

SHOROC INCORPORATED

BOARD MEETING MINUTES

Wednesday, 19 February 2014, 3-5pm

SHOROC Board Room



Board Members Present

Cr Jacqueline Townsend	Mayor of Pittwater, SHOROC President
Cr Jean Hay AM	Mayor of Manly, SHOROC Vice-President
Cr Peter Abelson	Mayor of Mosman
Cr Michael Regan	Mayor of Warringah
Veronica Lee	General Manager Mosman Council, SHOROC Treasurer
Henry Wong	General Manager Manly Council
Mark Ferguson	General Manager Pittwater Council
John Warburton	A/General Manager Warringah Council

In attendance

Ben Taylor	Executive Director SHOROC
Jacqui Fishpool	Communications and Office Manager SHOROC

Item 1 Welcome and Apologies

Cr Jacqueline Townsend chaired the meeting and welcomed those attending.

Item 2 Adoption of 20 November 2013 Minutes & Matters Arising

All resolutions of the Board have been actioned and there are no matters arising.

Item 2 Adoption of 20 November 2013 Board Minutes and Matters

Arising The SHOROC Board:

- Adopted the minutes of the 20 November 2013 SHOROC Board meeting.

Moved Henry Wong/seconded Mark Ferguson

Carried unanimously

Item 3 Forward Planning

3.1 Board briefing and planning workshop session

<i>SHOROC Corporate Plan project:</i>	<p><i>20. Coordinate and provide secretariat for SHOROC Board and GMAC</i></p> <p><i>22. Hold annual Councillor Forum in around November 2013 followed by Board strategic planning session for 2014-2018 Corporate Plan.</i></p>
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Under the SHOROC Constitution the SHOROC Corporate Plan is to be adopted by the Board in May. It was originally planned a Councillor Forum would be held in around November 2013 followed by strategic planning by the Board to develop the SHOROC 2014-2018 Corporate Plan. However the Board resolved at its 7 August 2013 meeting that the Councillor Forum be postponed until early 2014 due to the current review of ROCs underway and because there was already a Councillor Forum in 2013.

As such it was determined the development of future priorities and SHOROC Corporate Plan should commence with a Board strategic planning session at the Feb 2014 meeting.

Current plans

SHOROC's major goals as outlined in the 2012-2016 Corporate Plan (attached at **Tab A**) are:

- *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.

Significant progress has been made toward these goals and now is an opportune time to review the major priorities for the future considering the upcoming NSW Election and also the discussions on potential local government and planning reform. In addition, if there is agreement to form a new regional model with NSROC this process will put the SHOROC councils in a strong position to advocate for these priorities as part of the new group.

Board strategic planning session

The purpose of the strategic planning session is to review the progress to date and broadly identify the major priorities for the coming years for inclusion in the draft SHOROC 2014-18 Corporate Plan. To facilitate the strategic planning SHOROC's Executive Director will provide a brief report for the Board to consider progress to date and future priorities.

The proposed major topics of discussion for the strategic planning are as follows:

- Current situation: Review of major objectives and progress to date
- Future role and priority issues:
 - Advocacy and intergovernmental relations (advocacy for transport & health, MP meetings, Regional Action Plan projects such as youth and ageing strategies, local government reform, planning reform)
 - Strategic regional planning and strategies (Shaping Our Future strategy, subregional delivery planning, transport planning, Regional Action Plans, economic development, waste, environmental and social strategies)
 - Other projects and activities (regional waste management projects, Kimbriki Sub-committee, education campaigns, strategic procurement, business improvement program and services)
- Governance: SHOROC Inc. and implications of potential formation of new regional collaboration model for Northern Sydney.

Next steps following Board session including Councillor Forum

Following the Board planning session, it is considered the broad priorities identified should be referred to GMAC and the Executive for refinement and development of the draft SHOROC 2014-18 Corporate Plan. This Plan will then be considered by the Board at its 7 May 2014 meeting for adoption.

As part of the process of developing the Corporate Plan it is also considered the major priorities identified should be the subject of discussion at a 2014 Councillor Forum held in late March/early April in addition other priority regional issues and state government reforms.

This proposed process has been endorsed by GMAC.

Item 3.1 Board Briefing and Planning Workshop Session

The SHOROC Board:

- Agreed the broad major goals for advocacy and intergovernmental relations for inclusion in the draft SHOROC 2014-18 Corporate Plan:
 - Advocate and work together with the NSW Government, aligned with the Northern Beaches Regional Action Plan and NSW2021 'pillars', for the following:
 - *Quality services*: Improved transport, health, community and education services
 - *Rebuild the economy*: Grow employment and containment
 - *Renovate infrastructure*: Appropriate housing growth and choice. Deliver waste infrastructure.
 - *Protect local environment and community*: waste and sustainability
 - Build the capacity of SHOROC to partner with other levels of government
- Approved the next steps following the Board session including development of a draft SHOROC 2014-18 Corporate Plan by GMAC and the Executive and holding the annual Councillor Forum in late March/early April 2014.
- Agreed that the Executive prepare the Agenda for the Councillor Forum.

Moved Cr Michael Regan/seconded Mark Ferguson

Carried unanimously

3.2 Review of ROCs and Regional Collaboration Model

<i>SHOROC Corporate Plan project:</i>	<i>21. Review and adapt 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.</i>
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Discussions are progressing between SHOROC and NSROC regarding a potential new model for regional collaboration of councils across Northern Sydney.

