

# SHOROC INCORPORATED

## BOARD MEETING MINUTES

Wednesday, 20 November 2013, 2.30-4.30pm

SHOROC Board Room



### Board Members Present

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

### In attendance

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

### Item 1 Welcome and apologies

Cr Michael Regan chaired the meeting and welcomed those attending.

### Item 2 Adoption of 7 August 2013 Board minutes and matters arising

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

#### Item 2 Adoption of 7 August 2013 Board minutes and matters arising

##### The Board resolved:

- To adopt the minutes of the 7 August 2013 SHOROC Board meeting.

*Moved Cr Michael Regan/seconded Cr Jean Hay AM*

*Carried unanimously*

### Item 3 Stronger business – SHOROC operations

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| <b>SHOROC Corporate Plan objective:</b> | <i>To make the business stronger by increasing business operations to improve our financial position.</i> |
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#### 3.1 Warringah Council resolution

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| <b>SHOROC Corporate Plan project:</b> | <b>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.</b> |
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On 24 September 2013 Warringah Council resolved to advise SHOROC of its intention to withdraw participation from the joint procurement service and business improvement program (**Tab A**).

The Council resolution also endorses the outcomes achieved by SHOROC through regional advocacy and planning and indicates Warringah will remain a member and continue to support and fund SHOROC's major regional advocacy and strategic planning role. Further advice has also been requested from SHOROC 'regarding alternative models that can support Warringah's advocacy and strategic planning role such as proposed Council of Mayors model'.

The non-participation of individual councils in specific SHOROC projects or services is enabled under the SHOROC Constitution.

Manly, Mosman and Pittwater councils have advised they are committed to achieving cost savings and productivity gains for their communities through the SHOROC Business Improvement Program.

The SHOROC Constitution provides a mechanism for participating councils to continue to work together on such programs, whereby:

*20 (1). The Board may, by instrument in writing, delegate to one or more sub-committees (consisting of such member or members of the Organisation as the Board thinks fit) the exercise of such of the functions of the Board as are specified in the instrument. (SHOROC Constitution)*

As such, it is proposed:

- The SHOROC Business Improvement Program Working Group be established as a Sub-Committee of the Board, consisting of General Managers from those councils participating in the Business Improvement Program.
- The Board 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.

This would then enable:

- The Board and GMAC to retain its primary role and focus on regional advocacy, strategic planning, intergovernmental relations and projects.
- The Working Group of participating councils to jointly manage the Business Improvement Program and all associated projects, services and business activities.

This type of structure is employed by other ROCs where specific projects, programs or business units are governed by alternative groupings of councils to that of the ROC itself.

For efficiency, GMAC (or the Board) and the Business Improvement Program Working Group meetings can be held consecutively.

The establishment of this Working Group has been endorsed by GMAC and draft Terms of Reference prepared for endorsement of the Board (**Tab B**).

**Item 3.1 Warringah Council resolution**

The SHOROC Board resolved to:

- **Note** Warringah Council has resolved to withdraw from the SHOROC Business Improvement Program, to retain support and endorse the regional advocacy and strategic planning role of SHOROC, and to endorse the work completed to date by SHOROC in advocacy and planning for regional outcomes.
- **Note** that Manly, Mosman and Pittwater Councils are committed to achieving cost savings and productivity gains for their communities through the SHOROC Business Improvement Program and other regional programs.
- **Note** that Warringah Council is committed to achieving cost savings and productivity gains for its community through a different model.
- **Note** that under the SHOROC Constitution there is an existing mechanism that would efficiently enable:
  - The Board and GMAC to retain the primary role and focus on regional advocacy, strategic planning, intergovernmental relations and projects.
  - Participating councils to jointly manage the Business Improvement Program and all associated projects, services and business activities.
- **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.
- **Agree** that SHOROC's Executive Director provide the advice requested by Warringah Council 'regarding alternative models that can support Warringah's advocacy and strategic planning role such as proposed Council of Mayors model', ensuring consistency with the discussions regarding closer collaboration between the councils of the SHOROC and NSROC regions.

*Moved Cr Michael Regan/seconded Cr Peter Abelson  
Carried unanimously*

### 3.2 Review of ROCs and a new model for regional collaboration

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| <i>SHOROC Corporate Plan project:</i> | <i>21. Review and adapt SHOROC governance, membership and size in response to the NSW Planning Reform, Local Government Review, Metropolitan Strategy, or as requested by members, with a view to providing greater value and results for councils.</i> |
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Discussions are occurring between SHOROC and NSROC regarding collaboration and potentially a new model for regional collaboration of councils across Northern Sydney.

The SHOROC Board resolved at its 26 June 2013 meeting:

- That SHOROC actively seek to explore opportunities with NSROC councils to establish a new regional entity comprising SHOROC and NSROC councils.

The Board resolved at its 7 August 2013 meeting:

- To endorse the next steps including the workshop of Mayors and General Managers to discuss better collaboration between the councils of the SHOROC and NSROC regions, the preparation of an issues paper for the workshop, and engagement of Alex Gooding as the independent facilitator.

The meeting of all Mayors and General Managers from the 11 councils of the SHOROC and NSROC regions was held on Thursday 10 October and resolved:

1. That the councils comprising NSROC and SHOROC agree:
  - a. to explore options for establishing a regional organisation for northern Sydney
  - b. to form a working party to establish the draft terms of reference for the organisation and proposed next steps, taking into account the Independent Local Government Review position and any NSW Government response regarding regional organisations
  - c. that the working party be composed of:
    - i. NSROC representatives: President (Group Chair), Chair GMAC, Mayor Ryde, Mayor North Sydney, Mayor Willoughby
    - ii. SHOROC representatives: Mayor Mosman, Mayor Manly, GM Pittwater
    - iii. Executive Directors of SHOROC and NSROC
  - d. That a draft paper be circulated to the whole group (meeting attendees: Mayors and GMs from the councils of the SHOROC and NSROC regions) by 30 November 2013 for discussion at a meeting of the group in early December 2013.

#### **Update on progress**

The Working Party met on 25 October to discuss draft Terms of Reference (ToR) for a new model for regional collaboration of councils across Northern Sydney. The working party:

- Reviewed and updated the Terms of Reference for consideration by all Mayors and General Managers from the councils of the SHOROC and NSROC regions.
- Agreed that the proposed model for regional collaboration of councils across Northern Sydney should include two regional organisations with a shared administration:
  - A Northern Sydney Council of Mayors, focussed on regional advocacy, intergovernmental relations and strategic planning and programs
  - A Northern Sydney Regional Services Group, focussed on resource sharing, shared services and joint service delivery functions for participating councils.
- Agreed a meeting of all Mayors and General Managers from the councils of the SHOROC and NSROC regions be arranged for late November, preferably 21 November 2013, with the objective of agreeing the Terms of Reference and next steps.

