

SHOROC INCORPORATED

BOARD MEETING

Wednesday, 18 May 2011, 3:10 - 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
Mark Ferguson	General Manager Pittwater Council and SHOROC Treasurer
Henry Wong	General Manager Manly Council
Rik Hart	General Manager Warringah Council
Viv May	General Manager Mosman Council

In attendance

Ben Taylor	Executive Director SHOROC
Lisa Stevens	Office Manager SHOROC

Item 1 Welcome and Apologies

Cr Harvey Rose, Mayor of Pittwater and SHOROC President chaired the meeting and welcomed all those attending. There were no apologies received. Cr Regan advised the Board that he would need to leave the meeting at 4pm to attend another appointment.

Item 2 Minutes of the meeting 9 February 2011

Item 2

The Board resolved:

- To adopt the Minutes of the meeting held 9 February 2011, noting that Cr Michael Regan, Warringah Council and Rik Hart, Warringah Council voted against Item 7.1 Governance.

Moved Viv May /Seconded Cr Anne Connon

Carried Unanimously

Item 3 Matters arising from previous meeting minutes

Item 3.1 Summary of meeting actions underway

Progress on actions arising from previous Board meetings not specifically dealt with in this agenda are listed below.

Action	Initiated by	Progress and next steps	Expected completion
Incorporate suggestions raised by Councillors at the 2010 Councillor Forum into the 2011/12 SHOROC Operational Plan, the regional sustainability and liveability strategies and Cost Savings & Efficiency program.	Board February 2010	Suggestions have been incorporated into the 2011/12 SHOROC Operational Plan and Cost Savings & Efficiency program (Item 7.1) and the regional sustainability strategy (Item 5.2). It is planned the development of the regional liveability strategy will be commenced in the next financial year and suggestions will be considered for incorporation at this point.	Complete 2012

Item 3.1

The Board resolved:

- To note the work underway on actions arising from previous Board meetings.

Moved Mark Ferguson /Seconded Cr Michael Regan

Carried Unanimously

Item 4 Advocacy and issues management

Item 4.1 Health

Ms Vicki Taylor, Chief Executive and Mr Mark Newton, Director Planning and Performance from the Northern Sydney Health Network (NSLHN), along with Mr Anthony Manning, Director Planning & Technical and Mr David Ballantyne Associate Director Planning and Technical from NSW Health Infrastructure (HI), attended the February 2011 SHOROC Board meeting at which the planning for the Northern Beaches Hospital and the planning for the NSLHN were discussed.

Following the meeting Ms Taylor wrote to SHOROC to thank the Board for the opportunity, to provide copies of the slides to which she referred to at the meeting and to offer to provide further briefings over the coming months. A copy of Ms Taylor's letter is attached (**Tab A**).

Ms Taylor and Mr Manning were also invited to attend this meeting of the Board to provide an update on planning for the Northern Beaches Hospital and the NSLHN including Manly and Mona Vale Hospitals. Ms Taylor has accepted the invitation and will also bring Ms Susan Pearce, Director Operations from the NSLHN to attend the meeting from 3-3.30pm. Mr Manning tendered his apologies.

Item 4.1

The Board resolved:

- To note the apologies received from Ms Taylor and Ms Pearce who advised of a late conflicting appointment with the Board meeting.
- To write to Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHN) and Mr Anthony Manning, Director Planning & Technical at NSW Health Infrastructure to suggest a briefing be held with the SHOROC Board in the coming month or at the next Board meeting in August to provide an update on planning for the Northern Beaches Hospital and the NSLHN including Manly and Mona Vale Hospitals.

Moved Henry Wong /Seconded Mark Ferguson

Carried Unanimously

Item 4.2 *Shaping Our Future*

At its 9 February 2011 meeting, the SHOROC Board resolved:

- 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.

Update on activity

In the lead up to the NSW election, SHOROC issued a press release outlining the positions of the political parties represented in the SHOROC region in regard to the major *Shaping Our Future* priorities, including the positions and commitments made by the NSW Coalition, NSW Labor, NSW Greens and NSW Christian Democratic Party.

Following the Election, letters of congratulations from the SHOROC President were sent to the local MPs, the new Premier and the new Transport Minister Ms Gladys Berejiklian MP, welcoming the commitments made during the Election and indicating that the SHOROC councils look forward to working closely with the new government on delivering these priorities.

The commitments made by the NSW Coalition included:

- Transport: Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- Health: \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

A copy of the letters and responses received is attached (**Tab B**).

A breakfast meeting between the SHOROC Board and local MPs Jillian Skinner MP, Mike Baird MP, Brad Hazzard MP, Rob Stokes MP and Jonathan O’Dea MP has been arranged for Monday 16 May to discuss the implementation of the transport and health commitments and other regional issues. All of the local MP’s have accepted the invitation and an agenda will be circulated prior to the meeting.

SHOROC’s Executive Director recently met with senior staff from the NSW Department of Transport to discuss feasibility planning for the Bus Rapid Transit systems proposed in *Shaping Our Future*.

Next steps

Now that the Liberal/National Coalition has formed the new NSW Government, the next few months will be very important in the campaign to secure transport and health funding for the region. It will be critical to work with the government to ensure the commitments are delivered as a priority in the short term and effective governance arrangements are in place.

Item 4.2

The Board resolved:

- To note the update on the *Shaping Our Future* campaign.
- That the President write to the Local Members to thank them for their attendance at the meeting of Monday 16 May 2011 and the productive discussion on the implementation of the transport and health commitments as well as other regional issues.

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

The Board resolved:

- To consider Items 7.2 and 8.1 as the next items as Cr Michael Regan needed to leave the meeting at 4pm after Item 8.1 to attend another appointment.

*Moved Cr Harvey Rose/Seconded Mark Ferguson
Carried Unanimously*

Item 7.2 Report from the Treasurer

It has come to the attention of the Treasurer that in the interests of good financial practice there is a need for SHOROC to either amend its constitution or increase its asset base. This is required as, while there is no intent to do so, the costs for which SHOROC would be liable as at 30 June in any year in the event of the member councils resolving to terminate the organisation would be greater than its current assets.

As part of the annual end of financial year reporting on SHOROC’s finances, the SHOROC Board is required to state that ‘at the date of this statement, there are reasonable grounds to believe that Shore Regional Organisation of Councils Inc will be able to pay its debts as and when they fall due’.

Currently, under Clause 8 of the SHOROC Constitution, if there is a decision to terminate the Organisation, “the debts and liabilities of the Organisation shall be discharged out of the assets of

the Organisation. The balance of the assets and any income shall be shared equally by the remaining member councils immediately before the termination of the Organisation.”

This is understood to mean that legally any costs for which SHOROC is liable would need to be paid for from the assets of the organisation, while any assets would be shared equally by members.

The current estimated shortfall of liabilities for staff and other costs as at 30 June 2011 is \$45,915. This shortfall is based on forecast liabilities in the order of \$228,511, and forecast unencumbered assets in the order of \$182,596 at the end of the 2010/11 financial year. It should be noted that the unencumbered assets include current reported liabilities of \$108,457 for the General Projects Provision, Revolving Cost Savings Fund and Waste Projects.

A table summarising the forecast financial position at the end of the 2010/11 financial year is below.

Potential liabilities if resolve to terminate organisation	
Total estimated termination liabilities	\$ 214,511
Current Organisational Assets	
2010 retained assets	
Retained earnings 2010	\$ 68,639
Retained General projects allocation	\$ 44,900
2011 forecast assets as of 31 March 2011	
Forecast Admin profit	\$ 5,499
Forecast Projects profit	\$ 110,536
Forecast Revolving Cost Savings Fund	\$ 28,020
Total forecast assets end 2010/11	\$ 257,596
Other current Organisational Liabilities	
Allocated to project	
Provision for waste audit	\$ 75,000
Not allocated to project	
General projects allocation*	\$ 71,026
Revolving Cost Savings Fund*	\$ 28,020
Provision for waste projects*	\$ 9,410
Total forecast liabilities end 2010/11	\$ 183,457
Net assets end 2010/11	\$ 74,138
Net assets end 2010/11 plus 'unallocated' liabilities (indicated with '*')	\$ 182,596
Shortfall of net assets compared to potential liabilities	\$ 45,915

While there is no intent to terminate the Organisation, it is considered that in the interests of good financial practice the SHOROC Constitution should be updated such that debts and liabilities of the organisation are also shared equally by members in this event. Any change to the Constitution requires a Special Resolution of the SHOROC Board by unanimous vote. If any Board members are

not to be present at the Board meeting, a Proxy vote form is required to be completed as per the Constitution.

Item 7.2

The Board resolved:

- To approve amendment of the SHOROC Constitution such that debts and liabilities of the organisation are shared equally by members in the event of termination of the organisation, with Clause 8 of the Constitution amended as follows:

8. Termination of the Organisation

The Organisation may, by resolution passed at a special general meeting of the Organisation, resolve to terminate the Organisation. Upon termination of the Organisation the debts and liabilities of the Organisation shall be discharged out of the assets of the Organisation, with any shortfall in debts and liabilities unable to be paid from the assets of the Organisation to be shared equally by member councils. The balance of the assets and any income shall be shared equally by the remaining member councils immediately before the termination of the Organisation.

Moved Rik Hart /Seconded Henry Wong

Carried Unanimously

Item 8 Matters raised by councils

Item 8.1 Warringah resolution regarding report on amalgamation

At its 22 March 2011 meeting Warringah Council resolved to prepare an initial report in relation to the feasibility of a new form of local government for Warringah Council, by way of voluntary amalgamation. The resolution is attached at **Tab M**.

Item 8.1

The Board resolved:

- To note the resolution of Warringah Council to notice of motion No 23/2011 from the 22 March 2011 Warringah Council meeting in regard to an initial report in relation to the feasibility of a new form of local government for Warringah Council, by way of voluntary amalgamation.

Moved Jean Hay /Seconded Cr Harvey Rose

Carried Unanimously

Item 5 SHOROC project and working group reports

Item 5.1 Kimbriki Sub-Committee minutes

The Kimbriki Sub-Committee of the SHOROC Board met on 2 March 2011. The Minutes of the meeting are attached (**Tab C**). A meeting was held of the Sub-committee on 4 May 2011 to consult the Sub-committee as part of the common waste collection system study. Minutes from this meeting have not yet been finalised and will be reported to the next Board meeting.

Item 5.1

The Board resolved:

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

Moved Cr Anne Connon /Seconded Cr Michael Regan

Carried Unanimously

Item 5.2 Regional Sustainability Strategy

As previously agreed by the Board, SHOROC and an inter-council working group have been developing a regional sustainability strategy.

The strategy has now been drafted following workshops with staff, Councillors and the Board, has been endorsed by GMAC and is presented for approval of the Board.

Background

The purpose of the regional sustainability strategy is to identify those areas where it is more effective or efficient to work together to improve our region's sustainability, building on the significant range of existing and planned council projects.

Considered the second part of *Shaping Our Future*, it was agreed to focus on areas such as energy, climate change, ecologically sustainable development, waste, water, biodiversity and skills and capacity building. Funding for the project is from the NSW Government's Environment Trust.

The third part of *Shaping Our Future* is planned to be development of a liveability strategy, in addition to the existing adopted strategy focussed on 'major infrastructure' and the sustainability strategy.

Together these three parts will work towards maintaining and enhancing the valued characteristics of the SHOROC region, identified based on council community strategic plans and focussed on:

- 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 and 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.

These 'policy domains' are also the basis for the regional indicators (see **Item 5.3**).

The development process

Development of the regional sustainability strategy commenced in September 2010, following the engagement of a contractor to manage the project.

Coordinated through an inter-council working group, development has involved significant collaborative analysis by members of the working group and other council staff, and consultation with council staff, Councillors and the community.

The analysis by council staff has included a detailed review of the existing and planned council projects and programs under council Community Strategic Plans (and in the case of Manly the draft Delivery Program), as well as potential regional strategies.

Councillors suggested projects for inclusion in the regional sustainability strategy early in the project at the November 2010 SHOROC Councillor Forum.

The Councillor suggestions together with staff analysis and review identified a shortlist of projects for the strategy which was then the focus of internal council consultation by the working group and a workshop with Councillors held in March 2011.

The consultation on the project has been significant. This has included: discussion at two workshops for the Board and elected Councillors, both early and later in the development process; consultation of council staff and managers through ongoing internal consultation by working group members and a cross council workshop; and consideration of public comments submitted via the SHOROC website.

In addition, the proposed actions for the strategy have been identified from existing council adopted Delivery Programs, the development of which included thorough community consultation.

The draft strategy

Shaping Our Sustainable Future – an action plan for creating a more sustainable SHOROC region together has now been drafted and is attached at **Tab D**.

This strategy has been drafted based on the existing *Shaping Our Future*. The actions contained in the strategy have been revised by the working group based on the discussion at the Board and Councillor workshops.

It should be noted that the actions in the strategy have been developed based on work that is already underway or planned by councils in the Community Strategic Plans/Delivery Plans. This

strategy is about collaboration, identifying where it is considered more effective or efficient to deliver on councils' objectives by working together on councils' already planned or underway actions. It is about those actions where we can use the critical mass of the four councils, often in partnership with the NSW and Commonwealth Governments, community and local businesses to bring about our vision of a vibrant sustainable region.

The working group has reviewed the actions in the strategy and developed a recommended broad prioritisation of the actions which included considering whether the work is underway and if not, where it sits in terms of the priority for individual councils and when councils are likely to be able to resource the action. The recommended prioritisation list is attached at **Tab E** and actions have been prioritised to commence in 2011-2013 or 2013-2015.

For those actions not yet underway, it is recommended that the first step is to scope the project in more detail with appropriate council staff and identify a lead council for the project and agreed timelines and resourcing.

Adoption of the strategy

As previously discussed by the Board and endorsed by GMAC, it is not considered there is a need to conduct any further public consultation on the strategy before adoption. This is because:

- The proposed actions for the strategy have been identified from existing council-adopted Delivery Programs, which were developed through thorough community consultation, and as such further consultation by councils is not required.
- The strategy is based on areas where councils can collaborate on actions on a regional level where there is benefit in doing so or jointly seek project grant funding, rather than a range of new projects.
- There has already been significant and effective engagement to date. This has included discussion at two workshops for the Board and elected Councillors, council staff and managers through internal consultation by working group members and one cross council workshop, and consideration of public comments submitted via the SHOROC website when invited by the then SHOROC President in September 2010.
- An 'inform' process on the IAP2 public participation spectrum is considered appropriate due to the significant engagement to date.

Next steps

Subject to Board approval, it is proposed that the next steps for the strategy are that the final sustainability strategy be included in the Board minutes for adoption by individual councils (as previously agreed), designed and published in line with *Shaping Our Future*, and distributed to councils and other key stakeholders.

As outlined in the strategy document, it is planned the action plan will be regularly reviewed and updated as technology changes, projects are completed and new information comes to hand to ensure the highest priority projects are being implemented. Review should be ongoing based on council and regional priorities, with a minor update in 2013 and major review in 2015.

Item 5.2

The Board resolved:

- To approve the *Shaping Our Sustainable Future action plan*, including the priority and planned commencement date for projects.
- To approve the next steps for the strategy.

*Moved Henry Wong /Seconded Viv May
Carried Unanimously*

Item 5.3 Regional Indicators

As previously agreed by the Board, SHOROC and an inter-council working group have been developing set 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 *Shaping Our Future*.

The draft set of indicators has now been finalised, endorsed by GMAC and is presented for Board approval.

Background

Development and regular review of a suite of regional indicators is an important element of determining regional and council priorities and a useful resource in advocacy and lobbying activities.

Development of the indicators commenced in September 2010 and was funded by the NSW Environment Trust grant.

The development process to date has been overseen by an inter-council working group and began with an analysis of the indicators currently or proposed to be used by the SHOROC councils, by the State government and across Australia and Internationally.

A key input to the project was the indicators for councils that the NSW Division of Local Government (DLG) is seeking to develop. It is understood progress on this project has stalled, however the DLG has reviewed SHOROC’s draft indicator set and has advised that these indicators are consistent with those being developed by the DLG.

The ‘health of the region’ indicators are planned to be used to assist councils and SHOROC to report locally and regionally, and for benchmarking, monitoring and review of local and regional issues on the key ‘policy domains’ for the region:

- **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.

The indicators

The final draft set of indicators is attached (**Tab F**) and has been endorsed by GMAC. A total of 32 indicators are included and it is considered that this is as short a list as reasonable to enable useful collection and reporting.

Between two and seven headline indicators have been proposed aligned to the *Shaping Our Future* domains outlined above. Selection of the indicators is based on:

- Relevance for demonstrating progress in the policy domains.
- Alignment with indicators used by each of the individual councils.
- Availability of the data and its frequency of collection. Most data sets are available free of charge through State Government, collated through Profile ID, or are/could be collected through existing community survey processes.
- Consideration of the Division of Local Government (DLG) project on indicators, the NSW State Plan and Metropolitan Strategy and other relevant documents.

It is considered this set covers the priority issues for the region and collection and reporting will be very valuable for priority setting and advocacy of councils and SHOROC.

Collection & reporting

The consultant The Storey Agency has provided recommendations in regard to collection and reporting to the data (**Tab G**).

It is recommended by the working group that data be collected and reported every two years in line with the mid-term and end-of-term of council office. A baseline is recommended to be collated in the second half of this year.

It is envisaged that data reporting will be primarily on a regional level as it is not planned that this indicator set be used as a source of comparison between the councils.

Indicators have been selected that are in the main (around 70%) available free of charge and that can be collected by the SHOROC office.

It is proposed that the data be collected and collated as follows:

1. SHOROC undertakes data collection directly with the relevant agencies/data sources. (23 or 68 % of the indicators).
2. Councils provide their own data which is already collected by the individual councils (6 indicators on waste, water and energy use representing about 18% of the indicators).
3. Data on community perceptions is collected via similar or consistent questions in council community surveys as discussed below (5 questions or about 15% of indicators).

In regard to collection of data on community perceptions, this has been identified as a potential issue as there are challenges with consistency of data because there are differences between the data collected by individual councils. Similar – yet different questions - are asked by each council about community safety perception, leadership and community connectedness.

Understandably this could be perceived by some as a sensitive issue as the particular data collected by councils on community perceptions depends on what data is considered important by that council.

It should be noted that the purpose of this regional indicator reporting is to report regionally, not to compare councils.

These 5 indicators that rely on surveys of community perceptions are considered integral to the overall data set. Options were explored for collection of this data and GMAC has agreed that the preferred method for collecting data on community perceptions/values is to work toward using the same or statistically consistent questions in individual community surveys in regard to community safety, value placed on the environment, community connectedness and leadership. This data will then be incorporated in the health of the region report.

Integrating regional indicators with council indicators

This indicator set has been prepared to enable the overall 'health of the region' to be reported on according to each of the policy domains. This set will help inform councils, SHOROC and interested stakeholders of the effect of council work and *Shaping Our Future* and assist councils and SHOROC with advocacy and funding submissions.

