

SHOROC INCORPORATED

BOARD MEETING

Wednesday, 10 August 2011, 3:10 - 4:25pm
SHOROC, Unit 33/42-46 Wattle Road, Brookvale



Board Members Present

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| Cr Harvey Rose | Mayor of Pittwater and SHOROC 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. Apologies were received from Cr Jean Hay AM, Mayor of Manly and SHOROC Vice President.

Item 1. The Board resolved:

- To accept apologies received.

Moved Cr Harvey Rose /Seconded Cr Anne Connon

Carried Unanimously

Item 2 Minutes of the meeting 18 May 2011

Item 2

The Board resolved:

- To adopt the Minutes of the meeting held 18 May 2011.

Moved Cr Anne Connon /Seconded Henry Wong

Carried Unanimously

Item 3 Matters arising from previous meeting minutes

Nil

Item 4 Advocacy and issues management

Item 4.1 *Shaping Our Future* – investment in transport & health

It has now been a year since the first phase of the *Shaping Our Future* campaign was commenced by the Mayors of Manly, Mosman, Pittwater and Warringah councils calling for investment in the SHOROC region's transport and health infrastructure. The 'united voice' and collaborative approach to working with key stakeholders, as well as the work by individual councils, has seen significant results.

In regard to the **transport priorities** identified in the strategy:

- **Public transport:** The new NSW Government confirmed its support for the proposed Bus Rapid Transit (BRT) system and has commenced a significant feasibility study strategically assessing the BRT options for the region, including potentials costs, alignment options, integration, environmental impacts and traffic and patronage studies. Importantly the feasibility planning is looking into both the routes from Mona Vale to the city as well as from Dee Why to Chatswood. SHOROC's Executive Director is a member of the Department of Transport's lead Project Control Group for the project along with senior representatives from the Department, RTA and STA, demonstrating a good partnership approach by the NSW Government with the councils on this project.
- **Roads:** Rob Stokes MP announced that preliminary works for a proposal to widen a section of Mona Vale road to four lanes between Mona Vale and Terry Hills has begun with environmental works and surveying now taking place.

In regard to the **health priorities** identified in the strategy:

- **Northern Beaches Hospital:** The new NSW Government has committed to allocating an additional \$125 million (to the funds already allocated) to start construction on the Level 5 Hospital at Frenchs Forest, with construction to commence in the next four years. The Department of Health is developing staging options for the construction phase.
- **Manly & Mona Vale Hospitals:** The new NSW Government has committed that Mona Vale Hospital will serve in a complementary role once the new hospital is built and that full maternity services will be returned as soon as possible, while the Manly Hospital site will be retained for community use such as aged care or mental health. Full services at Manly and Mona Vale Hospitals will be retained during construction of the Northern Beaches Hospital. Over \$1 million has been allocated for essential improvements to Mona Vale Hospital including repairs to the deteriorating building facade and ageing medical air system.

Update on activity

An update on key activity undertaken since the 18 May Board meeting and next steps is listed below.

- The SHOROC Board met the Hon Tony Abbott MP and the Hon Bronwyn Bishop MP in Canberra on 21 June 2011 to discuss the *Shaping Our Future* priorities as well as other issues. Mr Abbott and Mrs Bishop stated their support for the investment in the Northern

Beaches Hospital and ongoing complementary role for Mona Vale Hospital as well as the BRT system. A date is being sought for a follow-up meeting with Mr Abbott and Mrs Bishop in around February 2012.

- The Northern Beaches Bus Rapid Transit (BRT) pre-feasibility study was announced by the Transport Minister following a Question on Notice from Jonathan O’Dea MP and SHOROC distributed a media release welcoming the study.
- The Department of Transport Project Control Group (PCG) meetings for the BRT pre-feasibility study commenced in June 2011. The PCG includes representatives from the Department, RTA, STA and SHOROC’s Executive Director. While Confidentiality Undertakings were required to be signed by all stakeholders, advice has been sought from the Department as to what information can be shared with the Board and a verbal update should be able to be provided on the project at the Board meeting. Meetings are scheduled to occur monthly with the next meeting on Thursday 11 August 2011.
- A meeting was held on 27 June 2011 between the SHOROC Board and the Chief Executive and Director Operations of the Northern Sydney Local Health District (NSLHD) to discuss regional health planning, the construction of the Northern Beaches Hospital and the role of Manly and Mona Vale Hospitals in the transition period, as well as the ongoing role for Mona Vale Hospital. Another further meeting has been arranged for Friday 16 September 2011 at which more detail will be able to be discussed as the NSW Budget will have been announced including funding allocations to the Northern Beaches Hospital.
- At the request of NSW Treasurer Mike Baird MP a meeting has been arranged between the SHOROC Board Members and NSW Transport Minister and NSW Treasurer to discuss the BRT project in more detail on 22 August, 2011.
- SHOROC wrote to the Chair and CEO of the newly formed Infrastructure NSW to seek to ensure that the infrastructure priorities identified in *Shaping Our Future* are included in planning conducted by Infrastructure NSW.