The SHOROC Board has resolved as follows:

- On 26 June 2013: *That SHOROC actively seek to explore opportunities with NSROC councils to establish a new regional entity comprising SHOROC and NSROC councils.*
- On 7 August 2013: *To endorse the next steps including the workshop of Mayors and General Managers to discuss better collaboration between the councils of the SHOROC and NSROC regions, the preparation of an issues paper for the workshop, and engagement of Alex Gooding as the independent facilitator.*
- On 20 November 2013:
 - *To note the update on the review of ROCs, the progress made and the proposed new model for regional collaboration of councils across Northern Sydney.*
 - *That the matter will be further considered by individual councils following the outcomes of the joint meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions on 29 November 2013.*

The Mayors and GMs from the 11 councils of the SHOROC and NSROC regions met on 10 October 2013 and also 29 November 2013. The most recent meeting:

1. *Agreed that the group will move forward with the two organisation model for regional collaboration of Northern Sydney councils as proposed in the discussion paper 'Regional Collaboration Model for Northern Sydney'.*
2. *Endorsed, as set out in the updated overview attached (part of **Tab B**), the:*
 - a. *Objectives, structure and major role of the proposed 'Council of Mayors'*
 - b. *Objectives, structure and major role the proposed 'Regional Services Group'*
3. *Agreed that the working party be requested to further develop the new model and a draft implementation plan including alternative governance structures and operating rules for the two organisations, to which Hornsby and Warringah councils will provide input on alternative voting arrangements to that proposed in the Discussion Paper.*
4. *Agreed the broad timetable for the next steps will include:*
 - a. *An update report from the working party to councils, SHOROC and NSROC in February 2014.*
 - b. *Holding the next meeting of all councils of the SHOROC and NSROC regions in late February or early March 2014 to consider the draft implementation plans developed by the working party.*
 - c. *Aiming to establish the new model in the first half of 2014.*

Update on progress

The Working Party held a very productive meeting on 30 January 2013. The meeting minutes are attached (**Tab B**) and an overview of the meeting outcomes is below.

At the meeting the Working Party initially considered the implications of the final report of the Independent Local Government Review Panel 'Revitalising Local Government'.

It then agreed to proceed with developing the new model and an implementation plan for the *Northern Metropolitan Council of Mayors* (working title) undertaking the functions of Joint Organisations outlined in the Independent Local Government Review Panel's report.

The Terms of Reference and operating rules were updated and a draft implementation plan agreed for consideration by all councils.

The draft implementation plan developed includes the initial establishment of the Council of Mayors via an MOU with secretariat support to be provided by SHOROC and NSROC, an inaugural meeting to establish the group in mid-March, and a later transition as appropriate to another legal model if or when NSW Government policy and any legislative change for Joint Organisations or similar are, or are not, made.

The implementation plan also proposes that the formal establishment of the proposed Regional Services Group be put on hold until the Council of Mayors is established and the NSW Government local government reform plans become clearer.

A key element also is that any transition planning required for SHOROC Inc. and NSROC Inc. be considered by the respective Boards.

Next steps

The minutes of the Working Party are to be circulated to all councils in conjunction with a draft council report seeking agreement to the formation and membership of the Northern Metropolitan Council of Mayors, and to the inclusion of formation of the Northern Metropolitan Council of Mayors in individual council submissions regarding the Independent Local Government Review Panel's final report.

The Chair of the Working Party will contact all councils not represented on the Working Party to provide a briefing on the Working Party meeting, the Terms of Reference, and the draft implementation plan.

It is planned that an inaugural meeting of the Northern Metropolitan Council of Mayors be held in mid-March 2014 to formally establish the new group.

Implications for SHOROC

There is also a need to consider the future of SHOROC Inc. should there be agreement to form the new regional grouping and this is part of the Board's strategic planning session (Item 3.1). While the current proposal is to initially establish the grouping via an MOU, this will still require careful consideration to avoid duplication and maximise effectiveness. The best way forward for SHOROC Inc. with any future potential transition to another incorporated model for the *Northern Metropolitan Council of Mayors* or proposed *Regional Services Group* should also be closely considered.

Item 3.2 Review of ROCs and a New Model for Regional Collaboration

The SHOROC Board:

- Noted the update on the review of ROCs and consideration of a new model for regional collaboration of councils across Northern Sydney.
- Noted the update on the Working Party outcomes, the draft council report seeking agreement to the formation and membership of the Northern Metropolitan Council of Mayors, and the planned next meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions in mid-March 2014.
- Agreed to write to NSROC to offer to provide the secretariat services for the proposed Northern Metropolitan Council of Mayors for the first twelve months under the proposed MOU arrangements, subject to its formation by councils, with costs to be shared by SHOROC and NSROC.

Moved Cr Jean Hay AM/seconded Cr Peter Abelson

Carried unanimously

Item 4 Local Government Reviews

4.1 'Revitalising Local Government' Report Submission

<p>SHOROC Corporate Plan project:</p>	<p>11. Local Government Reviews: Coordinate 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 local government reform agenda.</p>
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The NSW Government has released the Independent Local Government Review Panel's Final Report 'Revitalising Local Government' for consultation. Submissions are requested by 7 March 2014.

Independent Local Government Review Panel Report summary

A major element of the Panel's proposals relate to the formation of what it terms "Joint Organisations"

"The Panel sees stronger regional cooperation as a central plank of local government reform. This will enhance the role of councils and facilitate more productive State-local relations, especially in strategic planning, economic development, infrastructure provision and service delivery.

