

SHOROC INCORPORATED

BOARD MEETING

Wednesday, 16 November 2011, 2:30 - 4:25pm
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, 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 and Comms Manager SHOROC
Vicky Taylor (Item 4.1)	Chief Executive, Northern Sydney Local Health Network
Anthony Manning (Item 4.1)	Director of Planning and Technical, Health Infrastructure
Susan Pearce (Item 4.1)	Director Operations, Northern Sydney Local Health Network

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.

Item 2 Adoption of 10 August 2011 Board Minutes

Item 2

The Board resolved:

- **To adopt** the Minutes of the meeting held 10 August 2011.

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

Item 3 Matters arising from previous meeting minutes

Item 3.1 Zero Carbon Stationary Energy Plan

At its 10 August 2011 meeting the Board resolved to note the Zero Carbon Stationary Energy Plan, to agree to refer the item to individual councils for consideration, and to agree to provide feedback where possible to the next Board meeting on 16 November 2011.

Item listed for feedback as considered appropriate

Item 3.1

The Board resolved:

- To receive and consider any feedback on the Zero Carbon Stationary Energy Plan.

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

Item 4 Advocacy and issues management

Item 4.1 Presentation from NSLHD Chief Executive

Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHD) and Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure have requested to attend the Board meeting to provide a presentation on the Northern Beaches Health Service Plan. It is understood this Plan is the overarching Plan for the Northern Beaches and it is currently being considered by the Ministry of Health for approval and then communication and consultation. Ms Taylor has advised “*I will ensure SHOROC has an important role to play in this phase of the redevelopment, and I hope to elaborate on this at your next meeting*”.

More information is included in the attached letter (**Tab A**).

Item listed for discussion.

The meeting was attended by Ms Vicki Taylor, Chief Executive of the Northern Sydney Local Health Network (NSLHD), Susan Pearce Director Operations of the NSLHD and Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure (HI).

Ms Taylor provided an update on the Northern Beaches Health Services including development of the Clinical Services Plan, which outlines the roles of each of the regions’ hospitals in the future and is expected to be approved by NSW Health by the end of November 2011. Ms Taylor confirmed the Government remains totally committed to the Northern Beaches Hospital development and its planning is progressing well. Ms Taylor agreed to provide SHOROC with a copy of the Clinical Services Plan as soon as it is approved, to present to the next Board meeting on the Plan, and to liaise with the Executive Director to formalise SHOROC’s involvement in the project steering committee or equivalent.

Mr Manning provided an update on the planning for the Northern Beaches Hospital at Frenchs Forest, outlining that HI will be conducting market sounding nationally and internationally later

this year and conducting a formal Expression's of Interest process early in 2012, and that the strategic business case for the Hospital is being revised with consultation to occur with clinicians shortly on implementation. Mr Manning stated that the government is aiming for 2013-2014 commencement of the hospital with completion around 2017-2018. Mr Manning advised that it is the view of the NSLHD and HI that the construction of the hospital should not be phased. Mr Manning confirmed Mona Vale and Manly Hospitals will remain fully functional until the new hospital is operational, from which time Mona Vale Hospital will be continue to operate in a complementary role.

The Board re-iterated the need for investment in road upgrades in conjunction with the Northern Beaches Hospital development, including grade separation at the intersections of Warringah Road with Wakehurst Parkway and Forest Way. Mr Manning outlined that HI is in discussions with Ministers and Transport for NSW to ensure funding is allocated to these upgrades as HI considers the upgrades are required as part of the Hospital development.

Item 4.1

The Board resolved:

- **To approve** Ms Vicki Taylor CE of the NSLHD and Mr Anthony Manning from Health Infrastructure (HI) being invited to the February 2012 Board meeting to provide an update on the Clinical Services Plan and the Northern Beaches Hospital development.
- **To agree** the Executive Director will liaise with Ms Taylor to formalise SHOROC's involvement in the project steering committee or equivalent.

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

Item 4.2 Shaping Our Future – investment in transport & health

An update on progress of this campaign to secure investment in the SHOROC region's transport and health infrastructure is outlined below.

i) NSW Budget

The NSW Budget was announced on 6 September 2011, providing a good indicator a to campaign progress. A summary of budget announcements in regard to councils and the SHOROC region, in particular regional transport and health funding, is attached at **Tab B**.

Highlights in regard to regional transport and health funding include:

- Transport
 - Bus Rapid Transit: \$3 million for studies into a bus rapid transit system for the northern beaches.
 - Roads: \$500,000 to commence planning for the widening of Mona Vale Road between Foley Street, Mona Vale, and Manor Road, Ingleside (Stage 2 of the Mona Vale Road upgrade).

- Health:
 - Northern Beaches Hospital: \$5 million 2011-12 funding to progress planning, design and documentation of Northern Beaches Hospital at Frenchs Forest.
 - Mona Vale Hospital: \$1.7 million for construction works to return full maternity services at Mona Vale Hospital
 - Royal North Shore Hospital: An additional \$55 million to expand the Royal North Shore Hospital.

ii) Transport

The SHOROC Board met with Manly MP and NSW Treasurer Mike Baird MP and Transport Minister Gladys Berejiklian MP in Manly on 22 August to discuss the Bus Rapid Transit (BRT) project for the Northern Beaches and Mosman. The Transport Minister provided an update on the project and was enthusiastic about the pre-feasibility project and the potential for a BRT to provide a superior public transport solution for the region.

At this meeting the Transport Minister and Mike Baird MP offered individual council briefings or a collective briefing on the BRT pre-feasibility project for all Councillors from the SHOROC councils if desired. It is recommended these briefings be held in early 2011 once further information from the pre-feasibility study is available.

Transport for NSW's Project Control Group (PCG) meetings for the BRT pre-feasibility study commenced in June 2011 and SHOROC's Executive Director has attended these meetings over the past few months. 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, with the approval of Transport for NSW a verbal update will be provided at the Board meeting to keep Board members informed of progress. The Executive Director can also feedback any questions from the Board to Transport for NSW at subsequent meetings. Meetings are scheduled to occur monthly with the next meeting on to occur in the first week of December.

It is recommended Ms Mohini Nair, Director of the Centre for Transport Planning at Transport for NSW be invited to the February 2012 Board meeting to provide an update on the BRT pre-feasibility project.

iii) Health

The SHOROC Board met with Ms Vicki Taylor the Chief Executive of the Northern Sydney Local Health District (NSLHD) and Mr Frank Bazik Acting Director Operations for the NSLHD to discuss regional health planning, the construction of the Northern Beaches Hospital and the role of Manly and Mona Vale Hospitals on Friday 16 September 2011. As outlined in Item 4.1, a presentation from Ms Taylor on the Northern Beaches Health Service Plan is scheduled for this meeting.

Dependent on the outcomes of the discussion on Item 4.1, it is recommended Ms Taylor and Mr Anthony Manning from Health Infrastructure (HI) be invited to the February 2012 Board meeting to provide an update on the Northern Beaches Hospital development as it is understood further detail on the planning timetable and funding will be available at this time.

iv) Meeting with local MPs

At the time of circulation of these papers, a meeting had been arranged between the SHOROC Board and local MPs Jillian Skinner MP, Mike Baird MP, Brad Hazzard MP, Rob Stokes MP and Jonathan O’Dea MP for Monday 7 November to discuss the implementation of the transport and health commitments, planning and other regional issues.

Item 4.2

The Board resolved:

- **To note** the update on the *Shaping Our Future* campaign.
- **To approve** Ms Mohini Nair, Director of the Centre for Transport Planning at Transport for NSW being invited to the February 2012 Board meeting to provide an update on the BRT pre-feasibility project.
- **To approve** SHOROC requesting Transport for NSW provide council briefings on the BRT pre-feasibility project in early 2012.
- **To approve** Ms Vicki Taylor CE of the NSLHD and Mr Anthony Manning from Health Infrastructure (HI) being invited to the February 2012 Board meeting to provide an update on the Northern Beaches Hospital development.

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

Item 4.3 Inventory of regional assets

The SHOROC Board resolved at its 10 August 2011 meeting:

- 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.

The Board also agreed as part of the 2011-12 SHOROC Operational Plan to seek grant funding and commence a regional liveability strategy as the next stage of *Shaping Our Future*. The regional liveability strategy is described in the adopted *Shaping Our Future* strategy as:

- A ‘strategy for what is needed regionally in the way of other infrastructure and service delivery to maintain and enhance the region’s vibrant way of life and natural environment’ ...focussing... ‘on an analysis of areas that can be shared or delivered on a regional basis to maintain and enhance this highly liveable and sustainable region as well as deliver services for the best value for money for residents while maintaining the independence of local councils.’

GMAC has convened a working group of staff to develop a Regional Asset Inventory, concurrently with the scoping of the liveability strategy. In considering the inventory, GMAC agreed that the development of the inventory of assets of regional significance is the first element of a regional

liveability strategy and as such the liveability strategy project is being scoped concurrently with the development of the regional asset inventory.

To date, a first preliminary draft of the Regional Asset Inventory has been developed for consideration of GMAC. It is planned this will be refined and then a draft submitted to the Board for consideration and discussion on the next steps at its February 2012 meeting.

Item 4.3

The Board resolved:

- **To note** the update on the development of the Regional Asset Inventory and regional liveability strategy.

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

Item 4.4 Destination 2036

The NSW Division of Local Government (DLG) has released the outcomes report from *Destination 2036*, prepared by Eltons Consulting. The report has been distributed to all councils and is available at www.dlg.nsw.gov.au

Destination 2036 was held by the DLG, in conjunction with the LGSA, LGMA and ACELG on 17-18 August 2011 in Dubbo. It was 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 report includes suggested actions around 5 themes – functions, structure, governance, finance and capacity.

