

# SHOROC INCORPORATED BOARD MEETING MINUTES

Wednesday, 2 May 2012, 3.00-5.00pm  
SHOROC, Unit 33/42-46 Wattle Road, Brookvale



## Board Members Present

Cr Michael Regan	Mayor of Warringah, SHOROC Vice President
Cr Anne Connon	Mayor of Mosman
Cr Harvey Rose	Mayor of Pittwater
Cr Alan Le Surf	Deputy Mayor of Manly
Rik Hart	General Manager Warringah Council, SHOROC Treasurer
Mark Ferguson	General Manager Pittwater Council
Henry Wong	General Manager Manly Council
Viv May	General Manager Mosman Council

## In attendance

Ben Taylor	Executive Director SHOROC
Lisa Stevens	Office and Communications Manager SHOROC
Andrea Tattam	Business Manager SHOROC
Anthony Manning (Item 3.1)	Director of Planning and Technical, Health Infrastructure
Frank Bazik (Item 3.1)	General Manager Northern Beaches Health Service

## Item 1 Welcome and Apologies

Cr Michael Regan, Mayor of Warringah and SHOROC Vice President chaired the meeting and welcomed all those attending. Apologies received from Jean Hay, Mayor of Manly and SHOROC President. Cr Alan Le Surf, Deputy Mayor of Manly attended in Mayor Hay's absence. Apologies received from Vicki Taylor, Chief Executive Northern Sydney Local Health District (Item 3.1).

## Item 2 Adoption of 29 February 2012 Minutes & matters arising

There were no matters arising.

### Item 2

The Board resolved:

- **To adopt** the Minutes of the meeting held 29 February 2012.

*Moved Cr Anne Connon /Seconded Cr Harvey Rose*

*Carried Unanimously*

### Item 3 Advocacy and issues management

#### Item 3.1 3.00pm: Presentation from NSLHD Chief Executive

<i>Corporate Plan priority:</i>	<ol style="list-style-type: none"> <li>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the <i>Shaping Our Future</i> strategy.</li> <li>2. Support councils involvement in the delivery of <i>Shaping Our Future</i> infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</li> </ol>
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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 been invited to attend the Board meeting to discuss regional health planning particularly progress on the Northern Beaches Hospital and Mona Vale Hospital project planning, and project governance structures.

For information, at the February 2012 Board meeting Ms Taylor and Mr Manning provided a presentation on the positive progress of planning for the new Northern Beaches Hospital at Frenchs Forest and for Mona Vale Hospital as a complementary hospital as part of a Northern Beaches Hospital campus.

The Board subsequently resolved:

- To Agree the Executive Director write a letter to the Chief Executive of the NSLHD to thank the health representatives for the briefing and to invite the Chief Executive NSLHD and the Director of Planning and Technical at Health Infrastructure to the May Board meeting to provide a further update.
- To Agree the President write to the Minister for Health to request the SHOROC Executive Director be appointed to an appropriate project coordination group at inter-agency level for the Northern Beaches Hospital development project.

The letter to the Minister for Health is attached (**Tab A**). No response has been received to date.

#### ***Item listed for discussion.***

##### **Discussion notes**

Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure (HI) and Mr Frank Bazik General Manager Northern Beaches Health Services attended the Board meeting to provide a briefing on the Northern Beaches Health Services planning in particular the development of the Northern Beaches Hospital and Mona Vale Hospital project planning, and project governance structures. Ms Taylor was an apology.

The briefing provided by Mr Manning and Mr Bazik updated the Board members on the development of the functional briefing for the Northern Beaches Health Services, which will cover planning for the future of the Northern Beaches Hospital including: the Frenchs Forest campus; the Mona Vale campus; and community health. It is expected this will be completed by October 2012.

Planning for the Frenchs Forest campus is proceeding with architects being sought, market sounding complete, consultation planning underway and environmental project managers being appointed. Planning for Mona Vale's future complementary role is proceeding including appointment of the design team. Architects are being appointed for the community health stream including planning for the optimal future locality.

In regard to road infrastructure planning Mr Manning advised that the DG of Health has formed a working group with Transport for NSW including the RMS to be chaired by Dr Rohan Hammett to advance the planning for transport infrastructure required for the Hospital, noting that funding for any road upgrades needs to be allocated by Transport for NSW.