The Panel's objective is to create a robust but flexible framework within which councils can negotiate the establishment of statutory regional organisations that will undertake strategic planning and other joint activities, and provide a platform for much more extensive and effective State-local dialogue and cooperation."

A summary of the recommendations in regard to Joint Organisations and northern Sydney is attached (**Tab C**). Some points to note:

- Joint Organisations (JOs) are proposed with or without council mergers for metropolitan Sydney. In the Panel's view, one of the first steps should be to "establish Joint organisations of councils for the purposes of strategic sub-regional planning" under the Local Government Act, with "the establishment of 'fully-fledged' Joint Organisations...deferred pending further consideration of options for council mergers."
- The functions proposed by the Panel for JOs related to metropolitan Sydney are very closely aligned to those currently performed by SHOROC and NSROC, as well as those proposed for the potential Northern Metro Council of Mayors. They include: strategic regional and sub-regional planning; inter-government relations and regional advocacy; strategic procurement and other joint activities.
- Major differences compared to the current arrangements include proposed new provisions of the Local Government Act as a framework for Joint Organisations (then established via individual Ministerial proclamation) and the proposed mandatory nature of "membership and ongoing active participation by councils".
- The Panel has proposed establishing the JOs as sub-regional groups in metropolitan Sydney for strategic planning by June 2014. For northern Sydney this is understood to mean a JO being the sub-regional group of 11 councils (SHOROC + NSROC).
- The priority implementation package recommended by the Panel includes:
 1. Establish the new regional Joint Organisations (including Regional Roads Groups, Water Alliances and sub-regional planning groups in metro Sydney): negotiations in 2-3 'pilot' regions could be launched immediately.
 2. Build a 3-way strategic planning process that brings together a new regional component of IPR, DP&I Regional Growth Plans, and Premiers Department Regional Action Plans.

Meeting with the Minister

The Minister for Local Government has agreed to meet with the SHOROC President to discuss the local government reviews. The meeting will be held on 25 February.

SHOROC Submission

The SHOROC Board approved a submission to the Panel in June 2013 response to its 'Future Directions' report (**Tab D**). This submission included:

- An adopted policy of opposition to forced amalgamations
- An overview of SHOROC's current role, strengths and successes
- Identification of the plans for improving regional performance and governance through a larger regional collaboration model encompassing SHOROC and NSROC
- Significant concerns with the proposed County Council solution
- Proposals to build stronger regional collaboration (see below)
- Comments on other proposals from the Panel where there was common agreement.

For reference of note is that the Panel's recommendations in its final report align very closely with SHOROC's adopted position in its previous submission, including:

- *"SHOROC supports for the creation of a more robust, statutory framework at the regional level, providing flexibility for councils to determine the best approach depending on the varying needs of communities and regions."*
- *"It is recommended the Panel define a range of incorporation models for regional collaboration and propose amendment of the NSW Local Government Act to facilitate the transitioning of existing ROCs for stronger regional collaboration. Major potential options proposed may include:*
 - *Council of Mayors type model for regional advocacy, strategic planning and intergovernmental relations...*
 - *Regional Services Organisation for operational and joint services, governed by a skills-based board... Councils are shareholders, appointing delegates to the board, approving the annual Statement of Intent and holding it accountable by using performance measures and targets..."*

It is recommended SHOROC provide a submission to the NSW Government on the Panel's report similar in structure to the previous submission and focussed primarily on the regional recommendations particularly the establishment and governance proposals for the JO and the model structure.

To prepare this submission it is proposed the Board workshop the Panel's major recommendations relating to regional collaboration from the perspective of SHOROC Inc. to identify areas of agreement. A table of the Panel's major recommendations and commentary has been prepared to facilitate this discussion (**Tab E**).

Item 4.1 Revitalising Local Government' Report Submission

The SHOROC Board resolved:

- To note the summary of the 'Revitalising Local Government' report including the recommendations in regard to Joint Organisations and northern Sydney.
- That SHOROC prepare a submission to the NSW Government on the Panel's report of similar structure to the June 2013 submission to the Panel focussed primarily on regional issues particularly the proposed Joint Organisations.
- That the Executive Director prepare a draft submission for consideration of GMAC and the Board.

*Moved Cr Michael Regan/seconded Veronica Lee
Carried unanimously*

4.2 Local Government Acts Taskforce Report Submission

SHOROC Corporate Plan project:	11. Local Government Reviews: Coordinate 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 local government reform agenda.
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The NSW Government has released the Local Government Acts Taskforce Final Report for consultation. Submissions are requested by 7 March 2014.

SHOROC Submission

The SHOROC Board approved a submission to the Acts Taskforce in June 2013 in response to its 'A New Local Government Act for NSW Discussion Paper'. This submission was very brief and primarily focused on regional collaboration, attaching the SHOROC submission to the Independent Review Panel for reference and highlighting its major points, and advocating for enabling features for regional joint procurement.

It is recommended SHOROC provide a submission to the NSW Government on the Acts Taskforce Final Report similar in structure to the previous submission focussed primarily on regional recommendations and including a copy of the submission on the Panel's report.

The table below lists the reports major recommendations. These recommendations are in line with the 2013 SHOROC submission and, subject to confirmation of SHOROC policy in discussion regarding the Panel's report (Item 4.1), it is considered the submission should support these recommendations.

