

SHOROC INCORPORATED BOARD MEETING



Wednesday, 18 August 2010, 3-5:55pm
SHOROC, Unit 33/42-46 Wattle Road, Brookvale

Board Members Present

Cr Anne Connon (Chair)	Mayor of Mosman and SHOROC President
Cr Jean Hay AM	Mayor of Manly
Cr Michael Regan	Mayor of Warringah
Cr Harvey Rose	Mayor of Pittwater and SHOROC Vice-President
Viv May	General Manager Mosman Council
Rik Hart*	General Manager Warringah Council
Mark Ferguson	General Manager Pittwater Council and SHOROC Treasurer
Henry Wong	General Manager Manly Council

*Note: Rik Hart abstained from voting on all items.

In attendance

Ben Taylor	Executive Director SHOROC
Andrea Tattam	Business Manager SHOROC
Lisa Stevens	Office Manager SHOROC
Matthew Daly (Item 4.3)	Chief Executive Northern Sydney Central Coast Area Health Service
Mark Newton (Item 4.3)	Director Population Health, Planning and Performance

Item 1 Welcome and Apologies

Cr Anne Connon, Mayor of Mosman and SHOROC President chaired the meeting and welcomed all those attending. There were no apologies received.

The Board resolved:

- **To welcome** the guests in attendance from the Northern Sydney Central Coast Area Health Service (NSCCAHS) and commence the meeting with Item 4.3 Health.

*Moved Cr Anne Connon /Seconded Cr Harvey Rose
Carried Unanimously*

Item 4.3 Health

National Health Reform and a coordinated approach to advocacy regarding the health services across the SHOROC and NSROC region

The Commonwealth Government National Health Reform Plan is progressing and as this will likely have significant implications for the local health services across SHOROC. The NSW Government has just released a discussion paper on Health Reform in NSW, outlining how it proposes to implement the Federal Government's Health Reform Plan. Comments are currently sought on the NSW Government discussion paper, with the closing date for submissions being 1 September 2010. A copy of the discussion paper is attached at **Tab E**.

Mr Matthew Daly, Chief Executive Officer of the Northern Sydney Central Coast Area Health Service has been invited to the 18 August 2010 Board meeting to provide an update on the

NSW Government discussion paper and the progress of the National Health Reform Plan from as well as current planning for the SHOROC and NSROC regions. At the time of distribution of these papers Mr Daly had not confirmed availability for the meeting.

In addition, the GMAC agreed in March 2010 that the Executive Directors of SHOROC and NSROC should meet and develop a recommendation for GMAC and the Board on a coordinated approach to advocacy regarding the health services across the SHOROC and NSROC region as this may be more effective due to the distribution of the Area Health Service.

This meeting was recently held after being delayed to enable the draft *Shaping Our Future* strategy to be considered by all four councils so that discussion could be more productive.

NSROC is proposing to invite a NSW Health representative to its next Board meeting on 9 September 2010.

Following these meetings and discussions on priorities by each Board, it is proposed the Executive Directors of SHOROC and NSROC work to develop a recommendation on a coordinated approach to advocacy regarding the health services across the SHOROC and NSROC regions.

Proposed service changes to the provision of maternity services on the Northern Beaches

A memo from the Northern Sydney/Central Coast Area Health Service regarding proposed service changes to the provision of maternity services on the Northern Beaches is attached for information at **Tab F**.

Discussion

Mr Matthew Daly, Chief Executive Officer of the Northern Sydney Central Coast Area Health Service (NSCCAHS) provided an update on the NSW Government discussion paper 'Health Reform in NSW' and the progress of the National Health Reform Plan from as well as current planning for the SHOROC and NSROC regions. The Board and Mr Daly discussed the priorities in the draft *Shaping Our Future* strategy and the transition period to when the new Northern Beaches Hospital is complete, including the proposed changes to maternity services on the Northern Beaches.

The Board resolved:

- **To thank** Mr Matthew Daly and Mr Mark Newton for their attendance at the Board meeting.
- **To request** the NSCCAHS provide the Clinical Services Plan for the region to SHOROC for consideration, covering the transition period up to and including when the new Northern Beaches Hospital is complete.
- **To approve** the development of a SHOROC submission on the NSW Government discussion paper 'Health Reform in NSW', on the basis that it include:
 - Support for creation of the Northern Sydney Local Health Network and the separation of the Northern Sydney and Central Coast Area Health Services.
 - A recommendation that the Governing Council of the Northern Sydney Local Health Network should include at least one Mayor or Councillor from the local

councils.

- **To approve** the Executive Directors of SHOROC and NSROC work to develop a recommendation on a coordinated approach to advocacy regarding the health services across the SHOROC and NSROC regions.

*Moved Cr Harvey Rose /Seconded Viv May
Carried Unanimously*

Item 2 Minutes of the meeting 12 May 2010

The Board resolved:

- **To adopt** the Minutes of the meeting held 12 May 2010.

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

Item 3 Matters arising from previous meeting minutes

Item 3.1 Summary of meeting actions underway

A number of actions arising from previous Board meetings not specifically dealt with in this agenda are currently underway and are listed below.

Action	Initiated by	Progress and next steps	Expected completion
Historical society storage space - requested that the historian staff from Manly, Warringah and Pittwater Councils work together with the Historical Society and put together a long term plan regarding the requested Historical Society storage space.	Board November 2009	Meetings have been held between council staff and Mr Jim Boyce from the Historical Society over the past months to scope potential options for the storage space or an alternative. The next step is that Manly Library, with support from Pittwater and Warringah Libraries, is to host a workshop for representatives from local community groups across the region on paper-based and digital archival procedures. This workshop will be an education tool and enable evaluation of need for the storage facility, developing networks and help decide how the project should proceed.	Nov 2010

The Board resolved:

- **To note** the work underway on actions arising from previous Board and GMAC meetings

*Moved Cr Anne Connon/Seconded Viv May
Carried Unanimously*

Item 4 Advocacy and issues management

Item 4.1 *Shaping Our Future (aka Regional Directions)*

At its May 2010 meeting, the SHOROC Board noted the update and approved the next steps for development of *SHOROC Regional Directions*.

Since that meeting: the draft strategy was revised to ensure consistency with the findings of Warringah Council's Housing Strategy Talk of the Town held in May 2010; the title of the strategy was reviewed by council communications and strategy staff with the objective of identifying a more engaging and descriptive title; and the draft strategy, proposed to be called *Shaping Our Future - directions for transport, health, housing and jobs for a vibrant and sustainable SHOROC region*, was provided to each council individually for consideration prior to being considered by the Board for adoption.

The draft *Shaping Our Future* strategy has now been formally considered by all four councils. The council resolutions are attached (**Tab A**). In summary:

- Pittwater Council: exhibition for 28 days
- Mosman Council: adopted with suggested amendments
- Manly Council: adopted, with request for addition to lobbying campaign regarding Manly Hospital
- Warringah Council: exhibition for 28 days plus targeted consultation with local Federal and State members.

At the point of circulation of these papers, the dates that *Shaping Our Future* is likely to be considered again for council endorsements following exhibition are as follows:

- 16 August 2010 - Pittwater Council
- 28 September 2010 - Warringah Council

Subject to council endorsements following consultations, the draft *Shaping Our Future* strategy, including any suggested amendments arising from consultations, will be submitted for Board endorsement at an Extraordinary Board meeting which has been re-scheduled for Wednesday 29 September, 3-5pm.

The Board resolved:

- **To approve** the title of the regional strategy: *Shaping Our Future - directions for transport, health, housing and jobs for a vibrant and sustainable SHOROC region*.
- **To note** the update on the finalisation of *Shaping Our Future*, including the scheduling of an Extraordinary Board meeting on Wednesday 29 September, 3-5pm.

Moved Henry Wong/Seconded Cr Michael Regan

Item 4.2 Proposed campaign for *Shaping Our Future*

Background

A key element of SHOROC's 2010 Corporate & Operational Plan approved by the Board at its 12 May 2010 meeting is to leverage our 'strength in numbers' and united voice by partnering with our councils and communities to lobby for increased investment in our region.

To this end a major project for 2010/11 is for councils and SHOROC to develop and deliver a targeted campaign for government, business and the community built around *Shaping Our Future - directions for transport, health, housing and jobs for a vibrant and sustainable SHOROC region*, subject to its adoption by councils and the Board, proposed to include promotion, media, lobbying, submissions and other strategies.

Campaign delivery

The campaign is proposed to be led by council Mayors and managed by SHOROC and the General Managers, with campaign elements to be delivered by individual councils and collectively through SHOROC.

Target audience

As the goal is government investment in our region, the primary target audience is the potential and current state and federal governments including local Members of Parliament (MPs), potential local MPs, relevant Ministers and potential Ministers and key government departments.

The secondary target audience is the residents and businesses in the SHOROC region, with a view to encouraging their support and promotion of the priorities in *Shaping Our Future* to the primary target audience.

Campaign objectives

The proposed objectives of this campaign based on the four-year SHOROC partnership goals are:

- Public commitment from the NSW Coalition and/or Labor Party to detailed feasibility studies in the next term of government of the priority works to improve East/West and North/South transport in line with the major directions in *Shaping Our Future*.
- Public commitment from the NSW Coalition and/or Labor Party to funding and construction commencement in the next term of government of the Northern Beaches Hospital and continuation of the health services for the region in line with major directions in *Shaping Our Future*.
- Agreement of the Minister for Planning and the Department of Planning of the housing and jobs directions for sustainable growth of the region as outlined in *Shaping Our Future*.
- Commitment from local candidates for the state and federal elections to the priorities in *Shaping Our Future*.

- Recognition of the leadership role of Manly, Mosman, Pittwater and Warringah councils and SHOROC.
- Public support for the priorities in *Shaping Our Future* expressed by prominent respected spokespeople, residents and businesses of the SHOROC region.

Timing & approach

Subject to council and Board endorsement of *Shaping Our Future*, the campaign is proposed to commence as soon as possible and continue to at least March 2011, covering the period when elections will be held for the NSW Government (26 March 2011) and Commonwealth Government (21 August 2010).

It is proposed the campaign be delivered in two phases:

- Phase 1 (August – September 2010): Consultation by SHOROC Board on the draft *Shaping Our Future* with local Federal and State members, potential local MPs, relevant Ministers and potential Ministers and key government departments.
- Phase 2 (October 2010 to March 2011): More widely publicised campaign by councils and SHOROC on the finalised *Shaping Our Future*, along with continued discussion with potential and current state and federal governments. The approach for this phase is based around communicating an agreed position and demonstrating the benefits of this to local MPs, potential local MPs, relevant Ministers and potential Ministers, and key government departments. It also involves demonstrating the benefits to the local community and businesses of the region (ie. 'what's in it for me').

The campaign progress will be continually monitored against its objectives and the strategies that are delivered revised as necessary to ensure these are the most appropriate and effective strategies and all opportunities are leveraged.

Key campaign elements to be delivered by councils and SHOROC

The main campaign elements proposed for the campaign at this stage are summarised below:

Phase 1

- Letters to local Federal and State MPs, potential local MPs, relevant Ministers and potential Ministers and key government departments, providing the draft *Shaping Our Future* and requesting meetings with the Board when they can be arranged. The draft letter proposed to be sent is attached at **Tab B**.
- Current draft *Shaping Our Future* on council websites during consultation and on the SHOROC website.

Phase 2

- *Shaping our future* strategy and supporting communications collateral:
 - Desktop published *Shaping Our Future* strategy. Warringah Council has designed a draft 'look and feel' for the strategy which will be tabled at the meeting. *Shaping Our Future* will be reviewed based on council consultations and, subject to council adoption, will be designed ready for Board review at the scheduled 29 September 2010 meeting.
 - One-page summary (double sided A4 or fold-over). A draft is attached at **Tab C**. This will be reviewed based on council consultations and desktop published so it can be used in letters to key stakeholders and as a handout for councils.
- Public relations and media, to commence at Phase 2 campaign launch and continue for the period of the campaign, including:
 - Promotion through existing council communications channels such as the Mayoral columns, existing paid advertising spots, newsletters, websites etc.
 - Information packs provided to all Councillors and Councils for information and use as appropriate, including the campaign overview if agreed by the Board, copies of the *Shaping Our Future* strategy and One-page summary, press releases as they are developed and key messages, to be used as appropriate as the basis for communications including media releases, quotes, articles, speeches, etc. (see **Tab D** for the draft key messages which will be continually reviewed).
 - Press releases, to be released individually by councils and collectively by SHOROC and phased over the campaign period, for example one release every 1-2 weeks, and issue-driven as related issues arise (a list of ideas is currently being compiled by council and SHOROC staff). These will continually be reviewed.
 - Potential spokespeople in addition to the Mayors, Councillors, SHOROC ED, Council GMs and appropriate staff to provide support to *Shaping Our Future* and the major directions.
- Stakeholder meetings/briefings (a full stakeholder list is currently being developed), including:
 - Ongoing briefing meetings with local MPs, potential local MPs, relevant Ministers and potential Ministers and key government departments, to be held over the campaign period when they can be arranged.
 - Informing existing residents and health/transport groups.
- Online presence and marketing through social media, to continue for the period of the campaign, including:
 - *Shaping Our Future* button or section prominently displayed on all council sites with link to SHOROC site

- *Shaping Our Future* and each of the major directions and press releases as the primary feature on the SHOROC website
- Online videos of Mayors explaining elements of *Shaping Our Future* and if possible animated videos of major directions (eg using Google earth).
- Support and momentum generated for the campaign through:
 - ‘support’ buttons or an online petition on the website for the strategy and major directions
 - creation of form letters/emails for download from the website and email/post direct to Ministers and to SHOROC to forward to local MPs
 - promotion throughout the campaign through social media including Twitter and Facebook.
- Local advertising, to commence as soon as possible following campaign launch, but likely to commence in late October due to the lead time needed for bookings.
 - It is proposed an open letter to the State and Federal governments be included as a full page advertisement in the Manly and Mosman Daily’s outlining the priorities in *Shaping Our Future*. The cost of these advertisements is estimated at \$6,000 +GST.
 - Other options not proposed at this time but that, if agreed by the Board at a later date, could potentially be used at later stages of the campaign in conjunction with a ‘call to action’ to SMS support for ‘rapid buses’, ‘clearer roads’ or ‘a new hospital’ to further strengthen the advocacy campaign when reported to decision makers include:
 - Bus interiors. Pittwater Council estimates the costs for 4 weeks of advertising, 4 panels per bus, of between \$8700 +GST (30 buses) and \$12350 +GST (45 buses) including production.
 - Bus backs. Pittwater Council estimates the costs for 4 weeks of advertising on 40 buses, of \$14,400 +GST.
 - AdShel/bus shelters. Pittwater Council estimates the costs for 14 panels across the region over a 2 week period of \$12,372 +GST
 - Banners on transport routes. Quotes not yet obtained.

As outlined above most activities would continue for the duration of the campaign, apart from the proposed paid advertising which would occur around the end of October or in November. Another ‘burst’ of paid advertising could be run later in the campaign period, however this would depend on progress against the campaign objectives and budget.

Evaluation

A broad evaluation framework is being developed to enable campaign progress to be monitored and the outcomes to be evaluated. This includes: immediate outcomes such as

website traffic, media articles, speeches; intermediate outcomes such as number of form letters sent and number of stakeholder meetings held; and ultimate outcomes, essentially indicators of whether the overall objectives have been met.

Budget

There is very little additional budget required for this campaign as it is based primarily around public relations and online promotion. The total budget required for the activities proposed above is outlined below.

Item	Detail	Cost (ex GST)
<i>Shaping Our Future</i> document	A4, 20 pages, 1,000 copies	\$2,600.00
<i>Shaping Our Future</i> One-page flyer	A4, double sided 1 page, 5,000 copies	\$1,000
Print advertising (note range depending on whether 1 page or double-page spread)	Manly Daily & Mosman Daily	\$6,000.00
Total cost		\$9,600

Approximately \$2,000 remains in the allocated regional strategy budget. The additional budget proposed could be allocated from the 2010/11 \$40,000 General Projects allocation.

The Board resolved:

- **To approve** the proposed campaign, subject to approval of *Shaping Our Future* by councils following consultation, including:
 - campaign delivery method, target audience and objectives
 - timing and approach
 - campaign elements to be delivered by councils and SHOROC, including collateral to be developed, public relations, online presence and marketing through social media and local advertising
 - ongoing campaign evaluation and review.
- **To approve** commencement of phase 1 of the campaign, including the attached letters and draft *Shaping Our Future* being sent to local Federal and State MPs, potential local MPs, relevant Ministers and potential Ministers and key government departments.
- **To approve** the allocation of the additional required budget of up to \$8,000 for the campaign from the 2010/11 General Projects allocation.

Moved Henry Wong /Seconded Mark Ferguson
Carried Unanimously

Item 4.4 Transport

Bus Priority Works on Pittwater Rd, Dee Why

Mr Richard Hine, the RTA's Project Development Manager, Bus Network Development, provided SHOROC a copy of a letter sent to Warringah Council regarding the Bus Priority Works on Pittwater Rd, Dee Why. A copy of the letter is attached (**Tab G**).

Metropolitan Transport Plan

At its 12 May 2010 meeting, the Board endorsed the SHOROC submission to the NSW Government Metropolitan Strategy and Metropolitan Transport Plan review processes.

A letter of response has been received from John Robertson MLC, NSW Minister for Transport. A copy of the letter is attached (**Tab H**).

The Board resolved:

- **To note** the letter from the RTA regarding the Bus Priority Works on Pittwater Rd, Dee Why.
- **Receive and note** the letter from John Robertson MLC, NSW Minister for Transport regarding SHOROC's submission on the Metropolitan Transport Plan.

*Moved Cr Anne Connon/Seconded Cr Jean Hay
Carried Unanimously*

Item 4.5 'One Association' Convention letter from Blacktown Council

Blacktown City Council has written to SHOROC expressing concerns at the proposals to be discussed at the upcoming LGA 'One Association' Convention, particularly the suggestion of one vote per council. A copy of the letter is attached (**Tab I**).

