application Assessment Unit Investigation**

As outlined above, the council General Managers have requested SHOROC to proceed with independent business case assessment of a centralised and potentially commercialised Development Application assessment service, excluding strategic planning, policy and development approval functions.

This project has been delayed to date to enable the review of the NSW Planning System to be sufficiently progressed.

The NSW Planning System review is now progressing with the release of the White Paper and SHOROC has applied for funding for this project under the NSW Department of Planning and Infrastructure's Planning Reform Fund Program. The SHOROC submission was consistent with the agreement of the GMAC regarding this project.

Should the application be successful it is planned the project will be overseen by GMAC and the Shared Services Project Liaison Group.

#### **Item 5.4 Business Reform and Shared Services Investigations**

##### **The SHOROC Board resolved to:**

- Receive and note the update on business reform and shared services investigations including the centralised procurement of goods and services and centralised development application assessment unit investigations.

*Moved by exception by Viv May/Seconded by Henry Wong*

*Carried unanimously*

## 5.5 Joint Projects and Procurement Activities

<b>SHOROC Corporate Plan project:</b>	<p>11. Continue Council Cost Savings and Productivity Program across councils to deliver \$1,500,000 in annual cost savings &amp; productivity gains in business processes &amp; operations, projects, tendering &amp; procurement.</p> <p>18. Continue to support and work with SHOROC working groups and committees in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required.</p>
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Joint projects conducted by specialist council staff are coordinated by SHOROC and generate efficiencies, other productivity gains and improve knowledge-sharing.

Joint procurement arrangements generate savings for all of our councils by:

- Increasing the economies-of-scale for our suppliers and service providers through the combined 'bulk' volume leading to more competitive prices.
- Increasing the buyer power of our councils through offering more attractive contracts to the market.
- Knowledge sharing between council specialist staff.
- Reducing duplication of effort and improving standardisation.

### Joint procurement

New joint procurement initiatives being progressed by SHOROC include:

1. Greater geographic scope through collaboration with other councils.
2. Improved joint procurement services through developing internal capabilities and increasing focus on *contracting strategy* and *internal business improvement* rather than on administrative procurement processes.

The following joint procurement activities have been pursued during this quarter:

- **Roads Construction Services Contract Management.** SHOROC conducts centralised contract management on behalf of all councils, such as quarterly price adjustments and contractor dispute resolution.
- **Rates Notice and Parking Permit Printing and Distribution tender.**
- **External Audit Services tender.** Manly, Mosman, Warringah + 3 NSROC councils.
- **Line marking and Signposting.**

### Joint Projects

The following joint projects have been conducted during the quarter:

- **Regional Groundwater Resource Investigation.** The eight-month study conducted by UNSW for Manly, Pittwater and Warringah has been completed and council staff are reviewing the report's conclusions and recommendations.
- **Regional Code-of-Conduct Review Panel.** The evaluation of individuals for the panel is continuing and a final list will be presented to individual councils.

#### Item 5.5 Joint Projects and Procurement Activities

##### The SHOROC Board resolved to:

- Receive and note the update on joint projects and procurement activities.

*Moved by exception by Viv May/Seconded by Henry Wong  
Carried unanimously*

## 5.6 Professional Officers Groups

<b>Corporate Plan project:</b>	<p>10. Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required.</p> <p>18. Continue to support and work with SHOROC working groups and committees in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required.</p>
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SHOROC hosts a number of professional officers groups consisting of council staff which enable projects to be progressed, current or emerging issues to be addressed, collaboration, knowledge and information sharing.