Mr Wong suggested that Mr Manning and Mr Bazik provide SHOROC with a critical path overview for the hospital project including expenditure and timeframes. Mr Manning advised a broad program can be provided and that the Project Definition Plan for the Hospital being developed by the end of the year will provide a more detailed overview.

### Item 3.1

The Board resolved:

- **To agree** to thank Mr Manning and Mr Bazik for their attendance, and to request that NSLHD provide SHOROC with a critical path overview for the hospital project including expenditure and timeframes before the next Board meeting.

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

## Item 3.2 **Shaping Our Future – investment in transport & health**

<i>Corporate Plan priority:</i>	<ol style="list-style-type: none"> <li>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the Shaping Our Future strategy.</li> <li>2. Support councils involvement in the delivery of Shaping Our Future infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</li> </ol>
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An update on progress of this campaign to secure investment in the SHOROC region's transport and health infrastructure since the last Board meeting is outlined below. Discussed is an update on:

- Ministerial meetings
- Transport infrastructure issues including the NSW Long Term Transport Masterplan development, BRT pre-feasibility project progress, and transport infrastructure associated with Northern Beaches Hospital.

Health infrastructure issues are to be discussed under Item 3.1.

### **Ministerial meetings**

#### NSW Ministers and local MPs

At the time of circulation of these papers, a meeting was still to be held between the SHOROC Board and local NSW MP's MPs Jillian Skinner MP, Brad Hazzard MP and Mike Baird MP to discuss regional issues including transport and health infrastructure, waste management infrastructure and the waste levy, and planning structures and mechanisms.

It is recommended the next of these six-monthly meetings be organised for late October/early November 2012 with the local NSW MPs representing the electorates of the North Shore, Manly, Wakehurst, Pittwater and Davidson.

### Commonwealth MPs and Ministers

A meeting for the Board is being sought to coincide with the ALGA National General Assembly in Canberra with local MP and Opposition Leader Tony Abbott MHR and local MP Bronwyn Bishop MP to discuss regional issues including transport and health infrastructure.

It is recommended meetings at this time are also sought with The Hon Anthony Albanese MP, Minister for Transport and Infrastructure, and The Hon Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government.

### **Transport infrastructure issues**

#### NSW Long Term Transport Master Plan

As previously advised to the Board, the NSW Government is developing a Long Term Transport Masterplan as the overarching plan for transport in NSW for the next 20 years.

At its February Board meeting, the Board resolved:

- To Note the update on the development process for the NSW Long Term Transport Masterplan and the need to continue to be consistent and united on the regional transport infrastructure priorities that have been agreed in *Shaping Our Future*.
- To Agree SHOROC prepare a formal submission on the NSW Long Term Transport Masterplan Discussion Paper for the approval of GMAC and then the SHOROC President which strongly advocates for the transport priorities agreed in the *Shaping Our Future* strategy, plus any further comments agreed by GMAC.

As agreed, SHOROC developed a formal submission in conjunction with council staff on the NSW Long Term Transport Masterplan Discussion Paper. The submission is consistent with the adopted *Shaping Our Future* strategy and is attached for Board endorsement (**Tab B**). It was endorsed by GMAC and the SHOROC President prior to submission to the Minister by the closing date of 27 April 2012.

Since the last Board meeting, the second and third local government advisory group meetings for the NSW Government Long Term Transport Master Plan have been held. This advisory group includes representatives from all the NSW ROCs. There are also three other advisory groups: Customer and Community Advisory Group; Industry Advisory Group; and Transport Specialists Advisory Group.

Discussion at these meetings is quite broad and has been focussed on reviewing the Discussion paper, freight issues, corridor planning and land use integration. The Agenda, Terms of Reference and Minutes of the local government advisory group, together with the other advisory groups, can be found in the library section of the website [www.transportmasterplan.nsw.gov.au](http://www.transportmasterplan.nsw.gov.au). A verbal update can be provided if requested.

