

# SHOROC INCORPORATED

## BOARD MEETING MINUTES

Wednesday, 6 August 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
Rik Hart	General Manager Warringah Council

### In attendance

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

## Item 1 Welcome and apologies

## Item 2 Adoption of 7 May 2014 minutes and matters arising

### 2.1 Minutes of 7 May 2014 Board meeting

---

The SHOROC Board:

- Adopted the minutes of the 7 May 2014 meeting.

*Moved Cr Peter Abelson/seconded Mark Ferguson*

*Carried unanimously*

---

## Item 3 Regional planning and government relations

### 3.1. NSW & Commonwealth MP meetings

**REGIONAL PRIORITY** Improve working partnerships with NSW and Commonwealth MPs and Executives and increase representation on inter-agency working parties.

**SHOROC ACTION** Strengthen partnership of the Board with NSW and Commonwealth MPs.

#### **SUMMARY**

Actions arising from meetings with Commonwealth and NSW MPs.

#### **REPORT**

As part of SHOROC's intergovernmental relations role, regular meetings are arranged between the Board and local NSW and Commonwealth MPs to discuss key infrastructure funding and other regional issues.

This item is listed for discussion of actions arising from the meetings held since the last Board meeting.

#### **1. Commonwealth MP meeting**

Held 17 June 2014 with The Hon. Tony Abbott MP and The Hon. Bronwyn Bishop MP. There was positive discussion regarding Commonwealth funding for the potential tunnel should the NSW Government determine to proceed. The Hon. Tony Abbott MP has written to SHOROC as promised regarding the NBN (**Tab A**). In considering this letter, GMAC has agreed to invite NBN Co. to attend an upcoming GMAC to provide a briefing on the NBN rollout now that plans should be clearer following the changes after the 2013 Federal election.

#### **2. NSW MP meeting**

Held 15 July 2014 with The Hon. Jillian Skinner MP, The Hon. Brad Hazzard MP, The Hon. Rob Stokes MP and Jonathan O'Dea MP. Late apologies were received from The Hon. Mike Baird MP.

This was a valuable and constructive meeting, with key points of discussion including:

- NSW Budget funding for the SHOROC region, with a focus on transport
- Planning and the integration of state and local government priorities
- Current priorities and strengthening the partnership between state and local government
  - Transport including Bus Rapid Transit, road upgrades, tunnel and regional transport planning
  - Health including hospital and community health centres planning
  - Social infrastructure
  - Governance, stronger regional model and foreshadowed 'pathfinder' program
- Metropolitan Strategy and subregional planning update
- Northern Sydney Council of Mayors update
- Belrose landfill site and potential future regional biking facility

Issues of note regarding next steps include the positive support for the planned Northern Sydney Council of Mayors, advice confirming the size of the subregional planning region, and the discussion regarding local government reform. The NSW MPs gave an undertaking to take forward concerns over the bus capacity at Chatswood and the proposal for SHOROC to be a member of the DPC Regional Leadership Group.

The NSW MPs also requested SHOROC consider the Belrose Mountain Biking Facility, suggested the Minister for Community Services be invited to the region to discuss social infrastructure, and invited the Board to tour the new Mona Vale sub-acute facility. It was agreed economic development and employment containment would be a key point of discussion at the next meeting in December.

---

The SHOROC Board:

- Noted the update on the recent meeting with Commonwealth and NSW MPs including key points of discussion and issues arising.
- Noted the letter from The Hon. Tony Abbott MP regarding the NBN.
- Agreed the President write to the Prime Minister to thank him for the recent meeting and to note his support for the potential Northern Beaches Tunnel should the NSW Government determine to proceed with the tunnel following the feasibility studies underway.
- Agreed the President write to the Premier to advise of the Prime Minister's support for the potential Northern Beaches Tunnel, to request to be kept informed and involved in the feasibility studies and to offer assistance for the project.