The Local Government Acts Taskforce Final Report proposes:

3.3.4 Regional Strategic Organisations of Councils and Formation and Involvement in Corporations and Other Entities	<p>The Taskforce recommends</p> <p>(1) the Act include a mechanism enabling councils to form statutory entities to undertake regional strategic collaboration activities. The Taskforce is of the view that, in place of Regional Organisations of Councils, a model similar to that developed by the Hunter Councils – Council of Mayors provides a suitable mechanism for achieving regional strategic collaboration, with the exception of Western NSW. ROCs could transition to a Council of Mayors to broaden joint collaboration between councils</p> <p>(2) the provisions of the Act relating to the formation of corporations and other entities should continue.</p>
3.3.8 Delegations	<p>(2) that the exceptions to delegations of an operational nature not be carried forward to the new Act, ensuring the council focuses on strategic decisions, consistent with IPR. These would include for example:</p> <ul style="list-style-type: none"> • delegation of regulatory functions to another council or shared services body.
3.3.10 Procurement	<p>The Taskforce recommends</p> <p>(1) the adoption of central principles of procurement combined with a medium level of regulation to ensure support of the following principles:</p> <ol style="list-style-type: none"> a. accountability b. value for money c. probity, equity, fairness and risk management d. efficient and effective competition e. market assessment <p>(2) main considerations for each principle be contained in the Act</p>

	<p>or regulations, with further considerations contained in guidelines or a mandatory code</p> <p>(3) a council's procurement framework be consistent with its IPR framework</p> <p>(4) rather than the legislation setting a monetary threshold, a more flexible principles-based approach be established to enable councils to determine their threshold based on risk assessment of the proposed procurement and the procurement principles</p> <p>(5) regulation of procurement support councils entering into collaborative procurement arrangements and utilising technologies to assist with efficient, effective and economic procurement processes that are accessible to all relevant stakeholders and are fair, open and transparent</p> <p>(6) a regulation or code to express councils' default procurement framework</p> <p>(7) councils be qualified to adopt a more strategic approach through "earned autonomy" whereby:</p> <ol style="list-style-type: none"> a. the Division of Local Government may exempt a council from compliance with a requirement under the regulation or code where it is satisfied that a council's procurement framework is consistent with the procurement principles; and b. qualification for a council's earned autonomy may be through an accreditation process or by council's development and diligent maintenance of policies and practices that are consistent with requirements issued by the Division of Local Government or other oversight entity. Qualification by accreditation is preferred as this should increase the accountability of councils to the community. <p>(8) councils continue to be able to take advantage of purchasing from Commonwealth and State Government procurement panels and the State Government policies which afford exemption from tendering obligations such as when purchasing from registered Australian Disability Enterprises.</p>
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Item 4.2 Local Government Acts Taskforce Report Submission

The SHOROC Board resolved:

- To note the recommendations of the Local Government Acts Taskforce and that these recommendations are aligned to the 2013 SHOROC submission.
- That SHOROC prepare a submission to the NSW Government on the Acts Taskforce report of similar structure to the June 2013 submission.
- That the Executive Director prepare a draft submission for consideration of GMAC and the Board.

Moved Veronica Lee /seconded Cr Michael Regan

Carried unanimously

Item 5 Stronger Region - Advocacy and Collaborative Projects

SHOROC Corporate Plan objective:	<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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5.1 NSW & Commonwealth MP Meetings

SHOROC Corporate Plan project:	3. Government Liaison: Hold 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
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As per SHOROC's Corporate Plan, as part of SHOROC's intergovernmental relations role 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.

Meeting with NSW MPs

The SHOROC Board met with local NSW MPs The Hon. Mike Baird MP, The Hon. Brad Hazzard MP, The Hon. Jonathan O'Dea MP and The Hon. Rob Stokes MP on Tuesday 3 December 2013. Apologies were received from The Hon. Jillian Skinner MP.

The Agenda included:

- Regional leaders forums between MPs and Mayors and future priorities
- Planning including the review of the NSW Planning System and Metropolitan Strategy
- Review of ROCs and regional council collaboration models
- NSW 2021 Northern Beaches Regional Action Plan projects and future priorities
- Transport issues including Bus Rapid Transit (BRT), road upgrades and regional planning
- Health planning for the Northern Beaches Hospital and Mona Vale Hospital

The meeting was positive and productive, particularly discussions on the regional leaders forums and working together on regional challenges beyond the current priorities of transport and health. Future priorities discussed included regional strategic planning, boosting the local economy, more detailed transport planning and campaigns, education, and aligning services.

As previously discussed by the Board there is an opportunity to further strengthen these forums into a stronger coalition for the region. The SHOROC President wrote to all the local MPs following the meeting (**Tab F**) and the priorities for future meetings and collaboration warrant discussion by the Board following the strategic planning (Item 3.1).

It is planned a date for the next meeting will be sought in April 2014.

Meeting with Commonwealth MPs

The Board last met with Commonwealth MPs The Hon. Tony Abbott MHR and The Hon. Bronwyn Bishop MP on 18 June 2013 in Canberra. It is planned the next meeting will be sought to coincide with the ALGA National General Assembly in June 2014.

Item 5.1 NSW & Commonwealth MP Meetings

The SHOROC Board resolved:

- The next meeting with NSW MPs will be planned for April 2014 after the Councillor Forum.
- The Executive prepare an Agenda for the meeting with NSW MPs based on priorities identified under the new SHOROC Corporate Plan.
- The Executive Director will seek to arrange the next meeting with Commonwealth MPs for June 2014.