The Board resolved:

- **To receive and note** the letter from Blacktown Council.

*Moved Viv May /Seconded Cr Harvey Rose
Carried Unanimously*

Item 5 SHOROC project and working group reports

Item 5.1 SHOROC working groups

A review has been conducted of the SHOROC working and project groups with a view to ensuring the most effective use of council and SHOROC resources.

The purposes of SHOROC groups are to progress the objectives of partner councils and SHOROC focussing on the priority areas identified in the SHOROC Corporate & Operational Plan and *Shaping Our Future*. Meetings may be scheduled monthly, quarterly or on an ad-hoc basis depending on the group and the need.

Following the review, the working groups identified are as follows (see **Tab J** for detail on objectives, membership and reporting lines):

Standing groups (meet regularly)

- SHOROC Board
- Kimbriki Sub Committee
- General Managers Advisory Committee (GMAC)

Strategic groups (meet regularly –oversee major priorities and provide strategic advice to Board, GMAC and SHOROC staff)

- Strategic Directions Group (SDG)
- Urban Planning Group (UPG)
- Efficiency & Cost Savings Strategy Group (ECSSG)

Operational Groups (meet only as needed, as requested by council or SHOROC)

- Media & Communications Group
- Procurement Working Group (report to ECSSG)
- Shared Services Working Group (report to ECSSG)
- HR & Workforce Planning Working Group (report to ECSSG)
- Waste Management Working Group (report to GMAC)
- Community Engagement Working Group (report to GMAC)
- Environmental Health and Compliance Working Group (report to GMAC)
- Water Cycle Management Working Group (report to SDG)

Project groups (progress specific projects as required)

- Indicators and Sustainability Project Group (report to SDG)
- Regional SoE Report project group (report to GMAC)
- Economic Development Strategy Project group (report to SDG)

The Board resolved:

- **To note** the update on the SHOROC working groups and that the basis for all working groups is to ensure the most effective use of council and SHOROC resources while progressing the objectives of partner councils and SHOROC.

Moved Viv May/Seconded Henry Wong

Carried Unanimously

Item 5.2 Kimbriki Sub-Committee minutes & Agenda

The Kimbriki Sub-Committee of the SHOROC Board met on 10 June 2010. The draft minutes are attached (**Tab K**). The next meetings are as follows:

- 1 September 2010 at 5.00-7.00pm Venue: Warringah Council
- 1 December 2010 at 5.00-7.00pm Venue: Kimbriki (Eco House and Garden Centre)

Councils are requested to nominate items for the Agenda of the next meeting of the Kimbriki Sub-Committee of the SHOROC Board, scheduled for 1 September 2010 at

Warringah Council, and provide supporting material for the meeting papers by 25 August 2010.

The Board resolved:

- **To note** Minutes of the Kimbriki Sub-Committee of the SHOROC Board.
- **To note** that Agenda items and supporting meeting papers material for the September Kimbriki Sub-Committee of the SHOROC Board are to be provided to SHOROC by 25 August 2010.

*Moved Henry Wong /Seconded Cr Anne Connon
Carried Unanimously*

Item 5.3 Urban Planners Group minutes

The Urban Planning Group, predominantly Directors of Planning, met on 6 July 2010. The minutes of the meeting are attached (**Tab L**).

The Board resolved:

- **To note** the minutes of the Urban Planning Group.

*Moved Henry Wong /Seconded Viv May
Carried Unanimously*

Item 5.4 Regional SoE

The SHOROC Regional State of the Environment (SoE) Report 2009/10 is a supplementary report, detailing the trends in the condition of the environment across the SHOROC region and the response undertaken by the SHOROC member councils since the last comprehensive SHOROC SoE Report in 2008/09.

The SoE project team is made up of one sustainability staff member from each of the four councils.

Mosman Council is coordinating the SHOROC SoE Report for 2009/10 after Manly Council coordinated the SHOROC Regional SoE Report over the previous three years. The coordination of the SoE Report includes setting and hosting the meetings, putting together the meeting agendas and minutes, compiling data and information provided by all councils, putting together the draft document, making changes to the document following staff review, coordinating with the graphic designer, gaining approval for the final document and sending the final report to the Department of Local Government on behalf of the SHOROC member councils.

Thus far, the SoE project team has met on three occasions, in March, May and June, to discuss the coordinating council, the future of SoE reporting and where councils are up to with their community strategic planning framework, specifications for the content and design, the project timeframe, ways to improve and refine the report, and responsibilities for data collection.

It was decided that, as a supplementary report, the 2009/10 SHOROC SoE Report does not need to be as detailed as in previous years. Comparison of the SHOROC SoE Report with other supplementary reports showed that too much unnecessary detail was being included

in the background sections of the report, increasing the length and cost of the report. As such the 2009/10 SHOROC SoE Report will be concise and relevant.

In July 2010, each SoE project team member sent out a request for data/information from their own council staff and relevant external agencies. The internal council data/information is currently being collected, however in most instances the external data will not be provided until September/October 2010.

Mosman Council will receive data/information from the other member councils by mid August and compile a first draft of the SHOROC SoE Report, which will be reviewed and edited by the SoE project team at its next meeting on 30th August 2010.

The progress of the SHOROC SoE Report 2009/10 is currently in line with the project timeframe, with the final report due for completion by 15th November 2010.

Update prepared by Belinda Atkins, Team Leader-Environmental Sustainability, Mosman Council.

The Board resolved:

- **To note** the update on the development of the Regional State of the Environment report.

*Moved Viv May /Seconded Henry Wong
Carried Unanimously*

Item 5.5 Climate change activities and opportunities for collaboration

At its 12 May 2010 meeting, the Board noted the update on the development of a report including an inventory of climate change adaptation and mitigation measures underway, common goals, strategies and policies and potential opportunities for collaboration.

Inventory of current measures including common goals, strategies and policies

A group of staff from all four councils and SHOROC has developed an inventory of what each council is doing to adapt to and mitigate climate change impacts (see **Tab M**).

In summary, there is significant work being carried out by each council to adapt to and mitigate climate change impacts and many areas where common strategies are underway, with the focus for each council depending on the potential impacts on each locality.

Measures include but are not limited to the following areas:

1. Adaptation:

- Risk assessment and adaptation, for example all four councils are implementing some form of climate change risk assessment and adaptation project.
- Coastal hazards (including sea level rise and coastal erosion), for example Manly, Pittwater and Warringah Councils have varied projects looking at coastal zone hazards and emergency action plans.

- Flood studies/projects and emergency management, for example projects include floodplain management, lagoon and coastal flooding studies.
- Development Control Planning, for example Pittwater has a specific Development Control- Climate Change (Sea Level Rise and Increased Rainfall Volume) where an assessment of the impacts of sea level rise, and sea level rise with increased rainfall volume, are required for proposals that intensifies development.
- Education (staff and community), for example Pittwater plans an education program on the NSW Government sea level policy.

2. Mitigation:

- Greenhouse emissions reduction planning (including data, goals, monitoring), for example all councils collect data on energy usage and have plans for reducing greenhouse gas emissions.
- Mitigation projects, including Greenpower for council buildings and streetlighting, council and community energy efficiency projects.
- Education, including a wide range of community and staff energy efficiency, awareness and sustainability education projects.

It should be noted that the projects listed are only those that are directly adaptation or mitigation measures and all four councils deliver many other projects that more indirectly contribute, for example sustainability and waste education programs.

This inventory of work underway is available on the SHOROC website via a secure area for council staff to use as a resource for information sharing and collaboration.

Opportunities for potential collaboration

The group of staff from all four councils and SHOROC identified potential areas for collaboration on climate change adaptation and mitigation measures. Collaboration in these areas could deliver efficiency, cost saving and knowledge sharing benefits for councils involved and may involve two, three or all four councils depending on the particular project.

It is considered that these potential areas for collaboration require further scoping regarding feasibility and benefits before commitment is made as to which councils are involved.

The areas identified for further investigation and scoping regarding feasibility for collaboration are:

- Staff capacity building, for example for mitigation and adaptation across range of functional areas where efficiencies can be gained by involving staff from across the region.
- The incorporation of climate change adaptation and mitigation measures including sustainable transport strategies in Regional Directions for Sustainability which is to be developed by mid 2011.

- Potential collaboration on risk adaptation projects (once individual risk assessments completed), which could involve workshopping areas for collaboration and efficiencies and then delivery of collaborative project identified.
- Fleet, where for example Warringah is discussing biodiesel options with SHOROC Councils and efficiencies could be gained in purchasing and managing lower greenhouse gas emitting vehicles.
- Community education (as currently doing with waste education), for example consistent education could be delivered on issues such as the science and potential impacts of climate change, energy/fuel/CO2 reduction measures.
- Sea level rise mapping, for example the use of common consultancies to ensure consistency of date and results.
- Data collection and systems, for example data collection systems for greenhouse emissions (community & council), wind & solar mapping, biodiversity.

Further potential opportunities are identified in Tab M.

The Board resolved:

- **To note** the significant work already being delivered by all four councils to adapt to and mitigate the impacts of climate change.
- **To approve** the areas for further investigation and scoping regarding feasibility for collaboration between two or more councils.
- **To agree** to an operating principle that all councils advise SHOROC of climate change related projects at an early stage to enable discussion on potential collaboration.
- **To note** there is to be quarterly meetings of the SHOROC climate change staff group to facilitate ongoing collaboration on climate change matters.

*Moved Cr Harvey Rose /Seconded Cr Michael Regan
Carried Unanimously*

Item 6 Council cost saving & efficiency program and new SHOROC revenue

Item 6.1 Regional Procurement tenders

A number of regional tenders have progressed significantly in recent months including:

- Linemarking and Signposting – evaluation completed, awaiting final council resolution(s) where applicable to let tender.
- Bush Regeneration Natural Environment Maintenance – tender specifications complete, advertisement period closed 27 July 2010.
- Cash Collection and Parking Meter Cash Collection – - tender specifications complete, advertisement period closed 10 August 2010.

- Bank Charges – tender specifications nearing completion, due for advertising August 2010.
- Fire Services – letters of participation received from Pittwater and Mosman, verbal agreement and letters of participation from Manly and Warringah to be completed, tender specification to commence July 2010.

SHOROC will be working with council staff to develop a methodology for estimating cost savings derived from regional contracts using one of the above tenders as a working example for future endorsement of the GMAC and Board.

Item 6.2 Identification of efficiency & cost savings priorities

In addition to progressing identified regional tenders, SHOROC is working with council staff to identify the priorities to most effectively deliver efficiency & cost savings for partner councils.

As noted by the Board at its 12 May 2010 meeting, SHOROC facilitated a regional workshop to begin development of the efficiency and cost savings opportunities on 7 May 2010 which involved General Managers and senior staff. Following this meeting, a working group formed to meet develop a position paper around strategic regional procurement and efficient service delivery, which was tabled at the July GMAC meeting (an outline is below).

It is critical the right priorities for further work are correctly identified and agreed by all councils to ensure the most effective possible efficiency and cost savings can be delivered. The next step as endorsed by GMAC, is to hold a meeting is to be held of senior staff from all councils to:

- revisit the service areas identified as priorities at the 7 May 2010 workshop and identify priority areas for review and action under the Efficiency and Cost Saving Program
- advise GMAC of the proposed priorities and next steps, including appropriate working groups and structures and an agreed workplan for the current corporate plan year.

This meeting is scheduled for 25 August 2010. SHOROC is working with a number of key staff in preparation for the meeting.

Position Paper on strategic regional procurement and efficient service delivery

A position paper examining strategic procurement and efficient service delivery in the SHOROC region was provided to the 7 July 2010 GMAC for consideration. A copy of the paper is included at **Tab N**. These actions will be progressed over the coming months.

In summary it sets out a path forward for more strategic procurement and efficient service delivery.

a. Moving towards a more strategic procurement environment

Recommended actions:

- A comprehensive formal audit of all planned tendering and contract renewal/expiry dates be conducted across the SHOROC Councils to deliver a three year procurement calendar.
- The calendar is used as a proactive planning resource and the basis of closer examination of all procurement opportunities at a regional level.
- Opportunities for regional panel contracts are better explored.
- Develop formal roles and responsibilities of the Procurement Working Group to include workflow and communication from the working group to the appropriate staff within individual councils.
- An analysis be conducted of current contract prices to assist with analysis of priorities.
- A meeting of appropriate senior staff from all councils be held to:
 - revisit the service areas identified in the regional workshop to determine the priority areas for review and action, including definition between shared services and procurement review noting that areas identified at the regional workshop
 - advise GMAC of the proposed priorities and next steps including an appropriate model for steering the Efficiency and Cost Savings Program.
- Conduct a robust business case analysis of the priority areas for review and action, towards recommending changes to processes and operations in order to deliver efficiencies and cost savings.

b. An efficient model for procurement in the SHOROC region

Recommended actions:

- An analysis be conducted of current contract prices to assist with analysis of priorities.
- SHOROC councils work towards a more efficient model for procurement within the SHOROC region, but continue membership with Regional Procurement at present.
- SHOROC councils commit to developing and implementing a standardised suite of tender, contract administration and contract management documentation that meets all legislative and individual council needs.
- That these documents are developed within SHOROC with a view to being available online through a web based portal.
- A procurement resource sharing strategy is investigated to develop sharing of knowledge, expertise and resources between and within the region.

c. Investigating an approach to an e-procurement environment

It is recommended that in the longer term, E-Procurement is investigated as a means of developing business excellence in procurement within the region.

Item 6.3 Waste collection

A preliminary information sharing and strategy meeting on waste collection services was held at SHOROC with the four partner councils on 8 July 2010. This included discussion around the agreement under the Kimibriki Shareholders and Waste Service Agreements to implement a common collection system across the four council areas, as well as contract status', timeframes and agreed actions for the coming 12-18 month period.

During Q2 of the current financial year data will be collected on current financial and service elements and a report on the feasibility and value analysis of co-mingled recycling will also be completed by council waste managers and staff.

Item 6.4 Innovation & Cost Savings Challenge

The SHOROC Innovation & Cost Savings Challenge was launched on the SHOROC website on 9 August 2010. The main objective of the initiative is to harness the ideas of staff on how to not only achieve cost savings but also improve service delivery and demonstrate innovative business practices. The Innovation & Savings Challenge page is located on a secure page in the council staff section of the website where a password is required.

The program will run for 6 weeks, with prizes being awarded for 1st and 2xRunners Up. All submissions will be assessed and winners recommended to the subsequent GMAC meeting. A copy of the flyer promoting the Innovation & Savings Challenge to council staff is provided at **Tab O**.

The Board resolved:

- **To receive and note** the update on the Efficiency and Cost Saving Program.
- **To endorse** the next steps for the identification of efficiency & cost savings priorities.

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

Item 7 SHOROC Administrative Matters

Item 7.1 Work priorities

The SHOROC Corporate & Operation 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:

- Development of *Shaping Our Future*, setting out the over-arching strategic direction for the region with a focus on housing, jobs, health and transport.

- Development of and delivery, subject to council and Board endorsement, of a targeted campaign for Government, business and the community on transport and health including promotion, media, lobbying, submissions and other strategies built around *Shaping Our Future*.
- Identification and implementation of cost saving and efficiency measures for councils through the Council cost saving & efficiency program, including working toward common waste collection.
- Development of regional 'health of the region' indicators and a *Shaping Our Future Sustainability* strategy (project commenced Aug 2010).

Other work currently underway, apart from some additional activities proposed in this business paper, includes:

- Facilitation collaboration on climate change matters where appropriate.
- Development by Urban Planners of joint S94a submission.
- Development of the 2010 Regional SoE (lead by Mosman Council).
- Investigation of the feasibility of Historical society storage space for community groups.
- Development of a Historical place names register.
- Development of a SHOROC Workforce Plan.
- Reviewing SHOROC Governance policies and arrangements.
- Collection of funds from the Manly Warringah Pittwater Sporting Union WPSU and distributing to councils.
- Secretariat for Board, GMAC, Kimbriki Sub-Committee and strategic, operational and projects groups as required.
- Watching brief on regional transport and health related issues.
- On-going management of website and social media to promote councils and SHOROC where appropriate.
- Development of Annual Report 2010/11

The Board resolved:

- **To endorse** the work priorities identified for SHOROC.

*Moved Mark Ferguson /Seconded Henry Wong
Carried Unanimously*

Item 7.2 SHOROC Forum

The objectives of the SHOROC partnership are to make our region stronger, our councils stronger and our business stronger.

Councillors from all four partner councils are an important part of this partnership and working toward these objectives. As such, effective and efficient opportunities to further involve Councillors in discussing regional issues, projects and priorities for SHOROC should be explored.

An option considered appropriate is holding an annual SHOROC Forum where all Councillors are invited to attend to raise and discuss regional issues and priorities, cost saving and efficiency priorities and major projects planned for the upcoming year.

Other ROCs hold similar events, such as NSROC which according to its website has an annual “NSROC Conference, to discuss regional issues and develop regional policy. State and Federal Members of Parliament are also invited to attend the Conference in order to ensure a more cohesive approach to governance in the region.”

The Board resolved:

- **To approve** holding an annual SHOROC Forum where all Councillors are invited to attend to raise and discuss regional issues and priorities, cost saving and efficiency priorities and major projects planned for the upcoming year, with the first Forum to be held on Saturday 6th November from 9am – 12pm (followed by lunch from 12pm – 1pm) at the Q-Station Manly.
- **To ask** Cr Geoff Lake, President of the Australian Local Government Association to provide the keynote at the start of the meeting.

*Moved Cr Harvey Rose /Seconded Henry Wong
Carried Unanimously*

Item 7.3 Proposed process for councils to list Board agenda items

At its 10 June 2010 meeting, GMAC agreed that the Executive Director of SHOROC prepare a report for consideration of the Board on how matters from individual councils are to be listed for Board consideration.