Current groups include:

- Urban Planners Group (Malcolm Ryan, Steve Evans, John Carmichael, Stephen Clements). Meet every 2 months.
- Strategic Directions Group (Paul Reid, David Kerr, Di Lawrence, Kathryn Parker). Meet as required.
- Shared Services Project Liaison Group (Paul Reid, David Kerr, Di Lawrence, Chris Barnett). Meet every 1-2 months.
- Community Services Managers (Lindsay Godfrey, Eric Poulos, Ruth Robins, Melissa Mesinna, Nicola Atmore). Meet every 2-3 months.
- Procurement Working Group (Peter Baartz, Lisa Neal, Helen Lever, John Durazza, Max Glyde). Meet every 2 months.
- Local economy, business and tourism. (Di Lawrence, Beth Lawsen, Lindsay Godfrey, David Kerr, Paul William-Smith). Meet every 2-3 months.
- Waste management (Tony Walmsley, John Saul, Jeffrey Lofts, Robina Bramich, Natascha Schultz). Meet as required on common collection contract project.
- Waste communications (Sally Williams, Belinda Noble, Loani Tierney, Melinda Aitkenhead, Mark Winser). Meet as required and often in conjunction with Waste management group.
- Climate change adaptation and mitigation (David Bell, Jennifer Pang, Jo Tulau, Belinda Atkins, Monique Needham). Meet quarterly.
- Water Cycle Management (Ben Fallowfield, Melanie Schwecke, Jason Ruszczyk, Michael Galloway, Belinda Atkins). Meet every 2 months.
- HR and Workforce planning (Melodie Whiting, Steve Rawe, Marija Savic, John Gilroy). Meet as required.
- Ad hoc working groups on issues such as the Long Term Transport Master Plan, EP&A Act review submission, Metropolitan Strategy submission, Code of Conduct Review Panel.

Minutes from these meetings are brought to the attention of the GMAC and the Board as required or requested by the group.

### Item 5.6 Professional Officers Groups

#### The SHOROC Board resolved to:

- Note the update on the current professional officers groups hosted by SHOROC.

*Moved by exception by Viv May/Seconded by Henry Wong  
Carried unanimously*

## Item 6 Stronger Business

<b>SHOROC Corporate Plan objective:</b>	<i>To make the business stronger by increasing business operations to improve our financial position.</i>
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### 6.1 SHOROC 2013-14 Operational Plan

<b>SHOROC Corporate Plan project:</b>	<i>20. Hold annual Councillor Forum in around February 2013 followed by Board strategic planning session for 2013-14 Operational Plan.</i>
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The draft SHOROC 2013-14 Operational Plan has been endorsed by GMAC for consideration of the Board (attached at **Tab F**). It is a supplement to the 2012-2016 Corporate Plan which identifies how SHOROC and our partner councils will work together over the coming year toward a stronger region, stronger councils and a stronger business.

#### Background

This Plan has been developed based on the 2012-2016 Corporate Plan priorities, the direction of the Board following the 2013 Councillor Forum and agreement at GMAC (see below), as well as discussions with staff regarding priorities for the region and councils.

Following the Councillor Forum the Board at its 20 February 2013 meeting resolved:

- To agree there is a need to continue to work together strongly on priority projects as the reviews continue (*local government and planning*), including lobbying as a region for transport and health infrastructure and supporting council cost and productivity savings through waste projects, joint tenders and shared services.
- To agree to request GMAC to prepare a 2013-14-SHOROC Operational Plan including annual budget focussed on the key priorities detailed in the 2012-16 SHOROC Corporate Plan of regional advocacy for transport and health infrastructure and cost and productivity savings for councils through joint tenders, projects, shared services and waste management.

GMAC reviewed the Board resolution, the SHOROC 2012-16 Corporate Plan, potential projects and discussed priorities at its 20 March 2013 meeting.

A key point of review was the Business Reform and Shared service projects. GMAC agreed that these projects be revised such that they are focussed on seeking to establish joint units on a larger geographic scale than just SHOROC, with an initial priority to seek to establish a joint procurement/buying unit covering a larger geographic scale, such as the SHOROC/NSROC region or other combination of councils. GMAC also agreed that a focus is the development of strategies in response to the NSW Government local government and planning reform agenda.

