

# SHOROC INCORPORATED

## BOARD MEETING

Wednesday, 9 February 2011, 3:12 - 5:00pm  
SHOROC, Unit 33/42-46 Wattle Road, Brookvale



### Board Members Present

Cr Harvey Rose	Mayor of Pittwater and SHOROC President
Cr Jean Hay AM	Mayor of Manly and SHOROC Vice-President
Cr Michael Regan	Mayor of Warringah
Cr Anne Connon	Mayor of Mosman
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

### In attendance

Ben Taylor	Executive Director SHOROC
Lisa Stevens	Office Manager SHOROC
Vicky Taylor (Item 4.2)	Chief Executive Northern Sydney Local Health Network
Mark Newton (Item 4.2)	Director Population Health, Planning and Performance
Anthony Manning (Item 4.2)	Director of Planning and technical, Health Infrastructure
David Ballantyne (Item 4.2)	Associate Director Planning and Technical, Health Infrastructure

### Item 1 Welcome and Apologies

Cr Harvey Rose, Mayor of Pittwater and SHOROC President chaired the meeting and welcomed all those attending. Apologies for lateness were received from Cr Jean Hay, Manly Council. Cr Hay arrived at 3.15pm.

1. The Board resolved:
- **To accept** apologies received.

*Moved Mark Ferguson /Seconded Cr Michael Regan  
Carried Unanimously*

### Item 2 Minutes of the meeting 17 November 2010

2. The Board resolved:
- **To adopt** the Minutes of the meeting held 17 November 2010.

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

### Item 3 Matters arising from previous meeting minutes

Nil

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## Item 4      **Advocacy and issues management**

### Item 4.1    ***Shaping Our Future* campaign**

At its 17 November 2010 meeting the SHOROC Board agreed:

- That following the SHOROC AGM the newly elected SHOROC President will write to Mike Baird MP asking when the Board can expect a position from the Shadow Cabinet on the funding of detailed feasibility studies on the implementation of Bus Rapid Transit systems for the region.
- That the public campaign be put on hold until February 2011 pending an appropriate response from the NSW Coalition.
- That meetings continue to be sought with the health, transport, planning and local government ministers, Prime Minister, Premier and appropriate government departments to seek government commitments to the priorities in *Shaping Our Future*.

#### **Update on activity**

Cr Rose the newly elected President of SHOROC wrote to Mr Baird MP on 4 December 2010. A copy of the letter is attached at **Tab A**. At the time of circulation of these papers no formal response had been received.

Meetings have been sought with Ministers and Directors General however to date none have been confirmed.

No other campaign activity has been conducted as agreed by the Board.

Copies of responses to early campaign letters received since the last Board meeting from MPs and government departments in regard to *Shaping Our Future* are attached at **Tab B**.

#### **Campaign outcomes**

Progress to-date towards the agreed campaign objectives is as follows:

- Transport:
  - A continued focus on ‘strategic bus corridors’ for the region in the NSW Government Metropolitan Strategy, however no additional commitments to *Shaping Our Future’s* transport priorities.
  - Verbal commitment from NSW Coalition at a meeting with the Board that, should it win the 2011 NSW election, it will fund as a priority detailed feasibility studies on the implementation of Bus Rapid Transit systems for our region, from Mona Vale to the City and Dee Why to Chatswood based on the *Shaping Our Future* strategy.
- Health:
  - The NSCCAHS states that the NSW Government remains committed to a redevelopment of health services on the Northern Beaches, however there has been no public timeline announced by the NSW Government regarding

construction of the Northern Beaches Hospital at Frenchs Forest. The recently released updated Metropolitan Strategy refers to a “...potential new hospital for the northern beaches” in the “Frenchs Forest Potential Specialised Centre”.

- Public commitment from NSW Coalition, should it win the 2011 NSW election, to commence construction in its first term of the Northern Beaches Hospital at Frenchs Forest, whilst retaining Mona Vale Hospital as a complementary Hospital.
- Recognition of the leadership role of Manly, Mosman, Pittwater and Warringah councils and SHOROC through positive media and community feedback, including stories in the Manly Daily (11), Mosman Daily (3), Sydney Morning Herald and on 7 TV News, ABC Radio News and Radio 2UE.

### Next steps

It is recommended the Mayor-led public campaign be re-commenced as there has been no formal response received as yet from the NSW Coalition regarding funding of the Bus Rapid Transit System feasibility studies at the time of circulation of these papers.

There are numerous potential options for the campaign, should it be agreed to re-commence, such as:

- Further media releases regarding specific elements of the transport priorities.
- Seeking speaking engagements for the Mayors specifically focussing on the transport priorities.
- Further advertising, such as in Sydney or local media or outdoor.
- Public meetings, rally's etc.
- Increased online and social media promotion through council and the SHOROC website.

It is considered appropriate the Board discuss and agree the next steps for the campaign.

#### 4.1 The Board resolved:

- **To note** the update on the Shaping Our Future campaign.
- **To note** the undertakings of the coalition including subsequent written confirmation regarding funding for BRT feasibility studies.
- **To agree** that the public campaign be put on hold and that the President be authorised to make any additional public comments consistent with the agreed policy positions as necessary.

*Moved Rik Hart /Seconded Cr Anne Connon  
Carried Unanimously*

## Item 4.2 Health

At its 17 November 2010 meeting the SHOROC Board resolved:

- To invite the incoming CEO of the Northern Sydney Local Health Network to meet with the SHOROC Board at a suitable time

Vicki Taylor has been appointed as the Chief Executive of the newly formed Northern Sydney Local Health Network.

Ms Taylor has been invited to attend the 9 February 2011 Board meeting to discuss the NSCCAHS strategic plan in light of the *Shaping Our Future* strategy, in particular further understanding the planning and implementation steps required to build the Northern Beaches Hospital should the construction timetable be confirmed following the next NSW election. At the time of distribution of these papers Ms Taylor's EA had tentatively confirmed Ms Taylor's attendance.

The meeting was attended by Ms Vicki Taylor, Chief Executive of the Northern Sydney Local Health Network (NSLHN), Mr Mark Newton, Director Population Health, Planning and Performance of the NSLHN, Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure and Mr David Ballantyne, Associate Director Planning and Technical at Health Infrastructure for this item. Ms Taylor provided an update on the LHN restructure which came into effect on the 1<sup>st</sup> January and current planning. Mr Manning provided an update on the planning for the Northern Beaches Hospital at Frenchs Forest.

4.2 The Board resolved:

- **To agree** to write to Ms Vicky Taylor, Mr Mark Newton, Mr Anthony Manning and Mr David Valentine to thank them for their attendance at the Board meeting and indicate that the Board looks forward to on-going liaison in relation to health services for the region and the planning for the Northern Beaches Hospital at Frenchs Forest.

*Moved Mark Ferguson /Seconded Cr Anne Connon  
Carried Unanimously*

## Item 4.3 Metropolitan Strategy

On 16 December 2010 the NSW Government released its updated *Metropolitan Plan for Sydney 2036*.

Points to note in regard to the SHOROC region and in comparison to the previous Metropolitan Strategy include:

- Transport: No additional transport infrastructure in addition to the 'strategic bus corridors' outlined in the 2005 Strategy
- Health: the Northern Beaches Hospital is referred to as 'potential' in commentary regarding Frenchs Forest as a 'potential specialised centre'.
- Centres: Frenchs Forest is listed as a new 'Potential Specialised Centre'.

- Dwellings:
  - The target for the North East region, including Manly, Warringah and Pittwater councils, is 29,000 to 2036 (was 22,200 to 2031 including Ingleside).
  - The target for the Inner North region which includes Mosman Council is 44,000 to 2036 (was 30,000 to 2031).
- Employment capacity
  - The target for the North East region is 23,000 to 2036 (was 19,500 to 2031).
  - The target for the Inner North region is 62,000 to 2036 (was 54,000 to 2031).

At the launch of the Plan the Director General of the Department of Planning stated that the Department would work with councils in developing the sub-regional strategies in early 2011, including determining the dwelling and employment targets for each LGA.

A map of the major elements of the Metropolitan Plan is attached at **Tab C**, while the full Plan is available for download from [www.metroplansydney.nsw.gov.au](http://www.metroplansydney.nsw.gov.au)

4.3 The Board resolved:

- **To note** the release of the updated *Metropolitan Plan for Sydney 2036*.

*Moved Cr Anne Cannon /Seconded Mark Ferguson  
Carried Unanimously*

#### **Item 4.4 Frenchs Forest specialised centre study**

On 17 December 2010 the Department of Planning released for comment the *Frenchs Forest Specialised Centre - State Significant Site Study*. The exhibition period closes on 7 February 2011.

On its website the Department states that it is a proposal to rezone an area of Frenchs Forest to support the emergence of a specialised centre focused on the proposed Northern Beaches Hospital and to accommodate expected growth in the region.

The full report is too large to be emailed, but can be downloaded from [http://majorprojects.planning.nsw.gov.au/index.pl?action=view\\_job&job\\_id=3989](http://majorprojects.planning.nsw.gov.au/index.pl?action=view_job&job_id=3989)

4.4 The Board resolved:

- **To note** the release of the Department of Planning's State Significant Site Study on its proposed *Frenchs Forest Specialised Centre*.

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

## Item 5 SHOROC project and working group reports

### Item 5.1 Councillor Forum outcomes and next steps

The SHOROC Councillor Forum was held on 6 November 2010 at the Q Station, Manly from 9am-12pm. The purpose of the Forum was to give Councillors the opportunity to come together to raise and discuss regional issues, priorities, costs savings and efficiencies so that we can better work together as a partnership to make our region and our councils even stronger.

At its 17 November 2010 meeting, the SHOROC Board resolved:

- To note the positive outcomes of the Forum and approve holding a similar event on an annual basis, with the next Forum to be held in around November 2011.
- To approve providing the report to all Councillors for information, as well as to enable participating Councillors to correct any of the comments raised and any Councillor to add additional items for inclusion and consideration in determining the priorities for SHOROC's work program.
- To request GMAC, once any additional comments from Councillors have been incorporated, to review the report and provide advice to the next Board meeting on the ideas and issues raised.

A report on the outcomes of the Councillor Forum is attached at **Tab D**.

On 19 November 2010 Cr Rose wrote to all Councillors from the four councils to provide the report and enable participating Councillors to correct any of the comments raised and any Councillor to add additional items. Cr Rose requested any comments be provided to SHOROC by 3 December 2010. No further comments were received.

GMAC has reviewed the report in order to provide advice to the Board on the ideas and issues raised. The assessment has grouped the potential projects/proposals into several categories:

- 1 For consideration for inclusion as a key project in 2011/12 Operational plan.
- 2 For consideration for inclusion in the regional sustainability strategy and/or regional liveability strategy.
- 3 For consideration in setting priorities for the Cost Savings and Efficiency Program
- 4 Comments for consideration in the Governance review.

The potential projects/proposals grouped by these categories are listed below.

It is considered the comments raised in regard to Governance are better discussed as part of the Governance review item in these business papers: **Item 7.1**. As such, these comments raised by Councillors at the Forum are not included here.