Background - the SHOROC Constitution

The SHOROC Constitution does not specifically address the matter of how matters from individual councils are to be listed for Board consideration.

In regard to business conducted at a Board meeting, the Constitution states it shall be:

- “Matters of which due notice has been given.
 - Matters which the President determines to be of urgency.
 - Consideration of recommendations, reports and correspondence which are consistent with the objectives of the Organisation.”

In regard to representation, the Constitution states:

- The members (Manly, Mosman, Pittwater and Warringah councils) will be represented by “various and several persons who hold office or position from time to time as the Mayor and the General Manager of each of the above mentioned Councils”.
- “member Councils will be represented on the Board by its delegates as follows - The Mayor and the General Manager”

The objectives of SHOROC as stated in the Constitution are:

- Planning and collaboration: To plan and collaborate to address regional needs, problems, opportunities and challenges.
- Cooperation and resource sharing: To improve the quality, efficiency and cost effectiveness of councils services and facilities through cooperation and resource sharing where there are benefits to the councils and their communities in so doing.
- Advocacy and regional leadership: To seek to attract funds and resources and to influence the decisions of other levels of government, the private and the non-government sector to meet social, economic, service and infrastructure needs of the region and its residents and to protect the area’s environment and lifestyle.

The Constitution states in regard to the role of the SHOROC Executive, being the President, Vice-President and Treasurer:

- “Between meetings of the Board the role of the Board (should read ‘Executive’) shall be to determine matters relevant to the Board’s responsibility in circumstances where:
 - a) in the opinion of the Board the matter is such that it must be determined prior to the next ordinary meeting of the Board, and
 - b) it would be impractical to convene an extraordinary meeting of the Board.
- This role does not have the authority to vary the adopted SHOROC Business Plan and Budget or review a regional policy or position that has been adopted by unanimous decision of the Board.”

Proposal for how matters from individual councils are to be listed for Board consideration

Based on a review of the SHOROC Constitution, objectives and recently approved Corporate Plan, and in order to clarify the process for how matters from individual councils are to be listed for Board consideration, it is recommended the process should be as follows:

- Matters consistent with the objectives of SHOROC, its Constitution and Corporate Plan can be brought for consideration of the SHOROC Board by individual councils by the council’s representatives on the Board, being the Mayor and General Manager, or upon resolution by that council.

- The council's elected representative, being the Mayor or an appropriate delegate, will represent council to the SHOROC Board on matters brought for consideration following council resolution, unless the council has made a specific resolution that another Councillor or representative speak on behalf of council for that matter.
- Urgent matters that have been resolved to be brought to the SHOROC Board by an individual council but that are required to be dealt with prior to the next scheduled Ordinary Board meeting:
 - can be considered by the SHOROC Executive if the matter is consistent with the role of the Executive as stated in the Constitution
 - can be delegated to the GMAC for consideration by the Executive
 - can be considered by the SHOROC Board at an Extraordinary meeting, should one be called consistent with the Constitution.
- Should Councillors wish to attend and speak at a Board meeting on items listed for that meeting, consistent with the SHOROC Constitution, the Councillor must seek approval from the Board and provide 7 days notice of an intention to attend a Board meeting and the item on which they would like to speak.

The Board resolved:

- **To approve** the process for how matters from individual councils are to be listed for Board consideration:
 - Matters consistent with the objectives of SHOROC, its Constitution and Corporate Plan can be brought for consideration of the SHOROC Board by individual councils by the council's representatives on the Board, being the Mayor and General Manager, or upon resolution by that council.
 - The council's elected representative, being the Mayor or an appropriate delegate, will represent council to the SHOROC Board on matters brought for consideration following council resolution, unless the council has made a specific resolution and the SHOROC Board has approved that another Councillor or representative speak on behalf of council for that matter.
 - Urgent matters that have been resolved to be brought to the SHOROC Board by an individual council but that are required to be dealt with prior to the next scheduled Ordinary Board meeting:
 - can be considered by the SHOROC Executive if the matter is consistent with the role of the Executive as stated in the Constitution
 - can be delegated to the GMAC for consideration by the Executive
 - can be considered by the SHOROC Board at an Extraordinary meeting, should one be called consistent with the Constitution.
 - Should Councillors wish to attend and speak at a Board meeting on items listed for that meeting, approval of the Board is required and SHOROC must

be given at least 7 days notice of an intention to attend a Board meeting and the item on which the Councillor would like to speak.

Moved Henry Wong /Seconded Mark Ferguson

Carried Unanimously (note as per all items Rik Hart abstained from voting)

Item 7.4 Website communications policy

At its 12 May 2010 meeting, the SHOROC Board discussed the need for a website content publication policy. The SHOROC Media Communications policy, approved by the Board at its 17 February 2010 meeting, has been updated to include a website and web content policy (Attachment A of **Tab P**).

The Board resolved:

- **To approve** the website and web content policy.

Moved Viv May /Seconded Cr Anne Cannon

Carried Unanimously

Item 7.5 MWPSU Sporting Union Funds

The Manly Warringah Pittwater Sporting Union (MWPSU) recently provided \$549,290.92 to SHOROC, being funds it collected from the sporting associations for use of playing fields across the region. These funds are to be distributed to Manly, Warringah and Pittwater councils, along with the remaining funds already held by SHOROC totalling \$76,206.62 including interest accumulated, according to the formula agreed by the Sportsground Management Working Group:

- Manly Council 17%
- Pittwater Council 24%
- Warringah Council 59%

The Board resolved:

- **To note** the receipt of \$549,290.92 from the MWPSU.
- **To approve** that these funds be distributed as follows:
 - Manly Council 17%
 - Pittwater Council 24%
 - Warringah Council 59%

Moved Mark Ferguson / Seconded Cr Harvey Rose

Carried Unanimously

Item 8 General business & matters raised by councils (nil)

Item 9 Confirm time for next meeting

Extraordinary meeting scheduled for Wednesday 29 September 2010

Next Ordinary meeting scheduled for Wednesday 17 November 2010

ATTACHMENTS

ATTACHMENTS

- Tab A: Council resolutions on *Shaping Our Future*
- Tab B: Draft letter to stakeholders regarding draft *Shaping Our Future*
- Tab C: Draft 'one-page' summary of *Shaping Our Future*
- Tab D: Draft key messages
- Tab E: NSW Government 'Health Reform in NSW' discussion paper
- Tab F: Memo from NSCCAHS re proposed service changes to the provision of maternity services on the Northern Beaches
- Tab G: Letter from the RTA regarding Bus Priority Works on Pittwater Rd, Dee Why
- Tab H: Letter from John Robertson MLC, NSW Minister for Transport
- Tab I: Letter from Blacktown Council regarding 'One Association' Convention
- Tab J: SHOROC working groups
- Tab K: Kimbriki Sub-Committee minutes
- Tab L: Urban Planners Group minutes
- Tab M: Climate change measures and opportunities inventory
- Tab N: Position Paper on strategic regional procurement and efficient service delivery
- Tab O: SHOROC Innovation & Savings Challenge Flyer
- Tab P: Website content publication policy

Tab A: Council resolutions on *Shaping Our Future*

Pittwater Council resolution 5 July 2010 (adopted minutes)

C7.3 SHOROC Regional Directions - Shaping Our Future

COUNCIL DECISION

That Council place the attached draft report *SHOROC Regional Directions - Shaping our Future* on public exhibition for 28 days and that a report be brought back to Council after that period.

Mosman Council resolution 6 July 2010 (adopted minutes)

EP/106 Shaping Our Future

OFFICER'S RECOMMENDATION

The Director Environment and Planning recommends:

That

- A. The report be received and noted.
- B. Council adopt *Shaping our Future* for the purposes regional strategy for the SHOROC region for 2010-2031.
- C. The outcome of the considerations by other SHOROC councils and Board be advised to Council in due course.
- D. Council participate in an advocacy campaign in conjunction with its SHOROC partners to inform the community and progress the identified objectives.
- E. Council note that references in MOSPLAN 2010 to *Regional Directions* will now be references to *Shaping our Future*.

COUNCIL RESOLUTION

Motion Yates/Halloran

That the Officer's Recommendation be adopted subject to amending B as follows:

B. Council adopt "Shaping our Future" for the purposes of defining regional strategy for the SHOROC region for 2010-2031 subject to the following amendments being made:

1. That the document makes reference to the fact that any regional transport solutions advocated will be effective only if Sydney as a whole has an effective integrated public transport system.
2. That the document specifically endorses the recommendations of the Independent Public Enquiry into the Long Term Public Transport Needs of Sydney (also termed the Christie Report) as being fully consistent with the SHOROC strategy, and as offering a viable pathway to achieving an effective integrated public transport system for Sydney in the long term.
3. That in recommending a major rail-bus interchange north of the Harbour Bridge, it is recognised that the location of the interchange will only be able to be determined once the details of the second harbour rail crossing, as recommended in the Christie Report, have been decided.
4. That in advocating continuing reliance on buses to service both the East-West and North-South routes, that priority will need to be given to buses to ensure that a fast reliable service can be maintained whatever the level of congestion along the corridor for other road users.

5. That infrastructure investment will be needed along each corridor, either in the form of electronic lane markings and signage to allow adaptive introduction of bus only lanes, or permanent bus only lanes, possibly with tidal flow.
6. That the additional capacity required to ensure fast, predictable bus journey times should not, in off-peak times, be provided at the expense of parking outside shops on Spit and Military Road at Spit Junction.
7. That as soon as the technology is mature, the bus fleet used to service the SHOROC region should use non fossil fuels, such as Hydrogen or electricity generated from renewable sources.
8. That the report acknowledge that giving priority to buses, as required to provide a fast and efficient service, will inevitably make congestion worse for private vehicles and that, as a considerable proportion of private vehicle trips are unavoidable and indeed wealth generating, Mosman Council foreshadows that at some time in the future it will be necessary to invest substantially in trunk road infrastructure, in the form of a tunnel either from Roseville Bridge to Gore Hill Freeway or from Burnt Bridge Creek to the Freeway at Cammeray.

Manly Council resolution 19 July 2010 (adopted minutes)

114/10 Report on SHOROC Regional Directions: Shaping Our Future

That Council resolve:

A

1. To adopt the SHOROC Regional Directions – Shaping our Future report as a regional way forward for the future of the SHOROC region; and
2. To support the SHOROC Board (including General Managers and Mayors) in its communications and strategies proposed to implement the SHOROC Regional Directions as required.

B

1. To request SHOROC to continue to lobby for Manly Hospital to be fully funded until any replacement of any hospital at Frenchs Forest or any other location is built.

Warringah Council resolution 27 July 2010 (draft minutes)

Item 9.2 - Presentation of Paper on Shaping our Future - Directions for Transport, Health, Housing and Jobs for a Vibrant SHOROC Region

RESOLVED

- A. That the SHOROC paper Shaping our Future- Directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region be exhibited for 28 days to allow public comment, and that the results of the public exhibition be reported back to Council.
- B. That targeted consultation with local Federal and State members occur during the exhibition period.

Tab B: Draft letter to stakeholders regarding draft *Shaping Our Future*

<Date>

<insert name>

<Insert address>

<Insert address>

Dear <name>

Shaping Our Future - directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region.

As you are no doubt aware there is a critical need for investment in the transport and health infrastructure of the SHOROC region, which covers Manly, Mosman, Pittwater and Warringah local government areas. Our buses are slow, infrequent and overcrowded, our roads are choked with traffic and our hospitals are run down and unable to cope with demand. Population growth and climate change will only compound our challenges.

Manly, Mosman, Pittwater and Warringah councils have developed *Shaping Our Future* to address this need, seeking to strategically shape the way our region will look, feel and grow over the next twenty years. It outlines the priority investment in transport and health required, as well as how the councils will accommodate the population growth, housing and jobs targets set by the NSW Government for the region.

The transport investment priorities included in *Shaping Our Future* are:

- A Bus Rapid Transit system for faster public transport to link Dee Why to Chatswood, Ryde and the CBD.
- A Bus Rapid Transit system for faster public transport to the city from Mona Vale with a dedicated peak hour median bus lane and potentially a new underground interchange at Neutral Bay to service buses from Sydney's North West and our region.
- Upgrades to Mona Vale Road, Wakehurst Parkway and the major Warringah Road intersections.

The health investment priorities included in *Shaping Our Future* are:

- Immediate construction of the Level 5 Northern Beaches Hospital at Frenchs Forest.
- Appropriate upgrades to enable the long term complementary role for Mona Vale Hospital.

With investment on our priorities for transport and health, the SHOROC councils will meet the NSW Government targets for an additional 22,800 dwellings and 20,800 jobs in the SHOROC region by 2031. The main growth will be focussed around four key areas as vibrant sustainable centres: Dee Why/Brookvale; Frenchs Forest; Terry Hills; and Warriewood/Ingleside.

On behalf of hundreds of thousands of residents of the SHOROC region we encourage you to review the enclosed copy of *Shaping Our Future*. We would welcome your feedback and support for our priorities as a sustainable future for our region depends on a strong partnership between our councils and the state and commonwealth governments. A future with a clean environment, frequent and reliable transport, more jobs close to home and a health system that we can rely on.

Yours faithfully

Cr Anne Connon
Mayor of Mosman
SHOROC President

Cr Harvey Rose
Mayor of Pittwater
SHOROC Vice-President

Cr Jean Hay
Mayor of Manly
SHOROC Board member

Cr Michael Regan
Mayor of Warringah
SHOROC Board member

Tab C: Draft 'one-page' summary of *Shaping Our Future*

SHAPING OUR FUTURE

Directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region.

The SHOROC region of Sydney's Northern Beaches - from Bradleys Head to Barrenjoey – needs better public transport, roads and health services now and for the future.

Manly, Mosman, Pittwater and Warringah councils have developed ***Shaping Our Future*** to address this need, seeking to strategically shape the way our region will look, feel and grow over the next twenty years.

Shaping Our Future calls on investment from all levels of government now to fix our transport and health systems and enable our councils to ensure growth is sustainable in our region.

WE NEED INVESTMENT IN TRANSPORT TO FIX OUR ROADS AND IMPROVE PUBLIC TRANSPORT

Priority investment is required from the NSW and/or Commonwealth governments to improve our public transport system and road infrastructure, cut travelling times and increase accessibility to fast public transport.

This is the core of what we're seeking:

- A Bus Rapid Transit system for faster public transport to link Dee Why to Chatswood, Ryde and the CBD
- A Bus Rapid Transit system for faster public transport to the city from Mona Vale with a dedicated peak hour median bus lane
- A new underground interchange at Neutral Bay to service buses from Sydney's North West and our region
- Upgrades to Mona Vale Road, Wakehurst Parkway and major Warringah Road intersections

WE NEED INVESTMENT IN HEALTH SERVICES TO ADDRESS THE LACK OF ACCESS NOW AND FUTURE GROWTH

Priority investment is required from the NSW and/or Commonwealth governments in the health services of the SHOROC region. Investment is critical to address our lack of access to high quality hospital and complementary health services and meet the real effects of an ageing population and population growth.

This is the core of what we're seeking:

- Immediate construction of the Level 5 Northern Beaches Hospital at Frenchs Forest
- Appropriate upgrades to enable the long term complementary role for Mona Vale Hospital
- Improvements to mental health and public health services offered to the broad community
- Improved access to nursing homes, ambulance services and geriatric services.

WITH THIS INVESTMENT COUNCILS WILL MEET THE NSW GOVERNMENT TARGETS FOR HOUSING AND JOBS

The NSW Government Metropolitan Strategy has set targets for an additional 22,800 dwellings and 20,800 jobs in the SHOROC region by 2031. We must ensure growth is environmentally sustainable, provides a mix of housing diversity and seeks to attract and retain industry to maintain and enhance the high ratio of residents who can work close to home.

With investment on our priorities for transport and health, the SHOROC councils will meet the NSW Government targets. The main growth will be focussed around four key areas as vibrant sustainable centres:

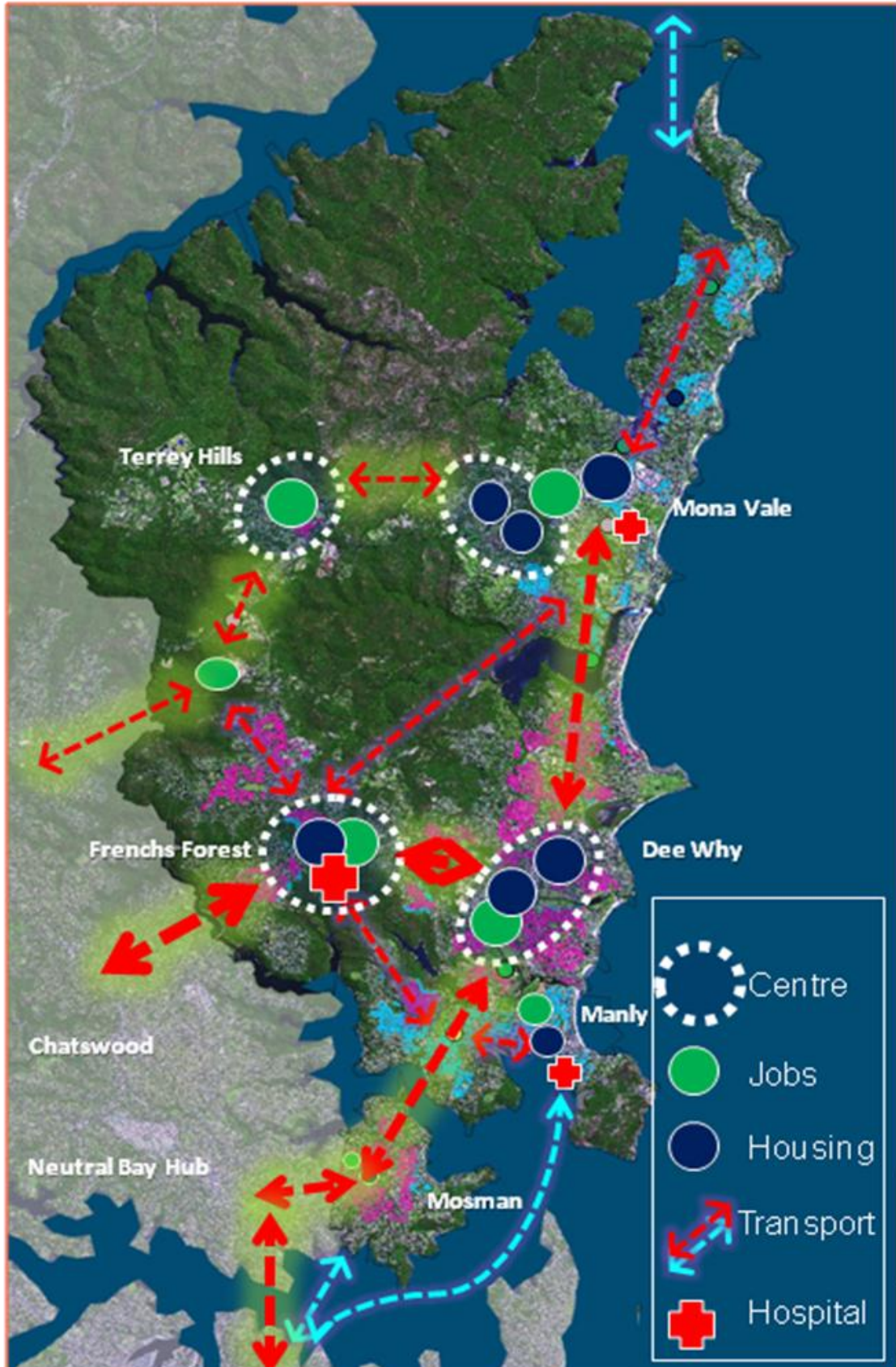
- Dee Why/Brookvale as a major centre for housing and jobs with new additional dwellings
- Frenchs Forest as a specialised centre for housing and jobs around the new hospital
- Terry Hills as an employment area with additional jobs focused on alternative energy jobs
- Warriewood/Ingleside as a new location for housing and centre for job capacity.