#### **Discussion Paper including draft Terms of Reference for a new model for regional collaboration of councils across Northern Sydney**

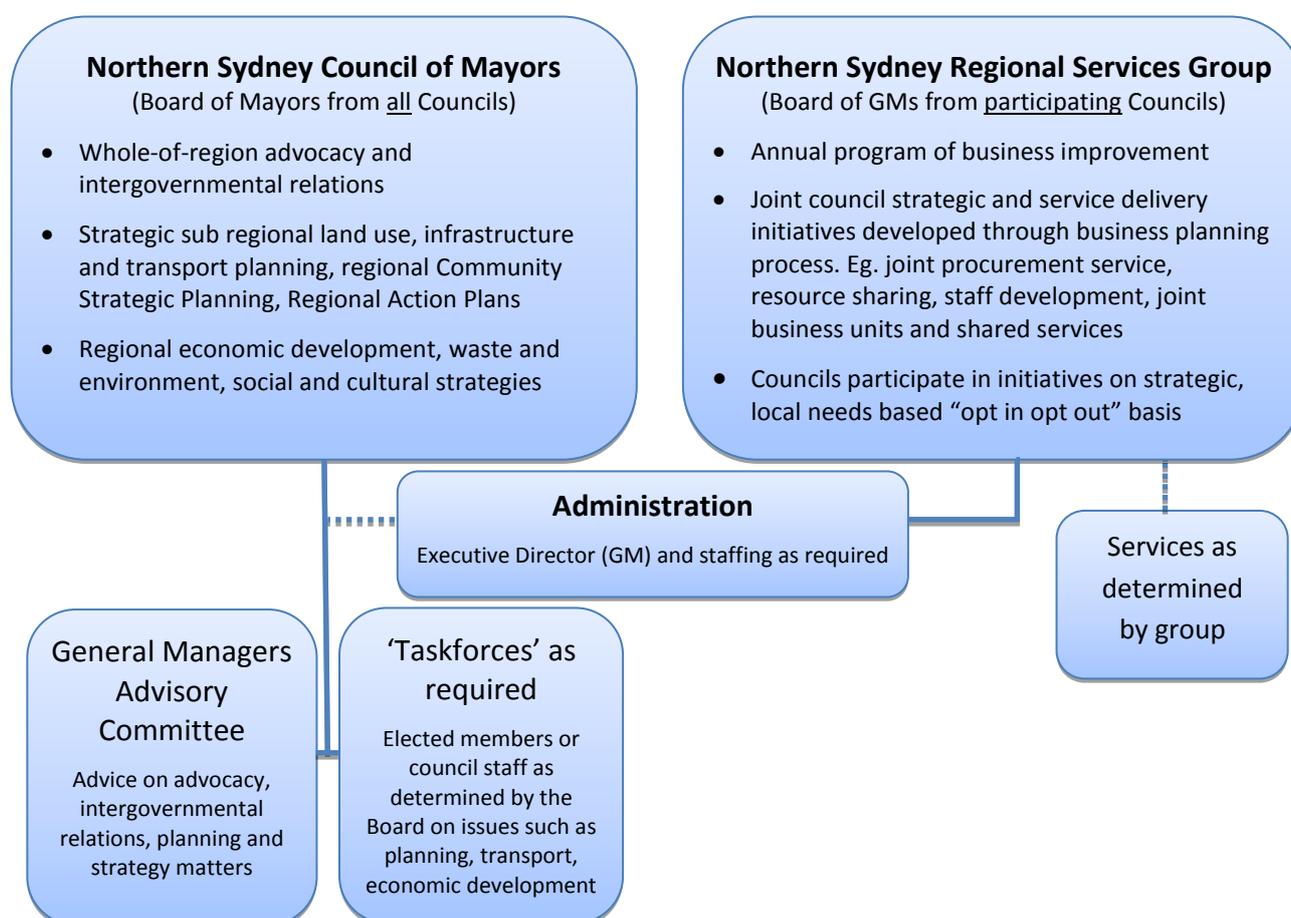
The Discussion Paper and ToR have now been finalised by the working party for consideration of all councils at a meeting of Mayors and General Managers to be held on 29 November 2013.

The Discussion Paper including ToR is attached at **Tab L**.

The Discussion Paper proposes a new model for regional collaboration of councils across Northern Sydney, similar to that planned for the Hunter region, as follows:

- A *Northern Sydney Council of Mayors* to provide strong leadership and a representative voice on behalf of all Northern Sydney councils and to partner with the state and federal governments on regional planning and priorities.
- A *Northern Sydney Regional Services Group*, to support enhanced financial sustainability and capacity of participating councils through joint council strategic and service delivery initiatives.
- A shared *Administration*, preferably managed by one organisation on behalf of both groups to minimise costs, similar to the Hunter model where Hunter Councils Ltd. provides the staffing function for the Hunter Council of Mayors on a contractual basis.

#### An overview of the proposed Northern Sydney council collaboration model



The Discussion Paper also outlines draft Terms of Reference for the two proposed groups, underpinned by the guiding principles arising from discussions at the 10 October 2013 meeting of all council Mayors and General Managers.

#### Next steps

A meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions has been arranged for 29 November 2013. This meeting will consider the Discussion Paper, with the preliminary objectives to:

- Agree the model for regional collaboration of councils across Northern Sydney
- Agree in principle the Terms of Reference for the Northern Sydney Council of Mayors

- Agree in principle the Terms of Reference for the Northern Sydney Regional Services Group
- Agree an implementation plan be developed by the working party including preparation of draft Constitutions based on the Terms of Reference and the arrangement of inaugural meetings in the first quarter of 2014.
- Agree any recommendation to be provided to member Councils, and to both NSROC and SHOROC regarding the future of those two organisations.

#### **Implications for SHOROC**

The SHOROC Board needs to consider the implications and determine the future of SHOROC Inc. should councils decide that a new model for regional collaboration of councils across Northern Sydney be established. A key element of this, if agreed, will be consideration by the Board of an appropriate transition program from SHOROC to the new model, including consideration of staffing, legal implications and ensuring delivery of priority projects.

NSROC has advised it will be considering the proposed model at its 21 November 2013 Board meeting. It is understood the President is seeking the Board endorse in principle the new proposed model for regional collaboration of councils across Northern Sydney.