As the focus of the 2011 Councilor Forum is *Destination 2036*, for information a summary of the suggested actions particularly related to ROCs is listed below.

- **1h:** Align and integrate strategic planning between State and Local Government, including improving the interrelationship between state, regional and local plans (particular focus on population growth, transport, coastal management, flooding, disaster management, economic development)
- **1t:** Identify and remove barriers to stronger and more effective resource sharing and shared service provision, with enabling legislation incorporated into the review of the Local Government Act.
- **2a:** Develop and refine models of LG in NSW, potentially including:
 - a model with greater and more formalised regional services delivery;
 - a model for small to medium councils with shared administrations but independent elected bodies;
 - a two tiered model with roles and responsibilities between local and regional councils;

- a model for larger councils with a corporate board structure and/or corporatized service delivery.
- **2b:** Undertake and support pilot programs with volunteer councils to test new models of local government
- **2c:** Undertake engagement with stakeholders on the proposed models of local government
- **2e:** Undertake a wide ranging review of the LG Act based on the Act being more enabling than prescriptive, with a variety of models
- **2f:** Review the Local Government Award to ensure it enables flexible staffing arrangements and supports a variety of models of LG
- **2g:** Incorporate enabling legislation for ROCs into the Local Government Act, including the ability to incorporate
- **2h:** Review ways in which the regulatory responsibilities of councils can be responsibly reduced and incorporate outcomes into the review of the LG Act
- **2i:** Work to align the regional and subregional boundaries of State and Local government and ROCs
- **3b:** Develop a process for State government departments to meet regularly with ROCs to discuss local issues
- **3c:** Develop and formalise a processes for State and Local Government including agencies and ROCs to work together on integrating strategic planning at a state regional and local level.
- **4a:** Review, and develop processes for implementing, specific options to increase the financial sustainability of councils, including:
 - removing, phasing out or further revising rate pegging
 - deregulating fees and charges
 - establishing more flexible rating categories
 - moving to rate valuations based on the improved value of land
 - reviewing pensioner rate rebates
 - removing or reducing rate exemption categories
 - allowing councils to invest in businesses
 - considering the application of Public Private Partnerships to council service provision
 - investigating the South Australian local government banking model
 - examining other options
- **4b:** Amend the LG act to make it easier for councils to establish corporate entities.
- **5a:** Facilitate contractual arrangements for councils to provide services to each other
- **5b:** Enable Regional Organisations of Councils or similar regional bodies to share a common workforce

- **5c:** Identify and remove barriers to sharing administrative and back of house staff, including GMs and senior staff
- **5i:** Investigate the potential for councils to operate from a shared information technology platform

It is understood the Implementation Steering Committee will be releasing its Draft Action Plan for consultation on 21 November 2011, with submissions due by 30 December.

Item 4.4

The Board resolved:

- **To note** the update on *Destination 2036* and the suggested actions from the outcomes report in regard to ROC's

Moved Rik Hart /Seconded Viv May

Carried Unanimously

Item 4.5 NSW 2021 Regional & Local Action Plans

The NSW Government has released its new State Plan: NSW 2021. According to the NSW Government, it is a 10 year plan to rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities and restore accountability to Government. The overarching 32 goals are attached for information (**Tab C**).

NSW 2021 states that 'communities have their own priorities and over the next year we will work to 'localise' NSW 2021. State Regional Ministers and Members of Parliament will consult with local government and communities to develop local and regional action plans aligned to NSW 2021. These plans will focus on the most important action the NSW Government can take to improve outcomes in each region.'

The Director of the State Plan Delivery Unit Ms Susan Calvert recently attended a meeting of all NSW ROC Executive Directors/CEOs and indicated the aim is to have draft Regional/Local Action Plans by March 2012.

Ms Calvert indicated the government would like to work with councils as ROCs rather than individually due to the regional nature of the priorities that would be included in the Regional/Local Action Plans.

The areas outlined on the NSW 2021 website for each Regional/Local Action Plan suggests the SHOROC councils may potentially be included in the Northern Sydney region (other Sydney regions are Southern, Eastern, Western and South Western). However, Ms Calvert suggested these regions were not a big issue and the priority was identifying appropriate areas of interest for Regional/Local Action Plans.

A copy of *Shaping Our Future* has been provided to Ms Calvert as the agreed regional policy for transport, health, housing and jobs. It is understood government staff and elected MPs will be working to develop the draft Regional/Local Action Plans over the coming months.

Item 4.5

The Board resolved:

- **To note** the development process for the NSW 2021 Regional & Local Action Plans.
- **To agree** that the Executive Director in consultation with the President be delegated to provide input to the state and federal governments on regional issues.

*Moved Mark Ferguson /Seconded Cr Jean Hay
Carried Unanimously*

Item 4.6 Meeting with Northern Sydney Institute of TAFE

At the suggestion of Warringah Mayor Michael Regan, a meeting has been arranged between the SHOROC Board and Kevin Harris, Director of the Northern Sydney Institute (TAFE) and Kevin Keller, Director of Northern Beaches TAFE to discuss key issues in the area of education. Mayor Regan and Rik Hart met with Mr Keller recently and it is understood there is some significant change happening in the Tertiary area which is worth discussing from a regional perspective. Mayor Regan provided the attached article for further information (**Tab D**).

The meeting has been arranged to follow the SHOROC Board meeting and AGM, from 4.30-5pm on 16 November 2011.

Item 4.6

The Board resolved:

- **To note** the apology given to TAFE representatives Kevin Keller and Kevin Harris for cancellation of the meeting scheduled to follow the Board meeting to discuss key issues in the area of education.
- **To agree** the President and Executive Director meet with the TAFE representatives at an appropriate time and report back to the Board.

*Moved Rik Hart /Seconded Cr Jean Hay
Carried Unanimously*

Item 5 Additional matters raised by councils

Nil

Item 6 SHOROC project and working group reports

Item 6.1 Kimbriki Sub-Committee minutes

The Kimbriki Sub Committee of the SHOROC Board held a meeting on 7 September 2011 at Warringah Council. A key agenda item of the meeting provided a confidential advance briefing on the findings of the Impact Environmental Report and the set of regional recommendations developed by council staff, General Managers, KEE and SHOROC. The sub-committee resolved to unanimously support the staff recommendations on the proposed common collection system, which were subsequently recommended to councils for adoption. The minutes of the meeting are attached (**Tab E**).

The next meeting of the Kimbriki Sub Committee is scheduled for 7 December 2011.

Item 6.1

The Board resolved:

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

Moved Viv May /Seconded Henry Wong

Carried Unanimously

Item 6.2 Regional indicators and ‘health of the region’ report

At its May 2011 meeting the SHOROC Board resolved to approve the regional indicators for the ‘health of the region’, 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.

Work is currently underway on data collection and development of the baseline report, which is planned to be developed as an online indicator report similar in format to that of the profile id regional demographic and economic profiles currently available on the SHOROC website and council websites.

Item 6.2

The Board resolved:

- **To note** the update on the regional indicators and ‘health of the region’ report.

Moved Viv May /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 kerbside audit fieldwork during May to July 2011, completing all data entry and analysis by late September 2011. During October the consultants were engaged in the draft reporting and review stage.

At time of this report being written reviews of draft audit reports and data have been completed by the four councils. All comments and feedback have been forwarded to EC Sustainable for integration into final reports, due for completion during the first week of November 2011.

The audit reveals that while the mean residual bin weight is approximately 1.8kg lighter compared to 2006 figures the proportion of food waste within the residual bin has remained fairly steady at 39.78% (up slightly from 39.13% in 2006). This provides support for the need to address the issue of food waste within the waste stream and highlights its importance in reducing the volume of waste going to landfill.

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 Urban Planners Group Minutes

The members of the Urban Planners Group, the council Directors of Planning, met on 16 August 2011. The meeting minutes are attached (**Tab F**). As an outcome of this meeting, a staff roundtable was held and council staff worked with SHOROC to prepare a submission to the first stage of the NSW Planning system review.

Item 6.4

The Board resolved:

- **To receive** and **note** the minutes of the Urban Planners Group
- **To note** that a submission was prepared by staff for the first stage of the NSW Planning system review.

*Moved Viv May /Seconded Henry Wong
Carried Unanimously*

Item 6.5 Climate Change Working Group Minutes

The members of the Climate Change Working Group met on 21 September 2011. The meeting minutes are attached (**Tab G**).

Item 6.5

The Board resolved:

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

*Moved Viv May /Seconded Henry Wong
Carried Unanimously*

Item 6.6 Water Cycle Management Working Group Minutes

The members of the Water Cycle Management Working Group met on 22 September 2011. The meeting minutes are attached (**Tab H**).

Item 6.6

The Board resolved:

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

*Moved Viv May /Seconded Henry Wong
Carried Unanimously*

Item 6.7 Youth environmental leadership forum

Under *Shaping Our Sustainable Future*, it was agreed councils would collaborate on design and implementation of education for sustainability across the region where appropriate.

At the initiative of council staff an upcoming education for sustainability event is being supported by all four councils. The event is titled YOUTH LEADing the World. It is described as a 3-day youth environmental leadership congress that brings together thousands of young people in over 30 locations around the world (via social media) to focus on what is happening globally and how

participants can make a positive difference. As one of many locations, a Youth Congress is to be held on Sydney's Northern Beaches from 29 November to 1 December 2011 at YoYo's Youth Centre, Frenchs Forest. Councils are supporting young local residents to undertake facilitator training at a training course and to run the event locally.