### 1. For consideration for inclusion as a key project in 2011/12 Operational Plan

- Regional business and tourism development project, grouping the following projects/proposals/ideas:
  - Regional tourism collaboration and tourism development in the region, including discussion to test other councils perceptions towards tourism, coordinated event planning and leveraging for major events to obtain economic value
  - Greater promotion and recognition of the region eg branding and marketing at a regional level and collaborating on events and festivals to build on the strength of working together
  - Regional Tourism promotion and strategies, eg. advocacy for tourism infrastructure such as ferries (Linkages to regional branding)
  - Artist Trail across the region as a regional initiative body (Linkages to regional branding (Linkages to regional branding)
  - Regional Bike Race ‘Head to Head’ as a regional initiative to make SHOROC more of a community body (Linkages to regional branding)
- Include education in development of regional strategies and indicators, including considering the need for maintenance and upgrade in education facilities in the region for all stages of education from pre-school onwards (also has potential for consideration for inclusion in the regional liveability strategy)
- Support ‘Last Drinks’ Campaign across region - supporting initiatives for healthier communities
- Smoke Free Zones across the region
- Coordinate planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries
- Kimbriki AWT and education on waste separation across the region
- Cross-LGA paid and resident parking schemes, especially at LGA borders
- Lobbying State Govt take action and support councils on climate change studies, advocacy, mitigation strategies
- Collaborating on climate change including Sea level changes and health models
- Transport brief (on BRTs in Shaping Our Future) needs to be broad so public transport concept does not fail. (Arising from comment: Shaping Our Future and concerns with the North South BRT, the finer details and options. Need for agreement on finer details)
- Develop a proactive governance model for the region to present to State

Government could be pro-active agenda item for SHOROC

- A number of comments are in regard to current projects/policies:
  - Focus on improved Health Services for the Region
  - Leveraging good news, eg. Energy project at Pittwater School
  - Ensure Sustainable Economic Growth across region to ensure protection (preservation) of natural environment
  - Shaping Our Future is a lobby document that reflects research and planning. It is future and forward thinking and represents the constituents
  - Shaping Our Future is first example of working together. Have more challenges ahead eg nutting out the detail, consultancy brief etc

## 2. For consideration for inclusion in the regional sustainability strategy and/or regional liveability strategy

- Coordinated regional planning of Bike Path networks
- Feasibility studies and funding for local & regional Shuttle Bus System
- Shared Bike Scheme across the region
- Project to investigate and implement renewable energy production, grouping the following projects/proposals/ideas:
  - Co-generation power
  - Local green power generation
  - Investigate and implement renewable energy production
- Collaborate on green Infrastructure/revenue/PPP's
- Plastic Bag reduction project across the region (note also a comment: Is plastic bag reduction and plastic water bottle reduction possible/what are the alternatives?)
- Water Filter/Bubblers across the region (Comment from Cr Aird re Manly Council's bubblers: Has diverted 2 million bottles from landfill in 18 months, Provides a perception to the community and visitors that we 'care for the environment') (note also a comment: Is plastic bag reduction and plastic water bottle reduction possible/what are the alternatives?)
- Promoting a healthy region by collaborating on sports facilities, eg Brookvale Oval, Manly Swim Centre
- Focus on community services coordination Eg community centres, about people and services and being coordinated



### 3. For consideration in setting priorities for the Cost Savings and Efficiency Program

- Shared Services where possible, eg. strategy
- Procurement for use of GreenPower for infrastructure
- Procurement together for streetlighting costs and provision of LED lights
- Common Information Technology - Developing a long term strategy towards common IT platforms and systems (10 years)
- Shared Resources, eg. Plant and equipment, similar to the approach taken by NSW Police or Kiama which rents out its equipment to surrounding councils
- Regional Staff training to avoid duplication of services
- Regional HR, including recruitment, job advertising, electronic recruitment system and pools of applicants
- Process comments:
  - Need for estimating cost savings already delivered and setting targets
  - Comparing performance and initiatives of SHOROC compared to other ROC's
  - Staff Involvement in generating ideas
  - Already is collaboration between the ROC's, eg. Recent letter from NSROC President seeking regular meetings of ROC Directors
  - Leverage the potential of the regional partnership by looking at effectiveness, 'testing' or a study what each other council is doing
  - Cost Saving v's Community Service Provision, for example regional maps of wildlife corridors, pest control

#### **Next steps**

##### 1. Projects for consideration for inclusion as a key project in 2011/12 Operational plan

It is recommended the Board review the projects proposed in regard to feasibility, appropriateness and resourcing and identify the highest priorities for further analysis/planning.

Those considered the highest priority based on consistency with SHOROC's role, objectives, current projects and alignment with the 4 year goals in the 2010 Corporate Plan are:

- Regional business and tourism development project.
- Kimbriki AWT and education on waste separation across the region.
- Support 'Last Drinks' Campaign across region.

- Coordinate planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries.

It is recommended that these projects be endorsed by the Board for consideration for inclusion as a key project in 2011/12 Operational plan and be referred to staff requesting further feasibility analysis.

In addition, if funding is committed by the NSW Government, it is recommended there should be consultation with Councillors where possible in the development of the brief for the feasibility studies on the implementation of the Bus Rapid Transit systems outlined in *Shaping Our Future*.

## 2. Projects for consideration for inclusion in the regional sustainability strategy and/or regional liveability strategy

The regional sustainability strategy is currently being developed. A staff workshop was held on 8 December and a Councillor workshop is planned to be held in around February/March 2011.

It is recommended that all these projects, in addition to considering 'Smoke Free Zones across the region' be endorsed for consideration by staff, Councillors, and the Board in the development of the regional sustainability and liveability strategies.

In addition, it is recommended that education including considering the need for maintenance and upgrade in education facilities in the region is included as a priority in regional planning.

## 3. Projects for consideration in setting priorities for the Cost Savings and Efficiency Program

Many of the projects raised are consistent with the existing or planned projects under the Cost Savings and Efficiency Program, for example the 'Regional Staff training to avoid duplication of services', 'Regional HR, including recruitment, job advertising, electronic recruitment system and pools of applicants' and 'Staff Involvement in generating ideas'.

There are three projects/ideas that are outside the current scope of the Program:

- Procurement for use of GreenPower for infrastructure
- Procurement together for streetlighting costs and provision of LED lights
- Common Information Technology - Developing a long term strategy towards common IT platforms and systems (10 years)

It is recommended that these projects be endorsed for inclusion in the Cost Savings and Efficiency Program and, if agreed as priorities, be referred to staff requesting further feasibility analysis.

**5.1 The Board resolved:**

- **To endorse** for consideration for inclusion as key projects in the 2011/12 SHOROC Operational Plan:
  - Regional business and tourism development project
  - Kimbriki AWT and education on waste separation across the region
  - Support 'Last Drinks' Campaign across region
  - Coordinate planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries.
- **To agree** for that if funding is committed by the NSW Government, Councillors be consulted where possible in the development of the brief for the feasibility studies on the implementation of the Bus Rapid Transit systems outlined in *Shaping Our Future*.
- **To endorse** for consideration by staff, the Board and Councillors in the development of the regional sustainability and liveability strategies:
  - Coordinated regional planning of Bike Path networks
  - Feasibility studies and funding for local & regional Shuttle Bus System
  - Shared Bike Scheme across the region
  - Project to investigate and implement renewable energy production, including:
    - Co-generation power
    - Local green power generation
    - Investigate and implement renewable energy production
  - Collaborate on green Infrastructure/revenue/PPP's
  - Plastic Bag reduction project across the region
  - Water Filter/Bubblers across the region
  - Promoting a healthy region by collaborating on sports facilities, eg Brookvale Oval, Manly Swim Centre
  - Focus on community services coordination Eg community centres, about people and services and being coordinated
  - Smoke Free Zones across the region.
- **To endorse** that education including considering the need for maintenance and upgrade in education facilities in the region be included as a priority in regional planning.
- **To endorse** for consideration for inclusion in the Cost Savings and Efficiency Program:
  - Procurement for use of GreenPower for infrastructure
  - Procurement together for streetlighting costs and provision of LED lights
  - Common Information Technology - Developing a long term strategy towards common IT platforms and systems (10 years).
- **To agree** that the SHOROC President write to inform all Councillors of the next steps for the proposals from the Councillor Forum, noting that some proposals can be delivered expeditiously while others would take longer to deliver.

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

## Item 5.2 Kimbriki Sub-Committee minutes & Agenda

The Kimbriki Sub-Committee of the SHOROC Board met on 1 December 2010. The draft minutes are attached (**Tab E**).

The schedule of meetings for 2011 is as follows:

- Wednesday 2 March 2011
- Wednesday 1 June 2011
- Wednesday 7 September 2011
- Wednesday 7 December 2011.

5.2 The Board resolved:

- **To note** the Minutes of the Kimbriki Sub-Committee of the SHOROC Board.

*Moved Cr Michael Regan /Seconded Henry Wong  
Carried Unanimously*

## Item 5.3 Regional indicators and regional sustainability strategy

At its May 2010 meeting, the SHOROC Board resolved to endorse the project plan for the development of regional 'health of the region' indicators and a Regional Sustainability Strategy.

These projects are progressing well and according to the agreed project plan to develop the next elements of the *Shaping Our Future* strategy:

- Overarching 'health of the region' indicators which will be used to assist councils and SHOROC to report locally and regionally on key themes for the region, and for benchmarking, monitoring and review of local and regional issues.
- A regional sustainability strategy (working title *Shaping Our Sustainable Future* strategy) based on existing and planned Council sustainability strategies and potential collaborative regional strategies.

Funding for this project is via a grant from the NSW Government's Environment Trust.

### Item 5.3.1 Regional Sustainability Strategy

Development of the Sustainability Strategy is progressing well.

The Sustainability Strategy is the next part of the *Shaping Our Future* strategy. As detailed in *Shaping Our Future "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"* will be developed, essentially focussed on the 'next tier of infrastructure and services' based on existing and planned council strategies and potential collaborative regional strategies.

A workshop was held with staff from all four councils on 8 December 2010 to consider actions proposed for the strategy and short list those that are better delivered as a region and enhanced sustainability.

The proposed actions had been provided by the councils based on their existing Community Strategic Plan (and in the case of Manly the draft Delivery Program), by Councillors through the November Councillor Forum and by members of the public via the SHOROC website.

At the workshop staff considered and prioritised actions directed at managing energy, water, waste, greenhouse gases and natural resources along with maintaining biodiversity and quality of bushland and waterways, and actions focussed on skills development/learning to work, run business and /or live more sustainably.

### Next steps

It is proposed that the shortlist of actions for the strategy will be discussed with Board members at a workshop to be held in late February/early March and Councillors at a workshop in March, as previously agreed by the Board at its 17 November 2010 meeting.

5.3.1 The Board resolved:

- **To note** the update and **agree** the next steps for the development of the regional sustainability strategy.

*Moved Cr Michael Regan /Seconded Cr Mark Ferguson  
Carried Unanimously*

### Item 5.3.2 Health of the Region Indicators

A draft set of “health of the region” indicators has been developed to enable key issues of importance to the community and councils to be monitored over time and progress to be measured on achieving regional outcomes including through *Shaping Our Future*.

The draft set of indicators are aligned to draft ‘domains’ of:

- Health and wellbeing: A connected community living safely with healthy lifestyles and equitable access to high quality health, community and recreational facilities and services.
- Natural environment: A diverse, beautiful natural environment of bush, waterways, beaches and parks which enables healthy ecosystems and biodiversity as well as enjoyment and protection by our community.
- Built environment: Housing, infrastructure and services that provide for vibrant sustainable and connected communities; a balance between our way of life and sustainably managing our natural resources and environment.
- Jobs and economic development: Strong, diverse business and industry that provides a range of jobs close to home.
- Leadership: Effective local leadership with community participation in, and access to decision-making.

Council staff are currently reviewing the draft indicator set.

### Next steps

The next steps for the development of regional indicators include further review of the indicators with the council working group, including ensuring consistency with the final DLG indicator set when released, and then submission of a preliminary set to GMAC and the Board.

5.3.2 The Board resolved:

- **To note** the update and **agree** the next steps for the development of regional indicators.

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

### Item 5.4 Future planning seminar: creating a sustainable & liveable region

At the recommendation of the General Managers, SHOROC is planning an upcoming seminar on planning for the future, with a particular focus on integrated transport and land use planning to create a sustainable & liveable region.

Two leaders in the field have agreed to speak at the seminar: Professor Rob Adams AM, Director City Design, Melbourne City Council and Adjunct Professor John Stanley, Institute of Transport and Logistics Studies, University of Sydney.

Professor Adams is described as one of the champions of urban design in Australia today, who has gained many awards including an Order of Australia (AM) for services to urban design, town planning and architecture. In 2008 he was named the Prime Minister's Environmentalist of the Year.

Adjunct Professor Stanley has spent nine years as Executive Director of Bus Association Victoria, after eight years as Deputy Chair of the National Road Transport Commission, is a Board member of VicUrban, has been an active member of the Committee for Melbourne's Transport and Climate Change Task Forces and was awarded a Centenary Medal for services to public transport and conservation.

It is planned the seminar will be held in March/April, depending on availability.

5.4 The Board resolved:

- **To note** that SHOROC is planning an upcoming seminar on planning for the future.

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

## Item 5.5 Urban Planners Group minutes

The members of the Urban Planners Group, the council Directors of Planning, met on 9 November 2010. The meeting minutes are attached (**Tab F**).