The regional indicators are also valuable for council reporting and prioritisation on Community Strategic Plans and other plans and projects. As such it is recommended that the regional indicators be incorporated into council indicator sets where possible and considered appropriate. When collecting data on a regional level, SHOROC will provide data to councils on an LGA level wherever it is available.

Next steps

Subject to Board approval, it is proposed that the next steps for the regional indicators are that the final regional indicator set is included in the Board minutes for adoption by individual councils (as previously agreed), and a preliminary baseline is collated by SHOROC in second half of 2011 using the freely available and council provided data.

There will need to be ongoing review of the regional indicator set to ensure the most appropriate indicators are being collected to input into council and SHOROC decision-making on regional priorities.

Item 5.3

The Board resolved:

- To approve the regional indicators for the 'health of the region', subject to potential revision of the regional indicator on access to health services '*number of hospital beds per 1,000 residents compared to national average*' to capture the number of hospital beds at Royal North Shore Hospital used by/available to residents in the SHOROC region.
- To approve that data be collected and reported every second year to align with council mid-term end-of-term, and that a baseline is collated in the second half of this year.
- To approve the next steps for the regional indicators.

Moved Viv May /Seconded Cr Anne Connon

Carried Unanimously

Item 5.4 Regional waste stream composition audit

During 2006 the four SHOROC councils undertook a regional putrescible Waste Stream Audit. The audit examined the waste and recyclable materials in the waste stream using classification methods to determine the stream composition, size and a number of other key statistics.

At its 2 February 2011 meeting GMAC agreed to complete a current regional waste stream audit in the first six months of the 2011 calendar year and that this would be project-managed by SHOROC in conjunction with council staff and Kimbriki.

The audit is required for councils to receive DECCW WaSIP payments and will provide a valuable source of information to analyse change from the data collected in the last regional audit completed in 2006.

Working collaboratively and having SHOROC undertake the overall project management for the audit will produce significant time, cost and productivity savings for the region. It should be noted that the cost of \$34,800 per council for the audit is considerably less than the anticipated costs for individual council audits estimated to be in the region of \$50-60,000 per council. Kimbriki Environmental Enterprises (KEE) is also supporting the project by contributing one fifth of the cost of the regional waste stream audit.

Progress to date

SHOROC developed a draft brief which was reviewed with the nominated council waste representatives ('the waste projects working group') at a meeting on 17 February 2011. The brief was updated in conjunction with the working group and the final brief completed and distributed on 22 February 2011 to a selected number of consultancies from the Department of Environment, Climate Change and Water (DECCW) panel of approved consultancies for the provision of waste audit services.

EC Sustainable submitted a compliant quotation response and following the assessment of the quotation by a panel made up of council, KEE and SHOROC representatives, was awarded the contract as agreed by GMAC.

EC Sustainable has now commenced the preparatory phase of the audit. A site inspection at SITA Belrose was conducted on 18 April 2011 to assist with the preparation of all site specific safety planning and the overall project plan.

Auditing is scheduled to take place from 16 May – 15 July 2011 and will include domestic waste, recyclables and garden organics.

Item 5.4

The Board resolved:

- To note that councils are collaborating on the 2011 regional household domestic waste stream composition audit project managed by SHOROC and the progress to date.
- To note the cost savings to councils estimated to be in the region of \$68,000 and the productivity and efficiency gains through SHOROC's project management of the regional waste stream composition audit project.

Moved Cr Harvey Rose /Seconded Mark Ferguson

Carried Unanimously

Item 5.5 Historical Places Register

The Board resolved at its 9 February 2011 meeting that SHOROC would 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.

The letters were provided to each council by SHOROC and sent out by councils at the end of March. To-date SHOROC has received requests from three primary schools interested in participating (approx 1,600 students in total). The schools are Loquat Valley Primary School, Avalon Primary School and Narrabeen Lakes Primary School.

A budget of up to \$500 per council (\$2,000 ex GST total) was agreed to be allocated to the project by the Board to fund the printing of the postcards and distribution to schools. The cost of printing enough postcards for these three schools is estimated at a little over \$1,000 however to achieve economy of scale in pricing the recommendation is to print up to 5,000 units of the postcards at a cost of under \$2000, which will allow for more schools who are interested in participating.

It is proposed the next steps are to proceed with the project based on the interest received from schools to-date, with SHOROC engaging an appropriate supplier to design and print the artwork for the postcard. In addition as agreed by the Board at its February meeting, a letter from the President of SHOROC will be sent 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.

Item 5.5

The Board resolved:

- To approve SHOROC engaging a supplier at a cost of up to \$2,000 to print postcards to promote the Historical Places register and encourage students to submit places for the register to their local council, with the cost to be split equally and invoiced to councils.

Moved Mark Ferguson /Seconded Cr Anne Connon

Carried Unanimously

Item 5.6 Urban Planners Group Minutes

The members of the Urban Planners Group, the council Directors of Planning, met on 8 February 2011. The meeting minutes are attached (**Tab H**).

Item 5.6

The Board resolved:

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

Moved Cr Anne Connon /Seconded Cr Jean Hay

Carried Unanimously

Item 5.7 Climate Change Working Group Minutes

The members of the Climate Change Working Group met on 15 February 2011. The meeting minutes are attached (**Tab I**).

Item 5.7

The Board resolved:

- To receive and note the minutes of the Climate Change Working Group.

Moved Viv May /Seconded Mark Ferguson

Carried Unanimously

Item 6 Council Cost Saving & Efficiency Program

Item 6.1 Update on Cost Saving & Efficiency Program progress

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

The total year to date savings to councils through collaboration under the Cost Saving and Efficiency Program total \$322,449.50. The March 2011 quarterly report presents savings for councils of \$77,006.20 during the reporting period. The total savings for each council are outlined in **Item 6.2** below.

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. The working group has been progressing a number of projects which include activity in the most efficient use of blanket contracts, standardised procurement documentation across the region and emerging procurement opportunities. Most recently the Procurement Working Group contributed to a review of the operations of Cost Savings and Efficiency Program Revolving Cost Savings Fund.

Regional tenders

Two significant regional tenders have progressed with specification development now well underway for:

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

Regional Procurement is engaged in supporting councils on both these tender opportunities and while it was envisaged that advertising of the tender might be underway in April/May 2011, due to the high workloads and the complexity of the tenders, this timeframe is unlikely to be met. At the time of reporting SHOROC are awaiting a confirmed timetable from Regional Procurement and will report through GMAC once this information becomes available.

Standard Documentation Project

A position paper on procurement in the SHOROC region was tabled at the GMAC meeting in July 2010. The paper outlined a number of recommendations towards a more strategic approach to regional procurement.

The paper was endorsed by GMAC and included a recommendation that the SHOROC councils commit to developing and implementing a standardised suite of tender, contract administration and contract management documentation that meets all legislative and individual council needs.

Since then the procurement working group have been collaborating and sharing information and needs in regard to documentation. It was agreed that the group would await finalisation of the Warringah suite of tender and contract documentation, with a view to possibly integrating this into other councils.

Warringah Council has recently advised that it will agree to extend the circulation of documentation to its contract and tender documents and will agree to share this IP with member councils at no cost, but under a licence agreement. The suite of documents being provided by Warringah is extensive and the result of significant development work and investment. The next meeting of the Procurement Working Group will be held at Warringah where a demonstration of the documentation will be provided to all councils.

Other identified 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:

a) HR Recruitment and Training

The focus of this project is for the SHOROC HR Working Group to (1) Work with SHOROC to develop a coordinated training program for the region and (2) Investigate the value of implementing the a common recruitment platform across the region.

Meetings of the HR Working Group were held on 14 February and 28 March 2011 with representatives from all member councils participating.

The working group assessed two IT applications Warringah has recently introduced for Contractor and Staff Safety Inductions (Rapid Induct) and recruitment (Hire Desk). Both systems have created strong interest in the other councils. In the coming weeks the HR working group will seek to develop the cost benefit analysis further.

HR representatives and SHOROC will also continue compiling an outline of all scheduled compulsory training as a means of understanding where collaborative opportunities might exist. On further discussion, the members of the group agreed that it is likely that opportunities will be within compulsory training at this stage as leadership training within the councils is at significantly different stages of development and reflect unique training needs within the councils.

b) Compliance and Certification

The focus of this project is to form a SHOROC working group to investigate the potential formation of a regional business unit to provide building certification services.

A meeting of the Compliance and Certification Project Working took place as part of the SHOROC Urban Planners meeting on 8 February 2011. This meeting commenced discussion as per GMAC agreement to investigate the feasibility of the establishment of a regional compliance, inspection and certification business unit as part of the Cost Savings and Efficiency Program.

Warringah outlined its plans to develop a separate business unit with compliance staff to specifically issue Construction Certificates (CC's) and all applicable negotiations concerning any transition to a new unit. It was agreed that there is good potential to develop this to a regional level, following the establishment of the Warringah model.

As such it was agreed that SHOROC will work with Warringah as they develop their business plan for the unit to and look for opportunities for regional cooperation and development.

c) Records Management

The focus of this project is to convene a SHOROC working group to progress cost benefit analysis of records management, the digitisation and digital storage of records in the region.

The working group last met in late 2010 to commence detailed project planning across a range of records management initiatives including archiving and destruction, offsite storage, digitisation of microfilm and the possibility of collaboratively tendering for offsite storage services. The next meeting of the working group is planned to be held in the next month.

Item 6.1

The Board resolved:

- To receive and note the update on the Efficiency and Cost Saving Program.

Moved Henry Wong /Seconded Mark Ferguson

Carried Unanimously

Item 6.2 Quarterly cost saving report

The Quarter 3 2010-11 Council Cost & Efficiency Savings Summary Report is attached at **Tab J**.

The total year to date savings to councils through collaboration under the Cost Saving and Efficiency Program total \$322,449.50. The March 2011 quarterly report presents savings for councils of \$77,006.20 during the reporting period.

The totals savings to date for each council are summarised below.

Manly	\$53,783.00
Mosman	\$44,082.75
Pittwater	\$66,049.75
Warringah	\$158,534.00
Total	\$322,449.50

Savings from the third quarter are made up of the completion of the Fuel Tax Credits Scheme and the regional collaboration on the Waste Stream Composition Audit.

Fuel Tax Credits Scheme

AIT Specialists (AITS) were 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 Pittwater and Mosman has been completed achieving \$4,548.75 and \$3,657.75 respectively in savings which can be now claimed through council's BAS statement and reporting process.

Waste Stream Composition Audit

The cost per council for the regional waste stream audit is \$34,800 plus transfer costs associated with the transfer of recyclables from the sorting site at Belrose back to Kimbriki Resource Recovery Centre. Working collaboratively and being able to partner with KEE on this project has delivered significant cost savings per council as the cost of tendering individually for the audit is anticipated to have been around \$52,000-\$60,000 per council. In total the councils have saved in the region of \$68,800 on the overall project, an estimated saving of approximately \$17,200 per council.

Item 6.2

The Board resolved:

- To receive and note the quarterly report on savings to councils, taking the total savings for 2010/11 to \$322,449.50, including totals for each council of:
 - Manly \$53,783.00
 - Mosman \$44,082.75
 - Pittwater \$66,049.75
 - Warringah \$158,534.00.

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

Item 6.3 Common waste collection study

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

At its 2 February 2011 meeting the GMAC agreed to commission a regional study on potential common waste collection systems and that this would be project-managed by SHOROC in conjunction with council staff and KEE.

The study is being conducted to provide advice to councils based on the assessment of a range of kerbside collection system configurations for the councils of the SHOROC region in light of the new AWT/MRF facilities being developed at Kimbriki with consideration of the environmental, economic and social impacts and influences.

This project is an early step in the process of working towards determining the configuration of a common collection system, the implementation of which has the potential to achieve very significant savings for the councils and improved resource recovery outcomes.

Impact Environmental has been awarded the contract with all contractual documentation being completed on 31 March 2011. A number of stakeholder consultation groups for the project have been identified including: council General Managers; council Waste Managers and associated staff; Kimbriki Environmental Enterprises (KEE) and the SHOROC Kimbriki Sub-committee.

Several stakeholder meetings have already been completed, and the consultants are in the process of developing, researching and analysing a number of options and configurations for the collection system. A draft report is expected by late May 2011 with the anticipated completion date for the study being mid June 2011.

Item 6.3

The Board resolved:

- To receive and note the update on the common waste collection study.

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

Item 7 SHOROC Administrative Matters

Item 7.1 2011/12 Operational Plan and Budget

A draft SHOROC Operational Plan and budget for 2011-12 has been endorsed by GMAC for consideration of the Board (attached at **Tab K**).

The draft Operational Plan 2011-12 was developed in consultation with senior council staff represented on the Strategic Directions Group (Di Lawrence, Gayle Sloan, Paul Reid and Anthony Hewton) and included consultation on the key projects with appropriate council staff by the group members.

It is a supplement to the 2010 Corporate Plan as it is considered that the overarching objectives and four-year goals of SHOROC continue to be those agreed by the Board in May 2010. It is proposed that a full update of the Corporate Plan be conducted for 2012/13 to ensure it continues to align with council Community Strategic Plan and regional priorities and needs.

The projects proposed in the draft Operational Plan largely include a continuation of projects such as lobbying for investment in transport and health infrastructure, delivering productivity and cost savings to councils through activities under the Cost Savings and Efficiency Program, working toward a common waste collection service and supporting collaboration and knowledge sharing through council groups.

There are a number of new projects included that were proposed by Councillors at the 2010 Councillor Forum, such as investigation of joint/collaborative tourism promotion, encouraging coordinated planning particularly at LGA boundaries and investigating the feasibility of cost saving through LED street lighting, Greenpower and Information Technology.

There is a small increase proposed to council contributions in the 2011/12 budget, which in addition to budget cuts is required to cover estimated operational expenditure. The increase has been endorsed by GMAC. The modest increase is in the council administration fee which is proposed to increase to \$77,500.

As part of the regular review of SHOROC activities, the 2011/12 budget includes a change to the funding model for the Cost Savings & Efficiency program. The Board agreed in approving the 2010/11 budget that a Revolving Cost Savings Fund be established with a view to funding the program from a commission payable by councils to SHOROC based on the savings achieved by councils on a per project basis. It was not envisaged that the commission would fully fund the program immediately and as such it was initially funded by an annual per rate assessment contribution in recognition of the potential savings to be made by councils. The commission-based process has proved a demand on council staff resources and administratively cumbersome and as such the 2011/12 budget no longer includes the payment of commissions to the Revolving Cost Savings Fund, but includes the annual per rate assessment. Cost Savings to councils will still be reported and in 2011-2012 the program aims to achieve \$300,000 in cost savings for the region.

The savings achieved to date under the Cost Savings & Efficient Program total an estimated \$322,449.50. As a result it is estimated that there will be approximately \$28,000 in the Revolving Cost Savings Fund at the end of the 2010/11 financial year. It is proposed this funding be held and allocated to any cost saving and efficiency projects agreed by GMAC or the Board in 2011/12.

Item 7.1

The Board resolved:

- To approve the SHOROC 2011/12 Operational Plan and budget, subject to inclusion of an additional project whereby SHOROC prepares to hold a regional Councillor Induction Session for all Councillors elected in the September 2012 elections, similar to that held following the last Council elections.

Moved Henry Wong /Seconded Cr Anne Connon

Carried Unanimously

Item 7.3 Independent audit report for 2010/11

The end of financial year independent audit of SHOROC financial accounts is due to be submitted to the Board each year at the November AGM, as stated in the SHOROC Constitution.

Last year the independent audit cost SHOROC \$11,700.00 plus GST on auditing services provided by Isaacs Cole who are an independent and registered auditor located in Brookvale. The decision to use Isaacs Cole for last year's audit was based on the knowledge and experience they hold as an existing supplier to SHOROC for auditing services provided for the previous year and it was deemed appropriate use them again in 2010.

Three written quotes from registered auditors have been sought to find a supplier for 2011 auditing services as recommended by the SHOROC Purchasing Policy.

The most competitive quote that has met all requirements of the tender was from Jacques Stanmore Financial Group. Jacques Stanmore is a registered auditor in Brookvale which has quoted a fee of \$5,000 - \$6,000 plus GST to provide the audit to the required standard as provided by Isaacs Cole in 2010. SHOROC has not used Jacques Stanmore previously, however is fully satisfied that it meets the professional independence requirements in relation to the audit of the financial report, will provide the best service as registered auditors and provide value for money. References have been sought from existing clients and have been favourable.

An option open to SHOROC for 2011 is to use a Chartered Accountant rather than a Registered Auditor to complete the independent audit. This option is available due to a legislative change by the NSW department of Fair Trading stating that a Reporting Exemption to the Incorporated Associations Act 2009 will now allow Chartered Accountants who hold Public Practice Certificate to provide audits to Incorporated Associations.

Quotes were sought from two Chartered Accountants. One quote was commensurate with the 2010 audit costs, while another quoted \$4500 plus GST.

Although using a Chartered Accountant appears to be the cheapest option, it is recommended that SHOROC continue to use a registered auditor to ensure rigor and transparency in the audit of SHOROCs finances. As such, it is recommended that SHOROC engage Jacques Stanmore to provide the audit services for 2011 as it can provide the same level of service for better value.

Item 7.3

The Board resolved:

- To agree that SHOROC engage the recommended supplier Jacques Stanmore Financial Group to complete the independent audit of SHOROC accounts for year ending 30 June 2011 at a cost of \$5,000 - \$6,000 plus GST.

Moved Viv May /Seconded Anne Connon

Carried Unanimously

Item 7.4 2010/11 Q3 Financial report

The third quarterly financial report for 2010/11 including the end of year forecast as at 31 March 2011 is attached at **Tab L**.

Item 7.4

The Board resolved:

- To receive and note the March 2011 financial report.

Moved Henry Wong /Seconded Anne Connon

Carried Unanimously

Item 9 General business**Item 9.1 NSW ROCs meeting****Discussion**

Cr Harvey Rose advised that he and SHOROCs Executive Director had recently attended a meeting with other Metropolitan and Regional ROC's that had been organised by Executive Director of NSROC and that the meeting was a positive networking opportunity.

The meeting included among other discussions a presentation by Mr Ross Woodward, Chief Executive of the Local Government Division of the NSW Department of Premier & Cabinet who indicated that the Minister is very supportive of ROCs, would like to see an increased role for ROCs in NSW and has requested Mr Woodward prepare a discussion paper on the role of ROCs. Mr Woodward advised ROCs will be invited to attend the Division's strategic planning session for Council mayors and General managers in Dubbo in August.

Cr Rose raised the speech given by the Governor in Parliament regarding the reform of Planning and stronger role for Local Government in NSW.

