

# SHOROC INCORPORATED BOARD MEETING MINUTES



Wednesday, 20 February 2013, 2-4pm  
SHOROC, Unit 33/42-46 Wattle Road, Brookvale

SHOROC

## Board Members Present

Cr Michael Regan	Mayor of Warringah, SHOROC President
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
Margaret Oates	Office and Communications Manager SHOROC
Gary Bigg	Business Manager SHOROC
Anthony Manning (Item 3.2)	Director of Planning and Technical, Health Infrastructure
Vicki Taylor (Item 3.2)	Chief Executive Northern Sydney Local Health District
Andrew Montague (Item 3.2)	Director Operations, Northern Sydney Local Health District

## Item 1 Welcome and apologies

Cr Michael Regan, Mayor of Warringah and SHOROC President chaired the meeting and welcomed all those attending.

## Item 2 Adoption of 2 Nov 2012 Board minutes & 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.

### Item 2.0 Adoption of 2 November 2012 Board minutes & matters arising

The Board resolved:

- **To Adopt** the minutes of the 2 November 2012 SHOROC Board meeting.

*Moved Cr Jean Hay / Seconded Mark Ferguson*

*Carried unanimously*

## Item 3 Advocacy and issues management

### 3.1 Public transport & road infrastructure

<p><i>Corporate Plan project:</i></p>	<p><b>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.</b></p>
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The SHOROC advocacy campaign for transport infrastructure continues to progress strongly.

Remaining united on the priorities in the coming months and year will be crucial if we are to see the infrastructure proposals come to fruition, particularly as:

- The NSW Government has now committed to finalising a comprehensive plan for the immediate, short-term and longer-term transport improvements for the SHOROC region in 12 months' time, with public transport at its core.
- The Hon Mike Baird MP and the Minister for Transport made it abundantly clear at the BRT Forum that having a united view of councils through SHOROC was fundamental to the progress to date and to agreeing the comprehensive regional transport plan.
- The NSW Long Term Transport Masterplan includes a "Northern Beaches BRT" to the CBD as a medium-term (5-10 years) priority, subject to feasibility. This is the first time transport infrastructure improvements for this region have been included in a major NSW Government transport plan in decades.
- Road upgrades are in planning for Mona Vale Road and are being seriously considered for Warringah Road and Wakehurst Parkway as part of the Northern Beaches Hospital.

Since 2010 the policy of councils and SHOROC has been to advocate for a transport network, including improvements to the north-south and east-west corridors (consistent with **Tab A**).

While it may appear pragmatic to prioritise one corridor over another, the best outcome for the region as a whole and the individual councils is to continue to advocate for improvements to both corridors due to the different and complementary roles each plays for the region. This advice is supported by the planning and transport consultants engaged by SHOROC to develop the *Shaping Our Future* strategy and its transport priorities.

In addition, seeking to prioritise one corridor over another may be counter-productive and potentially lead to the loss of a united council position and the NSW Government deciding it is no longer a priority and not feasible to invest in the region's transport infrastructure.

#### **Background and current work underway**

##### Transport Masterplan and NSW State Infrastructure Strategy

The NSW Long Term Transport Masterplan and NSW State Infrastructure Strategy (SIS) were released on 13 December 2012. A briefing note on major implications for the SHOROC region and alignment with SHOROC submission is attached at **Tab B**.

The major point is that it includes a "Northern Beaches BRT" to the CBD as a medium-term (5-10 years) priority, subject to feasibility, with routes Spit/Military Road and Warringah Road included for consideration. The next step (as requested by SHOROC) is that: *"options identified in the pre-feasibility will now be subject to detailed analysis, allowing the Government to make a long term decision based on sound evidence and cost information"*.

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

A BRT Community Forum was held by the NSW Government on 30 January 2013, hosted by local MPs and attended by Transport Minister Gladys Berejiklian MP, CEO of Infrastructure NSW (INSW) Paul Broad, all Board members, and community members.

The major point to note is that the Minister and Mike Baird MP committed to finalising a comprehensive plan for the immediate, short-term and longer-term transport improvements for the region in 12 months' time. This would enable inclusion of funding in the NSW Budget for 2014 and beyond. Mike Baird MP stated that INSW would finish its engagement with the private sector on options for the Northern Beaches Link by early 2014.

In November 2012 SHOROC wrote to the Premier, Treasurer, Transport Minister, INSW and local MPs outlining SHOROC's position and proposed next steps.

A meeting is being sought Minister for Transport to agree the next steps and a meeting is being sought with the GMs of neighbouring councils to discuss the BRT proposal. SHOROC's Executive Director is also seeking to work with Transport for NSW Executives to agree a plan based on the SHOROC BRT report submission.

Transport for NSW has now invited public comment on the BRT options via its website <http://www.transport.nsw.gov.au/northern-beaches-bus-rapid-transit-feedback>

#### Road upgrades

As agreed by the Board, SHOROC provided a submission supporting the proposed Mona Vale Road upgrade, including advocating for the upgrade to be extended to Mona Vale.

The proposed upgrades to Warringah Road & Wakehurst Parkway remain a major issue as while there have been some murmurings of action the NSW Government has not as yet made any public commitments regarding these works. It is clear funding for these upgrades will need to come from the RMS capital budget and as such advocacy efforts are being focussed the RMS and a meeting is being sought with the Minister for Roads Duncan Gay MP and the local MP Brad Hazzard MP.

