

SHOROC INCORPORATED

BOARD MEETING MINUTES

Wednesday, 7 May 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 19 February 2014 Minutes & Matters Arising

2.1 Minutes of 19 February 2014 Board Meeting

Item 2.1 Minutes of 19 February 2014 Board Meeting & Matters Arising

The SHOROC Board resolved:

- To adopt the minutes of the 19 February 2014 meeting.

Moved Cr Jacqueline Townsend/seconded Cr Jean Hay

Carried unanimously

Item 3 Forward Planning

3.1 2014 SHOROC Forum Report

<i>SHOROC Corporate Plan project:</i>	<i>22. Hold annual Councillor Forum in around November 2013 followed by Board strategic planning session for 2014-2018 Corporate Plan.</i>
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Summary

Report on the 2014 SHOROC Forum and the incorporation of feedback into the development of the 2014-18 SHOROC Corporate Plan.

Report

The 2014 SHOROC Councillor Forum was held 3-8pm on 9 April 2014 at Manly Golf Club.

The purpose of the Forum was for Councillors and senior staff from Manly, Mosman, Pittwater and Warringah to come together to hear about and discuss major regional priorities and reforms. It was also to provide an opportunity for feedback and discussion to input into development of SHOROC's major priorities and its 2014-18 Corporate Plan.

A report summarising the Forum, feedback received, and in particular the workshop discussion on major regional priorities is attached at **Tab A**.

It is considered the Forum was very successful with engaging and informative speakers and positive and constructive discussion.

Participant feedback was very positive with 89% of respondents indicating they were very satisfied (72%) or satisfied (17%) with the overall experience. The best elements of the agenda were judged as the presentations by Mr Mark Ferguson and Mr Ross Woodward and the Panel session on Local Government Reform.

Councillor and senior staff discussion at the workshop was used to develop the regional priorities and the SHOROC activities listed in SHOROC's draft 2014-18 Corporate Plan (Item 3.2). The Forum report also outlines the recommended response to the workshop discussion including how it was used to finalise the regional priorities and projects.

It is proposed that the President write to all Councillors to provide a copy of the 2014 Forum report and outline how the discussion was used to inform development of the regional priorities and SHOROC Corporate Plan.

Forum participants expressed support for future Forums and Councillors from all councils suggested more regular briefings be offered.

Item 3.1 2014 SHOROC Forum Report

The SHOROC Board resolved to:

- Approve the 2014 SHOROC Forum report.
- Endorse the recommended response to the workshop discussion in finalising the regional priorities and SHOROC's Corporate Plan projects.
- Agree the President write to all Councillors to provide a copy of the 2014 Forum report and outline how the discussion was used to inform development of the regional priorities and SHOROC Corporate Plan.
- Note the positive feedback received from Forum participants, the support for future Forums and suggestions for more regular briefings.

*Moved Cr Peter Abelson/seconded Henry Wong
Carried unanimously*

3.2 2014-18 SHOROC Corporate Plan & Budget

<i>SHOROC Corporate Plan project:</i>	<i>20. Coordinate and provide secretariat for SHOROC Board and GMAC</i>
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Summary

Approval of the SHOROC 2014-18 Corporate Plan and budget.

Report

Under the SHOROC Constitution the SHOROC Corporate Plan and budget is to be adopted by the Board in May each year.

Draft SHOROC 2014-18 Corporate Plan

The draft SHOROC 2014-18 Corporate Plan is attached at **Tab B** and includes:

- Goals for the region, aligned to the NSW2021 'pillars'
- Regional priorities under each of these goals
- Initiatives for SHOROC under each of these priorities
- Budget for 2014-15

This Plan puts partner councils in a very strong position to collectively advocate and work together for the region. The alignment with the NSW state plan NSW2021 enables key council priorities to be closely integrated with NSW Government plans including the soon-to-be-updated Regional Action Plan.

It also establishes a framework and plan of action for the region to build the capacity of councils to partner with other levels of government. Central to this is seeking to establish a better way of working with the NSW Government, gaining a greater say for councils and a 'seat at the table' to influence and partner on regional planning, infrastructure delivery and policy formation.

