

SHOROC INCORPORATED

BOARD MEETING MINUTES

Wednesday, 7 August 2013, 3-5pm

SHOROC Board Room



Board Members Present

Cr Jean Hay AM	Mayor of Manly
Cr Roy Bendall	Deputy Mayor of Mosman
Cr Bob Grace	Deputy Mayor of Pittwater
Rik Hart	General Manager Warringah Council, SHOROC Treasurer
Mark Ferguson	General Manager Pittwater Council
Viv May	General Manager Mosman Council
Henry Wong	General Manager Manly Council

In attendance

Ben Taylor	Executive Director SHOROC
Jacqui Fishpool	Communications and Office Manager SHOROC
Gary Bigg	Business Manager SHOROC

Item 1 Welcome and apologies

Cr Jean Hay, Mayor of Manly chaired the meeting and welcomed all those attending. Apologies were received from Cr Michael Regan Mayor of Warringah and SHOROC President; Cr Peter Abelson Mayor of Mosman and SHOROC Vice President; and Cr Jacqueline Townsend Mayor of Pittwater.

Item 2 Adoption of 26 June 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 26 June 2013 Board minutes and matters arising

The Board resolved:

- To adopt the minutes of the 26 June 2013 SHOROC Board meeting.

Moved Viv May/seconded Rik Hart

Carried unanimously

Item 3 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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3.1 Review of ROCs and opportunities for collaboration

SHOROC Corporate Plan project:	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.
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Discussions are occurring between SHOROC and NSROC councils regarding opportunities for collaboration and potentially a merger of the two organisations or establishing a new regional entity comprising SHOROC and NSROC councils.

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.
- That the SHOROC President and Executive Director initiate formal discussions between SHOROC and NSROC Mayors and General Managers to discuss the proposals and, if positive, seek to agree a staged project plan for progress further.

The SHOROC President has commenced discussions with some individual NSROC councils and GMAC subsequently endorsed the next steps at its 10 July meeting:

- SHOROC writing to all NSROC and SHOROC councils and to NSROC to propose a workshop of Mayors and General Managers to discuss better collaboration between the councils of the SHOROC and NSROC regions, and to seek their interest in jointly funding an issues paper to discuss options for better collaboration.
- The Executive Director contacting and/or meeting each council General Manager and Mayor individually to identify issues that need to be considered, for inclusion in an issues paper for the workshop.
- Holding a workshop of Mayors and GMs in August, facilitated by an independent such as Alex Gooding or Melissa Gibbs, to discuss options for greater collaboration between SHOROC and NSROC councils.

The five lower North Shore councils have resolved to support in principle the merger of NSROC and SHOROC. The NSROC Board has also been in discussions and is understood to be considering the issue at its upcoming Annual Conference on 1 August. Feedback will be sought on the NSROC Conference for verbal advice at the Board meeting.

In addition, SHOROC has already started collaborating more closely with NSROC councils: meeting to discuss transport proposals; the Metropolitan Strategy; and planning to manage joint procurement activities for NSROC councils.

Benefits and issues to be discussed

There are clear potential benefits from greater collaboration, a merger of the two organisations or establishing a new regional entity comprising SHOROC and NSROC councils. The primary drivers for a potential merger or stronger collaboration are to enhance the strategic capacity of the councils and regional organisation to provide:

- a stronger voice for regional advocacy with greater strength in numbers
- greater capacity for coordinated subregional infrastructure and land-use planning by aligning with the proposed North and Inner-north subregions and boards

- greater capacity for closer partnerships with state and federal governments on infrastructure and service delivery planning by aligning with state government regional boundaries including for the State Plan, planning, health, community services and education
- greater scope, economies of scale and flexibility for resource sharing, joint services, purchasing and projects

There are however issues that would need to be discussed and agreed before proceeding further, including for example representation on the Board and Executive, voting and decision-making arrangements, and ensuring an ongoing voice for each sub-region.

On balance it is considered there is value for the councils in potentially merging SHOROC and NSROC or establishing another alternative grouping of northern Sydney councils as these and other governance issues can be addressed under appropriate structures.