#### Proposal for short-term Warringah Road public transport improvements

Initiated by Mayor Michael Regan, SHOROC's Executive Director and Mayor Regan met with David Royle from Forest Coach Lines to discuss 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. This brief is under preparation.

#### **Item 3.1 Public transport & road infrastructure**

The Board resolved:

- **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.
- **To note** the updates on the Bus Rapid Transit and regional public transport improvements, road upgrades, work underway with Forest Coach Lines, NSW Long Term Transport Masterplan and NSW State Infrastructure Strategy (SIS).

*Moved Cr Jean Hay / Seconded Mark Ferguson*

*For – Cr Jean Hay, Cr Jacqueline Townsend, Cr Michael Regan, Henry Wong, Mark Ferguson, Viv May, Rik Hart*

*Against – Cr Peter Abelson*

*Carried*

### 3.3 Planning Reform & Metropolitan Plan

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

The proposals have significant implications for councils and SHOROC, suggesting there is a need for the Board to identify options to adapt to the proposed changes to the Metropolitan Plan sub-regional boundaries and Planning System sub-regional planning 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 proposed changes could also have major implications for the ability of councils to determine or significantly influence sub-regional planning decisions. These sub-regional plans in turn appear to largely drive local land use plans at a council level. There is an opportunity for councils to work through SHOROC to maintain a strong role for local government in the regional Boards and the development of sub-regional delivery plans.

Planning Reform and the Metropolitan Plan were items for discussion at the 2013 Councillor Forum and at the time of circulation of these papers the new draft Metropolitan Plan and the Planning Reform White Paper had not yet been released.

Depending on Councillor discussion and the timing of the Green Paper and Metropolitan Plan release, it is recommended that the Board either discuss potential options to adapt to the proposed changes at this Board meeting and/or agree an extraordinary meeting following the release of the draft Metropolitan Plan and the Planning Reform White Paper.

#### **Background**

##### 1. NSW Planning System Review

The review of the NSW Planning System proposes major changes to the planning system particularly in the area of community engagement, a greater emphasis on sub-regional planning, changes to the development assessment process, as well as creation of Regional Planning Boards to “oversee regional and subregional strategic plan making”. The next stage is the White Paper and the Board has agreed SHOROC develop a submission.

##### 2. Metropolitan Strategy

The NSW Government is also reviewing and updating the Metropolitan Plan. A draft is expected imminently and the Board has agreed SHOROC develop a submission.

Department of Planning & Infrastructure staff outlined at a briefing on 1 November 2012 that revised sub-regional boundaries were being considered for the Metropolitan Plan, with a reduction to 6 sub-regions (currently 10) and re-alignment of boundaries.

#### **Item 3.3 Planning Reform Green Paper & Metropolitan Strategy**

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

- **To Note** the potential implications for councils and SHOROC from the proposed changes to the Planning System and Metropolitan Plan sub-regional boundaries.

*Moved Cr Michael Regan / Seconded Rik Hart  
Carried unanimously*

### 3.4 Independent Local Government Review Panel

<i>Corporate Plan project:</i>	<b>3. Planning: Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Master Plan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.</b>
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The Independent Local Government Review Panel continues its review of local government. The proposals have significant implications for councils and SHOROC. It is considered that the Board and staff of SHOROC Inc. should be pro-actively considering 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.

The Local Government Review was an item for discussion at the 2013 Councillor Forum and it is recommended that the Board discuss the outcomes under Item 4.1.

#### Current status of the Review

Since November 2012 the Independent Local Government Review Panel has released:

- *“Better, Stronger Local Government -The Case for Sustainable Change”*
- *“Options to Enhance Regional Collaboration amongst Councils in NSW”*

The next steps as outlined in the Panel’s reports are:

- Roundtables, focus group meetings and opinion surveys on key issues
- Workshops for groups of councils identified in the Panel’s ‘cluster-factor’ analysis
- Attendance at ROC meetings in Feb/March 2013 (incl. SHOROC Councillor Forum)
- Release final discussion paper: ‘Future Directions’ in **April 2013**, providing *“as much detail as possible on the Panel’s conclusions and the likely shape of its final recommendations to Government.”*

In regard to ROCs, while the Panel’s paper suggests it will likely be proposing significant change and consolidations of councils in Metropolitan Sydney, it also makes it clear that it sees regional collaboration as a key element of the future of local government.

The *“Options to Enhance Regional Collaboration amongst Councils in NSW”* (**Tab D**) puts forward two potential options to enhance regional collaboration:

1. *“The Incremental Model assumes that the current structure of local government in NSW in terms of the number, size and function of councils is not greatly changed by reform but that there will be a stronger commitment to council collaboration. This approach seeks to build on current networks by establishing a range of options for shared services delivery, including regional subsidiaries and commercial council-controlled entities.”*
2. *“The Council of Mayors Model assumes more extensive changes to the structure both of councils and ROCs. In this option ROCs would be replaced by Councils of Mayors based on a streamlined County Council structure and there would be stronger requirements on councils to engage in regional processes. Similar to the Incremental Model a range of legal entities would be implemented to develop shared services, but unlike the Incremental Model, Councils of Mayors would be required to delegate activities to these bodies”.*

These models are alternative models for regional collaboration worthy of discussion. SHOROC is similar in structure to the *Incremental Model* presented and has the capacity to adapt to either of these models, or a variant thereof, should there be the political and executive leadership locally and some legislative changes at a state level.