The benefits and any potential issues in forming a new larger model for regional collaboration have been discussed by the Board. It is considered on balance there is positive benefits for the region and councils of moving to this proposed new regional model and as such the SHOROC Board should endorse it in principle.

#### **Item 3.2 Review of ROCs and a new model for regional collaboration**

The SHOROC Board resolved:

- To note the update on the review of ROCs, the progress made and the proposed new model for regional collaboration of councils across Northern Sydney.
- To note that the next meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions will be held on 29 November 2013.
- That the matter will be further considered by individual councils following the outcomes of the joint meeting of Mayors and General Managers from all councils of the SHOROC and NSROC regions on 29 November 2013.

*Moved Henry Wong/seconded Mark Ferguson*

*Carried unanimously*

### 3.3 Administrative matters

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| <i>SHOROC Corporate Plan project:</i> | <p><i>25. Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting.</i></p> <p><i>24. Increase Councillor and council staff understanding of SHOROC role and projects through briefings, updated website, e-newsletters, publications, social media and other channels as appropriate.</i></p> |
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#### **Annual General Meeting and end of year (Christmas) function**

The Board resolved at its 7 August 2013 meeting that the Annual General Meeting be held at an alternative venue this year in late November to enable councillors and senior staff to be invited and the SHOROC President to present on 2012-13 achievements.

The AGM will be held at Long Reef Golf Club, 4-6.30pm on Wednesday 27 November and will also serve as the annual end of year (Christmas) function.

The Board, Councillors, local MPs and senior council staff are invited to attend.

The Agenda (**Tab C**) includes:

1. Welcome and apologies
2. Minutes of previous meeting
3. Presentation by the President of the SHOROC 2012/13 Annual Report
4. Election of Office Bearers – President, Vice President, Treasurer
5. Refreshments

#### **Draft SHOROC 2012-13 Annual Report**

A draft of the SHOROC 2013 Annual Report has been prepared for the endorsement of the Board prior to the AGM (**Tab D**). The draft copy has been endorsed by GMAC. The 2013 Annual Report will be presented in the same summary-style format as used for the 2012 Annual Report as it provides a concise and easy to read document for stakeholders and communicates key achievements from the year at a glance.

#### **2012/13 Final Independent Audit Report and tax status assessment**

The audited financial report summary 2012/2013 is attached (**Tab E**). The audited financial report summary will be included in SHOROC's Annual Report and reported to the AGM.

The statements include a net loss this financial year of \$8,116. As reported to the Board and GMAC in March and May this is due to unforeseen and unavoidable legal fees of approximately \$30,000. However the final financial position is significantly lower than the legal fees and also the \$17,927 forecast loss approved by the Board at its May meeting based on the 31 March 2013 financial report due to internal cost savings implemented to minimise the loss.

SHOROC Incorporated is required to self-assess its income tax status as income tax exempt or taxable. SHOROC's Executive Director has self-assessed SHOROC Incorporated's income tax status against criteria provided by the ATO and considers it meets the criteria to be classified as income tax exempt. It is a requirement of the Australian Taxation Office that the self-assessment review (**Tab F**) is approved by the Board.

#### **Quarterly financial report**

The first quarterly financial report for 2013/14 including the end of year forecast as at 30 September 2013 is attached at **Tab G**.

#### **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".

SHOROC's current major projects underway are:

- **Health & transport:** Coordination of the Mayor-led campaign for transport and health infrastructure. This includes meetings with NSW and Commonwealth elected officials, senior bureaucrats and other stakeholders, participating in the BRT feasibility planning, and providing public statements, input and submissions to appropriate government reviews and strategy/plan development processes.
- **Government liaison:** Arranging meetings between the Board and local NSW MPs to discuss key infrastructure funding and other regional issues.
- **Planning:** Providing regional submissions and participating in NSW Planning Legislation Review and Metropolitan Strategy development and implementation.
- **Local government reviews:** Coordinating joint council discussions and planning regarding the Independent Local Government Review and Local Government Act Review, including councillor meetings and/or joint submissions where requested and development of strategies in response to the NSW Government reform agenda.
- **NSW 2021:** Coordinating council involvement in implementation of the actions under the Northern Beaches Regional Action Plan. Member of Regional Leadership Network
- **Waste management:** Coordinating development of a regional waste avoidance and resource recovery strategy, 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.
- **Business reform and shared services:** Managing business case analysis of potential shared services or commercial services including development assessment, call centre and waste management.
- **Centralised procurement and contract management:** Coordinating and contract managing regional tenders with SHOROC and NSROC councils.
- **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:** Managing the 'health of the region' indicator web report and supporting implementation of projects identified in the regional sustainability strategy *Shaping Our Future Sustainable Future*.
- **Operations & collaboration:** Secretariat for Board, GMAC, Kimbriki Sub-Committee and strategic, operational and projects groups as required. Reviewing operational policies. Facilitating collaboration and knowledge sharing on urban planning, community services, climate change, water cycle management and other matters.

### Item 3.3 Administrative matters

The SHOROC Board resolved to:

- **Approve** the 2012-13 Annual General Meeting Agenda.
- **Approve** the 2012-13 SHOROC Annual Report.
- **Endorse** the 2012-13 Independent Audit Report for submission to the AGM.
- **Approve** the self-assessment of income tax status and authorise the President to sign the *Income tax status review worksheet for self-assessing non-profit organisations*.
- **Endorse** the September 2013 financial report.
- **Endorse** SHOROC's current work priorities.

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

## Item 4 Stronger region - advocacy and collaborative projects

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

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| <b>SHOROC Corporate Plan project:</b> | <b>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</b> |
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As per SHOROC's Corporate Plan, as part of SHOROC's intergovernmental relations role SHOROC arranges six-monthly meetings between the Board and local NSW MPs and annual meetings between the Board and local Commonwealth MPs to discuss key infrastructure funding and other regional issues.

#### Meeting with NSW MPs

The next meeting with local NSW MPs is scheduled for Tuesday 3 December 2013. Confirmed are The Hon Mike Baird MP, The Hon Brad Hazzard MP, The Hon Jonathan O'Dea MP and The Hon Rob Stokes MP, with The Hon Jillian Skinner MP tentative at this stage.

The Board resolved at its 7 August 2013 meeting that the next meeting with NSW MPs scheduled for November is based on the current format with further discussions to be had at that meeting about what attendees see as most effective forums for this group including a potential 'Council of MPs and Mayors' or 'Members & Mayors Forum'.

Key issues proposed for the agenda include:

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

The SHOROC President has written to MPs to outline the proposed Agenda in order to seek detailed updates at the meeting from the MPs on these issues, as well as to invite the MPs to advise SHOROC of any additional issues they would like briefings on from the councils or to add to the Agenda to discuss.