Item 10 Confirm time for next meeting

Item 10

The Board resolved:

- That the next Board meeting is to be held Wednesday 17 August 2011 3-5pm at SHOROC.

Moved Henry Wong /Seconded Cr Jean Hay

Carried Unanimously

Meeting closed at 5:00pm.

ATTACHMENTS

-
- Tab A. Letter from Ms Vicki Taylor, Chief Executive NSLHN**
 - Tab B. Letters to new NSW Government and responses received**
 - Tab C. Kimbriki Sub-Committee Minutes**
 - Tab D. Shaping Our Sustainable Future Action Plan**
 - Tab E. Prioritisation list for sustainability strategy**
 - Tab F. Summary Regional Indicators Sheet**
 - Tab G. TSA Indicator Recommendations for future**
 - Tab H. SHOROC Urban Planning Group Minutes**
 - Tab I. Climate Change Working Group Minutes**
 - Tab J. Q3 Revolving Cost Saving Report**
 - Tab K. 2011/2012 SHOROC Operational Plan**
 - Tab L. March Q3 2011 Financial Report**
 - Tab M. Warringah Council Resolution re Potential Amalgamations**

Tab A. ***Letter from Vicki Taylor, Chief Executive NSLHN (see separate attachment)***

Tab B. Letters to new NSW Government & responses received

PO Box 361
Brookvale NSW 2100

Ph: 02 9905 0095
Fx: 02 9939 6454

Email: admin@shoroc.nsw.gov.au Web: shoroc.com



28 March 2011

Barry O'Farrell
NSW Premier
Member for Ku-ring-gai
27 Redleaf Avenue
WAHROONGA NSW 2076

Dear Mr O'Farrell

Priority health and transport infrastructure for the Northern Beaches and North Shore

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure, including:

- Transport: Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- Health: \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

It is especially pleasing that your commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region.

That we're on the same page in regard to what needs to be done bodes well for a strong partnership and we would welcome a meeting to discuss these and other regional priorities. Please contact SHOROC's Executive Director Ben Taylor to arrange a suitable time on (02) 9905 0095 or ben.taylor@shoroc.nsw.gov.au.

Our region has been ignored for too long. This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President

28 March 2011

Gladys Berejiklian, MP
Minister for Transport
Member for Willoughby
280 Willoughby Road
NAREMBURN NSW 2065

Dear Ms Berejiklian

Priority health and transport infrastructure for the Northern Beaches and North Shore

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure.

A highlight of the campaign was your commitment to urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit system, as well as to construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.

It is especially pleasing that these commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region.

Our region has been ignored for too long and it is critical that work gets underway on these key priorities straight away. We would welcome a meeting to discuss these transport priorities for our region. Please contact SHOROC's Executive Director Ben Taylor to arrange a suitable time on (02) 99050095 or ben.taylor@shoroc.nsw.gov.au.

This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President

28 March 2011

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

Dear Mr Baird

Next steps for priority health and transport infrastructure

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure, including:

- **Transport:** Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- **Health:** \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

It is especially pleasing that your commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region. That we're on the same page in regard to what needs to be done bodes well for a strong partnership.

Our region has been ignored for too long. This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

I look forward to our scheduled breakfast meeting on 18 April where we can discuss the next steps in delivering on these critical priorities.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President

28 March 2011

Brad Hazzard MP
Minister for Planning and Minister for Infrastructure
Member for Wakehurst
Shop 3, 637-641 Pittwater Road
DEE WHY NSW 2099

Dear Mr Hazzard

Next steps for priority health and transport infrastructure

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure, including:

- **Transport:** Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- **Health:** \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

It is especially pleasing that your commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region. That we're on the same page in regard to what needs to be done bodes well for a strong partnership.

Our region has been ignored for too long. This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

I look forward to our scheduled breakfast meeting on 18 April where we can discuss the next steps in delivering on these critical priorities.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President

28 March 2011

Rob Stokes MP
Member for Pittwater
1725 Pittwater Road
MONA VALE NSW 2103

Dear Mr Stokes

Next steps for priority health and transport infrastructure

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure, including:

- Transport: Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- Health: \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

It is especially pleasing that your commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region. That we're on the same page in regard to what needs to be done bodes well for a strong partnership.

Our region has been ignored for too long. This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

I'm sorry to hear that you will not be able to make the next scheduled breakfast meeting between the Mayors and MPs on 18 April, but would welcome a meeting in the near future where we can discuss the next steps in delivering on these critical priorities.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President

28 March 2011

Jonathan O'Dea MP
Member for Davidson
Suite 8A, 12 Tryon Road
LINDFIELD NSW 2070

Dear Mr O'Dea

Next steps for priority health and transport infrastructure

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure, including:

- Transport: Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- Health: \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

It is especially pleasing that your commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region. That we're on the same page in regard to what needs to be done bodes well for a strong partnership.

Our region has been ignored for too long. This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

I look forward to our scheduled breakfast meeting on 18 April where we can discuss the next steps in delivering on these critical priorities.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President

28 March 2011

Jillian Skinner MP
Minister for Health
Member for North Shore
Suite 3, 40 Yeo Street
NEUTRAL BAY NSW 2089

Dear Mrs Skinner

Next steps for priority health and transport infrastructure

I write on behalf of the SHOROC Board to congratulate you on your historic win in the 2011 NSW election and welcome a new era of partnership between state and local government committed to delivering real positive outcomes for our region on Sydney's Northern Beaches and North Shore.

The SHOROC councils of Manly, Mosman, Pittwater and Warringah all welcomed your commitments made before and during the election campaign to provide significant investment in our transport and health infrastructure, including:

- Transport: Urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit (NBBRT) system. Construct infrastructure associated with the Level 5 Hospital at Frenchs Forest such as transport/road links.
- Health: \$125 million to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the first term and be completed in the second term, regardless of who is in government. Full services at Manly and Mona Vale Hospitals will be retained during construction. Mona Vale Hospital will serve in a complementary role once the new hospital is built, full maternity services will be returned, and the Manly Hospital site will be retained for community use such as aged care or mental health.

It is especially pleasing that your commitments are consistent with our *Shaping Our Future* strategy, which outlines the agreed priorities of our four councils in regard to transport and health infrastructure for our region. That we're on the same page in regard to what needs to be done bodes well for a strong partnership.

Our region has been ignored for too long. This is a one-in-a-generation opportunity and we look forward to working closely with you and your government to deliver these and other key priorities to benefit our region, Sydney and NSW.

I look forward to our scheduled breakfast meeting on 18 April where we can discuss the next steps in delivering on these critical priorities.

Yours sincerely

Cr Harvey Rose
Mayor of Pittwater and SHOROC President



Rob Stokes

Pittwater MP

11 April 2011



Cr Harvey Rose
Mayor of Pittwater
SHOROC President
PO Box 361
BROOKVALE NSW 2100

Dear Cr Rose, *Harvey*

Thank you for your letter on behalf of the SHOROC group of Councils.

It is with great pleasure that I accept your letter as a member of the O'Farrell Liberal Government, as we embark on what I hope to be a very constructive and fruitful partnership with the SHOROC group.

We are enormously fortunate, on the northern beaches, that our local Members of Parliament and Council representatives have such a strong working relationship, one I believe is capable of achieving substantive improvements for our community.

The issues you have outlined, including upgrades to our local health and transport infrastructure, are of utmost importance, and along with my Parliamentary colleagues, Brad Hazard, Mike Baird and Jonathan O'Dea, I am determined to deliver on behalf of our community.

I look forward to keeping you updated on the roll out of these key priorities.

Yours sincerely,

ROB STOKES MP
MEMBER FOR PITTWATER

1725 Pittwater Road MCMA VALE NSW 2103

Phone: 02 9990 0500 Fax: 02 9990 0222 Email: pittwater@parliament.nsw.gov.au

Printed on 100% Recycled Paper

JONATHAN O'DEA M.P.

Davidson 
BUILDING FOR TOMORROW

7 April 2011



Clr Harvey Rose
President
SHOROC
PO Box 361
BROOKVALE NSW 2100

Dear Councillor Rose,

Thank you for your letter of congratulations following the NSW elections and for highlighting commitments made by the NSW Liberals & Nationals to the SHOROC area prior to the state poll.

In particular, I note your references to investment in transport and health.

In my Parliamentary speech of 10 November 2010 on SHOROC's "Shaping Our Future" strategy, I stated, "I place on record my strong support for the transport and health priorities identified in the document."

My support remains unchanged and I look forward to seeing significant development of the NSW Liberals and Nationals' commitments to the SHOROC area over its first term of government.

I look forward to seeing you and your colleagues on 18 April.

Yours sincerely,

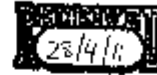
Jonathan O'Dea
Member for Davidson

POJOD



State Member for Davidson

Suite 5A, 12-18 Tryon Road, Lindfield NSW 2054 **PHONE** (02) 9880 7400 **FACSIMILE** (02) 9880 7486
EMAIL davidson@parliament.nsw.gov.au **WEBSITE** www.jonathanodea.com.au
Printed on such as possible, 100% recycled paper



Cr Harvey Rose
Mayor of Pittwater and SHOROC President
PO Box 361
Brookvale NSW 2100

Dear ~~Cr~~ ^{Harvey} Rose

Thank you for your letter of congratulations following the NSW election.

I am incredibly humbled by the result in Manly and by my appointment as Treasurer.

I am looking forward to the many challenges ahead and appreciate your support.

Yours sincerely

The Hon Mike Baird MP
NSW Treasurer
Member for Manly

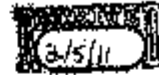
Date: 19 APR 2011

*THANKS FOR YOUR SUPPORT HARVEY
- LETS GET SOME THINGS DONE
FOR THE MANLY BEHINDS!!*

<p>Cr Mike Baird State Member for Manly</p>	<p>Cr Harvey Rose Mayor of Pittwater and SHOROC President</p>	<p>Cr</p>	<p>Cr</p>	<p>Cr</p>	<p>Cr</p>
---	---	-----------------------	-----------------------	-----------------------	-----------------------



Transport



Councillor Harvey Rose
Mayor of Pittwater and SHOROC President
SHOROC
PO Box 361
BROOKVALE NSW 2100

27 April 2011

Dear Councillor Rose,

Thank you for your letter of 28 March 2011 regarding transport issues.

The Minister appreciates you bringing your concerns to her attention and has forwarded your letter to the Department of Transport seeking its advice on this matter.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Kate Foy'.

Kate Foy
A/Director Strategic Coordination

ML11014E1

15 Lee Street, Chippendale NSW 2008
PO Box K659 Haymarket NSW 1240
T 2202 2200 F 8202 2209 www.transport.nsw.gov.au
ABN 11370 995 416

Tab C. Kimbriki Sub-Committee Minutes

**KIMBRIKI SUB-COMMITTEE
MEETING MINUTES**



**5:00 - 6.00pm Wednesday 2 March 2011
Mayors Meeting Room, Warringah Council**

Attendance:

Clr Conny Harris, Warringah Council (Chair)
Clr Barbara Aird, Manly Council
Clr Bob Dunbar, Pittwater Council
Ms June Dawes, Warringah Community Representative
Ms Keelah Lam, Manly Community Representative
Mr Tony Whybrow, Mosman Community Representative

Invited Guests:

Mr Rik Hart, General Manager, Warringah Council (attended the meeting from 5:30pm); 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

Secretariat:

Mr Ben Taylor, Executive Director, SHOROC; Ms Lisa Stevens, Office & Comms Manager, SHOROC

Apologies:

Clr Denise Wilton, Mosman Council
Clr David James, Pittwater Council
Clr Ian White, Pittwater Council
Ms Jan Biggs, Pittwater Council Representative
Mr Mark Ferguson, General Manager, Pittwater Council
Mr Viv May, General Manager, Mosman Council

Item 1 Welcome and Apologies

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.

Item 2 Minutes of 1 December 2010

Confirmation of the minutes of the previous meeting 1 December 2010 was moved by Mark Winser, seconded by June Dawes.

The Kimbriki Sub-Committee:

- **Adopted** the minutes of the meeting of 1 December 2010, noting that under Item 3, KEE clarified that while the acceptance of sullage could technically be considered in the future, it was highly unlikely to be considered.

Item 3 E-Waste Storage and Handling Issues

Mark Winser provided an update on KEEs management of E-Waste Storage and Handling Issues. A copy of the presentation is attached.

Discussion included:

- Concerns were raised by Keelah Lam who was advised by a resident that e-waste was collected kerb-side and compacted in the garbage truck and that staff were at risk due to crushing of the material and the dust residue.
 - Aaron Hudson advised that e-waste was banned from kerb-side collection by compacting trucks and the council areas that do provide e-waste collection services use URM trucks with table-tops to avoid crushing the e-waste collected so no staff are at risk, however KEE will follow up with URM regarding the concerns raised.
 - Keelah Lam advised she would follow up with the resident to get more details about the location, time of collection and type of truck and report back to the next meeting.
- Run-off from the misting sprays to be used in the e-waste management was raised as a concern by Mr Tony Whybrow.
 - KEE advised that there is only a small amount of run-off which will be contained within the concrete area, directed to contained tanks and re-cycled if it is non toxic. Toxic run-off is transported for processing and then is recycled.
- Concerns were raised by Clr Harris about misting potentially causing rusting of the e-waste metals and leading to further toxicity.
 - KEE responded that global academic studies into toxic residuals in landfills & re-processing plants are not conclusive as to any health or toxic implications, studies will continue in the area.
- Keelah Lam mentioned the Xerox manufacturing plant tour as providing a good insight into a company's zero waste policy and a good example of extended producer responsibility in regards to repair and recycling of consumables to extend the life-cycle of materials and avoid landfill.
 - KEE responded that Kimbriki is investigating potential opportunities for secondary processing on site and is in early discussions with PGM, however, there is a need to find a beneficial cost/value ratio to provide value for shareholders and the community. Secondary Processing plants have been on the COAG agenda for some time. Also, EPR needs to recognize the role of intermediary collection points.

Item 4 Update on the Environmental Assessment (EA) and its Exhibition

Mark Winser provided an update on KEEs Environmental Assessment (EA) and its Exhibition. A copy of the presentation is attached.

Discussion included:

- KEE advised that overall the reaction so far to the EA been positive following the initial community briefing in September providing approx 6-10 submissions and that there is both support and concern from close neighbours to the KEE site.
- KEE advised the group that submissions on the exhibition of the EA are open until 30th March 2011 and that all residents within a 5km zone were sent letters to advise how to make submissions on the EA.
- Mr Tony Whybrow commented that any changes to the waste collection system will not be a major issue for the community or require major changes and councils should lead education campaigns on waste collection in their LGA and if well executed the SHOROC community will be accepting of the waste changes.

- KEE provided copies of a peer review article from 'Waste + Water Management Australia' (Jan Edition p 17-19) a publication that is circulated to government and waste management agencies and the group noted the article was very supportive of Kimbriki and its plans.
- KEE advised that a press release has been sent to the Manly Daily 'Kimbriki Set to Transform Waste Management in Sydney's North' but no articles have been published to-date.
- KEE referred to the recently updated NSW Government Waste and Resource Recovery Strategy Implementation Report (PDF Summary Attached with Minutes) and noted that the report shows a shift in policy thinking about green waste and that the agrees with mixing food waste with green waste to reduce landfill and emissions.
- KEE advised it is re-affirming to see advice provided by State Government to Local Government and the Draft Waste Strategy for NSW will provide on-going leadership for Local Government.

The Kimbriki Sub-Committee:

- **Agreed** to congratulate KEE for the peer review article published in Water + Waste Management Australia. .

Item 5 The Sale of WSN to SITA and Discussion on some Implications for SHOROC Region Based on the Attached Article from 'Inside Waste Weekly (raised by Ms June Dawes)

Keelah Lam raised concerns in regard to the purchase by SITA, of WSN, including:

- What are the implications for the SHOROC region of the purchase of WSN by SITA, in particular will Belrose continue to take waste to 2014?
- Is the KEE AWT project on schedule so that we can make sure the Belrose site gets handed back to the cyclists in 2014?

Rik Hart advised that he had spoken to SITA who were wrongly quoted in the original press release in regard to what it owns at the Belrose site.

KEE advised that the facility project is on track and will be completed by 2014. .

Item 6 General business

Item 6.1 Light Bulb Processing Machine (recycling of light bulbs)

- Barbara Aird asked Mr Jeff Lofts about Pittwater Council's light bulb recycling machine.
- Mr Lofts advised the group that Pittwater Council had a contract in place to use state-of-the-art machinery to process and re-cycle light bulbs using a filtration system that removes harmful gasses and re-cycles materials. Current processing volumes are approx 1,000 full-size florescent bulbs or 2,500 compact bulbs per year. The primary cost of the process lies in staff training to handle the machinery and contract cleaning of the filtration system.
- Members of the committee suggested this may be an area that the councils should look at partnering together across the SHOROC region.
- Rik Hart agreed to take the item to the next GMAC meeting to discuss feasibility with GM's.

The Kimbriki Sub-Committee:

- **Agreed** that 'Light Bulb Processing Machinery' will be on the agenda for discussion at the next GMAC meeting.

Item 6.2 ANL Refillable Buckets & Clean Up Australia Day Bags

KEE to follow up and report back to the next meeting on ANL refillable buckets for compost and the use of virgin sacks for clean up Australia day.

Item 6.4 Date and Time of Next Meeting

The next meeting of the Kimbriki Sub-Committee is confirmed for Wednesday 1 June 2011, 5-7pm

Meeting closed 6.00pm.

Attachments:

Tab A: Presentation by Mr Mark Winser

Tab B: NSW Government Reducing Waste: Implementation Strategy 2011–2015

Tab D. Shaping Our Sustainable Future Action Plan



Shaping Our Sustainable Future

An action plan for creating a more sustainable SHOROC region together

Draft as at 19/04/11

Images to source:
Vibrant Town Centre
Bus Routes – feeder buses in small roads
Bike network – groups of cyclists on road and off road
Working/learning together
Groups not school based but adults – mixed ages. Formal /informal/ business settings
Outdoor learning (bushcare/oceanwatch/coastal ambassadors – mixed ages
Energy bill close up/compact lights/switch box/ handy switch off box (ask Hazel)
Street lights
Bushland and beach shots
Solar Panels shots – business/council
?? See Warringah coastal erosion shots from PPT presentation

Table of Contents

Message from SHOROC Board of Mayors and General Managers	43
Shaping Our Future	44
A three-part approach for a vibrant sustainable region	44
Sustainability in Our Region	46
Why Do We Need A Sustainability Strategy?	46
Characteristics of the SHOROC Region	47
What does the Community say?	48
Councils Leading The Way	49
Developing the Sustainability Action Plan	51
What drives <i>Shaping Our Future</i> and what is it seeking to achieve? Our Domains	51
The Eight Focus areas For the <i>Shaping Our Sustainable Future</i> action plan	52
Key to the action plan prioritisation and contribution to Shaping Our Future	52
Focus 1: Integrated transport for a connected community	53
Focus 2: Renewable and efficient energy sources	54
Focus 3: Adapting to climate change	55
Focus 4: Promoting Ecologically Sustainable Development	56
Focus 5: Increasing resource avoidance, reuse and recovery to reduce waste to landfill	57
Focus 6: Efficient use of water that is fit for purpose	58
Focus 7: Retaining and enhancing biodiversity	59
Focus 8: Developing skills to live and work more sustainably	60
How will we know if it is working?	62
Next steps	62
References	63
Glossary	63
More information	63

Acknowledgements

The *Shaping Our Sustainable Future* strategy has been developed by the SHOROC partnership of councils in collaboration with *The Storey Agency*. The project was supported by funding from the NSW Government Environmental Trust.