5.5 The Board resolved:

- **To receive and note** the minutes of the Urban Planners Group

*Moved Henry Wong /Seconded Cr Michael Regan*

*Carried Unanimously*

## Item 5.6 Climate change working group

The members of the Climate Change working group met on 18 November 2010. The meeting minutes are attached (**Tab G**).

5.6 The Board resolved:

- **To receive and note** the minutes of the Climate Change working group.

*Moved Cr Anne Connon /Seconded Mark Ferguson*

*Carried Unanimously*

## Item 5.7 LGSA Local Government Excellence in the Environment Awards

The Local Government Excellence in the Environment Awards were initiated by the LGSA in 1998 and are held annually. The Awards are open to all councils in NSW and aim to recognise outstanding achievements by NSW Local Government in managing and protecting the environment.

An entry was made to the awards in recognition of the benchmarks established by the SHOROC councils in banning e-waste from landfill and from general household roadside clean-up collections and the supporting campaign that resulted in successful lobbying for change at a national level.

SHOROC was awarded 'Highly Commended – Division C' for the Waste Avoidance Category. Cr Jean Hay collected the award.

5.7 The Board resolved:

- **To note** that SHOROC was awarded 'Highly Commended – Division C' for the Waste Avoidance Category at the 2010 LGSA Environment Awards.

*Moved Cr Jean Hay /Seconded Cr Michael Regan*

*Carried Unanimously*

## Item 5.8 Historical places register

In late 2009 the SHOROC Board agreed that Mosman Council and SHOROC would develop a historic place names register to record historic place names across the region.

The register has now been developed and has been visually represented on the SHOROC website [www.shoroc.com](http://www.shoroc.com) using a Google Map that illustrates the current sites on the Historical Names Register. These sites are a starting point and the 'call to action' is for residents to submit more historic place names to their individual councils for posting on the map by SHOROC.

The media release regarding the register was circulated to Councillors prior to release. Cr Laugesen from Warringah Council provided positive feedback on the project and suggested that further work could be done to engage older people that do not have access to a computer, potentially through targeting schools to encourage students to work with their grandparents on identifying further sites for submission to their local council.

This proposal is considered appropriate as it could provide positive recognition of the work councils are doing to highlight these sites. In the first instance it is proposed that letters be drafted from each of the Mayors to the Primary School Principals in their local area to promote the register and encourage students to submit places for the register to their local council.

5.8 The Board resolved:

- **To agree** that SHOROC draft a letter for each of the four Mayors for distribution to their local Primary Schools to promote the Historical Places register and encourage students to submit places for the register to their local council.
- **To agree** to provide postcards to schools for distribution to students to promote the initiative and encourage participation and submission of further sites to councils, with the cost of up to \$2000 to be shared equally amongst councils.
- **To agree** that the President of SHOROC write letters to the Manly Warringah & Pittwater Historical Society and the Mosman Historical Society to ask for assistance in coordination of the submissions received under the project.
- **To agree** in future any suggestions coming directly to SHOROC from Councillors will be referred to that council's delegates on the SHOROC Board for consideration and inclusion or otherwise on the Board Agenda.

*Moved Henry Wong /Seconded Cr Michael Regan*

*For: Viv May, Cr Michael Regan, Cr Anne Connon, Cr Harvey Rose, Henry Wong, Cr Jean Hay*

*Against: Mark Ferguson, Rik Hart*

*Carried*

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

### **Item 6.1 Update on progress**

The Cost Saving and Efficiency Program continues to deliver noteworthy savings across the region, with a number of regional tenders being significantly progressed in recent months.

The December 2010 quarterly report presents savings for councils of \$74,160 during the reporting period, bringing the year to date savings to councils to a total of \$245,443 (see



**Tab H for detail on savings for each council).** The December 2010 quarter results have been gained through the regional Cash Collection and Parking Meter Collection Tender and the completion of a review under the ATO Federal Fuel Tax Credit Scheme for one of the participating councils.

#### **Item 6.1.1 Regional tenders**

A number of regional tenders have progressed in recent months with the following all being completed and recommendation by staff that all Councils accept the following tenders:

- Hygienic Services
- Traffic Safety Signage and Galvanised Posts
- Ready Mix Concrete
- General Hardware and Bagged Cement
- Stationary.

Two new tender opportunities will be developed in the coming months:

- Minor and Capital Works (including roadway and footpath construction)
- Drainage Asset Services (including stormwaters GPT's).

SHOROC has completed a review to ascertain the level of interest in participation from councils for the above new tenders and will be organising meetings with relevant staff in February 2011 to commence work towards developing tender specification and documentation.

#### **Item 6.1.2 SHOROC Procurement Working Group**

SHOROC continues to work in partnership with the councils through the Procurement Working Group that meets regularly on a bi-monthly basis. As can be seen in the reported year to date regional cost savings and the progress on regional tenders noted, the working group has made excellent progress on a number of procurement opportunities during and is well positioned to identify and work towards more regional opportunities in 2011.

At the December 2010 GMAC meeting it was agreed that in appreciation for the work each member is contributing to the procurement group, that a recommendation be made to the February 2011 Board meeting requesting that the Board write to the working group members with their thanks for the continued and valued efforts of the staff involved.

#### **Item 6.1.3 Quarterly results from the efficiency and cost saving program**

The Quarter 2 2010 Revolving Cost Savings Summary Report is attached at **Tab H**. Savings from the second quarter are made up of the items outlined in sections (i) and (ii) below.

As per the agreement of the Board at the May 2010 meeting for the Cost Saving and Efficiency Program, the next steps are for SHOROC to invoice councils for the commission to be invested into the Revolving Cost Savings Fund for reinvestment into further efficiency and cost saving initiatives and regional projects as approved by the Board.

### **(i) Cash Collection and Parking Meter Collections Tender**

During the December 2010/11 quarter three member councils resolved to accept a tender for the provision of cash collection services from both parking meters and council offices and facilities.

A cost savings analysis has been completed in consultation with the councils on the Cash Collection and Parking Meter Collections Tender completed in November 2010.

The analysis involved comparison of old versus new contract pricing in recognition of collection cycles and frequencies advised by the participating councils. Savings have been calculated as both dollar amounts and average percentage savings.

The analysis presents regional savings to the participating councils of approximately 23% on cash collection services expenditure, equating to approximately \$49,685 per annum.

In summary:

<b>Council</b>	<b>Estimated Cost Saving (%)</b>	<b>Estimated Cost Saving (\$)</b>
Mosman	17%	\$9,225
Warringah	27%	\$16,959
Pittwater	25%	\$23,501
<b>Average/Total</b>	<b>23%</b>	<b>\$49,685</b>

### **(ii) Fuel Tax Credits Scheme**

AIT Specialists (AITS) have been engaged through SHOROC to undertake reviews of tax returns to the Australian Taxation Office in regard to the claims being made since the introduction of the federal Fuel Tax Credits Scheme for participating councils.

AITS recently advised SHOROC that the review for Warringah has been completed achieving \$32,633 in savings which can be now claimed through council's BAS statement and reporting process. These savings date back to January 2008 and SHOROC is liaising with council to locate older records as it is likely that further claims dating back to October 2006 can be made.

These cost savings have also been recorded against the second quarter results for the December 2010 Revolving Cost Savings quarterly report.

It is noted that fuel tax reviews are currently underway for Mosman and Pittwater and are expected to be completed by March 2011.

### **Item 6.1.4 Identification of efficiency and cost savings priorities**

As noted by the Board at its 17 November 2010 meeting, SHOROC has identified and is currently progressing a number of new projects under the efficiency and cost saving program.

A series of working groups have been established for each of the identified projects with progress to date being noted:

**(i) Records Management**

A meeting was held with the Records Management Project Working Group on Friday 19 November 2010 at Warringah Council. A draft project plan is under review by the working group and will be tabled for consideration at the March 2011 GMAC meeting.

**(ii) HR Recruitment and Training**

A meeting of the HR Working Group is being planned for February 2011. The group will commence investigation into coordinated training for the region and into the value of implementing a common recruitment platform across the SHOROC region.

**(iii) Compliance and Certification**

A meeting of the Compliance and Certification Project Working Group is scheduled as part of the next SHOROC Urban Planners meeting on 8 February 2011. This exploratory meeting will commence discussion on the project, outline objectives and possible scope with an aim to develop an early project plan for submission to the March 2011 GMAC.

**Item 6.1.5 Grant Opportunities**

SHOROC routinely scans online reference sites and publications for applicable grants and sponsorship programs that may be of interest to either SHOROC and/or member councils. In recent months SHOROC identified and communicated a number of grant opportunities including:

- NSW Department of Environment Climate Change and Water's Office of Water for Recycling Stormwater and Sewage Projects' on-ground works
- National Partnership Agreement on Preventive Health - Healthy Communities Initiative (closed 4 February 2011)
- NSW Department of Industry & Investment Business Cluster Funding (closed 5 November 2010)

Further to this SHOROC sent letters of support for Pittwater Business Limited's (PBL) and Warringah Chamber of Commerce's applications to the NSW Department of Industry & Development Business Cluster Program. It has recently been advised that PBL have been successfully awarded a \$10,000 grant to supplement their marketing budget, enabling it to offer enhanced services and support to businesses located in Pittwater.

6.1 The Board resolved:

- **To receive and note** the update on the Efficiency and Cost Saving Program.
- **To agree** to send letters of appreciation to members of the SHOROC Procurement Working Group for their continued efforts and achievements in delivering cost savings through regional tendering.

*Moved Cr Anne Connon /Seconded Cr Michael Regan  
Carried Unanimously*

## Item 6.2 Waste collection

SHOROC continues to work collaboratively with all member councils and Kimbriki Environmental Enterprises (KEE) towards the implementation of a common waste collection for the transport of waste to the new facility at Kimbriki by mid-2014.

The work is currently focused on developing the project further including analysis of timelines to meet the mid-2014 implementation date and possible configurations for a common waste collection system. The framework for this analysis is being based on the best economic, social and environmental outcomes for the region and takes into account the facility planning and development by KEE and the optimal configuration for the AWT and MRF facilities.

6.2 The Board resolved:

- **To receive and note** the update on the progression of the waste collection project.

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

## Item 7 SHOROC Administrative Matters

### Item 7.1 Governance

#### Background

As part of the SHOROC Corporate & Operation Plan 2010-2014 approved by the Board in May 2010, it was agreed that in 2010/11 a review would be conducted of the SHOROC governance structure.

A preliminary review was conducted and tabled at the 17 November 2010 Board meeting, at which the Board resolved:

- To defer consideration of this item (Governance) until any additional comments from Councillors regarding the Councillor Forum are incorporated in the Councillor Forum report.
- To defer considering the representations from Mr Warr regarding publishing the Board papers prior to the meetings until any additional comments from Councillors regarding the Councillor Forum are incorporated in the Councillor Forum report and request SHOROC's Executive Director to write to Mr Warr to provide this advice.

On 19 November 2010 Cr Rose wrote to all Councillors from the four councils to provide the Councillor Forum report and enable participating Councillors to correct any of the comments raised and any Councillor to add additional items. Cr Rose requested any comments be provided to SHOROC by 3 December 2010. No further comments were received.

The comments raised in regard to SHOROC governance at the 6 November 2010 Councillor Forum are attached at **Tab D**.

At its 23 November 2010 meeting, Warringah Council resolved as follows.

*Minutes of SHOROC Incorporated Board Meeting held 18 August 2010*

*339/10 RESOLVED*

*Cr Harris / Cr Regan*

*1. That the Minutes of the SHOROC Incorporated Board Meeting of 18 August 2010 be noted and the recommendations contained therein be ADOPTED.*

*2. Council write to SHOROC and advise that in accordance with the SHOROC Board resolution of 7.3, SHOROC agenda must be made publicly available (ie to all Councillors and the community on SHOROC's website), 14 days prior to the scheduled meeting. In the absence of such an undertaking from SHOROC, Warringah Council has serious concerns about the ability of Councillors to comply with this resolution.*

*3. That Councillors are informed by email when the SHOROC agenda is made available to the public.*

**VOTING**

*For the resolution: Crs De Luca, Falinski, Giltinan, Harris, Kirsch, Laugesen, Ray, Regan, Sutton and Wilkins.*

*Against the resolution: Nil.*

It is understood resolution 2 was made in regard to Item 7.3 of the 18 August 2010 Board minutes, where the Board resolved that part of the process for Councillors to list items for Board consideration include "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."