**Item 3.4 Independent Local Government Review Panel**

That Board resolved:

- **To note** the update on the Independent Local Government Review including its *Options to Enhance Regional Collaboration amongst Councils in NSW* report.
- **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.
- **To agree** that the draft policy be referred back to councils for consideration and confirmation.

*Moved Cr Jean Hay / Seconded Mark Ferguson*

*For – Cr Michael Regan, Cr Jean Hay, Cr Jacqueline Townsend, Cr Peter Abelson, Henry Wong, Mark Ferguson, Viv May*

*Against – Rik Hart*

*Carried*

### 3.5 NSW 2021 Northern Beaches Regional Action Plan

<i>Corporate Plan project:</i>	<b>3. Planning: Participate in the development and provide submissions on NSW planning documents and legislative reviews including NSW 2021, NSW Long Term Transport Master Plan, Metropolitan Strategy, State Infrastructure Strategy, Local Government Review and Planning Legislation Review.</b>
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The NSW Government released the Northern Beaches Regional Action Plan (NBRAP) on 21 December 2013 (**Tab E**). 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.

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.

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, including as quoted in the plan to:

- Plan for and construct the Northern Beaches Hospital at Frenchs Forest and surrounding health precinct, commencing construction in 2013-14
- Address traffic and transport issues around the new hospital
- Maintain Manly Hospital whilst awaiting the development of the new hospital and upgrade Mona Vale Hospital as a complementary service to the new hospital
- Investigate Bus Rapid Transit for the Northern Beaches (\$750,000 for 2012–2013)
- Develop a Northern Beaches Regional Youth Strategy by June 2014
- Develop a Northern Beaches Ageing Strategy by September 2013
- Develop and implement Coastal Zone and Floodplain Risk Management Plans
- Develop a Northern Beaches Waste Avoidance and Resource Recovery
- Build awareness of the Northern Beaches as a tourist and event destination

Executives from the Department of Premier & Cabinet, which coordinate the NBRAP, will attend the next GMAC meeting to provide a briefing on the NBRAP and its implementation. Part of the implementation will include ROCs participating as part of the “Regional Leadership Network” established by the Department of Premier & Cabinet which will be engaged by the NSW Government leadership groups as potential partners in identifying and delivering priority regional service delivery initiatives.

#### **Item 3.5 NSW 2021 Regional Action Plans**

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

- **To note** the update on the Northern Beaches Regional Action Plan including the value for the region and the partner councils of advocating with a united voice for regional infrastructure and projects.

*Moved Cr Michael Regan / Seconded Viv May  
Carried unanimously*

### 3.6 Regional Development Australia (Sydney)

<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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As agreed by the SHOROC Board RDA Sydney is holding a Committee meeting at Warringah Council on 21 February 2013 and has invited the SHOROC Board to meet with the Committee following this meeting. The original letter from the RDA is attached (**Tab F**).

The purpose is to “introduce the RDA’s new and recently appointed RDA Sydney Committee Members to the councils in order that its Committee may better understand the key local issues affecting economic development and social equity within the SHOROC area.”

RDA Sydney describes itself as a Committee jointly funded by the Australian and NSW State Governments, to advance sustainable economic development and social equity within Sydney’s Regions.

RDA Sydney has just released its 2012 Regional Plan for Sydney. The Plan is available at <http://www.rdasydney.org.au>. Notably the RDA Regional Plan for Sydney is identified in the NSW State Plan and Regional Action Plans as one of the four key regional pillars for greater Sydney – see diagram below.



Although the work of the NSW Government in planning for the Northern Beaches Hospital and assessing the feasibility of Bus Rapid Transit for the Northern Beaches are identified in the Plan, there is not a significant focus on northern Sydney in the Plan and in fact not significant representation from this area on the RDA Sydney Committee.

It is not clear what opportunities there are for the RDA to work with councils of the Northern Beaches to advance sustainable economic development.

RDA Sydney could be asked at this meeting what opportunities exist for collaboration and for the RDA to fund projects in this area.

#### Item 3.6 Regional Development Australia (Sydney)

##### The Board resolved:

- **To note** the release of the RDA Sydney 2012 Regional Plan for Sydney.
- **To note** that the scheduled meeting with the RDA (Sydney) Committee on 21 February 2013 has been postponed and a suitable alternative date is currently being sought.

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



## Item 4 Board strategic planning discussion

### 4.1 Councillor Forum Report & 2013 Corporate Plan development

<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 2012-16 SHOROC Corporate Plan includes an annual Councillor Forum followed by Board strategic planning session for the 2013-14 Operational Plan. This Item considers the outcomes of the Councillor Forum and the strategic planning of the Board for the development of the 2013-14 Operational Plan.

#### 2013 Councillor Forum

The third annual SHOROC Councillor Forum was held on 13 February 2013 at Taronga Zoo. It was attended by 24 Councillors including the four Mayors, as well as the four council General Managers, council staff, and SHOROC staff.

A Report summarising the Councillor Forum, the presentations and detailing the workshop discussion is attached (**Tab K**).

Major issues discussed included:

1. Planning Reform and a new Metropolitan Plan
2. The Independent Review of Local Government, including a workshop to discuss three potential models of reform arising from the work of the Independent Local Government Review panel.