Developing the 2014-18 Corporate Plan

This Plan has been developed over a number of months. This has included reviewing current regional issues, the Northern Beaches Regional Action Plan, regional priorities in council Community Strategic Plans and discussion with council staff and working groups.

The Board at its February 2014 meeting unanimously agreed the broad major goals for advocacy and intergovernmental relations for the SHOROC 2014-18 Corporate Plan:

- Advocate and work together with the NSW Government, aligned with the Northern Beaches Regional Action Plan and NSW2021 'pillars', for the following:
 - *Quality services*: improved transport, health, community and education services
 - *Rebuild the economy*: grow employment and containment
 - *Renovate infrastructure*: appropriate housing growth and choice. Deliver waste infrastructure.
 - *Protect local environment and community*: waste and sustainability
- Build the capacity of SHOROC to partner with other levels of government

GMAC endorsed the draft regional priorities and noted draft SHOROC projects in March.

The SHOROC Councillor Forum in April discussed the Board-agreed regional goals together with the GMAC endorsed draft priorities. The feedback at the Forum was used to refine the regional goals and priorities as well as the SHOROC initiatives.

Budget

SHOROC's budget is very lean considering the outcomes achieved in the current and previous years and the projects proposed for 2014-15.

The draft budget for 2014-15 is included in the Corporate Plan at **Tab B**. The tables below outline the budget summary and proposed council contributions. Key points to note:

- Council contributions are reduced significantly for all councils in 2014-15.
- The contribution for advocacy, coordination and administration is less than that for 2013-14, equating to \$3,200 less than if an amount equivalent to the standard rate increase was applied as per usual practice.
- The Business Improvement Program is now funded solely by participating councils.
- The costs for the SHOROC administration are subsidised by grant and special program income. This includes contributions to salaries for the two core SHOROC positions of Executive Director and Office & Communications Manager in recognition of their time allocation to these projects and for overheads (rent, electricity etc.) to share the costs.

Draft Budget summary	2014/15	2013/14
Income		
Administration income	\$460,991	\$467,095
Project income	\$119,800	\$171,500
Grants	\$217,952	\$50,000
Total income	\$798,743	\$688,595
Expenditure		
Administration expenditure	\$460,991	\$467,095
Project expenditure	\$119,800	\$171,500
Grants	\$217,952	\$50,000
Total expenditure	\$798,743	\$688,595
Net profit	\$0	\$0

Council contributions	2014/15	2013/14
Manly Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$20,000	\$42,000
Total	\$112,000	\$135,020
Mosman Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$20,000	\$42,000
Total	\$112,000	\$135,020
Pittwater Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$20,000	\$42,000
Total	\$112,000	\$135,020
Warringah Council		
Advocacy & Coordination	\$82,000	\$83,020
Projects	\$10,000	\$10,000
Business Program & projects	\$0	\$42,000
Total	\$92,000	\$135,020

GMAC endorsed the 2014-18 SHOROC Corporate Plan and budget together with the 2014/15 council contributions at its 16 April 2014 meeting. Warringah GMAC delegates did not agree with the proposed budget and indicated a substantial reduction in annual contributions to around \$50,000 was requested.

All member councils have significantly reduced payments for 2013-14 due to the allocation of grant funds to support organisational administration, internal efficiencies and a reduction in the costs for the Business Improvement Program.

Further genuine efforts to cut costs to councils are supported. The Corporate Plan includes specific actions for SHOROC with the aim of reducing costs to councils by diversifying income, expanding service capability and improving efficiency.

Cost reductions have been achieved in recent years - for example accommodation and overhead costs lower now than in 2010, and almost \$15,000 lower than they would have been this year if costs increased according to CPI. There are some limited opportunities for further savings for example in office rental and these can and will be explored.

However SHOROC is currently at the minimum threshold capacity required to achieve the advocacy and planning goals set by the Board.

Current resourcing has led to the widely recognised outcomes for councils and the region in recent years and SHOROC being regarded as a leader in regional council collaboration.

The vast majority of administration costs are fixed. Any further cuts to the advocacy and coordination budget could only be achieved by reducing staff numbers and/or staff capacity. If this were to occur, the advocacy and coordination function would likely be rendered largely ineffectual due to lack of capacity.