Item 6.7

The Board resolved:

- **To note** the upcoming Youth environmental leadership forum.

Moved Viv May /Seconded Henry Wong

Carried Unanimously

Item 7 Council Cost Saving & Efficiency Program

Item 7.1 Quarterly Cost Savings & Efficiency Program report

The first quarter 2011-12 for the Council Cost & Efficiency Savings Report is attached at **Tab I**.

These savings totalling \$220,968 comprise of recognized on-going savings for 2011-12 from regional contracts that commenced in financial year 2010-2011. This takes the total savings to councils from the Program for 2010-11 to 2011-12 to \$543,417.50 as outlined below.

Cost Savings Summary 2011/2012 YTD	
Council	Total
Mosman	23,225.00
Manly	36,583.00
Warringah	116,859.00
Pittwater	44,301.00
End Q1 2011-12	\$ 220,968.00

2010-2012 Rolling Cost Savings Program Summary	
Council	Total
Mosman	67,307.75
Manly	90,366.00
Warringah	275,393.00
Pittwater	110,350.75
TOTAL since program commencement	\$ 543,417.50

No cost savings on new tenders have been completed during the first quarter however it is expected that quarter 2 will see the completion of CCTV, Minor Works, Records Offsite Storage and Road Construction Works as outlined in item 7.2.

Item 7.1

The Board resolved:

- **To receive and note** the quarterly report on the Efficiency and Cost Saving Program of \$220,968 in savings to councils for 2011-12, taking the total savings to councils from the Program for 2010-11 to 2011-12 to \$543,417.50.

Moved Viv May /Seconded Cr Anne Connon

Carried Unanimously

Item 7.2 Update on Cost Saving & Efficiency Program progress

The Cost Saving and Efficiency Program continues to deliver savings across the region through the successful delivery of a number of regional collaborative projects and ongoing regional contracts.

Already in 2011-2012 four major regional tenders have been issued, with one complete and the remaining three currently in the market for submissions.

Regional tenders

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

- Road Construction Services and Materials – closing 18 November 2011
- Minor and Capital Works (including roadway and footpath construction) – closing 15 November 2011
- Records Offsite Storage and Archiving – closing 14 November 2011
- CCTV, Drainage Asset Services (including stormwaters GPT's) - complete

A relatively small yet competitive tender for supply of tyres across the region has also been completed in October 2011.

Regional Procurement (part of the Hunter Councils Group) was engaged in supporting councils on the Tyres, Minor Capital Works and CCTV tender opportunities

The Road Construction and Records tenders have been run in-house and will offer councils additional substantial cost savings through avoidance of costly ongoing management fees associated with third party contracts.

More information on these tenders is detailed below.

- **Road Construction Services and Materials**

This is a current major regional contract valued in excess of \$7 million that is due to expire in December 2011. Specialist consulting engineers Complete Urban has been engaged through SHOROC to develop the specification for this tender which has been incorporated into the Warringah tender templates for hosting the tender process on behalf of all four councils.

It is noted that the ongoing management fee costs incurred through the current contract with Regional Procurement are estimated in excess of \$105,000 per annum. By running this contract in-house it will represent a significant saving to councils through the life of the new contract, in addition to any savings achieved through the tender pricing.

An initial specification development meeting was facilitated by SHOROC and Complete Urban, attended by council engineering and procurement staff on 23 September 2011 with a review meeting on the draft specification on 19 October 2011. All tender documentation was completed and the tender advertised on 27 October 2011.

This project has set a very ambitious timeframe, with the aim to complete the tender and have reported to councils by December 2011. Contingencies have been discussed should this schedule not be achieved. To date however the project remains on schedule.

- **Minor and Capital Works (including roadway and footpath construction)**

A meeting to review and finalise the draft specification was held facilitated by SHOROC on 4 August 2011 with council representatives (Manly, Pittwater and Mosman only) and Regional Procurement present. All tender schedule information was agreed with one element to be completed which was a number of standard drawings that needed to be provided in CAD/PDF

formats. The drawings have now since been completed and were forwarded to Regional Procurement on 30 September 2011. The tender was advertised on 24 October 2011.

- **CCTV and Stormwater Drainage Asset Services**

This tender was completed and advertised on 12 July 2011, and closed on 8 August 2011. Contract value is estimated at \$500,000 - \$1,000,000 per annum.

The evaluation of the tender was completed 30 August 2011 by the evaluation team comprised of representatives from all four councils and SHOROC, facilitated by Craig Wade from Regional Procurement. The evaluation reports were circulated and approved on 12 September 2011. Council staff have been in the process of developing reports to council to accept an approved panel of suppliers. Contracts are expected to be finalised in early November by Regional Procurement.

- **Records Offsite Storage and Archiving**

Pittwater Council is hosting this tender of behalf of the other participating councils (Manly and Mosman). It will seek improved pricing on the offsite storage and archiving of council records. The current provider of the service is GRR (Government Records Repository).

A meeting was facilitated by SHOROC and council representatives on 17 August 2011 to finalise the specification requirements and proceed toward draft tender documentation. A draft document was reviewed in early September with the final version being provided to councils for approval on 5 October 2011.

Advertising commenced on 21 October 2011 and it is expected that we will be awarding of the contract prior to the end of this calendar year.

Other cost savings and efficiency projects

AS4000 General Conditions of Contract Regional Training Course

Following identification by the Procurement Working as a strongly supported training need for staff and with the endorsement of the General Managers, SHOROC has booked SAI Global to provide a 2 day regional training course on AS4000 (General Terms and Conditions of Contract). The course will be provided at a cost of \$13,900 plus incidentals (trainer travel, catering, room hire and training materials). The total estimate is \$15,000, which is the usual cost for one council to participate in the course. On the basis of 20 attendees the cost per person will be set at \$750 for the full two days.

It is noted that two sessions of the course were recently run at Warringah and the course was extremely well received with feedback indicating it was highly relevant and necessary for staff involved in all aspects of contract management.

At this stage 21 places have been filled with staff attending from all four councils.

The Coastal Environment Centre at Narrabeen Lakes will be the venue for the training.

Item 7.2

The Board resolved:

- **To receive** and **note** the update on the Efficiency and Cost Saving Program.
- **To agree** the President write a letter to the Hon. Don Page MP, Minister for Local Government and Minister for North Coast to highlight the SHOROC regional savings to-date, plans for the future and to provide a copy of the SHOROC 2011 Annual Report.

Moved Viv May /Seconded Cr Anne Connon

Carried Unanimously

Item 7.3 Common waste collection

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 submitted their final report on the 29 June 2011. Following the completion of the report SHOROC facilitated a workshop with the four councils and KEE to develop a set of agreed recommendations on the preferred system design and administrative aspects for the common collection system to be taken to councils in the following months.

At its 7 September 2011 meeting GMAC endorsed a draft generic council report on the recommended Common Collection System for inclusion in each council's next scheduled council meeting.

The agreed recommendations for the Common Collection System were presented to the meeting of the Kimbriki Sub Committee, including elected Councillor representatives and nominated community representatives from each council, on 7 September 2011. The Sub-Committee resolved to unanimously support the recommendations.

To date the Common Collection System has been resolved by:

- Mosman Council (4 October 2011)
- Pittwater Council (17 October 2011)
- Warringah Council (18 October 2011)

It is understood Manly Council has also adopted the common collection system but as per the recommendations will not be participating in the regional tender.

At its meeting on the 18 October 2011, Warringah Council resolved to approve all the recommendations for the Common Collection System as per the generic report (Recommendations attached at **Tab J**), with the inclusion of an amendment to:

“Agree that council staff with the other SHOROC councils to develop an appropriate community engagement and consultation program on the collection system design, to be conducted by the councils concurrently, for consideration by council at its December meeting.”

Extensive community engagement and education was always identified as an integral phase in the implementation of the new system as outlined in the broad timeline below.

As such, GMAC agreed that Warringah Council will develop a high-level community engagement and consultation plan as resolved at its 18 October council meeting and circulate the draft plan to GMAC for comment prior to finalisation. In addition, at an appropriate stage in the timeline, SHOROC will work with council staff, including Communications/Community Education Managers and Waste Managers, to develop a full community engagement and education strategy for the coming years of the project.

GMAC also agreed that SHOROC will now commence work in collaboration with Warringah, Pittwater and Mosman councils on preparing for a regional waste collection tender, with the first step the development of a brief for consultancy services to assist in the tender development.

Item 7.3

The Board resolved:

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

Moved Rik Hart /Seconded Henry Wong

Carried Unanimously

Item 8 SHOROC Administrative Matters

Item 8.1 2011 Councillor Forum & Board planning

At the time of circulation of these papers, the 2011 Councillor Forum was scheduled to be held prior to the Board meeting on 15 November 2011. The Councillor Forum is a key part of the stakeholder engagement process as the Board develops the 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 Board previously agreed a strategic planning session would be held by the Board in conjunction with this Board meeting to consider the outcomes of the Councillor Forum and agree the next steps.

Unfortunately the timing of the Councillor Forum to accommodate attendance by the Minister for Local Government has meant there is not sufficient time to fully review the outcomes of the Forum for consideration prior and then discussion by the Board at this meeting. However, it is planned that as far as practicable preliminary outcomes of the Forum will be tabled at the Board meeting for discussion on the next steps.