#### 1. Planning Reform and a new Metropolitan Plan

The Hon Brad Hazzard MP Minister for Planning and Infrastructure addressed the Forum and fielded questions from the floor. Points to note include:

- The Planning Reform White paper is hoped to be released in 4-6 weeks.
- The Minister reiterated the position that the White Paper will place a new sub-regional delivery planning framework overseen by a Regional Board at the core of the new system. The sub-regional delivery plans will bring together housing and employment growth with major infrastructure plans for each sub-region. Housing and employment targets will be allocated to sub-regions and councils will be required to work together to determine where the growth will occur.
- The new draft Metropolitan Plan is hoped to be released in 4-6 weeks. It will include revised sub-regions based on economic activity.

These key features of the proposed new planning system and new Metropolitan Plan confirm the need for councils to work closely together to maintain a strong role in the new planning regime, particularly at a sub-regional level and on the Regional Board.

The SHOROC Board has agreed SHOROC develop submissions following the release of the Planning Reform White Paper and the draft Metropolitan Plan.

It is recommended that the Board request GMAC consider the sub-regional and local planning framework once the White Paper and draft 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.

## 2. Review of Local Government and Councillor Workshop

Professor Graham Sansom Chair of the Independent Review of Local Government addressed the Forum and fielded questions from the floor. Points to note include:

- The major focus of the review is on creating stronger local government that has a greater capacity and ability to adapt to change, and particularly to be an effective partner with State Government.
- The Panel is interested in moving from a state/local relationship focused on compliance to a benchmarking and audit approach based on the Victorian system
- The Panel is very interested in strengthening political governance and leadership, but not proposing Executive Mayors
- Research suggests ROCs are playing a leading role in NSW in lobbying and shared services at the moment, but lack capacity to deliver outcomes on shared services consistently and significantly and this is largely due to varying commitment and resourcing from member councils.
- After assessing 2004 amalgamations in NSW consider that if amalgamations are to be considered they have to be a 'game changer', a 'break with the past', well planned and have good transitional arrangements over 2 terms.
- The Panel is considering a range of possible options with the goal of a stronger system of local government and productive NSW State and Local Government relations. Structures must be robust for planning, advocacy and shared delivery. Options outlined were:
  - County or regional councils with mandatory functions, for example regional planning
  - Merged councils with local boards
  - Amalgamated councils with wards/precincts
  - Binding contractual partnerships
  - For a number of councils, no change or only boundary adjustments.
- A key factor in a stronger system of local government is a mature, mutually respectful relationship with the state, an ability to work together effectively as an integral part of the governance of NSW. Consider that ultimately it is about bringing local government together stronger on a regional level so can work more effectively with state government and get better outcomes.
- Supportive of ROCs working together to achieve a stronger model regionally however there may also need to be stronger reform to enable it to happen.

The 'Future Directions Workshop' included table-based discussion which was then reported back to the wider group by volunteers from the table.

Discussion was based on three potential models which have arisen from the reports of the Independent Local Government Review Panel: voluntary consolidation; an 'Incremental' model of stronger regional collaboration; and a 'Council of Mayors' model of regional collaboration.

The full notes from the workshop are included in **Tab K**.

Overall, it appeared there was support for working together to 'control our own destiny' and continuing discussions on future models, however there were varying views regarding the models that the Panel had identified.

It is considered that there is value in continuing discussions on potential models for the future, noting that the models presented were only 3 out of a spectrum of potential models for stronger local government and also that the Panel is yet to release its 'Future Directions' paper outlining its recommendations to government.

As such it is recommended that:

- The Board meets in the coming month to discuss the three models presented at the Forum and seek to identify key features of a potential future model of local and regional governance.
- That a meeting of Councillors be arranged following 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.

### **2013-14 Operational Plan development**

SHOROC has a Board-approved Corporate Plan for 2012-16. The SHOROC Constitution states a one-year Business Plan including an annual budget is to be submitted to the Board for adoption prior to 31 May. As such, the 2013-14-SHOROC Operational Plan is to be submitted to the Board for at its 1 May 2013 meeting.

The outcomes of the Councillor Forum are an input to the Board to help it plan the key priorities for SHOROC for 2013/14 and beyond.

The reviews of the NSW Planning System and Local Government are creating uncertainty regarding the future form of the planning system, local government and regional collaboration models such as SHOROC.

However there is a need to continue to lobby strongly as a region and to drive cost and productivity savings through joint tenders and shared services. As a region and as an association we need to get on with business while the reviews continue.

It is considered that the priorities outlined in the 2012-16 SHOROC Corporate Plan remain the key priorities for SHOROC at this time:

- *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.

It is recommended the Board request GMAC to prepare a 2013-14-SHOROC Operational Plan including annual budget on this basis, focussed on the key priorities detailed in the 2012-16 SHOROC Corporate Plan.

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

**Item 4.1 Councillor Forum Report & 2013 Corporate Plan development****The Board resolved:**

- **To note and endorse** the draft 2013 SHOROC Councillor Forum report.
- **To agree** that the President write to all Councillors to provide a copy of the draft 2013 SHOROC Councillor Forum report and seek any further feedback, to thank participating Councillors for the positive and constructive discussions at the Forum, and to outline the next steps as agreed by the Board.
- **To agree** that in regard to the Review of the Planning system :
  - 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.
- **To agree** that in regard to the Independent Local Government Review:
  - 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.
- **To agree** there is a need to continue to work together strongly on priority projects as the reviews continue, 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.