*Moved Cr Jacqueline Townsend/seconded Cr Peter Abelson*

*Carried unanimously*

---

### 3.2. Transport infrastructure and planning

---

<b>REGIONAL PRIORITY</b>	Modal shift to faster and more reliable public transport together with less congested roads. Funding allocated and construction commenced on major agreed priority public transport and road upgrades.
<b>SHOROC ACTION</b>	Advocate for priority public transport and road infrastructure. Partner with the NSW Government on planning and implementation.

---

#### SUMMARY

Next steps in the implementation of the major transport upgrades across the region.

#### REPORT

##### Northern Beaches Transport Action Plan

The advocacy campaign for a package of public transport and road upgrades for the SHOROC region has been successful in securing \$644 million in NSW Government funding, announced on 17 June 2014.

The NSW Government's Northern Beaches Transport Action Plan (**Tab B**) is a five-year program of works to effectively implement the package of transport infrastructure upgrades developed collectively by the councils through SHOROC as the *Shaping Our Future* strategy in 2011. The funding (**Tab C**) includes:

- \$45 million allocation in 2014-15, plus \$5 million Restart NSW funds for tunnel feasibility studies
- \$644 million allocation over the next five years, including:
  - \$400 million for Northern Beaches Hospital, Road Connectivity and Network Enhancements project (underpasses, road and intersection upgrades at Frenchs Forest).
  - \$233 million for Bus Rapid Transit and public transport including new commuter car parks and five new transport interchanges. Notably this includes significant upgrade of east-west public transport and foreshadowed implementation of a BRT on this route in the future.
  - \$5 million for Northern Beaches Tunnel Feasibility Study (from Restart NSW).
  - \$6.25 million for Mona Vale Road upgrade planning.

Now that the plan has been announced, the priority turns to the implementation plan including ensuring an appropriate project planning and coordination structure, and integrating transport interchange planning with council LGA/town/village planning and active transport planning.

SHOROC has provided some councillor briefings on the plan with individual councils in recent weeks and has scheduled dates in the coming weeks for the remaining councils. SHOROC is also seeking a suitable date or dates for councillor briefing/s by Transport for NSW (T4NSW).

##### Implementation plan and council involvement

SHOROC worked with T4NSW on the development of the Transport Action Plan.

T4NSW has advised it wants to work closely with councils on a regional basis on implementation of the plan. It is understood from T4NSW staff that:

- A draft detailed forward work program is currently being developed, and this will be discussed in detail with councils to seek to align delivery of transport infrastructure and council work programs
- A draft coordination/governance framework is under development and this will also be discussed with councils before finalisation. Preliminary advice suggests this is to incorporate:
  - A GM/Director level steering group with representation from councils, SHOROC, T4NSW and RMS to coordinate planning, implementation and network optimisation
  - A small coordination group with representation from T4NSW and SHOROC
  - Reference/advisory groups for specific issues or localities
- T4NSW has appointed a Northern Beaches Transport Plan coordinator to manage implementation.

- As part of the implementation, T4NSW is keen to work with councils to integrate transport interchange planning with council LGA/town/village planning and active transport planning.
- There may be opportunities for councils to act as the delivery agency for some of the infrastructure if appropriate (RMS and the Transport Projects Division of T4NSW are other delivery agencies)

SHOROC has arranged a preliminary meeting with T4NSW and council GMs/Directors in the week commencing 28 July and a verbal update on this will be provided at the Board meeting. It is planned regular briefings with councillors will be sought as part of the implementation framework.

### **Update on major projects underway**

#### **Tunnel feasibility planning**

T4NSW has advised the funding for these feasibility studies has been allocated in the 2014-15 year and that work is to commence shortly.

#### **Northern Beaches Hospital precinct road and intersection upgrades**

Planning continues for the road upgrades around the Northern Beaches Hospital at Frenchs Forest. The proposed upgrades being planned are consistent with SHOROC's agreed priorities for Warringah Road, Wakehurst Parkway and Forest Way.

The RMS has just publicly announced the designs for stage 1 (Frenchs Forest Road predominantly) and the strategic designs for stage 2 (the Warringah Road underpass). A briefing was provided to Warringah Council and to SHOROC prior to the public announcement.