As such a further reduction for 2014-15 is not warranted or appropriate at this stage.

While not insignificant, the council contributions are minute in comparison to annual council budgets. It is considered the proposed contributions are more than justified considering the value that SHOROC brings to the councils in delivering on the issues of highest concern to their residents, particularly transport and health infrastructure investment.

Should the Board approve the Budget and Warringah Council decide it does not agree with the 2014-15 SHOROC contributions, it is entitled to express its dissent and as per the Constitution it is also entitled to indicate its intention to resign its membership from the organisation providing all contributions are paid in full and sufficient notice is given.

Item 3.2 2014-18 SHOROC Corporate Plan & Budget

The SHOROC Board resolved:

- To approve the SHOROC 2014-18 SHOROC Corporate Plan.
- 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.
- To approve the 2014-15 budget and council contributions to SHOROC, and that SHOROC offer to rebate to councils the unspent 2013-14 Shared Services Projects funding, totalling \$12,500 (ex. GST) per council.
- To request the Executive Director work with GMAC to reduce costs to councils by diversifying income, expanding service capability and improving efficiency.
- To send a copy of the Corporate Plan to all Councillors, local Members, the Office of Local Government and the Minister for Local Government.

Moved Cr Mark Ferguson/seconded Rik Hart

Carried unanimously

3.3 Local Government Reform and Proposed 'Pathfinders'

<p><i>SHOROC Corporate Plan project:</i></p>	<p><i>21. Review and adapt SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.</i></p>
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Summary

Proposal to consider acting as a 'pathfinder' for new regional collaboration models.

Report

The SHOROC President met with the Minister for Local Government on 25 February 2014 to discuss the Local Government Review and in particular the proposed Joint Organisations. Notes from the meeting have been distributed to the Board and are attached (**Tab C**).

The meeting with the Minister was very positive and it appeared from this meeting and from subsequent Ministerial speeches that the government is very supportive of the recommendations for regional organisations in the Panel's report (Joint Organisations).

As outlined by Mr Ross Woodward at the SHOROC Forum, the NSW Government is planning to select 'pathfinders' to establish the roles and governance model regional organisations. Around four regions, two metro and two country, will likely be selected and supported by the NSW Government, including with funding.

It is considered all efforts should be made to act as a 'pathfinder' for the new regional organisations model, subject to a favourable process and funding arrangement. This will enable the councils of this region to set the agenda and establish the roles and governance model for the new regional organisations based on the needs of this region.

The alternative is that another region establishes the role and governance model and this is then mandated for all regional organisations across NSW, including this region.

This position was supported by the SHOROC President in an email to the Board following the meeting with the Minister.

It is noted not all elements of the regional role and governance model are agreed by councils. However these varying views can be discussed, debated and tested through the 'pathfinder' process. The opportunity to set the agenda and develop a new and mutually agreed model should not be missed because of current differing views.

It is considered that SHOROC is best placed to act a pathfinder. This is due to its size and existing relationships between councils and the existing achievements and success of the model. The alternative views between some members on the optimal role and governance model also provide an opportunity to explore alternatives through the process.

Alternatively there is a case for the North Metro Council of Mayors to consider agreeing to the pathfinder role. However, the need to establish and agree on a working governance model and the formation of new relationships could be seen as a positive or negative.

For information also, SHOROC provided its submissions on the Local Government Review and Local Government Acts Taskforce to the Office of Local Government on 21 March 2014 following GMAC approval on behalf of Board.

Item 3.3 Local Government Reform and proposed 'pathfinders'

The SHOROC Board resolved 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.

Moved Cr Peter Abelson/seconded Cr Michael Regan

Carried unanimously

3.4 North Metro Council of Mayors

<i>SHOROC Corporate Plan project:</i>	<i>21. Review and adapt SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.</i>
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Summary

Update on the progress of formation of the proposed North Metro Council of Mayors.

Report

The Board at its 19 February 2014 meeting:

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

The majority of councils have now considered the proposal to support the formation and participation in a Northern Metropolitan Council of Mayors (working title).