In addition, a report in regard to SHOROC governance was listed on the Agenda for the 14 December 2010 Warringah Council meeting (**Tab I**), in response to a notice of motion from the 3 August 2010 meeting (**Tab J**). However, this item was not considered at that meeting due to time constraints.

An outline of the SHOROC Governance structure and that of other Regional Organisations of Councils (ROCs) is attached at **Tab K**.

**Governance review**

The objectives of SHOROC as a partnership should be considered as the starting point in any review of governance.

The objectives of SHOROC as per 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.

Based on the issues raised by Warringah Council, Councillors at the 6 November Forum and on other occasions and by a member of the public, there are three main items to be considered:

1. SHOROC Governance structure, in particular the Board delegates and voting.
2. Councillor involvement.
3. Community involvement.

#### 1. SHOROC Governance structure

The issues raised in regard to the current Board structure relate primarily to the delegates representing each council on the Board, with concern by some parties that there is not adequate Councillor representation on the Board.

It should be noted that if it is determined that the Board consider a change to the council representation on the Board any change would need to be agreed unanimously by all members. This is because it would require a change to SHOROC Constitution which, according to section 45 of the Constitution, can occur "... only by special resolution of the Organisation", being as per section 39 "...if it is passed unanimously by member delegates at a general meeting of which at least 14 days written notice has been given specifying the intention to propose the resolution as a special resolution...".

The SHOROC constitution states that a "member Council will be represented on the Board by its delegates as follows: The Mayor and the General Manager".

It is considered there are two other potential structures for the Board that could be considered based on those of other ROCs:

- a) Each council to be represented by the Mayor only, with the General Manager attending as a non-voting delegate.
- b) Each council to be represented by the Mayor and another elected Councillor, decided by resolution of that Council, with the General Manager attending as a non-voting delegate.

Comments raised in regard to each of these structures are listed below.

Board structure	Comments
Each Council to be represented on the Board by the Mayor and the General Manager (ie status quo)	<ul style="list-style-type: none"> <li>▪ Significant achievements to date and considered to be functioning well as partnership.</li> <li>▪ Some parties have raised concerns that there is not enough Councillor representation on the Board, while other parties have expressed satisfaction with operation and non-political nature.</li> <li>▪ Could be perception that there is a lack of separation between those who make policy recommendations (the GMAC) and those who make the decisions (the Board).</li> <li>▪ Not consistent with other metropolitan ROCs.</li> </ul>
Each council to be represented by the Mayor only, with the General Manager attending as a non-voting delegate.	<ul style="list-style-type: none"> <li>▪ Very small Board with only one representative from each council, no increase in Councillor representation and untested in regard to effective operation.</li> <li>▪ Reduces perception of lack of separation in decision-making between GMAC and Board.</li> <li>▪ Not consistent with other metropolitan ROCs.</li> </ul>
Each council to be represented by the Mayor and another elected Councillor, decided by resolution of that council, with the General Manager attending as a non-voting delegate.	<ul style="list-style-type: none"> <li>▪ Greater Councillor representation, however untested in regard to effective operation.</li> <li>▪ Some parties consider this would enable greater Councillor involvement in regional decision-making.</li> <li>▪ Some parties have raised concerns including that this structure would create perceptions of fourth tier of government or regional decision making body, increase political partisanship and/or decrease effectiveness.</li> <li>▪ Reduces perception of lack of separation in decision-making between GMAC and Board.</li> <li>▪ More consistent with other metropolitan ROCs.</li> </ul>

On balance it is recommended that there is no change to the current Board structure, that is the councils being represented by the Mayor and the General Manager, due to the following:

- SHOROC is set up as a collaborative body not a governing body or one to make regional decisions that could unduly impact on member councils. Increasing the elected-Councillor representation on the Board could create perceptions that it is another level of government, whereas where there are major regional proposals developed through SHOROC, it is more appropriate decisions be made at the council level first prior to Board resolution, as occurred with *Shaping Our Future*.
- The Board is operating effectively, evidenced by the recent achievements such as the advocacy for improved transport and health infrastructure for the region, and the establishment of the Cost Saving and Efficiency Program which is realising quantifiable cost savings for councils.
- The presence of General Managers on the Board adds significant local government experience and increases the political independence of SHOROC.

Although it is proposed no change be made to the formal structure of the Board, it is recommended that additional opportunities are provided for Councillor involvement in policy and project development (see below).

It is also recommended that the governance structure and processes for Councillor involvement are reviewed in 12 months to ensure the most effective and appropriate structure and processes are in place.

## 2. Councillor involvement

Councillors are key stakeholders of SHOROC and regardless of the Governance structure, it is considered SHOROC should provide further opportunities for Councillor involvement in discussing regional issues and determining policies and projects.

It is recommended that SHOROC should agree the following to enable greater opportunities for Councillor involvement:

- An annual Councillor Forum will be held for Councillors to raise and discuss regional issues, priorities, costs savings and efficiencies.
- Councillors will be consulted early in the process of developing major policies or projects.
- Board business papers will be circulated to the Board members two weeks prior to Board meetings, to enable Board members to consult with Councillors if considered appropriate. Late agenda items will be circulated to Board members no later than 2 days prior to the Board meetings, however if this deadline cannot be met urgent items can be tabled at the meeting if the President declares the item urgent.
- Board minutes will be published on the SHOROC website.
- Councillors will be informed of media releases prior to circulation to media.

In addition, it is recommended that councils consider:

- Circulating papers to Councillors two weeks prior to the Board meetings to enable an opportunity for Councillors to provide input to their Council delegates on Agenda items if they wish.
- Reporting SHOROC Board papers to council for noting and, if applicable, adoption.
- Agreeing a process for each council for Councillors to bring items to the Board for consideration, based on the process agreed by Board at its 18 August 2010 meeting.

It is not recommended that Agendas and Minutes of the GMAC be published on the website, as suggested in Warringah Council's resolution of 3 August 2010 (**Tab J**) as GMAC's role is predominantly operational and advisory in nature and publication would be similar to publication of council Executive Management Team meetings.



### 3. Community involvement

The role of SHOROC is collaboration, as a vehicle through which member councils can collectively and more effectively plan for the region, advocate on issues of importance and facilitate resource sharing.

SHOROC is not a public authority or a level of government. While SHOROC can and does communicate publicly on agreed policies or projects where it is appropriate to do so and according to an agreed communications policy, it is not resourced for extensive community engagement or consultation.

Councils are the elected decision-making bodies and it is considered that it is more appropriate that the councils and individual Councillors should represent the interests of their community in establishing regional directions and priorities.

It is recommended that the community involvement in SHOROC policy and project development and priority setting should be through the Mayor and elected Councillors and that formal community consultation on major projects should be conducted by councils, unless otherwise agreed by Board.

**7.1 The Board resolved:**

- **To receive and note** the review of SHOROC’s governance structure
- **To agree** that there is no change to the current Board structure.
- **To agree** that SHOROC enable greater opportunities for Councillor involvement through:
  - An annual Councillor Forum held for Councillors to raise and discuss regional issues, priorities, costs savings and efficiencies.
  - Consultation of Councillors early in the process of developing major policies or projects.
  - Circulation of Board business papers to the Board members two weeks prior to Board meetings. Late agenda items will be circulated to Board members no later than 2 days prior to the Board meetings, however if this deadline cannot be met urgent items can be tabled at the meeting if the President declares the item urgent.
  - Publication of Board minutes on the SHOROC website.
  - Informing Councillors of media releases prior to circulation to media.
- **To agree** that councils consider:
  - Circulating papers to Councillors two weeks prior to the Board meetings to enable an opportunity for Councillors to provide input to their Council delegates on Agenda items if they wish.
  - Reporting SHOROC Board papers to council for noting and, if applicable, adoption.
  - Agreeing a process for Councillors to bring items to the Board for consideration, based on the process agreed by Board.
- **To note** that any suggestions from individual Councillors should always come through the Board delegate and any suggestions coming directly to SHOROC from Councillors will be referred to that council’s delegates on the SHOROC Board for consideration and inclusion or otherwise on the Board Agenda.
- **To agree** that the governance structure and processes for Councillor involvement are reviewed in 12 months to ensure the most effective and appropriate structure and processes are in place.
- **To agree** that community involvement in SHOROC policy and project development and priority setting should be through Mayors and elected Councilors and that formal community consultation on major projects should be conducted by councils, unless otherwise agreed by Board.
- **To agree** that the Agendas and Minutes of the GMAC not be published on the website.

*Moved Cr Harvey Rose /Seconded Mark Ferguson*

*Carried Unanimously*

## Item 7.2 Half-yearly progress report

A brief progress report on SHOROC activities for the first half of the 2010/11 financial year has been developed to provide an update to the Board and Councils on the progress of the key projects agreed in the 2010 SHOROC Corporate Plan. The report is attached at **Tab L**.

7.2 The Board resolved:

- **To receive and note** the half-yearly progress report for SHOROC for the first half of the 2010/11 financial year.

*Moved Cr Anne Connon /Seconded Cr Michael Regan  
Carried Unanimously*

## Item 7.3 Financial report

The second quarterly financial report for 2010/11 including the end of year forecast as at 31 December 2010 is attached at **Tab M**.

7.3 The Board resolved:

- **To receive and note** the December 2010 financial report.

*Moved Mark Ferguson /Seconded Henry Wong  
Carried Unanimously*

## Item 7.4 2011/12 Operational Plan

SHOROC's 2011/12 Operational Plan is currently under development in consultation with council staff, based on the agreed priorities in the 2010/11 Corporate Plan, the proposals raised by Councillors at the Councillor Forum and other priorities raised by councils. The 2011/12 Operation Plan will be submitted to the May 2011 Board meeting for approval.

7.4 The Board resolved:

- **To note** that the 2011/12 Operation Plan is under development and will be submitted to the May 2011 Board meeting for approval.

*Moved Henry Wong /Seconded Cr Jean Hay  
Carried Unanimously*

## Item 8      **General business & matters raised by council**

Mr Henry Wong raised the issue of boat, kayak, boat trailer and dinghy parking and storage across the region and asked for this item to be put on the agenda for discussion at the 2 March 2011 GMAC meeting.

Cr Michael Regan raised the idea of a Mayoral Dinner to raise funds for local charities.

8. The Board resolved:

- **To note** that GMAC would consider a report regarding a regional study on the bulk parking of trailers/boats etc. at its next meeting.
- **To agree** to plan a joint Mayoral Dinner as a fundraiser for local charities, led by Cr Regan and Cr Hay.

*Moved Henry Wong /Seconded Cr Jean Hay*

*Carried Unanimously*

## Item 9      **Confirm time for next meeting**

9. The Board resolved:

- That the next Board meeting is to be held Wednesday 18 May 2011 3-5pm at SHOROC.

*Moved Henry Wong /Seconded Cr Jean Hay*

*Carried Unanimously*

Meeting closed at 5:00pm.

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# ATTACHMENTS

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- Tab A. Letter to Mike Baird MP re timeline for announcement
- Tab B. Copies of responses received to date regarding *Shaping Our Future*
- Tab C. Map of major elements of Metropolitan Plan
- Tab D. A report on the outcomes of the Councillor Forum
- Tab E. Kimbriki Sub-Committee Draft Minutes, 1 December 2010
- Tab F. Urban Planners Group Minutes, 9 November 2010
- Tab G. Climate Change Working Group Minutes, 18 November 2010
- Tab H. Quarter 2 2010/11 Council Efficiency and Cost Savings program report
- Tab I. Report for 14 December 2010 Warringah Council Meeting
- Tab J. Notice of motion from 3 August 2010 Warringah Council meeting
- Tab K. Outline of SHOROC governance structure and other ROC's
- Tab L. Progress report on SHOROC activities for the first half 2010/11
- Tab M. Second Quarterly Financial Report 2010/11

**Tab A: Letter to Mike Baird MP re Timeline for Announcement**

4 December 2010

Mike Baird MP  
Member for Manly  
Shadow Treasurer  
Shop 2, 2 Wentworth Street  
MANLY NSW 2095



Dear Mr Baird

**Timing of NSW Coalition commitments to Bus Rapid Transit feasibility studies**

I write to you as the newly elected President of SHOROC on behalf of the SHOROC Board of Mayors and General Managers from Manly, Mosman, Pittwater and Warringah councils.