LET'S WORK TOGETHER TO SHAPE OUR TOMORROW

Our way of life and natural environment are valued highly by the SHOROC community and councils. ***Shaping Our Future*** will be continually reviewed, including the major directions and infrastructure delivery, to enable sustainable growth and provide the best outcome for the community and the region.

Show your support for the campaign for better buses, roads and health services for the Northern Beaches from Bradleys Head to Barrenjoey. To find out more and to view the complete strategy visit shoroc.com today.

Shaping Our Future – major priorities (note map to be replaced with better copy)



Tab D: Draft key messages

Draft Key messages		Shaping our future campaign
Category	level	message
Pre-release	primary	Councils are currently considering adoption of <i>Shaping Our Future</i> as our regional policy, outlining the major directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region
Pre-release	primary	Subject to adoption of <i>Shaping Our Future</i> by councils and the SHOROC Board, we're planning a major advocacy campaign as a united voice to leverage our 'strength in numbers' and seek the investment we need from the NSW and/or Commonwealth government to address our challenges now and ahead.
Pre-release	primary	The community is a vital part of our campaign for better buses, roads and health services for the Northern Beaches from Bradleys Head to Barrenjoey. Get involved at shoroc.com
Pre-release	primary	We've been working long and hard as a partnership between our four local councils to come up with a practical, sustainable strategy for our region. A vision. A roadmap for how we deal with our challenges and maintain and enhance our way of life and natural environment.
Development of <i>Shaping Our Future</i>	primary	<i>Shaping Our Future</i> is grounded in significant analysis of the best solutions and directions for our region.
Development of <i>Shaping Our Future</i>	primary	The development process for <i>Shaping Our Future</i> has included detailed evidence-based analysis of challenges and opportunities for the region conducted by council and SHOROC staff in conjunction with expert planning and transport consultants and underpinned by the core values of our community
Development of <i>Shaping Our Future</i>	primary	Community views have been incorporated into the development of <i>Shaping Our Future</i> through council research and consultations, including through the process of identification of the issues, opportunities and major directions. This included continual review to ensure consistency with the latest information available, for example incorporating the findings from Warringah Council's Housing Strategy Talk of the Town held in May 2010.
Development of <i>Shaping Our Future</i>	primary	The major directions included in <i>Shaping Our Future</i> were developed collaboratively by the four partner councils and SHOROC over a number of workshops including a workshop and briefing sessions held with Councillors from all four partner councils to review and discuss the issues for the region and preliminary directions.
Development of <i>Shaping Our Future</i>	primary	Discussions were held with representatives from the NSW and Commonwealth governments to review the directions proposed and identify any potential issues or barriers to implementation.
Strategy	primary	<i>Shaping Our Future</i> outlines the major directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region
Strategy	primary	<i>Shaping Our Future</i> is about fixing our transport and health system problems now and getting ready for the challenges of population growth and climate change.
Strategy	primary	Manly, Mosman, Pittwater and Warringah councils are united in calling on investment in our transport and health services to fix current problems for our region and enable growth to occur in a way that doesn't compromise our way of life or natural environment.
Strategy	primary	We're already facing many challenges including significant road congestion, limited and inefficient public transport as well as the lack of access to an appropriate and accessible high quality health service. Climate change and population growth will compound these problems.

Strategy	primary	We need better buses and better hospitals now and for the future
Strategy	primary	<i>Shaping Our Future</i> calls for rapid buses, better roads and our new hospital.
Strategy	primary	SHOROC can accommodate the growing population and the housing and jobs targets set by the NSW Government, but only if there is investment in our transport and health services.
Strategy	primary	<i>Shaping Our Future</i> is an agreed common policy of Manly, Mosman, Pittwater and Warringah councils, the four councils of the SHOROC region.
Strategy	primary	<i>Shaping Our Future</i> is about increasing the ability of people to live & work close to home, minimising transport use and the impacts on our environment or way of life
Strategy	primary	Visit shoroc.com and show your support for the campaign for better buses, roads and health services for the Northern Beaches from Bradleys Head to Barrenjoey
Strategy	primary	Our region makes a significant contribution to the economy and we pay our fair share of taxes, yet we're ignored in plan after plan with no new transport infrastructure, our hospitals are falling apart, in fact it seems like there's no plan for anything at all.
Strategy	secondary	The SHOROC region incorporating Manly, Mosman, Pittwater and Warringah councils is a unique area with a vibrant community that values our natural environment and lifestyle and contributes strongly to the economy of global Sydney
Strategy	secondary	Shaping Our Future is designed as a partnership document and outlines how the SHOROC councils will work together with other levels of government, business and the community to enable a more coordinated and cooperative regional inter-governmental approach.
Strategy	secondary	Councils will continue to determine specific localities and densities for any growth in conjunction with the community and guided by Shaping Our Future.
Strategy	secondary	Recognising the significant challenges facing our region, the SHOROC councils developed Shaping Our Future as a clear direction for the region. A vision. A roadmap for how we are to deal with these current and future challenges if we are to enhance or even maintain our natural environment, our way of life and our contribution to the NSW economy
Strategy	secondary	<i>Shaping Our Future</i> is underpinned by a clear policy to sustainably maintain and enhance our way of life and natural environment
Population growth	primary	The population of the SHOROC region is expected to increase by around 30,000 people, an 11% increase, over the next 20 years
Population growth	primary	<i>Shaping Our Future</i> sets out how our region can best plan for the NSW Government's requirement that we accommodate population growth with an additional 22,800 dwellings (including potentially up to 4,900 in Ingleside) and capacity for 20,800 jobs
Climate change	primary	Climate change is predicted to mean rising sea levels, coastal erosion and more severe storms which would have significant impacts including on our low lying and coastal areas and bushland
Climate change	secondary	Climate change may lead to displacement of housing and other coastal and low lying land.
Transport	primary	SHOROC is calling for better public transport and road linkages with particular focus on: the East/West corridor between the major centres of Dee Why/Brookvale and Frenchs Forest and from Frenchs Forest and Mona Vale to Chatswood, Macquarie/Ryde and beyond; and improvements to the crucial North/South corridor
Transport	primary	Faster, reliable and regular buses with Bus Rapid Transit systems along Warringah Road and Pittwater/Spit/Military roads are the major priorities for transport.

Transport	primary	Better buses for the North West and SHOROC through a Bus Rapid Transit system on the north-south corridor from Mona Vale to a new underground modal interchange at Neutral Bay, linking to a metro-style rapid transit service to Wynyard using the Harbour Bridge and redundant tram tunnels
Transport	primary	Road improvements are critical for the region including the intersections of Wakehurst Parkway and Warringah Road, upgrading Mona Vale Road to a divided dual-lane carriageway and unclogging road pinch points including along the Spit-Military Road corridor
Transport	secondary	The priority for investment is East/West between the major centres of Dee Why/Brookvale and Frenchs Forest to Chatswood, Macquarie and beyond to take pressure off the North/South corridor including: <ul style="list-style-type: none"> • Fast public transport links to Chatswood, Ryde and CBD with an initial focus on priority median-strip bus corridors using a Bus Rapid Transit system which is adaptable to light rail or other greater capacity transport in future years as needed. • Grade separation at the intersections of Wakehurst Parkway and Warringah Road, a critical part of the construction of the Northern Beaches Hospital, and Warringah Road and Forest Way. • Mona Vale Road upgrade to a divided dual-lane carriageway for its full length through to Mona Vale to improve safety and efficiency, and enable Warriewood/Ingleside growth.
Transport	secondary	The priority for North/South, linking the major centres with the north of the region as well as North Sydney and the CBD, is: <ul style="list-style-type: none"> • Improving north/south public transport for SHOROC and Sydney's North West: <ul style="list-style-type: none"> o A Bus Rapid Transit system on the north-south corridor from Mona Vale using a peak hour co-located median bus lane to the city or preferably to a new modal interchange at Neutral Bay. o A new underground Neutral Bay interchange to also serve buses from Sydney's North West, linking to a metro-style rapid transit service to Wynyard using the Harbour Bridge and redundant tram tunnels. • Public transport service improvements to improve travel times and accessibility.
Health	primary	SHOROC is calling for immediate construction of the level 5 Northern Beaches Hospital at Frenchs Forest and associated road infrastructure works; and appropriate upgrades required to enable the long term complementary role for Mona Vale Hospital
Health	primary	Construction should commence immediately on the level 5 Northern Beaches Hospital and ancillary and private services at Frenchs Forest as well as the major road infrastructure required: <ul style="list-style-type: none"> • grade separation at the intersections of Wakehurst Parkway and Warringah Road to avoid gridlock around the hospital • upgrades to Wakehurst Parkway to provide flood-free access
Health	primary	Mona Vale Hospital should be upgraded and its complementary role confirmed, ensuring it networks effectively with the new Northern Beaches Hospital.
Health	primary	The four SHOROC Mayors of Manly, Mosman, Pittwater and Warringah are calling for the NSW Government to match or better a commitment from the Opposition to build a level 5 hospital on the Northern Beaches of Sydney in its first term should it win the next election
Health	secondary	Improved ambulance services that respond to and serve the redistribution of the health services to Frenchs Forest are vital.
Health	secondary	The health services need to include improved public health, mental health and related services to the broad community need including nursing homes and geriatric services.

Health	secondary	The Manly Hospital site should be retained for community and education services
Housing & jobs	primary	The SHOROC Councils will meet the NSW Government Metropolitan Strategy targets for housing and jobs through sustainable development by focussing the main growth around four key areas as vibrant sustainable centres: o Dee Why/Brookvale: as a major centre for housing and jobs. o Frenchs Forest: as a new specialised centre for housing, jobs and health. o Terrey Hills: as an area for jobs. o Warriewood/Ingleside: as a new centre for housing and jobs
Housing & jobs	primary	The centres for the main growth have been selected because they are on existing or planned transport routes, easily accessible from other centres and minimise impact on the natural environment. This will mean more people will be able to live and work close to home, minimising car travel and the need for even more transport infrastructure
Housing & jobs	primary	All development including specific localities, densities and the 'look' of any growth will be determined by individual Councils in conjunction with the community. Housing and employment areas may also be
Housing & jobs	primary	The main growth is to be focussed on these four areas, however there may be growth in other areas and this will be determined by individual councils.
Housing & jobs	secondary	The direction for Dee Why/Brookvale, already classed as a major centre by the State Government, is as a major for housing and jobs with additional dwellings and job capacity, retaining the employment mix and focussing on a potential logistics centre in Brookvale
Housing & jobs	secondary	The direction for Frenchs Forest is as a new specialised centre for housing, jobs and health with additional dwellings and job capacity focussing employment clusters around the new hospital and health services
Housing & jobs	secondary	The direction for Terrey Hills is as an employment area with additional job capacity and a potential focus on alternative energy high technology and low carbon jobs
Housing & jobs	secondary	The direction for Warriewood/Ingleside is as a new location for housing and centre for job capacity
Sustainability & way of life	primary	Our way of life and natural environment are valued highly by the SHOROC community and councils. The principles underpinning SHOROC's <i>Shaping Our Future</i> are to maintain and enhance these characteristics as the region grows
Sustainability & way of life	primary	SHOROC and our partner councils are also developing strategies for what is needed regionally in the way of other infrastructure and service delivery to maintain and enhance the region's vibrant way of life and natural environment
Next steps	primary	<i>Shaping Our Future</i> will be continually reviewed, including the major directions and infrastructure delivery, to enable phased implementation and provide the best outcome for the community and the region.
Next steps	primary	To manage its implementation, specific inter-council working groups of urban and strategic planners will be charged with guiding appropriate implementation and ongoing review of the major directions of <i>Shaping Our Future</i> . Councils will continue to determine specific localities and densities for any growth in conjunction with the community and guided by <i>Shaping Our Future</i> .
Amalgamation	primary	These are regional issues and we have worked together to identify practical solutions. However its vital individual councils who have the best understanding of their local issues oversee implementation of any growth in conjunction with their communities
s94 contributions		To be inserted - Pittwater to draft
Meriton proposal		To be inserted - Pittwater to draft

Tab E: NSW Government 'Health Reform in NSW' discussion paper (*PDF – separate attachment*)

Tab F: Memo from NSCCAHS re proposed service changes to the provision of maternity services on the Northern Beaches

memo

NORTHERN SYDNEY
CENTRAL COAST
NSW HEALTH

Mona Vale:

Tel. 9998 0794
Fax. 9997 7079

Manly:

tel. 9976 9820
fax. 9976 9661

TO: General Manager, Northern Beaches Health Service

FROM: Clinical Director, Women's & Children's Health NBHS
Divisional Manager, Women's & Children's Health, NBHS
Clinical Midwifery Consultant, NBHS

DATE: 22 July 2010

SUBJECT: Proposed service changes to the provision of maternity services on the Northern Beaches

The proposed service change is the maintenance of a single cohesive maternity service comprising mainstream and midwifery group practice models of care on the Northern Beaches which will improve patient safety, enhance patient outcomes, increase medical coverage and provide a more clinically effective overall service.

The proposed change to the model of care is supported by:

- Caring Together: The Health Action Plan for NSW (Recommendation 8b)
- The NSCCAHS Clinical Services Strategic Plan 2008
- NSW Health PD 2010_45 Maternity –Towards Normal Birth in NSW
- Maternity Services Review: Manly, Mona Vale or Both Hospitals, Professor Reginald Lord, A/g Director Medical Services NBHS, May 2010
- Overview of the Clinical Outcomes arising from the 1200 births in the co-located Unit, since 1 July 2009, Dr Michael Nicholl, Clinical Director, Women's Health Network, NSCCAHS

BACKGROUND:

1) Maternity services for residents of the Northern Beaches have historically been provided discretely by two maternity wards located at Manly and Mona Vale Hospitals.

On 1 July 2009, the maternity wards were co-located at Manly Hospital due to asbestos removal works being undertaken at Mona Vale Hospital Maternity Ward. Asbestos works are now completed however further rectification works are required at the Mona Vale Hospital Maternity Ward. These rectification works are to ensure that the refurbished Mona Vale ward meets building standards and regulations in respect to electrical, fire, security and air conditioning. An allocation of \$235,000 has been made in the 2010/2011 budget for the capital works to be undertaken.

2) There have been some significant changes in the service provision since the co-location of the two units

Manly Hospital (prior to co-location on 1 July 2009)

- Operated a Level 4 maternity service and had a 17 bed post-natal ward, together with three birthing suites.
- The staffing levels included midwifery/nursing/clerical (33.5 FTE) junior medical staff (3.8 FTE) and staff specialist (0.5FTE) - total 37.8 FTE.
- The medical coverage was predominantly Visiting Medical Officer (VMOs) based; with 5 VMOs and providing first on-call services given the small number of registrars employed and operating a 1 in 5 on call roster
- There was one funded unaccredited registrar position. Registrars had varying degrees of ability and on occasion, the maternity unit had to close due to lack of registrar cover.
- The supervision and training of junior medical staff was considered not optimal and as a result, the accredited registrar position, previously available, was withdrawn by the Royal Australian and New Zealand College of Obstetricians and Gynaecologists.
- The number of annual births at Manly Hospital over the past five years ranged between 662 to 906, noting that industry average births per annum for a viable maternity unit is in the order of 1,500 births per annum.
- There was no Gynaecology Clinic established.

Mona Vale Hospital (prior to co-location on 1 July 2009)

- Operated a Level 4 maternity service and had a 16 bed post-natal ward, together with three birthing suites.
- The staffing levels include midwifery/nursing/clerical (30.8FTE), junior medical staff (2.3FTE) and staff specialist 0.5FTE - total 33.6FTE.
- The medical coverage was predominantly Visiting Medical Officer (VMOs) based with 3 VMOs providing first on-call services given the small number of registrars employed and operating a 1 in 3 on call roster.
- The number of annual births at Mona Vale Hospital over the past five years ranged between 535 to 701, noting that industry average births per annum for a viable maternity unit is in the order of 1,500 births per annum.
- There was one funded unaccredited registrar position and a resident position was available and they had varying degrees of ability.
- There was no Gynaecology Clinic established.