SHOROC developed a draft SHOROC 2013-14 Operational Plan on this basis and it was endorsed by GMAC at its 10 April 2013 meeting. The draft is attached (**Tab F**)

#### Major priorities for 2013-14 based on 2012-16 SHOROC Corporate Plan priorities

The objectives and priority projects in the 2013-14 SHOROC Operational Plan are linked to the key priorities detailed in the 2012-16 SHOROC Corporate Plan:

- *Make our region stronger* by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.
- *Make our councils stronger* by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.
- *Make our business stronger* by increasing business operations to improve our financial position.

To achieve these goals, the Plan includes:

- 2013-14 Operational Plan including major projects, timing and resourcing
- 2013-14 Budget

As per the 20 February Board and 20 March GMAC resolutions, key projects include:

#### *1. Stronger region*

- **Transport & Health Infrastructure:** A continuation and consolidation of the Mayor-led advocacy campaign for transport and hospital infrastructure funding.
- **Metropolitan Strategy:** Working with councils, preparing submissions and coordinating forums, meetings and projects as appropriate to seek to ensure a strong voice for councils in the Sub-regional delivery plan development.
- **NSW2021:** Advocating jointly for priorities and coordinating council involvement in implementation of the actions under the Northern Beaches Regional Action Plan.
- **Small business & tourism:** Identifying and coordinating delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.

#### *2. Stronger councils*

- **Local Government Reviews:** Coordinating joint council discussions and planning, including Councillor meetings and/or joint submissions where requested and development of strategies in response to the NSW Government reform agenda.
- **NSW Planning Reform:** Preparing submissions, developing strategies and coordinating forums, meetings and projects as appropriate to seek to ensure a strong council role in the new sub-regional planning framework and sub-regional Boards.
- **Regional Waste Coordination:** Managing Kimbriki Sub-Committee, coordinating community education and engagement, managing the regional collection contract tender project, reviewing regional waste management business models.
- **Enhanced regional procurement:** Contract managing agreed regional contracts, seeking to increase joint buying on a greater geographic scale, identifying high value procurement initiatives and establishing resourcing.
- **Business reform:** Reviewing and implementing opportunities for more efficient and effective council business operations through shared services or other models on a greater geographic scale.

#### *3. Stronger business*

- Coordinate and provide secretariat for SHOROC Board and GMAC.
- Reviewing and adapting SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.
- Establishing business units to provide services for councils and subsidise organisational costs, including for example procurement, consultancy, legal or other services.

It is proposed a presentation on the 2013-14 Operational Plan be provided at the Board meeting.

## Budget

SHOROC's budget is very lean considering the outcomes achieved in past years and the projects proposed for 2013-14. The budget summary and proposed council contributions are outlined in the table below. Key points to note:

- There is an increase required to council advocacy and coordination contributions to meet operational costs. A 3.4% increase in line with the standard rate increase for councils is proposed.
- As agreed by GMAC the Business improvement and shared services program work is now funded by equal contributions in recognition of the value of collaboration between the member councils and that councils benefit in different ways from the Program.
- The Projects Budget includes contributions from SHOROC's Income in Advance (previously received funds) to contribute to projects including the shared services investigations and regional waste management projects, with funds available due to unforeseen delays for some projects.

Draft Budget summary	2013/14	2012/13
Income		
Administration income	\$467,095	\$493,892
Project income	\$221,500	\$270,000
<b>Total income</b>	<b>\$688,595</b>	<b>\$763,892</b>
Expenditure		
Administration expenditure	\$467,095	\$491,382
Project expenditure	\$221,500	\$270,000
<b>Total expenditure</b>	<b>\$688,595</b>	<b>\$761,382</b>
<b>Net profit</b>	<b>\$0</b>	<b>\$2,500</b>

### Item 6.1 SHOROC 2013-14 Operational Plan

#### The SHOROC Board resolved to:

- Approve the SHOROC 2013-14 Operational Plan and Budget.

*Moved Mark Ferguson/Seconded by Henry Wong*

*Carried unanimously*

## 6.2 Review of current work priorities

The SHOROC 2012-16 Corporate Plan approved by the Board states that one of the ways the priorities for SHOROC will be continually reviewed is through “quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently”.