The SHOROC Board met on 17 November 2010 and resolved to put our public *Shaping Our Future* campaign on hold due to the commitments made by yourself and your colleagues at our meeting in early November.

We made this decision as you made it clear you are fully behind the need for Bus Rapid Transit systems (BRTs) for our region and we understand you are seeking the agreement of the Shadow Cabinet that the NSW Coalition, if elected, will fund as a priority detailed feasibility studies on the implementation of BRTs for our region from Mona Vale to the City and Dee Why to Chatswood based on the *Shaping Our Future* strategy.

Can you please advise me at what time should we expect a position from the Shadow Cabinet and public statements committing the NSW Coalition, should you win the 2011 NSW Election, to funding these feasibility studies as a priority in your first term?

Once again I thank you for your ongoing commitment that, should you win the 2011 NSW election, in your first term you will commence construction of the Northern Beaches Hospital at Frenchs Forest, whilst retaining Mona Vale Hospital as a complementary Hospital.

As advised previously, we are very willing to work with you on these priority infrastructure projects for our region and if you would like any assistance with this matter please contact SHOROC's Executive Director Ben Taylor on (02) 9905 0087 or [ben.taylor@shoroc.nsw.gov.au](mailto:ben.taylor@shoroc.nsw.gov.au).

I await your response.

Yours sincerely

Cr Harvey Rose  
Mayor of Pittwater and SHOROC President

**Tab B: Copies of responses received to date regarding *Shaping Our Future* (separate PDF attachment)**

**Tab C: Map of Major Elements of Metropolitan Plan (separate PDF attachment)**



**Tab D: A report on the outcomes of the Councillor Forum**
**SHOROC Councillor Forum**  
**6 November 2010 at Q-Station Manly**


**Purpose:** To give Councillors the opportunity to come together to raise and discuss regional issues, priorities, costs savings and efficiencies so that we can better work together as a partnership to make our region and our councils even stronger.

**Agenda**

Time	Item
8.30 am	Councillor sign in and arrival tea & coffee
9.00 am	Mosman Mayor & SHOROC President Anne Connon Open & welcome
9.05 am	Cr Geoff Lake, ALGA President Keynote address: The importance of regional cooperation to the future of local government.
9.30 am	Manly Mayor Jean Hay AM Thank you to speaker and introduction to discussion on the Board's priorities in working for a stronger region.
9.35 am	Ben Taylor, SHOROC Executive Director Presentation on SHOROC Board's work priorities for a stronger region
9.45 am	Discussion on Councillors ideas for collaborative projects for a stronger region (facilitated by Ben Taylor)
10.30 am	Morning tea
10.45 am	Warringah Mayor Michael Regan Cost saving and efficiency - how this is crucial to building stronger councils on a regional level
10.50 am	Ben Taylor, SHOROC Executive Director Presentation on SHOROC Board's work priorities for stronger councils
11.00 am	Discussion on Councillors ideas for collaborative projects for stronger councils (facilitated by Ben Taylor)
11.35 am	Discussion on Councillors other ideas / issues (facilitated by Ben Taylor)
11.55 am	Pittwater Mayor & SHOROC Vice-President Harvey Rose Closing comments and next steps
12.00 -1.00 pm	Lunch

## **Attendees**

### **Manly Council**

1. Cr Jean Hay
2. Cr Barbara Aird
3. Cr Adele Heasman
4. Cr Alan Le Surf
5. Cr Cathy Griffin
6. Mr Henry Wong

### **Mosman Council**

1. Cr Anne Connon
2. Cr Libby Moline
3. Cr Denise Wilton
4. Cr Warren Yates
5. Cr Tom Sherlock
6. Cr Jim Reid
7. Mr Viv May

### **Warringah Council**

1. Cr Michael Regan
2. Cr Conny Harris
3. Cr Helen Wilkins
4. Cr Christina Kirsch
5. Cr Michelle Ray
6. Mr Rik Hart

### **Pittwater Council**

1. Cr Harvey Rose
2. Cr Jacqueline Townsend
3. Cr Bob Dunbar
4. Cr Ian White
5. Mr Mark Ferguson

### **SHOROC**

1. Ben Taylor
2. Lisa Stevens
3. Andrea Tattam

### **Apologies:**

Cr Patricia Giles, Cr Peter Hock, Cr David James, Cr Virginia Laugesen, Cr Julie Sutton, Cr Lauren Elder, Cr Vincent De Luca, Cr Bob Giltinan

## Raw notes from discussion including proposals and comments

(note comments have been recorded as raised by Councillors and are currently being verified)

### Session 1 – A Stronger Region

This session focussed on ideas/proposals on how we can work together now and in the future for a stronger region.

Idea/proposal for consideration (DRAFT)	Raised by Councillor
Water Filter/Bubblers across the region  Comment from Cr Aird re Manly Council's bubblers: <ul style="list-style-type: none"> <li>- Has diverted 2 million bottles from landfill in 18 months</li> <li>- Provides a perception to the community and visitors that we 'care for the environment'</li> </ul>	J Townsend
Smoke Free Zones across the region	B Aird
Ensure Sustainable Economic Growth across region to ensure protection (preservation) of natural environment	C Harris
Plastic Bag reduction project across the region	D Wilton
Coordinated regional planning of Bike Path networks	C Kirsch
Investigate and implement renewable energy production	C Kirsch
Focus on improved Health Services for the Region	H Rose
Support 'Last Drinks' Campaign across region - supporting initiatives for healthier communities	M Regan
Coordinate planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries	M Regan
Include education in development of regional strategies and indicators, including considering the need for maintenance and upgrade in education facilities in the region for all stages of education from pre-school onwards	C Griffin
Need for community buy-in and engagement from early in the process of developing projects/policies across the region	M Ray
Lobbying State Govt take action and support councils on climate change studies, advocacy, mitigation strategies	B Aird
Cross-LGA paid and resident parking schemes, especially at LGA borders	H Wilkins

Feasibility studies and funding for local & regional Shuttle Bus System	H Wilkins
Collaborating on climate change incl Sea level changes and health models	C Harris
Is plastic bag reduction and plastic water bottle reduction possible/what are the alternatives?	B Dunbar
Promoting a healthy region by collaborating on sports facilities, eg Brookvale Oval, Manly Swim Centre	A Heasman
Greater promotion and recognition of the region eg branding and marketing at a regional level and collaborating on events and festivals to build on the strength of working together	W Yates
Regional Tourism promotion and strategies, eg. advocacy for tourism infrastructure such as ferries (Linkages to regional branding)	L Moline
Focus on community services coordination Eg community centres, about people and services and being coordinated	A LeSurf
Leverage the potential of the regional partnership by looking at effectiveness, 'testing' or a study what each other council is doing	T Sherlock
Artist Trail across the region as a regional initiative body (Linkages to regional branding) (Linkages to regional branding)	J Townsend
Regional Bike Race 'Head to Head' as a regional initiative to make SHOROC more of a community body (Linkages to regional branding)	J Townsend
Shared Bike Scheme across the region	C Kirsch
Kimbriki AWT and education on waste separation across the region	C Kirsch
More community engagement on a regional level across councils and the region, including identifying what is role of SHOROC and what is role of individual councils	C Kirsch
Regional tourism collaboration and tourism development in the region, including discussion to test other councils perceptions towards tourism, coordinated event planning and leveraging for major events to obtain economic value	J Hay

## Session 2 – Stronger Councils

This session focussed on ideas/proposals on how we can work together now and in the future for stronger councils, without impacting on independence.

Idea/proposal for consideration (DRAFT)	Raised by Councillor
Need for estimating cost savings already delivered and setting targets	T Sherlock
Shared Services where possible, eg. strategy	C Kirsch
Collaborate on green Infrastructure/revenue/PPP's	C Kirsch
Need to look at role of SHOROC/Operations/Board structure (held over until 3 <sup>rd</sup> session for discussion)	C Griffin
Procurement for use of GreenPower for infrastructure	C Griffin
Procurement together for streetlighting costs and provision of LED lights	J Townsend
Co-generation power	B Aird
Local green power generation	C Harris
Leveraging good news, eg. Energy project at Pittwater School	T Sherlock
Common Information Technology - Developing a long term strategy towards common IT platforms and systems (10 years)	W Yates
Shared Resources, eg. Plant and equipment, similar to the approach taken by NSW Police	M Ray
Plant and equipment shared resources eg Kiama which rents out its equipment to surrounding councils	C Griffin
Cost Saving v's Community Service Provision, for example regional maps of wildlife corridors, pest control	C Harris
Regional Staff training to avoid duplication of services	I White
Regional HR, including recruitment, job advertising, electronic recruitment system and pools of applicants	M Regan
Comparing performance and initiatives of SHOROC compared to other ROC's	T Sherlock
Staff Involvement in generating ideas	A Heasman
Already is collaboration between the ROC's, eg. Recent letter from NSROC President seeking regular meetings of ROC Directors	A Connon

### Session 3 – Other Ideas

This session focused on any other ideas/proposals for how we can better work together now and in the future

Idea/proposal for consideration (DRAFT)	Raised by Councillor
SHOROC Structure and Reporting: Better communication with Councillors on Minutes, updates, agenda items - understanding what SHOROC is working on. (A Cannon notes that Board Papers are on Mosman's Council meeting agenda)	C Griffin
Standing agenda item on Council meetings prior to the Board meetings as a means of taking items to the SHOROC Board	J Townsend
Review of SHOROC constitution for more councillor involvement, noting the structure of other ROCs including NSROC and MACROC	C Kirsch
Don't want to risk the focus and value of SHOROC - Core responsibility is regional issues, cost saving etc	A LeSurf
Shaping Our Future and concerns with the North South BRT, the finer details and options. Need for agreement on finer details. Transport brief needs to be broad so public transport concept does not fail.	J Read
Circulating the SHOROC Board Agenda to Councillors for comment prior to meetings, or having it as a standing agenda item on Council meeting Agendas	M Ray
Careful of too many processes which risk of creating SHOROC as another level of government.	J Townsend
Develop a proactive governance model for the region to present to State Govt could be pro-active agenda item for SHOROC	J Townsend
Note the value of Councillor involvement in previous projects eg Ingleside workshop on Shaping Our Future	A Cannon
Regional issues are the key focus and SHOROC is an avenue for dealing with regional issues without amalgamation	H Rose
SHOROC as a means of empowering and facilitating the four councils while being non-political so better to have Mayor and GM's on Board	H Wilkins
Not more Councillors on the Board but have clear avenue for bringing forward items for the Agenda	J Townsend
Shaping Our Future is a lobby document that reflects research and planning. It is future and forward thinking and represents the constituents	I White
Strong need for GM's on SHOROC Board as brings experience, talent, expertise	A Cannon
Process at Manly to have opportunity for bringing items to the SHOROC Board agenda	A Heasman
Shaping Our Future is first example of working together. Have more challenges ahead eg nutting out the detail, consultancy brief etc	W Yates

**Tab E: Kimbriki Sub-Committee Draft Minutes, 1 December 2010**

**KIMBRIKI SUB COMMITTEE- Meeting  
MEETING MINUTES**



**4.30-7.00pm Wednesday 1 December 2010  
Eco House and Garden, Kimbriki Resource Recovery Centre**

**Attendance:**

Clr Conny Harris, Warringah Council (Chair)  
Clr Barbara Aird, Manly Council  
Clr Denise Wilton, Mosman Council  
Clr Bob Dunbar, Pittwater Council  
Ms Jan Biggs, Pittwater Council Representative  
Ms June Dawes, Warringah Community Representative  
Ms Keelah Lam, Manly Community Representative

**Invited Guests Attending:**

Mr Rik Hart, General Manager, Warringah Council; Mr Jeffrey Lofts, Manager Environmental Compliance Pittwater Council; Mr Paul Perkins, Chair Kimbriki; Mr Aaron Hudson, CEO Kimbriki; Mr Mark Winser, Senior Project Officer Kimbriki; Mr Peter Cassis, Finance Manager Kimbriki; Mr John Cook, Director Kimbriki

**Secretariat:**

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

**Apologies:**

Clr David James, Pittwater Council  
Mr Tony Whybrow, Mosman Community Representative  
Mr Mark Ferguson, General Manager, Pittwater Council  
Mr Viv May, General Manager, Mosman Council

**Item 1 Welcome and tour of Kimbriki facility**

Prior to opening the meeting, attendees were provided with a tour of the Kimbriki facility hosted by Aaron Hudson and Mark Winser. The tour of the Eco House and Garden by Peter Rutherford was deferred until further notice.