Key features of the work are:

- A major Warringah Road underpass which will take eastbound and westbound through traffic under the Wakehurst Parkway and Forest Way intersections and help remove these choke points
- Works to enable efficient access to the hospital including Frenchs Forest Road East, Wakehurst Parkway and Warringah Road

The RMS community update outlining the planned works can be downloaded at [www.rms.nsw.gov.au/roadprojects/projects/sydney\\_region/northern\\_sydney\\_region/nbh/documents/northern-beaches-hospital-community-update-july-2014.pdf](http://www.rms.nsw.gov.au/roadprojects/projects/sydney_region/northern_sydney_region/nbh/documents/northern-beaches-hospital-community-update-july-2014.pdf)

The SHOROC Board:

- Welcomed the announcement of the NSW Government's \$644 million Northern Beaches Transport Action Plan, which is effectively a five-year program of works to implement the package of transport infrastructure upgrades developed collectively by the councils through SHOROC.
- Congratulated Manly, Mosman, Pittwater and Warringah councils and SHOROC for agreeing and remaining united on the regional transport plan under SHOROC's 2010 *Shaping Our Future* strategy and working constructively with NSW MPs, Ministers and departments to secure the \$644M funding.
- Noted the advice received from Transport for NSW on the development of an implementation plan and intention to work closely with councils.
- Agreed the priority is to work closely with Transport for NSW on implementation of the Northern Beaches Transport Action Plan and to agree a suitable coordination/governance framework that involves councils in the implementation.
- Noted the update on current major projects underway.
- Agreed to hold separate meetings with North Sydney and Willoughby with a view to identify opportunities and threats in regards to Northern Beaches Transport Action Plan.
- Acknowledged the importance of active transport in the development and implementation of the Northern Beaches Transport Action Plan.

*Moved Cr Michael Regan/seconded Mark Ferguson*

*Carried unanimously*

### 3.3. Regional Action Plan

**REGIONAL PRIORITY** Improve coordinated regional planning and integration of regional priorities with NSW and Commonwealth plans and policies.

**SHOROC ACTION** Partner with the NSW Government in development of regional plans and policies including updated Regional Action Plan, Subregional Delivery Plan.

#### **SUMMARY**

Update on the development of the updated NSW2021 Regional Action Plans in 2014.

#### **REPORT**

The NSW Government is developing updated Regional Action Plans (RAPs), including the Northern Beaches Regional Action Plan (note Mosman is part of this plan).

RAPs are a subset of the State Plan NSW21021, outlining key projects the NSW Government will deliver across each specific region.

RAP development is managed by the NSW Department of Premier & Cabinet (DPC).

DPC initiated the update process by holding a workshop with council GMs and ROC Executive Directors for eastern Sydney to seek to identify regional priorities and strategies for inclusion in the draft RAPs.

Following this workshop SHOROC in consultation with council GMs prepared consolidated feedback to DPC on the regional priorities for the Northern Beaches RAP based on the agreed priorities for this region outlined in SHOROC's 2014-18 Corporate Plan and the key priorities discussed at the workshop (**Tab D**).

This feedback will now be used to develop draft regional priorities for discussion with NSW Government agencies and a further workshop of council General Managers in the coming months.

DPC also manages the Regional Leadership Group to coordinate the RAPs. This group includes senior representatives from each 'cluster' of NSW Government agencies and is responsible for coordinating the RAPs and cross-government initiatives.

DPC has advised that the proposal to invite a SHOROC delegate to participate as a member of the Regional Leadership Group is generally supported by the DPC Executive and will be considered by government.

The SHOROC Board:

- Noted the update on the development of the updated NSW2021 Regional Action Plans and the next steps.
- Noted the consolidated feedback submission to the NSW Department of Premier & Cabinet on the regional priorities for the Northern Beaches Regional Action Plan (**Tab D**).

*Moved Cr Peter Abelson/seconded Henry Wong*

*Carried unanimously*

### 3.4. Economy

**REGIONAL PRIORITY** Grow the local economy and key business sectors to facilitate increased local employment and containment.