#### Meeting with Commonwealth MPs

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

#### Item 4.1 NSW & Commonwealth MP meetings

The SHOROC Board resolved to:

- **Note** the update on meetings with NSW and Commonwealth MPs.
- **Endorse** and prioritise the draft Agenda items for the 3 December 2013 meeting with The Hon Jillian Skinner MP, The Hon Mike Baird MP, The Hon Brad Hazzard MP, The Hon Jonathan O'Dea MP and The Hon Rob Stokes MP.

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

## 4.2 Transport infrastructure planning

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| <i>SHOROC Corporate Plan project:</i> | <i>2. Transport: Continue coordination of Mayor-led lobbying of state and federal government to commit to construct Bus Rapid Transit and identified road upgrades. Work with state and federal government agencies including Transport for NSW to conduct detailed transport planning and improve regional transport.</i> |
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The significant work over recent years by SHOROC and our partner councils in advocating for priority regional transport infrastructure is realising results.

This was abundantly clear at the 25 October 2013 meeting of the Board with The Hon. Mike Baird MP where Mr Baird outlined the NSW Government's imminent regional transport plan and plans for major capital expenditure on public transport and road upgrades for the SHOROC region.

A briefing by Transport for NSW (T4NSW) on regional transport planning was originally arranged for this Board meeting. However due to the detail of discussions with Mr Baird, at the time of circulation of these papers it was not considered this would provide additional value. Should any further developments occur in the interim that enable more detail to be provided by T4NSW, the Deputy Director General will attend to provide a briefing.

### Next steps

The next major milestone is discussions with the NSW Government including T4NSW on its draft transport plan for the region, understood to be effectively a 20-year masterplan of short, medium and long-term public transport and road upgrades for the Northern Beaches and Mosman together with associated funding commitments. The Minister for Transport committed in January 2013 to developing this plan by the end of the year.

Mr Baird undertook to arrange a date for T4NSW staff to meet with the SHOROC Board in December to provide a briefing and consult on the regional transport plan and its priorities.

Key projects understood to be included in the regional transport plan are:

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

As Mr Baird stated at the 25 October 2013 meeting, it is critical that the councils of the SHOROC region stay united on the regional transport plan and priorities to ensure the NSW Government locks in the plan and funding in the coming months and to ensure implementation of this vital infrastructure for the region.

### Item 4.2 Transport infrastructure planning

The SHOROC Board resolved to:

- **Endorse** that the significant work over recent years by SHOROC and councils in advocating for priority regional transport infrastructure is realising results, as evidenced by the briefing by The Hon. Mike Baird MP on the NSW Government's imminent plans for a regional transport plan and major capital expenditure on public transport and road upgrades for the Northern Beaches and Mosman.
- **Endorse** that it is critical that the councils of the SHOROC region stay united on the regional transport plan and priorities to ensure the NSW Government locks in the plan and funding in the coming months and to ensure implementation of this vital infrastructure for the region.

*Moved Henry Wong/seconded Veronica Lee  
Carried unanimously*

### 4.3 Northern Beaches health planning

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| <b>SHOROC Corporate Plan project:</b> | <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. Member of Northern Beaches Inter-Agency Working Group.</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 scheduled to attend this Board meeting to brief the Board on regional health planning, particularly progress on the Northern Beaches Hospital's Frenchs Forest and Mona Vale campuses.

All indications are the hospital project is proceeding according to the planned timetable. NSW Health recently submitted its Stage 1 EIS for initial site works (see [www.nbhsredev.health.nsw.gov.au](http://www.nbhsredev.health.nsw.gov.au)) and has indicated it will release the Request for Proposals in the coming month, with submissions due in the first half of 2014.

A major element of the redevelopment project not discussed in detail to date is the significant investment in the redesign of the community health facilities across the region, with services to be rearranged and centralised in three centres including one in Mona Vale, one in Brookvale and Delmar.

It is considered appropriate that Board members raise issues or ask questions as required to fully understand the project progress and details, including for the Frenchs Forest campus, Mona Vale Hospital, the Manly Hospital site and community health planning.

The indicative project timetable is as follows:

| EVENT  | TARGET DATE                  |
|--|------------------------------|
| <b>EOI PHASE</b>   |                              |
| Release of Invitation  | 9 May 2013                   |
| Closing date for Application for release of Volume 2 of EOI and Individual Information Session | 24 May 2013                  |
| Individual Information Session for prospective approved Respondents                            | 12 June 2013                 |
| Last date for lodgement of clarification questions in respect of Invitation                    | 28 June 2013                 |
| Closing Date for lodging EOIs  | 11 July 2013                 |
| EOI presentations  | Week commencing 15 July 2013 |
| EOI evaluation and announcement of Short-listed Respondents                                    | August / September 2013      |
| <b>RFP PHASE</b>   |                              |
| Release of RFP   | September / October 2013     |
| Closing date for submitting Proposals  | Q1 / Q2 - 2014               |
| Selection of Preferred Respondent(s)   | Q3 - 2014                    |
| <b>NEGOTIATION AND COMPLETION PHASE</b>  |                              |
| Contract Close and Financial Close   | Q4 - 2014                    |
| <b>PROJECT PHASE</b>   |                              |
| Project commencement   | Q1 - 2015                    |
| D&C Phase completion   | Q1 - 2018                    |
| Operating Term commencement  | Q3 / Q4 2018                 |

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

As previously noted by the Board, the Minister for Health has appointed SHOROC's Executive Director to the Inter-departmental Committee for the Northern Beaches Hospital

project. The Committee is chaired by Dr Rohan Hammett NSW Health DDG, includes executive-level representatives from Health, Premier and Cabinet, Planning, Transport, Treasury, and Infrastructure NSW and covers all aspects of the Hospital development project including transport and planning for the surrounding area.

Three meetings have been held to date with the most recent one on 23 September 2013. Key issues discussed included:

- Northern Beaches Health Services redevelopment including hospital progress (Frenchs Forest and Mona Vale) and community health
- Transport planning
- Precinct planning
- Communications

Detail on local transport planning was sought on behalf of Warringah Council as requested.

A verbal update on the Committee's most recent meeting can be provided. The next Committee meeting is planned for December.

As a result of representations the Department of Planning and Infrastructure has agreed to arrange an officer-level working group with councils, transport, planning and health to discuss the hospital, transport and precinct planning in more detail.