SHOROC's Executive Director also attended the 6 March Sydney (north) Regional consultation forum in Milson's Point, hosted by Minister Berejiklian. The consultation forum outcomes summary is available in the library section of the website [www.transportmasterplan.nsw.gov.au](http://www.transportmasterplan.nsw.gov.au). At the Forum, Minister Berejiklian opened the meeting and, in the Minister's words, 'strongly' stated that the NSW Government wishes councils to work through their ROCs to provide input to the NSW Government on transport issues including the Long Term Transport Masterplan.

The next stages of the development process are as follows:

- June 2012: Draft Master Plan released for comment
- Nov 2012: Final Master Plan released

#### BRT pre-feasibility project progress

Ms Mohini Nair and Mr Philip Brogan from Transport for NSW attended the February 2012 Board meeting to provide an update on the BRT pre-feasibility project progress.

Following the briefing and discussion, the Board resolved:

- To Agree to arrange a meeting with Transport for NSW prior to release of the final report to further discuss the details of the report.
- To Approve an Extraordinary meeting of the SHOROC Board be called immediately upon release of the BRT pre-feasibility study report in order to review the report and agree an appropriate advocacy strategy.

As a result, the General Managers subsequently met with Ms Nair and Mr Steve Enticott, General Manager Transport Planning on 20 March 2012 to discuss the BRT pre-feasibility project and ensure appropriate consideration of the *Shaping Our Future* strategy proposals as well as discuss the apparent lack of integration of the BRT pre-feasibility study with the planning for the Northern Beaches Hospital.

Mr Enticott was receptive to the representations made and indicated that the consultants had just submitted the draft pre-feasibility report to the Department at this time and it was still to be reviewed internally prior to briefing of the Minister and other stakeholders.

No further updates on the project have been provided to SHOROC as a member of the BRT Project Control Group since December 2012.

It is understood the NSW Government plans to release the report in May 2012.

As agreed by the Board, an Extraordinary meeting of the SHOROC Board will be called immediately upon release of the BRT pre-feasibility study report in order to review the report and agree an appropriate advocacy strategy.

In addition, SHOROC will request Transport for NSW provide council briefings on the BRT pre-feasibility project once released as previously agreed by the Board.

Transport infrastructure associated with Northern Beaches Hospital

At the 29 February Board meeting the Board resolved that the President write to the Transport and Health Ministers as well as Local Members indicating that

- The SHOROC Board was pleased with the briefings received from Transport for NSW and NSW Health.
- The Board has serious concerns regarding the apparent lack of integration between the identification and delivery of transport solutions for the Warringah Road corridor and the planning for the Northern Beaches Hospital at Frenchs Forest.
- The Board re-iterates as outlined in the Shaping Our Future strategy adopted by all four councils that as part of the construction of the Northern Beaches Hospital it is critical the funding to be allocated for grade separation at the intersections of Wakehurst Parkway and Warringah Road, and Warringah Road and Forest Way.

The letter from the SHOROC President and responses from the Hon Duncan Gay MLC Minister for Roads and Ports, the Hon Brad Hazzard MP, Minister for Planning and Infrastructure and Member for Wakehurst, the Hon Mike Baird MP, Treasurer and Member for Manly, and Jonathan O’Dea MP are attached for information (**Tab C**).

**Item 3.2**

The Board resolved:

- **To Note** the update on the campaign to secure investment in the SHOROC region’s transport and health infrastructure.
- **To Agree** the next six-monthly meetings with local NSW MPs representing the electorates of the North Shore, Manly, Wakehurst, Pittwater and Davidson be organised for late October/early November 2012.
- **To Agree** meetings be sought in Canberra at the time of the ALGA NGA with The Hon Anthony Albanese MP, Minister for Transport and Infrastructure, and The Hon Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government.
- **To Agree** to request a meeting at Parliament House during the ALGA NGA with the Minister for Sport The Hon Kate Lundy MP to discuss Brookvale Oval.
- **To Note** the update on the development process for the NSW Long Term Transport Masterplan including the Minister for Transport’s stated preference that councils work through their ROCs to provide input and submissions on transport issues to the NSW Government.
- **To Receive and note** the SHOROC submission on the NSW Long Term transport Masterplan Discussion Paper.
- **To Note** the update on the BRT pre-feasibility project.
- **To Agree** to request that the Minister for Transport The Hon Gladys Berejiklian MP meet with the SHOROC Board to present the findings of the BRT pre-feasibility study before the report is made public.
- **To Receive and note** the responses received to representations on the transport infrastructure associated with Northern Beaches Hospital.