Letters received from NSW Government MPs and representatives in regard to the transport and health issues are attached for information (**Tab A**).

Bus Rapid Transit short-course from the Institute of Transport & Logistics Studies

A recent short-course was held by the University of Sydney’s Institute of Transport & Logistics Studies’ (ILTS) titled *Bus Rapid Transit: State of the Art-in Performance and Benefits*.

The short-course focussed on the performance and benefits of BRT systems from around the world and featured Professor David Hensher, Director of the ITLS and Professor John Nelson, Director of the Centre for Transport Research University of Aberdeen. The overview presentation from the short-course is attached at **Tab B**.

By way of briefing for the Board, key points of relevance to note from the course:

- BRT is defined as rapid transit that combines the quality of rail with the flexibility of buses.

- BRT can deliver similar or even superior service capacity to rail, with capacity for 9-30,000 people per hour.
- The focus for BRT should be a system, not just trunk routes, with key issues connectivity, frequency, visibility, accessibility.
- Key elements of BRT:
 - Median/dedicated busways
 - Enhanced & high quality metro-style stations
 - Advanced fleet (often appears to be light rail with wheels)
 - Service design & system management (eg. buses every 1-5min, light priority & tracking, maps look like rail network)
 - Integrated ticketing (off-board fare collection)
 - Strong marketing- to gain support for system, then to drive patronage
- Usual cost for BRT is between \$5-15 million per km. Light rail typically ~\$35 million/mile, Metro ~ \$168 million/mile. As a cost comparison for \$US 1 billion could build 43kms BRT, 14kms elevated rail, 7kms subway.
- Feasibility analysis should include wider economic value of system (ie job creation, productivity gains, land value increases).
- Population density and attraction of destination (jobs, retail) key factor & more important than density at the origin/on route.
- In lower density but growing areas BRT should be built in the anticipation that when there is a market it can be converted to light rail.
- BRT can be operational in less than 18 months, including feasibility, construction, trial and then operation. It can be constructed in phases to show early progress without major budget.

Spatial Analysis Report

As part of the development of the Shaping Our Future strategy, Sustainable Urbanism was engaged as a consultant to lead a consortia of consultants to advise SHOROC and councils on the spatial considerations that should underpin the regional strategy. Much of this analysis and advice was completed in 2010 and was used as the basis of the development of the *Shaping Our Future* strategy, including as presentations to a number of workshops held with council staff and elected Councillors.

In addition, Sustainable Urbanism was required to provide a final report outlining the spatial analysis and recommendations for the SHOROC region. This final report has now been added to the SHOROC website.

The report brings together significant analysis from the consultants and outlines recommendations based on their experience in spatial and transport planning which support the priorities outlined in *Shaping Our Future*. It has taken time to finalise the publication ready for the website as there was a need to enable considered review by council urban planning and strategic planning staff and subsequent updates by the consultant to ensure the report was accurate, clear in its advice and useful for council and SHOROC planning and advocacy, without compromising the integrity of the advice provided.

Item 4.1

The Board resolved:

- To note the update on the *Shaping Our Future* campaign.
- To discuss any further action that should be taken in the campaign to secure transport and health funding and infrastructure for the region.

Moved Viv May /Seconded Rik Hart

Carried Unanimously

Item 4.2 DLG Destination 2036 Forum

The NSW Division of Local Government (DLG), in conjunction with the LGSA, LGMA and ACELG will hold *Destination 2036* on 17-18 August 2011 in Dubbo. It will be attended by over 300 Mayors, Councillors, General Managers, ROC Executive Officers and other sector leaders from across NSW. According to the DLG the purpose of *Destination 2036* is to come together to plan the future of Local Government in NSW, by starting the preparation of a long-term vision and short-term action plan for Local Government.