*Moved Henry Wong /seconded Cr Michael Regan
Carried unanimously*

5.2 Transport Infrastructure Planning

<i>SHOROC Corporate Plan project:</i>	<i>2. Transport: 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.</i>
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Significant public transport and road upgrades for the SHOROC region are a focus for the NSW Government for the first time in decades.

The next major milestone is discussions with the Minister for Transport and Transport for NSW on a draft transport plan for the Northern Beaches and Mosman. This plan is understood to be effectively a 20-year masterplan of short, medium and longer-term public transport and road upgrades for the region and include:

- Bus Rapid Transit (BRT) and regional public transport improvements
- Warringah Road and Wakehurst Parkway upgrades (associated with hospital)
- The Northern Beaches Link (tunnel under Mosman)
- Mona Vale Road upgrades

The Minister for Transport has agreed to meet the SHOROC Executive on 14 February to discuss the 'Sydney's Bus Future' plan (see below) and regional transport planning including opportunities for the BRT. An update will be provided to the Board on this meeting.

As endorsed by the Board at its 20 November 2013 meeting, it is critical the councils of the SHOROC region stay united on the regional transport plan and priorities to ensure the NSW Government locks in the plan and funding in the coming months and to ensure implementation of this vital infrastructure for the region.

Bus Rapid Transit and 'Sydney's Bus Future Plan'

The NSW Government released 'Sydney's Bus Future' on 12 December 2013.

This plan includes further detail on what is planned for this region and aligns to the advice provided on implementation of the BRT by The Hon. Mike Baird MP on 25 October 2013.

It is a good first step, promising to provide faster and more reliable services by effectively introducing stage 1 of the BRT system starting next year, as well as significantly improving public transport for the Warringah Road corridor. This includes extra services, bus priority projects for Pittwater Road, further short-term action to extend bus lane operating hours and speed up services through wider stop spacing, high capacity vehicles, high quality interchanges with consistent wayfinding and signage, and addressing bus pinch points.

However the plan to introduce the 'full' BRT in the longer-term (11-20 years) time period is inadequate. All efforts should be made to advocate that as much investment as possible is included in Stage 1 to deliver significant time and reliability savings, and the plans for the 'full' BRT brought forward.

A summary of the key implications for the SHOROC region including a media statement released following Board approval is attached (**Tab G**).

Road Upgrades

No further information has been forthcoming since the meeting with The Hon. Mike Baird MP regarding the proposed road upgrades, including those for Warringah Rd/Wakehurst Parkway associated with the hospital, and the Northern Beaches Link. It is understood a Cabinet Minute is under consideration by government. T4NSW has undertaken to arrange a meeting with SHOROC once Cabinet has made a decision on road upgrade funds.

Support from NSW Business Chamber Sydney North Regional Advisory Council

As previously advised, SHOROC's Executive Director has provided briefings for the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) on SHOROC's transport policy and advocacy. The SNRAC has now written to the Minister for Transport on behalf of the business community advocating for implementation of a BRT system in line with SHOROC's policy in the next 1-5 years (**Tab H**).

Sydney Clearways Strategy

The NSW Government has released the Sydney Clearways Strategy (www.transport.nsw.gov.au/sydneyclearwaysstrategy), outlining how it plans to introduce and extend clearways across Sydney in the coming years.

The two initial priorities that impact on this region are Lane Cove Road (from North Ryde to Macquarie Park on weekdays and weekends) and Mona Vale Road (from Pacific Highway, West Pymble to St Ives on weekdays – am and pm peaks). The strategy also indicates other major roads where investigation will be carried out into whether clearways could be extended on weekdays and/or weekends including Pittwater/Spit/Military Roads, Warringah Road and Forest Way.

SHOROC is meeting with council staff to review the strategy and recommend a submission for GMAC approval by the 28 February 2014 deadline.

Item 5.2 Transport Infrastructure Planning

The SHOROC Board:

- Noted the update on regional planning and advocacy for public transport and road upgrades, including the 'Sydney's Bus Future Plan', Warringah Rd/Wakehurst Parkway upgrades, the proposed Northern Beaches Link and the development of a submission on the Sydney Clearways Strategy.
- Noted the update on the SHOROC Executive's meeting with the Minister for Transport on 14 February 2013.
- Noted that SHOROC continues to work in partnership with the NSW Government to develop an integrated plan to deliver on the transport needs of the Northern Beaches and Mosman.
- Noted the NSW Business Chamber Sydney North Regional Advisory Council's letter to the Minister for Transport on behalf of the business community advocating for implementation of SHOROC's proposed BRT system in the next 1-5 years.

Moved Henry Wong /seconded Mark Ferguson

Carried unanimously

5.3 Northern Beaches Health Planning

<i>SHOROC Corporate Plan project:</i>	<i>1. Health: 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. Member of Northern Beaches Inter-Agency Working Group.</i>
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Northern Beaches Hospital Planning

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.

All indications are the hospital project is proceeding according to the planned timetable. The Request for Proposals (RFP) has been released to prospective proponents (Executive Summary available at nbhsredev.health.nsw.gov.au) and responses are due in May 2014. The plan is to select the proponent by the end of 2014 and start construction in Q1 2015.

Health Infrastructure (HI) has advised it is holding a workshop with the potential proponents of the Northern Beaches Hospital in February and has offered a briefing for any interested Board members if requested.

Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHD) and Mr Anthony Manning, Director of Planning and Technical at HI will be invited to attend the May Board meeting to provide a detailed briefing.

Inter-departmental Committee for the Northern Beaches Hospital Project

As previously noted by GMAC, the Minister for Health has appointed SHOROC's Executive Director to represent councils on the Inter-departmental Committee for the Northern Beaches Hospital project. The Committee covers all aspects of the hospital development project including transport and planning for the surrounding area.

Three meetings have been held to date with the most recent on 23 September 2013. The Committee was due to meet on 9 December 2013 however this meeting was postponed and the group will next meet on 26 February 2014.

Mona Vale Hospital Masterplanning

A Masterplan Executive Working Group for Mona Vale was established by NSW Health to facilitate the completion of a masterplan strategy for the Mona Vale Hospital campus. SHOROC's Executive Director was invited and attended the masterplanning workshops in late December 2013. A final report is still under development.

Item 5.3 Health Infrastructure Planning

The SHOROC Board resolved:

- To note the update on the regional health services planning including the Northern Beaches Hospital, the Inter-departmental Committee for the Northern Beaches Hospital project and the Mona Vale Hospital Masterplan Executive Working Group.

Moved Mark Ferguson /seconded Veronica Lee

Carried unanimously

5.4 Engaging the Business Community on Regional Advocacy

SHOROC Corporate Plan project:	6. Identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies.
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The SHOROC Board resolved at its 20 November 2013 meeting to:

- Agree that SHOROC should seek to work more closely with the local business community on a regional basis to advocate for regional priorities, particularly the needs of the business community.
- Agree that as an initial step, SHOROC arrange a meeting in early 2014 for the Board with the Presidents of the local business chambers, business groups and the Chair of the Sydney North Regional Council of the NSW Business Chamber to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region.

This approach is used in other areas for example in western Sydney where WSROC engages with the Western Sydney Business Connection and the Sydney Business Chamber to deliver major events and jointly advocate for the needs of western Sydney. Priorities for these groups include advocating for a regional economic and jobs plan, the development of specialist economic clusters and for major transport infrastructure.

SHOROC has already been engaging with the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) on regional transport issues and this group is very supportive of the planned Bus Rapid Transit system.

The Chair of the SNRAC is supportive of greater engagement between councils and the business community on regional issues and considers the joint meeting a good first step.

It is planned an initial meeting will be sought in March 2014, with invitees including:

- All SHOROC Board members
- Chair of the NSW Business Chamber's Sydney North Regional Advisory Council
- Chairs of all local business chambers and Pittwater Business Limited

Examples of further engagement to be discussed may include regular meetings with the Presidents of the local business chambers across the region and the Sydney North Regional Council of the NSW Business Chamber to discuss major priorities, holding joint events, and/or forming a regional business council to work more closely with the SHOROC Board on whole-of-region issues.

Item 5.4 Engaging the Business Community on Regional Advocacy

The SHOROC Board resolved:

- That an initial meeting with representatives of the business community be sought in March 2014 to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region, with invitees including:
 - All SHOROC Board members
 - Chair of the NSW Business Chamber's Sydney North Regional Advisory Council
 - Chairs of all local business chambers and Pittwater Business Limited
 - NSW Small Business Commissioner
 - Warringah/Pittwater Economic Development Officer

Moved John Warburton /seconded Veronica Lee

Carried unanimously

5.5 Planning: Metropolitan Strategy and System Reform

<i>SHOROC Corporate Plan project:</i>	<i>12. NSW Planning Reform: Prepare submissions, develop strategies and coordinate 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.</i>
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Planning Reform

No further public update. Debate on the Planning Bill has been deferred until the Parliament sits again in 2014. This deferral followed amendments of the draft Bill by the Upper House.

Metropolitan Strategy

No further public update. It appears the Metropolitan Strategy has been delayed until after the finalisation of the Planning Bill, however it is understood the Department is proceeding in developing the framework for subregional delivery plan development.

Item 5.5 Planning: Metropolitan Strategy and System Reform

The SHOROC Board resolved to:

- Note the Metropolitan Strategy and NSW Planning Reform update.

Moved Mark Ferguson /seconded Cr Jean Hay AM

Carried unanimously

5.6 NSW 2021 Northern Beaches Regional Action Plan

<i>SHOROC Corporate Plan project:</i>	<i>5. NSW2021: Advocate jointly for priorities and coordinate council involvement in implementation of the actions under the Northern Beaches Regional Action Plan. Member of Regional Leadership Network</i>
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Background

The NSW Government has established Regional Action Plans (RAPs) under the NSW State Plan, with a clear shift in focus to working with councils on a regional basis through their respective ROCs on development and implementation of the RAPs.

The Northern Beaches Regional Action Plan (NBRAP) is in implementation phase. It includes the major regional transport and health priorities but also projects to improve services for young people and the ageing, boost the local economy and to protect the environment.

Current Situation

Updates on new projects that have commenced under the NBRAP, in addition to those for transport and health detailed in items 5.2 and 5.3 above, are provided below.

Northern Beaches Regional Youth Strategy

The Department of Education and Communities is leading development of a Northern Beaches Regional Youth Strategy by June 2014. SHOROC is represented on an inter-agency Project Task Group by Manly and Warringah council staff members.