The SHOROC councils would like to thank the members of the community and elected councillors who have contributed to the development of this strategy and acknowledge the work done by council staff, the community and local businesses over the years to shape a sustainable SHOROC region.

Message from SHOROC Board of Mayors and General Managers

A focus on sustainability underpins all of our efforts as councils as we seek to maintain and enhance our local areas of Manly, Mosman, Pittwater and Warringah and the SHOROC region in Sydney's North East.

Our communities continue to overwhelmingly tell us that safeguarding our environment is a priority, but that this must be balanced with protecting the way of life we all enjoy.

Individually and collectively our councils are seeking to create a vibrant sustainable region. We also seek to provide leadership. To have our region and the work of our councils and community be at the forefront, demonstrating by working together how an urbanised region can be truly sustainable.

This is what the *Shaping Our Future* strategy including this sustainability action plan is all about. It is about partnership and collaboration. It is about providing clear direction for the region. A vision. A roadmap for how we are to deal with our current and future challenges and balance the competing demands on our environment and people.

Investment in our run down transport and health services is a critical part of a sustainable future for our region. That's why in 2010 we outlined the **major infrastructure priorities for SHOROC in part one of the *Shaping Our Future* strategy.**

Already we are seeing positive results for our region thanks to the united voice of our four councils, with the new NSW Government committing to invest in our agreed priorities for public transport and hospital infrastructure outlined in the *Shaping Our Future* strategy.

This document forms part two of the *Shaping Our Future* strategy. It is an action plan outlining the key areas we will work on together to improve our region's sustainability, building on the already significant range of council projects already being delivered or in planning.

It contains priority projects for transport, energy, climate change, ecologically sustainable development, waste, water, biodiversity and skills and capacity building.

The collaborative projects in this action plan are about using the critical mass of four councils together to build on the council projects and to work in close partnership with the NSW and Commonwealth governments, community and business to bring our vision of a vibrant sustainable region about.

The geography of our region, its beauty and passionate community provide a unique opportunity for us all to take a leadership role.

The SHOROC councils are strongly committed to playing our part. We call on the NSW and Commonwealth governments, businesses and residents and on to **join us in creating a vibrant sustainable region for now and for the future.**

Cr Harvey Rose
Mayor of Pittwater
SHOROC President 2010/11

Cr Jean Hay AM
Mayor of Manly
SHOROC Vice-President
2010/11

Cr Michael Regan
Mayor of Warringah

Cr Anne Connon
Mayor of Mosman

Mr Mark Ferguson
SHOROC Treasurer 2009/10
Pittwater Council

Mr Henry Wong
Manly Council

Mr Rik Hart
Warringah Council

Mr Viv May
Mosman Council
General Manager

Shaping Our Future

Shaping Our Future is the overarching strategy for the SHOROC region. It has been developed by the four SHOROC councils to take the lead on the future of the region – an area of natural beauty where liveability and sustainability are highly valued by residents and visitors alike.

Shaping Our Future supports the SHOROC councils in two ways. Firstly by working with the councils in identifying the key priorities for the region so that councils can lobby with a united voice for investment, and secondly, by bringing together projects that are more effectively or efficiently delivered in partnership by the councils. It responds to the NSW State Plan and Metropolitan Plan and outlines how the SHOROC councils will work together with other levels of government, business and the community to address critical challenges for the region, now and into the future.

Shaping Our Sustainable Future is part two of the regional strategy, one of a suite of three documents under the banner *Shaping Our Future* that together form an integrated whole-of-region strategy for the SHOROC region from Bradley's Head to Barranjoey - encompassing Manly, Mosman, Warringah and Pittwater Councils.

A three-part approach for a vibrant sustainable region

Part One Major Infrastructure; **Shaping Our Future- Directions for transport, health, housing and jobs for a vibrant sustainable SHOROC region (2010)**, outlining the major infrastructure priorities for the region including the need for investment in transport and health services.

- ✓ Part one is already seeing results, with the newly elected NSW Government committing to urgently seeking expressions of interest on a Northern Beaches Bus Rapid Transit system, to road upgrades, and \$125 million to start construction on the Level 5 Hospital at Frenchs Forest whilst retaining Mona Vale Hospital in a complementary role.

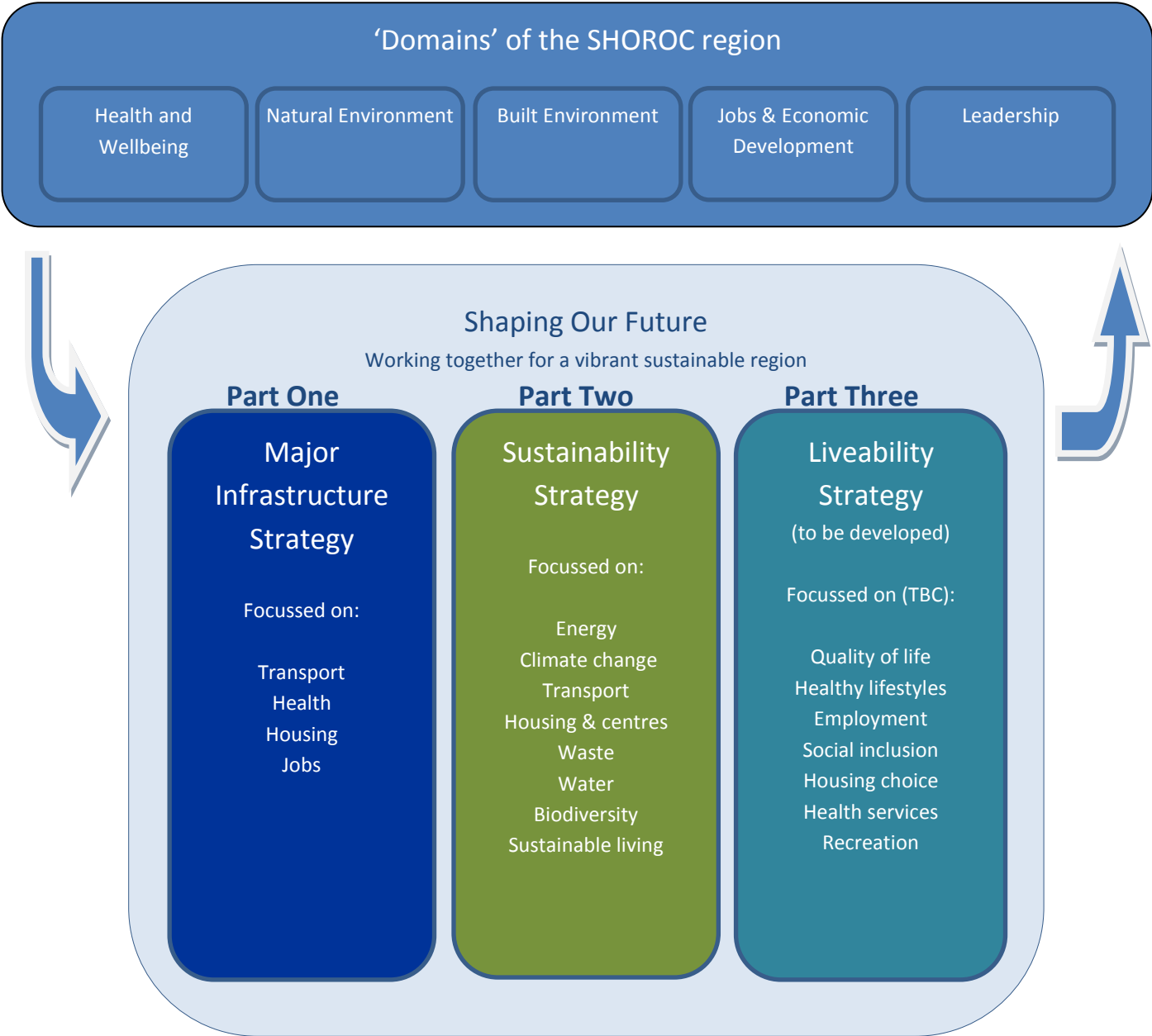
Part Two Sustainability: **Shaping Our Sustainable Future - An action plan for creating a more sustainable SHOROC region together** (this document), outlining where the councils will work together on transport, energy, climate change, ecologically sustainable development, waste, water, biodiversity and skills and capacity building to create a more sustainable future.

Part Three Way of life: **Shaping Our Future Way of Life – An action plan for creating vibrant communities and economies together (to be developed)**, addressing matters that contribute to liveability such as quality of life, healthy lifestyles, housing choice, health services, employment options and recreation.

Shaping Our Sustainable Future brings together the key sustainability priorities that are to be delivered collaboratively by the councils because they are considered to be more effectively or efficiently delivered in partnership on a regional level.

For further information on *Shaping Our Future* and its development process please request an information brochure from SHOROC or visit www.shoroc.com and download the document.

Figure 1: An overview of the three parts of Shaping Our Future and the domains it seeks to influence



* Note: Domains are the broad topics Shaping Our Future seeks to influence. The term is used by the Division of Local Government.

Sustainability in Our Region

'Sustainability' is defined as being able to meet the needs of the present without depleting resources or harming natural cycles on which future generations will depend. Planning for sustainability provides a framework for action which combines economic, social, environmental and governance approaches, issues and concerns.

The awareness and action of people across the SHOROC region is vital in achieving sustainable outcomes. Each Council has adopted measures to ensure its operations are moving towards sustainability. They also run programs for and with the community aimed at achieving environmental sustainability across a range of issues such as water conservation, biodiversity management, sustainable transport, energy reduction, waste avoidance and minimisation.

The *Shaping Our Sustainable Future* action plan builds on the work already being done by individual councils by taking it to the next step and collaborating as a group of four councils aiming to integrate sustainability into a whole-of-region approach.

Why Do We Need A Sustainability Strategy?

Critical issues now

There are a number of critical issues for the region which need to be addressed now to maintain our region's liveability and sustainability, to enhance our contribution to and integration with greater Sydney and enable future challenges to be addressed.

These include the significant road congestion, limited and inefficient public transport as well as the lack of access to an appropriate and accessible high quality health service.

Our energy and water are supplied largely from non-renewable and/or centralised sources and our bushland, open space, coasts and waterways are under increasing pressure. Our ecological footprints are well beyond sustainable levels.

Big challenges ahead

The next decades see significant challenges including

- The need to accommodate an expected population increase of around 30,000, taking the population to over 300,000 by 2031, along with the need for additional dwelling and employment capacity for the region as detailed in the NSW Government's Metropolitan Plan. The Metropolitan Plan housing and employment targets announced in December 2010, while not yet determined on a Local Government Area or SHOROC level, have increased beyond those detailed in the 2005 Metropolitan Strategy of:
 - An additional 22,800 dwellings (including potentially up to 4,900 in Ingleside), taking the total to around 130,000.
 - An additional capacity for 20,800 jobs taking the total to over 120,000.
- Climate change and its predicted effect on sea levels, coastal erosion and weather patterns and resultant impacts including displacement of housing and other coastal and low lying land.

These challenges will see increased pressures on the natural environment, infrastructure and services, increase demands for energy and water, and affect the aesthetic value of our coastal and bushland areas, our towns and village centres.

Characteristics of the SHOROC Region

The SHOROC region covers an area of approximately 288km² in the north east of Sydney incorporating the local government areas of Mosman, Manly, Warringah and Pittwater. It is characterised by its outstanding natural environment, vibrant community with a high proportion of residents that live and work locally and a large influx of tourists and weekend visitors.

People

The region is home to over 272,000 people, is bordered on three sides by water and continues to experience higher density living. The increased number of people living in the area can have both positive and negative implications. Negative implications include an increase in waste generation, coastal degradation, and noise which may have an effect on environmental and human health and wellbeing, whilst positive implications include a greater sense of community.

Coast

The SHOROC region comprises approximately 82km of coastline which is characterised by headlands and beaches, and is largely accessible to residents and visitors for recreational pursuits. The land and coastline in the SHOROC region is highly developed, in some instances resulting in modification of dune systems and bushland, erosion, cliff instability, and pollution.

Transport & Emissions

Transport in the SHOROC region is a primary contributor to the emission of greenhouse gases (GHG's), and reduction in air quality. Air quality in the SHOROC region varies considerably depending on natural events such as windy days, bushfires and human activities, with poor air quality impacting on health. The National Pollutant Inventory Data identifies the substances in the airshed, originating from the SHOROC region that may impact on air quality. The atmospheric condition is also measured by the number of air quality complaints, and community and council emissions.

Geology & Land Use

The primary land uses within the SHOROC region are residential and commercial with some industrial land use. The geology of the land is predominately Hawkesbury Sandstone, which weathers to produce sandy, low fertility soils. There remains a significant amount of bushland and biodiversity in the upper catchments. Coastline areas including beaches, rocky intertidal platforms, estuaries and lagoons are important features of the SHOROC region and provide both habitat and recreational opportunities for the community.

Biodiversity

Condition of our Biodiversity in the SHOROC region incorporates terrestrial, intertidal, and aquatic based plants, animals and micro-organisms and the ecosystems in which they live. The region is home to many threatened plants, animals and communities. Whilst most of this diversity is contained in the region's bushland areas and waterways, it is complemented by biodiversity in urban residential areas, including private gardens and street trees.

Breakout box

The Ecological Footprint is a measurement of the space required to produce and supply all of the resources



Insert images from our region

What does the Community say?

“Because of the beauty of its natural environment close proximity to the CBD and all Sydney has to offer, Manly is uniquely placed to be developed as an alternative destination for overseas tourists and a bigger share of Australia’s international tourist dollar”. [Manly resident during 2010 community consultation]

Mosman is “....a wonderful/great place to live..” “....a beautiful place..”, “.....my home..”, “...perfect/paradise/the best place to live..” and “...friendly and community orientated..” [Mosman residents in 2010 biennial Community Survey]

Warringah and Pittwater quotes to follow

Councils Leading The Way

The priorities for this action plan were developed from council Community Strategic Plans and Delivery Programs, which were in turn developed by the councils through direct engagement with community members.

Manly, Mosman, Pittwater and Warringah councils are already delivering a huge range of projects to enhance and maintain their area's sustainability, particularly ecological work. Many awards have been received by the councils over the years in respect of these achievements. Just some examples of council projects are listed below. See each council's website for more details and current Community Strategic Plans and Delivery Programs.

The vision and mission statements from each of the SHOROC councils show the high priority of sustainability and way of life across the region.

- Manly Council works to deliver the vision of *"Manly – where natural environment and heritage sustain and complement a vibrant cosmopolitan and community lifestyle"* Their mission statements include ensuring custodianship of the indigenous, cultural, natural and built environment on behalf of Manly's future generations, a responsive range of programs, services and facilities meeting community needs, clear and specific future works and services programs and planning which deliver on intergenerational equity principles and a service delivery model that is sustainable, equitable and accessible.

Insert case study for Manly

Addressing one/more of the 8 focus areas: What done? What achieved/difference made? Who involved? 150-200 words

- Mosman Council's mission is *to protect and enhance the distinctive qualities of Mosman in a responsive, friendly and caring way*. Sustainability and innovation are valued highly by Mosman Council and the community together with collaborative partnerships with neighbouring councils. *Proud to be Mosman, Protecting our Heritage, Planning our Future, Involving our Community*

Mosman Council's CEE Change Project – living and working more sustainably

During 2010 and 2011 Mosman Council has been participating in the "Community Education and Engagement Change" project, a partnership with the NSW Government and five other metropolitan and regional NSW Councils. This project is designed to drive Council sustainability from within, by engaging staff and focussing on a whole-of-Council approach to sustainability. The project, which has so far involved Mosman Council staff in lunch-time *"Food4Thought"* lectures and discussion sessions, extended workshops and action planning, has focussed on systems thinking, collaboration and knowledge-sharing. It has also spawned the establishment of a staff action group to champion change within the organisation. The 'Pirates' group (*"Proactive Innovation & Responsible Action Toward Environmental Sustainability"*) has already recorded some great results, with its Big Switch-off campaign achieving significant cultural change in its first month of operation. Importantly, the CEE Change Project is driving 'organisational thinking', encouraging staff to look beyond their own jobs and building capacity for more collaborative action. It is linked closely with Mosman's Community Strategic Plan, MOSPLAN, and many more project achievements are planned for 2011. *(image follows)*

- Pittwater Council's vision is *"to be a vibrant sustainable community of connected villages inspired by bush, beach and water"* Council works towards this vision through a framework of five interdependent key directions; Supporting and Connecting Our Community, Valuing and Caring for our Natural Environment, Enhancing our Working and Learning, leading an Effective and Collaborative Council and Integrating our Built Environment.

Insert case study for Pittwater Addressing one/more of the 8 focus areas: What done? What achieved/difference made? Who involved? 150-200 words

- Warringah Council aspire to *A vibrant community, improving our quality of life by living and working in balance with our special bush and beach environment.* Council are working towards this through five strategic community outcomes in their Community Strategic Plan: Living Environment, Living Communities, Living Spaces, Living Enterprises, Living Organisation.

Warringah Council's Energy Performance Contract - Renewable and efficient energy sources to reduce greenhouse gas emissions

In 2008 Council commenced an Energy Performance Contract (EPC) to undertake work to improve the energy efficiency of a number of our buildings. This contract over two years provided \$560,000 for the replacement of lighting, plant and equipment at our major facilities. Modernising these facilities has reduced our ecological footprint with the cost of the works to be repaid over seven years through reduced energy consumption. The focus of the work was at the Cromer Administration Building, Civic Centre, Dee Why Library, Warringah Mall Library, Glen St Theatre and the Warringah Aquatic Centre.

Since the project was completed in mid-2009, Council has been able to assess the energy and greenhouse gas emissions reductions that have been achieved. For the first 12 months following the completion of work, Council has saved around 1155 gigajoules of energy and nearly 300 tonnes of CO₂e. These savings are equivalent to the annual emissions of over 40 houses. These savings are expected to be ongoing.