Co-located Maternity Unit at Manly Hospital (since 1 July 2009)

- Operates as a Level 4 Maternity service utilising a 20 bed, air conditioned, post-natal ward, together with four birthing suites and capacity for five.
- The staffing levels include midwifery/nursing/clerical (52.8FTE) junior medical staff (7 FTE) and staff specialists (2 FTE) – total 61.8 FTE.
- The co-located unit has 61.8 FTE compared to the two discrete units totalling 71.4 FTE savings of 9.6 FTE.
- The senior medical coverage is a combination of two staff specialists and six VMOs operating a 1 in 8 on call roster.
- The number of annual births at the co-located unit for 2009/10 is 1345. The reduction in births for the year 2009/2010 reflects the decision of private patients seeing obstetricians at Mona Vale to move to a private hospital with their obstetrician of choice. It also reflects the current uncertainty of the future direction of maternity services on the Northern Beaches. Bookings for 2010/2011 indicate that the number of births will be

1400+ The birth rate for the Northern Beaches is approximately 3500 births per annum and at present less than 50% elect to birth locally.

3) A number of improvements in the service provided have been possible with the co-located unit which include:

- The O&G junior medical staff coverage has been extended to provide 24-hour registrar cover seven days a week throughout the year.
- The Anaesthetic junior medical staff coverage has been extended to provide 24-hour registrar cover seven days a week throughout the year.
- The Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG) have conditionally re-accredited the registrar position, given the number of births in this larger unit and the enhanced staff specialist cover able to provide appropriate levels of supervision and training.
- The employment of an additional staff specialist in obstetrics and gynaecology (100% increase in staff specialist coverage) with the capacity to manage women who may have previously been referred to RNSH on account of the previous lack of medical cover.
- The capacity to ensure that the midwives are able to practice in all areas of maternity through an enhanced skill mix and consolidation of educator provision
- A public Gynaecology Clinic has been established providing 2 discrete sessions a week for Northern Beaches' women who had previously received an ad hoc service. These clinics will be seeing more than 500 patients per annum and meeting the needs of an Early Pregnancy Assessment Service at the local level
- The purchase of two ultrasound machines, totalling \$166,000, providing an easily accessible on site service for all women needing ultrasound as part of their maternity care
- A consultant led triage of antenatal patient bookings has been established which enables the appropriate care pathway to be followed
- Implementation of Normal Birth after Caesarean (NBAC) clinics commenced July 2010

4) There has been an impact on clinical care with the co-located unit which has resulted in a safer and more clinically reliable service with better patient outcomes including:

- A reduction in the number of neonatal referrals to the tertiary referral centres, including Newborn Emergency Transport Service (NETS) transfers, a **30% reduction** between 2008/09 and 2009/10
- A reduction in the number of NETS transfers, a **40% reduction** between 2008/09 and 2009/10
- A reduction in APGAR scores of < 7 at 5 minutes of age, a **31% reduction** between 2008/09 and 2009/10
- A reduction in the instrumental birth rates, a **22% reduction** between 2008/09 and 2009/10.

Data

	Mona Vale (08/09)	Manly (08/09)	Co-located Manly (09/10)
Deliveries	655	906	1345
Occupancy rate	49%	54%	57%
Average Length of Stay	3.1	3.3	2.9
Beds	16	17	20
Special Care Nursery occupancy	61%	79%	57%
Gynaecology clinic (NAPOOS)	0	0	252 (Jan-June 2010)

ISSUES/OPTIONS:

- In January 2010 a process was commenced to propose a midwifery group practice(MGP) model of care (attached) which was endorsed by the Northern Beaches Health Service Executive
- Given the success and patient safety enhancements of this co-located maternity service at Manly Hospital, there is a strong view by senior clinicians that this mainstream service be maintained at Manly Hospital.
- There is community and local elected representative concerns at the northern end of the peninsula to maintain a maternity service at Mona Vale Hospital. Additionally, there is community support for complementary models of maternity care to be offered to expectant mothers on the Northern Beaches, such as a midwifery group practice (MGP) model.
- In June 2010 the department policy “Towards Normal Birth in NSW” was launched which clearly outlines strategies with measures and targets for the Area Health Service to provide midwifery continuity of carer programs
- The proposed model for the Northern Beaches Health Service will be a MGP stand alone model of care at Mona Vale Hospital and MGP alongside the mainstream (traditional) model of care at Manly Hospital.
- This model would be supported by RANZCOG in maintaining the registrar accreditation programme
- The MGP care will be provided as a public midwifery service only for normal risk women who meet the clinical criteria and are interested in this model of care.
- The MGP alongside mainstream (traditional) model of care will be established initially at the Manly Hospital Maternity Ward utilising the birthing suite area with no postnatal beds and length of stay in hospital to be 4-6 hours post birth attended the MGP midwife. Acceptance into the model will be based on normal risk criteria and midwifery care may continue even when referral to care by a secondary or tertiary level health care provider is necessary in collaboration with other health care providers.
- It is envisaged that approximately 200 births per annum will be undertaken utilising the MGP alongside mainstream (traditional) model of care at Manly Hospital. This will require 5 credentialed midwives who will be allocated 40 cases each and an allowance is built in for leave replacement. A small number of these births would be patients currently booked into the mainstream care who wish to transfer to MGP but it would attract women on the Northern Beaches who have previously sought to birth through an MGP programme elsewhere.
- The MGP stand alone service will be subsequently established at the Mona Vale Hospital Ward Level 4 birthing suite area with no postnatal beds and length of stay in hospital to be 4-6 hours post birth attended the MGP midwife
- Birthing at Mona Vale will be restricted to booked women with a singleton term pregnancy (37-41 weeks gestation) who have met the Australian College of Midwives National Midwifery Guidelines for Consultation and Referral and continue to meet the normal risk criteria throughout antepartum and intrapartum and postnatal period
- The MGP stand alone service at Mona Vale Hospital will ensure that any concerns either antenatally, intrapartum or postnatally that require obstetric care are transferred across to the mainstream (traditional) obstetric service at Manly Hospital immediately and the MGP midwife will remain involved in the care.
- If risk factors are identified during labour, consultation will occur with the obstetric medical officer on-call at Manly Hospital and preparations will be made by the midwife to stabilise the woman and arrange transfer to Manly Hospital. The woman will be transferred via Ambulance Services NSW (ASNSW) with a midwife escort.
- Should a woman on the MGP program at Mona Vale Hospital present to Mona Vale Hospital in labour and the midwife is not present, the woman will be managed by the

Emergency Department either until the midwife arrives or the woman is transferred by ambulance to Manly Hospital.

- It is envisaged that approximately 200 births per annum will be undertaken utilising the MGP service at Mona Vale Hospital. This will require 5 credentialed midwives who will be allocated 40 cases each and an allowance is built in for leave replacement.

RECOMMENDATION:

- The continued provision of a single cohesive maternity service across the Northern Beaches in accordance with the Clinical Services Plan
- The provision of all mainstream (traditional) maternity services at Manly Hospital
- The provision of a Midwifery Group Practice (MGP) programme at Manly Hospital operating alongside the mainstream maternity services
- The provision of a stand alone Midwifery Group Practice (MGP) programme at Mona Vale Hospital which transfers care to mainstream maternity services at Manly Hospital if required

Yours sincerely

Clinical Director
Div. Women's & Children's Health

Divisional Manager
Womens & Children's Health

Clinical Midwifery
Consultant

Tab G: Letter from the RTA regarding Bus Priority Works on Pittwater Rd, Dee Why (PDF – separate attachment)

Tab H: Letter from John Robertson MLC, NSW Minister for Transport



John Robertson MLC
Minister for Transport
Minister for the Central Coast

ML10/03879

Mr Ben Taylor
SHOROC Executive Director
PO Box 361
BROOKVALE NSW 2100



Dear Mr Taylor

Thank you for your correspondence to the Premier concerning the Metropolitan Transport Plan, which has been referred to my office. I apologise for the delay in responding.

Transport NSW has confirmed that it received the submission from the Shore Regional Organisation of Councils, and is considering the contents as part of the feedback on the *Metropolitan Transport Plan*.

As you are aware, the *Metropolitan Transport Plan: Connecting the City of Cities* is a fully funded \$50.2 billion plan that will ensure delivery of key service improvements and vital infrastructure, as well as maintaining the State's AAA credit rating and economic prosperity.

Under the Plan, the NSW Government will establish the Metropolitan Development Authority to drive future transit-oriented development and urban renewal consistent with this Government's urban renewal and cities planning focus.

Major transport projects will now be jointly approved by the Minister for Transport, Minister for Roads and Minister for Planning. This will ensure Sydney's transport needs are matched to growth.

It will focus on delivering additional services and improving the customer experience through the following key initiatives:

- \$4.5 billion for the Western Sydney Express relief line – providing over 5000 additional seats for the Richmond and Western Line;
- \$2.1 billion for the South West Rail Link;
- \$1 billion for the North West rail link;
- \$500 million to expand light rail services;
- increasing the number of commuter car parks;
- the purchase of new ferries;
- \$3.1 billion for acquiring of new rail carriages; and

Level 35, Governor Macquarie Tower, 1 Farrer Place, Sydney NSW 2000
Phone: (61 2) 9228 5661 Fax: (61 2) 9228 5168 Email: office@robertson.minister.nsw.gov.au

- \$2.9 billion for 1000 new buses in addition to the 450 buses already being delivered.

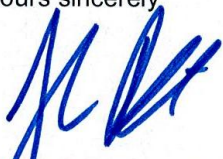
The Plan successfully integrates land use and transport planning with ten years worth of fully funded transport infrastructure projects.

The Plan responds to the challenges of Sydney's growing population and ensures that projects and funding will be spread across the regional cities of Parramatta, Liverpool and Penrith and accessible centres including Blacktown, Chatswood and Bondi Junction.

In making this announcement the Government has taken the difficult decision to cease work on the Stage 1 of the CBD Metro with funds being reallocated to a range of other projects and transport plans over the next ten years to benefit all of Sydney.

I trust this information is of assistance.

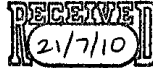
Yours sincerely



John Robertson MLC
Minister for Transport
Minister for the Central Coast

26/7/10

Tab I: Letter from Blacktown Council regarding 'One Association' Convention



File no: 53-29-1/71,
96-56-1/10

15 July 2010

Mr Ben Taylor
Executive Director
SHOROC
PO Box 361
BROOKVALE NSW 2100

Dear Sir

Representations concerning voting at the LGA 'One Association' Convention

I am writing to you to express Council's concerns with the system of voting at the Convention to be held at Star City, Darling Harbour between 16 and 17 August 2010 and the proposal to be discussed at the Convention regarding voting entitlements should 'One Association' be established.

You may be aware that the *One Association Taskforce* has been established by the Local Government Association and Shires Associations of NSW, to progress the formation of One Association in NSW. The Taskforce will be presenting their recommendations for One Association at the Special Convention.

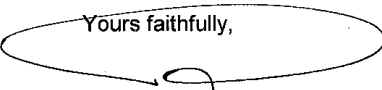
Council has been advised that voting at the Convention will be one vote per full member Council and a majority vote will be represented by 66% of delegates present. Also, Council is concerned about the Taskforce's recommendation which is expected to be discussed at the Convention to move away from the current system for voting on motions at the Association Conference in which voting entitlements are based on population, size and subscriptions. The Taskforce is also proposing equal voting rights be applied for motions considered at Conference.

Council, at its meeting held on 7 July 2010 resolved to write to all Metropolitan Sydney Regional Organisation of Councils expressing concerns at the proposals to be discussed at the upcoming LGA "One Association" Convention, particularly, the suggestion of one vote per Council, rather than the existing system based around population, where our Council get 7 votes.

Any comments or support that your Regional Organisation of Councils may have on this matter would be appreciated.

Should you require any further information regarding this matter, please contact Council's Director Finance and Corporate Strategy, Bob Macklinshaw on 9839 6516.

Yours faithfully,


Ron Moore
GENERAL MANAGER

Council Chambers • 62 Flushcombe Road • Blacktown NSW 2148
Telephone: (02) 9839 6000 • **Facsimile:** (02) 9831-1961 • DX 8117 Blacktown
Email: council@blacktown.nsw.gov.au • **Website:** www.blacktown.nsw.gov.au
All correspondence to: The General Manager • PO Box 63 • Blacktown NSW 2148

Tab J: SHOROC working groups

Note * denotes a new group or revised objectives

Group	Objectives	Structure/ Frequency	Members	Report to	SHOROC Rep
Standing Groups					
SHOROC Board	Oversees SHOROC including planning and policy.	Formal, quarterly plus AGM.	Mayors and GMs		ED
General Managers Advisory Committee	Provides policy and planning advice and ensures the efficient management of the organisation and staffing.	Formal, monthly	GMs and 1 Director or equivalent	Board	ED
Kimbriki Sub Committee	Receive and review the annual and quarterly reports of KEE, provide input during development of KEE's Annual Draft Budget and Business Plan, as well as longer-term plans for Kimbriki, consider and advise the SHOROC Board, as required, on major plans, projects, initiatives or developments proposed by KEE, provide a forum for discussion and advice on such further matters as the SHOROC Board determines, including regional waste management strategies and other strategic regional priorities and targets relevant to operations at the Kimbriki Resource Recovery Centre, assist in keeping the SHOROC Board informed of KEE operations.	Formal, quarterly	1 Councillor and 1 community rep from each councils	Board	ED
Strategic Groups					
Strategic Directions Group (SDG)*	<ul style="list-style-type: none"> Provide strategic guidance on the development and implementation of Regional Directions with a particular focus on Health & lifestyle, Jobs & business and Natural Environment Support respective GMs and attend GMAC meetings. Provide strategic advice and guidance on SHOROC business planning and practice. Provide recommendations the Board. 	Formal, regular as required	Directors & Equiv.	GMAC	ED
Urban Planning Group (UPG)*	<ul style="list-style-type: none"> Manage implementation of SHOROC Regional Directions to ensure appropriate delivery including addressing regional planning issues arising with a particular focus on Transport and sustainable communities and Housing and built environment. Oversee State and Federal Govt planning matters. Coordinate and work toward commonalities in LEP and DCPs. Provide recommendation to GMAC and Board. 	Formal, TBA quarterly or monthly	Directors & Equiv.	GMAC	ED
Efficiency & Cost Saving Strategy Group (ECSSG)*	<ul style="list-style-type: none"> Set innovative and strategic direction and drive efficiency and cost saving initiatives. Provide guidance for efficiency and cost saving operational working groups that may be formed for the implementation of initiatives. Identify opportunities and set priorities for cost saving activities with particular emphasis in the initial phase for early successes. To advise and recommend to GMAC and Board on cost saving issues, projects and progress. 	Formal, monthly from inception to be reviewed	Directors & Equiv.	GMAC	BM

Group	Objectives	Structure/ Frequency	Members	Report to	SHOROC Rep
Operational Working groups					
Media & communications Group	<ul style="list-style-type: none"> Discuss regional media and communications management issues and strategies. Coordinate campaigns as appropriate. 	Ad hoc as required	Managers	GMAC	ED/OM
Procurement Working Group	Planning and delivery of cost saving initiatives, joint and collaborative purchasing, tendering and contracting, development of procurement governance and policy.	Ad hoc as required	Directors, Managers, TL's	ECSSG	BM
Shared Services Working Group*	Planning and delivery of shared services, assets, plant and equipment, business processes, knowledge, records management, development of shared service agreements and cooperative operations.	Ad hoc as required	Directors, Managers, TL's	ECSSG	BM
HR & Workforce Planning Working Group	Planning and delivery of cooperative workforce development initiatives, shared resources, training, cost saving opportunities and skill development, resourcing strategy and community involvement	Ad hoc as required	Managers	ECSSG	ED/BM
Waste Management Working Group*	Planning and delivery of common regional waste service including research and analysis, project planning, probity, community consultation and engagement, tender specification, contracting and management, financial management and accounting, human resourcing and deployment.	Ad hoc as required	Directors, Managers	GMAC	BM
Community Engagement Working Group	Innovative and collaborative solutions based working group focused on sharing ideas and practices relating to communications, engagement and marketing.	Ad hoc as required	Officers	GMAC	OM
Environmental Health and Compliance Working Group*	Identify and implement where appropriate common standards and policies.	Ad hoc as required	Mgrs and Officers	GMAC	ED
Water Cycle Management Working Group	To drive best practice and coordinate the sustainable and efficient sourcing, delivery and use of water resources (including wastewater, stormwater, groundwater and potable water), with a focus on protection of environmental and public health within the SHOROC region.	Ad hoc as required	Officers	SDG	TBA
Project groups					
Indicators and Sustainability Project Group*	Develop overarching indicators/indices to benchmark and track Regional Directions and council community strategic plans and develop Regional Directions for Sustainability.	As required by project	TBA	SDG	TBA
Economic Development Strategy project group*	Develop Regional Economic Development Strategy	Ad hoc as required	TBA	SDG	BM

Group	Objectives	Structure/ Frequency	Members	Report to	SHOROC Rep
Regional State of the Environment report project group	Produce the annual Regional SoE Report	Ad hoc as required	Officers	GMAC	ED

Tab K: Draft Kimbriki Sub-Committee minutes

KIMBRIKI SUB COMMITTEE - Inaugural Meeting MEETING MINUTES



5.00-7.00pm Thursday 10 June 2010

Dee Why RSL Club, 932 Pittwater Road, Dee Why

Attendance:

Clr Conny Harris, Warringah Council

Clr Barbara Aird, Manly Council

Clr Denise Wilton, Mosman Council

Ms Jan Biggs, Pittwater Council Representative

Ms June Dawes, Warringah Community Representative

Mr Tony Whybrow, Mosman Community Representative

Mr Mark Ferguson, General Manager, Pittwater Council (representing Clr David James)

Guests:

Mr Viv May, General Manager, Mosman Council, Mr Rik Hart, General Manager, Warringah Council, Mr Stephen Clements, Deputy General Manager Manly Council, Mr Jeffrey Lofts, Manager Environmental Compliance, Pittwater Council, Mr Eskil Julliard, Legal Officer, Warringah Council, Mr Paul Perkins, Chair Kimbriki, Mr Aaron Hudson, CEO Kimbriki, Mr Mark Winser, Senior Project Officer Kimbriki

Secretariat:

Mr Ben Taylor, Executive Director, SHOROC, Ms Andrea Tattam, Business Manager, SHOROC

Apologies:

Clr David James, Pittwater Council

Item 1 Welcome and Apologies

Ben Taylor opened the meeting, welcomed all present, invited introductions and chaired until the conclusion of Item 3, the election of a Chair. Apologies were received from Clr David James, Pittwater Council. It was noted that Mark Ferguson was representing Clr James for the meeting.