Current situation and next steps

SHOROC has written to all SHOROC and NSROC councils proposing the workshop of Mayor and General Managers. A copy of the letter is attached (**Tab A**). To date Hornsby, Ku-ring-gai, Willoughby and Mosman have formally responded confirming participation in the workshop and in meeting beforehand to provide input into the discussion paper.

A date will be shortly sought for the workshop in late August or early September.

Mr Alex Gooding has agreed to facilitate the workshop and assist in preparation of the issues paper. It is considered an independent facilitator would be valuable in order to objectively guide discussion and to bring additional experience in alternative collaboration models to the discussions.

The purpose of the workshop is to discuss options for greater collaboration between SHOROC and NSROC councils. A potential option that has been discussed is merging or forming a new organisation. If this is identified as worth exploring it is considered that that this would be most effectively achieved through three-stages:

1. Form a preliminary entity using a simple constitution based primarily on current arrangements, with amendments as deemed appropriate based on discussions at the workshop.
2. Develop a new Business Plan and governance structure for endorsement by member councils
3. Commission new governance structures and business model/s.

Item 3.1 Review of ROCs and opportunities for collaboration

The Board resolved to:

- Note the update on the review of ROCs and opportunities for greater collaboration between the councils of the SHOROC and NSROC regions.
- Note the SHOROC President has commenced discussions with some individual NSROC councils regarding opportunities to establish a new regional entity comprising SHOROC and NSROC councils.
- 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.

Moved Viv May/seconded Mark Ferguson

Carried unanimously

3.2 NSW & Commonwealth MP meetings

SHOROC Corporate Plan project:	3. Government Liaison: Hold meetings between the Board and local NSW MPs on a six-monthly basis and local Commonwealth MPs on an annual basis to discuss key infrastructure funding and other regional issues
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As per SHOROC's Corporate Plan, as part of SHOROCs 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.

NSW MPs

The Board most recently met with local NSW MPs on 3 June 2013.

While effective to date and a good forum for confidential discussions on major regional issues between NSW MPs, Mayors and General Managers, it is considered these meetings could be strengthened significantly and be more strategic in nature if a more formalised approach was taken.

It is proposed that the next meeting scheduled for November is held as a SHOROC 'Council of MPs and Mayors' or 'Members & Mayors Forum', whereby:

- The meeting acts more as a collegiate group seeking to resolve major regional issues and agree plans of action
- Members include NSW MPs for North Shore, Manly, Wakehurst, Davidson and Pittwater and the Mayors of Manly, Mosman, Pittwater and Warringah
- Presentations be invited from key NSW Government Ministers, departments and councils on major issues such as transport, health, subregional planning and the NSW2021 Northern Beaches Regional Action Plan.

GMAC has endorsed this proposal.

Commonwealth MPs

The Board met with The Hon Tony Abbott MHR and The Hon Bronwyn Bishop MP in Canberra on 18 June 2013.

Key issues discussed included: transport including Bus Rapid Transit (BRT) and road upgrades; health including planning for the Northern Beaches Hospital's Frenchs Forest and Mona Vale campuses, and other regional health planning issues; Independent Local Government Review; Brookvale Oval; and constitutional recognition of local government.

This item is listed for discussion of any actions arising from this meeting.

Item 3.2 NSW & Commonwealth MP meetings

The Board resolved:

- 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'.
- To request all major political parties contesting the 2013 Federal election to outline their positions regarding SHOROC's transport priorities, funding for infrastructure for the Northern Beaches and maintenance of the Roads to Recovery funding.

*Moved Henry Wong/seconded Mark Ferguson
Carried unanimously*

3.3 3.30pm Briefing Public transport & road infrastructure & planning

SHOROC Corporate Plan project:	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.
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The SHOROC advocacy campaign for transport infrastructure continues to progress well, however there is significant work to be completed before the end of the year if the NSW Government is to deliver on its commitment to finalising a comprehensive plan for the immediate, short-term and longer-term transport improvements for the region.