Chair Clr Harris opened the meeting with acknowledgment to the Guringai the traditional owners of the land and welcomed all present. Apologies were received from those listed above. It was noted that Jeff Lofts was representing Mark Ferguson for the meeting and Clr Bob Dunbar for Clr David James.

Confirmation of the minutes of the previous meeting 1 September 2010 was moved by Barbara Aird, seconded by Denise Wilton.

The Kimbriki Sub-Committee:

- **Adopted** the minutes of the meeting of 1 September 2010.
- **Agreed** that a Welcome to Country would be added to future Agendas

## Item 2 Election of Chairperson

Ben Taylor moved the election of a new chairperson as resolved at the 1 June 2010 meeting and in recognition of the SHOROC Board's preference to rotate the chair annually.

One nomination was received being for Cr Conny Harris, moved by Barbara Aird and seconded Denise Wilton.

There being no other nominations, Mr Taylor declared Cr Conny Harris the chair for the 2010-11 period.

## Item 3 Questions and comments in regard to tour of Kimbriki facility

An open discussion forum followed the tour of the facility and raised a number of questions and comments.

Issues raised during the forum included:

- Packaging used in the sale of ANL products – KEE will take on notice
- Bags used in Clean Up Australia Day – KEE again will take on notice and raise with ANL
- Progress and development at the facility was noted
- The promotion of the facility to school groups – KEE advised of branding, vision and potential development for the facility (Eco House & Garden). A motion was moved by Barbara Aird and seconded by Denise Wilton that the committee request that SHOROC councils have links from their websites to the Kimbriki sites, carried. Keelah Lam moved that links to the 'Story of Stuff' be linked to the Kimbriki site, seconded by Denise Wilton, carried.
- Management of plastic bags in green waste – KEE noted and K Lam to provide comments
- Receipt of sullage at KEE – currently de-watered sullage (sewage sludge) is being processed under contract by Sydney Water, however, with a tunnel composting system, there is potential scope to bring these types of waste to Kimbriki in future years. . KEE further noted that in the planning for the KEE AWT facility, acceptance of sullage has not been included initially but could be considered in the future.
- Handling of Styrofoam – cannot be processed at KEE. While a limited number of alternative processors do exist, KEE advised of the issues regarding the quality of the products being derived. The committee noted comments regarding the recent motion by Barbara Aird at the LGSA conference and Manly Council's ban on the use of styro in DA conditions on new businesses (eg Styrofoam cups).

The Kimbriki Sub-Committee:

- **Note** the issues raised during the discussion forum
- **Agreed** that the Kimbriki Sub-Committee request that the SHOROC councils have links to KEE sites on their websites
- **Agreed** that Keelah Lam would provide information on the 'Story of Stiff' through SHOROC for inclusion on the KEE website
- **Agreed** that Keelah Lam would provide an email to KEE regarding the management of plastic bags in green waste

## Item 4 Presentation on planning and development of AWT at Kimbriki

Mark Winser provided a presentation on the progress on the planning and development of the AWT at the Kimbriki facility. An electronic version of the presentation is attached with distributed minutes.

The presentation was followed by a Q&A session that raised a number of issues including the completion of the flora and fauna studies, aboriginal heritage sites and odour control. The timing of the public exhibition



was also raised as a matter of concern, KEE responded noting the unfortunate timing and the step taken (extended exhibition period) to negate this.

Ben Taylor raised a question on behalf of Cr David James in regard to concerns raised by a community member regarding leachate flow into Narrabeen Lagoon. KEE advised that no leachate leaves the KEE site, that they are aware of a complainant in regard to this matter and have invited said person to visit and inspect facility. KEE responded in detail to the issue outlining the measures taken at the site to manage and the relationships to licencing and DECCW reporting.

The use of reed beds was raised in reducing turbidity – KEE responded and advised they are already in use.

The issue of lead dust from e-waste was raised – KEE responded advising that management of this area within the facility would be given further consideration.

Vegetation offsets at the south boundary as part of the new facility were discussed – KEE responded that as part of AWT they will need to upgrade the holding waste treatment area therefore the area was intentionally left clear to allow for the potential for expanded biological management of overflow if required.

Cleared land not owned by KEE was raised as a possible alternative to use of site – KEE responded that this area is not as well contained and better drainage is available at the selected site also outlined difficulty in acquiring land.

## **Item 5 General business**

Rik Hart left the meeting at 6.30pm.

### **Item 5.1 Bio energy plant (Keelah Lam)**

Keelah Lam noted concerns at anaerobic systems – KEE responded that they are not going down the anaerobic path, and noted that the processing options and systems being selected by the facility are based on robust, tested and as close to natural processes as possible.

### **Item 5.2 Kimbriki sub-committee and community interfaces**

Paul Perkins addressed the committee outlining the value and importance of the interface with the community particularly during the next six months of consultation.

### **Item 5.3 Committee vote of thanks to KEE for tour of facility**

Cr Conny Harris moved that a thank you be extended to KEE for their tour of the facility, seconded by Keelah Lam, carried.

The Kimbriki Sub-Committee:

- **Agreed** that the committee extend thanks to KEE for their tour of the facility.

## **Item 6 Date and Time of Next Meeting**

The 2011 meetings of the Kimbriki Sub-Committee are confirmed for:

- Wednesday 2 March 2011
- Wednesday 1 June 2011
- Wednesday 7 September 2011
- Wednesday 7 December

Time 5pm-7pm, venues to be confirmed.

**Meeting closed 6.55pm.**

## Tab F: Urban Planners Group Meeting, 9 November 2010

## SHOROC URBAN PLANNING GROUP

### Draft Minutes



**Tuesday 9 November 2010, 10am-12pm**  
**Mosman Council**

#### Attendees

Stephen Clements	Manly Council
David Kerr	Warringah Council
Steve Evans	Pittwater Council
John Carmichael	Mosman Council
Linda Kelly	Mosman Council
Ben Taylor	SHOROC

Action	Who	By when
--------	-----	---------

#### 1. Welcome & Apologies

Apologies from Malcolm Ryan (Warringah), David Pitney (Department of Planning).

#### 2. Previous meeting minutes

- |   |       |          |
|---|-------|----------|
| <ul style="list-style-type: none"> <li>Minutes from the meeting of 14 September 2010 were adopted. Points to note:</li> <li>The Acting Director of the Sydney East Region, NSW Department of Planning was an apology but the position has been advertised.</li> <li>Ben Taylor advised no progress to date on common reporting framework for Shaping Our Future to SHOROC although a meeting has been held where regional indicators have been discussed and this will be subject of further meetings and update to Group.</li> </ul> | BT    | 8/2/2011 |
| <ul style="list-style-type: none"> <li>Malcolm Ryan and Stephen Clements have met regarding possible regional approach to s94a. Malcolm is considering Manly's submission for an increase above 1% with a view to discussion at the February meeting. Manly's advice from the Department of Planning is that a regional approach to this is preferred but status unlikely to be resolved until the status of Part 5B of the Act and EPA Regulation are finalized.</li> </ul>  | MR/SC | 8/2/2011 |

### 3. Update on Shaping Our Future & next steps for implementation

- Shaping Our Future: adopted by all Councils and meetings now being sought with all local members and relevant Ministers/shadows to lock in commitments.
- Hospital: Warringah is still conducting meetings with the Department of Planning regarding development at Frenchs Forest and transport implications particularly the Wakehurst/Warringah intersection. Department of Planning understood to be considering a Frenchs Forest/Chatwood corridor approach but no details.

### 4. Housing strategy

- Warringah: Group noted that Warringah's draft Housing Strategy report has been considered by the Council but remains confidential at this stage. MR to update change of status. MR 8/2/2011
- Warriewood & Ingleside: Group noted the update with no progress due to doubtful financial viability. Pittwater section 94 provided an exemption to allow \$62k per site.

### 5. Development Assessment

- Group noted the update on Warringah's project (funded from the DoP) to reduce its DA load and that Malcolm will keep the group updated on progress. MR As appropriate

### 6. E-planning

- Site visit at Warringah to be held 10 November by Manly staff to see operation and capability of e-based assessment and certificate generation.

### 7. LEP Updates

- Warringah advised of little progress other than refining details such as mapping enquiries and similar.
- Mosman in similar position to Warringah but have concerns about status of a number of local provisions. Still hasn't adopted DCPs due to this lack of clarity.
- Manly advised of good progress with Working Party and expects to submit draft plan by

April/May 2011.

- Pittwater still undertaking background work.
- SC advised that Parliamentary Council is reviewing closely all draft LEPs regarding declarations of pecuniary interest by Councillors. All councils advised to consider closely.
- Mosman advised of concern arising with the practical application of heritage provisions relating to trees removal or pruning which will require development consent.

## **8. Other Business**

- SC advised meeting Manly Mayor and Councillors of Manly wished to extend to staff of Mosman involved in preparing State of the Environment Report their congratulations on a good job and excellent presentation.
- Discussion on meeting housing/employment targets concluded that it will be necessary to await release of new Metropolitan Strategy (Metropolitan Plan) before considering further. Ben Taylor to convene meeting between planners/economic development staff once the plan is released.
- The draft SEPP for delivering multiple sites (Six Pack SEPP as termed) has been opposed by bodies such as PIA due to adverse consequences on the planning system generally and the uncertainty it would cause.
- Mosman advised that it will receive a partial exemption for 5 years from the Codes SEPP for the foreshore slopes. Sunset on implementation of Codes SEPP 1/1/2011.
- All Councils are reporting increased development applications received.
- Review of draft Regulation – all Councils have made submissions. Mosman specifically raised mandatory requirements for DAs involving tree removals/pruning.

## **9. Meeting Venue/ Next Meeting**

It was agreed to move future meeting to the SHOROC offices due to ease of access and parking. The next meeting will occur at SHOROC offices on Tuesday 8 February, 2011

## Tab G: Climate Change Working Group Minutes, 18 November 2010

**SHOROC CLIMATE CHANGE GROUP**  
**DRAFT Minutes**  
**Friday 18 November 2010, 9.30 – 11am**  
**SHOROC Offices.**



**Attendees**

Monique Needham	Manly Council
David Bell	Warringah Council
Jennifer Pang	Pittwater Council
Jo Tulau	Pittwater Council
Henrietta Alexander	Mosman Council
Ben Taylor	SHOROC
Hazel Storey	SHOROC

Action	Who	By when
<b>1. Welcome &amp; Apologies</b>		
<ul style="list-style-type: none"> <li>Apologies from Dalene Amm, Manly Council, Belinda Atkins, Mosman Council and Daniel Lovett, Warringah Council.</li> </ul>		
<b>2. Minutes from last meeting and actions arising</b>		
<ul style="list-style-type: none"> <li>Group noted the update non the soy-derived Biodeiesel and that Warringah will provide an update on the uptake</li> </ul>	David	Feb 2011
<ul style="list-style-type: none"> <li>The GreenPower letter and Agenda for the training will be circulated shortly</li> </ul>	David	10 Dec 10
<b>3. Review of inventory</b>		
<ul style="list-style-type: none"> <li>Agreed that the inventory would be and provided to SHOROC for compilation and re-circulation within 2 weeks.</li> </ul>	All	10 Dec 10
<b>4. Scoping and action in the priority areas</b>		
<ul style="list-style-type: none"> <li>Adaptation: <ul style="list-style-type: none"> <li>There could be interest in coordinated training for staff on new legislative changes, for example from the SCCG or DECCW.</li> <li>All are to advise of the level of interest in this coordinated training from relevant staff from areas such as natural environment, parks and reserves, emergency management, compliance, planning and property management</li> <li>If interest, BT to talk to SCCG and DECCW re training</li> <li>Bring to the next meeting the risk management assessments conducted by each council for review and identification of common areas for potential collaboration</li> </ul> </li> <li>Fleet: continue keep a watching brief on the work being done by the fleet managers and support where possible.</li> <li>Greenpower data: Letter to be drafted to lobby for release of date on Greenpower uptake across the region.</li> <li>Mitigation: <ul style="list-style-type: none"> <li>Warringah to put together agenda for first training focused on energy management for facility managers to better manage demand and usage.</li> </ul> </li> </ul>	 All  BT All  All  Warringah  Warrinagh	 Feb 2011  Feb 2011 Feb 2011  Ongoing  10 Dec 10  10 Dec 10

Next meeting: Proposed for 9.30am 15 February 2010 at SHOROC.