Item 2 Review of Kimbriki Sub-Committee Terms of Reference

Rik Hart and Eskil Julliard presented the Terms of Reference for the SHOROC Sub-Committee – Kimbriki Resource Recovery Centre and invited questions and comments.

The Kimbriki Sub-Committee:

- **Noted** the Kimbriki Sub-Committee Terms of Reference and **agreed** the Terms of Reference be submitted without change to the next SHOROC Board meeting for formal ratification.
- **Agreed** that in regard to clause 3.5 appropriate staff will be invited to attend meetings in an advisory capacity on specific issues relating to their roles within the Council and where applicable to Sub-Committee agenda items.

- **Agreed** that where specific staff are invited, councils will notify SHOROC of the invitee(s).

Item 3 Election of Chairperson

Ben Taylor moved the election of a chairperson and advised the Committee that the preference of the SHOROC Board was that the chairperson be rotated annually as per the protocol with the SHOROC Board.

Mr Whybrow moved a motion that the chair of the Kimbriki Sub-Committee align to the current (rotating) presidency of the SHOROC Board. This motion was not carried.

Nominations for chairperson received:

1. Clr Connie Harris – moved by Clr Denise Wilton, seconded by Clr Barbara Aird
2. Clr Denise Wilton – moved by Mr Tony Whybrow, seconded by Clr Barbara Aird

Clr Denise Wilton voluntarily withdrew and Clr Connie Harris was elected Chair unanimously.

The Kimbriki Sub-Committee:

- **Noted** that in accordance with the Terms of Reference the election of the Kimbriki Sub-Committee Chair will follow annual SHOROC Board Annual General Meetings.
- **Noted** the preference of the SHOROC Board that the Kimbriki Sub-Committee Chair rotates between SHOROC Councils annually.
- **Voted** Clr Connie Harris as current Chairperson of the Kimbriki Sub-Committee.

Item 4 Review of Kimbriki Business Plan

An overview and presentation (Attachment B) of the Kimbriki Five Year Business Plan Summary (Attachment C) was provided by Paul Perkins, Aaron Hudson and Mark Winsler.

The presentation included thanks to the SHOROC councils for their work and commitment in the corporatisation of Kimbriki, the nature and challenges for Kimbriki in respect of managing multiple stakeholders, the role and experience of the Kimbriki Board, the support offered by Kimbriki to the operation of the Sub-Committee and the growth projects included in the five year plan.

Discussion followed the presentation in respect to the growth projects identified in the business plan, unregulated operators working in the region, contingency and impact following the closure of the Belrose landfill site, the common collection system and the types of alternative waste technologies being considered for Kimbriki.

Motion moved by Tony Whybrow to endorse the Kimbriki Five Year Business Plan Summary and seconded by Clr Denise Wilton - Carried unanimously.

The Kimbriki Sub-Committee:

- **Endorsed** the Kimbriki Five Year Business Plan Summary.

Item 5 Discussion and agreement on next meeting date

Discussion around preferred days and times for meetings reached agreement that Wednesdays were most suitable from 5-7pm. Venues will vary. KEE will attend the meetings as invitees of the sub-committee unless otherwise advised.

The Kimbriki Sub-Committee:

- **Agreed** dates of next two meetings as:
 - 1 September 2010 at 5.00-7.00pm Venue: To be advised
 - 1 December 2010 at 5.00-7.00pm Venue: Kimbriki (Eco House and Garden Centre)

Item 6 Other Business

Rik Hart noted the recent launch of the new Kimbriki website and encouraged committee members to visit the site. Aaron Hudson invited feedback.

The Kimbriki Sub-Committee:

- **Agreed** to provide feedback on the new Kimbriki website at the September 2010 meeting.

Meeting closed 6.50pm.

ATTACHMENTS

Attachment: Terms of Reference SHOROC Sub-Committee – Kimbriki Resource Recovery Centre

Attachment: Copy Presentation – Kimbriki Environmental Enterprises Summary of Five year Business Plan

Attachment: Five Year Business Plan Summary – Kimbriki Environmental Enterprises

Tab L: Urban Planners Group minutes

SHOROC URBAN PLANNING GROUP Draft Minutes

Tuesday 6 July 2010, 10am-12pm
Pittwater Council, Mona Vale Offices



Attendees

Stephen Clements	Manly Council
Malcolm Ryan	Warringah Council
Lindsay Dyce	Pittwater Council
John Carmichael	Mosman Council
Ben Taylor	SHOROC

Action	Who	By when
1. Welcome & Apologies		
<ul style="list-style-type: none"> Apologies were received from Steve Evans. Agreed Faye Roberts Director Sydney East Region, NSW Department of Planning would be invited to the next meeting. 	Ben	Next meeting
2. Update on Shaping Our Future (aka Regional Directions) & next steps for implementation		
<ul style="list-style-type: none"> Agreed to recommend to GMAC that the draft Shaping Our Future should be provided as a draft to the State Government prior to finalisation. 	Ben	7 July
<ul style="list-style-type: none"> Agreed to develop a common reporting framework for Shaping Our Future to SHOROC through council Community Strategic Plans and that SHOROC would develop a draft with council staff (Jenny, David, Paul/Lindsay and TBA from Mosman) and bring a draft structure to the next Urban Planners meeting. 	Ben	Sept 2010
3. Draft Regional spatial planning report from consultant		
<ul style="list-style-type: none"> Agreed the draft document would be circulated for comment and discussed at the next meeting 	Ben	ASAP
4. S94 contributions		
<ul style="list-style-type: none"> Agreed to work together to potentially provide a joint or common submission on a regional approach to s94a contributions for non land release areas based on a sliding scale. Draft submission to be developed with a view to advising the August GMAC and Board meetings. 	All	28 July
<ul style="list-style-type: none"> Manly to provide copy of s94a submission to all to consider. 	Stephen	16 July
5. Housing code discussion paper		
<ul style="list-style-type: none"> Agreed submissions would be prepared individually, if appropriate, and shared amongst the group. 	All	As appropriate
6. Other business		
<p>A. E-planning update provided by Malcolm Ryan</p> <ul style="list-style-type: none"> Agreed a demo would be organised of the new model at Warringah Council 	Malcolm	Sept 2010
<p>B. Involving managers in the Urban Planning group</p> <ul style="list-style-type: none"> Agreed managers of planning would be invited to Urban Planning Group meetings annually 	Ben	Nov 2010

Next meeting: 14 September 2010 Manly Council.

Tab M: Climate change measures and opportunities inventory

1. Adaptation measures

Category (policy & planning, project, education)	Project name	Year	Description	Council(s)
Risk assessment and adaptation				
Policy & planning	Climate Change Risk and Adaptation Project	2009/2010	Council has completed a "Manly LGA Climate Change Risk and Adaptation Action Plan" Project under the Commonwealth Department of Climate Change's Local Adaptation Pathways Program (LAPP). Council is building on the outcomes of this project in order to develop a more comprehensive Adaptation Action Plan for Manly LGA which will provide a strategic approach to climate change risk management and adaptation for Manly council and community and will incorporate elements of the Cardno report (refer below).	Manly
Policy & planning	Climate change insurable risk and liability assessment and adaptation project (funded by Statewide Mutual)	2010 (Currently underway)		Mosman
Policy & planning	Systems Approach to Regional Climate Change adaptation strategies - Case studies of Adaptive capacity (Mosman Council was one of the 3 case study Councils)	2008		Mosman
Policy & planning	Systems Approach to Regional Climate Change adaptation strategies - Mapping climate change vulnerability in the SCCG	2008		Mosman, Manly, Warringah & Pittwater
Policy & planning	Climate Change Risk Assessment		Risk assessment of Council operations for Statewide Mutual. Risk scenarios of temperature, hot days, fire risk, rainfall, wind, sea level, and extreme rainfall. To be completed by end of June 2010	Pittwater
Policy & planning	Recognition of State Government Sea Level Rise Policy Statement - Dec 2009		State Government's Sea Level Rise benchmarks adopted.	Pittwater

Policy & planning	Initial climate change risk assessment & adaptation action plan		This was undertaken in 2009 and included workshops with key Council staff on expected risks to the social and natural environment from climate change. The risk levels were evaluated and the most significant risks identified as the first step in a climate change adaptation action plan for Council.	Warringah
-------------------	---	--	---	-----------

Coastal hazards (including sea level rise and coastal erosion)				
Policy & planning	Coastline Hazard Definition Studies & Coastline Management Plans	ongoing	These have been prepared for all of Manly's coastal beaches and foreshores and have or are being prepared for all of Manly's harbour foreshores and beaches. Those existing plans need to be updated re new SLR predictions.	Manly
Policy & planning	Establishing SLR Hazard Lines	2010/11	Manly's grant application has now been placed under 'high priority' list for a grant of \$81,500 under the DECCW's 2010/11 Coastal/Estuary Management Program to develop hazard lines to sea level rise and flooding. A final offer will be made in April 2010. We have matching funds through our Env Levy. The main purpose of this grant will be to purchase LiDAR data for whole Manly LGA, to upgrade existing model and consultancy services for analysis and interpretation of data and determination of hazard lines.	Manly
Project	Pittwater Coastline Hazard Definition and Climate Change Vulnerability Study		Definition of coastline hazards and hazard lines including with sea level rise, the severity of risks to public and private assets, and general management recommendations. Project commenced.	Pittwater
Project	Coastal Erosion Emergency Action Plans - hotspots and other areas		Two plans to be developed for coastal erosion hotspots - Mona Vale and Bilgola beaches within 6 months - commencement pending DECCW advice. Plans to be developed for remaining areas.	Pittwater
Project	Coastal Zone Management Plans - hotspots and other areas		To be commenced 2010/11	Pittwater
Project	Pittwater Foreshore Floodplain - Mapping of Sea Level Rise Impacts		Update estuarine planning level mapping study to incorporate sea level rise benchmarks.	Pittwater
Project	Coastal Erosion Emergency Action Plan		This project will develop a action plan for Warringah to implement when coastal erosion occurs.	Warringah
Project	Beach Nourishment		Using sand from development sites to replenish Collaroy - Narrabeen beach.	Warringah
Project	Narrabeen Lagoon Entrance Management (dredging)		Dredging the sand from the entrance of Narrabeen Lagoon in order prevent the lagoon from closing and flooding properties on the foreshore. The entrance is likely to close more with projected sea level rise.	Warringah

Flood studies/projects and emergency management

Policy & planning	Floodplain Management Plan(s)	2010/11-2012/13	Manly Lagoon Floodplain Management Plan & associated flood study (presently being updated)	Manly / Warringah
Project	Manly Lagoon Catchment Flood Study, Floodplain Risk Management Study and Plan		Identify flood behaviour for Manly Lagoon catchment and impact of sea level rise and rainfall intensity. Identify and assess options to manage the flood risk as detailed in the Flood Study.	Warringah & Manly
Project	Various flood studies and risk management plans		Three draft Floodplain Risk Management Studies/Plans incorporate DECCW 2007 climate change scenarios. Other floodplain risk studies/plans being progressively developed or updated existing LiDAR data. Narrabeen Lagoon study being developed with Warringah Council.	Pittwater
Policy & planning	Manly Ocean Beach Emergency Action Plan			Manly
Project	Overland Flow Flood Mapping		Flood mapping study to identify flood risk to properties outside the primary floodplain areas. Project commenced.	Pittwater
Policy & planning	Flood Policy		Development of flood policy to support flood program.	Warringah
Project	Narrabeen Lagoon Flood Study, Floodplain Risk Management Study & Plan		Identify flood behaviour for Narrabeen Lagoon catchment and impact of sea level rise and rainfall intensity. Identify and assess options to manage the flood risk as detailed in the Flood Study.	Warringah
Policy & planning	Disaster and Emergency Management Strategy		Identifies Council's operating framework during a disaster, including flooding and coastal hazard events. Document in preparation.	Pittwater

Development Control Planning

Policy & planning	Development Control-Climate Change (Sea Level Rise and Increased Rainfall Volume) - July 2009		An assessment of the impacts of sea level rise, and sea level rise with increased rainfall volume, are required for proposals that intensifies development eg. increase in no. of dwellings.	Pittwater
Policy & planning	DCP and s149 notations review		Policies and risk notations relating to flooding, coastal hazards in need of review to incorporate State Govt sea level rise benchmarks and other updates. To be commenced.	Pittwater

Education (staff and community)

Education	Coastal risk education and communication		A community engagement strategy to disseminate the State Government Sea Level Rise Policy Statement and planning benchmarks and their implications on the community. To be developed 2010/11	Pittwater
Education	Website information - Floodplain management and Sea Level Rise consideration		General pages on flood risk and sea level rise. Flood planning level database to be progressively updated.	Pittwater
Education	South Creek FloodSafe Door Knock campaign		In partnership with SES, the project will train SES volunteers to door knock the residents of the South Creek catchment and advise of the flood safe message and advise on how to minimise damages.	Warringah

2. Mitigation and adaptation/mitigation measures

Category (policy & planning, project, education)	Project name	Year	Description	Council(s)
Greenhouse emissions reduction planning and projects (incl. data, goals, monitoring)				
Policy & planning	Planet Footprint data collection		Collection of Council's data on electricity, gas and water usage by the consultancy Planet Footprint	Mosman, Warringah, Pittwater & Manly
Policy & planning	Community energy conservation plan	2011		Pittwater
Policy & planning	Council Greenhouse Gas Action Plan	2010/11	The Plan is intended to replace the 2004 Greenhouse Gas Reduction Strategy and incorporate actions from the Energy Savings Action Plan. To be developed in 2010/11	Pittwater
Policy & planning	Community Greenhouse Gas Action Plan	After 2010/11	To be developed after 2010/11	Pittwater
Policy & planning	Business Greenhouse Gas Action Plan	After 2010/11	To be developed after 2010/11	Pittwater
Policy & planning	Climate Change Policy - April 2009		Acknowledges the impacts of climate change and recognises Council's role in mitigating and adapting to climate change in its core business.	Pittwater
Policy & planning	Climate Action Plan Framework - April 2009		Sets out the adaptation and mitigation streams and individual action plans to be progressively developed by Council under the framework	Pittwater
Policy & planning	Carbon Emissions Reduction Project		Manly Council has commenced a Carbon Emissions Reduction Project to meet Council's target of 25% emission reduction based on the 2000 (due to data limitations for 2000, 2008/09 will constitute the baseline year) level by 2020. This is in line with the Federal Government's emissions targets, however, Council is determined to achieve further reduction if possible. Council has secured a sophisticated carbon management tool for corporate and community emissions data management, monitoring and reporting. This tool will help inform the development of a carbon emissions reduction plan, for Council corporate and a separate plan for the community, that identifies where and when the most effective emissions reductions can be made. The project is well advanced, expected to be completed in the first half of 2010/11.	Manly

Policy & planning	Climate Change Actions for Manly LGA (Cardno Report) – September 08		In 2008, <i>Cardno</i> (consultants), was commissioned to carry out an independent analysis of the likely impacts of Climate Change on the Manly LGA. This involved identifying and mapping preliminary predictions of specific climate change impacts with respect to sea level rise, catchment flooding and oceanic inundation. Specific mitigation measures and preventative/adaption measures were proposed and a prioritized action list prepared. The report was developed to inform a proposal to the community to support a Climate Change Levy, however the imposition of such a levy was rejected by a majority at the 2008 Council elections. Council has since established a climate change fund into which residents can make voluntary contributions when paying their rates to accelerate Council's response to climate change mitigation and adaptation.	Manly
Policy & planning	Manly Sustainability Strategy		Overarching strategy that guides sustainability and natural resources management in Manly (including climate change).	Manly
Policy & planning	Emissions reductions targets		A strategic review of Council's corporate and community emissions targets was undertaken in 2009. As a result of the review Council is currently determining new emission reduction targets for the decade to 2020. Actions to achieve target scenarios have been costed so Council can make an informed decision on the anticipated costs to achieve targets. In addition, community targets will be based on the capacity of Council to influence choices and behaviours within the wider community. Council is expected to confirm 2020 targets by mid-2010.	Warringah
Policy & planning	Corporate emissions monitoring		Council monitors energy consumption for its facilities on a quarterly basis. This also includes GHG emissions as a result of electricity and gas usage. The data is reported to Council facility managers, Executive Management Team and the Sustainability Working Group.	Warringah
Policy & planning	Greenhouse gas reduction plan	2009	Includes Council and Community actions to reduce GHG's with the aim of meeting reduction targets. The Plan will be reviewed in 2010/11 to set new reduction targets and review actions.	Mosman
Policy & planning	Sustainable Transport plan	2007	Plan developed as a component of the ICLEI CCP Plus Program. Majority of transport actions have been undertaken - plan was reviewed in 2009.	Mosman
Project	Cities for Climate Protection Program - follow on project		Milestone 5 of CCP program was reached in May 2006. A follow on project is being considered instead of the now defunct CCP Plus program	Pittwater
Project	Revolving Energy Fund		Established in 2006, projects being delivered, however the financial mechanisms are not working effectively and are being reviewed.	Pittwater
Project	Various mitigation projects		in line with proposed emissions reductions targets	Warringah
Project	Various mitigation projects		under Council Greenhouse Gas Action Plan	Pittwater