Senior executives from Transport for NSW and/or the RMS have been invited to attend the Board meeting to brief the Board on the road upgrade planning underway. Attendance is not confirmed as Ministerial approval is required. If NSW Government staff are unable to attend a briefing can be provided by SHOROC's Executive Director.

Current issues and work underway

Road upgrades

- *Warringah Road and Wakehurst Parkway*

Progress is being made as a result of ongoing advocacy by SHOROC and councils, with the 2013-14 NSW Budget including \$6.5 million for planning for road upgrades and the Treasurer stating further funding would be allocated in the next budget for construction.

These much-needed road upgrades are discussed at the Inter-departmental Committee for the Northern Beaches Hospital attended by SHOROC's Executive Director. It is understood the RMS has or will very shortly recommend options for consideration to the Minister, including intersection upgrades and grade separation for Warringah Road, and works to address flooding issues for the Wakehurst Parkway.

A meeting is being sought with the Minister for Roads for the SHOROC President and Executive Director to discuss and advocate for these projects.

- *Northern Beaches Link/tunnel*

It is understood Infrastructure NSW is engaging with the private sector to identify if this project can be brought forward.

A meeting is currently being sought for the Mayors with the Treasurer and new Chairman of Infrastructure NSW to discuss and advocate for the Northern Beaches Link. The Treasurer's Office has advised it is seeking a suitable date and will confirm shortly.

- *Mona Vale Road*

The 2013-14 NSW Budget includes an additional \$1 million to continue planning for the widening of Mona Vale Road between Ingleside and Terrey Hills, and to commence planning for the proposed upgrade of Mona Vale Road between Mona Vale and Ingleside.

Bus Rapid Transit and regional public transport improvements

Consultation on the Bus Rapid Transit Pre-feasibility study concluded on 30 June 2013.

There is significant work to be undertaken by the NSW Government to determine the best option for further planning if it is to deliver on its commitment to finalising a *comprehensive plan for the immediate, short-term and longer-term transport improvements for the region* by the end of the year.

SHOROC's Executive Director continues to engage with the NSW MP's, Ministerial staff and Transport for NSW Executives to advocate for SHOROC's policy in the interests of the councils.

It is understood that further analysis is currently being conducted currently by Transport for NSW including economic analysis and reviews of the submissions, with a report to be provided to Minister Berejiklian in the coming weeks. Transport for NSW has agreed to work closely with SHOROC to develop the draft plan for the region over the coming months.

Item 3.3 Public transport & road infrastructure & planning

The Board resolved to:

- Note the update on the advocacy for public transport and road upgrades, including Bus Rapid Transit and regional public transport improvements, and road upgrades for Warringah Road, Wakehurst Parkway, the Northern Beaches Link and Mona Vale Road.
- Thank Mr Rolf Lunsmann from Transport for NSW for attending the Board meeting and providing a briefing on public transport and road infrastructure planning for the Frenchs Forest precinct and the Northern Beaches Hospital.

*Moved Cr Bob Grace/seconded Cr Roy Bendall
Carried unanimously*

3.4 Northern Beaches health planning

SHOROC Corporate Plan project:	1. Health: Continue coordination of Mayor-led lobbying of state and federal government to construct the Northern Beaches Hospital and retain Mona Vale Hospital in a complementary role. Work with state & federal government agencies including NSLHD & HI to support planning & improve health services. Member of Northern Beaches Inter-Agency Working Group.
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The construction of the Northern Beaches Hospital and upgrades to Mona Vale Hospital for a long term complementary role remain major issues for this region.

On 2 May 2013 the NSW Government announced expressions of interest (EOI) will be invited from the private sector to design, construct, operate and maintain the Northern Beaches Hospital at Frenchs Forest. 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) briefed the Board on this announcement.

Volume 1 of the EOI is attached at **Tab B**. Volume 2 is confidential however 'read-throughs' are available if requested. SHOROC's Executive Director has read through the volume and is seeking an excerpt for councils which provides some good, albeit high-level, information that clarifies the government's plans in relation to the hospital site and surrounding land.