The EPC involved a range of Business Units at Warringah Council including Strategy and Policy, Property and Commercial Development, Parks, Reserves and Foreshores, Warringah Aquatic Centre, Glen Street Theatre and Information and Library Services. (Insert supplied image of Warringah Aquatic Centre)

Developing the Sustainability Action Plan

This action plan is about focusing attention on those collaborative projects where using the critical mass of four councils together will enable achievement of even better sustainability outcomes for the region.

Significant work by council staff and Councillors has been put into developing and identifying the projects for the action plan. Council staff brought together priorities of the councils identified through consultation with the community and mapped the commonalities and the synergies. Councillors from the four councils came together to add their ideas, and a shortlist of projects was identified which were considered to be better delivered in partnership regionally.

This final list of projects was then workshopped with Councillors from across the region and the final action plan was adopted by the SHOROC Board of Mayors and General Managers from Manly, Mosman, Pittwater and Warringah councils.

What drives *Shaping Our Future* and what is it seeking to achieve? Our Domains

Our region is second to none. There's much that makes it great and it's these valued characteristics that the *Shaping Our Future* strategy seeks to influence and which in turn drive the priorities for action as outlined in Figure 1.

The characteristics, or in planning terms 'Domains', of the SHOROC region based on the council Community Strategic Plans developed in consultation with the community are:

- **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, biodiversity and 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

We have used these Domains to define and develop the sustainability action plan for the region. This action plan is divided into eight 'focus areas' that directly contribute to the five *Shaping Our Future* Domains and each action is colour-coded to show the Domain to which it most contributes.

Manly, Mosman, Pittwater and Warringah councils are each seeking to address these domains in their local area. However, all actions in the strategy listed below are directed to enhance sustainability in the region. All are considered to be better worked on collaboratively as a region rather than by an individual council.

The key priorities under each of these eight focus areas are outlined below.

The Eight Focus areas For the *Shaping Our Sustainable Future* action plan

1. **Integrated Transport for a connected community**
2. **Renewable and efficient energy sources to reduce greenhouse gas emissions**
3. **Preparing for and adapting to the impacts of climate change**
4. **Promoting ecologically sustainable development**
5. **Increasing waste avoidance and resource reuse and recovery to reduce resources sent to landfill**
6. **Minimising use of potable water and working towards use of water ‘fit for purpose’**
7. **Retaining and enhancing biodiversity**
8. **Developing skills to live and work more sustainably**

Key to the action plan prioritisation and contribution to Shaping Our Future

The action plan outlines a broad priority and timeline to each action based on current priorities and to ensure alignment with council resourcing. The actions have been broadly planned to commence in either the first two years of the action plan, being 2011-2013, or the final two, being 2013-2015.

In addition, all actions are also linked by colour coding to show contribution to Shaping Our Future ‘Domains’ as per the table below.

KEY: All actions are linked by colour code to show the contribution to the Shaping Our Future domains

	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, biodiversity and enjoyment and protection by our community
	Built environment: Infrastructure, services and housing 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

A glossary can be found at the end of the document.

Focus 1: Integrated transport for a connected community

Transport is a major issue for the region and one tackled in part one of *Shaping Our Future* which included the priorities for investment in the region's transport including in Bus Rapid Transit systems and critical road upgrades.

Our focus here is to facilitate the use of public and community transport and alternatives to private vehicle for journeys both within and across the region so as to improve quality of life, reduce greenhouse gas emissions and contribute to a vibrant sustainable, connected and healthy community.

An integrated transport network that is efficient and integrated is critical if we are to move to a more sustainable region. It needs to be well planned and resourced, improve access to, and use of, public and community transport, and reduce congestion and the time it takes to travel within, and to and from, the region.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains
1. Continue to lobby for state and federal government investment in the transport needs of the region, focussed on construction of Bus Rapid Transport systems and other priorities detailed in the Shaping Our Future 'major infrastructure' strategy.	All councils Residents Business and Industry	2011-13	
2. Work with the NSW Government to optimise the integration, effectiveness and access to the public and community transport network to maximise use throughout the region. This includes seeking the support of the NSW Government to conduct detailed planning and feasibility analysis of the network, services, timetabling and integration with other forms of transport such as the provision and integration of public transport (including ferries) with 'hopper' and shuttle buses, bicycle access and park & rides, and implementing the priorities.	NSW Government All councils Community Members	2011-13	
3. Take a coordinated regional approach to the implementation and maintenance of bike path network and cycling infrastructure and PAMP (Pedestrian and Mobility Planning) across the region including seeking funding for infrastructure from the state and federal governments.	All councils RTA, Premiers Council on Active Living Commonwealth DIT	2013-15	
4. Secure grant funds for roll out of Travel Smart Community Education Program or other appropriate sustainable transport education programs across the region	All councils Community members	2013-15	
5. Make efficient use of employment lands – industrial, commercial, retail, schools, hospitals and tourism facilities - to maintain and improve containment in the region	All councils	2011-13	
6. Support implementation of the national broadband network on the region for councils, business and residents to facilitate in particular more jobs close to home by encouraging small and home-based business.	All councils Community members	2011-13	

Focus 2: Renewable and efficient energy sources

Our focus is to reduce greenhouse gas emissions and play our part in mitigating climate change by increasing energy efficiency, reducing use of centralised non-renewable energy use and increasing the use of renewable power sources. This is a high priority for the community and councils both because of the climate change impacts but also because of the high cost of energy now and into the future.

There is potential to tackle these issues regionally. Done well it could significantly improve the sustainability of the region. However it is important first to identify the most effective strategies to cost-effectively achieve significant reductions in greenhouse gas emissions.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains
<p>7. Identify the most effective strategies to cost-effectively achieve significant reductions in greenhouse gas emissions across the region and implement where feasible.</p> <p>This includes Investigation and prioritisation of strategies based on the regulatory requirements and models that may work in this region, including:</p> <ul style="list-style-type: none"> energy-efficiency on a regional scale such as low emitting diode (LED) street lighting alternatives to non-renewable grid power including local and/or distributed renewable energy production such as co/tri-generation, using waste as a source of power, wind power collective GreenPower purchasing or bulk purchase of renewable energy such as solar for low-cost community installation making the most of the existing power generation capabilities of the SHOROC councils 	<p>All councils</p> <p>Community members</p> <p>Managers of Energy Networks</p> <p>NSW Government</p>	2013-15	
8. Work toward adoption of regional targets for CO ² emission reductions across each council	All councils.	2013-15	

Focus 3: Adapting to climate change

As a region with significant coastline and low lying areas, we have the potential to be significantly impacted by climate change. Councils are working to anticipate and adapt to potential impacts. There is strong potential for collaboration and knowledge sharing on projects, with a focus on preparing for and adapting to the potential impacts of climate change.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains		
9. Collaborate and share knowledge and information through a climate change working group, sponsored by a senior Executive, to identify common goals, strategies and policies. Implement appropriate opportunities for collaboration in areas such as research, risk management, asset management, planning and community and staff education.	All councils.	2011-13			
10. Join with other ROCs and Sydney Coastal Councils Group to lobby for State and /or Commonwealth support including funding of ongoing climate change assessments, and delivery and monitoring of adaption and mitigation activities.	State and Commonwealth Government Other ROCs SCCG	2011-13			

Focus 4: Promoting Ecologically Sustainable Development

Our region is required by the NSW Metropolitan Plan to accommodate an additional 22,800 dwellings and the capacity for 20,800 jobs over the next 20 years due to an expected population increase of around 30,000 people. This has the potential for significant negative impacts on our way of life, bush, beach and waterways if not managed well.

Our focus is to promote ecological sustainable development to accommodate population, housing and growth targets required by the State Government whilst retaining the highly valued natural beauty of the region and providing for vibrant, sustainable and connected communities.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains
<p>11. Seek to move beyond BASIX for residential housing</p> <ul style="list-style-type: none"> • Lobby NSW Government Department of Planning and Infrastructure <ul style="list-style-type: none"> ○ To increase building design efficiency by raising the standards and enabling greater flexibility within BASIX ○ For potential for scoping BASIX for commercial development ○ To introduce mandatory energy/water efficiency rating disclosure for residential properties at point-of-sale • Identify and apply incentives/standards/guidelines that can be applied within current BASIX framework • Collate and promote a set of common guidelines and checklist that can be used across all four councils to assist residents and builders to build more sustainable homes (going beyond BASIX), • Use the Green Building Council of Australia Green Star Communities framework for developing areas under Metropolitan Plan for Sydney • Promote the value that sustainable building design adds to a home. 	<p>SHOROC Board</p> <p>Council Land use Planners</p> <p>NSW Government DPI</p> <p>All councils</p> <p>Peak building professional /industry bodies including Green Building Council of Australia</p>	2013-15	
<p>12. Create a framework for more environmentally sustainable industrial and/ or commercial areas:</p> <ul style="list-style-type: none"> • Use DCPs to achieve a higher building performance (where BASIX does not apply) • Profile sustainable commercial developments in the region, such as through a regional sustainability award program 	<p>All councils</p> <p>Developers</p>	2013-15	

Focus 5: Increasing resource avoidance, reuse and recovery to reduce waste to landfill

The SHOROC councils are in a unique position to sustainably manage the waste of our region for many years to come because Kimbriki Environmental Enterprises Pty Ltd (KEE) has been formed by the councils to own and operate the Kimbriki Resource Recovery Centre, with the councils as shareholders.

We are working towards a target to divert 66 per cent of residential waste going to landfill by 2014, as outlined in the NSW Government's Waste Avoidance and Resource Recovery Strategy.

Our focus is to support KEE to manage the Kimbriki site in perpetuity through the construction of new facilities to enable maximum diversion of waste from landfill, and through establishment of a new common collection system across the region to maximise reuse and recovery of the 'waste' produced across the region.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains
13. Support Kimbriki to sustainably manage all the region's waste locally by increasing and diversifying its operations through construction of an Materials Recovery Facility (MRF) for sorting kerbside recyclables, and an Alternative Waste Technology (AWT) facility for sorting and treating mixed municipal wastes.	SHOROC councils Kimbriki Community	2011-13	
14. Establish a common waste collection system across the region based on the waste hierarchy of avoid, reduce, re-use, recycle to maximise recycling and reuse and minimise waste disposal to landfill. Work together on community education for efficient use of the system.	SHOROC councils Kimbriki, Community	2011-13	
15. Investigate feasibility of reducing waste generation through initially lobbying for a ban on plastic bag use and the introduction of a container deposit legislation scheme.	SHOROC councils Kimbriki, Community	2013-15	

Focus 6: Efficient use of water that is fit for purpose

Water is a resource that's increasingly in short supply and must be managed efficiently, with the most appropriate source of water used depending on the purpose. There is a potential across our region to decentralise water supply through the use of alternative local water supplies, as well as continuing to promote a focus on minimising the use of potable water across council operations, business and the community.

The priorities for collaboration are:

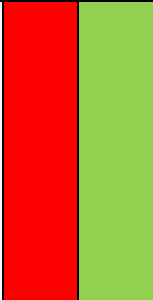

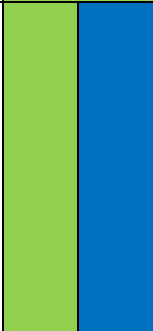
Project/ activity	Key stakeholders	Plan to commence	Domains	
16. Collaborate and share knowledge and information through a water cycle management working group to undertake water cycle management initiatives across the region and across functional areas such as policy, planning documents, on ground actions and reporting. Including: <ul style="list-style-type: none"> Establishing water budget (water that falls on/comes into the region and water that is used/extracted) in the region. Identifying the impacts of climate change on the water budget Assessing the opportunities for water extraction from aquifers in the region in the context of the water budget Investigating the use of alternative supplies of water such as stormwater harvesting and water recycling and implementing where feasible. 	SHOROC councils, Residential sporting and business communities. OEH Sydney Water, Organisations (currently unknown) who access ground water. Sydney Metro and Hawkesbury Nepean CMAs	2011-13		
17. Seek support from Sydney Water and/or the NSW Government to run business support and other programs to reduce potable water use across the region.	Local businesses Sydney Water All councils	2011-13		

Focus 7: Retaining and enhancing biodiversity

Our region is characterised by its outstanding natural beauty including large swathes of bushland and remnant bushland on public and private lands.

Our focus is to retain and enhance the highly valued and bio-diverse beautiful environment on which the region depends.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains
18. Amend LEPs & DCPs across the councils to have a clear goal to maintain and enhance biodiversity	SHOROC councils NSW Government Departments: DPI, OEH, CMAs	2011-13	
19. Update and implement catchment management plans collaboratively using consistent methodologies of monitoring and mapping across the region	All SHOROC councils, CMAs	2013-15	
20. Take a regional approach to mapping vegetation and maintaining and conserving the remnant bushland on public lands within the region and encouraging biodiversity corridors.	All SHOROC councils, CMAs, OEH, Narrabeen Lagoon CMC Bushland volunteer groups	2013-15	

Focus 8: Developing skills to live and work more sustainably

The community of the SHOROC region are highly engaged and environmentally conscious both at work and at home. Building the capacity of the community and business to take action to be more sustainable is the focus of a number of programs run individually and collectively by councils across the region.

Our focus is build on these programs and to develop skills and learning opportunities across the community and councils to build capacity for living and working more sustainably.

The priorities for collaboration are:

Project/ activity	Key stakeholders	Plan to commence	Domains	
21. Roll out staff capacity building program across a range of functional areas on aspects of sustainability practices where efficiencies can be gained by involving staff from across the region.	SHOROC councils, SCCG, NSW Government Agencies, Industry bodies	2013-15		
22. Collaborate on design and implementation of education for sustainability across the region on priority issues where efficiencies can be realised.	SHOROC councils Schools. Narrabeen CEC Coastal Environment Centre NSW DET	2011-13		
23. Make use of the Narrabeen Coastal Environment Centre and its sustainability education program as a Regional Sustainability Hub	SHOROC councils, Education providers, NSW DET Narrabeen CEC	2011-13		
24. Run a Regional Public Lecture/Debate Series with supporting educational program	Community members SHOROC councils, SCCG, Schools and Professional Associations	2013-15		
25. Review and coordinate eco-tourism opportunities within the region	All councils, Tourism NSW	2013-15		
26. Integrate sustainability within Regional Economic development planning	Existing and new businesses in region SHOROC councils, Business NSW	2013-15		

Project/ activity	Key stakeholders	Plan to commence	Domains
27. Collaborate on promotion and delivery of living and working sustainably events within the region where feasible.	Councils Local Action Groups	2011-13	

How will we know if it is working?

The activities delivered through *Shaping Our Sustainable Future* are just some of many actions that contribute to the 'health' of the SHOROC region.

Reporting on the progress we, as a region, are making against our priorities will include both updates on the progress of the key projects/activities listed in this and the other parts of the *Shaping Our Future* strategy, as well as through regular reporting on the 'health of the region.'

The 'Health of the Region' reporting is based on an integrated suite of indicators in line with the five *Shaping Our Future* domains and will be reported every two years to align with the mid-term of council and the end of the elected term of office. The report can be used to assist with lobbying, advocacy and to enable us all to have an overall picture of the SHOROC region.

Next steps

Liveability and sustainability are valued highly by the SHOROC community and councils. The principles underpinning SHOROC's *Shaping Our Sustainable Future* are to maintain and enhance these characteristics as the region grows over the coming years.

Building on the clear direction set out in this document, the next steps for SHOROC and its partner councils are to:

- Deliver the projects outlined in this document and continue to lobby for the investment in transport and health infrastructure outlined in part one of *Shaping Our Future*.
- Collate and release the inaugural 'Health of the region' report
- Develop part three of the strategy for the region *Shaping Our Future Way of Life*, focussing on collaborative projects to support councils to create vibrant communities and economies together, such as quality of life, healthy lifestyles, housing choice, health services, employment options and recreation.

This action plan is only the starting point and it is envisaged that it will be regularly reviewed and updated as technology changes, projects are completed and new information comes to hand to ensure the highest priority projects are being implemented.

References

The strategy has been prepared with reference to:

The strategic and operational plans of each member council www.mosman.nsw.gov.au,
www.manly.nsw.gov.au, www.pittwater.nsw.gov.au, www.warringah.nsw.gov.au

Australia Institute (2010) *Once More with Feeling* Policy brief 19

AMP & National Centre for Social and Economic Modelling (2010) *Income and Wealth Report: The pursuit of happiness*

Australian Green Building Council *Green Star Communities Framework* www.gbca.org.au

Council of Australian Government Major Cities Unit (2010) *Our Cities – building a productive, sustainable and liveable future*,

NSW Government (2010) *NSW State Plan*

NSW Government (2010) *Sydney Metropolitan Strategy*

Sustainable Development Commission (UK) <http://www.sd-commission.org.uk/>

Sustainable Urbanism (2010) Spatial Analysis of the SHOROC region

Glossary

DCP – Development Control Plan

DET – NSW Department of Education and Training

DIT – Commonwealth Department of Infrastructure and Transport

DPI – NSW Department of Planning and Infrastructure (previously NSW Department of Planning)

CMA – Catchment Management Authority

KEE - Kimbriki Environmental Enterprises Pty Ltd

Narrabeen CEC - Narrabeen Coastal Environment Centre

Narrabeen Lagoon CMC – Narrabeen Lagoon Catchment Management Committee,

OEH - Office of Environment and Heritage (previously NSW Department of Environment and Climate Change)

ROC – Region of Councils

RTA – Roads and Traffic Authority

SCCG – Sydney Coastal Councils Group

More information

For more information contact:

Ben Taylor

Executive Director

SHOROC - Shore Regional Organisation of Councils

P: (02) 9905 0095 F: (02) 9939 6454

PO Box 361 Brookvale NSW 2100

E: admin@shoroc.nsw.gov.au

Tab E Prioritisation of actions under the sustainability strategy

Actions underway or recommended to commence in 2011-2013
<p>Transport</p> <p>1. Continue to lobby for State and Federal government investment in the transport needs of the region, focussed on construction of Bus Rapid Transport systems and other priorities detailed in the Shaping Our Future 'major infrastructure' strategy.</p> <p>2. Work with the NSW Government to optimise the integration, effectiveness and access to the public and community transport network to maximise use throughout the region.</p> <p>This includes seeking the support of the NSW Government to conduct detailed planning and feasibility analysis of the network, services, timetabling and integration with other forms of transport such as the provision and integration (such as provision and use of 'hopper' and shuttle buses, bicycle access and park & rides, to feed to major routes) and implementing the priorities.</p> <p>5. Make efficient use of employment lands – industrial, commercial, retail, schools, hospitals and tourism facilities - to maintain and improve containment in the region</p> <p>6. Support implementation of the national broadband network on the region for councils, business and residents to facilitate in particular more jobs close to home by encouraging small and home-based business.</p>
<p>Energy</p> <p>Nil (see 2013-2015)</p>
<p>Climate change</p> <p>9. Collaborate and share knowledge and information through a Climate Change Working Group, sponsored by a senior Executive, to identify common goals, strategies and policies and implement appropriate opportunities for collaboration. This may include collaboration in areas such as research, risk management, asset management, planning and community and staff education.</p> <p>10. Join with other ROCs and Sydney Coastal Councils Group to lobby for State and /or Federal support including funding of ongoing climate change assessments, and delivery and monitoring of adaption and mitigation activities.</p>
<p>Ecological Sustainable Development</p> <p>Nil (see 2013-2015)</p>
<p>Resource re-use and recovery</p> <p>13. Support Kimbriki to sustainably manage all the region's waste locally by increasing and diversifying its operations through construction of an Materials Recovery Facility (MRF) for sorting kerbside recyclables, and an Alternative Waste Technology (AWT) facility for sorting and treating mixed municipal wastes.</p> <p>14. Establish a common waste collection system across the region based on the waste hierarchy of</p>

avoid, reduce, re-use, recycle to maximise recycling and reuse and minimise waste disposal to landfill. Work together on community education for efficient use of the system.