The Department circulated a draft framework for the regional strategy on 14 January 2014 seeking further input. This draft framework incorporates issues, current actions and opportunities provided to the Department by the SHOROC representatives following endorsement by the SHOROC Community Services Managers Group. Consolidated feedback to the Department on the draft framework will be provided and this feedback will then be used to develop a draft strategy.

The draft Youth Strategy will be circulated to GMAC when in an appropriate draft form to provide an opportunity for feedback.

Northern Beaches Regional Ageing Strategy

The Department of Family and Community Services is leading development of a Northern Beaches Regional Ageing Strategy. The Strategy was to be developed by December 2013. The delay is however positive as the original timeframe was unrealistic and this enables time for development of a more robust strategy. SHOROC is represented on the inter-agency Project Task Group by Mosman and Pittwater council staff members.

The Department is currently putting the finishing touches on a draft Strategy and it is understood this will be circulated in the next week or two for feedback. The draft Ageing Strategy will be circulated to GMAC when in an appropriate draft form to provide an opportunity for feedback.

Northern Regional Waste Avoidance and Resource Recovery Strategy

The Environmental Protection Authority is funding ROCs to coordinate development of regional waste avoidance and resource recovery strategies by mid-2014. See Item 6.1.

Item 5.6 NSW 2021 Regional Action Plans

The SHOROC Board resolved to:

- Note the update on the projects being implemented under the Northern Beaches Regional Action Plan including the regional youth strategy, regional ageing strategy and a regional waste avoidance and resource recovery strategy.

Moved Mark Ferguson /seconded Jean Hay AM

Carried unanimously

Item 6 Stronger Councils

SHOROC Corporate Plan objective:	<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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6.1 Regional Waste Strategy & Project Coordination

SHOROC Corporate Plan project:	<p><i>13. Regional Waste Coordination</i></p> <p><i>(a) Conduct community education and engagement to support implementation of a common waste collection system, promote the councils & KEE's AWT project</i></p> <p><i>(b) Manage the regional collection contract tender project</i></p> <p><i>(c) Review & implement alternative regional waste management business models</i></p> <p><i>(d) Secure grant funding from the NSW EPA under the Waste Less Recycle More program initiative to resource regional waste projects</i></p>
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1. Regional Waste Avoidance & Resource Recovery Strategy

Funding to develop and implement a Regional Waste Avoidance & Resource Recovery Strategy has been received from the NSW EPA. Ms Liz Quinlan started in the role of Regional Waste Coordinator on 13 January 2014 to coordinate the development and implementation of the Regional Waste Strategy.

The Strategy will provide the framework for collaborative programs and infrastructure projects as well as the overarching framework for individual council projects that will link to regional objectives and targets. The EPA's required timeline for the development of the strategy includes development of a draft Regional Waste Strategy by the end of April 2014 and a final Regional Waste Strategy by 30 June 2014.

The Coordinator will assist councils and KEE to maximise opportunities for grant funding of projects identified in the Strategy that align with the EPA's \$456.7M *Waste Less Recycle More* initiative.

The Regional Waste Working Group will be the primary collaborative group for the development of the Strategy. This group includes representatives from all four councils and from KEE. The next steps include documenting the existing approaches to waste management and current waste data trends, then identifying strategic gaps, key issues and opportunities for action. To facilitate this process an internal Regional Waste Strategy Workshop is scheduled for 4 March 2014.

2. Regional Waste Projects

Common Waste Collection System

All councils resolved to implement the common waste collection system which is matched to the future waste processing capabilities at Kimbriki

Mosman, Pittwater and Warringah councils resolved *that tender specifications are developed and council enter into a combined Regional Waste Collection Services Contract with a term of seven years*. A two phase model was approved by the GMs with the plan for the selected contractor initially collecting existing waste streams commencing in February 2017 and migrating to collecting new waste streams when the AWT is operational.

The Waste Working Group has worked with A. Prince Consulting (APC) to scope and draft the technical specifications for the contract. The Group will re-engage with APC from around March 2014 to develop tender specifications. The current timeline is to seek council approval by March 2015 for the tender to be issued and award the contract by February 2016 ready to start Phase 1 collection of existing waste streams by February 2017.

Interim SHOROC Waste Disposal Contract

The SHOROC Waste Disposal Contract for Belrose expires in November 2014 and landfill operations will cease on 11 November 2014 prior to Kimbriki being able to accept putrescible waste. Warringah Council is coordinating the joint tender on behalf of and in consultation with all SHOROC councils for the interim disposal arrangements following the closure of Belrose landfill in November 2014.

3. Kimbriki Sub-Committee Meeting

The Kimbriki Sub-Committee met on 11 December 2013 at the Kimbriki Resource Recovery Centre (**Tab I**).

At the meeting, Cr Tom Sherlock (Mosman) was elected Chairperson of the Kimbriki Sub-Committee for the following 12 months.

Next meeting

The next Kimbriki Sub-Committee meeting will be held at Kimbriki Eco-House on Wednesday 19 March 2014 at 6-8pm. Following a call for agenda items, a draft agenda will be prepared and circulated to GMAC comment prior to release.

Item 6.1 Regional Waste Strategy & Project Coordination

The SHOROC Board:

- Received and noted the update on the Regional Waste Avoidance & Resource Recovery Strategy development including the appointment of the Regional Waste Coordinator, and the update on Regional Waste Projects including the Common Collection System and Interim Waste Disposal Contract.
- Noted the draft minutes of the 11 December 2013 meeting of the SHOROC Kimbriki Sub-Committee meeting.
- Noted the election of Cr Tom Sherlock (Mosman) as the Chairperson of the SHOROC Kimbriki Sub-Committee for the coming year.