#### **Item 4.3 Health infrastructure planning**

The SHOROC Board resolved to:

- **Note** that Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network and Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure apologised that they were unable to attend the Board meeting due to the date change.
- **Note** the offer from Ms Taylor and Mr Manning to provide a briefing for the Board on the soon-to-be-released RFP for the Hospital on Friday 29 November.
- **Agree** that Ms Taylor and Mr Manning be invited to brief the Board at its May 2014 meeting, with a standing invitation should Ms Taylor or Mr Manning wish to brief the Board at any time on major project developments.

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

#### 4.4 Engaging the business community on regional advocacy

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| <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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The SHOROC President has suggested there is a need and an opportunity for SHOROC to work more closely with the local business community on a regional basis to advocate for regional priorities, particularly to address the needs of the business community.

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

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

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

It is proposed that as an initial step SHOROC arrange a meeting for the Board with the Presidents of the local Business Chambers, business groups and the Chair of the Sydney North Regional Council of the NSW Business Chamber to discuss regional priorities in the lead up to the 2015 NSW Election and how the groups can work more closely together to advocate for the needs of the region.

##### **Item 4.4 Engaging the business community on regional advocacy**

The SHOROC Board resolved to:

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

*Moved Henry Wong/seconded Cr Jacqueline Townsend*

*Carried unanimously*

## 4.5 Planning: Metropolitan Strategy and System Reform

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| <i>SHOROC Corporate Plan project:</i> | <i>12. NSW Planning Reform: Prepare submissions, develop strategies and coordinate forums, meetings and projects as appropriate to seek to ensure a strong council role in the new sub-regional planning framework and sub-regional Boards.</i> |
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### Metropolitan Strategy

No further update from the NSW Government since the Board endorsed the SHOROC Metropolitan Strategy submission at its 26 June 2013 meeting.

However it is understood the Department of Planning intends to seek to progress the start of the subregional planning process and appointment of the subregional boards before the new planning legislation commences.

Based on advice from DP&I staff the subregional boards will be based on the final Metropolitan Strategy subregions, with staff indicating there will be a single subregion for northern Sydney encompassing both the SHOROC and NSROC regions. The Department has advised it is seeking 'to be consistent with or enable nesting with' the regions to be proposed by the Independent Local Government Review Panel and is forming its subregions using existing council boundaries.

### Planning Reform

The Minister has announced changes to the draft Planning legislation from that released with the White Paper this year to address concerns raised by councils, including SHOROC, and the community. At the time of circulation of these papers the new Planning Bills had passed through the Legislative Assembly.

Manly Council has written to SHOROC outlining its resolution on the proposed NSW Planning Legislation (**Tab H**) and requesting that '*SHOROC facilitate a meeting with the Minister for Planning to attend a future Board Meeting of SHOROC to discuss the concerns raised by the community in relation to the new Planning Legislation*'. Manly resolved:

- that the Minister for Planning and local Member of Warringah, Brad Hazzard, be invited to a meeting of SHOROC to discuss local concerns regarding the Bill.

It was planned SHOROC would help facilitate this meeting however considering the subsequent changes to the Planning legislation it is not considered the meeting is required at this point. Should the proposed changes to the legislation not be considered suitable by the Board, this issue can be discussed at the scheduled 3 December 2013 meeting with local MPs. GMAC has endorsed this approach.

### Item 4.5 Planning: Metropolitan Strategy and System Reform

The SHOROC Board resolved to:

- **Note** the Metropolitan Strategy and NSW Planning Reform update.
- **Agree** that the requested meeting with The Hon Brad Hazzard MP is not required at this stage due to the changes to the Planning legislation, however the issue will be listed as an agenda item at the 3 December 2013 Board and NSW MPs' meeting.

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

## 4.6 Local Government Review

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| <p><b>SHOROC Corporate Plan project:</b></p> | <p><b>11. Local Government Reviews: Coordinate joint council discussions and planning regarding the Independent Local Government Review and Local Government Act Review, including Councillor meetings and/or joint submissions where requested and development of strategies in response to the NSW Government local government reform agenda.</b></p> |
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It is understood the Independent Local Government Review Panel is working on a timetable of submitting its final report to government in November. At the time of circulation of these papers no public statement had been made regarding the report.

As part of its considerations it held a roundtable workshop in August “to refine and test its thinking about ‘new look’, multi-purpose county councils to undertake regional level functions”. SHOROC’s Executive Director and Warringah Council’s General Manager attended along with a number of other county council, ROC and council representatives. **Tab I** includes the agenda, list of attendees and a draft “proposed County Council Option” provided by the Panel for discussion.

The Panel’s Chair opened the meeting by outlining that the purpose was to discuss stronger regional models and to construct stronger regional entities in local government, with a major focus being the capacity to work better in partnership with the state government.

The roundtable included discussions on a number of submissions provided to the Panel in its consultations including those from Hunter Councils, Riverina Eastern Regional Organisation of Councils, SHOROC and the Urban Taskforce.

There is significant consistency between the submissions discussed. For reference, SHOROC’s submission included the following:

### *Governance options for regional collaboration*

- *It is recommended the Panel define a range of incorporation models for regional collaboration and propose amendment of the NSW Local Government Act to facilitate the transitioning of existing ROCs for stronger regional collaboration.*
- *Major potential options proposed may include:*
  - *Council of Mayors type model for regional advocacy, strategic planning and intergovernmental relations, led by a board of council mayors appointed for a four-year term as per the Regional Planning Boards.*
  - *Regional Services Organisation for operational and joint services, governed by a skills-based board. Councils are shareholders, appointing delegates to the board, approving the annual Statement of Intent and holding it accountable by using performance measures and targets. These Regional Services Organisations could also resource the Council of Mayors through an advocacy and planning coordination unit. The New Zealand Council Controlled Organisation framework and the South Australian Regional Subsidiary framework provide good guidance on potential provisions for the Act.*
  - *A revised county council framework which significantly re-writes the provisions so the organisations are created by and answerable to councils, rather than established at the discretion of the NSW Government. This will also enable flexibility in the appointment of board members to be council executives or independents, proportional voting structures and the functions to be adaptable over time to the*

*needs of councils, and streamlining reporting requirements under IP&R.*

- *Corporations established under the Corporations Act where appropriate, with guidelines established that support and facilitate councils forming corporations in line with the guidelines without the need for an onerous Ministerial approval process.*

The Panel's Chair in summarising his views following discussion, outlined that he considered there is a high level of consistency in regard to what is required, including:

- Regional bodies governed by Mayors (ie the Council of Mayors type model) focussed on strategic planning (Metropolitan Strategy and Regional Action Plans) and intergovernmental relations on policy and strategy issues, and that these groups should be aligned to or able to be nested with the planning boundaries, with membership of the regional organisation mandated.
- Separation of policy/strategy and operational issues within the regional body to reflect the separation of these responsibilities within councils.
- Joint and shared services on a regional basis, with involvement by councils mandated for some services and flexible for others.