Water

16. Collaborate and share knowledge and information through a water cycle management working group to undertake water cycle management initiatives across the region and across functions such as policy, planning documents, on ground actions and reporting. Including:

- Establishing water budget (water that falls on/comes into the region and water that is used/extracted) in the region.
- Identifying the impacts of climate change on the water budget
- Assessing the opportunities for water extraction from aquifers in the region in the context of the water budget (e.g What can it be used for? How full are the aquifers, what is the water quality?)
- Investigating the use of alternative supplies of water such as stormwater harvesting and water recycling and implementing where feasible.

17. Seek support from Sydney Water and/or the NSW Government to run business support and other programs to reduce potable water use across the region.

Biodiversity

18. Amend LEPs & DCPs across the councils to have a clear goal to maintain and enhance biodiversity

Sustainable living & working

22. Collaborate on design and implementation of education for sustainability across the region on priority issues where efficiencies can be realised

23. Make use of the Narrabeen Coastal Environment Centre and its sustainability education program as a Regional Sustainability Hub

27. Collaborate on promotion and delivery of living and working sustainably events within the region where feasible

Actions underway or recommended to commence in 2013-15

Transport

3. Take a coordinated regional approach to implementation and maintenance of bike path network and cycling infrastructure and PAMP (Pedestrian and Mobility Planning) across the region and seek funding support for infrastructure from the state and federal governments.

4. Secure grant funds for roll out of Travel Smart Community Education Program or other appropriate sustainable transport education programs across the region

Energy

7. Identify the most effective strategies to cost-effectively achieve significant reductions in greenhouse gas emissions across the region and implement where feasible.

This includes Investigation and prioritisation of strategies based on the regulatory requirements and models that may work in this region, including:

- energy-efficiency on a regional scale such as low emitting diode (LED) street lighting
- alternatives to non-renewable grid power including local and/or distributed renewable energy production such as co/tri-generation, using waste as a source of power, wind power
- collective GreenPower purchasing or bulk purchase of renewable energy such as solar for low-cost community installation
- existing power generation capabilities of the SHOROC councils

8. Work toward adoption of regional targets for CO2 emission reductions across each council

Climate change

Nil (ongoing)

Ecological Sustainable Development

11. Seek to move beyond BASIX for residential housing

- Lobby State Government Department of Planning
 - To increase building design efficiency by raising the standards and enabling greater flexibility within BASIX
 - For potential for scoping BASIX for commercial development
 - To introduce mandatory energy/water efficiency rating disclosure for residential properties at point-of-sale
- Identify and apply incentives/standards/guidelines that can be applied within current BASIX framework
- Collate and promote a set of common guidelines and checklist that can be used across all four councils to assist residents and builders to build more sustainable homes (going beyond BASIX),
- Use the Green Building Council of Australia Green Star Communities framework for developing areas under Metropolitan Plan for Sydney
- Promote the value that sustainable building design adds to a home

12. Create a framework for more environmentally sustainable industrial and/ or commercial areas:

- Use DCPs to achieve a higher building performance (where BASIX does not apply)
- Profile sustainable commercial developments in the region, such as through a regional sustainability award program

Resource re-use and recovery

15. Investigate feasibility of reducing waste generation through initially lobbying for a ban on plastic bag use and the introduction of a container deposit legislation scheme.

Water

Nil (ongoing)

Biodiversity

19. Update and implement catchment management plans collaboratively using consistent methodologies of monitoring and mapping across the region

20. Take a regional approach to mapping vegetation and maintaining and conserving the remnant bushland on public lands within the region and encouraging biodiversity corridors.

Sustainable living & working

21. Roll out staff capacity building program across a range of functional areas on aspects of sustainability practices where efficiencies can be gained by involving staff from across the region.

24. Run a Regional Public Lecture/Debate Series with supporting educational program

25. Review and coordinate eco-tourism opportunities within the region

26. Integrate sustainability within Regional Economic development planning

Tab F Summary Indicator Sheet

V9 SHOROC Health of the Region Indicators								
Key: 1. Indicators in BOLD require community survey. Questions are indicative within the policy area. Finalising wording will happen with assistance of survey providers. 2. Data for indicators in bold <i>italics</i> will be provided by councils								
Policy area	Indicator	data source	when data available	council provides	current freely available regionally	needs \$	comments	
Health and wellbeing: A connected community living safely with healthy lifestyles and equitable access to high quality health, community and recreational facilities and services								
Access to health services	1	(a) Number of hospital beds per 1,000 residents compared to national average	external (DOH, NSW Health)	annually	no	yes	no	# beds in the region and availability per 1,000 people (based on SHOROC popn) compared to NSW and national averages. 2010 Region has 0.95 beds per 1,000. residents. National average is 3.6. NSW average is 3.5 per 1,000. This does not take into account the number of residents who get treated at Royal North Shore which is out of the SHOROC region.
	2	(b) ratio of aged care places per 1,000 older residents (defined as aged 75 and over for non-indigenous people and over 50 for indigenous australians.	external (ABS and Commonwealth Dept Health and Aging)	tbc	no	yes	no	June 2010 it is 176 which is above the Commonwealth Health Reform national target of 113 by June 2011
	3	(c) ratio of FTE general practitioners to LGA resident population.	external (GP network)	annually	no	yes	no	At June 2010 1: 1009 (across MWP) and 1: 729 Mosman
Healthy population	4	(a) percentage of people undertaking adequate physical activity (total of 150 mins per week on 5 separate occasions)	external (NSW Health)	annually	no	yes	no	Adequate physical activity level by adults. Note Health advise that regional data more likely to be statistically relevant than LGA level, In year 07/08 SHOROC 63% of adults did NOT do adequate exercise.
	5	(b) Life expectancy in the region - median age at death and mortality rates	external (census)	every year	no	yes	no	Mortality rates are measured as standardised death rate (Number of deaths per 1,000 standard population). Lower number is better. Highest are Blacktown (6.6 and Gosford/Wyong 6.5). In 2010 stats are Pittwater is 5.7, Warringah 5.5, Manly 4.5 and Mosman 5.2). In addition highest median age at death (as at 2009) are central northern Sydney, Northern beaches and Lower Northern Sydney (at age almost 84). Blacktown is age 76.
Community Safety	6	(a) Crime rates. Trends in major crime rates compared to Sydney and NSW	external (BOSCAR)	annually	no	yes	(1) no	Community safety combines actual crime statistics and community perception. Recommended to report the change in trends of the 17 major crime categories within SHOROC councils, compared to Sydney and NSW. For example: as at April 2011 assault (non domestic violence) has generally stabilised in the past four years across the region (other than in Warringah showing a spike) compared to NSW where it has declined by 1.7%. Motor vehicle theft in the region is showing a downward trend of 9-32% tracking a stronger decrease than the NSW trend of 7.8% and Sydney of 10% decreases.
	7	(b) Perception of safety using all 3 questions in community survey: (a) I feel safe in my home alone, (b) I can call on a neighbour or local relative if I need assistance, (c) I feel safe walking around my neighbourhood	Community Survey	2 yearly	tbc	no	(2) yes	

Jobs and economic development: Strong, diverse business and industry that provides a range of jobs close to home								
Wealth Production	8	Gross product (local) per person	external/internal Profile ID	annually	no	part of Profile ID package	no	Statement of current situation Per capita GLP provides a comparison of the relative wealth of the local area to the region. Here we compare to Sydney. Gross Local Product per person in SHOROC 2009 is \$45,091 compared to \$65,525 Sydney Statistical Division.
Unemployment levels	9	Unemployment compared to Sydney	external/internal Profile ID	annually	no	part of Profile ID package	no	Links to the 1 job per household growth requirements. 2.7% compared to Sydney Statistical Division of 5.3%
Employment containment within the region	10	Percentage residents who work within the region. (Where residents work)	external/internal Profile ID	4 yearly	no	part of Profile ID package	no	Links to containment and links to the 1 job per household growth requirements. 49% of residents work within the region
	11	Percentage of jobs within the region that are filled by residents (Where do workers come from)	external/internal Profile ID	4 yearly	no	part of Profile ID package	no	Links to containment and links to the 1 job per household growth requirements. 78% of jobs within the region are filled by residents
Business and Industry categories operating within the region	12	Change in employment in business and industry sectors over the 4 years	external/internal Profile ID	4 yearly	no	part of Profile ID package	no	For changes in business and industry profile for economic development. Present information on the sectors that have increased, sectors that have decreased over the past 4 years.
Natural Environment: A diverse, beautiful natural environment of bush, waterways, beaches and parks which enables healthy ecosystems, biodiversity, and enjoyment and protection by our community								
Beach quality	13	Annual star rating for each beach in the region	external (NSW Office Env and Heritage)	annually	no	yes	no	NSW state of the beaches annual report. Suggest SHOROC report % beaches receiving the different ratings. Could list all beaches separately if wish SHOROC could add link to website for daily beach watch stats.
Biodiversity: Extent of Endangered ecological communities	14	Number of all threatened, vulnerable and endangered, and critically endangered species and communities.	external (NSW Office Env and Heritage)	annually	no	yes	no	104 listed at 10/10/10 for Sydney Metro, Pittwater B which covers Mosman and Manly and 109 listed for Hawkesbury Nepean, Pittwater, which covers Pittwater and Warringah. DECCW reconsidering the value of EECs as indicators. Any change however will be slow so do use this one.
Value placed by residents on the natural environment	15	*Scale of value placed by residents on the natural environment (e.g out of 10) will need to be carefully prepared with advice of survey providers.	external - community survey	2 yearly	no	no	yes (for ccty survey)	Pittwater does 2 part - value placed and how well does council perform. Would be useful to do (a) willingness to pay and (b) explore what natural environment valued for - sport, passive activity and rest, spiritual connection, nature reserves (off limits to humans) biobank, and human exclusion / wildspaces.etc etc Need to clarify question wording in light of reporting to the wording of the SHOROC domain
Catchment Health	16	Condition Indicator Score for key estuaries and coastal lakes within the region	external (NSW Office Env and Heritage)	annually	no	yes	no	State of the catchments report for Hawkesbury-Nepean and Sydney Metro areas from DECCW for State Plan. Has a map and scoring system.

Built environment: Infrastructure, services and housing that provide for vibrant sustainable and connected communities: a balance between our way of life and sustainably managing our natural resources and environment								
Community Connectedness	17	* 1 question has 4 components My neighbourhood is a friendly place to live I feel I belong to the community I live in I make a contribution to the community I live in I mainly socialise in my local area	external - community survey	as surveyed	tbc	no	yes	Ask importance and satisfaction. Q may warrant revision to get data that shows connected locally and within the SHOROC region. Note currently done at the councils as as very localised e.g IRIS for Wgah does score out of 10 (asked how strongly you agree with the statement)
	18	Reason for trip, mode and time of trip	external - (NSW bureau transport)	5 yearly	no	yes	no	Note: Profile ID stats are just journey to work - therefore excludes all other modes. Bureau of Transport stats (household travel survey) allows SHOROC to plan for connecting trips for recreation as well as work
	19	(a) Total waste collected per capita	councils	annual	yes	via council /Kimbriki	no	
	20	(b) Percentage of total domestic waste collected that is diverted from landfill	councils	annual	yes	ditto	no	
(Domestic) resource recovery footprint	21	(c) Total to landfill per capita	councils	annual	yes	ditto	no	
	22	(d) Total to landfill	councils	annual	yes	ditto	no	
Residential and business energy footprint	23	(a) Annual stationary Energy consumption per capita: residential and business sectors	external	not yet available	no	councils yes.	tbc	Energy Australia currently supplies data by postcode with residential and business use combined so currently cannot split the sectors
	24	(b) Ratio of annual stationary energy consumption per capita in Kwh sourced from renewable and non-renewable.	external	not at all yet	no	no	tbc	Work to get this data has already started through the climate change working group
Council energy footprint excl transport	25	(a) Annual stationary Energy consumption by council operations	councils	annually	yes	via each council	no	currently in SoE and collected by councils
	26	(b) ratio of renewable and non-renewable sources of energy used by council	councils	annually	yes	via each council	no	currently in SoE and collected by councils
Housing Affordability	27	Housing affordability for key workers	external (Bank West)	bi-annually	no	yes	no	An indicator compiled using multiple government and housing data sources to produce the Bank West AU wide Key worker housing affordability report every 1-2 years. A ratio of 5 or more is unaffordable. Houseprice to earnings ratio for key workers for the SHOROC councils are: Manly 19.1, Mosman 30.7, Pittwater 13.0 Warringah 12.0.
Use of water that is fit for purpose	28	(a) Total residential potable water use (kilolitres per capita)	external (Sydney Water)	annually	no	yes	no	In future would like to report uses of alternative water sources. Looking for decrease of potable water use as both efficiencies and increases in alternative water supplies increase
	29	(b) Total council potable water use (kilolitres)	councils	annually	yes	yes	no	In future would like to report uses of alternative water sources. Looking for decrease of potable water use as both efficiencies and increases in alternative water supplies increase
	30	(c) Total LGA potable water use (kilolitres) -i.e. all sectors	Sydney Water	annually	yes	yes	no	Sydney water provide business, residential and industry sectors
Leadership: Effective local leadership with community participation in, and access to decision-making								
Council leadership	31	* % of community who consider that the councils are showing leadership on matters that are important to them.	external (Community survey)	suggest 2 yearly	no	no	yes	Used in NSW Govt and overseas as indicator towards community awareness/ engagement in local political system and governance. Wording to be worked with survey specialists after approval
Citizens opportunity to be involved	32	* percentage of local population who feel that they have had opportunity to have their say when they want to on regional matters under the control of local government	external (Community survey)	suggest 2 yearly	no	no	yes	via community survey. Pittwater currently ask a similar question.

Tab G TSA Indicator Recommendations for future**Recommendations to SHOROC regarding reporting on Shaping Our Future** 14 April 2011**Introduction**

As the projects to develop the Health of the Region indicators and the sustainability action plan for Shaping Our Future draw to the final stages some recommendations for the consideration of the Shaping Our Future Working Group and GMAC are proposed. They cover frequency of reporting, community opinion and content of future reports.

Frequency of reporting on the health of the region

The indicator set establishes the umbrella snapshot for the region. Collating a baseline now will provide an early opportunity to address questions that are being put forward from councillors about the process of reporting on Shaping Our Future and provide a baseline to report against for the future.

SHOROC councils are recommended

1. To produce a baseline dataset of the health of the region in 2011. This will help

Tell and sell the story of Shaping Our Future

Provide context for part 2 and part 3 (assisting the development of part 3 in 2011-12)

Prepare advocacy and lobbying documents

Prepare grant and funding applications to undertake actions in Shaping Our Future.

2. To report every two years, (timing to be advised by the councils) thereby providing a snapshot for the mid and end of term of a council. This will assist councils with preparing their individual reports as required through integrated planning and reporting.

What does the Health of the Region indicator set tell us?

The indicator set has been developed to provide a snapshot in time according to the Shaping Our Future domains and the specific policy areas within those domains. They are not progress indicators. When using them and preparing reports it is important to remember and state that councils and SHOROC are not the only stakeholders with significant impact on the policy areas. In some cases, whilst the policy area is highly valued councils /SHOROC level of influence on it may not be significant.

Reporting on specific activities in Shaping Our Future will be a different, but complementary process where SHOROC is reporting progress on actions that are under the control or auspices of the councils/SHOROC.

Community Opinion Surveys

Undertaking the community based survey work every two years as a separate exercise to the individual opinion surveys run by councils allows the survey respondent to answer questions thinking from a regional perspective about their needs, rather than moving from a localised context to a regional one within the one survey. It also respects the wish for individual councils to continue with existing (but different) opinion datasets.

A two option quote has been received by SHOROC on surveying a sample that would enable data to be either disaggregated or non-disaggregated.

SHOROC councils are recommended:

1. Should the budget be available, to survey a sufficiently sized sample for the Health of the Region indicators that will allow councils to 'unpick' or disaggregate data for their own community. This will enable some drilling into issues to assist with developing actions in the future.

2. To undertake the community survey work every two years.

Reporting on Shaping Our Future

When reporting on progress of Shaping Our Future, in addition to providing the snapshot of the Health of the Region

SHOROC councils are recommended to:

1. Apply the Global Reporting Initiative (GRI) content principles (provided below). These will help you retain a tight boundary of the content of the report.
2. Use the report (through its preparation and dissemination) to engage primary stakeholders within and out of the region in the current issues of concern/action/good news stories.
3. Write the report with an audience of politicians, residents and local businesses in mind.

The two GRI principles of *materiality* and *context* are particularly relevant for Shaping Our Future so that the reader is aware of what is (and what is not), and to what extent, within the ability of SHOROC and the councils to influence/directly affect.

CONTENT Principle	GRI definition in G3 guidelines
Materiality	The information in a report should cover topics and indicators that reflect the organisation's <i>significant</i> economic, environmental and social impacts, or that would substantively influence the assessments and decisions of stakeholders.
Stakeholder inclusiveness	The reporting organisation should identify its stakeholders and explain in the report how it has responded to their reasonable expectations and interests
Sustainability context	The report should present the organisation's performance in the wider context of sustainability
Completeness	Coverage of the material topics and indicators and definition of the report boundary should be sufficient to reflect significant economic, environmental, social impacts and enable stakeholders to assess the reporting organisation's performance in the reporting period.

The principles about report *quality* are also recommended for consideration:

QUALITY Principle	GRI definition in G3 guidelines
Balance	The report should reflect positive and negative aspects of the organisation's performance to enable a reasoned assessment of overall performance
Comparability	Issues and information should be selected, compiled, and reported consistently. Reported information should be presented in a manner that enables stakeholders to analyse changes in the organisation's performance over time, and could support analysis relative to other organisations.
Accuracy	The reported information should be sufficiently accurate and detailed for stakeholders to assess the reporting organisation's performance
Timeliness	Reporting occurs on a regular schedule and information is available in time for stakeholders to make informed decisions
Clarity	Information should be made available in a manner that is understandable and accessible to stakeholders using the report
Reliability	Information and processes used in the preparation of a report should be gathered, recorded, compiled, analysed and disclosed in a way that could be subject to examination and that establishes the quality and materiality of the information.