**SHOROC ACTION** Form and coordinate regional economic development working party.  
Host Regional Business Summit and consider Regional Chamber of Commerce.  
Advocate and work with local business chambers for regional priorities.  
Inform and support regional employment planning.

#### SUMMARY

Establishment of an economic development working group and holding a workshop with regional business leaders to support council economic development initiatives and regional advocacy.

#### REPORT

##### Background

The SHOROC Corporate Plan has a number of actions to support regional economic development including:

*4.1 Form and coordinate a regional economic development working party to review, identify and implement opportunities to grow the local economy and key sectors, promote the region and attract investment*

*4.3 Advocate and work together with local business chambers for regional priorities including infrastructure and services*

The Board is considering opportunities to work more closely with the local business community on a regional basis to collaborate and advocate for regional priorities, particularly the needs of the business community. This includes establishing a regional economic development working party and holding a workshop with the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) to seek to work more closely with the local business community on a regional basis to advocate for regional priorities.

The Board at its 7 May 2014 meeting resolved to:

- Refer to GMAC to consider the merits of the establishment of a working group with Sydney Metropolitan North Chamber of Commerce.

GMAC considered the issue at its 11 June 2014 and 16 July 2014 meetings and:

- Agreed an economic development working group of council staff be formed to review, identify and implement opportunities to grow the local economy and key sectors, promote the region and attract investment.
- Agreed the working group provide a report to GMAC in six months outlining its priorities.
- Agreed a meeting is arranged between the working group and the SNRAC to discuss regional priorities including those for regional advocacy, and discuss how the group would like to engage with councils.

The SHOROC Board:

- Agreed an economic development working group of council staff be formed to review, identify and implement opportunities to grow the local economy and key sectors, promote the region and attract investment and that it report to GMAC in six months outlining regional priorities.
- Agreed a meeting is arranged between the working group and the SNRAC to discuss regional priorities including those for regional advocacy, and discuss how the group would like to engage with councils.

*Moved Cr Jean Hay/seconded Henry Wong*

*Carried unanimously*

### 3.5. Regional Waste Avoidance & Resource Recovery Strategy and projects

---

<b>REGIONAL PRIORITY</b>	Waste: Contribute to NSW Waste & Resource Recovery Strategy targets.
<b>SHOROC ACTION</b>	Finalise and implement Regional Waste Avoidance & Resource Recovery Strategy. Provide secretariat for Kimbriki Sub-Committee.

---

#### **SUMMARY**

Update on the Kimbriki Sub-Committee, progress made on the draft Regional Waste Avoidance and Resource Recovery Strategy, and update on regional projects including the common waste collection system and tender process and the Interim SHOROC Waste Disposal Contract.

#### **REPORT**

##### **Kimbriki Sub-Committee meeting**

The Kimbriki Sub-Committee of the SHOROC Board met on 18 June 2014 and the draft minutes are attached (**Tab E**). The next meeting will be held on Wednesday 17 September 2014 at 6-8pm.

##### **Regional Waste Avoidance & Resource Recovery Strategy**

The regional waste strategy, *Too Good to Waste*, has been developed in conjunction with the SHOROC Waste Working Group of council waste managers and KEE. The draft strategy was submitted to the NSW EPA on 30 June 2014 as per the NSW EPA funding agreement, following GMAC endorsement. Councillor briefings have been held for all councils. The public draft strategy (**TAB F**) and accompanying draft infographic (**TAB G**) are currently being finalised.

At the time of circulation of these papers the plan is to launch the draft strategy Friday 8 August 2014 at Kimbriki Resource Recovery Facility jointly with the Minister for the Environment.

Four weeks of online community consultation will follow, led by SHOROC, with each council promoting the strategy and the opportunity for feedback. The Regional Waste Coordinator is available to brief council community groups as requested. At the end of the consultation period the finalised strategy will be provided to each council for ratification. The strategy launch is being planned for National Recycling Week (10-16 November 2014).