The DLG has released a discussion paper (**Tab C**) to 'start the conversation', bringing together research on Local Government in Australia and internationally and posing a series of questions as a starting point for discussion before, during and after the workshop. An online survey has also been developed.

The DLG has suggested attendees may like to discuss the opportunities and challenges facing local government or ideas for the future of the sector with colleagues prior to the workshop and as such the Board may wish to discuss the Forum.

Item 4.2

The Board resolved:

- To receive and note the information on the DLG Destination 2036 and the advice on the Forum provided by Mark Ferguson.

Moved Viv May /Seconded Rik Hart

Carried Unanimously

Item 4.3 Last Drinks

The SHOROC Board agreed as part of the 2011/12 SHOROC Operational Plan that it would ‘*support the ‘Last Drinks’ campaign across the region*’. This suggestion was raised by Councillors attending the 2010 SHOROC Councillor Forum.

According to the campaign website, the Last Drinks campaign aims to tackle the problem of alcohol-related violence by convincing NSW political leaders to bring in measures such as earlier closing times, lock-outs and restrictions on the sale of high-alcohol content drinks late at night. The campaign is supported by the Police Association of NSW, the Australian Medical Association (NSW), the NSW Nurses Association and the Health Services Union.

The campaign coordinator has advised that the campaign is currently under hiatus but should be ramped up again soon. It is understood the NSW Government has introduced (or has committed to introduce) a range of measures aimed at alcohol-fuelled violence, such as:

- the 'three strikes policy' on violent venues
- reintroducing the offence of drunk and disorderly
- Strengthening the 'move on' powers for police
- Introducing three trial 'sobering up centres' around NSW.

The campaign coordinator indicated that these measures “*still don't address the core problem of Australia's 24-hour booze culture... as they will put more pressure on emergency service workers to respond to alcohol-fuelled violence - rather than preventing alcohol-fuelled violence from happening in the first place*”.

It is planned the campaign will ramp up again shortly as the locations of the 'sobering up centres' are announced over the next couple of months.

The campaign coordinator has suggested that in the meantime the campaign organisers would be very happy to do some sort of event and/or media to recognise the support of the SHOROC councils (noting Manly Council has already done a media event around supporting the campaign) and/or to arrange for Scott Weber from the Police Association to come along and speak to the Board.

Item 4.3

The Board resolved:

- To note the update on the *Last Drinks* campaign.
- That SHOROC support the *Last Drinks* campaign as appropriate and that each council will to continue to support the *Last Drinks* campaign in their own council areas.
- To give authorisation to the President and Executive Director of SHOROC to issue a Media Release on the *Last Drinks* campaign should an appropriate opportunity arise.

*Moved Mark Ferguson /Seconded Henry Wong
Carried Unanimously*

Item 5 Matters raised by councils

Item 5.1 Zero Carbon Stationary Energy Plan (Pittwater)

Pittwater Council has resolved to assist Climate Action Pittwater in organising a public meeting within Pittwater to engage the community regarding the Zero Carbon Australia 2020 Stationary Action Plan and to inviting the other SHOROC Councils to consider in principle support for the Plan. As per the report to council, the Zero Carbon Australia 2020 Stationary Action Plan outlines a fully costed and detailed blueprint for transforming Australia's energy source to 100% renewable supply.

Item 5.1

The Board resolved:

- To note the Zero Carbon Stationary Energy Plan and agree to refer the item to individual councils for consideration.
- To agree to provide feedback where possible to the next Board meeting on 16 November 2011.

Moved Cr Harvey Rose /Seconded Rik Hart

Carried Unanimously

Item 5.2 Grant funding (Warringah)

There may be potential for SHOROC to play a role in identifying and/or coordinating support for individual council grant submissions or coordinating joint grant submissions for projects of regional significance, for example Brookvale Oval.

Item 5.2

The Board resolved:

- To agree to the need for an inventory of regional assets and to refer the item to GMAC to develop an inventory of infrastructure assets of regional significance that could be used as the basis of SHOROC advocacy for grant funding.
- That in the interim if councils are seeking grant funding for what is considered an asset of regional significance letters of support can be sought from SHOROC.