The Forum is structured in a way that it is expected outcomes will be able to be grouped in regard comments from attendees on:

- Major issues and opportunities for councils and the region
- Priority actions from Destination 2036 that should be pursued by the councils
- Models of governance or elements thereof that warrant further investigation
- Potential focus areas or criteria for identifying the next phase of cost savings & efficiency/shared-services projects for investigation
- Potential focus areas for next phase of regional advocacy & projects
- Governance areas to be further explored

As such it is recommended that the Board consider the preliminary outcomes of the Councillor Forum at this November 2011 Board meeting and:

- Agree any issues that require immediate action by councils or SHOROC; and
- Either:
 - Agree that a further Board meeting is held in the next month to consider the Forum outcomes and agree the key projects to be scoped for inclusion in SHOROCs 2012-2016 Corporate Plan;

Or

- Refer the Forum outcomes once finalised to GMAC for consideration and recommendation to the Board at its February meeting.

Or

- Agree the priority projects to be scoped for inclusion in SHOROC's 2012-2016 Corporate Plan and considered by the Board at its May 2012 meeting.

Based on previous planning timetables it is understood there is a need to consider and agree priorities before the end of 2011 to enable councils to incorporate priorities in their individual corporate planning processes at an appropriate time. If this is not the case, the timing of the Board planning session could be potentially delayed until the 22 February 2012 Board meeting.

Item 8.1

The Board resolved:

- **To note** the verbal update on the Forum.
- **To endorse** the view of Councillors that the priority issues for the SHOROC region and councils are traffic and transport, health services and the financial sustainability of councils.
- **To endorse** the majority view of Councillors expressed at the Forum that the regional governance model for the SHOROC region should be based on the existing model of four independent councils collaborating through SHOROC, with an expansion of the capacity of SHOROC to deliver financial savings through greater investigation and implementation where appropriate of shared and collaborative functions and services.
- **To agree** that the functional areas suggested at the Councillor Forum for further investigation in regard to collaboration and/or shared services, together with the criteria for assessment and suggestions regarding project governance, be referred to GMAC for consideration with a request to report back to the Board with recommended next steps including the most appropriate functional areas that could be further investigated further and how to proceed.
- **To agree** that as suggested at the Councillor Forum the implementation of transport and health services infrastructure in conjunction with housing and employment planning, regional waste management including community education and the Kimbriki facility development, and council cost savings through regional tenders, projects and shared services should continue to be the primary focus of SHOROC for the coming years.
- **To agree** to seek further details from the NSW Government as to what involvement in a pilot would involve and to come back to Board for consideration as appropriate, noting the suggestions raised at the Forum.
- **To agree** that, subject to the content of the draft *Destination 2036* action plan, a SHOROC submission be prepared by the February 2011 deadline that supports implementation of actions related to the Local Government Act being more enabling than prescriptive with a variety of models including corporate entities and enabling legislation for ROCs, identifying and removing barriers to stronger and more effective resource sharing and shared service provision for example through creation of council owned corporations, and aligning and integrating strategic planning between State and Local Government on a regional basis.
- **To agree** that the President write to all Councillors to inform them of the positive and constructive discussions at the Forum and the resolutions of the Board in regard to next steps as well as thanking all participating Councillors for their attendance.
- **To agree** that a written report on the Forum be provided to the February 2012 Board meeting for adoption and subsequent distribution to all Councillors.

Moved Cr Anne Connon /Seconded Cr Harvey Rose

For: Cr Anne Connon, Cr Harvey Rose, Cr Jean Hay, Viv May, Henry Wong, Mark Ferguson.

Against: Rik Hart.

Abstained: Cr Michael Regan

Carried

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, participating in the Department of Transport’s Project Control Group for the Bus Rapid Transit feasibility planning, and providing public statements, input and submissions to appropriate government reviews and strategy/plan development processes.
- 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.
- Implementing the 2011 Board stakeholder engagement process.
- Developing the Regional Assets inventory and scoping the regional liveability strategy project.

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.
- 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.
- Watching brief on the NSW Government's *Destination 2036* project.
- Coordinating submissions on the NSW Planning review process as required.
- On-going management of website and social media to promote councils and SHOROC where appropriate.

Item 8.2

The Board resolved:

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

Moved Cr Anne Connon /Seconded Cr Michael Regan

Carried Unanimously

Item 8.3 September 2011 financial report

The first quarterly financial report for 2011/12 including the end of year forecast as at 30 September 2011 is attached at **Tab K**.

Item 8.3

The Board resolved:

- **To receive and note** the September 2011 financial report.

Moved Rik Hart /Seconded Henry Wong

Carried Unanimously

Item 8.4 2012 Board/GMAC meeting schedule

A proposed meeting schedule for 2012 Board and GMAC meetings is listed below. It is proposed the schedule used in 2011 be modified so that GMAC occur in the second week of the month, the Board predominantly meets in the first week of the month (quarterly) and that apart from the first meeting of the year, GMAC does not meet in the month Board meetings are held. This will mean there are three less GMAC meetings for 2012 compared to 2011.

Proposed 2012 Board & GMAC meeting schedule

- January • Nil
- February • GMAC week 2: Wed 8 Feb 8-10am
• **Board week 4: Wed 22 Feb 3-5pm**
• Board meet with local Cwlth MPs in Sydney
- March • GMAC week 2: Wed 7 Mar 8-10am
- April • GMAC week 2: Wed 11 Apr 8-10am
- May • No GMAC
• **Board week 1: Wed 2 May 3-5pm**
• Board meet with local NSW MPs
- June • GMAC week 2: Wed 6 Jun 8-10am
• Board meet with local Cwlth MPs in Canberra at ALGA
- July • GMAC week 2: Wed 11 Jul 8-10am
- August • No GMAC
• **Board week 1: Wed 1 Aug 3-5pm**
- September • GMAC week 2: Wed 12 Sep 8-10am
- October • GMAC week 2: Wed 10 Oct 8-10am
- November • No GMAC
• **Board week 1: Wed 7 Nov 3-5pm**
• Board meet with local NSW MPs
- December • GMAC week 1: Wed 5 Dec 8-10am

Item 8.4

The Board resolved:

- **To approve** the proposed meeting schedule for 2012 Board and GMAC meetings.

Moved Henry Wong /Seconded Cr Anne Connon

Carried Unanimously

Item 9 General business

Item 9.1 LGSA Conference

Cr Regan raised the suggestion that the Board write to the LGSA to express the Board's disappointment with the 2011 Annual LGSA Conference in Nowra, particularly the failure to address any significant issues for local government such as the changes to the Local Government and Planning Acts and the lack of quorum for debate of motions, and to urge the LGSA Executive to change the model for next year's Conference.

Item 9.1

The Board resolved:

- **To write** a letter from the President to the LGSA to express the Board's disappointment with the 2011 Annual LGSA Conference in Nowra, particularly the failure to address any significant issues for local government such as the changes to the Local Government and Planning Acts and the lack of quorum for debate of motions, and to urge the LGSA Executive to change the model for next year's Conference.

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

Item 9.2 Bus and Ferry transport

Mr May proposed that there may be value in SHOROC calling on Transport for NSW to trial free bus and ferry transport for residents before 7am on workdays to reduce peak traffic congestion.

Item 9.2

The Board resolved:

- **To agree** that the President and Executive Director investigate the value of a trial of free bus and ferry transport for residents before 7am on workdays and issue a statement on SHOROC's behalf if appropriate.

*Moved Viv May /Seconded Cr Jean Hay
Carried Unanimously*

Item 10 Confirm time for next meeting

3-5pm 22 February 2012 at the SHOROC Offices.

ATTACHMENTS

-
- Tab A. Letter from NSLHD**
 - Tab B. NSW Budget allocation summary**
 - Tab C. NSW State Plan overview**
 - Tab D. Article re education changes & TAFE**
 - Tab E. Kimbriki Sub-Committee minutes**
 - Tab F. SHOROC Urban Planning Group Minutes**
 - Tab G. Climate Change Working Group Minutes**
 - Tab H. Water Cycle Management Working Group Minutes**
 - Tab I. Q1 2011/12 Cost Saving & Efficiency Program Report**
 - Tab J. Common waste collection system recommendations**
 - Tab K. September 2011 SHOROC financial report**

Tab A. Letter from NSLHD



Health
Northern Sydney
Local Health District

File: 10/214
Our Ref: NSHN/11/10931
Doc No: NSHN/11/11336

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

Ben
Dear Mr Taylor

Thank you for the invitation to speak to the SHOROC Board on 16 September 2011 regarding the Northern Beaches Health Service Redevelopment. I appreciated the opportunity to share information about the project with the Mayors and General Managers.

At the meeting we discussed the opportunity to provide your Board members with a copy of the Northern Beaches Health Service Plan. This plan is currently with the NSW Ministry of Health for review, and our expectation is that this will be completed in November. As I cannot guarantee that this review process will have been completed by your next meeting on 16 November, I would like to propose the offer of a presentation at that meeting, with distribution of a summary of the Health Services Plan once agreed by the Ministry. This will ensure that your members are apprised of the latest developments, but also that our communication processes are consistent with our corporate governance requirements.

The project team is currently preparing a detailed communication and consultation strategy for this phase of the project. I will ensure that SHOROC has an important role to play in this phase of the redevelopment, and I hope to be able to elaborate on this at your next meeting.

Could you kindly confirm your agreement with this arrangement by contacting Susan Pearce, Director Operations, NSLHD on Tel: 9926 7020, who would be happy to provide any further information.

Yours sincerely

A handwritten signature in black ink that reads 'Vicki Taylor'.