##### **Regional waste projects**

##### **Common waste collection system**

All four councils resolved to implement the common waste collection system which is matched to the future waste processing capabilities at Kimbriki (MRF and RRF). In addition, Mosman, Pittwater and Warringah councils resolved *that tender specifications are developed and councils enter into a combined Regional Waste Collection Services Contract with a term of seven years*. This project is on hold pending written clarification regarding Warringah Council's involvement in the Regional Waste Collection Contract.

##### **Interim SHOROC Waste Disposal Contract**

The SHOROC Waste Disposal Contract for Belrose expires in November 2014. The landfill operations at Belrose will close prior to Kimbriki being able to accept putrescible waste.

On 4 December 2013, GMAC *agreed that Warringah Council will coordinate 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*. Warringah Council has coordinated the interim contract in consultation with other councils. The tender closed on 26 June 2014 and tender evaluations are underway.

---

The SHOROC Board:

- Noted the draft Minutes of the Kimbriki Sub-Committee from Wednesday 18 June 2014.
- Noted the draft Regional Waste Avoidance and Resource Recovery Strategy *Too Good to Waste* and process for community consultation on the draft.
- Noted the update on Regional Waste Projects including the Common Waste Collection System and Interim Waste Disposal Contract.

*Moved Henry Wong /seconded Cr Michael Regan*

*Carried unanimously*

---



### 3.6. Belrose regional mountain biking facility proposal

**REGIONAL PRIORITY** Coordinate and share knowledge between councils for the planning and management of assets and facilities that meet the needs of the community.

**SHOROC ACTION** Facilitate and coordinate more coordinated asset planning and management.

#### SUMMARY

Proposal to consider the feasibility of the Belrose downhill mountain biking facility.

#### REPORT

At the 15 July 2014 MP meeting Mr Jonathan O’Dea raised the proposed Belrose downhill mountain biking facility and the MPs requested SHOROC consider the feasibility of this proposal from a regional perspective. The SHOROC President undertook to consider the issue at the upcoming Board meeting.

Warringah Council has been in discussions with the NSW Government’s Waste Assets Management Corporation (WAMC) regarding the proposal. Council has expressed concerns with the costs and ongoing maintenance of the proposal and has resolved that it has no financial capacity to be responsible for maintaining and managing such a facility. However it will continue to provide assistance to progress the necessary planning approvals for the proposed recreational use of the site, and it in principle supports the proposal to develop a passive recreation area at the site.

Warringah Council also called on the State Government to call for an Expression of Interest from suitably incorporated bodies to operate the proposed mountain bike facility on the Belrose Waste Site or have it operated by the Office of Communities, Sport and Recreation or the Office of Environment and Heritage as the land is owned by the Government.

It is noted also that *The Manly Daily* reported on 23 July 2014, that WAMC is calling for EOIs from private groups to run the proposed downhill mountain biking facility and that local cyclists are working together in order to put in a bid. This includes Manly Warringah Cycling Club’s Peter McNamara who was reported as saying that a group has put together the Bare Creek Bike Park Inc. to put in an EOI.

GMAC discussed this issue at its 16 July 2014 meeting and considers that more information is required before any potential role for SHOROC can be determined.

GMAC is recommending that the Board request GMAC to conduct further analysis of the issues and options for this proposal and the site for further consideration at the next Board meeting. This includes analysis of the current proposal and similar facilities, alternative proposals for the site, and opportunities for councils and/or SHOROC to manage the site or to facilitate other groups to managing the site.

The SHOROC Board:

- Agreed Pittwater and Manly will assist SHOROC to conduct further analysis of available reports on the proposed Belrose regional downhill mountain biking facility for consideration by GMAC.
- Agreed this review conduct further analysis of the issues and options for this proposal and the site including the current proposal and similar facilities, alternative proposals for the site, and opportunities for councils and/or SHOROC to manage the site or to facilitate other groups to managing the site.

*Moved Mark Ferguson /seconded Henry Wong*

*For Cr Jacqueline Townsend, Cr Jean Hay, Henry Wong, Mark Ferguson*

*Against Cr Michael Regan, Cr Peter Abelson, Rik Hart, Veronica Lee*

*Casting vote Cr Jacqueline Townsend*

*Carried*

### 3.7. Items for brief mention

Brief updates on advocacy, projects and other Board resolutions listed below for information.