The indicative project timetable is as follows:

EVENT	TARGET DATE
EOI PHASE	
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
RFP PHASE	
Release of RFP	September / October 2013
Closing date for submitting Proposals	Q1 / Q2 - 2014
Selection of Preferred Respondent(s)	Q3 - 2014
NEGOTIATION AND COMPLETION PHASE	
Contract Close and Financial Close	Q4 - 2014
PROJECT PHASE	
Project commencement	Q1 - 2015
D&C Phase completion	Q1 - 2018
Operating Term commencement	Q3 / Q4 2018

NSW Health and HI will be invited to next Board meeting to provide a progress update.

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.

Two meetings have been held to date with the most recent one on 4 June 2013. A verbal update on the Committee's most recent meeting can be provided.

Item 3.4 Northern Beaches health planning

The SHOROC Board resolved to:

- Note the update on the campaign for investment in health infrastructure.

Moved Viv May/seconded Mark Ferguson

Carried unanimously

3.5 NSW 2021 Northern Beaches Regional Action Plan & implementation

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

The Northern Beaches Regional Action Plan (NBRAP) is now in implementation phase. A subset of the NSW State Plan "NSW 2021", the NBRAP identifies the immediate actions the NSW Government will prioritise over the next two years for the SHOROC region, including the Mosman LGA.

The NBRAP 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.

The NBRAP strongly reflects the priorities advocated for by SHOROC in its submission in early 2012 and as such the resulting plan highlights the value for the region and the partner councils of a united voice on issues like these.

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. This 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. This Group aims to develop Regional Ageing Strategies for Northern Sydney and Southern Sydney by September 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 4.1 for more.

Build awareness of the Northern Beaches as a tourist and event destination

SHOROC has established a working party of council officers, as agreed under the Corporate Plan, and recently met with Destination NSW to identify opportunities for support for this project.

Item 3.5 NSW 2021 Regional Action Plans

The Board resolved to:

- Note the update on the Northern Beaches Regional Action Plan including the projects to develop a regional youth strategy, a regional ageing strategy, a regional waste avoidance and resource recovery strategies and to build awareness of the Northern Beaches as a tourist and event destination.

*Moved Cr Roy Bendall/seconded by Cr Bob Grace
Carried unanimously*

3.6 **4.30pm Briefing: National Broadband Network**

<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 resolved at its 20 February 2013 meeting:

- To agree that SHOROC agree to work with Pittwater Council to lobby on behalf of the region to ensure the earliest possible roll-out of the NBN for residents, businesses and health services.
- To invite the Head of Government Relations for the NBN to the next Board meeting to discuss the NBN and plans for the SHOROC region.

NBN Co. was approached and Mr Ian Scott, NBN Co. Community Account Manager will attend the Board meeting to discuss the NBN and plans for the SHOROC region.

For information, the publicised plans of NBN Co. for rollout of the NBN for the SHOROC region (NBN Co Rollout extension announcement 5 May 2013) are as follows:

- 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.

Further information is available at www.nbnco.com.au/when-do-i-get-it/rollout-map.html

Item 3.6 Briefing: National Broadband Network

The SHOROC Board resolved to:

- Thank Mr Ian Scott, NBN Co Community Relations Advisor, Ms Cheryl Tachril, NBN Co Planner Utility and Carrier Interface and Ms Jess McLeod, NBN Co Construction Stakeholder Officer NSW/ACT for attending the Board meeting to discuss the NBN and plans for the SHOROC region.

Moved Viv May/seconded Rik Hart

Carried unanimously

Item 4 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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4.1 Regional Waste 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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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 have 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

Work will shortly commence on the development of the tender contract specifications. These specifications will outline the services required of the collection contractor under the new collection system and form the basis of the new collection contract.

This work was originally planned to start in December 2012 after quotes were sought by SHOROC in consultation with the Waste Working Group in September 2012 for a consultancy to assist with the development of the tender. This engagement was postponed by GMAC as further assessment of future business models was requested.

GMAC has now approved that SHOROC engage a suitable firm to assist in the development of contract specifications only. Decisions regarding the tendering timeline and tendering process are pending as the reviews of business models and risks continue.

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.