Moved Viv May /Seconded Cr Michael Regan

Carried Unanimously

Item 6 SHOROC project and working group reports

Item 6.1 Kimbriki Sub-Committee minutes & Agenda

The Kimbriki Sub-Committee of the SHOROC Board met on 4 May 2011. The Minutes of the meeting are attached (**Tab D**).

Item 6.1

The Board resolved:

- To note the minutes of the Kimbriki Sub-Committee of the SHOROC Board.
- To receive and note the update from Rik Hart on the newly appointed Kimbriki Board and current matters.

Moved Cr Harvey Rose /Seconded Rik Hart

Carried Unanimously

Item 6.2 Regional Sustainability Strategy

At its 18 May 2011 meeting the SHOROC Board resolved to approve the *Shaping Our Sustainable Future* action plan, including the priority and planned commencement date for projects.

This regional sustainability strategy includes collaborative projects focussing on integrated transport, renewable energy, climate change, ecologically sustainable development, waste avoidance and re-use, water use, enhancing biodiversity and living and working more sustainably. It outlines actions where it is considered more effective or efficient to work together to improve our region's sustainability, building on the significant range of existing and planned council projects.

Shaping Our Sustainable Future – an action plan for creating a more sustainable SHOROC region together has now been designed in line with the *Shaping Our Future* document and the final document is attached at **Tab E**.

At the time of circulation of these papers, a public announcement of the strategy was to be held on Friday 29 July 2011 at The Spit, with the published document distributed to councils and other key stakeholders and posted on the SHOROC website shortly after. In addition,

The final report on this grant-funded project has now been submitted to the Environment Trust. The working group involved in the development of the strategy will shortly meet to plan the next steps for implementation.

Item 6.2

The Board resolved:

- To receive and note the update on the regional sustainability strategy *Shaping Our Sustainable Future*.
- To congratulate all staff involved in the project.

Moved Cr Anne Connon /Seconded Henry Wong

Carried Unanimously

Item 6.3 Regional waste stream composition audit

At its 2 February 2011 meeting GMAC agreed to complete a regional waste stream audit and that this would be project-managed by SHOROC in conjunction with council staff and Kimbriki. The audit is to examine the materials within the three waste streams (general waste, recyclables and garden organics) using classification methods to determine the percentage composition, levels of contamination and a number of other key statistics and measures.

The audit is required for councils to receive annual DECCW WaSIP payments and will provide a valuable source of information particularly in the continued planning for the transition to a common waste system and the transfer of waste to Kimbriki Resource Recovery Centre in 2014.

Working collaboratively and having SHOROC undertake the overall project management for the audit has produced significant time, cost and productivity savings for the region. It is estimated that by collectively tendering for this project in monetary terms alone more than \$68,000 was saved across the four councils.

Progress to date

The selected consultancy EC Sustainable completed the project plan, sampling plan and commenced kerbside collections on 16 May 2011. Collection, sorting, auditing and recording took place through until week ending 22 July 2011.

Despite higher than average rainfall events during the audit phase and challenges in obtaining all three waste stream bins from the same households the audit was completed successfully and within timeframes.

With the completion of the fieldwork, EC Sustainable is currently in the process of entering data and completing the final audit report. At the time of circulation of these papers, completion of the project and submission of the final report was expected by the end of July 2011.

Item 6.3

The Board resolved:

- To note the progress to date on the 2011 regional household domestic waste stream composition audit.

Moved Viv May /Seconded Henry Wong

Carried Unanimously

Item 6.4 Historical Places Register

The Historical Places Register postcards have now been designed and 5,000 units have been printed as agreed by the Board at its 18 May 2011 meeting (**Tab F**). A budget of \$2,000 ex GST was allocated to the project at the 18 May Board meeting and the total cost of the project was \$1,391.20 (ex GST).

The postcards have been distributed to primary schools (total of 4,200) in Manly, Avalon, Narrabeen, Bayview and Mosman. There is a remaining 800 postcards to be distributed should any further interest from primary schools be received by SHOROC or should a Board Member wish to

suggest a primary school to receive the remaining 800 postcards with an accompanying letter from the Mayor.

The Manly Warringah & Pittwater Historical Society Inc. have kindly agreed to assist SHOROC with the administration of the project, specifically to vet and approve new entries as received by SHOROC and then sent to the Historical Society for approval.

Mr Tony Dawson, on behalf of the Historical Society, has written an email to SHOROC urging councils to erect plaques at some of those places of greatest historical significance as part of the Historical Places Register project.