Corporate project/resolution	Issue	Status/update
2. Health	Health Advocacy and Planning	Stage 1 Planning approval (site clearance) granted and site clearance has commenced. Decision to be made on the chosen developer/operator by late 2014
5. Housing growth & choice	Metro Strategy and Subregional delivery planning	Awaiting finalisation of Metropolitan Strategy and commencement of subregional delivery planning. Note establishment of Greater Sydney Commission will likely impact on future planning.
5. NSW 2021	Regional Youth Strategy	Draft Strategy currently under development by Department and will then be reviewed by council staff working party.
5. NSW 2021	Regional Ageing Strategy	The Strategy has been revised based on the SHOROC submission and meetings with the Office of Ageing to negotiate the final strategy and its resourcing. A final plan should be released shortly.
Board Nov 2013	Fast broadband	Contact made but representatives unable to attend June 2014 GMAC from the Commonwealth Department of Communications for a briefing on digital economy issues and supporting small business. NBN Co. representatives will be invited to the next GMAC.
Board Feb 2014	Alcohol free zones	SHOROC to arrange 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.

The SHOROC Board:

- Noted the update brief updates on advocacy, projects and other Board resolutions listed for information.

*Moved Veronica Lee /seconded Cr Jean Hay*

*Carried unanimously*

## Item 4 Governance and operations

### 4.1 Northern Sydney Council of Mayors

---

<b>REGIONAL PRIORITY</b>	Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda.
<b>SHOROC ACTION</b>	Lead establishment of proposed North Metro Council of Mayors and provide admin Transition SHOROC to new North Metro Council of Mayors at suitable time.

---

#### **SUMMARY**

Update on the progress of formation of the proposed Northern Sydney Council of Mayors.

#### **REPORT**

The SHOROC Board resolved at its 7 May 2014 meeting that the SHOROC Board supports the proposed formation of the Northern Sydney Council of Mayors via an MOU and encourages member councils to support the formation of, and participation in, the proposed new group.

A meeting of Mayors and their delegates from 10 northern Sydney councils was held on 11 June 2014. The minutes of the meeting are attached (**Tab H**). In summary, the meeting:

- Agreed to form the new regional grouping of councils for northern Sydney called the Northern Sydney Council of Mayors.
- Approved the Memorandum of Understanding and Terms of Reference, subject to minor amendments.
- Agreed the Presidents of NSROC and SHOROC act as interim co-chairs for the Northern Sydney Council of Mayors working party for a period of up to two months to enable Hornsby, Warringah and Ku-ring-gai councils to consider formally ratifying the MOU.
- Agreed the next steps, including development of proposed initial priorities by the Co-chairs and ROC Executive Directors for consideration at the next meeting to form the basis of the business plan for the Northern Sydney Council of Mayors.

The next meeting is scheduled for Thursday 14 August 2014, 12.30-2.30pm at Willoughby City Council.

It is understood through the Chair of the NSROC GMAC, that some NSROC councils are uncertain about proceeding with the MOU at this time due to uncertainty regarding the local government reform and as not all members have resolved to become a member of the Northern Sydney Council of Mayors.

Further information will be sought on this issue for the information of the Board and it is recommended that the Board discuss and determine the appropriate course of action.

---

The SHOROC Board:

- Noted the update on the proposed Northern Sydney Council of Mayors.
- Noted that the scheduled 14 August 2014 meeting has been deferred due to the imminent release of the NSW Government's response to the Independent Local Government Review and will be reconvened post announcement.

*Moved Cr Peter Abelson /seconded Cr Jean Hay*

*Carried unanimously*

---

## 4.2 Local government reform

<b>REGIONAL PRIORITY</b>	Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda.
<b>SHOROC ACTION</b>	Work with NSW Govt to strengthen regional collaboration model as part of local government and planning reform, including proposing to act as 'pathfinder' region.