Since December 2012, GMAC has requested SHOROC further review business model options with KEE and has now requested SHOROC to engage PwC to conduct further detailed analysis on short-listed models.

4. Regional Waste Communications

As the Regional Waste Coordinator, SHOROC has worked with waste managers, waste 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 timing of introduction of the new system, however it is envisaged phase 2 will commence at least 12 months prior to system introduction.

In addition, the Kimbriki Sub-Committee of the SHOROC Board (see Item 5.2) has agreed to request the Boards of SHOROC and KEE consider a three-year media/ PR campaign to promote Kimbriki and recycling more generally.

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*.

The EPA is providing funding for ROCs including SHOROC to recruit Regional Coordinators as part of the *Regional Coordination Support* package. This package provides funding for the period September 2013 to June 2017. Funding this position is intended to:

- a. assist the development and formalisation of a Regional Waste Strategy which integrates all waste-related issues, and
- b. assist the councils obtain further contestable grant funding for regional waste projects that align with the EPA's *Waste Less Recycle More* grant funding initiative.

SHOROC met with council waste managers and educators on 24 July 2013 to discuss the *Regional Coordination Support* package and identify common council issues for inclusion in the regional strategy that align with waste avoidance, tackling littering and anti-dumping priorities.

Item 4.1 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 Viv May/seconded Henry Wong
Carried unanimously*

4.2 SHOROC Kimbriki Sub-Committee Meeting

SHOROC Corporate Plan project:	14. Coordinate and provide secretariat for Kimbriki Sub-Committee
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The Kimbriki Sub-Committee met on 12 June 2013 at the Kimbriki Resource Recovery Centre. The draft minutes are provided at [Tab C](#).

At this meeting, the Kimbriki Sub-Committee resolved to:

- Agree that the Kimbriki Sub-Committee was not the appropriate forum for the Terrey Hills Progress Association to present their concerns and that Cr Daley will contact the Association outside of the Sub-Committee as a Warringah Councillor.
- Agree to discuss the issue of bin sizes under the Common Waste Collection System at the next meeting and for Cr Aird to work with SHOROC to develop discussion points.
- Agree that the Sub-Committee will request the Boards of SHOROC and KEE to consider:
 - SHOROC and KEE collectively investing \$100,000 on a three-year media/ PR campaign to promote Kimbriki and recycling. Money will be spent primarily on engaging a media consultant. The campaign will consolidate various activities and roles already in place at Kimbriki, SHOROC and member Councils
 - Funding for this campaign would be jointly provided by KEE and by SHOROC Councils on a 60:40 basis. This would equate to about \$10,000 from each council. There is also opportunity to obtain grant funding from the NSW State Government as part of the Waste Less, Recycle More program
 - The campaign would be directed by KEE, with SHOROC providing support and coordinating liaison with SHOROC Councils
 - Campaign objectives would be two-fold: firstly to increase residents' awareness of recycling, and secondly to gain political support for Kimbriki at local, state and federal levels
 - The campaign launch would take advantage of 'Recycling Week' which is from Monday 11th through Sunday 17th November 2013.
- Agree that future Kimbriki Sub-Committee meetings will be held at the Kimbriki Resource Recovery Centre between 6-8pm with refreshments served prior to the meeting.

On 10 July 2013, GMAC resolved to:

- Agreed to recommend to the SHOROC Board that it:
 - note the draft minutes of the 12 June 2013 Kimbriki Sub-Committee meeting, and
 - encourage the KEE Board to continue and improve Kimbriki's public relations program, but that the councils not contribute additional funding to the proposed campaign.

Item 4.2 SHOROC Kimbriki Sub-Committee Meeting

The Board resolved to:

- Note the update of the SHOROC Kimbriki Sub-Committee meeting and that future meetings will be held at the Kimbriki Resource Recovery Centre between 6pm-8pm.
- Note the GMAC recommendation on the Kimbriki Sub-Committee resolution.
- Note the advice of the General Managers that the KEE Board is planning an education campaign to coincide with recycling week but not planning to allocate the requested additional funding at this stage.
- 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.