Vicki Taylor
Chief Executive

Date: 11.10.2011

Northern Sydney Local Health District
ABN 63 834 171 987
PO Box 4007
Royal North Shore Hospital LPO
ST LEONARDS NSW 2065
Tel (02) 9926 8418 Fax (02) 9926 6025

Tab B. NSW Budget allocation summary**2011/12 NSW Budget: Key commitments for SHOROC Region & councils****Health:**

- Northern Beaches Hospital : \$5 million 2011-12 funding to progress planning, design and documentation of Northern Beaches Hospital at Frenchs Forest (out of expected \$29 million cost for planning, of which \$1.859 million has been expended to date). Note total commitment made at election for 2011-14 of \$125 million and statement in papers that this project is funded to commence their construction within the forward estimates.
- Mona Vale Hospital: \$1.7 million for construction works to return full maternity services at Mona Vale Hospital
- Royal North Shore Hospital: An additional \$55 million to expand the Royal North Shore Hospital to include 60 extra beds and relocate maternity, mental health and other services that were left out of the previous plans bringing the total estimated cost of this project to \$147 million
- The Health Department will also develop a state-wide health infrastructure strategy to expand capacity and fast-track developments using innovative private-sector financing models for several projects, including Multi-Purpose Service projects across Regional NSW, Blacktown/Mt Druitt, **Northern Beaches**, Hornsby Ku-ring-gai and Hunter Valley hospitals.

Transport

- \$3 million for studies into a bus rapid transit system for the northern beaches.
- Funding for new buses, although unclear of locations and if in region.
- \$500,000 to commence planning for the widening of Mona Vale Road between Foley Street, Mona Vale, and Manor Road, Ingleside (Stage 2 of the Mona Vale Road upgrade).

Other:

- Funding of \$70 million over five years to 2015-16 (including \$3.5 million in 2011-12) to implement Local Government Infrastructure Backlog Policy. This is expected to provide the capacity for up to a billion dollars in additional investment by local councils. The Local Government Infrastructure Backlog Policy includes:
 - an audit of each council's local infrastructure backlog to provide better information on council investment needs
 - a Local Infrastructure Renewal Scheme to provide interest subsidies to councils for debt raised to help meet infrastructure backlogs
 - the benchmarking of council finances including gearing levels and investment strategies.
- \$19 million to help local councils conduct estuary, coastal and flood plain management planning and mitigation, with a new focus on preparing for more coastal storms and sea level rises.
- \$35 million to help local councils that are subject to the Waste and Environment Levy so they can improve the performance of the waste and recycling services they provide.

More at www.budget.nsw.gov.au

Tab C. NSW State Plan overview

**NSW 2021
32 GOALS**

REBUILD THE ECONOMY

<ol style="list-style-type: none"> 1. Improve the performance of the NSW economy 2. Rebuild State finances 	<ol style="list-style-type: none"> 3. Drive economic growth in regional NSW 4. Increase the competitiveness of doing business in NSW 	<ol style="list-style-type: none"> 5. Place downward pressure on the cost of living 6. Strengthen the NSW skill base
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RETURN QUALITY SERVICES

TRANSPORT

7. Reduce travel times
8. Grow patronage on public transport by making it a more attractive choice
9. Improve customer experience with transport services
10. Improve road safety

HEALTH

11. Keep people healthy and out of hospital
12. Provide world class clinical services with timely access and effective infrastructure

FAMILY & COMMUNITY SERVICES

13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential

EDUCATION

15. Improve education and learning outcomes for all students

POLICE & JUSTICE

16. Prevent and reduce the level of crime
17. Prevent and reduce the level of re-offending
18. Improve community confidence in the justice system

RENOVATE INFRASTRUCTURE

<ol style="list-style-type: none"> 19. Invest in critical infrastructure 	<ol style="list-style-type: none"> 20. Build liveable centres 	<ol style="list-style-type: none"> 21. Secure potable water supplies
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STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

<ol style="list-style-type: none"> 22. Protect our natural environment 23. Increase opportunities for people to look after their own neighbourhoods and environments 24. Make it easier for people to be involved in their communities 	<ol style="list-style-type: none"> 25. Increase opportunities for seniors in NSW to fully participate in community life 26. Fostering opportunity and partnership with Aboriginal people 	<ol style="list-style-type: none"> 27. Enhance cultural, creative, sporting and recreation opportunities 28. Ensure NSW is ready to deal with major emergencies and natural disasters
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RESTORE ACCOUNTABILITY TO GOVERNMENT

<ol style="list-style-type: none"> 29. Restore confidence and integrity in the planning system 30. Restore trust in State and Local Government as a service provider 	<ol style="list-style-type: none"> 31. Improve government transparency by increasing access to government information 	<ol style="list-style-type: none"> 32. Involve the community in decision making on government policy, services and projects
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Tab D. Article re education changes & TAFE

**Students face open market in plans for TAFE revamp
SMH September 29, 2011**

THE NSW government is likely to shake-up vocational education and training by allowing private colleges and universities to compete with TAFE providers and garner public funding for every student they attract.

It has also flagged HECS-style student loans that would be repaid once people begin working as a way of encouraging more to study.

The changes are flagged in a discussion paper released yesterday by the Education Minister, Adrian Piccoli. Public submissions will be sought for a month.

The paper indicates NSW, which has 550,000 TAFE students, will follow Victoria and South Australia by allowing a much higher level of private competition in the sector. The architect of changes in those states, Chris Eccles, was installed by the Premier, Barry O'Farrell, as the director-general for the Department of Premier and Cabinet.

The Victorian model amounts to a voucher system where the public subsidy for a student can be cashed in by whichever provider he or she chooses. TAFEs are then potentially forced to compete on every course they offer and will close if they cannot attract students.

The discussion paper canvasses a broad student entitlement by which the government funds the student rather than the course, creating a competitive market for the students. But Mr Eccles is yet to completely win over Mr Piccoli, who said the question remains "how far down the contestability spectrum do we want to go in NSW".

"Chris Eccles is a director-general. He doesn't set policy for the government, cabinet does," Mr Piccoli said.

Enrolments in courses for personal trainers have exploded in Victoria, Mr Piccoli said, rather than providing the skilled works industry needs. A number of TAFEs are also "in dire financial positions".

But Mr Piccoli expects universities to enter the market and hopes the result will allow more fluid movement between schools, training providers and universities. Student loans may also be needed to increase the number of people in training, he said.

The Greens MP John Kaye condemned the direction outlined in the paper, particularly the suggestion of student loans which he said would put an even greater financial burden on the shoulders of students.

"Adrian Piccoli cannot distance himself from his own discussion paper," Dr Kaye said.

"He is clearly playing with the same disastrous privatisation agenda that is devastating TAFE and pushing up student fees and charges in Victoria. In the brave new world of training markets, students will pay more and TAFE will be forced into a race to the bottom in quality."

Peter de Graaff, the assistant general-secretary of post-school education with the NSW Teachers Federation, also sharply criticised the proposed entitlement.

"Students are already entitled to go to TAFE now at a modest cost. What we've seen in Victoria is that a student entitlement means driving fees up and it means forcing people into debt," he said.

Tab E. Kimbriki Sub-Committee minutes

**KIMBRIKI SUB-COMMITTEE
MEETING MINUTES**



**5:00 - 7.00pm Wednesday 7 September 2011
Guringai Meeting Room, Warringah Council**

Attendance:

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

Invited Guests:

Mr Jeff Lofts, Pittwater Council, attending for Mark Ferguson
Mr Rik Hart, General Manager, Warringah Council

Secretariat:

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

Apologies:

Mr Mark Ferguson, General Manager, Pittwater Council
Mr Viv May, General Manager, Mosman Council
Mr Aaron Hudson, CEO Kimbriki
Mr Mark Winser, Senior Project Officer Kimbriki

Item 1 Welcome and Apologies

Chair Clr Harris opened the meeting with acknowledgment to the Guringai people, 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.

The secretariat was requested to forward the subcommittee's regards to Mr Mark Winser, who sent apologies for the meeting in order to attend a car accident in which his partner was involved.

Item 2 Minutes of 4 May 2011

An amendment to the minutes of the 4 May 2011 was noted by Clr Aird in regard to the comment regarding kitchen tidy bins and the introduction of CDL legislation. It was clarified that Clr Aird did not intend to draw any connection between introduction of a CDL scheme and the roll out of kitchen tidy bins.

It was requested that a copy of the presentation provided by Greg Freeman from Impact Environmental to the May meeting be distributed with the 7 September 2011 meeting minutes.

Confirmation of the minutes of the previous meeting 4 May 2011 was moved by Tony Whybrow, seconded by Clr Barbara Aird.

The Kimbriki Sub-Committee:

- **Adopted** the minutes of the meeting of 4 May 2011

Item 3 Update from Kimbriki Environmental Enterprises (KEE)

Rik Hart provided an update on behalf of KEE and advised the subcommittee of the recent appointments of the two new Board members, Andrew Want and Merv Jones. At this stage a fifth member of the Board has not been appointed. All Board appointments are three year terms, with the previously existing members due for re-election within approximately one years' time.

In regard to the Part 3A planning application, the subcommittee were advised that a response is expected shortly from the Department of Planning, once all current considerations are complete. Mr Hart outlined the environmental issues that have been raised by Warringah Council in regard to the Part 3A application and those being raised by the RTA in regard to Mona Vale Road. He further commented on the legal aspects that are in progress that relate to the contractual elements concerning the guarantee of supply of waste to the potential facility operator.

It is indicated that due to the delays with the approval of the Part 3A and the legal issues the timeframe for the project has likely been put back by approximately 6 months.

Item 4 Regional common waste collection system

Clr Harris provided an update from a recent meeting of members of the subcommittee in regard to proposed changes to the collection system in which they discussed some of the issues associated with the bin configurations and collection frequencies.

Ben Taylor provided a presentation by way of updating the subcommittee on the project, the completion and outcomes of the Impact Environmental study into a common waste collection system and a briefing on the proposed collection systems recommendations to be presented to councils in upcoming meetings.