*Moved Cr Michael Regan / Seconded Mark Ferguson*

*Carried unanimously*

## Item 5 Additional matters raised by councils

### 5.1 National Broadband Network (Pittwater)

Pittwater Council has resolved to request and work closely with SHOROC to lobby on behalf of the region to ensure the earliest possible roll-out of the NBN for residents, businesses and health services. A letter from Pittwater Council is attached (**Tab G**).

It is considered that due to the high proportion of home-based and micro-businesses across the region and poor transport infrastructure this is a request that should be supported.

GMAC considered this request and agreed to recommend to the SHOROC Board that SHOROC agree to work with Pittwater Council to lobby on behalf of the region to ensure the earliest possible roll-out of the NBN for residents, businesses and health service.

A supplementary background information paper will be circulated by Pittwater Council prior to the Board meeting.

#### Item 5.1 National Broadband Network (Pittwater)

The Board resolved:

- **To agree** that SHOROC agree to work with Pittwater Council to lobby on behalf of the region to ensure the earliest possible roll-out of the NBN for residents, businesses and health services.
- **To invite** the Head of Government relations for the NBN to the next Board meeting to discuss the NBN and plans for the SHOROC region.
- **To write** to the local Commonwealth Members of Parliament requesting their assistance to fast track high speed internet service in the SHOROC region.

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

### 5.2 Trial closure of Pearl Bay Avenue, Mosman (Warringah)

#### Item 5.2 Trial closure of Pearl Bay Avenue, Mosman (Warringah)

The Board resolved:

- **To note** that Warringah and Manly councils have withdrawn their support for the Pearl Bay Avenue trial closure.
- **To note** Mosman Council's strong objection to the withdrawal of support by Warringah and Manly councils and its support for evidence-based policy decisions.
- **To agree** that SHOROC strongly urge the NSW Government to put in place an integrated long term transport solution for the region.

*Moved Cr Michael Regan / Seconded Jean Hay  
Carried unanimously*

## Item 6 Council Cost Saving & Productivity Program

### 6.1 Quarterly Cost Savings & Productivity Program report

<i>Corporate Plan project:</i>	<i>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.</i>
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Financial sustainability is recognised as one of the biggest challenges faced by NSW councils. Costs are outweighing revenue and councils must seek better ways of doing business in order to deliver quality community services while maintaining infrastructure for the future. The SHOROC councils identified this as a priority and in 2010 the Board requested SHOROC to manage a program whereby council staff work together to cut costs and to improve efficiency and productivity through regional purchasing, shared services, joint operations and projects, ultimately to improve services for the community.

#### Collaboration reduces costs for all councils - report on cost & productivity savings

Collaboration gets results and the latest quarterly report identifies that councils have achieved an estimated \$2.2 million in collective productivity gains and cost savings for their councils in only two and a half years through SHOROC, including:

- Bottom-line cost savings (achieve same with less budget)
- Productivity gains (achieve more with same budget)

The majority of these savings are through aggregated tenders where together the councils are taking a significantly higher volume to the market. These result in greater economies of scale for the suppliers, greater competition between suppliers to get the tender, and ultimately a cheaper price for all councils involved.

#### Estimated Cost & Productivity Savings Summary Q2 2012-13

Council	YTD 2012/13 Total	Total 2010-2012
Mosman	\$ 35,288	\$ 323,798
Manly	\$ 49,647	\$ 358,523
Warringah	\$ 127,694	\$ 764,682
Pittwater	\$ 89,356	\$ 762,401
<b>Total</b>	<b>\$ 301,985</b>	<b>\$ 2,209,405</b>

Estimating the savings of the program has the following purposes:

- to provide a basis to assess and communicate the value of the program
- to ensure the program remains focused on the goal of achieving savings for councils

The estimated savings reflect some of the value that collaboration between councils creates and is based on various methodologies on a case-by-case basis, such as direct comparison of costs paid, costs avoided or independent expert opinion. Credit for these savings should be shared with all council staff who contribute to this collaboration and actively promote improvements in their councils.

The quarterly report for the second quarter of 2012-2013, including details of the new and continuing projects and their estimated savings is attached at **Tab H**.

#### Item 6.1 Quarterly Cost Savings & Productivity Program report

##### The Board resolved:

- **To defer** consideration of the December 2012 quarterly report on the Cost Saving and Productivity Program and refer it to GMAC for further recommendation.

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

3.45pm. Cr Jean Hay, Cr Peter Abelson and Henry Wong left the meeting.

### 3.2 Briefing: Northern Beaches health planning

<i>Corporate Plan project:</i>	<b>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 &amp; federal government agencies including NSLHD &amp; HI to support planning &amp; improve health services.</b>
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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. Ms Taylor and Mr Manning will brief the Board on regional health planning, particularly progress on the Northern Beaches Hospital including Frenchs Forest and Mona Vale campuses. Recent briefings suggest good progress is being made.

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 (promised but not received to date and request written to Health Minister).
- The request at the February 2012 Board meeting and commitment of the Health Minister in November 2012 that the SHOROC Executive Director be appointed to an appropriate Northern Beaches Hospital project coordination group.

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

#### NSLHD Value Management Study 5 December 2012 – Community Health and Mona Vale

SHOROC's Executive Director attended a NSLHD "Value Management Study" on 5 December 2012. It was a planning session to seek the feedback of 30-40 senior clinicians and stakeholders on the Northern Beaches health planning focussing on community health and services to be provided at Mona Vale Hospital. Notes are at **Tab C**.