Summary of recommendations

1. To produce a baseline dataset of the health of the region in 2011.
2. To report every two years, at a time as advised by the councils that feeds into IPR requirements.
3. To survey a sufficiently sized community opinion sample for the Health of the Region indicators that will allow councils to 'unpick' or disaggregate data for their own community.
4. To undertake the community opinion survey work every two years.
5. To apply the Global Reporting Initiative content principles.
6. To use the report to engage primary stakeholders within and out of the region in the current issues of concern/action/good news stories.
7. To write the report with an audience of politicians, residents and local businesses in mind.

Tab H. SHOROC Urban Planning Group Minutes**SHOROC URBAN PLANNING GROUP
Draft Minutes****Tuesday 8 February 2011, 10am-12pm
SHOROC Office****Attendees**

Malcolm Ryan	Warringah Council
Steve Evans	Pittwater Council
John Carmichael	Mosman Council
Ben Taylor	SHOROC

Attending for Item 3: Compliance

Peter Robinson	Warringah Council
Jeff Lofts	Pittwater Council
Andrea Tattam	SHOROC
Lisa Stevens	SHOROC

Action**1. Welcome & Apologies**

Apologies received from Stephen Clements (Manly).

2. Previous meeting minutes

- Minutes from the meeting of 8 November 2010 were adopted without comments.

3. Compliance & Certification project discussion (as per GMAC agreement to investigate the feasibility of the establishment of a regional compliance, inspection and certification business unit as part of the Cost Savings and Efficiency Program).

- Malcolm Ryan advised the group that Warringah Council is in the early stages of developing a separate business unit of council compliance staff to specifically issue construction certificates (CC's) under a new Enterprise Agreement that has yet to be negotiated.
- The group agreed to in principle give support to Warringah Council to proceed with the proposal and look forward to collectively reviewing the Business Plan at the next group meeting.
- The group agreed that Andrea Tattam would work with Malcolm Ryan and Peter Robinson from Warringah (where appropriate) to develop the Business Plan and look for opportunities for regional cooperation.
- Comments, questions and potential issues raised by the group regarding this project include:
 - competition with private certifiers re, high wages,

Who**By When**

M/R

Next Meeting

A/T

As Appropriate

- attraction and retention of staff, availability etc
- what is the potential profit to Warringah Council / regionally?
- changing the perception of councils having slow turn-around
- accreditation of council staff (A1, A2 etc), replacing existing staff
- if Warringah succeeds look at ways to roll out regionally
- councils have advantage over the private sector with access to records and back-end council information, technology and council's permanency
- the simple way to involve other councils (initially) could be to delegate Warringah council staff to issue certificates for the other council areas
- could rangers potentially form a regional unit to save costs?
- could a separate company be formed under SHOROC to operate similar to Kimbriki with shareholders?

4. Standing items called upon as necessary

4.1. Update on Shaping Our Future & next steps for implementation

- Campaign: Ben updated the group that the Board has decided that at this stage the public campaign will be put on hold. Meetings will continue to be sought with Ministers and Directors General, however to-date none have been confirmed. The Board is meeting with the new CEO of the Northern Sydney Local Health Network (NSLHN) at the 9 February Board meeting.

4.2. Metropolitan Plan, Housing & Employment

- Management and strategic planning staff have been invited to attend the Metropolitan Planning meeting on 16 February where Mr Sam Haddad, Director General, Department of Planning will address the workshop to discuss the Metro Plan targets.
- Warringah Council: Malcolm Ryan advised that he had met with Mr Sam Haddad who has agreed to attend a follow-up workshop with Directors of Planning from the four councils to look at how to best distribute housing and population targets set for Frenchs Forest and Warriewood and the overall targets for the region.
- It was agreed by the group that SHOROC should help facilitate the workshop with Mr Haddad and that SHOROC will write a letter to Mr Sam Haddad to offer to arrange the workshop.

B/T

Next meeting

4.3 S94 and s94a

- Warringah: Malcolm Ryan advised the group that Warringah is waiting on legislation from the Department of Planning.
- Malcolm will keep the group updated on progress and circulate Warringah's revised policies to other councils once set.

M/R

As appropriate

4.4 Development assessment, including JRPP

- Warringah: wrote a letter to Department of Planning regarding

the high number of JRPPs and asking for their DA panel to handle some of the submissions. The response was that delegations can only be handled by council officers, not an independent panel.

M/R

As appropriate

- Malcolm agreed it was best to hold off on pursuing this issue until after the NSW election at which time we can raise with the Planning Minister the issue of delegation and overload of JRPPs.

4.5. LEP Updates

- Warringah: Responses to Warringah's LEP have been received and points to note are the two deferrals (Oxford Falls and Brookvale) and addition of residential to Harbord Diggers and the change to restrictions on brothels and adult book shops.
- Pittwater: Steve Evans advised Pittwater is continuing with the 'status quo'

8. Other Business

- The group commended Malcolm Ryan for attending the Commonwealth Government Commonwealth Government *Our Cities - Building a productive, sustainable and liveable future* consultation workshop and for providing an update to the group as follows:
 - In attendance at the meeting of notice was NSROC, WSROC, Penrith Council, LGSA President and the document 'Your Say' was distributed.
 - The Commonwealth announced that they are not planning to fund roads but plan instead to fund public transport infrastructure which fits in-line with Shaping Our Future strategy for Bus Rapid Transit Systems.
 - Malcolm suggested council staff go to the 'Your Say' website and fill out the questionnaire.

9. Meeting Venue/ Next Meeting

The next meeting will occur on 12 April 2011, 10.30am-12.30pm at SHOROC offices.

Tab 1. Climate Change Meeting Minutes

SHOROC CLIMATE CHANGE GROUP
DRAFT Minutes



Tuesday 15 February 2011, 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

Action	Who	By when
1. Welcome & Apologies		
<ul style="list-style-type: none"> Apologies from Daniel Lovett Warringah Council & Belinda Atkins Mosman Council. Dalene Amm has resigned from Manly Council. 		
2. Minutes from last meeting and actions arising		
<ul style="list-style-type: none"> Letter to Industry & Investment requesting GreenPower data for our region approved by all to be sent by SHOROC with no changes. 	Ben	15/02/11
<ul style="list-style-type: none"> Energy Management Training, draft program outline provided. Agreed to approach DECCW for grants to conduct their business energy training for SHOROC procurement, finance or property staff. 	David to follow up	11/05/11
3. Review of inventory		
<ul style="list-style-type: none"> Agreed that the inventory needs to be updated. All to provide updated to Ben to collate 	All	22/02/11
4. Scoping and action in the priority areas		
Adaptation: <ul style="list-style-type: none"> Common areas for the group to review – asset management and community education strategy. Agreed the focus for the next meeting is to be community education (eg sea levels/science/mitigation) and staff capacity building (eg asset management/energy management). Each council to bring asset management case studies and education strategies at next meeting for discussion. Human Services Heat Wave Report 2009 & NSW Treasury Asset Infrastructure Assessment of Climate Risks– David to send copy via email. 	All	11/05/11
5. Other business		
<ul style="list-style-type: none"> SSROC Carbon Management System tender copy provided for SHOROC Councils to consider when determining future carbon management arrangements including engagement of external suppliers. How are SSROC going with this approach, is it working for them? 	David	11/05/11
<ul style="list-style-type: none"> Coastal Protection Amendment Bill – what officer's from each council are Authorised Officers? Agreed to inquire with respective councils and report back on a decision whether councils will appoint an Authorised 	All	16/02/11

<p>Officer for coastal protection.</p> <ul style="list-style-type: none">Regional Sustainability Strategy – follow on from forum held at DY RSL in 2010. Currently working group members are consulting internally and will then review.	All	16/02/11
--	-----	----------

Next meeting: Proposed for 9.30am Wednesday 11 May 2011 at SHOROC Offices.

Tab J Q3 March 2011 Revolving Cost Savings Fund Quarterly Report

SHOROC Efficiency and Cost Savings Program					
Revolving Cost Savings Fund - Summary Report					
For quarter ending:		March 2011			
Council	Project Detail	Total Cost Savings	10% Cost Savings	Ref	
Mosman	Fuel Tax Credit Scheme - Rebate 2008-2010*	3,657.75	365.78	AITS March 2011	
Pittwater	Fuel Tax Credit Scheme - Rebate 2008-2010**	4,548.75	454.88	AITS March 2011	
Warringah	SHOROC Regional Waste Stream Composition Audit	17,200.00	Not charged	Waste project	
Pittwater	SHOROC Regional Waste Stream Composition Audit	17,200.00	Not charged	Waste project	
Mosman	SHOROC Regional Waste Stream Composition Audit	17,200.00	Not charged	Waste project	
Manly	SHOROC Regional Waste Stream Composition Audit	17,200.00	Not charged	Waste project	
Notes:	* Note actual savings \$4,877 adjusted for comission to AITS for review				
	** Note actual savings \$6,065 adjusted for comission to AITS for review, and overclaim of \$10,668 resulting in net payment of tax to ATO				
		\$ 77,006.50	\$ 820.65		
YTD Revolving Cost Savings Summary 2010/2011					
Council	Total	10%			
Mosman	44,082.75	2,688.28			
Manly	53,783.00	3,658.30			
Warringah	158,534.00	14,133.40			
Pittwater	66,049.75	4,884.98			
End Q3	\$ 322,449.50	\$ 25,364.95			
					
					
A partnership of Manly, Mosman, Pittwater and Warringah councils - making our region and our councils even stronger.					

Tab K 2011/2012 SHOROC Operational Plan



Operational Plan 2011-12

Priorities for year two of the 2010 Corporate Plan

**Passion
leadership
innovation
solutions
advocacy**

Introduction

This document outlines the Operational Plan for 2011-12 for SHOROC, the Shore Regional Organisation of Councils.

It is a supplement to the 2010-2014 Corporate Plan and outlines in further detail the major activities to be undertaken by SHOROC and its partner councils in the second year of the Corporate Plan to work toward its agreed goals.

The Operational Plan has been developed to ensure that SHOROC stays on track to deliver the annual and four year program, is accountable to the Board and continues to provide first-class service and commitment to the councils and the region.

About SHOROC

SHOROC is a partnership between the councils that make up the region of the Northern Beaches from Bradleys Head to Barrenjoey – Manly, Mosman, Warringah and Pittwater councils.

Our role is focussed on collaboration and coordination between the four councils to get better outcomes for the councils, the community and the region. We work together to deliver regional outcomes such as securing investment in our public transport, hospitals and roads, on collaborative projects and on improving council efficiencies and productivity.

SHOROC's objectives are:

- Making our region stronger.
- Making our councils stronger.
- Making our business stronger.

What we do to deliver on our objectives

As a group of councils working together, there are four main ways SHOROC delivers on our objectives:

- Develop and coordinate delivery of strategic regional plans and projects to address major issues for the region now, and challenges to come, such as population growth and climate change, based on a clear understanding of the issues facing each local council area and the region.
- Leverage our united voice to lobby for more investment in regional infrastructure and services, with a key focus on transport and health.
- Work together to improve the way things are done within and between councils such as driving efficiency and cost savings in council services, then investing savings gained back into the region.
- Partner with other levels of government and local businesses to deliver priority projects.

Our people

SHOROC is overseen by a Board consisting of the Mayors and General Managers of each of the four partner councils. The Board responsibilities are shared by each Council on a rotating basis, with a Mayor elected each year in the role of SHOROC President. Pittwater Mayor Cr Harvey Rose is the current SHOROC President, with Manly Mayor Jean Hay the Vice-President.

The General Managers Advisory Committee is responsible for overseeing the efficient management of SHOROC and staffing. The Executive Director manages SHOROC and oversees project management and day to day administration.

A major strength of the SHOROC partnership is the experienced council staff who work collaboratively through a range of working groups to develop and implement SHOROC projects and campaigns.

What we have achieved in 2010-11

In the last year, key outcomes against the agreed goals in the 2010 Corporate Plan include:

- Savings to councils of \$322,449 in the first nine months of the new Efficiency and Cost Savings program. Regional collaborative efficiency/cost saving projects have also been commenced which have the potential to save council significant funds, including HR training & recruitment, Construction certification, Records Management and Waste.
- Commitment from the new NSW Government to urgently seek expressions of interest to determine the feasibility and timing and establish a Northern Beaches Bus Rapid Transit system, as well as construct transport/road link infrastructure associated with the Level 5 Hospital at Frenchs Forest, consistent with the *Shaping Our Future* strategy.
- Commitment of \$125 million from the new NSW Government to start construction in the next four years on the Level 5 Hospital at Frenchs Forest. Full services at Manly and Mona Vale Hospitals will be retained during construction and Mona Vale Hospital will serve in a complementary role once the new hospital is built.
- Development of draft Regional Sustainability Strategy identifying areas where councils can partner to deliver significant sustainability outcomes for the councils and the region, focusing on transport, energy, climate change, ecologically sustainable development, waste, water, biodiversity and skills and capacity building.
- Improved opportunities for Councillors to input into SHOROC policy and project formulation through establishment of Annual Councillor Forum and other processes.
- Facilitated collaboration, knowledge and resource sharing between councils through council working groups. These have included a focus on issues such as land use planning, strategic planning, climate change, water cycle management, waste, procurement and regional State of the Environment Reporting.
- Timely implementation of all resolutions of the Board and GMAC as well as efficient and appropriate management of the organisation, noting transparent and fully audited finances, high staff retention and compliance with federal and state requirements.

An ongoing review of the priorities

This is the second Operational Plan under the four year Corporate Plan (2010-2014).

SHOROC has worked closely with the Board, GMAC and council staff to establish the key activities for the organisation and the resources required to deliver the priorities for the next 1 – 4 years. The Board, GMAC and SHOROC staff will continually plan, review and update the priorities for SHOROC throughout 2011/12.

It is also planned that a full review of the corporate Plan will be conducted in 2011/12 to ensure it aligns with council Community Strategic Plan priorities and regional needs.



2010-2014 SHOROC Corporate Plan summary – agreed by SHOROC Board in May 2010

Partnership objectives	4 year goals	How we'll get there
Stronger Region		
<p>To make our region stronger including improved:</p> <ul style="list-style-type: none"> ○ Health and lifestyle ○ Transport and sustainable communities ○ Homes and built environment ○ Jobs and business ○ Natural environment 	<ul style="list-style-type: none"> ○ Funding commitment, planning completed and construction scheduled on Northern Beaches Hospital as well as Mona Vale Hospital retained and health services in line with agreed SHOROC Regional Directions. ○ Funding commitment, planning commenced and schedule of priority works to improve East/West and North/South transport in line with agreed SHOROC Regional Directions. ○ Agreed direction for sustainable growth of region to accommodate growing population. ○ Agreed direction for how to maintain and enhance the region's way of life and natural environment. ○ Clear state and federal policy for councils to adapt to the potential impacts of climate change. 	<ul style="list-style-type: none"> ○ Regional strategic planning including: <ul style="list-style-type: none"> ○ Development of SHOROC Regional Directions, setting out the overarching strategic direction for the region with a focus on housing, jobs, health and transport. ○ Development of <i>SHOROC Regional Directions for Liveability</i> and <i>SHOROC Regional Directions for Sustainability</i>, identifying the needs of the region in the way of other infrastructure and service delivery such as cultural and recreational venues or water and sewerage infrastructure. ○ Targeted campaigns and advocacy on health, transport, climate change and other issues as they arise in partnership with councils and the community using channels such as media, liaison with MPs and government staff and grass-roots community campaigning.
Stronger Councils		
<p>To make our councils stronger including:</p> <ul style="list-style-type: none"> ○ Operational efficiencies ○ More effective and engaged workforce ○ Stronger voice on regional issues ○ Leading practice systems and processes 	<ul style="list-style-type: none"> ○ Working toward collective Council operational savings of \$1,000,000. ○ Common workforce planning framework and regional workforce strategies. ○ Improved council staff capacity and systems. ○ Working toward 25% of staff training coordinated through SHOROC as appropriate. ○ Greater recognition of SHOROC Councils as leaders in local government. 	<ul style="list-style-type: none"> ○ Delivery of efficiency and cost savings program for councils to drive efficiencies in business processes and operations, shared services and resources, tendering and procurement. ○ Development of common waste collection service by 2014 and facilitation of advice from councillors and community to Kimbriki. ○ Development of SHOROC Workforce Plan. ○ Deliver coordinated training in partnership with council HR Managers. ○ Promotion of SHOROC Councils through awards, conferences and networks based on benchmarking within and beyond the region
Stronger SHOROC		
<p>To make the SHOROC stronger including:</p> <ul style="list-style-type: none"> ○ Revenue ○ Communications & Promotion ○ Our people ○ Governance ○ Operation, procedure & policies 	<ul style="list-style-type: none"> ○ Fully self-funding efficiency and cost savings program. ○ \$200,000 in annual revenue from new income streams. ○ 5000 council staff and community members taking action and believing in the region and the campaigns of SHOROC and our member councils. ○ Passionate, innovative and solutions focussed team. ○ Optimised governance structure. ○ Recognised by council staff, community members and other organisations as responsive, appropriate and effective. 	<ul style="list-style-type: none"> ○ Funding an ongoing efficiency and cost savings program through creation of a Revolving Cost Savings Fund built through investment of a percentage of council efficiencies and cost savings. ○ Diversified funding base including new grants and other income sources. ○ New organisational projects, focus and website to build social networks with a focus on youth. ○ Targeted recruitment and fostering of innovation culture within SHOROC and across member councils. ○ Review of governance structure and project assessment criteria. ○ Promotion of SHOROC through awards, conferences and networks.