Item 6.4

The Board resolved:

- To note the update on the Historical Places register.

Moved Henry Wong /Seconded Viv May

Carried Unanimously

Item 6.5 Urban Planners Group Minutes

The members of the Urban Planners Group, the council Directors of Planning, met on 14 June 2011. The meeting minutes are attached (**Tab G**).

Item 6.5

The Board resolved:

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

Moved Cr Harvey Rose /Seconded Cr Michael Regan

Carried Unanimously

Item 6.6 Climate Change Working Group Minutes

The members of the Climate Change Working Group met on 11 May 2011. The meeting minutes are attached (**Tab H**).

Item 6.6

The Board resolved:

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

Moved Viv May /Seconded Mark Ferguson

Carried Unanimously

Item 6.7 Water Cycle Management Working Group Minutes

The members of the Water Cycle Management Working Group met on 7 July 2011. The meeting minutes are attached (**Tab I**).

Item 6.7

The Board resolved:

- To receive and note the minutes of the Water Cycle Management Working Group.

Moved Henry Wong /Seconded Mark Ferguson

Carried Unanimously

Item 7 Council Cost Saving & Efficiency Program**Item 7.1 2010/11 cost saving report**

The 2010-11 Final End of Year Council Cost & Efficiency Savings 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 total savings as at year end 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 |

The savings are the direct result of strong collaboration and partnership on a number of varied regional projects. The projects delivered under the cost saving and efficiency program and the savings resulting from each project are detailed in the final end of year report.

Item 7.1

The Board resolved:

- To receive and note the final end of financial year 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 Henry Wong /Seconded Mark Ferguson

Carried Unanimously

Item 7.2 Update on Cost Saving & Efficiency Program progress

The Cost Saving and Efficiency Program delivered noteworthy savings across the region during the 2010-2011 financial year through the successful delivery of a number of regional collaborative projects.

The program will continue in 2011-2012 with preparation for a number of cost saving regional tenders and other cost savings projects already under development.

SHOROC Procurement Working Group

SHOROC continues to work in strong partnership with the councils through the Procurement Working Group. The group meets regularly on a bi-monthly basis and is working through a range of new regional procurement initiatives and opportunities as well as maintaining and strengthening those already in place. The working group has progressed a number of projects as outlined below.

(a) Standard Documentation

Standardised procurement documentation has been circulated for review by all councils and SHOROC following the implementation of a project whereby Warringah Council developed a complete new suite of documents. It is envisaged that other councils will develop and brand these templates accordingly under licence, providing consistency across the region for all tenders and quotations that are advertised. It is expected that this will also assist suppliers and improve quality and quantity of the responses from prospective tenderers as they become more familiar with the consistent requirements of the standardised tender submission processes.

(b) Regional tenders

Two significant regional tenders have progressed since the last report to the SHOROC Board, these being:

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

Regional Procurement (part of the Hunter Councils Group) is engaged in supporting councils on both these tender opportunities. The Drainage Asset Services tender, valued at up to \$1 million per annum, was advertised on 12 July 2011 and closed on 8 August 2011, after which evaluation and selection of a panel of suppliers will follow.

The tender specification for the Minor Capital Works is now in its final stages of review and it is anticipated that this will be advertised in the market by mid-August 2011. This tender is also of significant value and it is hoped that both these regional procurement initiatives will deliver sizeable cost savings for the participating councils.

Following recent reviews of the approach to regional tendering the GMAC at its meeting of 26 July 2011 endorsed an additional mechanism to ensure tender projects are resourced, developed and advertised within reasonable timeframes. Under this approach, where warranted, SHOROC in consultation with the councils would seek quotations from suitable contractors/consultants to complete the tender specification and advise the Procurement Working Group and GMAC as appropriate to determine which vehicle should be used for the particular project. This will overall improve the scope of options we have in terms of developing tenders and will be valuable particularly in terms of complex, specialised and large scale tender development.

Common Waste Collection Study

As noted by the Board at its May 2011 meeting, the councils agreed to complete a regional study into a common waste collection system and that this would be project-managed by SHOROC in conjunction with council staff and Kimbriki. The study was to assess 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.

The consultant Impact Environmental has now submitted the final report. SHOROC is currently coordinating a review of the report by council and KEE staff with the objective of developing recommendations to be taken to councils in the coming months, as well as drafting a project plan that will begin to outline any implementation actions, timeframes and responsibilities.