Discussion points following the presentation are summarised as:

- Discussion of the environmental impact of truck movements in regard to co-mingled recycling concluded that a reduction is achievable due to improved compaction rates in modern collection trucks and the ability to alter compaction rates when glass and paper are combined. It was also noted that the economic impact of co-mingling is significant and was taken into account in formulation of the recommendation.
- Discussion on the need to ensure bin sizes are adequately provided, with different households all having unique requirements. Support was given for the range of bin sizes being provided in the proposed system, noting that there is a need to reflect variable charging for the various sized bins.
- Discussion of the cost savings from shared services and collaborative tendering for collection contracts outlined the potential for significantly competitive pricing and outcomes.
- Discussion supported the inclusion of e-waste as part of the kerbside on-call collection and the market testing of bulky waste as an on-call service. Clr Aird and Clr Harris noted the possibility to implement schemes such as 'second hand Saturday' as part of this initiative.

A motion was moved by Clr Aird, seconded by Tony Whybrow to provide unanimous support for the proposed recommendations being provided to councils in upcoming meetings. Motion carried.

The Kimbriki Sub-Committee:

- **Noted** the presentation provided on the proposed common collection system and;
- **Supported** unanimously the staff recommendations on the proposed common collection system that will be recommended to councils in the coming month

Moved Cr Aird, Seconded Mr Whybrow

Carried Unanimously

Item 5 Kimbriki Subcommittee Terms of Reference

This item has been postponed to next meeting to enable representatives from KEE to be present.

Item 6 Commercial Waste and Financial Outcomes for the AWT

June Dawes requested information from the subcommittee as to whether it is planned that the AWT facility will also handle commercial waste in the interest of achieving greater financial return. Rik Hart provided advice that KEE would be required to provide full response, however noted that there is a need for commercial and residential streams to be handled separately. Further discussion is to be carried forward to next meeting.

Item 7 Articles of Interest from Terry Hills 'Progress' and Peninsula Living

This item has been postponed to next meeting to enable representatives from KEE to be present.

Copies of the articles are attached to these minutes.

Item 8 General Business

8.1 Pittwater Councillor Representative

Clr Harris requested that the secretariat contact Clr James from Pittwater to confirm his continuing position on the committee. Jeff Lofts advised that he will contact Clr James and provide response.

Item 9 Date and Time of Next Meeting

The next meeting of the Kimbriki Sub-Committee will be held on Wednesday 7 December 2011 from 5-7pm, at which the annual election of the Chairperson will take place.

Meeting location to be confirmed.

The meeting closed at 6.50pm.

Attachments:

1. Presentation by Mr Greg Freeman, Impact Environmental
2. Article from Terry Hill's 'Progress'
3. Article from Peninsula Living

Tab F. SHOROC Urban Planning Group Minutes**SHOROC URBAN PLANNING GROUP
Draft Minutes**

Tuesday 16 August 2011, 10.30am-12.30pm
SHOROC Offices, Brookvale

Attendees

David Kerr (DK)	Warringah Council
Steve Evans (SE)	Pittwater Council
John Carmichael (JC)	Mosman Council
Ben Taylor (BT)	SHOROC

Action	Who	By when
1. Welcome & Apologies		
<ul style="list-style-type: none"> Apologies from Stephen Clements (SC), Manly Council 		
2. Previous meeting minutes		
<ul style="list-style-type: none"> Minutes from the meeting of 14 June 2011 were adopted. 		
3. NSW Government Planning Legislation Reform and other planning changes		
<ul style="list-style-type: none"> Noted the update on the recent Forum held by the Minister in Homebush from JC. Agreed to hold a roundtable workshop of staff from the four councils to discuss the Planning Legislation Reform, major issues and opportunities for improvement. The workshop is to be held at Warringah Council, 9.30am-12.30pm 13 September 2011. Agreed all councils would advise SHOROC of appropriate staff to invite to the event. Agreed all councils would prepare a list of the top 5 major issues/opportunities for improvement in the NSW Planning legislation and provide to SHOROC one week prior to the workshop for collation and circulation to participants. Agreed SHOROC would send out the invitations, facilitate the meeting and circulate issues/opportunities papers from each council prior to the event. 	<p>All</p> <p>DK, SE, JC, SC</p> <p>DK, SE, JC, SC</p> <p>BT</p>	<p>13 Sept</p> <p>26 Aug</p> <p>5 Sept</p> <p>26 Aug, 5 Sept, 13 Sept</p>
4. NBN rollout implications		
<ul style="list-style-type: none"> Noted the ALGA Better Practice Guide for Councils when initially dealing with NBN Co Agreed to consider the guide and discuss any further action at the next meeting. 	DK, SE, JC, SC	11 Oct
5. Compliance & Certification project discussion		
<ul style="list-style-type: none"> No update from last meeting due to resourcing. 		
6. Coordinated planning, in particular at Council boundaries		
<ul style="list-style-type: none"> Noted that arising from the 2010 Councillor Forum, the SHOROC Board has agreed in the SHOROC Operational Plan to "Encourage coordinated planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries". Agreed that SHOROC would write to the councils outlining the agreement and requesting the councils continue to work to coordinate planning at the boundaries, including identifying hotspots for 	BT	30 Aug

<p>coordination and embedding in works programs the need to consider cross-boundary issues in planning and implementation.</p> <ul style="list-style-type: none"> Agreed a standing item would be added to future meetings of the Urban Planners to discuss. 	BT	Ongoing
7. Update on Shaping Our Future & next steps for implementation		
<ul style="list-style-type: none"> Bus Rapid Transit: Group noted progress on pre-feasibility study underway on the BRT Hospital: Group noted progress on Northern Beaches Hospital planning and that more detail would be forthcoming following the budget Mosman provided an update on Spit/Military Road changes 		
8. Metropolitan Plan, housing & employment issues		
<ul style="list-style-type: none"> Discussed issues with the Metropolitan Plan and specific Warringah and Pittwater work currently underway 		
9. Employment & economic development		
<ul style="list-style-type: none"> Noted that Warringah has adopted its draft Economic Development Plan for exhibition and that Pittwater has commenced work on its Economic Development Plan. 		
10. S94 and s94a		
<ul style="list-style-type: none"> Noted update on s94a contributions from Warringah 		
11. LEP updates		
<ul style="list-style-type: none"> Discussed updated on LEPs for Warringah and Mosman 		
12. Other business		
<ul style="list-style-type: none"> Nil 		

Next meeting: 10.30-12.30, 11 October 2011 at SHOROC

Tab G. Climate Change Working Group Minutes



**SHOROC CLIMATE CHANGE GROUP
DRAFT Minutes**

**Wednesday 21 September 2011, 9.30 – 11:00am
SHOROC Offices**

Attendees

Ben Taylor	SHOROC
Jo Tulau	Pittwater Council
Janell Keegan	Pittwater Council
Jennifer Pang	Pittwater Council
David Bell	Warringah Council
Ed McPeake	Manly Council

Action	Who	By when
12. Welcome & Apologies		
<ul style="list-style-type: none"> Welcome to Ed McPeake Apologies from Belinda Atkins, Henrietta Alexander, Lara Cumming (Mosman Council). 		
13. Minutes from last meeting and actions arising		
<p>a) Carbon Systems Australia</p> <ul style="list-style-type: none"> The merits and disadvantages of the Carbon Systems Australia and Planet Footprint management systems were discussed. SHOROC councils will monitor & evaluate the progress of SSROC's contract with Carbon Systems Australia and other market alternatives. Each SHOROC council must determine its scope of need for services in carbon systems management before further group discussion. 	All	Next Meeting
<p>b) Energy management training</p> <ul style="list-style-type: none"> State Training Services in their presentation to SHOROC did not appear to offer a service tailored towards Councils' expectations. SSROC has entered into a contract with CGI/State Training Services targeting the development of facility managers. More information on this project is to be obtained from SSROC to bring back to the group. 	D Bell	
<p>c) OEH 'Local Promotion Grant'</p> <ul style="list-style-type: none"> It was agreed that a regional application for this grant would not be worthwhile at this stage. 	All	
14. Review of inventory and project updates		
<ul style="list-style-type: none"> Inventory is now available to be viewed on the SHOROC website. Warringah Council is investigating a variety of energy models including co-generation, tri-generation, demand management etc. and will seek approval to circulate the draft reports. Manly Council will be installing solar panels on town hall in October; preparation of a climate change risk assessment report is progressing; consultant has been engaged to look at alternative energy for Manly 2015 project. 	D Bell	Next Meeting

<ul style="list-style-type: none"> Pittwater Council is preparing a Natural Hazards Risk Management Policy; participating in the development of SES Coastal/Flood Communications Strategy; and progressing its Revolving Energy Fund and on-ground installations of LED lighting at rockpools and solar panels at facilities. 		
15. Scoping of priority areas for action		
<p>a) Community Education</p> <ul style="list-style-type: none"> Collaboration with key SHOROC council staff on climate change education will commence with supporting the “Youth Leading the World” forum to be held late November to early December. SHOROC councils are sponsoring four facilitators at this youth leadership/climate change forum. Meeting to be organised in coming months of community education staff to identify any further opportunities for regional collaboration/knowledge sharing 	<p>Selected SHOROC council staff</p> <p>BT</p>	<p>Before 29 Nov 2011</p> <p>Nov 2011</p>
<p>b) Asset Management</p> <ul style="list-style-type: none"> Potential consideration of asset management issues as part of Forthcoming Low Carbon Communities Grant Funding. Deferred until further details of funding becomes available. 	All	Deferred
16. Other business		
<p>a) Low Carbon Communities Grant Funding and Finance for Energy Efficiency</p> <ul style="list-style-type: none"> Deferred until further details of funding becomes available. 	All	Deferred
<p>b) SCCG projects update</p> <ul style="list-style-type: none"> Project updates distributed and noted. 	All	
<p>c) GMAC representative to sponsor of SHOROC Climate Change Group</p> <ul style="list-style-type: none"> Noted 	All	
<p>d) Productivity Commission Inquiry announcement (attached)</p>		

Next meeting: Proposed for 9.30am Wednesday 23 November 2011 at SHOROC.