Manly, Mosman and Pittwater councils have resolved to support the formation and participation in a Northern Metropolitan Council of Mayors (working title), and to authorise the Mayor and General Manager to sign a Memorandum of Understanding for Council to become a member.

Warringah Council resolved that it supports in principle a Council of Mayors model for regional collaboration and is advocating for proportional representation.

Of the NSROC councils:

- The NSROC Board endorsed the proposal and encouraged member councils to support the formation of, and participation in, the proposed new group
- Hunters Hill, Lane Cove and Ryde have all resolved to support the formation as per the circulated recommendation
- Willoughby deferred the item until after the council elections on 12 April and will likely consider the proposal at its next meeting
- North Sydney Council defeated a Mayoral Minute recommending support
- It is understood Hornsby and Ku-ring-gai will shortly consider the proposal

Next steps

A meeting is proposed of Mayors of all northern Sydney councils on Thursday 15 May, 12-2pm. This date would enable all councils to have had an opportunity to formally consider the proposal and it is understood this time works for all SHOROC Mayors.

It is envisaged, subject to agreement of councils to the formation of the group, that this meeting finalise the organisational name, Terms of Reference and MOU, elect the Executive and discuss initial priorities.

Secretariat

Following the SHOROC Board resolution, SHOROC wrote to NSROC to offer to provide the secretariat services for the proposed Northern Metropolitan Council of Mayors on 28 February 2014.

NSROC's response is attached (**Tab D**). In essence, NSROC has proposed that the ROCs alternate in providing secretariat services in the early stages.

This is not considered a simple and efficient arrangement to facilitate an effective functioning of the group. However, it is considered these details can be worked out at a later date. The SHOROC President has requested a letter be drafted in response which notes the NSROC view, advocates that it is paramount that the group be agile and effective to provide value for member councils, and suggests the optimal administrative arrangements can be resolved as the group moves forward.

Item 3.4 North Metro Council of Mayors

The SHOROC Board resolved:

- To note the update on the progress of formation of the proposed North Metro Council of Mayors and the planned next steps.
- That the SHOROC Board supports the proposed formation of the North Metro Council of Mayors via an MOU and encourages member councils to support the formation of, and participation in, the proposed new group.
- To note the letter from NSROC in response to the offer to provide secretariat services and that a letter will be prepared for approval of the SHOROC President in response.

*Moved Cr Peter Abelson/seconded Veronica Lee
Carried unanimously*

Item 4 Stronger Region - Advocacy and Collaborative Projects

SHOROC Corporate Plan objective:	<i>Make our region stronger by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.</i>
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4.1 Items for Brief Mention

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

Corporate project/ resolution	Issue	Status/update
1. Health Advocacy & Planning	Northern Beaches Health Service Redevelopment Project	No further major update. Responses from potential Hospital proponents due in May 2014 and decision to be made on the chosen developer operator by late 2014.
4. Metropolitan Strategy	Metro Strategy and Subregional delivery planning	Awaiting finalisation of Metropolitan Strategy and commencement of subregional delivery planning.
Board Nov 2013	Fast broadband	Representatives to be invited to June 2014 GMAC from the Department of Broadband, Communications and the Digital Economy for a briefing on digital economy issues and supporting small business.
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.

Item 4.1 Items for Brief Mention

The SHOROC Board resolved to:

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

Moved Veronica Lee/seconded Mark Ferguson

Carried unanimously

4.2 NSW & Commonwealth MP Meetings

<i>SHOROC Corporate Plan project:</i>	<i>3. Government Liaison: Hold meetings between the Board and local NSW MPs on a six-monthly basis and local Commonwealth MPs on an annual basis to discuss key infrastructure funding and other regional issues.</i>
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Summary

Update on the upcoming meetings with local NSW and Commonwealth 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.

The details for the next meetings are as follows:

- Commonwealth MP meeting: 17 June 2014, 3.30pm. Attending are The Hon. Tony Abbott MP and The Hon. Bronwyn Bishop MP.
- NSW MP meeting: 15 July 2014, 7-8.30am. Attending are The Hon. Mike Baird MP, The Hon. Jillian Skinner MP, The Hon. Brad Hazzard MP, The Hon. Rob Stokes MP and The Hon. Jonathan O'Dea MP.