### SUMMARY

Update on meeting with the Minister for Local Government and the foreshadowed 'pathfinder' program.

### REPORT

#### Background

Prior to the change in Ministerial portfolios, the NSW Government indicated a plan to select 'pathfinder' regions to establish the roles and governance model for future regional organisations as part of local government reform.

The SHOROC Board resolved at its 7 May 2014 meeting to:

- Agree it would be beneficial for SHOROC and member councils, and/or including NSROC member councils, to participate as a 'pathfinder' subject to a favourable process and funding arrangement, and encourage member councils to support any such proposal.
- Agree the Executive lead the consideration of SHOROC's involvement as a potential 'pathfinder' region in consultation with Board members.

The SHOROC Executive met with the new Minister for Local Government The Hon. Paul Toole MP on 1 July 2014. Meeting notes are attached (**Tab I**).

It would appear the Minister is seeking to have the Government's response to the Independent Local Government Review and Local Government Acts Review considered by Cabinet and released ASAP.

The Minister was very positive about SHOROC and the role of regional organisations. It appeared the Minister and his staff understood the need for the core focus of regional organisations to be strategic planning and government relations, with flexibility for councils regarding other activities such as services and joint procurement.

However the Minister was non-committal regarding the foreshadowed 'pathfinder' program. The Minister indicated support for a legislative framework for regional organisations/ROCs, with mandatory and equal participation enshrined in legislation, and it appears the preference is to move directly to legislation.

#### Comment

From a regional perspective it's unclear whether the Government will be proceeding as foreshadowed with the 'pathfinder' program, or another formal program of a different name, or proceeding directly to legislating a framework for regional organisations.

Whether a formal program for leading regions proceeds or not, it appears that there will be opportunities for successful regions to work with the Government to further develop its framework for regional bodies. This may be through a more informal process or a rebranded 'pathfinder' program.

SHOROC will continue to seek involvement and to work with the Government on any such process to seek to ensure that the views of member councils are front and centre of considerations.

SHOROC will also continue to review and seek to strengthen its relationships with the state government and also its governance model through the review agreed by the Board.

The SHOROC Board:

- Noted the update on the meeting with the Minister for Local Government and indications regarding moving directly to legislation for regional organisations.
- Endorsed that SHOROC continue to work constructively with the NSW Government to further develop its framework for regional organisations, and to strengthen the working relationship with state agencies and MPs.

*Moved Cr Michael Regan /seconded Cr Jacqueline Townsend*

*Carried unanimously*

### 4.3 Decision-making governance review

---

<b>REGIONAL PRIORITY</b>	Continue high operational standards and reporting
<b>SHOROC ACTION</b>	Continue to review and adapt SHOROC governance, membership, size and operational policies

---

#### **SUMMARY**

Update on SHOROC's review of its governance during 2014/15 financial year to consider alternative voting structures.

#### **REPORT**

The SHOROC Board resolved at its 7 May 2014 meeting:

- That SHOROC review its governance structure during 2014/15 financial year to consider alternative voting structures - including but not limited to proportional voting or veto powers to be fully considered by the SHOROC Board within six months. These voting structures are also to be considered as part of any work with the NSW Government to strengthen the regional collaboration model as a 'pathfinder' region.

By way of update, GMAC considered this issue at its 11 June 2014 meeting and:

- Agreed the Executive Director should conduct the SHOROC decision-making governance review in consultation with GMAC and Executive members.
- Agreed the issues to be considered are:
  - Board decision-making: delegates, voting and operation.
  - Engagement with councils: structure and processes for engaging councillors and council staff in policy development and decision-making.
  - Engagement with other levels of government: structure for engaging with other levels of government effectively and efficiently and ensuring appropriate accountability/representation.
- Agreed an initial options report is prepared for consideration of GMAC at its September 2014 meeting.

Following consideration by GMAC it is planned a report will be prepared for the November Board meeting.

The SHOROC Board:

- Noted the update on SHOROC's review of its governance during 2014/15 financial year to consider alternative voting structures, and agreed that a report will be prepared for the February 2015 Board meeting.