Joint media release 20 September 2011

- The Hon Greg Combet AM MP - Minister for Climate Change and Energy Efficiency
- Climate change adaptation inquiry
- The Hon. Bill Shorten MP, Assistant Treasurer, Minister for Financial Services and Superannuation

Climate change adaptation inquiry

The Gillard Government today announced an inquiry by the Productivity Commission into the regulation and policy settings that would enable effective climate change adaptation.

The Minister for Climate Change and Energy Efficiency, Greg Combet, and the Assistant Treasurer, Bill Shorten, said the inquiry would review regulations and policies that may be barriers to effectively adapting to the impacts of climate change and examine the costs and benefits of options to remove those barriers.

'The Gillard Government has put forward a plan to transition Australia to a clean energy future, but we must also ensure Australia is well prepared for the impacts of climate change that cannot be avoided,' *Mr Combet* said.

'The scientific advice is that even with a moderate degree of warming in the coming decades, there are serious risks to Australia's water resources, coastal settlements and biodiversity,' he said.

'We cannot afford to delay action on adaptation because decisions we are making today will affect our vulnerability to climate change in the future.'

The Productivity Commission inquiry will help governments identify changes in regulation and policy settings that may be necessary to ensure that Australia manages the impacts of climate change at the lowest possible cost and takes full advantage of any opportunities a changing climate may bring.

The inquiry will assess market-based and non-market based ways to promote effective adaptation, including the scope for appropriate action by all levels of governments. Mr Shorten was pleased to announce the appointment of Dr Neil Byron as a part time Associate Commissioner to assist with the inquiry.

'As a former Commissioner with particular responsibility for environmental and natural resources issues, Dr Byron will be a valuable addition to this inquiry. He has an extensive background in economics and agriculture,' *Mr Shorten* said.

The Productivity Commission will hold public hearings and release a draft report for public comment, before delivering a final report to the Government within 12 months.

The Terms of Reference for the inquiry are attached and have been agreed by all State and Territory First Ministers, under the auspices of the Council of Australian Governments. For more information, visit the Productivity Commission's website www.pc.gov.au

Productivity Commission Inquiry into Regulatory and Policy Barriers to Effective Climate Change Adaptation

Terms of Reference

I, Bill Shorten, Assistant Treasurer and Minister for Financial Services and Superannuation, pursuant to Parts 2 and 3 of the *Productivity Commission Act 1998* hereby request that the Productivity Commission undertake an inquiry into regulatory and policy barriers to effective climate change adaptation. The Commission will report within 12 months of receipt of this reference and will hold hearings for the purpose of this inquiry.

Background

Climate change adaptation is action by households, firms, other organisations and governments to respond to the impacts of climate change that cannot be avoided through climate change mitigation efforts. An effective national adaptation response will require all levels of government, the private sector and intermediary markets to contribute to that response.

This inquiry will assist COAG to advance climate change adaptation reforms in Australia by examining the policy frameworks required to facilitate effective adaptation, and the costs and benefits of various adaptation options so as to identify the highest priority reforms. In undertaking this review the Commission will also assess the effectiveness and efficiency of market based approaches in facilitating adaptation.

Scope of the Inquiry

The Commission is requested to assess the regulatory and policy barriers to effective adaptation. In undertaking the review, the Commission should identify any specific barriers that may act to inhibit effective adaptation to unavoidable climate change.

The Commission should identify high priority reform options to address any identified barriers to effective adaptation. The Commission should also:

- examine the costs and benefits of the options to address those barriers where it is feasible to do so, including a 'no change' (maintaining the status quo) option; and
- assess the role of markets (including insurance markets) and non-market mechanisms in facilitating adaptation, and the appropriateness of government intervention.

In undertaking its inquiry, the Commission should take into account the relevant policies of all levels of government and the work on adaptation undertaken under the auspices of COAG. The Commission should consult with relevant Australian Government, state and territory and local government agencies, and other key stakeholders.

The Commission is to provide both a draft and a final report, and the reports will be published. The Government will consider the Commission's recommendations, and its response will be announced as soon as possible after the receipt of the Commission's report.

Bill Shorten

Tab H. Water Cycle Management Working Group Minutes

Eleventh (11th) meeting

Thursday 22 September 2011

10am – 12 noon

SHOROC Offices

Level 3, 42-46 Wattle Rd

Corner Wattle Rd and Mitchell Rd

Brookvale NSW 2100

(02) 9905 0087

Invitees

Michael Galloway	Manly Council
Christina Femia	Manly Council
Belinda Atkins	Mosman Council
Henrietta Alexander	Mosman Council
Lara Cumming	Mosman Council
Melanie Schwecke	Pittwater Council
Jennifer Pang	Pittwater Council
Jo Ann Moore	SMCMA
Peter Freewater	SMCMA
Fernando Ortega	Sydney Water EDC
Dennis Lee	DECCW
Ben Taylor	SHOROC
Adrian Turnbull	Warringah Council
Jason Ruszczyk	Warringah Council
Ben Fallowfield	Warringah Council
Scot Hedge	Warringah Council
Jeanne Thuez	Warringah Council
Craig Morrison	Sydney Coastal Councils Group

Suggested Agenda

- Each working group member to provide 3 items on current actions and activities regarding so we can all get an understanding of what each organisation is doing, and look at consolidating or collaborating on projects
- Suggestions?

Attendees

Christina Femia	Manly Council
Lara Cumming	Mosman Council
Ben Taylor	SHOROC
Melanie Schwecke	Pittwater Council
Adrian Turnbull	Warringah Council
Ben Fallowfield	Warringah Council
Jason Ruszczyk	Warringah Council
Peter Freewater	SMCMA

Minutes

Update from Warringah Council – Ben Fallowfield and Adrian Turnbull

BF will be taking over the coordination of the SHOROC meetings.

BF noted that he is currently preparing an options discussion paper for the Cromer Park upgrade. The discussion paper will include the potential for aquifer recharge and the application of WSUD principles. Construction is anticipated to start next financial year.

AT noted that an internal working group has been established to discuss the IWCM Strategy. One of the recommendations from the IWCM Strategy is to gain a better understanding of groundwater. Warringah, Pittwater and Manly have confirmed they have money available for the proposed SHOROC Groundwater Assessment project. Ben Taylor suggested a review of the recent SHOROC Waste Audit project, which utilises SHOROC's position as representing the partner Councils to progress a similar collaborative project (see Tenth meeting minutes for more details).

Manly Council provided the contact details for the following two groundwater consultants:

- Water Research Laboratory - Wendy Timms – Telephone 8071 9800
- PB - Liz Webb Team Manager - Groundwater – Telephone 9272 5136 Email: lwebb@pb.com.au

AT mentioned that the Masterplan for the Dee Why town centre is currently on Tenderlink.

Action 1: for member Councils to review and discuss budget allocation and project workload for 2011/12, with a view to establishing planning for the collaborative Groundwater Assessment project.

Action 2: for member Councils to consider project management options for the Groundwater Assessment project, being mindful of partnership requirements including (but not limited to) development of MoU's, legal considerations, joint tender process, etc.

Update from Mosman Council – Lara Cumming

LC gave an overview of the stormwater education program aimed at Year 11 high school students.

LC also mentioned that she is currently applying for grant funding for salt marsh mangrove restoration.

Update from Pittwater Council – Melanie Schwecke

MS noted that Pittwater Council finished the GPT audit and 24 GPTs were identified. She spoke about issues Council had with maintenance, private certifiers and lack of enforcement to ensure the devices were maintained and constructed appropriately. MS confirmed that Bell Environment cleans the GPTs in the LGA.

MS also mentioned that Pittwater Council will be undertaking the development of an Integrated Urban Water Management Policy and Framework.

MS recently completed a flooding and groundwater short course at UTS.

Action 3: SHOROC to confirm if a GPT maintenance contract is currently being prepared.

Update from SHOROC - Ben Taylor

BT is working on the SHOROC Heath of the Region indicators Report and the SHOROC action plan entitled "Shaping Our Sustainable Future".

Update from Manly Council – Christina Femia

Manly Council is continuing to save potable water through the Water Saving Action Plan.

CF noted that she is currently in the process of updating LEP and DCP to include WSUD.

CF added that Manly Council is currently looking at two sites to incorporate bioretention systems.

Update from SMCMA – Peter Freewater

Peter started 2 months ago as a Catchment Officer – Stormwater. He will be managing the Sydney Harbour Water Quality Improvement Project.

SMCMA is seeking applications from councils interested in combining projects and submitting one singular application for Australian Government funding under the *National Urban Water and Desalination Plan: stormwater harvesting and reuse grants round*.

Ongoing actions:

Action 1: for member Councils to review and discuss budget allocation and project workload for 2011/12, with a view to establishing planning for the collaborative Groundwater Assessment project.

Action 2: for member Councils to consider project management options for the Groundwater Assessment project, being mindful of partnership requirements including (but not limited to) development of MoU's, legal considerations, joint tender process, etc.

Action 3: SHOROC to confirm if a GPT maintenance contract is currently being prepared.