It is proposed the Agendas for these meetings be prepared by the Executive based on the regional priorities identified in SHOROC's Corporate Plan.

It is requested the Board discuss and agree any specific Agenda items or priorities for inclusion in the Agenda by the Executive.

The SHOROC President has written to the new NSW Premier and key new Ministers to welcome them to the role.

Item 4.2 NSW & Commonwealth MP Meetings

The SHOROC Board resolved to:

- Note the update on the upcoming meetings with local NSW and Commonwealth MPs.
- Agree the Agendas for these meetings be prepared by the Executive based on the regional priorities identified in SHOROC's Corporate Plan.

Moved Henry Wong/seconded Mark Ferguson

Carried unanimously

4.3 Transport Advocacy & Planning

<p><i>SHOROC Corporate Plan project:</i></p>	<p><i>2. Transport: Continue coordination of Mayor-led lobbying of state and federal government to commit to construct Bus Rapid Transit and identified road upgrades. Work with state and federal government agencies including Transport for NSW to conduct detailed transport planning and improve regional transport.</i></p>
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Summary

Update on progress of the advocacy and planning for transport upgrades across the region, including for the public transport system and major roads. Briefing on road upgrades to be provided at 4.30pm by NSW Roads & Maritime Services (RMS).

Report

1. Regional transport plan including public transport, road upgrades and tunnel

Significant public transport and road upgrades for the SHOROC region are a focus for the NSW Government for the first time in decades. It is noted The Hon. Gladys Berejiklian MP remains the Minister for Transport and The Hon. Duncan Gay MP remains Minister for Roads.

SHOROC continues to work with the NSW Government to develop an integrated plan to deliver on the transport needs of the Northern Beaches and Mosman. Planning continues for a comprehensive regional transport plan including the Bus Rapid Transit system and public transport improvements, road upgrades and the proposed Northern Beaches Link.

1.1. Northern Beaches Hospital precinct road and intersection upgrades

4.30 PM BRIEFING: Mr Richard Hine, Project Director Northern Beaches Hospital Connectivity & Network Enhancements Project, RMS.

On 14 March 2014 the NSW Government announced a concept proposal and consultation for road upgrades around the Northern Beaches Hospital at Frenchs Forest.

Significantly, the proposed upgrades being planned are fully aligned with SHOROC's agreed priorities for Warringah Road, Wakehurst Parkway and Forest Way. The media release, a map listing the major elements of the road works and SHOROC's media statements are attached (**Tab E**).

The purpose of the works being planned is both to enable access to the hospital plus to address major congestion issues.

The major works being planned are to the intersections of Warringah Road with Wakehurst Parkway and Forest Way. Grade separation such as a 'slot' like where Mona Vale Road goes under the Pacific Highway or an overpass such as where Epping Road goes over Lane Cove Rd are options which could be considered.

Investigations are also underway looking at options to alleviate flooding issues with Wakehurst Parkway but this is not part of this particular project.

The RMS has also advised now the project is announced it will seek to work more closely with SHOROC and Warringah Council on the project. SHOROC and Warringah staff have been involved in project meetings including the project Value Management Workshops.

GMAC when briefed on this item:

- Resolved to encourage the NSW Government to address as the priority improving the regional network to enable efficient access to the Northern Beaches Hospital and precinct from all directions, including incorporating a major public transport interchange and completing road upgrade works prior to the hospital opening in 2018.

1.2. Mona Vale Road upgrades

On 28 March 2014 the NSW Government announced work will commence in June on the first stage of a series of projects to upgrade Mona Vale Road. The first stage is \$1.5 million road safety upgrades. Land is being acquired between Terrey Hills and Ingleside as part of the upgrade of the corridor between Terrey Hills and Ingleside. Plans for section of the corridor between Mona Vale and Ingleside are expected to be released later in 2014.

2. NRMA 'Getting the Northern Beaches Moving'

A representative of the NRMA has contacted SHOROC as its Board has decided to run a 'Getting the Northern Beaches Moving' campaign. The project is still in research phase and the representative was provided a detailed overview of the SHOROC proposal and current situation to seek to ensure consistency.