#### Northern Beaches Hospital "Community Vision Workshops"

The Minister for Planning and Infrastructure hosted two community workshops to explore options for the Northern Beaches Hospital Precinct and surrounding area on 6 and 10 December at The Forest High School. It was clear from presentations that the Hospital planning is well progressed, while further work is needed on transport planning. Major issues raised from the floor at the second were the need to fix traffic and transport and to minimise the impact on residents during construction and operation.

**Attached at Tab C are:**

- the adopted health policy of SHOROC and the four member councils
- meeting notes from the 2 November 2012 Board briefing
- Notes from NSLHD Value Management Study – Community Health and Mona Vale

#### **Item 3.2 Briefing: Northern Beaches health planning**

##### **Discussion notes**

Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure (HI), Ms Vicki Taylor Chief Executive Northern Sydney Local Health District (NSLHD) and Mr Andrew Montague Director Operations NSLHD attended the Board meeting and provided a briefing

on regional health planning, particularly progress on the Northern Beaches Hospital including the Frenchs Forest and Mona Vale campuses, and project governance.

Ms Taylor, Mr Manning and Mr Montague advised:

- SHOROC Executive Director Ben Taylor has been appointed to the intergovernmental group working on hospital and roads, which is chaired by Dr Rohan Hammett. Mr Taylor to be formally contacted by Dr Hammett shortly.
- Mr Manning advised value management sessions were held in December with a collection of clinicians and staff, predominantly centred on community health and the Mona Vale campus. Dalwood endorsed as youth focus. Southern centre Brookvale endorsed as location as access to public transport a key issue. Agreement around Mona Vale as Northern community health centre.
- In response to Cr Townsend's question if there was any capacity to include services for eating disorders, Mr Montague advised a stakeholder workshop was planned for 28 February to discuss how to address eating disorders across the region.
- Frenchs Forest campus development:
  - Planning on track to commence major part of works during first half of 2014. DGRs are ready to submit and they will write formally to the Department of Planning in the next 4 weeks and have the process formally finished by mid-year. Images of the sites plans will be available in the coming months.
  - Land acquisition process is underway again with budget approved. Current operations are being moved off site. Services strategy being worked up in relation to where electricity, phones etc. will be put and how they are going to augment services.
  - Market sounding has been conducted and was positive, with the next stage for the NSW Govt to determine to optimal procurement model.
- Warringah Road & Wakehurst parkway upgrades:
  - Meetings with RMS are continuing, and RMS is developing plans and concepts for the intersections and considering how to address Warringah Parkway flooding issues. Transport aiming to have budgets on table in April for government to consider.
  - The Department of Planning's is currently conducting precinct planning and it is important for councils to be involved in this process.
- Mona Vale campus:
  - Master planning continues for the site and the community health building planning is going ahead, urgent care will be part of the site and that planning is also underway for an ambulance base. Potential for commercial areas in precinct. The major redevelopment for its long term complementary role will occur after the Frenchs Forest facility is fully operational in 2017/2018.
- Confirmed again that Manly Hospital will be maintained at full capacity until the Frenchs Forest site is operational.
- Aware that critical path timeline has been requested will be provided once procurement is signed off. Mr Manning estimated it would be available in weeks.

**The Board resolved:**

- **To thank** Ms Taylor, Mr Manning and Mr Montague for their briefing on regional health plans and projects and to request a further briefing at the next Board meeting.

*Moved Cr Michael Regan / Seconded Cr Jacqueline Townsend  
Carried unanimously*



## 6.2 Joint Procurement and Projects

<i>Corporate Plan project:</i>	<b>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.</b>
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The Cost Saving & Productivity Program includes collaborative projects that assist councils improve their financial sustainability and/or services for the community such as joint procurement and other joint projects for the region.

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

- Increasing the economies-of-scale for our service providers. An efficiency gain is often achieved by suppliers from the combined 'bulk' volume and this can be returned to councils through more competitive prices.
- Increasing the buyer power of our councils through offering more attractive contracts to the market. For example, every short-listed company in a recent joint tender conducted by Warringah Council staff formally offered between 2%-7% discount if awarded the contract for multiple councils. The selected supplier is currently giving a 5% discount to Warringah Council because they were also awarded the contract for Mosman Council.
- Knowledge sharing between council specialist staff and the adoption of better practices for the procurement or management of goods and services.

Joint projects conducted by specialist council staff are coordinated by SHOROC and generates efficiencies and other beneficial outcomes through: reduced duplication of effort and administration; standardisation of analysis and reporting; and improved working relations and interoperability between councils.

### Current projects

The following joint procurement activities have progressed or have been completed during this quarter:

- **Roads Construction Services Contract Management.** SHOROC conducts centralised contract management on behalf of all councils, such as quarterly price adjustments.
- **Plant and Equipment Hire Tender.** A regional tender for plant and equipment hire has been conducted on behalf of all councils.
- **Rates Notice and Parking Permit Printing and Distribution tender.** Development of a regional tender is continuing and is expected to be released in February 2013.
- **External Audit Services tender.** Planning continues for regional tender on behalf of Manly, Mosman and Warringah Councils.

The following joint projects have progressed or have been completed during this quarter:

- **Regional Groundwater Investigation.** A joint project to identify and prioritise groundwater issues of regional significance is nearing completion.
- **Regional Code of Conduct Review Panel.** A working group has begun to recruit a regional panel of Code of Conduct reviewers to reduce duplication of administration.