Action 4: Mosman Council nominated to be minute taker for the next meeting.

Action 5: Next meeting date Thursday 17 November 10am-12noon.

Tab K. September 2011 SHOROC financial report

Shore Regional Organisation of Councils					
2011/12 Profit & Loss Statement					
30 September 2011					
	To-date Actual	To date Variance	Budget 2012	Final Forecast	Variance
Administration Income					
Inc - Warringah - Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -
Inc - Pittwater - Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -
Inc - Mosman- Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -
Inc - Manly- Admin Charge	\$ 77,500.00	\$ -	\$ 77,500.00	\$ 77,500.00	\$ -
Warringah cost savings contribution	\$ 54,738.00	\$ -	\$ 54,738.00	\$ 54,738.00	\$ -
Pittwater cost savings contribution	\$ 24,021.00	\$ -	\$ 24,021.00	\$ 24,021.00	\$ -
Mosman cost savings contribution	\$ 13,005.00	\$ -	\$ 13,005.00	\$ 13,005.00	\$ -
Manly cost savings contribution	\$ 18,449.00	\$ -	\$ 18,449.00	\$ 18,449.00	\$ -
Seminars, conferences & events	\$ -	\$ (500.00)	\$ 2,000.00	\$ 2,000.00	\$ -
Members' Fees	\$ 16.00	\$ -	\$ 16.00	\$ 16.00	\$ -
Interest Earned	\$ 5,269.91	\$ 769.91	\$ 18,000.00	\$ 19,000.00	\$ 1,000.00
Total Operating Income	\$ 425,498.91	\$ 269.91	\$ 440,229.00	\$ 441,229.00	\$ 1,000.00
Administration Expenses					
Accounting Fees / Audit Fees	\$ 6,063.64	\$ 936.36	\$ 7,000.00	\$ 6,063.64	\$ 936.36
Bank Charges	\$ 32.56	\$ 42.44	\$ 300.00	\$ 257.56	\$ 42.44
Bookkeeping Services	\$ -	\$ 250.00	\$ 1,000.00	\$ 500.00	\$ 500.00
Catering	\$ 351.14	\$ 73.86	\$ 1,700.00	\$ 1,700.00	\$ -
Dues and Subscriptions	\$ -	\$ 75.00	\$ 300.00	\$ 300.00	\$ -
Electricity	\$ 505.35	\$ 194.65	\$ 2,800.00	\$ 2,605.35	\$ 194.65
Insurance	\$ 1,385.85	\$ -	\$ 7,450.00	\$ 5,885.85	\$ 1,564.15
IT - Repairs, Maintenance & Website hosting, Software	\$ 136.35	\$ 238.65	\$ 1,500.00	\$ 1,261.35	\$ 238.65
Legal Fees Operations	\$ -	\$ 250.00	\$ 1,000.00	\$ 750.00	\$ 250.00
Office Supplies/Stationery etc	\$ 259.82	\$ 215.18	\$ 1,900.00	\$ 1,684.82	\$ 215.18
Office Equipment	\$ 396.23	\$ 53.77	\$ 1,800.00	\$ 1,500.00	\$ 300.00
Postage & Courier	\$ 30.36	\$ 169.64	\$ 800.00	\$ 630.36	\$ 169.64
Annual Report/ Photocopy	\$ 182.29	\$ -	\$ 4,500.00	\$ 4,500.00	\$ -
Rent	\$ 7,093.32	\$ (93.32)	\$ 28,000.00	\$ 28,933.26	\$ (933.26)
Seminars / Conferences	\$ 2,266.40	\$ (1,266.40)	\$ 4,000.00	\$ 4,000.00	\$ -
Tel - Fixed	\$ 486.70	\$ 113.30	\$ 2,400.00	\$ 2,300.00	\$ 100.00
Tel - Mobiles	\$ 190.25	\$ 19.75	\$ 840.00	\$ 820.25	\$ 19.75
Internet	\$ 354.27	\$ 5.73	\$ 1,440.00	\$ 1,434.27	\$ 5.73
Travel	\$ 121.17	\$ 3.83	\$ 500.00	\$ 496.17	\$ 3.83
Wages & Salaries	\$ 80,903.99	\$ 2,842.03	\$ 334,984.08	\$ 337,110.33	\$ (2,126.25)
Superannuation	\$ 7,105.36	\$ 263.45	\$ 29,475.25	\$ 28,765.72	\$ 709.54
Annual leave provision	\$ 4,326.55	\$ (4,326.55)	\$ -	\$ 5,000.00	\$ (5,000.00)
Staff Training	\$ -	\$ 625.00	\$ 2,500.00	\$ 2,500.00	\$ -
Staff Amenities	\$ 264.16	\$ (89.16)	\$ 700.00	\$ 700.00	\$ -
Depreciation	\$ -	\$ 732.65	\$ 2,400.00	\$ 2,930.59	\$ (530.59)
Contingency	\$ -	\$ -	\$ 939.67	\$ -	\$ 939.67
Total Administration Expenses	\$ 112,455.76	\$ 1,329.86	\$ 440,229.00	\$ 442,629.51	\$ (2,400.51)
Sub-total - Administration Profit	\$ 313,043.15	\$ 1,599.77	\$ (0.00)	\$ (1,400.51)	\$ (1,400.51)
Project Income					
SHOROC Council Contribution General Projects	\$ 40,000.00	\$ -	\$ 40,000.00	\$ 40,000.00	\$ -
Revolving Cost Savings Fund allocation to projects (unspent)	\$ -	\$ (5,000.00)	\$ 20,000.00	\$ 20,000.00	\$ -
Regional waste audit (including unspent previous yr)	\$ 55,550.00	\$ -	\$ 108,000.00	\$ 108,000.00	\$ -
Waste management projects (incl. unspent previous yr)	\$ 2,055.47	\$ (214.03)	\$ 9,078.00	\$ 9,078.00	\$ -
DECCW Sustainability grant (unspent previous yr)	\$ 24.55	\$ -	\$ 1,295.00	\$ 1,295.00	\$ -
Grants	\$ -	\$ (12,500.00)	\$ 50,000.00	\$ 50,000.00	\$ -
OzGreen Project	\$ 5,400.00	\$ -	\$ -	\$ 5,400.00	\$ 5,400.00
Total Project Income	\$ 103,030.02	\$ (12,314.03)	\$ 228,373.00	\$ 233,773.00	\$ 5,400.00
Projects Expenses					
General Projects exp	\$ -	\$ -	\$ 40,000.00	\$ 40,000.00	\$ -
Revolving Cost Savings Fund projects	\$ -	\$ 5,000.00	\$ 20,000.00	\$ 20,000.00	\$ -
Regional waste audit	\$ 56,500.00	\$ -	\$ 108,000.00	\$ 108,000.00	\$ -
Waste management projects (unspent previous yr)	\$ 2,055.47	\$ 214.03	\$ 9,078.00	\$ 9,078.00	\$ -
DECCW Sustainability grant (unspent previous yr)	\$ 24.55	\$ -	\$ 1,295.00	\$ 1,295.00	\$ -
Grants	\$ -	\$ 12,500.00	\$ 50,000.00	\$ 50,000.00	\$ -
OzGreen Project	\$ 5,400.00	\$ -	\$ -	\$ 5,400.00	\$ 5,400.00
Total Projects Expenses	\$ 63,980.02	\$ 17,714.03	\$ 228,373.00	\$ 233,773.00	\$ (5,400.00)
Sub-total - Projects Profit	\$ 39,050.00	\$ 5,400.00	\$ -	\$ -	\$ -
Total income	\$ 528,528.93	\$ (12,044.12)	\$ 668,602.00	\$ 675,002.00	\$ 6,400.00
Total expenses	\$ 176,435.78	\$ 19,043.89	\$ 668,602.00	\$ 676,402.51	\$ (7,800.51)
Net Profit **	\$ 352,093.15	\$ 6,999.77	\$ (0.00)	\$ (1,400.51)	\$ (1,400.51)

Shore Regional Organisation of Councils

P O Box 361
Brookvale NSW 2100

Balance Sheet

As of September 2011

6/10/2011
9:55:47 AM

Assets	
Current Assets	
Cash On Hand	
Cheque Account	\$9,867.80
Business Online Saver	\$565,282.36
Petty Cash	\$426.94
Trade Debtors	\$6,225.54
Electricity Security Bond	\$450.00
Total Current Assets	<u>\$582,252.64</u>
Office Equipment at Cost	\$18,992.18
Office Equipment Accum Dep	<u>-\$12,462.00</u>
Total Assets	\$588,782.82
Liabilities	
Current Liabilities	
DECCW Grant Unspent	\$1,270.08
Waste Mgmt Services Unspent	\$7,022.07
Provision for Projects	
General Provision	\$70,507.41
Waste	\$149.92
Revolving Cost Savings Fund	<u>\$24,006.96</u>
Total Provision for Projects	<u>\$94,664.29</u>
Total Current Liabilities	<u>\$102,956.44</u>
GST Liabilities	
GST Collected	\$43,980.49
GST Paid	-\$8,762.75
GST Rounding	-\$0.23
Payroll Liabilities	
Payroll Accruals Payable	\$17,689.39
PAYG Withholding Payable	\$4,801.23
Superannuation Payable	<u>\$44.20</u>
Total Payroll Liabilities	<u>\$22,534.82</u>
Total GST Liabilities	<u>\$57,752.33</u>
Total Liabilities	\$160,708.77
Net Assets	\$428,074.05
Equity	
Members' Contributions	\$12.00
Retained Earnings	\$74,776.54
Current Year Earnings	<u>\$353,285.51</u>
Total Equity	\$428,074.05