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

### Item 3.3 NSW 2021 Regional & Local Action Plans

Corporate Plan priority:	<ol style="list-style-type: none"> <li>1. Continue coordination of Mayor-led lobbying of state and federal government for investment in transport and health infrastructure as agreed through the Shaping Our Future strategy.</li> <li>2. Support councils involvement in the delivery of Shaping Our Future infrastructure priorities as funded, including feasibility studies for BRT system, road planning and health planning including planning for Northern Beaches Hospital</li> </ol>
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In late 2011 the NSW Government released its new State Plan: NSW 2021. Regional Action Plans are being developed to 'localise' NSW 2021 and 'focus on the most important action the NSW Government can take to improve outcomes in each region'.

In regard to the SHOROC region, Regional Action Plans are being developed for the Northern Beaches (incorporating Manly, Warringah and Pittwater councils) and Northern Sydney (incorporating Mosman Council along with other northern Sydney councils).

Board members attended the Northern Beaches Regional Action Plan community forum on 29 February 2012 in Dee Why and the Board resolved at its 29 February 2012 meeting:

- To Endorse the need to continue to remain consistent and united on the regional priorities that have been agreed in Shaping Our Future as the priorities for inclusion in the Regional Action Plan.
- To Agree SHOROC prepare a formal submission on the Northern Beaches Regional Action Plan Discussion Paper for the approval of the SHOROC President strongly advocating for the transport and health priorities agreed in the Shaping Our Future strategy particularly the need for the Warringah Road and Wakehurst Parkway upgrades, plus any further comments agreed by GMAC at its 7 March 2012 meeting on the priority actions to boost the local economy, protect our natural assets or address alcohol-related crime and anti-social behaviour.

The submission was developed and is attached for information (**Tab D**).

Mosman Council's General Manager and SHOROC's Executive Director attended the Northern Sydney Regional Action Plan community forum. In reviewing the draft Northern Sydney Action Plan, it is considered the only potential omission is the lack of recognition of the road congestion on Military Road and Warringah Road and the need to invest in these roads to improve connection between the two regions. However, it is not considered there is a need for SHOROC to provide a separate submission to the NSW Government on this issue. It is understood that Mosman Council will be providing a submission consistent with SHOROC's position as outlined in the *Shaping Our Future* strategy and NSW2021 submission.

#### Next steps

In regard to governance of the development and implementation of the Regional Action Plans, it is understood that the Department of Premier & Cabinet (DPC) is currently reforming the regional coordination structure within government. This includes strengthening the regional coordination steering committees by having only one DDG-level representative from each cluster on the committee and having this committee responsible for overseeing development and

implementation of the Regional Action Plans. DPC has informally advised it will be inviting ROCs to be represented on the relevant regional steering committee for their region.

It is understood the DPC is currently reviewing feedback received on the Regional Action Plans and, once the revised regional steering committees are in place, will work with the committees to finalise the Regional Action Plans for release in mid-2012.

**Item 3.3**

The Board resolved:

- **To Note** the update on the development process and governance of the NSW2021 Regional & Local Action Plans
- **To Receive and note** the SHOROC submission on the Northern Beaches Regional Action Plan Discussion Paper.

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

**Item 3.4 ROC Chair meetings**

A meeting of all NSW ROC Chairs and Executive Officers was held on 5 March 2012 at Parliament House. The Agenda is attached (**Tab E**).

These meetings are held on an approximately six-monthly basis to discuss common issues, collaborate and share knowledge. This meeting was also attended by the Minister for Local Government, the LGSA President, and a representative from the Department of Premiers & Cabinet. For information, the Minister subsequently released the attached press release outlining his speech to the meeting titled *ROCs key to council collaborations* (**Tab F**). A verbal update can be provided for further information if requested.

**Item 3.4**

The Board resolved:

- **To Receive and note** the update on the ROC Chair meeting including the subsequent press release from the Minister for Local Government.

*Moved Mr Mark Ferguson /Seconded Mr Viv May  
Carried Unanimously*

**Item 4 Additional matters raised by councils**

No additional matters were raised by councils for discussion.