### Item 6.2 Joint Procurement and Projects

#### The Board resolved :

- **To defer** consideration of the report on the Joint Procurement and Projects and refer it to GMAC for further recommendation

*Moved Viv May / Seconded Cr Michael Regan*

*Carried unanimously*

## 6.3 Waste management & collection

<i>Corporate Plan project:</i>	<b>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.</b>
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### Common Waste Collection System project management

Following council waste audits and investigations into effective and efficient models of end-to-end waste management, a 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 (2015-16).

In October/November 2011, Mosman, Pittwater and Warringah councils also resolved:

1. that tender specifications are developed and council enter into a combined Regional Waste Collection Services Contract with a term of seven years, and
2. 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.

A SHOROC Waste Working Group was formed to work with SHOROC staff managing the project, overseen by the General Managers Advisory Committee (GMAC).

#### 1. Regional Waste Collection Services Contract

On 14 September 2012, SHOROC in consultation with the Waste Working Group sought to engage a waste consultant to assist with the development and conduct of the Regional Waste Collection Services tender. GMAC decided to postpone this engagement until the details of waste collection and waste processing contracts are agreed.

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

On October 2012, SHOROC engaged Pricewaterhouse Coopers (PwC) to assist with this investigation and a presentation was provided to GMs on 18 December 2012. GMAC has requested that PwC conduct and include further analysis following the assessment of alternative contractual models for waste collection and waste processing.

#### Current situation

Following GMAC direction on 11 December 2012, SHOROC has worked with Kimbriki staff to:

- a. investigate alternative contract structures for waste collection and waste processing and how these could be managed to ensure the efficiency of the end-to-end system and guarantee quality of service for the community at the kerbside.
- b. develop a communications strategy for Kimbriki and regional waste management.

SHOROC and Kimbriki developed joint recommendations which were presented to GMAC on 6 February 2013. Work is continuing to ensure a model is developed that meets the quality of service needs of councils and communities as well as those of the Kimbriki Board.

#### Item 6.3 Regional Waste Management

##### The Board resolved:

- **To note** the update on the Common Waste Collection System Project, including the investigation of alternative contract structures for waste collections and processing.

*Moved Viv May / Seconded Mark Ferguson  
Carried unanimously*

## 6.4 Shared Services investigations

<i>Corporate Plan project:</i>	<p><b>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.</b></p> <p><b>21. Investigate alternative governance structures &amp; policies in conjunction with investigation of shared services &amp; manage phased implementation as appropriate.</b></p>
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The financial sustainability of councils across NSW is a major focus of the NSW Government, which has embarked on a significant program of review and reform of local government. This began with *Destination 2036* and includes an independent review of local government and a review of the Local Government Act. 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'.

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 workshopped and agreed potential shared services to be investigated. The agreed objectives underpinning 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.

The services agreed for independent business case assessment are:

1. Waste management services (as reported under item 6.3).
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.

### Centralised Procurement Team

On 6 February 2013, GMAC discussed a SHOROC proposal to immediately establish a centralised Procurement Team in order to build upon the estimated \$1.5M of annual savings currently being achieved through joint procurement arrangements (see item 6.1) 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 will continue discussions on the proposal at its next meeting following liaison with non-member councils to gauge interest in working with SHOROC to further increase scale.

### Item 6.4 Shared Services investigations

#### The Board resolved:

- **To defer** consideration of the report on the Shared Services investigations and refer it to GMAC for further recommendation

*Moved Viv May / Seconded Mark Ferguson  
Carried unanimously*

## Item 7 SHOROC project and working group reports

### 7.1 Kimbriki Sub-Committee

<i>Corporate Plan project:</i>	<i>15. Coordinate and provide secretariat for Kimbriki Sub-Committee</i>
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The Kimbriki Sub-Committee met on 5 December 2012 at Kimbriki Eco-House and the minutes from the meeting are attached (**Tab I**).

As this was the first meeting following the local government elections, the position of Chairperson was declared vacant. Cr Pat Daley (Warringah) was the sole nomination and was elected as Chairperson.

The Sub-Committee was provided briefs from SHOROC and KEE on regional waste projects and the KEE Business Plan. The Kimbriki Sub-Committee:

- **Agreed** that SHOROC seek an update from the LGSA regarding the letter sent from SHOROC requesting that LGSA actively support the view that a greater allocation of NSW Waste and Environment Levy funds be returned to fund projects such as the Kimbriki AWT.
- **Noted** the project updates from SHOROC and KEE.
- **Noted** the KEE Business Plan.
- **Agreed** to request councils provide a formal presentation on the GMs' overseas waste facility study tour at the next Kimbriki Sub-Committee meeting.

The Sub-Committee discussed the proposed 2013 meeting calendar and have tentatively scheduled the next meeting for 5-7pm on 6 March 2013 at the time of this report.

#### Item 7.1 Kimbriki Sub-Committee

##### The Board resolved:

- **To Note** that Cr Pat Daley (Warringah) was elected as Chairperson for the Kimbriki Sub-Committee.
- **To Note** the minutes and resolutions of the Kimbriki Sub-Committee held on 5 December 2012.
- **To Agree** that SHOROC action the recommendations of the Sub-Committee.
- **To Note** that the next meeting of the Kimbriki Sub-Committee is scheduled for 5-7pm on 6 March 2013 at the Manly Council Chamber.