3. Sydney Clearways Strategy

For information, SHOROC provided a submission on the Sydney Clearways Strategy to Transport for NSW on 28 February 2014 following GMAC approval. As advised to the Board in February this submission was prepared in conjunction with a working party of council staff and is consistent with SHOROC policy.

Item 4.3 Transport Infrastructure and Planning

The SHOROC Board resolved to :

- Note the update on progress of the advocacy and planning for transport upgrades across the region, including for the public transport system and major roads.
- Note the briefing from Mr Richard Hine, RMS Project Director on the Northern Beaches Hospital Connectivity & Network Enhancements Project and thank Mr Hine for attending the Board meeting.

*Moved Cr Jacqueline Townsend/seconded Mark Ferguson
Carried unanimously*

4.4 Engaging the Business Community on Regional Advocacy

<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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Summary

Update on the efforts to work more closely with the local business community on a regional basis to advocate for regional priorities.

Report

The SHOROC Board resolved on 20 November 2013 that SHOROC should seek to work more closely with the local business community on a regional basis to advocate for regional priorities, particularly the needs of the business community.

On 19 February 2014 the Board resolved to seek an initial meeting with representatives of the business community in March 2014 to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region.

The SHOROC President and Executive Director attended the 13 March 2014 meeting of the NSW Business Chamber's Sydney North Regional Advisory Council (SNRAC) at the invitation of the SNRAC Chair. The SNRAC includes representatives from the major Business Chambers across the SHOROC and greater northern Sydney region.

The SNRAC was very supportive of a proposed meeting of regional business leaders and Mayors and it was agreed a date for a meeting be sought as soon as possible. The SNRAC undertook to write to SHOROC with a proposed location and date for the meeting.

Item 4.4 Engaging the Business Community on Regional Advocacy

The SHOROC Board resolved to:

- Note the update on the efforts to work more closely with the local business community on a regional basis to advocate for regional priorities.
- Refer to GMAC to consider the merits of the establishment of a working group with Sydney Metropolitan North Chamber of Commerce.

*Moved Cr Jean Hay/seconded Cr Jacqueline Townsend
Carried unanimously*

4.5 NSW 2021 Northern Beaches Regional Action Plan

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

New NSW 2021 Regional Action Plans are to be developed in 2014 and a progress report regarding projects being delivered under the current Plan.

Report

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

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

It is understood that the government plans to develop new RAPs in 2014. This is an opportunity to integrate regional priorities identified in SHOROC's Corporate Plan and council Community Strategic Plans in this plan. However, there are early indications the government may look to develop only one RAP for northern Sydney, encompassing the SHOROC and NSROC regions.

Update on the regional youth and ageing strategies under development

The Department of Education and Communities is leading development of a Northern Beaches Regional Youth Strategy by June 2014. SHOROC is represented on an inter-agency Project Task Group by Manly and Warringah council staff members. The Department is currently developing the draft Strategy based on Task Group member feedback, including significant input by a SHOROC working party led by the Task Group members from Manly and Warringah councils.

The Department of Family and Community Services is leading development of a Northern Sydney Regional Ageing Strategy. The Strategy was to be developed by December 2013. SHOROC is represented on the inter-agency Project Task Group by Mosman and Pittwater council staff members. The Department provided the final draft to all Task Group members on 3 April. GMAC has endorsed comments on this draft strategy and it is hoped a mutually-agreed strategy will be finalised in the coming months.

Item 4.5 NSW 2021 Northern Beaches Regional Action Plans

The SHOROC Board resolved to:

- Note that new NSW 2021 Regional Action Plans are to be developed in 2014, presenting a good opportunity to integrate council priorities into NSW Government planning, but that there are early indications the government may look to develop only one RAP for northern Sydney encompassing the SHOROC and NSROC regions.
- Note the progress report regarding projects being delivered under the current Plan.