The Panel outlined that it is planning on coming up with a model for inclusion in legislation that addresses the major issues with the County Council model, strengthens the regional model to enable a strong partnership with the state government on strategic planning, and enables flexibility where required.

The Panel also tabled a draft "proposed County Council Option" for discussion which sought to address many of the concerns raised with the County Council model for regional collaboration (**Tab I**). This includes a potential name change to 'Joint Authorities' and seeks to address many of the concerns with County Councils raised in SHOROC's submission.

#### **Item 4.6 Local Government Review**

The SHOROC Board resolved to:

- **Note** the update on the Independent Local Government Review Panel including the Roundtable workshop "*to refine and test its thinking about 'new look', multi-purpose county councils to undertake regional level functions*".

*Moved Henry Wong/seconded Veronica Lee  
Carried unanimously*

## 4.7 NSW 2021 Northern Beaches Regional Action Plan

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

The Northern Beaches Regional Action Plan (NBRAP) is now in implementation phase.

The NBRAP has 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.

### Current situation

Updates on new projects, in addition to those for transport and health detailed in items 3.3 and 3.4 above, that have commenced under the Action Plan are provided below.

#### Northern Beaches Regional Youth Strategy

The Department of Education and Communities is leading development of the Northern Beaches Regional Youth Strategy by June 2014.

A Task Group has been established with two council staff representing SHOROC, coordinated through the SHOROC Community Services Managers Working Group. This Task Group aims to have draft Regional Youth Strategies for the Northern Beaches, Northern Sydney and Southern Sydney developed by Feb 2014.

#### Northern Beaches Regional Ageing Strategy

The Department of Family and Community Services is leading development of the Regional Ageing Strategy for Northern Sydney by September 2013.

A Task Group has been established with two council staff representing SHOROC, coordinated through the SHOROC Community Services Managers Working Group. This Group aims to develop Regional Ageing Strategies for Northern Sydney and Southern Sydney by December 2013. SHOROC is advocating for a separate Ageing Strategy for the Northern Beaches (as stated in the NBRAP) and an extension of the timeframe to enable more time for preparation.

#### Northern Regional Waste Avoidance and Resource Recovery Strategy

The Environmental Protection Authority is funding ROCs to coordinate development of regional waste avoidance and resource recovery strategies by mid-2014. See Item 5.1.

### **Item 4.7 NSW 2021 Regional Action Plans**

The SHOROC Board resolved to:

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

*Moved Veronica Lee/seconded Mark Ferguson  
Carried unanimously*

## 4.8 National Broadband Network

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| <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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The SHOROC Board was provided a briefing on the National Broadband Network (NBN) plans at its 7 August 2013 meeting by representatives of NBN Co. This briefing was as a result of a resolution of the Board at its 20 February 2013 meeting to agree that SHOROC 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.

NBN Co. has previously announced on its website that the NBN would be rolled out to selected sites across the SHOROC region in the next few years, including:

- 2013-14 commencement:
  - Mosman (Fibre). Construction to commence from July 2013 in phases with last construction scheduled to commence in June 2014.
- 2015-16 commencement:
  - Warringah (Fibre) to Allambie Heights, Beacon Hill, Belrose, Davidson, Duffys Forest, Forestville, Frenchs Forest, Killarney Heights, Ku-ring-gai Chase, Oxford Falls, Terrey Hills. Construction to from September 2015 in phases with last construction scheduled to commence in September 2016.
  - Pittwater (Fibre) to Bayview, Church Point, Elanora Heights, Ingleside, Mona Vale, Narrabeen, Newport, North Narrabeen, Scotland Island, Warriewood. Construction to commence from March 2015 in phases with last construction scheduled to commence in September 2016.

### Next steps

The next steps were discussed at the 4 September 2013 GMAC.

The [NBN Co. website](#) now has no details of the rollout plans. Renewed advocacy for faster rollout of fast broadband in this region may be valuable.

In addition, the area that can add significant value is supporting and encouraging local business to prepare for the NBN or other fast broadband implementation in the region. GMAC originally planned to invite representatives from the Commonwealth Government to provide a briefing on digital economy issues and how councils can support small business prepare for the NBN and faster broadband at the next GMAC meeting in October.

However the current situation was discussed with the Director of the Digital Economy Branch from the Department of Broadband, Communications and the Digital Economy. It was advised that currently the Department and its programs are in a 'state of flux', with the Digital Economy Program under review and further funding unlikely. The Director advised that a meeting would be of greater value next year once the new government has identified its major objectives and priorities.

### Item 4.8 Briefing: National Broadband Network

The SHOROC Board resolved to:

- **Agree** that SHOROC contact representatives from the Department of Broadband, Communications and the Digital Economy in early 2014 to invite attendance at a suitable GMAC for a briefing on digital economy issues and how councils can support small business prepare for the NBN and faster broadband.
- **Agree** that SHOROC write to the Federal Member for Warringah and the Minister for Communications advocating for faster rollout of fast broadband across the Northern Beaches and Mosman than was planned by the previous government.

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

## Item 5 Stronger councils

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

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|---------------------------------------|--|
| <b>SHOROC Corporate Plan project:</b> | <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 &amp; KEE's AWT project</p> <p>(b) Manage the regional collection contract tender project</p> <p>(c) Review &amp; 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> |
|---------------------------------------|--|

#### 1. Common Waste Collection System

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

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

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

Mosman, Pittwater and Warringah councils also resolved:

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

#### 2. Regional Waste Collection Services Contract

Mosman, Pittwater and Warringah Councils are expected to receive cost savings through the Regional Waste Collection Services Contract due to the improved economies of scale and efficiencies that would be created and increased buyer power of the councils.

On 14 June 2013, The General Managers agreed the Regional Collection Contract is to be offered as a two-phase model whereby the selected contractor will initially collect existing waste streams commencing on 1 February 2017 and will migrate to collecting the new waste streams when the AWT is operational.

SHOROC engaged A. Prince Consulting (APC) in 2012 to assist development of tender and contract specifications. APC has reviewed current individual council contracts and the future common waste collection system requirements agreed by the councils for the future contract. In September 2013, APC delivered to SHOROC and councils the correlation of existing agreements to the term clauses in the future contract.

SHOROC will meet with council waste managers in November to review of the APC draft terms and identify outstanding decisions required for the Regional Collection Contract.