Project	Various mitigation projects		car share scheme, 100% Greenpower streetlighting, energy efficiency for small business, planned programs such as solar panels on council buildings, energy efficient lighting retrofits, green revolving fund.	Mosman
Project	Various mitigation projects		solar park lighting (Little Manly Point) - pending, trialling LED lighting, more efficient flood lights (Manly Oval) etc.	Manly

Education (staff and community)				
Education	Website information - Sustainability and Climate Change		Mitigation project updates reported as required	Pittwater
Education	earth hour events - annual		earth hour events - annual	Manly, Mosman
Education	car pooling website		car pooling website	Manly
Education	Green up your Life (energy efficiency workshop)		Green up your Life (energy efficiency workshop)	Manly
Education	residential rebates expo (including energy related rebates)		residential rebates expo (including energy related rebates)	Manly
Education	NSW Climate Consensus Project		<p>NSW Climate Consensus Project</p> <p>Pittwater and Warringah Councils were selected as partners in The Nature Conservation Council's innovative 'NSW Climate Consensus Project', which aimed to develop a representative, NSW community consensus view on 'how we can work together to respond to climate change'.</p> <p>The project was designed to create opportunities for informed, active community participation in decision making around our response to climate change and to influence policy and program development at a local and state level.</p> <p>During October and November 2008, local forums were run by partner councils in 12 locations around the state, using random recruitment and a deliberative democracy approach to develop key policy recommendations for consideration by Councils. Local forums were followed by the NSW Community Climate Summit in February 2009.</p> <p>Outcomes from the summit were taken to Pittwater and Warringah Councils, where they were warmly welcomed. Recommendations from the Pittwater forum will feed into the 09/10 Climate Change Action Plan and climate change education programs. Recommendations from the Warringah forum will feed into the revised Environmental Management Strategy and Education for Sustainability programs. Recommendations from the state-wide Summit were received by the Minister for the Environment and will help guide the development of the State Government's Climate Change Action Plan.</p>	Warringah & Pittwater

Education	Warringah Climate Challenge		<p>Warringah Climate Challenge</p> <p>Warringah Council and the Nature Conservation Council of NSW (NCC) partnered to deliver the Warringah Climate Challenge from March to June 2008. The program provided 424 local residents with practical tools to live in a more sustainable manner and to make a stance against global warming. Participants who took the Challenge earned stars by reducing their household emissions and making lifestyle changes. Twenty-three households earned 35 stars or more to become Challenge Champions. Highlights of the Challenge were the Eco Fair Launch in March 2009; a series of 20 free sustainable living workshops; a Midway Meetup in May where participants got together at Narrabeen to share success stories and learn from expert speakers; and the Awards Night in June.</p> <p>The Stuart family of Narrabeen took out the People's Choice Award at the June Awards Night as they showcased how they dramatically reduced their household waste throughout the Challenge.</p> <p>By reducing, reusing, composting and recycling they were able to reduce the amount of garbage in the general waste bin to just 20cm each week.</p>	Warringah
Education	Greening of Warringah's Fleet		<p>Throughout the 2008/09 year, Warringah Council's fleet has continued to drive towards lower GHG emissions and the use of more greenhouse friendly fuels. Overall, a reduction of 8% of CO₂e emissions was achieved throughout the year, largely due to the higher proportion of diesel fuelled vehicles which produce significantly less CO₂e emissions than their petrol alternatives. Warringah has increased its use of diesel and ethanol fuels and has seen a decrease in the use of unleaded and premium fuels throughout the year.</p> <p>In a new fleet initiative, Warringah Council's nonoperational vehicles must now use less than 200 grams of CO₂e and 7.0 litres of fuel per 100 kilometres</p>	Warringah

Education	Internal Climate Change Workshops		<p>Council's Executive Management Team along with other key internal staff meet regularly to ensure Council's approach to climate change mitigation and adaptation is tracking with best practice across Australia. The major workshop initiative was the commencement of a climate change risk assessment and strategic review of Council's GHG emissions reduction targets beyond 2010. Consultants were engaged to assist Council with this work. Four risk assessment workshops were held with staff to identify and evaluate risks to Council's operations and services from climate change. A total of over 400 risk statements were prepared. This is the first stage of a longer-term climate change adaptation project that will inform Council about how to plan for and adapt to climate change risks over the coming decades. In addition, a number of community and corporate emission reduction scenarios have been identified and the feasibility of these is currently under investigation. A presentation on the project was also given to Warringah Councillors.</p>	Warringah
Education	Fridge Buy Back Program		<p>This Program provides a free community collection service for working second fridges, and offers a \$35 rebate where applicable. All fridges collected are degassed and the metals recycled. SHOROC member Councils have promoted the program across the SHOROC region through the local newspaper, Council websites, noticeboards, letterbox drops, and through the rates notice. In total 678 fridges were collected across the SHOROC region during 2008/09. Over the total life of the project, 1,353 fridges have been collected across the SHOROC region, saving 11,526 tonnes of CO₂e, and collectively saving residents \$1,895,000 on their electricity bills.</p>	Warringah
Education	Earth Hour		<p>Earth Hour, an initiative of WWF-Australia, was supported by the SHOROC member Councils once again in March 2010 through Council participation, and the promo</p>	Warringah

Education	Power Mates Available for loan from Warringah Libraries		Energy-conscious residents can borrow a Power-Mate Lite from one of Warringah Council's four libraries to measure the electricity, greenhouse gases and costs of running common household appliances. The Power Mate Lite will empower residents with knowledge about their energy usage habits and encourage changes that will result in consuming less energy, producing fewer carbon emissions and saving money. The device connects between an appliance and the power socket to provide accurate measurements of energy consumption when an appliance is running or in stand-by mode, helping households to identify and reduce energy costs and greenhouse pollution. Power Mates can be borrowed from any of Warringah's four libraries at no cost, for a period of one week.	Warringah
Education	Various sustainability education projects		including Green With Env-E staff training, Warringah's Sustainability Working Group, Schools Environmental Resource Kit, Hilltop to Headland Lecture and Workshop Series, Sustainability Champions Program, Waste and Waterwise education, Environmental Perceptions Survey	Warringah
Education	SHOROC "Get yourself into solar hot water" (TBA being developed by council staff)		In planning - A regional solar hot water program is being investigated whereby promotion and a possible bulk purchase will be co-ordinated by a team of Sustainability educators from all four SHOROC Councils. The project is due for implementation 2010/11.	SHOROC
Engagement and Education	Engage community to increase uptake of renewable energy	2010/11 (TBA)		Mosman
Education	Various sustainability education projects		Including Footprints – Community engagement and education program with North Sydney and Willoughby Councils, Multi- unit Dwellings (MUDs) – Awareness raising and behaviour change program, staff awareness programs about water and energy conservation and waste minimisation, Tread lightly: Mosman/ Manly staff education program, Mosman's sustainable Business Champions Program, "Mosman Council Leading Change for sustainability – An inside out approach" program, green building design for private property and property owned by Council,	Mosman
Project	Community Greenpower (TBA)	2010/11 (TBA)	Implement and support programs to encourage community uptake of energy from clean, green renewable sources such as solar power and accredited GreenPower	Mosman
Project	Community energy efficiency (TBA)	2010/11 (TBA)	Conduct programs that encourage water and energy conservation and efficiency, including home audits and retrofit programs	Mosman

3. Opportunities for collaboration

Project name	Description
staff capacity building	For example for mitigation and adaptation across range of functional areas where efficiencies can be gained by involving staff from across the region.
climate change adaptation and mitigation measures including sustainable transport strategies included in Regional Directions for Sustainability (aim to develop by June 2011)	The incorporation of climate change adaptation and mitigation measures including sustainable transport strategies in Regional Directions for Sustainability which is to be developed by mid 2011.
potential collaboration on risk adaptation projects (once risk assessments completed)	Potential collaboration on risk adaptation projects (once individual risk assessments completed), which could involve workshopping areas for collaboration and efficiencies and then delivery of collaborative project identified.
fleet	for example Warringah is discussing biodiesel options with SHOROC Councils and efficiencies could be gained in purchasing and managing lower greenhouse gas emitting vehicles.
community education as currently doing with waste education (eg. Warringah's Green with envy)	for example consistent education could be delivered on issues such as the science and potential impacts of climate change, energy/fuel/CO2 reduction measures/to communicate Sea Level Rise planning benchmarks and their implications on the community.
sea level rise mapping	for example the use of common consultancies to ensure consistency of date and results
data collection and systems	for example data collection systems for greenhouse emissions (community & council), wind & solar mapping, biodiversity
Natural Hazards - Policies	Consistent approach to natural hazards across 4 Councils.
Coastal Erosion Emergency Action Plans - hotspots and other areas	Develop quotation briefs, shared assessment & peer review. Package hotspot investigations together into single brief.
Coastal risk education and communication	Development of materials .
Sustainability indicators	Develop and agree to uniform sustainability indicators for reporting eg. same way of calculating Green House Gas emissions.
Power generation	Warringah Council will undertake an initial feasibility study in 2010/11 of the options for developing up to 25 MW of renewable power generation within the Warringah LGA. This will include an assessment of the technical, financial and regulatory issues associated with off-grid power supply.
Urban Forest and Carbon Sequestration	Potential for biosequestration through urban vegetation and carbon offset schemes
collective purchasing (eg solar panels for Council buildings)	the Councils are exploring joint purchasing opportunities. There is value is seeing how this can be best maximised.
greenpower	There are a number of options here. Eg lobbying for greenpower resident uptake numbers (they are kept commercial in confidence)
bike fleet	Warringah is conducting OHS induction training. If other Councils chose a staff bike fleet, joint training would be possible
Demand management/energy efficiency skills training/ info exchange	There is potential for sharing energy and water savings demand management stories at the ROC level. Especially through shared training or information exchange
Street lighting efficiency improvements	Working as a region to lobby Energy Australia to improve efficiency of street lighting infrastructure.

Tab N: Position Paper on strategic regional procurement and efficient service delivery

(a) Background

At its 7 April 2010 meeting the SHOROC GMAC endorsed the recommendation to hold a regional workshop to identify and consider opportunities for regional efficiencies and cost savings. The workshop was held on 7 May 2010 at the Tramshed Community Centre with a broad cross section of senior managers attending from all member councils.

A number of service provision areas for regional collaboration were identified as having regional potential both through shared services and outsourcing/procurement. A shortlist was compiled for further investigation of shared service areas including E-Planning, Licensing and Compliance and Children's Services. It was however the procurement of goods and services that emerged as a key opportunity for cost saving and economies of scale to be explored within the SHOROC region. In regard to procurement two main threads emerged from the workshop discussion:

1. Developing regional procurement as an enhanced business model for member councils
2. Identifying service delivery areas that have the potential for regional cost saving

A small selection of staff representatives were nominated to form a working group and meet to discuss these key threads further towards developing a SHOROC position paper on regional procurement for consideration by GMAC.

(b) Current SHOROC Procurement Environment

1. Expenditure per council

Based on 2009 figures, as a region the four SHOROC councils annual spend on goods and services (excluding major capital projects) is estimated to be in excess of \$95m of which approximately \$20m is spent through third party regional/state contracts. Although a finer analysis of financials is recommended, it suggests the balance of expenditure is through in-house procurement, council specific contracts and small scale purchasing. This is a large proportion of total expenditure and whilst specific needs will continue to exist at an individual council level, it does to some extent represent a sizable potential of the procurement economies of scale that exist within the region.

2. Staffing

Across the SHOROC region a total of 7.5 Full Time Equivalent (FTE) positions are directly employed in purchasing and procurement activities:

Warringah – 3.5 FTE

- Manager, Procurement (0.5 FTE) also responsible for fleet, depot and plant
- Team Leader Procurement (1.0 FTE)
- Contract Officers (2.0 FTE)

Pittwater – 3.0 FTE

- Purchasing and Fleet Coordinator (1.0 FTE)

- Procurement and Contracts Officer (1.0 FTE)
- Procurement and Stores Officer (1.0 FTE)

Manly – 1.0 FTE

- Purchasing Officer (1.0 FTE)

Mosman – Nil

To some extent any council officer may engage in procurement activities to some degree within the course of their duties, depending on their position requirements and delegated level of authority. Such activities might include small plant/item purchases, issue of purchase requisitions, approval of purchase requisitions, development of quotation and tender specification content, evaluation of quotation and tender responses and ongoing contract management.

3. Current business systems

There are a fairly limited number of applications available in the local government IT business system market. Two systems are in use by the SHOROC councils:

- Warringah and Pittwater – Tech One (Finance 1)
- Manly and Mosman – Civica/Authority

Beyond electronic payment processes, none of the SHOROC councils operate in an e-procurement environment.

4. SHOROC Procurement Working Group

The SHOROC Procurement Working Group was formed in 2006 and has representatives from all four member councils. The current working group is made up of the following staff volunteering time to this SHOROC initiative:

Organisation	Position	Representative
Manly Council	Acting Deputy General Manager	Ross Fleming
Warringah Council	(1) Manager Procurement (2) Team Leader Procurement	Paul Trigg Lisa Neal
Pittwater Council	(1) Procurement and Fleet Coordinator (2) Procurement and Contracts Officer	Peter Baartz Vacant
Mosman Council	Director Corporate Services	Max Glyde
SHOROC	Business Manager	Andrea Tattam

The working group meets bi monthly on issues relating to current regional tender specification development, contracts expiries and renewals, potential regional tendering opportunities, and general procurement matters. Since SHOROC councils became members of the Hunter Councils Regional Procurement (RP) organisation, the group is regularly updated by the RP Representative by invitation.

Some limitations of the working group have been observed in that it is somewhat ad-hoc in its approach to tendering opportunities and in the information flow and communication from the working group to the appropriate staff within the councils.

Minutes of the procurement group meeting are distributed as part of the GMAC business papers.

5. Regional Procurement (Hunter Councils Group)

The SHOROC councils signed a Memorandum of Understanding with Hunter Councils Regional Procurement initiative in July 2007. As new members SHOROC councils received 10 (basic) tenders in addition to the services of Regional Procurement for the development of new tender specifications, advertising, coordination and facilitation of the evaluation process and contract management services. Approximately 19 regional contracts have been developed during the three years since joining in addition to the initial 10.

Whilst positive outcomes were seen in early stages of membership due to the volume of contracts issued, the engagement of Regional Procurement has somewhat reduced recently. Around 3-4 new regional tenders are being produced per annum and renewal of contracts due to expire in December 2010 will be under review shortly, it is anticipated that some of these are unlikely to be renewed.

The costs associated with Regional Procurement are directly through the annual membership fee based on total rateable base of the council (table below outlines reducing membership fee structure since joining to 2014 ongoing rates).

COUNCIL	2008 - 2009	2009 - 2010	2010 - 2011	2011 – 2012	2012 - 2013	2014-2016
Pittwater	\$9,756	\$9,756	\$7,805	\$6,244	\$4,995	\$3,996
Warringah	\$9,756	\$9,756	\$7,805	\$6,244	\$4,995	\$3,996
Manly	\$6,600	\$6,600	\$5,280	\$4,224	\$3,379	\$2,703
Mosman	\$6,600	\$6,600	\$5,280	\$4,224	\$3,379	\$2,703
SHOROC TOTAL	\$32,712	\$32,712	\$26,170	\$20,936	\$16,748	\$13,398

An additional indirect cost may also be assumed by the councils through the premium attached to the contract price being paid. This is difficult to quantify but is thought to exist as suppliers must in some way offset the management fee being paid direct to Regional Procurement. Management fees paid by the supplier vary depending on the contract and average 1.1-1.3%.

While tendering on a regional basis is recognised to reduce tender prices and thus save council funds, on an annual expenditure of \$7M through Regional Procurement the payment of management fees has the potential to indirectly increase costs of goods by up to \$85,000. Anecdotal evidence suggests the full management fee costs are not always passed onto the

buyer however it should be noted that the suppliers are invoiced this fee separately by regional procurement and to some extent would be expected to factor this into their tendered schedule of rates.

In terms of the benefits of membership, Regional Procurement provides technical and procurement expertise which has proven particularly valuable in the development of more complex tenders such as road resealing. They apply a standardised approach, ensure access to the latest versions of standards and regulations and assume risks associated with the standard management clauses of contracts. Access to pricing through Letters of Agreement between Regional Procurement and their supplier base is also available to members.

The preparation, evaluation and administration of a tender is estimated to cost in the region of \$12,000-\$18,000 depending on the complexity of the tender itself. Regional Procurement are not a 'prescribed' procurement body under the Local Government Act, as such SHOROC council officers are required to conduct the evaluation of tenders and present the recommendation to the council for resolution. On the basis of 3-4 tenders per year the benefit from Regional Procurement service is estimated to be approximately \$52,500.

6. Local Government Procurement

Local Government Procurement is a wholly owned subsidiary of the Local Government and Shires Association. Established in 2006 it is a prescribed integrated procurement service to councils and associated organisations in NSW. LGP is funded through a selective management fee to contracts, a proportion of which is returned to councils through payment of annual rebates.

A small proportion of council's annual expenditure (SHOROC councils total \$1.65m in 2009) is through LGP contracts. While some 'blanket' contracts offered by LGP do provide good cost saving opportunities, many are available similar goods offered through state, Regional Procurement and existing panel contracts.

In the case of similar goods being available through a number of contracts at comparable rates, the rebate payable to councils can play a determining factor in which contract to use. However on SHOROC total annual expenditure of \$1.65m a relatively small rebate of \$5,150 in total is payable prorata to the various councils making it a negligible benefit in relative terms.

7. State (Commerce) Contracts and Other Prescribed Organisations

Councils can also access other contract pricing through NSW Department of Commerce, Office of Procurement (State Contracts Control Board) primarily now for fleet and fuel that electricity is through our own SHOROC regional tender (except Mosman). A very limited number of other prescribed organisations exist nationally, SHOROC councils have recently been approached by MAPS Group, a Victorian based organisation with similar offerings under slightly amended membership/management fee arrangements to LGP and Regional Procurement.