*Moved Cr Roy Bendall /seconded Rik Hart
Carried unanimously*

4.3 Business Reform, Joint Projects & Procurement

SHOROC Corporate Plan projects:	<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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Enhanced regional procurement

The first business reform project implemented is the establishment of a centralised procurement and contract management service. The purpose as per the SHOROC 2013-14 Operational Plan 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 procurement function to be expanded (shared service)

In April GMAC approved the first stage whereby SHOROC began conducting tender renewals and contract management in-house. This began a process of transitioning away from the current reliance on outsourced service providers (typically other ROCs).

It will improve joint procurement services through developing internal capabilities focussed on our needs and increasingly focus on *contracting strategy* and *internal business improvement* rather than on administrative procurement processes.

SHOROC has progressed this initiative through:

- Development and legal review of a new deed for joint contracts that enables simplified contract management
- Engaging with NSROC councils to increase joint buying on a greater geographic scale, with some councils to proceed on specific joint tenders
- Managing new joint procurement activities (see below) to generate efficiencies, other productivity gains and improve knowledge-sharing

An issue remains the optimal resourcing mechanism to enable the procurement function to be expanded and create a pathway to promote and deliver internal business reforms that could realise even greater economic benefits to councils without impacting service delivery to the community. SHOROC has developed a proposal to establish a centralised Procurement Team to build upon existing joint procurement arrangements and will be seeking the participation of neighbouring councils in the establishment.

Joint procurement

Joint procurement arrangements generate savings for all participating councils by:

- Increasing the economies-of-scale for our suppliers and service providers through the combined 'bulk' volume leading to more competitive prices

- Increasing the buyer power of our councils through offering more attractive contracts to the market
- Knowledge sharing between council specialist staff
- Reducing duplication of effort and improving standardisation

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

- Regional Deed. Development and legal review of a new deed for jointly procured contract services that enables simplified contract management
- 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. Completed
- Plant and Equipment Hire tender. Completed
- External Audit Services tender (includes NSROC councils).
- Supply and Application of Line marking & Signposting Services tender
- Environmental Sustainability Data Management Services
- Legal Services tender (includes NSROC councils)

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 development application assessment, coastal zone/catchment management, compliance and building certification services.

Current situation and next steps

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 5.1)
2. Centralised and potentially commercialised call centre, with initial focus on after hours
3. Centralised procurement and management of goods and services across the region
4. Centralised and potentially commercialised development application assessment (excluding strategic planning, policy and development approval functions)
5. Commercial business unit to provide compliance and building certification services
6. Centralised coordination of regional coastal zone/catchment management services

As reported above, the first business reform project implemented is the establishment of a centralised procurement and contract management service.

The investigation of centralised business models for waste management services is progressing and is reported under Item 5.1.

The Centralised Development Application Assessment Unit Investigation project has been delayed to date 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.

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

Other joint projects

The following joint projects have been conducted during the quarter:

- Regional Code-of-Conduct Review Panel. Completed.

Item 4.3 Business Reform, Joint Projects & Procurement

The Board resolved to:

- Receive and note the update on business reform, joint projects and procurement including the establishment of a centralised procurement and contract management service, joint procurement activities, business reform projects and other joint projects.

Moved Henry Wong/seconded Mark Ferguson

Carried unanimously

4.4 Professional Officers Groups

Corporate Plan project:	<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, John Carmichael, Stephen Clements). Meet every two months.
- Strategic Directions Group (Paul Reid, David Kerr, Di Lawrence, Kathryn Parker). Meet as required.
- Shared Services Project Liaison Group (Paul Reid, David Kerr, Di Lawrence, Manly TBA). Meet as required.
- 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 Lawson, 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 Winsler). 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 Ruszczuk, 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 4.4 Professional Officers Groups

The Board resolved to:

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

*Moved Rik Hart/seconded Henry Wong
Carried unanimously*

Item 5 Stronger Business

SHOROC Corporate Plan objective:	<i>To make the business stronger by increasing business operations to improve our financial position.</i>
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5.1 Annual General Meeting and independent financial audit

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

This year it is proposed that the Annual General Meeting (AGM) be held in conjunction with the SHOROC Christmas party rather than following the November Board meeting as in previous years.