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

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

PwC presented its draft findings to GMAC on 18 December 2012 which identified that centralised waste management models are likely to result in efficiencies for participating councils. In February 2013, the council GMs agreed to further analysis through Herbert Smith Freehills (HSF) lawyers which identified similar governance options.

GMAC has requested SHOROC further review business model options with KEE and has requested that SHOROC engage PwC to conduct further analysis on short-listed models.

### 4. Regional waste communications

SHOROC has worked with waste managers, educators and communications staff from the councils to coordinate the development of a communications plan for a regional approach to communicating the Common Waste Collection System. This plan has three phases:

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

The timing of phase 2 and 3 will depend on the introduction of the new system which is aligned to Kimbriki's AWT facility becoming operational. However it is envisaged phase 2 will commence at least 12 months prior to system introduction (est. mid 2016).

SHOROC's Communications & Office Manager has significant marketing and communications experience and will develop and coordinate the regional waste education projects with the councils and KEE as per the SHOROC Corporate Plan.

### 5. Regional Waste Strategy

SHOROC is coordinating the development and formalisation of a Regional Waste Strategy with council staff in accordance with the NSW 2021 *Northern Beaches Regional Action Plan*.

On 17 October 2013, the EPA approved SHOROC's application for the *Regional Co-ordination Support Package* – a grant of \$600,000 over four years to employ a Regional Waste Coordinator to develop and implement a regional waste avoidance and resource recovery strategy. The Regional Coordinator role will also assist our councils access further grants under the EPA's \$456.7M Waste Less Recycle More initiative.

The process of recruiting the Regional Coordinator has commenced.

SHOROC will meet with councils' waste managers in November 2013 to review the EPA's draft guidelines for the Regional Waste Strategy and related information requirements.

#### Item 5.1 Regional waste coordination

The Board resolved to:

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

*Moved Cr Jean Hay AM/seconded Cr Jacqueline Townsend*

*For: Cr Jean Hay AM, Cr Jacqueline Townsend, Cr Michael Regan, Cr Peter Abelson, Mark Ferguson, Henry Wong, Veronica Lee*

*Against: Rik Hart*

*Carried*

## 5.2 SHOROC Kimbriki Sub-Committee meeting

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| <b>SHOROC Corporate Plan project:</b> | 14. Coordinate and provide secretariat for Kimbriki Sub-Committee |
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The Kimbriki Sub-Committee met on 11 September 2013 at the Kimbriki Resource Recovery Centre. The draft minutes are provided at **Tab J**.

### Public relations campaign

On 7 August 2013 the SHOROC Board resolved to:

- Agree that SHOROC write to the KEE Board to encourage KEE to continue and improve Kimbriki's public relations program.
- Agree that councils not contribute additional funding to the proposed campaign.

A letter from SHOROC to the KEE Board advising this resolution is provided at **Tab K**.

On 11 September 2013, the Kimbriki Sub-Committee resolved to:

- Agree to suggest to KEE that it formally request SHOROC assistance to progress a modestly-sized Kimbriki PR plan and campaign for the current financial year, using SHOROC staff time to the extent that this can be made available - ie in-house staff resources only (no additional budget).

On 9 October 2013, the General Managers Advisory Committee resolved to:

- Agree to recommend to the Board that it:
  - Note the draft minutes of the 11 Sept 2013 Kimbriki Sub-Committee meeting.
  - Offer KEE SHOROC's assistance if requested to progress a modestly-sized Kimbriki PR plan and campaign for the current financial year, using SHOROC staff time to the extent that this can be made available - ie in-house staff resources only (no additional budget).

### Kimbriki Sub-Committee meeting calendar

The next meeting is scheduled for 6-8pm on Wednesday 11 December 2013 at Kimbriki. The forward meeting calendar for the Kimbriki Sub-Committee is as follows:

- 6-8pm on Wednesday 19 March 2014
- 6-8pm on Wednesday 18 June 2014
- 6-8pm on Wednesday 17 September 2014
- 6-8pm on Wednesday 17 December 2014

#### Item 5.2 SHOROC Kimbriki Sub-Committee meeting

The SHOROC Board resolved to:

- **Note** the update of the SHOROC Kimbriki Sub-Committee meeting.
- **Note** the GMAC recommendation on the Kimbriki Sub-Committee resolution.
- **Note** the draft minutes of the 11 Sept 2013 Kimbriki Sub-Committee meeting.
- **Offer** KEE SHOROC's assistance if requested to progress a modestly-sized Kimbriki PR plan and campaign for the current financial year, using SHOROC staff time to the extent that this can be made available - ie in-house staff resources only (no additional budget).
- **Note** the Kimbriki Sub-Committee 2014 meeting calendar.

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

### 5.3 Business reform, joint projects & procurement

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| <b>SHOROC Corporate Plan projects:</b> | <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 &amp; Building Certification services.</i></p> <p>17. <i>Continue to review council operations &amp; potential market opportunities &amp; present high level scoping overviews to GMAC for consideration as they arise..</i></p> |
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The SHOROC Board has identified that a major goal of the 2012-2016 SHOROC Corporate Plan is to “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”.

Key projects are listed in the Corporate Plan (see table above).

This report includes:

1. Progress update on current projects
2. Proposed next steps

#### 1. Progress update on current projects and services

##### 1.1 Enhanced regional procurement

The first business reform project implemented is the establishment of a centralised procurement and contract management service. As per the SHOROC 2013-14 Operational Plan, the purpose is to:

- a. Contract manage agreed regional contracts
- b. Seek to increase joint buying on a greater geographic scale
- c. Review council spends and identify high value procurement initiatives
- d. Establish a resourcing mechanism to enable the function to be expanded

In this quarter SHOROC has:

- Increased contract management responsibilities for joint contracts through the commencement of the Road Line Marking and Signposting contract.
- Continued engagement with NSROC General Managers to increase joint buying on a greater geographic scale and formal participation in a joint procurement program
- Finalised the first tender and panel arrangements using the SHOROC Deed to reduce the duplication of administrative effort between the councils
- Begun a review of the procurement function and business model noting Warringah Council’s withdrawal from the program (see Item 3.1)

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

- *Supply and application of Line marking & Signposting Services Tender.* Now completed and contract managed by SHOROC. Tender evaluation was conducted with council staff and adopted by each council. Contracts with five suppliers have now been signed and councils have started utilising panel firms.
- *Roads Construction Services Contract management.* SHOROC conducts centralised contract management on behalf of all councils, such as quarterly price adjustments and contractor dispute resolution
- *Rates Notice and Parking Permit Printing and Distribution Tender.* The winning tenderer offered councils a 9% discount on the price quoted for each council individually if awarded the contracts for all four councils.