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 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 as follows.

(a) Records Management

In recent months the working group comprising council records managers has been meeting to investigate the cost benefit of records management, digitisation and digital storage of records in councils. It has recently resolved to process with a regional tender for offsite records management and archiving and the digitisation/digital storage of records in the region.

SHOROC is currently liaising with councils in respect of the most suitable way in which to resource the development of the tender specification. It is expected that this will commence during August 2011.

It is envisaged that this tender will not only provide cost saving opportunities but will also provide a standardised practice for storage, management and destruction of records that meets all regulatory requirements.

(b) HR Working Group

The HR Working Group is continuing its assessment of a number of potential cost saving initiatives including the development of a coordinated training program for the region and the value of implementing a common recruitment platform across the region. As previously reported some of the emerging possible applications are:

- Rapid Induct induction process software
- Hire Desk recruitment software
- Development of regional compulsory and compliance training program
- Casual and temporary staff procurement.

(c) Compliance and Certification

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

As previously reported Warringah Council has outlined its plans to develop a separate business unit with compliance staff to specifically issue Construction Certificates (CC's) and that there is good potential to develop this to a regional level, following the establishment of the Warringah model.

At the 14 June 2011 SHOROC Urban Planners Group meeting, Warringah Council provided an update in respect of the establishment of its commercial Business Unit for compliance certification services. Warringah advised it has recently appointed a new team leader to manage the project and the expected timeframe has been pushed back into later this year. It is expected it will be 6-12 months before progress due to internal resourcing. Warringah Council's Acting Director Peter Robinson has noted SHOROC could assist with project resourcing where appropriate.

Item 7.2

The Board resolved:

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

Moved Mark Ferguson /Seconded Cr Michael Regan

Carried Unanimously

Item 8 SHOROC Administrative Matters

Item 8.1 2011 Board stakeholder engagement process

The SHOROC Board has agreed to conduct a stakeholder engagement process with Councillors and key staff in the second quarter of 2011/12.

The purpose of the stakeholder engagement is to focus on the major issues for councils and the region to feed into the Board's planning for SHOROC's 2012-2016 Corporate Plan, which will identify the key priorities for the SHOROC partnership of councils for 2012/13 and the years to follow.

The timing of this process is so that priorities for SHOROC can be identified and agreed at a suitable time to enable councils to incorporate priorities in corporate planning at an appropriate time in their planning process.

Background

In November 2010 a Councillor Forum was held as an opportunity for Councillors from all partner councils to raise and discuss regional issues, priorities, costs savings and efficiencies. Activities proposed by Councillors at the 2010 Councillor Forum have been included in the 2011/12 SHOROC Operational Plan and the regional sustainability strategy for action.

The Board has agreed under SHOROC's 2011/12 Operational Plan that in late 2011 SHOROC will:

- Survey elected Councillors and council staff on SHOROCs priorities and performance
- Hold an annual Councillor Forum in around October 2011.
- Conduct a Board strategic planning session in around November 2011.

2011 stakeholder engagement

While the Councillor Forum is still some 2-3 months away, it is important that preparation is started early and it is considered the process should be discussed by the Board at its 10 August 2011 meeting as there are no other ordinary Board meetings planned until November 2011.

Further information and considerations for discussion regarding the Councillor and staff survey and the Councillor Forum is below. It is recommended that the considerations be discussed by the Board, refined as appropriate and then agreed.

1. Councillor and council staff survey

- Planned to be conducted in September/October 2011
- Short Web-based survey primarily with hard-copy surveys as an option.
- Purpose is to gauge the opinion of Councillors and council staff on the key issues for councils and the region and the areas that SHOROC and the councils should collectively be focussing their efforts, in addition to reviewing the performance of SHOROC. The outcomes of the surveys are to be reported to GMAC, the Councillor Forum and the Board as part of the planning process.
- A potential approach for example is to ask council staff and Councillors to identify the biggest challenges facing councils and the region now and over the coming years and rate the importance of issues for resourcing in regard to working for stronger councils (such as tendering & procurement, specific shared services, grants) and in regard to working for a stronger region (such as transport, health, climate change, land-use planning, ageing, economic development, biodiversity).
- Draft to be developed and provided to GMAC for review and approval.