*Moved Cr Michael Regan / Seconded Cr Jacqueline Townsend  
Carried unanimously*

## 7.2 Small business & tourism

<i>SHOROC Corporate Plan project:</i>	<i>6. Identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies</i>
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SHOROC's 2012-16 Corporate Plan approved by the Board in May 2012 included a project in the second half of 2012/13 to "Identify and coordinate delivery of collaborative projects to grow the local economy, supporting small business and collaborating on regional visitor and tourism strategies".

The initial meeting of the project working group was on 4 December 2012.

The project goal and the project overview were revisited and draft objectives were defined.

The need for a holistic destination management planning approach was discussed. It was agreed that any plan should consider how to increase visitor expenditure, length of stay in region, travel throughout region and ways of supporting small business in low periods, rather than looking to increase visitor numbers where capacity is already at maximum levels.

Initial actions include research into current visitation patterns, consideration of each LGA's desired visitation and what areas lack infrastructure to support current levels of visitation.

The next meeting is planned for February/March 2013.

### **Item 7.2 Small business & tourism**

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

- **To note** the update on the project to identify and coordinate delivery of collaborative projects to grow the local economy, support small business and collaborate on regional visitor and tourism strategies.

*Moved Viv May / Seconded Rik Hart*

*Carried unanimously*

### 7.3 Professional Officers Groups

<i>Corporate Plan project:</i>	<p><b>10. Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required.</b></p> <p><b>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.</b></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.
- Procurement Working Group (Peter Baartz, Lisa Neal, Helen Lever, Max Glyde). Meet every 2 months
- Community Services Managers (Lindsay Godfrey, Eric Poulos, Ruth Robins, Melissa Mesinna, Nicola Atmore). Meet every 2-3 months
- Local economy, business & tourism. (Di Lawrence, Beth Lawsen, Lindsay Godfrey, David Kerr, Paul William-Smith). Meet every 2-3 months.
- HR & Workforce planning (Melodie Whiting, Steve Rawe, Marija Savic, John Gilroy). Meet quarterly.
- Climate change adaptation & 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.
- Waste management (Tony Walmsley, John Saul, Jeffrey Lofts, 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.
- 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 7.3 Professional Officers Groups**

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

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

*Moved Cr Jacqueline Townsend / Seconded Cr Michael Regan  
Carried unanimously*

## Item 8 SHOROC Administrative Matters

### 8.1 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.
- **Planning & Reform:** Providing regional submissions and participating in NSW planning and legislative reviews including the Planning Legislation Review, Metropolitan Strategy, Destination 2036 and Independent Local Government Review.
- **Cost Saving & Productivity:** Delivering priority cost savings & productivity projects for councils including coordinating and managing regional tenders, providing consultancy management for the groundwater project, 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, 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*.
- **Business Planning:** Holding the annual Councillor Forum and developing the SHOROC Operational Plan and budget for 2013/14.
- **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.

The Board agreed at its 2 November 2012 meeting to: request that SHOROC work with councils to conduct a spatial analysis of major council assets and facilities in regard to current and future supply and demand and develop a regional and local asset planning document for consideration of the Board. GMAC decided at its 5 December 2012 meeting to recommend to the Board that this project be put on hold until further notice due to resourcing and other issues.

#### Item 8.1 Review of current work priorities

##### The Board resolved:

- **To endorse** the current work priorities identified for SHOROC, including that the regional and local asset planning document project be delayed until further notice.

*Moved Viv May / Seconded Mark Ferguson  
Carried unanimously*

## 8.2 SHOROC Inc. December 2012 financial report

*SHOROC Corporate  
Plan project:*

*27. Continue appropriate annual and financial reporting.*

The second quarterly financial report for 2012/13 including the end of year forecast as at 31 December 2012 is attached at **Tab J**.

It should be noted that at this stage there is a forecast loss at the end of 2012/13 of approximately \$18,000. This forecast loss is primarily due to unforeseen legal fees of approximately \$28,000 associated with an HR issue. Income from consultancy services and fee-for-service is also forecast as below budget due to staff changes. Savings are forecast to be able to be made in administration costs in order to partially offset the additional costs and reduced income. These savings may be able to be further extended to minimise the actual loss at the end of the financial year and every effort will be made to do so.

### **Item 8.2 December 2012 financial report**

**The Board resolved:**

- **To endorse** the SHOROC 31 December 2012 quarterly financial report for 2012/13.

*Moved Rik Hart / Seconded Viv May*

*Carried unanimously*

## **Item 9 General business**

## **Item 10 Confirm time for next meeting**

1 May 2013 3-5pm at the SHOROC Offices.



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# ATTACHMENTS

- 
- Tab A. SHOROC BRT pre-feasibility report submission**
  - Tab B. NSW Long Term Transport Masterplan briefing note**
  - Tab C. Health background documents**
  - Tab D. Options to Enhance Regional Collaboration amongst Councils in NSW (separate PDF)**
  - Tab E. Northern Beaches Regional Action Plan (separate PDF)**
  - Tab F. Letter from RDA (Sydney)**
  - Tab G. National Broadband Network letter**
  - Tab H. Quarterly Report Cost and Productivity Savings Program Report**
  - Tab I. SHOROC Kimbriki Sub-Committee Minutes**
  - Tab J. December 2012 Financial Report**
  - Tab K. DRAFT 2013 Councillor Forum Report**