## Tab H: Quarter 2 2010/11 Council Efficiency and Cost Savings program report

<b>SHOROC Efficiency and Cost Savings Program</b>				
<b>Revolving Cost Savings Fund - Summary Report</b>				
For quarter ending:		December 2010		
Council	Project Detail	Total Cost Savings	10% Cost Savings	Ref
Warringah	Fuel Tax Credit Scheme - Rebate 2008-2010*	24,475.00	2,447.50	AIT5 Oct 10
Mosman	Cash Collection and Parking Meter Collection Tender	9,225.00	922.50	T21011SHOROC
Warringah	Cash Collection and Parking Meter Collection Tender	16,959.00	1,695.90	T21011SHOROC
Pittwater	Cash Collection and Parking Meter Collection Tender	23,501.00	2,350.10	T21011SHOROC
* Note actual savings \$32,633 adjusted for commission to AITS for review				
		<b>\$74,160.00</b>	<b>\$7,416.00</b>	
<b>YTD Revolving Cost Savings Summary 2010/2011</b>				
Council	Total	10%		
Mosman	23,225.00	2,322.50		
Manly	36,583.00	3,658.30		
Warringah	141,334.00	14,133.40		
Pittwater	44,301.00	4,430.10		
<b>End Q2</b>	<b>\$ 245,443.00</b>	<b>\$ 24,544.30</b>		
				
				
<i>A partnership of Manly, Mosman, Pittwater and Warringah councils - making our region and our councils even stronger.</i>				

**Tab I: Agenda for 14 December 2010 Warringah Council Meeting (separate PDF attachment)**

**Tab J: Response to notice of motion from 3 August 2010 Meeting**

**3.15 Notice of Motion No 42/2010**

**SHOROC Governance Issues Relating to Warringah Council**

(BP REF 15)

**227/10 RESOLVED**

***Cr Laugesen / Cr Ray***

That formal arrangements be drafted and returned to Council for consideration about referring functions and matters to SHOROC, including:

- a) Terms of Reference for SHOROC in relation to Warringah Council's interests;
- b) establishment of a formal delegation of applicable Warringah Council staff functions for SHOROC-related duties;
- c) processes for community members and member Council elected representatives to be involved in SHOROC meetings and policy formulation;
- d) development and implementation of a process for the placement of items on SHOROC meeting agendas by elected representatives;
- e) publication of SHOROC meeting agendas and minutes on member council websites, including meetings of the general managers;
- f) introduction of a process for formal consideration and, if applicable, adoption of all SHOROC meeting decisions by Warringah Council; and
- g) itemisation or estimation in SHOROC's budget and annual reports of individual member council staff time costs contributed to carrying out SHOROC work, such as communications, publicity and promotions of the region or specific lobbying activities.

**VOTING**

**For the resolution:** Crs De Luca, Falinski, Giltinan, Harris, Kirsch, Laugesen and Ray.

**Against the resolution:** Crs Regan, Sutton and Wilkins.



**Tab K: Outline of SHOROC Governance Structure and other ROC's****SHOROC Governance structure**

The current Governance structure for SHOROC includes the Board, Executive and General Managers Advisory Committee (GMAC). An outline, as drawn from the constitution, follows.

The Board

18 (i) Delegates to the Organisation shall collectively be known as the Board.

18 (ii) Subject to the Act, the Regulation and this constitution and to any resolution passed by the Organisation in a general meeting:

The Board is to control and manage the affairs of the Organisation including:

- Monitor the performance of the Organisation
- Adopt a business plan
- Adopt annual estimate of revenue and expenditure having regards to the business plan on advice from General Managers Advisory Committee
- Approve additional resources for priority regional projects from time to time as recommended by General Managers' Advisory Committee
- Make broad policy decisions within the objectives of the Organisation
- Exercise such other functions as may be exercised by the Organisation other than those functions that are required to be exercised by a general meeting.

19 (i) A member Council will be represented on the Board by its delegates as follows:

- The Mayor and the General Manager

19 (iv) Where the Mayor of a Council is unable to attend a meeting of the Board, the Council may only be represented by the Deputy Mayor; in the Deputy Mayor's absence a Council may be represented by a Councillor duly authorised by the Mayor for the purpose of being an alternative delegate.

19 (v) Where the General Manager of a Council is unable to attend the meeting of the Board, the Council may be represented by another senior representative of the Council duly authorised by the General Manager for the purpose of being an alternative delegate.

34. Board Voting. (i) At Board meetings each delegate, and each bona fide alternative delegate representing a delegate, shall be entitled to vote. Each member Council shall therefore have two votes.

34 (ii) The President shall have both a deliberative vote and, in the event of equality of votes, a casting vote.

34 (iii) A unanimous vote is when at least four elected members, one representing each member council at the meeting, agree.

34 (iv) All votes must be given personally and there is no provision for voting by proxy.

#### The Executive

20 (1) The Executive of the Board shall consist of the Office Bearers of the Organisation

20 (2) The Office Bearers of the Organisation are to be:

- (a) The President
- (b) The Vice President
- (c) The Treasurer

24 Between meetings of the Board the role of the Board shall be to determine matters relevant to the Board's responsibility in circumstances where:

- 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
- 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 have been adopted by unanimous decision of the Board.

#### General Managers' Advisory Committee (GMAC)

26. Delegates of each Council who are General Managers shall comprise the General Manager Advisory Committee ("GMAC"). One General Manager shall be appointed chairperson.

27 (1) The role of the GMAC will be to:

- Advise on administrative and planning matters.
- Exercise general supervision of the Organisation's staff and resources including the authorisation of expenditure within the budget approved by the Board.
- Submit reports and recommendations to the Board for policy decision.
- Prepare and submit a Business Plan to the Board for adoption.
- Have general supervision of projects and activities in the Business Plan.
- The exercise of such functions as the Board may delegate to GMAC from time to time by resolution.

27 (2) Where the General Manager of a Council is unable to attend a meeting of the GMAC, the Council may be represented by another senior representative of the Council duly authorised by the General Manager for the purpose of being an alternative delegate.

### Governance structures of other Regional Organisations of Councils in NSW

A summary table of the governance structures of the ROCs in NSW sourced from their websites is below.

Name	Structure	Board or equivalent	Executive	GMAC
Metropolitan ROCs				
NSROC (Northern Sydney Regional Organisation of Councils)  7 councils	Incorporated Association	Mayor and one other Councillor from each member Council	President and two Vice Presidents	Yes
MACROC (Macarthur Regional Organisation of Councils)  3 councils	Section 355 Committee of Campbelltown City Council.	Twelve voting Delegates: Mayor plus 3 councillors from each Council.  General Managers are Non-voting Delegates.	President, Treasurer and General Managers	Information not available
SHOROC (Shore Regional Organisation of Councils)  4 councils	Incorporated Association	Mayors and General Managers from each member Council	President, Vice-President and Treasurer	Yes
SSROC (Southern Sydney Regional Organisation of Councils)  16 councils	Incorporated Association	Two councillors from each council, usually Mayor and Deputy Mayor	President and two Vice-Presidents	Yes
WSROC (Western Sydney Regional Organisation of Councils)  10 councils	Company limited by guarantee	Mayor and one other Councillor from each member Council	President, Senior Vice President, Junior Vice President and Treasurer	Yes

Largely regional ROCs				
CENTROC (Central NSW Councils)  16 councils and 1 County Council	Section 355 Committee of Forbes Shire Council	Usually Mayors and General Managers from each member Council.	10 persons	Yes.
Name	Structure	Board or equivalent	Executive	GMAC
Hunter Councils  11 councils	Incorporated Association	Mayors and General Managers from each member Council	Information not available	Yes
MIDGOC (Mid North Coast Group of Councils)  8 LGAs	Strategic alliance	Mayors and General Managers from each member Council	Information not available	Information not available
NamoiROC (Namoi Regional Organisation of Councils)  5 councils and Namoi CMA	Strategic alliance	Mayors and Chairman (General Managers attend but no voting rights).	Information not available	Yes
NOROC (Northern Rivers Regional Organisation of Councils Inc)  7 councils and 2 county councils	Incorporated Association	Mayors and Chairs (County Councils) from each member Council	Information not available	Yes
OROC (Orana Regional Organisation of Councils)  11 councils	Association	2 delegates from each council	Chair and 2 Deputy Chairs	Information not available

REROC (Riverina Eastern Regional Organisation of Councils)  13 councils	Incorporated Association	Mayors and General Managers from each member Council	Chairperson, Deputy Chairperson and Treasurer	Executive Committee of some Mayors and General Managers
RAMROC (Riverina and Murray Regional Organisation of Councils)  18 councils	Section 355 Committee of Murray Shire	Mayors and General Managers from each member Council	Chairman, Deputy Chairman and Secretary/Treasurer	Yes
Southern Councils Group (SCG)  7 councils	Association	Mayors and 1 Councillor from each member council	Information not available	Yes

In regard to the Board operation, it appeared all ROCs operated with equal voting rights for all delegates on the Boards.

2010/11 Operational Plan – Half Yearly Report

SHOROC is a partnership between the four councils that make up the region of the Northern Beaches from Bradleys Head to Barrenjoey – Manly, Mosman, Warringah and Pittwater councils. The SHOROC Board approved a new Corporate Plan for SHOROC in May 2010, with a focus on three key objectives:

- Making our region stronger
- Making our councils stronger
- Making our business (the partnership) stronger.

The 2010 Corporate Plan includes key projects to be delivered in 2010/11. This report is a short summary of the key activities and outcomes delivered in the first half of the 2010/11 year.

Objective	2010/11 key projects	Progress Jul-Dec 2010
<p><b>To make our region stronger including improved:</b></p> <ul style="list-style-type: none"> <li>○ Health and lifestyle</li> <li>○ Transport and sustainable communities</li> <li>○ Homes and built environment</li> <li>○ Jobs and business</li> <li>○ Natural environment</li> </ul>	<ul style="list-style-type: none"> <li>○ Complete SHOROC Regional Directions, setting out the overarching strategic direction for the region with a focus on housing, jobs, health and transport.</li> <li>○ Develop and deliver targeted campaign for Government, business and the community on transport and health including promotion, media, lobbying, submissions and other strategies.</li> <li>○ Develop SHOROC Regional Directions for Sustainability.</li> <li>○ Commence SHOROC Regional Directions for Liveability.</li> <li>○ Develop and deliver other targeted campaigns and projects as identified and agreed by the Board incl. development of a Historical Names register.</li> <li>○ Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required.</li> </ul>	<ul style="list-style-type: none"> <li>○ Finalised and gained agreement of all four councils and the Board of <i>Shaping Our Future</i> as the strategy for the SHOROC region, encompassing regional policies for transport, health, housing and jobs.</li> <li>○ Commenced development of ‘health of the region’ indicators to enable key issues of importance to the community and councils to be monitored over time and progress to be measured on achieving regional outcomes including through <i>Shaping Our Future</i></li> <li>○ Coordinated Mayor-led advocacy campaign for transport and hospital funding based on the priorities in <i>Shaping Our Future</i>, resulting to date in:                         <ul style="list-style-type: none"> <li>- Transport: verbal commitment from NSW Coalition, should it win the 2011 NSW election, to funding as a priority detailed feasibility studies on the implementation of Bus Rapid Transit systems for our region, from Mona Vale to the City and Dee Why to Chatswood based on the <i>Shaping Our Future</i> strategy.</li> <li>- Health: commitment from NSW Coalition, should it win the 2011 NSW election, to commence construction in its first term of the Northern Beaches Hospital at Frenchs Forest, whilst retaining Mona Vale Hospital as a complementary Hospital.</li> <li>- Recognition of the leadership role of Manly, Mosman, Pittwater and Warringah councils and SHOROC through positive media and community feedback, including stories in the Manly Daily (11), Mosman Daily (3), Sydney Morning Herald and on 7 TV News, ABC Radio News and Radio 2UE.</li> </ul> </li> <li>○ Commenced development of a regional sustainability strategy, the next part of <i>Shaping Our Future</i>, to include council and potential collaborative strategies to maintain and enhance the region’s vibrant way of life and natural environment.</li> <li>○ To commence in 2011</li> <li>○ Made collective submission’s as appropriate to advocate for the region, including to the NSW Government on its Health Reform in NSW discussion paper.</li> <li>○ Historical Names register under development and to be on website early 2011.</li> <li>○ Facilitated collaboration, knowledge and resource sharing between councils through council working groups and supported council staff and projects.</li> </ul>