### 1.2 Business reform projects

The financial sustainability of councils across NSW is a major focus of the NSW Government and its program of review and reform of local government. This is an area many other ROCs are investigating, including full reviews of council services to investigate potential opportunities for establishing shared service centres or joint administrations to address the financial challenges facing councils, whilst maintaining council independence.

As agreed by the Board, SHOROC is managing a business reform program to review opportunities for more efficient and effective council business operations through shared services or other models on a greater geographic scale including DA assessment, coastal zone/catchment management, compliance and building certification services.

The current business reform projects were agreed by the council General Managers, with the first stage independent business case assessment for:

1. **Waste management services.** As reported under item 4.1, PwC presented its analysis to GMs in December 2012. Further analysis will be conducted.
2. **Centralised and potentially commercialised call centre, with initial focus on after hours.** SHOROC reviewed existing council contract terms in February 2013 and identified minor savings may be generated. This project may continue with NSROC member council involvement.
3. **Centralised procurement and management of goods and services across the region.** SHOROC presented a business proposal to GMAC in February 2013 and has led to the actions taken under 'Enhanced Regional Procurement' (above).
4. **Centralised and potentially commercialised development application assessment (excluding strategic planning, policy and development approval functions).** The Centralised Development Application Assessment Unit Investigation project has been delayed to enable the review of the NSW Planning System to be sufficiently progressed. The NSW Planning System review is now progressing with the release of the White Paper and SHOROC has applied for funding for this project under the NSW Department of Planning and Infrastructure's Planning Reform Fund Program. The SHOROC submission was consistent with the agreement of the GMAC regarding this project. Should the application be successful, it is planned the project will be overseen by GMAC and the Shared Services Project Liaison Group.
5. **Commercial business unit to provide compliance and building certification services (on hold)**
6. **Centralised coordination of regional coastal zone/catchment management services (on hold)**

Other opportunities for beneficial reform will be investigated when resources permit.

### **2. Next steps**

As reported in Item 3.1, Warringah Council has resolved to withdraw participation from the joint procurement service and shared services business improvement program. Subject to agreement by the Board to establish the SHOROC Business Improvement Program Working Group, further reports on this program will be provided directly to the Working Group.

#### **Item 5.3 Business reform, joint projects & procurement**

The SHOROC Board resolved to:

- **Receive** and **note** the update on business reform, joint projects and procurement.
- **Note** that reports on this program will be provided to the SHOROC Board up to 30 June 2014.

*Moved Cr Michael Regan/seconded Cr Jean Hay AM*

*For: Cr Michael Regan, Cr Jean Hay, Cr Peter Abelson, Henry Wong, Veronica Lee, Rik Hart*

*Against: Cr Jacqueline Townsend and Mark Ferguson*

*Carried*

## 5.4 Professional officers groups

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| <b>Corporate Plan project:</b> | <i>10. Support council working groups in priority areas including strategic and urban planning, community services, economic development, sustainability and others as required</i> |
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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, Linda Kelly, Stephen Clements). Meet every two months or as appropriate.
- 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, Manly TBA). Meet as required. Likely to be superseded by new group.
- Community Services Managers (Lindsay Godfrey, Eric Poulos, Ruth Robins, Melissa Mesinna, Nicola Atmore). Meet every 2-3 months.
- Procurement Working Group (Peter Baartz, Lisa Neal, Helen Lever, John Durazza, Max Glyde). Meet every two months.
- Local economy, business and tourism. (Di Lawrence, Beth Lawsen, Lindsay Godfrey, David Kerr, Paul William-Smith). Meet every 2-3 months.
- Waste management (Tony Walmsley, John Saul, Jeffrey Lofts, Robina Bramich, Natasha Schultz). Meet as required on common collection contract project.
- Waste communications (Sally Williams, Belinda Noble, Loani Tierney, Melinda Aitkenhead, Mark Winser). Meet as required and often in conjunction with waste management group.
- Climate change adaptation and mitigation (David Bell, Jennifer Pang, Jo Tulau, Belinda Atkins, Monique Nichols). Meet quarterly.
- Water cycle management (Ben Fallowfield, Melanie Schwecke, Jason Ruszczyk, Michael Galloway, Belinda Atkins). Meet every two months.
- HR and workforce planning (Melodie Whiting, Steve Rawe, Marija Savic, John Gilroy). Meet as required.
- Ad hoc working groups on issues such as the Long Term Transport Master Plan, EP&A Act review submission, Metropolitan Strategy submission, Code of Conduct Review Panel.

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

### Item 5.4 Professional officers groups

The SHOROC Board resolved:

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

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

**Item 6 Additional matters raised by councils****6.1 Morning beach parking (Manly Council)**

The Manly Daily has run numerous articles in October calling on the councils to consider free morning beach parking before 9am to encourage fitness and wellbeing for residents.

*Item listed for discussion*

**Item 6.1 Morning beach parking (Manly Council)**

The SHOROC Board resolved:

- That early beach parking is a matter for individual councils to determine.

*Moved Cr Jean Hay AM/seconded Cr Peter Abelson*

*Carried unanimously*

**Item 7 General business****7.1 Regional parking permit for Northern Beaches**

Councillor Regan raised the issue of a potential regional parking permit for the Northern Beaches.

**Item 7.1 Regional parking permit for Northern Beaches**

The SHOROC Board resolved:

- That there is no agreement to pursue a regional parking permit for the Northern Beaches.

*Moved Cr Jean Hay AM/seconded Cr Jacqueline Townsend*

*For: Cr Jean Hay AM, Cr Jacqueline Townsend, Cr Peter Abelson, Henry Wong, Veronica Lee, Mark Ferguson*

*Against: Cr Michael Regan, Rik Hart*

*Carried*

**7.2 Local Government NSW request for SHOROC Board meeting schedule**

Cr Keith Rhoades, President of Local Government NSW has requested SHOROC Board meeting schedule for 2014 so that he might be able to attend a meeting.

**Item 7.2 Local Government NSW request for SHOROC Board meeting schedule**

The SHOROC Board resolved:

- That the Executive Director advise LGNSW that the SHOROC Board will invite Cr Rhoades President of Local Government NSW to attend a future SHOROC Board meeting when considered appropriate.

*Moved Cr Michael Regan/seconded Mark Ferguson*

*Carried unanimously*

**Item 8 Additional matters raised by councils**

*Nil*

**Item 9 Confirm time and date of next meeting**

AGM: 27 November 2013, 4-6.30pm at Long Reef Golf Club

Next ordinary meeting: 19 February 2014, 3-5pm at the SHOROC Offices