*Moved Veronica Lee/seconded Mark Ferguson
Carried unanimously*

Item 5 Stronger Councils

SHOROC Corporate Plan objective:	<i>Make our councils stronger by helping improve their financial sustainability and services for the community, through regional purchasing, projects and by exploring and delivering shared services on a regional scale.</i>
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5.1 Regional Waste Strategy & Project Coordination

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

Update on the Kimbriki Sub-Committee, progress made developing the Regional Waste Avoidance and Resource Recovery Strategy, and regional projects including the Common Waste Collection System and interim SHOROC Waste Disposal Contract.

Report

1. Kimbriki Sub-Committee Meeting

The Kimbriki Sub-Committee of the SHOROC Board met on 19 March 2014. The minutes of the meeting are attached (**Tab F**). The next meeting will be held at Kimbriki Eco-House on Wednesday 18 June 2014 at 6-8pm and will discuss Kimbriki projects and the draft Regional Waste Avoidance and Resource Recovery Strategy.

2. Regional Waste Avoidance & Resource Recovery Strategy

Development of *Too Good to Waste*, the Regional Waste Avoidance and Resource Recovery Strategy for the region is continuing. Due to EPA deadlines it is to be considered by GMAC in June and then submitted to councils for consideration at meetings in June/July.

The Regional Waste Working Group including representatives from each council is the primary collaborative group for the development of the strategy.

Significant internal consultation is occurring as part of the strategy development. This includes: one-on-one meetings with council officers and KEE staff; an internal Regional Waste Strategy Workshop on 4 March 2014; briefing and discussion with the Kimbriki Sub-Committee on 18 March; a meeting of council Directors on 8 April, and discussion waste issues at the SHOROC Councillor Forum on 9 April.

On 16 April GMAC discussed the strategy in detail and endorsed the vision, principles, and priorities subject to revision based on comments at the meeting (which has occurred).

The draft vision is:

Lead and support our community to avoid, reuse, recycle and recover valuable waste resources.

The major themes of the strategy are proposed to be:

- Sustainable regional waste and resource recovery system
- Reduce the amount of waste
- Increase recycling
- Divert waste from Kimbriki landfill
- Easier disposal of problem wastes

- Reduce illegal dumping
- Capacity build SHOROC and Councils to implement Strategy

Draft Priorities for the strategy under each of these themes are listed in **Tab G** and a range of draft actions that could be taken by SHOROC and/or partnering councils is being workshopped at officer level.

2.1 Strategy Approval Process

The EPA's required timeline for the development of the strategy has been revised with a draft final strategy to be submitted by 30 June 2014 and no requirement to submit a draft by 30 April 2014. This is in recognition of the tight timelines imposed and the need to seek individual council ratification of the final strategy.

The following revised timeline reflects these changes:

- | | |
|--|-----------|
| • Draft strategy to GMAC for endorsement | 11 June |
| ▪ Draft strategy to EPA | 30 June |
| ▪ Reports to Councils and individual Council consultations | June/July |
| ▪ Final strategy to EPA once ratified by councils | August |

2.2 Funding Strategy Implementation

To help achieve the targets for recycling, waste diverted from landfill, litter and illegal dumping in the *NSW Waste Avoidance and Resource Recovery Strategy*, the NSW EPA has released a series of contestable funding rounds under its \$465.7M *Waste Less, Recycle More* program. These grants will help implement the regional waste strategy and the Regional Waste Coordinator will be coordinating applications to this program to maximise opportunities for grant funding for projects identified in the Strategy.

SHOROC will also receive funding from the \$70M non-contestable *Better Waste and Recycling Fund* that supports local council and regional groupings of councils projects to improve recycling, community engagement, reduce waste generation, tackle litter and illegal dumping. SHOROC is estimated to receive \$234,258 over three years (approx. \$78,100 per financial year from 2014-2016) to support delivery of regional initiatives, including those identified in the Regional Waste Avoidance and Recycling Strategy. The first payment of \$78,058 is expected in July 2014.

3. Regional Waste Projects

3.1 Common Waste Collection System

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

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

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

3.2 Interim SHOROC Waste Disposal Contract

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

Item 5.1 Regional Waste Strategy & Project Coordination

The SHOROC Board resolved to:

- Note the draft minutes of the 19 March 2014 meeting of the Kimbriki Sub-Committee of the SHOROC Board.
- Receive and note the update on developing the Regional Waste Avoidance & Resource Recovery Strategy and the update on Regional Waste Projects including the Common Collection System and Interim Waste Disposal Contract.