(c) Southern Sydney Regional Organisation of Councils (SSROC) Case Study

SSROC is an association of sixteen municipal and city councils, it has a Supply Management Group that has been within their region for more than 15 years and plays a crucial role in regional cooperation and cost saving activities involving joint regional procurement.

The principal aim of the joint procurement program is to establish regional contracts and supply agreements for goods and services. The total value of tenders over the past years averages \$30M per annum over a range of more than 25 contracts and supply agreements. The range of goods and services offered in the SSROC contracts are similar blanket contracts for standard goods provided by Regional Procurement, LGP and State Contracts.

As a non prescribed organisation, SSROC are required to nominate a host council to conduct the administration of the tender, receive tender submissions and act in the evaluation. In delivering joint regional procurement services SSROC employs a full time Procurement Program Manager.

Depending on the complexity of the tenders being developed the SSROC Procurement Program Manager will engage specialist SSROC staff and consultants as required, in addition to representatives from the various member councils that form part of the working group. Simple tenders are run through 3-4 member council staff from within the Supply Management Group using a shared services model, facilitated by SSROC. All tender and contract administration is produced using standardised SSROC documentation.

Individual member councils continue to run in house tenders for specific procurement needs that do not offer regional opportunities.

(d) Discussion and Recommendations

1. Moving towards a more strategic procurement environment

The current framework within SHOROC on regional tendering is largely ad-hoc with responsibility for decisions largely resting with the SHOROC Procurement Working Group. Opportunities for regional tenders present through informal discussion within this group as a result of what each particular council is considering for tender at any given time. This mostly reactive approach is creating a situation capable of missing opportunities.

There is largely limited and non formalised communication from the working group out into the member councils. This can prevent information making its way to the appropriate level of management for decision making in some instances.

Decisions tend to be made as to whether there is scope for regional tendering based on current business operations and processes rather than a structured analysis of operations that could if modified present a standardised approach and a potential for cost saving.

The GMAC has endorsed that an Efficiency and Cost Savings Strategy Group be established, resourced and meet regularly to:

- Set innovative and strategic direction and drive efficiency and cost saving initiatives.
- Provide guidance for efficiency and cost saving operational working groups that may be formed for the implementation of initiatives.
- Identify opportunities and set priorities for cost saving activities with particular emphasis in the initial phase for early successes.
- To advise and recommend to GMAC and Board on cost saving issues, projects and progress.

In moving towards a more strategic procurement environment it is recommended that:

- A comprehensive formal audit of all planned tendering and contract renewal/expiry dates be conducted across the SHOROC Councils to deliver a three year procurement calendar.
- The calendar is used as a proactive planning resource and the basis of closer examination of all procurement opportunities at a regional level.
- Opportunities for regional panel contracts are better explored.
- Develop formal roles and responsibilities of the Procurement Working Group to include workflow and communication from the working group to the appropriate staff within individual councils.
- An analysis be conducted of current contract prices to assist with analysis of priorities.
- A meeting of appropriate senior staff from all councils be held to:
 - revisit the service areas identified in the regional workshop to determine the priority areas for review and action, including definition between shared services and procurement review noting that areas identified at the regional workshop
 - advise GMAC of the proposed priorities and next steps including an appropriate model for steering the Efficiency and Cost Savings Program.
- Conduct a robust business case analysis of the priority areas for review and action, towards recommending changes to processes and operations in order to deliver efficiencies and cost savings.

2. An efficient model for procurement in the SHOROC region

At present considerable investment into collaborative procurement is going outside the SHOROC region to third party providers as discussed in the previous section of this report. The costs are being absorbed by the SHOROC councils are direct (memberships) and indirect (management fee premium). The use of state-wide and nationwide providers may also be limiting the use of local businesses and suppliers in some cases. Given the current levels of regional tendering being undertaken by the four councils, there are limitations on the value being returned on this investment.

A number of options could be explored to develop an efficient model for procurement in SHOROC. These potentially exist through such things as increasing the volume of collaborative tendering and regional purchasing, centralising procurement activities, refining policy and procedures and standardising documentation and systems.

It is suggested that streamlining procurement processes across the councils also provides a consistency for suppliers in formulating their responses and therefore offers increases in the number of market responses to advertised tenders.

In looking at an efficient model for procurement in the SHOROC region it is recommended that:

Recommended actions:

- councils work towards an efficient model for procurement within the SHOROC region, but continue membership with Regional Procurement at present.
- councils commit to developing and implementing a standardised suite of tender, contract administration and contract management documentation that meets all legislative and individual council needs.
- That these documents are developed within SHOROC with a view to being available online through a web based portal.
- A procurement resource sharing strategy is investigated to develop sharing of knowledge, expertise and resources between and within the region.

3. Investigating an approach to an e-procurement environment

Procurement is accepted as a major risk area for councils and requires close management of governance and practices. In response many government organisations are moving to e-procurement environments as a means of managing risk, reducing resource requirements in administration on procurement activities and adding value to business processes through automation and standardisation.

Although a longer term recommendation and one that requires in depth review and analysis, given the investment into e procurement, it would be considered a significant opportunity to address at a regional level.

It is recommended that in the longer term, E-Procurement is investigated as a means of developing business excellence in procurement within the region.

Tab O: Draft SHOROC Innovation & Savings Challenge Flyer (PDF – separate attachment)

Tab P: Website content publication policy (see attachment A)



MEDIA COMMUNICATIONS POLICY

POLICY STATEMENT

SHOROC is committed to providing the media with accurate and timely information about projects, operations, plans and decisions that will enhance the profile and further objectives of SHOROC, its member councils and the community.

Refer to (Attachment A) for the digital and website content policy

OBJECTIVE (S)

To ensure that SHOROC has a robust and streamlined set of procedures for issuing media releases and dealing with media enquires and to ensure all forms of communication with the media are professional, timely, consistent and positive.

ROLE OF SHOROC AND MEDIA

SHOROC's role and relationship with the media should demonstrate regional leadership through collaborative planning, government lobbying, resource sharing and advocacy. It is the role of the SHOROC office to support the SHOROC Councils in demonstrating a unified and professional position and celebrating the achievements of SHOROC and council staff.

The SHOROC office performs its role by:

- Acting as designated first point of contact and referral in dealing with enquiries from the media specifically on issues of regional significance that involve SHOROC.
- Collaborating with councils in identifying issues and responding to issues of potential interest to the media.
- Liaising with SHOROC council partners, State Government and/or other organisations on specific media issues.
- Coordinating the drafting, editing, approving and distribution of SHOROC media releases.

PRINCIPLES

SHOROC's media policy operates according to the following principles:

- Communication with the media must represent a unified voice on a regional issue where councils have adopted an agreed position of SHOROC and determined that media interest would benefit the issue and/or organisation.
- No unauthorised media releases or comment to be issued on behalf of SHOROC.
- Final authorisation of media content is the responsibility of the SHOROC President and/or Executive Director. In their absence the Vice President.
- Council's nominated Media Manager is responsible for sending internal approvals in accordance with individual Councils media approval process.
- Urgent matters related to SHOROC are to be coordinated through the SHOROC office.

- SHOROC staff are not authorised to make political or controversial comments relating to decisions and/or events, or about council staff and/or elected representatives.
- SHOROC will disclose matters of interest with the media unless disclosure of certain information contravenes SHOROC's media policy and/or communications strategy, or could infringe laws or regulations which govern SHOROC or Council operations.
- Media organisations and their representatives will be treated equally and without bias. Media enquiries are to be dealt with promptly and where possible, within the media's deadline.

AUTHORISED SPOKESPERSONS

- All media inquiries to SHOROC or Council staff will be directed to the SHOROC President and/or Executive Director for comment within 24 hours.
- The only spokesperson(s) authorised to respond to media enquires on behalf of SHOROC is the firstly the President, then Executive Director, then Vice President.
- The spokesperson should be available to respond to the media via mobile. If unavailable, the media will contact the next person on the list where a response is required immediately.

MEDIA RELEASES

Any document distributed to the media detailing a news event, press conference or other public announcement which relates directly to the work of SHOROC.

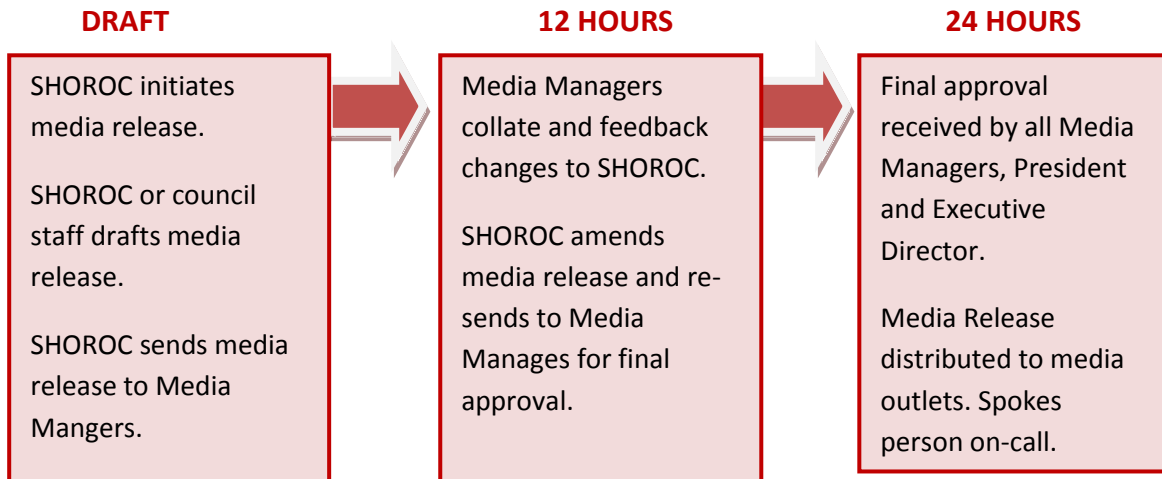
- Media releases are to be coordinated by SHOROC and can be drafted by SHOROC staff or a nominated council staff member.
- Media releases must be circulated to the Media Manager(s) at each council for comment and approval via the process outlined below.
- Media releases are to include a comment from the President and/or Executive Director. Comments from all four Mayors and/or General Manager(s) will be included where possible.
- All media releases are to appear on the SHOROC website concurrently with distribution to media outlets and sent to all councils to post on their websites.

PROCESS FOR MEDIA RELEASE APPROVAL

1. An issue of media interest is raised by SHOROC or one/all SHOROC Council(s) and a majority agreement is sought from all councils at a meeting of the Board or General Managers Advisory Committee (GMAC) if timely, or via email to all General Managers / Media Mangers.
2. If possible, the key messages are at this stage discussed and agreed. If a single council raises an issue of media potential but there is not a majority Council agreement, the individual council is responsible for issuing the media release.
3. The media release is drafted by SHOROC or nominated council staff based on the agreed key messages.
4. The media release is sent by SHOROC via email to the nominated Media Manager at each council, who is responsible for circulating the document to the key stakeholders within their council for comment / approval.
5. The Media Managers are responsible for sending comment to SHOROC within 12 hours. If comments are received, the Executive Director of SHOROC makes any appropriate amendments and the document is re-circulated to the Media Managers for final approval. The final deadline for approval is within 12 hours.

6. Final approval is required from the President and/or Executive Director and in their absence the Vice President.
7. SHOROC is responsible for distributing the press release to the media and coordinating management and direction of media enquires to the spokesperson and proof-reading media content and editorial.

24 HOUR APPROVAL PROCESS



URGENT MEDIA RESPONSE / RELEASE

Where an urgent media response or release is required to respond to a SHOROC issue:

- The Executive Director is responsible for managing the response in conjunction with the President and lead General Manager where there is an agreed SHOROC position.
- Media Managers will be contacted where possible to advise them of the response.
- Where there is not a clear SHOROC position, the Executive Director is responsible for contacting the General Managers to confirm the key message of the response.

MEDIA MANAGER'S GROUP

- Each council nominates a Media Manager who becomes the single point of contact for all media approvals and collaboration between SHOROC and their council.
- The objective of the Media Manager is to streamline the communication process and reduce approval timeframes and provide advice and guidance to SHOROC staff.
- The Media Manager is responsible for circulating the media release to all stakeholders within their council in accordance with their council policy and providing feedback and final approval to SHOROC on behalf of their council.
- If the nominated Media Manager is on leave they are responsible for nominating a replacement contact person in their council.

THE NOMINATED COUNCIL MEDIA MANAGERS FOR 2010 ARE:

COUNCIL	STAFF MEMBER	CONTACT DETAILS
MANLY	Bronwen Thomas	Bronwen.Thomas@manly.nsw.gov.au P/ 9976 1473
PITTWATER	Sally Williams Allison Kellett	Sally_Williams@pittwater.nsw.gov.au P/9970 1119 (W) 0409 152 249 (M) Alison_Kellett@pittwater.nsw.gov.au P/ 9970 1172
MOSMAN	Sarah Jackson	S.Jackson@mosman.nsw.gov.au P/9978 4061
WARRINGAH	Mandi Wicks	mandi.wicks@warringah.nsw.gov.au P/9942 2590

PAID MEDIA ADVERTISING

- SHOROC will aim to develop a media strategy for advertising campaigns that are large enough to require multiple media insertions and various campaign materials.
- All paid media should aim to have consistent SHOROC branding and visual identity and feature all member council's logos.
- Paid media advertising is the responsibility of SHOROC if the content is of regional significance and features the SHOROC logo and branding.
- Councils who have capacity within their design team can volunteer staff from their Council to assist in the design and coordination of advertising or campaign materials.
- All artwork is to be circulated to Media Managers for final approval before release.
- Booking of media space is the responsibility of SHOROC unless individual Councils have beneficial relationships with media outlets (e.g. Mosman Daily, Manly Daily, Peninsula Living, SMH etc) and have agreed to purchase media space on behalf of SHOROC.
- The cost of media space is equally divided between SHOROC councils unless otherwise agreed.

POLICY AMENDMENTS AND AUTHORISATION

This policy was authorised by the SHOROC Board on 17 February 2010. This policy is due for review on 31 December 2010.

The SHOROC Board has authority to approve policy amendments and authorisation.

(Attachment A) Draft for approval 18 August Board Meeting

SHOROC WEBSITE AND WEB CONTENT POLICY

This policy applies to all content provided on the SHOROC website and details the roles and responsibilities for the approval and maintenance of the SHOROC website and web content.

OBJECTIVES

The purpose of this Policy is to:

- Define the purpose of the SHOROC website and web content.
- Identify requirements to ensure the SHOROC website and web content complies with current with legislation, standards and guidelines.
- Identify the management structure and processes established to ensure that published content, news and information provided on SHOROC website or accessed via social media websites or online is current, accurate and appropriate.

POLICY STATEMENT

The purpose of the SHOROC website, web content and use of digital social media is to enable SHOROC to communicate and interact with council staff, councillors, stakeholders and the community by presenting information in a logical and navigable framework relevant to their purpose as:-

- a staff member or councillor from Manly, Mosman, Warringah and/or Pittwater council
- a stakeholder or partner such as state and federal government Ministers, staff or agencies.
- a resident/ratepayer of the SHOROC region, or visitor to the region
- a business operating (or seeking to operate) in the SHOROC region
- an individual seeking information about the corporate entity or activities of SHOROC.

All content provided on the SHOROC website is to be:

- In accord with relevant Commonwealth, State and Local Government legislation.
- Displayed in accordance with SHOROC's media communications standards and guidelines.
- Current.
- Accurate.
- User friendly.

AUTHORISATION OF CONTENT

SHOROC website

The SHOROC Executive Director is the authority responsible for approval of content used on the SHOROC website and web presence, including:

- **All images, videos and web content**, including content that is potentially sensitive, such as political or commercial in confidence.
- **Council web content on the SHOROC website.** Approval from member councils is not required for SHOROC to re-publish content on the SHOROC website that has been published on council websites. The SHOROC Executive Director will ensure any content selected is regionally focussed, does not unduly influence public perception of the independence or autonomy of individual councils and does not unfairly bias, favour or unduly reflect on any one particular council in any way.

- **Stakeholder content on SHOROC website**, for example the publishing of content from stakeholders such as information from organisations associated with SHOROC or appropriate media articles.
- **Advertising and links to commercial content**, including any content that is, or could be construed as, commercial.

General Managers can request content to be added or removed from the SHOROC site at anytime. Approval of General Managers requests is at the discretion of the Executive Director.

With the increasing use of the web to provide information, resources and services, the SHOROC Executive Director can assign content management responsibilities to SHOROC staff who will seek final approval of all content before publishing.

All content and services provided on the SHOROC website is to be managed by SHOROC.

Council websites

General Managers (or assigned media managers) are the authorities responsible for approving links to the SHOROC website or publication of web content from SHOROC.

WEBSITE MEMBERSHIP

The SHOROC website will provide online subscription capacity for council staff, councillors, stakeholders and the community to:

- Subscribe/unsubscribe for electronic content published on the SHOROC website and related social media sites that corresponds to their interests and/or needs
- Contribute feedback on request from SHOROC via a secure password protected area.

PROHIBITED CONTENT

The following describes our specific policies regarding certain types of content that we prohibit:

- Politically Sensitive or bias content that in any way defames or favours or any individual or political group.
- Hate and Social Intolerance: SHOROC will not carry material that it believes contains hate, racial intolerance, or advocates violence or ridicule against any individual, group, or organization.
- Language: SHOROC will not carry material that it believes uses excessive profanity, sexually explicit language, or remarks that disparage or ridicule other people.
- Offensive materials: SHOROC reserves the right to determine the appropriateness of content posted to our site. Please be aware of cultural differences and sensitivities. Some content may be acceptable in one culture, but unacceptable in another.

CHANGES TO THE SHOROC WEBSITE OR WEB PRESENCE

SHOROC reserves the right to make changes to this web content policy at any time for submission to the SHOROC Board for approval.