2011-12 Operational Plan

Objectives	Board agreed 4 year goals	Project	Timing				Resourcing		
			Delivered by	Q1	Q2	Q3	Q4	SHOROC	Council staff
Stronger region									
<p>To make our region stronger including improved: o Health and lifestyle o Transport and sustainable communities o Homes and built environment o Jobs and business o Natural environment</p> <p>o Funding commitment, planning completed and construction scheduled on Northern Beaches Hospital as well as Mona Vale Hospital retained and health services in line with agreed <i>Shaping Our Future</i> (Regional Directions).</p> <p>o Funding commitment, planning commenced and schedule of priority works to improve East/West and North/South transport in line with agreed in line with agreed <i>Shaping Our Future</i> (Regional Directions).</p> <p>o Agreed direction for sustainable growth of region to accommodate growing population.</p> <p>o Agreed direction for how to maintain and enhance the region's way of life and natural environment.</p> <p>o Clear state and federal policy for councils to adapt to the potential impacts of climate change.</p>	<p>o Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the <i>Shaping Our Future</i> strategy.</p>	Ongoing					Exec Director	-	Board, GMAC
	<p>o Support councils involvement in the delivery of <i>Shaping Our Future</i> infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</p>	Ongoing					Exec Director	Low	GMAC, Urban Planners, Strategic Directions
	<p>o Work with councils on the identification and implementation of appropriate housing and employment capacity targets under the Metropolitan Plan or other government policies</p>	Ongoing					Exec Director	Low	GMAC, Urban Planners, Strategic Directions, Economic Dev.
	<p>o Complete development of 'health of the region' indicators and first annual 'health of the region' report.</p>	Dec-11					Exec Director	Low	Strategic Directions
	<p>o Investigate joint/collaborative tourism promotion including regional promotion and branding, calendars of events, grant funding and joint events, and implement as appropriate.</p>	Jun-12					Business Mgr	Medium	Tourism, Economic Dev.
	<p>o Support 'Last Drinks' Campaign across region.</p>	Aug-11					Exec Director	Low	
	<p>o Encourage coordinated planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries.</p>	Ongoing					Exec Director	Low	Urban Planners
	<p>o Complete regional sustainability strategy and commence priority projects as agreed by the Board</p>	Aug 11 then as per strategy					Exec Director	Medium-High	Urban Planners, Sustainability, Climate Change
	<p>o Seek grant funding and commence regional liveability strategy</p>	Jun-12					Exec Director	Medium	Strategic Directions, Community, Env Services
<p>o Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required</p>	Ongoing					Exec Director	Low	Urban Planning, Economic development, Climate change, Water	

Objectives	Board agreed 4 year goals	Project	Timing				Resourcing			
			Delivered by	Q1	Q2	Q3	Q4	SHOROC	Council staff	Group/staff involved
Stronger Councils										
To make our councils stronger including: <ul style="list-style-type: none"> o Operational efficiencies o More effective and engaged workforce o Stronger voice on regional issues o Leading practice systems and processes 	Working toward collective Council operational savings of \$1,000,000. <ul style="list-style-type: none"> o Common workforce planning framework and regional workforce strategies. o Improved council staff capacity and systems. o Working toward 25% of staff training coordinated through SHOROC as appropriate. o Greater recognition of SHOROC Councils as leaders in local government. 	<ul style="list-style-type: none"> o Continue council efficiency and effectiveness program across councils to deliver \$300,000 in cost savings and efficiency measures and improve productivity through improved processes, operations, shared resources, tendering and procurement. 	Ongoing					Business Mgr	Medium	(see below)
		<ul style="list-style-type: none"> o Continue to actively seek and pursue regional tender opportunities through application of procurement audit and calendar, active surveillance of all procurement activities and communications through the Procurement Working Group 	Ongoing					Business Mgr	Medium	Procurement bi-monthly
		<ul style="list-style-type: none"> o Investigate the potential formation of a regional business unit to provide construction certification services, with the first step to provide support to Warringah Council in business planning for a new compliance certification Business Unit. 	Ongoing					Business Mgr	Low	Urban Planners bi-monthly
		<ul style="list-style-type: none"> o Work with the SHOROC Records Management Working Group in developing a regional cost saving strategy and project for records archiving, off site storage, digitisation and destruction 	Ongoing					Business Mgr	Medium	Records bi-monthly
		<ul style="list-style-type: none"> o Commence development and feasibility on projects identified through 2010 Councillor Forum including LED street lighting, Greenpower and Information Technology. 	Ongoing					Business Mgr	Low	Procurement/IT/Finance /Asset Managers
		<ul style="list-style-type: none"> o Collaborate/share knowledge with other ROCs through a ROC Business Manager/Cost Saving and Efficiency Network. 	Ongoing					Business Mgr	-	-
		<ul style="list-style-type: none"> o Continue working with the SHOROC HR Workforce Planning Group to investigate and deliver on coordinated training and recruitment opportunities across the region 	Ongoing					Business Mgr	Medium	Workforce Planning bi-monthly
		<ul style="list-style-type: none"> o Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE. o Development of joint and separable tender specification based on agreed common collection system, with a view to seeking tender submissions mid-2012. o Undertake project management of consultancies as required o Develop and commence education and engagement project in consultation with councils and KEE to support implementation of a common collection system and KEE's facility development. 	June 2011 (seek tenders)					Business Mgr	Medium-High	Waste, Education Officers, Communications
		<ul style="list-style-type: none"> o Deliver targeted seminars or conferences for councillors and council staff. 	1-2 per yr					Office Mgr	Low	TBA
<ul style="list-style-type: none"> o Continue to support and work with SHOROC working groups and committees in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required. 	Ongoing					Business Mgr	Low	procurement, workforce planning, waste		

Objectives	Board agreed 4 year goals	Project	Timing				Resourcing			
			Delivered by	Q1	Q2	Q3	Q4	SHOROC	Council staff	Group/staff involved
Stronger SHOROC partnership										
To make the SHOROC partnership stronger including: o Revenue o Communications & Promotion o Our people o Governance o Operation, procedure & policies	o Fully self-funding efficiency and cost savings program. o \$200,000 in annual revenue from new income streams. o 5000 council staff and community members taking action and believing in the region and the campaigns of SHOROC and our member councils. o Passionate, innovative and solutions focussed team. o Optimised governance structure. o Recognised by council staff, community members and other organisations as responsive, appropriate and effective.	o Generate revenue from new income streams including but not limited to events, fee-for-service projects and grants.	Ongoing					Business Mgr	-	-
		o Manage and regularly update the SHOROC website to ensure content is relevant and engaging to promote SHOROC and council activities and regional news.	Ongoing					Office Mgr	-	-
		o Develop communications strategies for SHOROC and key campaigns	Ongoing					Office Mgr	-	-
		o Survey elected Councillors and council staff on SHOROCs priorities and performance	Oct-11					Exec Director	-	-
		o Review governance structure in late 2011 and update as required.	Feb-11					Exec Director	Low	Strategic Directions
		o Hold annual Councillor Forum in around October 2011.	Oct-11					Exec Director	Low	Strategic Directions
		o Conduct Board strategic planning session in around November 2011.	Nov-11					Exec Director	Low	Strategic Directions
		o Continue appropriate annual and financial reporting.	Ongoing					Exec Director	-	-
		o Continue to review and update of operational policies to improve responsiveness and effectiveness as required.	Ongoing					Exec Director	-	-
o Promote councils and SHOROC through awards, conferences and networks	Ongoing					Business Mgr	-	-		



Draft 2011-12 Budget

Detailed 2011/12 budget	
	Budget 2012
Administration Income	
Inc - Warringah - Admin Charge	\$ 77,500.00
Inc - Pittwater - Admin Charge	\$ 77,500.00
Inc - Mosman- Admin Charge	\$ 77,500.00
Inc - Manly- Admin Charge	\$ 77,500.00
Warringah cost savings contribution	\$ 54,574.00
Pittwater cost savings contribution	\$ 23,799.00
Mosman cost savings contribution	\$ 13,005.00
Manly cost savings contribution	\$ 18,449.00
Seminars, conferences & events	\$ 2,000.00
Members' Fees	\$ 16.00
Interest Earnt	\$ 18,000.00
Total Operating Income	\$ 439,843.00
Administration Expenses	
Accounting Fees	\$ 7,000.00
Bank Charges	\$ 300.00
Bookkeeping Services	\$ 1,000.00
Catering	\$ 1,700.00
Dues and Subscriptions	\$ 300.00
Electricity	\$ 2,800.00
Insurance	\$ 7,450.00
IT - Repairs, Maintenance & Website hosting	\$ 1,500.00
Legal Fees Operations	\$ 1,000.00
Office Supplies/Stationery etc	\$ 1,900.00
Office Equipment	\$ 1,800.00
Postage & Courier	\$ 800.00
Annual Report/ Photocopy	\$ 4,500.00
Rent	\$ 28,000.00
Seminars / Conferences	\$ 4,000.00
Tel - Fixed	\$ 2,400.00
Tel - Mobiles	\$ 840.00
Internet	\$ 1,440.00
Travel	\$ 500.00
Wages & Salaries	\$ 334,984.08
Superannuation	\$ 29,475.25
Staff Training	\$ 2,500.00
Staff Amenities	\$ 700.00
Depreciation	\$ 2,400.00
Contingency	\$ 553.67
Total Administration Expenses	\$ 439,843.00
Sub-total - Administration Profit	-\$ 0.00
Project Income	
SHOROC Council Contribution General Projects	\$ 40,000.00
Revolving Cost Savings Fund allocation to projects (unspent previous yr)	\$ 20,000.00
Regional waste audit (including unspent previous yr)	\$ 142,500.00
Waste management projects (unspent previous yr)	\$ 9,410.00
Grants	\$ 50,000.00
Total Project Income	\$ 261,910.00
Projects Expenses	
General Projects exp	\$ 40,000.00
Revolving Cost Savings Fund projects	\$ 20,000.00
Regional waste audit	\$ 142,500.00
Waste management projects (unspent previous yr)	\$ 9,410.00
Grants	\$ 50,000.00
Total Projects Expenses	\$ 261,910.00
Sub-total - Projects Profit	\$ -
Total income	\$ 701,753.00
Total expenses	\$ 701,753.00
Net Profit	-\$ 0.00

SHOROC Budget summary	
Estimated funding at hand 30 June 2011	
Retained earnings estimated at 30 June 2011	\$ 74,139.63
General provision for projects	\$ 71,026.28
Revolving Cost Savings Fund	\$ 28,020.80
Provision for waste audit	\$ 75,000.00
Provision for waste management projects	\$ 9,410.00
Estimated net funding at hand 30 June 2010	\$ 257,596.70
2010/11 Budget summary	
Administration income	\$ 439,843.00
Administration expenditure	\$ 439,843.00
Project income	\$ 261,910.00
Project expenditure	\$ 261,910.00
Net profit	-\$ 0.00
Estimated funding at hand 30 June 2012	
Retained earnings	\$ 74,139.62
General provision for projects	\$ 71,026.28
Revolving Cost Savings Fund	\$ 8,020.80
Provision for waste audit	\$ -
Provision for waste management projects	\$ -
Estimated net funding at hand 30 June 2011	\$ 153,186.70

Tab L. March 2011 Financial Report

Shore Regional Organisation of Councils					
Profit & Loss Statement					
July 2010 through to March 2011					
	Actual 2011	To date Variance	Budget 2011	Final Forecast	Variance
Administration Income					
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	\$ 28,020.80	\$ 13,020.80	\$ 20,000.00	\$ 28,020.80	\$ 8,020.80
Members' Fees	\$ 16.00	\$ -	\$ 16.00	\$ 16.00	\$ -
Interest Eamt	\$ 15,826.16	\$ 9,076.16	\$ 9,000.00	\$ 18,926.16	\$ 9,926.16
Total Administration Income	\$ 447,699.96	\$ 22,096.96	\$ 432,853.00	\$ 450,799.96	\$ 17,946.96
Administration Expenses					
Accounting Fees	\$ 11,700.00	\$ 300.00	\$ 12,000.00	\$ 11,700.00	\$ 300.00
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -
Bank Charges	\$ 217.38	\$ 7.62	\$ 300.00	\$ 292.38	\$ 7.62
Bookkeeping Services	\$ 722.73	\$ 27.27	\$ 1,000.00	\$ 972.73	\$ 27.27
Catering	\$ 1,503.30	\$ (303.30)	\$ 1,600.00	\$ 1,903.30	\$ (303.30)
Dues and Subscriptions	\$ 295.20	\$ 79.80	\$ 500.00	\$ 295.20	\$ 204.80
Electricity	\$ 1,456.60	\$ 43.40	\$ 2,000.00	\$ 2,306.60	\$ (306.60)
Insurance	\$ 1,386.48	\$ -	\$ 7,150.00	\$ 6,776.48	\$ 373.52
IT - Repairs & Maintenance	\$ 413.64	\$ 1,101.36	\$ 2,020.00	\$ 918.64	\$ 1,101.36
Legal Fees Operations	\$ -	\$ 1,125.00	\$ 1,500.00	\$ 375.00	\$ 1,125.00
Office Supplies/Stationery etc	\$ 1,270.18	\$ 229.82	\$ 2,000.00	\$ 2,000.00	\$ -
Office Equipment	\$ 1,877.24	\$ (377.24)	\$ 2,000.00	\$ 2,000.00	\$ -
Postage & Courier	\$ 482.10	\$ 117.90	\$ 800.00	\$ 800.00	\$ -
Printing / Photocopy	\$ 3,891.99	\$ (516.99)	\$ 4,500.00	\$ 4,500.00	\$ -
Rent	\$ 20,999.97	\$ 0.03	\$ 28,000.00	\$ 28,000.00	\$ -
Repairs & Maintenance	\$ 299.09	\$ (299.09)	\$ -	\$ 299.09	\$ (299.09)
Seminars / Conferences	\$ 680.17	\$ 2,319.83	\$ 4,000.00	\$ 4,000.00	\$ -
Tel - Fixed	\$ -	\$ 3,150.00	\$ 4,200.00	\$ 2,300.00	\$ 1,900.00
Tel - Mobiles	\$ 745.02	\$ (25.02)	\$ 960.00	\$ 960.00	\$ -
Internet	\$ 944.72	\$ 135.28	\$ 1,440.00	\$ 1,237.08	\$ 202.92
Travel	\$ 236.38	\$ 138.62	\$ 500.00	\$ 361.38	\$ 138.62
Wages & Salaries	\$ 236,716.24	\$ (5,266.97)	\$ 308,599.03	\$ 311,735.83	\$ (3,136.80)
Superannuation	\$ 20,816.07	\$ (457.06)	\$ 27,145.35	\$ 27,416.98	\$ (271.63)
Staff Training	\$ 587.48	\$ 912.52	\$ 2,000.00	\$ 2,500.00	\$ (500.00)
Staff Amenities	\$ 571.94	\$ (193.00)	\$ 505.25	\$ 698.25	\$ (193.00)
Depreciation	\$ -	\$ 2,197.94	\$ -	\$ 2,930.59	\$ (2,930.59)
Revolving Cost Savings Fund deposit	\$ 28,020.80	\$ 13,020.80	\$ 20,000.00	\$ 28,020.80	\$ (8,020.80)
Total Administration Expenses	\$ 335,834.72	\$ (8,573.07)	\$ 434,719.63	\$ 445,300.33	\$ (10,580.70)
Sub-total - Administration Profit	\$ 111,865.24	\$ 13,523.89	\$ (1,866.63)	\$ 5,499.63	\$ 7,366.26
Project Income					
Council Contribution General Projects	\$ 40,000.00	\$ -	\$ 40,000.00	\$ 40,000.00	\$ -
Shaping Our Future	\$ 10,963.49	\$ -	\$ 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	\$ -
Regional waste audit	\$ -	\$ -	\$ -	\$ 43,500.00	\$ 43,500.00
LGMA Management Challenge 2011	\$ 7,263.64	\$ 7,263.64	\$ -	\$ 7,263.64	\$ 7,263.64
Seminars, conferences & events	\$ -	\$ (3,750.00)	\$ 5,000.00	\$ -	\$ (5,000.00)
Grants	\$ -	\$ -	\$ 50,000.00	\$ -	\$ (50,000.00)
Total Project Income	\$ 133,143.13	\$ 3,513.64	\$ 180,879.49	\$ 176,643.13	\$ (4,236.36)
Projects Expenses					
General projects expenses	\$ -	\$ -	\$ 40,000.00	\$ -	\$ -
Shaping Our Future	\$ 6,798.77	\$ (258.18)	\$ 10,963.49	\$ 19,058.22	\$ (8,094.73)
Councillor Forum	\$ 5,778.99	\$ -	\$ -	\$ 5,778.99	\$ (5,778.99)
DECCW Sustainability grant project	\$ 28,461.29	\$ 9,038.71	\$ 50,000.00	\$ 50,000.00	\$ -
Waste management projects	\$ 506.00	\$ 18,181.00	\$ 24,916.00	\$ 15,506.00	\$ 9,410.00
Regional waste audit	\$ -	\$ -	\$ -	\$ 43,500.00	\$ (43,500.00)
LGMA Management Challenge 2011	\$ 7,263.64	\$ (7,263.64)	\$ -	\$ 7,263.64	\$ (7,263.64)
Grants	\$ -	\$ -	\$ 50,000.00	\$ -	\$ 50,000.00
Total Projects Expenses	\$ 48,808.69	\$ 19,697.89	\$ 175,879.49	\$ 141,106.85	\$ 34,772.64
Sub-total - Projects Profit	\$ 84,334.44	\$ 23,211.53	\$ 5,000.00	\$ 35,536.28	\$ 30,536.28
Total income	\$ 580,843.09	\$ 25,610.60	\$ 613,732.49	\$ 627,443.09	\$ 13,710.60
Total expenses	\$ 384,643.41	\$ 11,124.82	\$ 610,599.12	\$ 586,407.19	\$ 24,191.94
Net Profit **	\$ 196,199.68	\$ 36,735.42	\$ 3,133.37	\$ 41,035.90	\$ 37,902.54
**Note liabilities forecast End FY:					
Unspent General Projects budget				\$ 26,126.28	
Waste projects				\$ 9,410.00	
Revolving Cost Savings Fund				\$ 28,020.80	

Tab M Warringah Council Motion on Amalgamation

11.1 Notice of Motion No 23/2011

Warringah Council 22 March 2011

Voluntary Council Amalgamation

RESOLVED

Cr Ray / Cr Regan

That Council resolves to:

a) Prepare an initial report in relation to the feasibility of a new form of local government for

Warringah Council, by way of voluntary amalgamation, with any of the following:

1. any one member Council of SHOROC
2. any combination of member Councils of SHOROC
3. all member Councils of SHOROC
4. any other adjoining Council, and
5. inclusion and operation of local municipal committees or other committee or boundary models as part of the amalgamated structure

b) The report should contain:

- i. both positives and negatives aspects of each structure, including how amalgamation may look electorally
- ii. basic costings of such structures
- iii. savings from voluntary restructures
- iv. the initial views of affected Councils
- v. results of preliminary Public Consultation with our Warringah community
- vi. the views of the Minister for Local Government
- vii. the initial views of effected employee unions
- viii. an overview of alternate solutions such as those in Brisbane, Auckland and many county councils in the USA

c) The initial report should be completed as soon as possible and be presented to Council no later than the scheduled meeting of Council in July 2011.

- d) The General Manager to present basic interim progress reports at the scheduled Council Meeting in May.
- e) Upon receipt of the initial report Council should consider initiating further action including:
- i. commission of any subsequent detailed report with appropriate funding source identified
 - ii. preparation of a written submission or correspondence to the NSW State Government in support of the best structure and outcome for the Northern Beaches Region with regard to any future amalgamation.
- f) The initial report be funded from any surplus funds identified at the third quarterly review, end 31 March 2011.

VOTING

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

Against the resolution: Crs Giltinan and Sutton.