<p><b>To make our councils stronger including:</b></p> <ul style="list-style-type: none"> <li>○ Operational efficiencies</li> <li>○ More effective and engaged workforce</li> <li>○ Stronger voice on regional issues</li> <li>○ Leading practice systems and processes</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop and commence council efficiency and effectiveness strategy across councils to deliver \$200,000 in cost savings and efficiency measures through improved processes, operations, shared resources, tendering and procurement.</li> <li>○ Commence project planning for common waste collection service by 2014.</li> <li>○ Develop SHOROC Workforce Plan in partnership with council HR Managers.</li> <li>○ Investigate feasibility of a coordinated training program for council staff.</li> <li>○ Deliver targeted seminars or conferences for councillors and council staff.</li> <li>○ Support council working groups in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required.</li> </ul>	<ul style="list-style-type: none"> <li>○ Developed and commenced Council Cost Saving and Efficiency program, including 9 regional tenders and identification of 5 collaborative efficiency/cost saving projects.</li> <li>○ Delivered estimated annual savings to councils through the Council Cost Saving and Efficiency program totalling \$245,443, including :             <ul style="list-style-type: none"> <li>- Manly \$36,583</li> <li>- Mosman \$23,225</li> <li>- Pittwater \$44,301</li> <li>- Warringah \$141,334</li> </ul> </li> <li>○ Commenced project planning toward a common waste collection system by 2014.</li> <li>○ In progress.</li> <li>○ In progress as part of Council Cost Saving and Efficiency program.</li> <li>○ In progress.</li> <li>○ Facilitated collaboration, knowledge and resource sharing between councils through council working groups and supported council staff and projects.</li> </ul>
<p><b>To make the SHOROC stronger including:</b></p> <ul style="list-style-type: none"> <li>○ Revenue</li> <li>○ Communications &amp; Promotion</li> <li>○ Our people</li> <li>○ Governance</li> <li>○ Operation, procedure &amp; policies</li> </ul>	<ul style="list-style-type: none"> <li>○ Identify and agree with Board optimal percentage of council cost savings to be invested into Revolving Cost Savings Fund.</li> <li>○ Generate \$75,000 in revenue from new income streams including but not limited to council cost savings, events, fee-for-service and grants.</li> <li>○ Launch and actively promote new SHOROC website designed to promote SHOROC activities, leverage campaigns and build an online social network of council staff and community members taking action on SHOROC campaigns.</li> <li>○ Develop communications strategies for SHOROC and key campaigns.</li> <li>○ Review and update governance structure.</li> <li>○ Review and update of operational policies to improve responsiveness and effectiveness.</li> <li>○ Promote SHOROC through awards, conferences and networks.</li> </ul>	<ul style="list-style-type: none"> <li>○ Invested \$24,544 into the Revolving Cost Savings Fund, to be used to fund ongoing council cost savings and efficiencies or other projects as agreed by the Board.</li> <li>○ Launched new SHOROC website to improve Councillor, staff and community engagement with the work of councils and SHOROC, with over 3100 views per month and over 1600 subscribers to SHOROC's e-news, Facebook or Twitter updates.</li> <li>○ In progress as appropriate.</li> <li>○ Commenced a review of the SHOROC Governance structure.</li> <li>○ Updated operational policies including new policies for procurement, communications and media and website</li> <li>○ LGSA Excellence in the Environment Awards 'Highly Commended' for E-waste Ban</li> </ul>

## Tab M: Second Quarterly Financial Report 2010/11

Shore Regional Organisation of Councils					
Profit & Loss Statement					
July 2010 through to December 2010					
	Actual 2011	To date Variance	Budget 2011	Final Forecast	Variance
<b>Operating Income</b>					
Inc - Warringah - Admin Charge	\$ 73,500.00	\$ -	\$ 73,500.00	\$ 73,500.00	\$ -
Inc - Pittwater - Admin Charge	\$ 73,500.00	\$ -	\$ 73,500.00	\$ 73,500.00	\$ -
Inc - Mosman- Admin Charge	\$ 73,500.00	\$ -	\$ 73,500.00	\$ 73,500.00	\$ -
Inc - Manly- Admin Charge	\$ 73,500.00	\$ -	\$ 73,500.00	\$ 73,500.00	\$ -
Warringah waste levy contribution	\$ 54,574.00	\$ -	\$ 54,574.00	\$ 54,574.00	\$ -
Pittwater waste levy contribution	\$ 23,799.00	\$ -	\$ 23,799.00	\$ 23,799.00	\$ -
Mosman waste levy contribution	\$ 12,919.00	\$ -	\$ 12,919.00	\$ 12,919.00	\$ -
Manly waste levy contribution	\$ 18,545.00	\$ -	\$ 18,545.00	\$ 18,545.00	\$ -
Revolving Cost Savings Fund income	\$ 17,869.30	\$ 7,869.30	\$ 20,000.00	\$ 27,869.30	\$ 7,869.30
Members' Fees	\$ 16.00	\$ -	\$ 16.00	\$ 16.00	\$ -
Interest Earnt	\$ 11,001.24	\$ 6,501.24	\$ 9,000.00	\$ 18,582.24	\$ 9,582.24
<b>Total Trading Income</b>	<b>\$ 432,723.54</b>	<b>\$ 14,370.54</b>	<b>\$ 432,853.00</b>	<b>\$ 450,304.54</b>	<b>\$ 17,451.54</b>
<b>Operating Expenses</b>					
Accounting Fees	\$ 11,700.00	\$ 300.00	\$ 12,000.00	\$ 11,700.00	\$ 300.00
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -
Bank Charges	\$ 163.48	\$ (13.48)	\$ 300.00	\$ 313.48	\$ (13.48)
Bookkeeping Services	\$ 586.37	\$ (86.37)	\$ 1,000.00	\$ 1,086.37	\$ (86.37)
Catering	\$ 1,280.86	\$ (480.86)	\$ 1,600.00	\$ 1,780.86	\$ (180.86)
Dues and Subscriptions	\$ 295.20	\$ (45.20)	\$ 500.00	\$ 295.20	\$ 204.80
Electricity	\$ 854.08	\$ 145.92	\$ 2,000.00	\$ 1,708.16	\$ 291.84
Insurance	\$ 1,386.48	\$ -	\$ 7,150.00	\$ 6,776.48	\$ 373.52
IT - Repairs & Maintenance	\$ -	\$ 1,010.00	\$ 2,020.00	\$ 1,010.00	\$ 1,010.00
Legal Fees Operations	\$ -	\$ 750.00	\$ 1,500.00	\$ 750.00	\$ 750.00
Office Supplies/Stationery etc	\$ 1,198.23	\$ (198.23)	\$ 2,000.00	\$ 2,000.00	\$ -
Office Equipment	\$ 1,160.48	\$ (160.48)	\$ 2,000.00	\$ 2,000.00	\$ -
Postage & Courier	\$ 482.10	\$ (82.10)	\$ 800.00	\$ 800.00	\$ -
Printing / Photocopy	\$ 3,685.58	\$ (1,435.58)	\$ 4,500.00	\$ 4,500.00	\$ -
Rent	\$ 13,999.98	\$ 0.02	\$ 28,000.00	\$ 28,000.00	\$ -
Repairs & Maintenance	\$ 299.09	\$ (299.09)	\$ -	\$ 299.09	\$ (299.09)
Seminars / Conferences	\$ 625.63	\$ 1,374.37	\$ 4,000.00	\$ 4,000.00	\$ -
Tel - Fixed	\$ -	\$ 2,100.00	\$ 4,200.00	\$ 2,400.00	\$ 1,800.00
Tel - Mobiles	\$ 531.81	\$ (51.81)	\$ 960.00	\$ 960.00	\$ -
Internet	\$ 590.45	\$ 129.55	\$ 1,440.00	\$ 1,180.90	\$ 259.10
Travel	\$ 242.74	\$ 7.26	\$ 500.00	\$ 492.74	\$ 7.26
Wages & Salaries	\$ 150,392.09	\$ 2,937.07	\$ 308,599.03	\$ 313,050.43	\$ (4,451.40)
Superannuation	\$ 13,220.98	\$ 351.70	\$ 27,145.35	\$ 27,533.38	\$ (388.03)
Staff Training	\$ 587.48	\$ 412.52	\$ 2,000.00	\$ 2,000.00	\$ -
Staff Amenities	\$ 364.40	\$ (111.78)	\$ 505.25	\$ 617.03	\$ (111.78)
Depreciation	\$ -	\$ 1,465.29	\$ -	\$ 2,930.59	\$ (2,930.59)
Revolving Cost Savings Fund deposit	\$ 17,869.30	\$ 7,869.30	\$ 20,000.00	\$ 27,869.30	\$ (7,869.30)
<b>Total Operating Expenses</b>	<b>\$ 221,516.81</b>	<b>\$ 149.42</b>	<b>\$ 434,719.63</b>	<b>\$ 446,054.01</b>	<b>\$ (11,334.37)</b>
<b>Operating Profit</b>	<b>\$ 211,206.73</b>	<b>\$ 14,519.96</b>	<b>\$ (1,866.63)</b>	<b>\$ 4,250.53</b>	<b>\$ 6,117.17</b>
<b>Project Income</b>					
SHOROC Council Contribution General Proje	\$ 40,000.00	\$ -	\$ 40,000.00	\$ 40,000.00	\$ -
General project reserve allocation to Regional	\$ 10,964.00	\$ -	\$ 10,963.49	\$ 10,963.49	\$ -
DECCW Sustainability grant (unspent 09/10)	\$ 50,000.00	\$ -	\$ 50,000.00	\$ 50,000.00	\$ -
Waste management projects (unspent 09/10)	\$ 24,916.00	\$ -	\$ 24,916.00	\$ 24,916.00	\$ -
Seminars, conferences & events	\$ -	\$ (2,500.00)	\$ 5,000.00	\$ 2,500.00	\$ (2,500.00)
Grants	\$ -	\$ -	\$ 50,000.00	\$ 50,000.00	\$ -
<b>Total Project Income</b>	<b>\$ 125,880.00</b>	<b>\$ (2,500.00)</b>	<b>\$ 180,879.49</b>	<b>\$ 178,379.49</b>	<b>\$ (2,500.00)</b>
<b>Projects Expenses</b>					
<b>Projects Expenses</b>					
General Projects exp	\$ -	\$ -	\$ 40,000.00	\$ 26,621.01	\$ 13,378.99
Councillor Forum	\$ 5,778.99	\$ -	\$ -	\$ 5,778.99	\$ (5,778.99)
Shaping Our Future	\$ 6,540.59	\$ -	\$ 10,963.49	\$ 18,563.49	\$ (7,600.00)
DECCW Sustainability grant (unspent 09/10)	\$ 22,056.29	\$ 2,943.71	\$ 50,000.00	\$ 50,000.00	\$ -
Waste management projects	\$ 506.00	\$ 11,952.00	\$ 24,916.00	\$ 24,916.00	\$ -
Grants	\$ -	\$ -	\$ 50,000.00	\$ 50,000.00	\$ -
<b>Total Projects Expenses</b>	<b>\$ 34,881.87</b>	<b>\$ 14,895.71</b>	<b>\$ 175,879.49</b>	<b>\$ 175,879.49</b>	<b>\$ -</b>
<b>Projects Profit</b>	<b>\$ 90,998.13</b>	<b>\$ 12,395.71</b>	<b>\$ 5,000.00</b>	<b>\$ 2,500.00</b>	<b>\$ (2,500.00)</b>
<b>Net Profit</b>	<b>\$ 302,204.86</b>	<b>\$ (26,915.67)</b>	<b>\$ 3,133.37</b>	<b>\$ 6,750.53</b>	<b>\$ 3,617.17</b>