*Moved Cr Michael Regan /seconded Rik Hart*

*Carried unanimously*

---

## 4.4 Councillor briefings, AGM and forum

**REGIONAL PRIORITY** Improved engagement with councillors and senior staff in planning and programs, and improved understanding of priorities and projects.

**SHOROC ACTION** Provide regular councillor and staff briefings on major projects and policy development.

### SUMMARY

Approval of the broad schedule of councillor briefings/events.

### REPORT

#### Background

The SHOROC Corporate Plan includes an annual councillor forum and the provision of regular councillor and staff briefings on major projects and policies.

In the past, councillor briefings have been conducted occasionally when requested by councils. Examples have included the *Shaping Our Future* strategy and briefings of some incoming councils on SHOROC's priorities. More recently there have been more frequent briefings including on the Regional Waste Strategy and the Northern Beaches Transport Action Plan.

Mosman Council has requested that the Executive Director provide a quarterly briefing of the council at around the same time as the Board meetings.

Warringah Council's Cr Menano-Pires has proposed quarterly briefings:

- Two briefings for all councillors (every six-months or so)
- Two briefings of individual councils (in between the regional briefings)
- Extraordinary briefings as required

#### Comment

The concept of regular councillor briefings is supported. However often advocacy takes time meaning there can appear to be slow progress and it is important any briefings are a meaningful use of everyone's time. A regular briefing schedule of all councils at around the same time as the Board meetings would enable efficiencies of effort in preparation.

GMAC considered this issue at its 11 June 2014 meeting and agreed that the broad schedule of councillor briefings/events offered be as follows:

- February/March: annual councillor forum for regional priorities workshop and key project briefing
- May/June: individual council briefings, as determined by individual councils
- August/September: individual council briefings, as determined by individual councils
- November/December: AGM, now including councillor briefing on key projects

The SHOROC Board:

- Agreed the broad schedule of councillor briefings/events including the annual councillor forum, individual council briefings and AGM.
- Agreed that briefings be offered for individual councils for the week or two following Board the May and August Board meetings.
- Agreed and that General Managers will advise SHOROC if scheduled briefings are required for their council.
- Agreed that other individual council briefings are available on request.

*Moved Mark Ferguson /seconded Veronica Lee*  
*Carried unanimously*

---

## 4.5 Review of professional officers groups

---

**REGIONAL PRIORITY** Improved collaboration and knowledge sharing between councils.

**SHOROC ACTION** Continue to review working groups to ensure aligned to priorities.

---

### **SUMMARY**

Endorsement of SHOROC working groups.

### **REPORT**

#### **Background**

As part of SHOROC's Corporate Plan, there is to be regular reviews of the SHOROC review working groups to ensure effectiveness and appropriateness. A review has just been conducted to align the working groups with the new priorities under the 2014-18 Corporate Plan approved by the Board.

An updated list of working groups and their key focus areas is attached for endorsement (**Tab J**). GMAC has endorsed this recommendation.

---

The SHOROC Board:

- Endorsed the SHOROC working groups.

*Moved Mark Ferguson /seconded Cr Jean Hay*

*Carried unanimously*

---

**Item 5 Additional matters raised by councils**

*Nil*

**Item 6 General business**

**Item 7 Confirm time and date of next meeting**

Next ordinary meeting: 26 November 2014, 2-4pm.

Annual General Meeting: 26 November 2014, 4-6pm



# ATTACHMENTS

---

- Tab A Letter from The Hon. Tony Abbott MP**
- Tab B Northern Beaches Transport Action Plan**
- Tab C NSW Budget 2014-15 summary for SHOROC region**
- Tab D Regional Action Plan feedback**
- Tab E SHOROC Kimbriki Sub-Committee minutes**
- Tab F Too Good to Waste strategy**
- Tab G Too Good to Waste strategy Infographic**
- Tab H Northern Sydney Council of Mayors minutes**
- Tab I Notes from meeting with The Hon. Paul Toole MP**
- Tab J SHOROC working groups**