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

5.2 Business Improvement Program Working Group Report

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

Report on the Business Improvement Program.

Report

The SHOROC Board resolved at its 20 November 2013 meeting to:

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

In December 2013 the Business Improvement Program Working Group agreed the program outline for the Business Improvement Program. This program of works is now being implemented. SHOROC is currently recruiting a Regional Strategic Procurement Manager. This role is funded only by participating councils.

Item 5.2 Business Improvement Program Working Group Report

The SHOROC Board resolved to:

- Note the report on the Business Improvement Program.

*Moved Veronica Lee/seconded Cr Jacqueline Townsend
Carried unanimously*

Item 6 Stronger Business – SHOROC Operations

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

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

Award for regional planning and advocacy, and approval of administrative matters including the quarterly financial report and the current work priorities.

Report

1. Local Government Management Excellence Award

SHOROC has received a highly commended award in the Local Government Managers Australia, NSW 2013 Management Excellence Awards in the Category – Partnerships for Growth. The SHOROC submission was titled STRONGER REGION – a united voice getting results: Regional plan and advocacy campaign for transport and health infrastructure.

Board members and their councils should be congratulated for this award which recognises the significant results for councils, their community's and the region from the strategic regional planning and united advocacy.

2. Quarterly Finance Report

The third quarterly financial report for 2013/14 including the end of year forecast as at 31 March 2014 is attached at **Tab H**.

3. Review of Current Work Priorities

The SHOROC 2013-14 Operational Plan approved by the Board states that one of the ways the priorities for SHOROC will be continually reviewed is through “quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently”.

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

- **Advocacy and intergovernmental relations:** Includes coordinating forums and meetings with NSW & Commonwealth MPs and Executives, representing councils on government planning committees, providing submissions and coordinating public campaigns on whole-of-region issues including:
 - Public transport and road infrastructure upgrades and regional transport planning
 - Hospital and health services upgrades
 - Local government reform
 - NSW2021 Northern Beaches Regional Action Plan projects including regional youth and ageing strategies
- **Stronger regional collaboration:** Facilitating discussions with councils of the NSROC region regarding formation of a new model for regional collaboration across northern Sydney through a Northern Metropolitan Council of Mayors.
- **Strategic regional planning:** Supporting councils in subregional strategic planning including the Metropolitan Strategy and *Shaping Our Future*, identifying collaborative projects to grow the local economy, coordinating and *Shaping Our Future Sustainable Future* and managing ‘health of the region’ report.

- **Regional waste management:** Coordinating development of a regional waste avoidance and resource recovery strategy, secretariat for SHOROC Kimbriki Sub-Committee, planning for a common waste collection system in collaboration with council staff and KEE including tender preparation work and education. Supporting councils and KEE on the Kimbriki AWT facility development.
- **Business improvement, strategic procurement and contract management**
- **Information and technical exchanges between member councils** through coordination of inter-council working groups on urban planning, community services, climate change, water cycle management and other matters.

Item 6.1 Administrative Matters

The SHOROC Board resolve to:

- Note the LGMA Award for regional planning and advocacy, recognising the significant results for councils, their community's and the region from the strategic regional planning and united advocacy of councils through SHOROC.
- Endorse the March 2014 financial report.
- Endorse SHOROC's current work priorities.

Moved Cr Jacqueline Townsend/seconded Cr Jean Hay

Carried unanimously

Item 7 Additional Matters Raised by Councils

Nil

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

Next ordinary meeting: 6 August 2014, 3-5pm at the SHOROC Offices.

ATTACHMENTS

- Tab A 2014 SHOROC Forum Report**
- Tab B Draft SHOROC 2014-18 Corporate Plan**
- Tab C Notes from meeting with Minister for Local Government**
- Tab D Letter from NSROC**
- Tab E Northern Beaches Hospital road works overview**
- Tab F SHOROC Kimbriki Sub-Committee Minutes**
- Tab G Draft Regional Waste Avoidance & Resource Recovery Strategy framework**
- Tab H March 2014 Financial Report**