This will provide an opportunity at the AGM to outline the achievements of the councils through SHOROC in the past year to councillors and senior staff, as well as Board members.

In the past few years the AGM has been conducted immediately following the November Board meeting and it has largely just been a functional adoption of the Annual Report, Financial Statements and election of the incoming office-bearers. Under the SHOROC Constitution, councillors are able to attend however in recent years none have attended.

The Christmas function has been organised for a suitable date in the lead up to Christmas and all councillors and senior staff were invited.

There is now greater flexibility under the Associations Incorporation Act 2009 meaning Associations now only have to hold the AGM within six months of the end of the financial year.

As such, it is considered the AGM should be held on a suitable date at a venue other than the SHOROC office, with all councillors and senior staff invited to attend.

GMAC has endorsed this proposal.

Independent financial audit

Jacques Stanmore has been engaged to conduct an independent audit of SHOROC's 2012/13 accounts as required under the Associations Incorporation Act 2009. Jacques Stanmore conducted the 2010/11 and 2011/12 audits. The audit will be conducted in September and will be submitted to GMAC and the Board for inclusion in SHOROC's Annual Report and AGM.

Item 5.1 Annual General Meeting and Independent financial audit

The Board resolved:

- 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.
- To note that Jacques Stanmore has been engaged to conduct an independent audit of SHOROC's 2012/13 accounts.

*Moved Cr Roy Bendall/seconded Henry Wong
Carried unanimously*

5.2 Annual Councillor Forum

<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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The SHOROC 2013-14 Operation plan includes an annual Councillor Forum in around November 2013 followed by Board strategic planning session for 2014-2018 Corporate Plan.

It is considered that the Forum should be postponed until early 2014 due to the current review of ROCs underway and SHOROC recently held an annual Forum in February 2013 focussed on the Independent Local Government Review.

Item 5.2 Annual Councillor Forum

The Board resolved:

- That the Annual Councillor Forum be postponed at this stage until early 2014 due to the current review of ROCs underway and because there has already been a Councillor Forum in 2013.

*Moved Cr Jean Hay /seconded Viv May
Carried unanimously*

5.3 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”.

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.
- **NSW2021:** 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:** Developing the first regional ‘health of the region’ indicator web report and supporting implementation of projects identified in the regional sustainability strategy *Shaping Our Future Sustainable Future*.
- **Operations & collaboration:** Secretariat for Board, GMAC, Kimbriki Sub-Committee and strategic, operational and projects groups as required. Reviewing operational policies. Facilitating collaboration and knowledge sharing on urban planning, climate change, water cycle management and other matters.

Item 5.3 Review of current work priorities

The Board resolved:

- To endorse the current work priorities identified for SHOROC.

Moved Rik Hart/seconded Mark Ferguson

Carried unanimously

Item 6 Additional matters raised by councils

Nil advised prior to meeting

Item 7 General business**7.1 Ausgrid extended trial of LED street lighting****Item 7.1 Ausgrid extended trial of LED street lighting****The Board resolved:**

- To write to the Minister for Energy to seek involvement of the SHOROC councils in Ausgrid's extended trial of LED street lighting recently announced by the Minister.

Moved Mark Ferguson/seconded Viv May

Carried unanimously

7.2 Congratulations and thank you to Mr Viv May**Item 7.2 Congratulations and thank you to Mr Viv May****The Board resolved:**

- To formally thank Mr Viv May for his significant and outstanding contribution to the SHOROC region having been instrumental to the achievements of SHOROC as a founding Board member, and to congratulate him on his imminent retirement.

Moved Cr Jean Hay/seconded Mark Ferguson

Carried unanimously

Item 8 Confirm time and date of next meeting

13 November 2013 12-2pm at the SHOROC Offices.

ATTACHMENTS

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- Tab A Letter to councils regarding review of ROCs and opportunities for collaboration**
- Tab B Northern Beaches Hospital EOI Volume 1**
- Tab C SHOROC Kimbriki Sub-Committee Minutes**