Moved Mark Ferguson /seconded Cr Jean Hay AM

Carried unanimously

6.2 Business Improvement Program Working Group Report

<p>SHOROC Corporate Plan projects:</p>	<p>15. <i>Enhanced regional procurement.</i></p> <p>(a) <i>Contract Manage agreed regional contracts.</i></p> <p>(b) <i>Seek to increase joint buying on a greater geographic scale.</i></p> <p>(c) <i>Review council spends and identify high value procurement initiatives.</i></p> <p>(d) <i>Establish a resourcing mechanism to enable the procurement function to be expanded (shared service).</i></p> <p>16. <i>Business reform. Review opportunities for more efficient and effective council business operations through shared services or other models on a greater geographic scale including Development Application assessment, Coastal zone/catchment management, Compliance & Building Certification services.</i></p> <p>17. <i>Continue to review council operations & potential market opportunities & present high level scoping overviews to GMAC for consideration as they arise..</i></p>
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The SHOROC Board resolved at its 20 November 2013 meeting to:

- Approve the establishment of the SHOROC Business Improvement Program Working Group as a sub-committee of the Board, consisting of General Managers from those councils participating in the Business Improvement Program.
- Delegate to the SHOROC Business Improvement Program Working Group the responsibility for development, management and implementation of the Business Improvement Program and all associated projects, services and business activities.
- Approve the Terms of Reference for the SHOROC Business Improvement Program Working Group.
- Note that reports on this program will be provided to the SHOROC Board up to 30 June 2014.

In December 2013 the Business Improvement Program Working Group agreed the program outline for the Business Improvement Program. This program of works is now being implemented. SHOROC's Manager Business Reform & Shared Services Mr Gary Bigg has resigned from the position and left SHOROC. It is planned recruitment will commence shortly.

Item 6.2 Business Improvement Program Working Group Report

The SHOROC Board:

- Noted the report on the Business Improvement Program.

Moved Mark Ferguson /seconded Cr Jean Hay AM

Carried unanimously

Item 7 Stronger Business – SHOROC Operations

SHOROC Corporate Plan objective:	<i>To make the business stronger by increasing business operations to improve our financial position.</i>
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7.1 Administrative Matters

SHOROC Corporate Plan project:	25. Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting.
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Quarterly Finance Report

The second quarterly financial report for 2013/14 including the end of year forecast as at 31 December 2013 is attached at **Tab J**.

Review of Current Work Priorities

The SHOROC 2013-14 Operational 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”.

A short summary of SHOROC’s current major projects underway is as follows:

- **Advocacy and intergovernmental relations:** Includes coordinating forums and meetings with NSW & Commonwealth MPs and Executives, representing councils on government planning committees, providing submissions and coordinating public campaigns on whole-of-region issues including:
 - Public transport and road infrastructure upgrades and regional transport planning
 - Hospital and health services upgrades
 - Local government reform
 - Planning reform
 - NSW2021 Northern Beaches Regional Action Plan projects including regional youth and ageing strategies
- **Stronger regional collaboration:** Facilitating discussions with councils of the NSROC region regarding formation of a new model for regional collaboration across northern Sydney through a Northern Metropolitan Council of Mayors.
- **Strategic regional planning:** Supporting councils in subregional strategic planning including the Metropolitan Strategy and *Shaping Our Future*, identifying collaborative projects to grow the local economy, coordinating and *Shaping Our Future Sustainable Future* and managing ‘health of the region’ report.
- **Regional waste management:** Coordinating development of a regional waste avoidance and resource recovery strategy, secretariat for SHOROC Kimbriki Sub-Committee, planning for a common waste collection system in collaboration with council staff and KEE including tender preparation work and education. Supporting councils and KEE on the Kimbriki AWT facility development.
- **Business improvement, strategic procurement and contract management**
- **Information and technical exchanges between member councils** through coordination of inter-council working groups on urban planning, community services, climate change, water cycle management and other matters.

Item 7.1 Administrative Matters

The SHOROC Board:

- Endorsed the December 2013 financial report.
- Endorsed SHOROC’s current work priorities.

*Moved Mark Ferguson /seconded Cr Jean Hay AM
Carried unanimously*

Mayor Peter Abelson and Veronica Lee left the meeting at 4.45pm.

Item 8 Additional Matters Raised by Councils

8.1 4.45pm Attendance by Supt Dave Darcy (Pittwater Council)

Supt Dave Darcy, NSW Police Northern Beaches Local Area Commander attended the Board meeting from 4.45pm at the request of Pittwater Council. Supt Darcy discussed policing of transport routes and general regional policing issues.

Item listed for discussion

Item 8.1 Attendance by Supt Dave Darcy

The SHOROC Board:

- Agreed that SHOROC coordinate a working group of council officers to work with representatives of the NSW Police Northern Beaches Local Area Command to develop a consistent protocol on alcohol free zones.
- Agreed that Supt Darcy be invited to attend appropriate council reference groups and that councils will write to Supt Darcy to advise of the meeting dates.

Moved Cr Jacqueline Townsend /seconded Cr Jean Hay AM

Carried unanimously

Item 9 General Business

Item 10 Confirm Time and Date of Next Meeting

Next ordinary meeting: 7 May 2014, 3-5pm at the SHOROC Offices.