2. Councillor Forum

- Planned to be conducted in October 2011.
- Suggested afternoon/evening session followed by dinner during the week.
- Purpose is to enable Councillors to discuss the major issues for councils and the region to feed into the Board's planning on the priorities for SHOROC.
- Suggested focus is the outcomes of the DLG *Destination 2036* Forum which is being held in August 2011 to consider options for the future of local government in NSW.
- Independently facilitated and run in a relatively similar format to the 2010 Forum, with the suggested agenda including:
 - Report on achievements in 2010/11
 - Current status of the regional indicators and the findings of the Councillor and staff survey reported to the Forum
 - Scene-setting by speaker (potentially CEO of DLG or other)
 - Session to discuss opportunities & challenges for councils and SHOROC with actual or hypothetical procurement or shared services options, such as waste collection, KEE, or ideas suggested at 2010 Forum such as IT.
 - Session to focus on core SHOROC activities for a stronger region and practical actions that can taken to address the priority regional issues identified through the survey and indicators.
 - Session to focus on SHOROC performance and governance as part of the 2011 review of the governance structure agreed by the Board as part of the Operational Plan.
- Run-sheet be developed and agreed by GMAC prior to the Forum.

Board planning session

In regard to the Board's strategic planning session, this is planned to be conducted in November 2011 prior to or at the same time as the 16 November 2011 Board meeting. Outcomes of the

Councillor and council staff survey and the Councillor Forum would be considered as part of the planning process.

The purpose of this session is primarily to identify and agree the key areas that SHOROC and the councils will collectively focus on in 2012/13 and the years to follow for inclusion in the updated 2012-2016 Corporate Plan. There may be potential for some actions for immediate attention in 2011/12 to be identified and agreed.

Item 8.1

The Board resolved:

- To approve in principle the broad overview and purpose of the 2011 Board stakeholder engagement process, subject to ongoing liaison between the Executive Director and the President.
- To approve the purpose and the approach of the Councillor and staff survey.
- To approve the focus, format and timing of the 2011 Councillor Forum, including engaging an independent facilitator.
- To approve the focus and timing of the Board planning session.

Moved Henry Wong /Seconded Cr Anne Connon

Carried Unanimously

Item 8.2 Review of current work priorities

The SHOROC Corporate Plan approved by the Board states that one of the ways the priorities for SHOROC will be continually reviewed is through “quarterly operational priority reviews to ensure we are honing in on the key projects and priority issues for our region, our councils and our business effectively and efficiently”.

SHOROC’s current major projects underway are:

- Coordination of the Mayor-led campaign for investment in the transport and health infrastructure agreed under *Shaping Our Future*. This includes arranging meetings with NSW and Commonwealth elected officials, senior bureaucrats and other stakeholders and participating in the Department of Transport’s Project Control Group for the Bus Rapid Transit feasibility planning.
- Delivering priority cost savings & efficiency projects for councils including conducting a regional waste stream composition audit, coordinating regional tenders, and specific projects focussed on construction certification, records archiving and digitisation, and HR training and recruitment.
- Coordinating planning for a common waste collection system in collaboration with council staff and KEE with the aim of seeking tender submissions in mid to late 2012.
- Working with key council staff to coordinate and support implementation of projects identified in the regional sustainability strategy *Shaping Our Future Sustainable Future*.
- Developing the first regional ‘health of the region’ indicator report.

- Planning the 2011 Board stakeholder engagement process.

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

- Facilitating collaboration and knowledge sharing on urban planning, climate change, water cycle management and other matters where appropriate.
- Supporting councils where required in working with Kimbriki Environmental Enterprises on the Kimbriki facility development.
- Encouraging coordinated planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries through the Urban Planners Group.
- Implementing the Historical place names register project with schools.
- Reviewing policies and governance arrangements.
- Secretariat for Board, GMAC, Kimbriki Sub-Committee and strategic, operational and projects groups as required.
- Watching brief on regional transport and health related issues.
- On-going management of website and social media to promote councils and SHOROC where appropriate.
- Development of 2011/12 Annual Report including an independent audit of finances.

Item 8.2

The Board resolved:

- To endorse the work priorities identified for SHOROC, subject to the addition of the inventory of regional infrastructure assets as per Item 5.2.

Moved Mark Ferguson /Seconded Cr Harvey Rose

Carried Unanimously

Item 9 General business

Nil

Item 10 Confirm time for next meeting

AGM and next Ordinary meeting scheduled for 3-5pm Wednesday 16 November 2011