SHOROC’s current major projects underway are:

- **Health & Transport:** Coordination of the Mayor-led campaign for transport & health infrastructure. This includes meetings with NSW and Commonwealth elected officials, senior bureaucrats and other stakeholders, participating in the BRT feasibility planning, and providing public statements, input and submissions to appropriate government reviews and strategy/plan development processes.
- **Government Liaison:** Arranging meetings between the Board and local NSW MPs to discuss key infrastructure funding and other regional issues.
- **Planning:** Providing regional submissions and participating in NSW Planning Legislation Review and Metropolitan Strategy development and implementation.
- **Local Government Reviews:** Coordinating joint council discussions and planning regarding the Independent Local Government Review and Local Government Act Review, including Councillor meetings and/or joint submissions where requested and development of strategies in response to the NSW Government reform agenda.
- **NSW2021:** Coordinating council involvement in implementation of the actions under the Northern Beaches Regional Action Plan. Member of Regional Leadership Network
- **Business reform:** Delivering priority cost savings & productivity projects for councils including coordinating and managing regional tenders, providing consultancy management, and establishing a regional Code of Conduct review Panel.
- **Shared Services:** managing business case analysis of potential shared services or commercial services including joint procurement services, development assessment, call centre and waste management.
- **Waste Management:** Coordinating planning for a common waste collection system in collaboration with council staff and KEE including tender preparation work, business case analysis and education. Supporting councils where required in working with Kimbriki Environmental Enterprises on the Kimbriki facility development.
- **Small business & tourism:** Identifying collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.
- **‘Health of the region’ report & sustainability:** Developing the first regional ‘health of the region’ indicator web report and supporting implementation of projects identified in the regional sustainability strategy *Shaping Our Future Sustainable Future*.
- **Operations & collaboration:** Secretariat for Board, GMAC, Kimbriki Sub-Committee and strategic, operational and projects groups as required. Reviewing operational policies. Facilitating collaboration and knowledge sharing on urban planning, climate change, water cycle management and other matters.

### Item 6.2 Review of current work priorities

#### The Board resolved to:

- Endorse the current work priorities identified for SHOROC.

*Moved Viv May/Seconded by Mark Ferguson*

*Carried unanimously*

### 6.3 SHOROC Inc. March 2013 Financial Report

<b>SHOROC Corporate Plan project:</b>	27. Continue appropriate annual and financial reporting.
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The third quarterly financial report for 2012/13 including the end of year forecast as at 31 March 2013 is attached at **Tab G**.

#### Item 6.3 SHOROC Inc. March 2013 Financial Report

**The Board resolved to:**

- Approve the March 2013 financial report.

*Moved Henry Wong/Seconded Cr Peter Abelson*

*Carried unanimously*

**Item 7 Additional Matters Raised by Councils****7.1 Public statements from Councillor Forum (Pittwater)****Item 7.1 Public statements from Councillor Forum (Pittwater)****The Board resolved:**

- That the matter be deferred for discussion at the next Ordinary Board meeting.
- To note that Chatham House Rules apply for future Councillor Forums.

*Moved Cr Jacqueline Townsend/Seconded Viv May  
Carried unanimously*

**Item 8 General Business****Item 9 Confirm Time and Date of Next Meeting**

7 August 2013 3-5pm at the SHOROC Offices.

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# ATTACHMENTS

- 
- Tab A Board meeting notes – Health briefing**
  - Tab B Metropolitan Strategy sub-regions and targets summary**
  - Tab C Metropolitan Strategy sub-regions**
  - Tab D NSW Planning Reform White paper FAQs**
  - Tab E SHOROC Kimbriki Sub-Committee Minutes**
  - Tab F Draft SHOROC 2013-14 Operational Plan**
  - Tab G March 2013 Financial Report**
  - Tab H Excerpt from Council Minutes**
  - Tab I Summary of Independent Local Government Review Proposals & Options**
  - Tab J Summary of Independent Local Government Review Proposals & Options**
  - Tab K Letter tabled from The Hon John Ajaka MLC, Parliamentary Secretary for Transport and Roads**