## Item 5 SHOROC project and working group reports

### Item 5.1 Kimbriki Sub-Committee minutes & agenda items

<i>Corporate Plan priority:</i>	<i>14. Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE.</i>
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A meeting of the Kimbriki Sub Committee of the SHOROC Board was held on 7 March 2012 at Warringah Council. The minutes from the meeting are attached for the noting of the Board (**Tab G**).

The Sub Committee noted that a review of the NSW Waste and Environment Levy is currently underway. The Sub Committee resolved to request the SHOROC Board to advocate in its upcoming meeting with local MPs that as waste management is an essential service that requires state support 100% of the Waste & Environment Levy should be returned to support vital waste infrastructure for resource recovery. This request has been supported by GMAC and has been included in the MP meeting Agenda.

In preparation for the upcoming June 2012 meeting of the Sub Committee, work has commenced on the draft agenda. Currently, it is planned the following items will be included:

1. Kimbriki Environment Enterprises – Update on 2012 Business Plan (KEE)
2. SHOROC Regional Waste Audit (SHOROC)
3. Correspondence from Terrey Hills Progress Association regarding vegetation processing at Kimbriki and working with the Kimbriki Subcommittee (Warringah Council).

A call for further agenda items from committee members will be made closer to the meeting date

#### **Item 5.1**

The SHOROC Board resolved:

- **To Note** the Minutes of the Kimbriki Sub-Committee of the SHOROC Board.
- **To Approve** the agenda items for the June 2012 meeting of the Kimbriki Sub-Committee of the SHOROC Board.

*Moved Viv May /Seconded Cr Harvey Rose*

*Carried Unanimously*

## Item 5.2 Inventory of regional assets

<i>Corporate Plan priority:</i>	<i>9. Seek grant funding and commence regional liveability strategy.</i>
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At the request of the SHOROC Board, SHOROC is working to develop an inventory of infrastructure assets of regional significance that could be used as the basis of SHOROC and council advocacy for grant funding.

The SHOROC Board considered a draft inventory at its 29 February 2012 meeting and resolved:

- To endorse for consultation with Councillors:
  - the definition of a SHOROC Regional Asset
  - the assets listed in the SHOROC Regional Asset Inventory
  - the priority and significance ratings for each regional asset.
- To approve the SHOROC President writing to all Councillors from the four SHOROC partner councils to seek their feedback on: the definition of a Regional Asset; the suggested list of Regional Assets in the draft inventory; the draft Priority Ratings for Increase Funding/Investment, and; the Draft Significance ratings for each Asset.

The SHOROC President wrote to all Councillors seeking feedback as outlined above by 5 April 2012. No formal feedback has been received to date.

It is proposed that as the next stage of this project, for incorporation in the 2012-2016 Corporate Plan, the draft regional asset inventory be refined and developed into a Commonwealth and State funding proposal for priority regional assets owned by councils, including the need for asset renewal and maintenance costs.

### Item 5.2

The SHOROC Board resolved:

- **To Note** the update on the development of a Regional Asset Inventory
- **To Endorse** for incorporation in the 2012-16 Corporate Plan a project to develop Commonwealth and State funding proposal for priority regional assets including asset renewal and maintenance costs, with the initial priorities identified by the Board in the next quarter.

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

## Item 5.3 Councillor Induction session

<i>Corporate Plan priority:</i>	<i>15. Prepare to hold a regional Councillor induction session for Councillors elected in the September 2012 elections.</i>
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SHOROC is preparing to hold a Regional Councillor Induction Seminar on 7 October 2012 in the Great Hall at the International College of Management, Manly. Dr Ian Ellis-Jones has agreed to be the facilitator.

Similar to the Regional Councillor Induction Seminar held in 2008, the seminar will cover issues such as: the role, function and nature of local government; governance including the roles of Councillors, the Mayor and the General Manager; ethics, duties and code of conduct; and Risk Management.

It is also noted that individual councils will hold their own complimentary induction programs.

### Item 5.3

The SHOROC Board resolved:

- **To Receive and note** the update on planning for the Regional Councillor Induction Seminar on 7 October 2012.

*Moved Viv May /Seconded Cr Michael Regan*

*Carried Unanimously*

## Item 6 Council Cost Saving & Productivity Program

### Item 6.1 Quarterly Cost Savings & Productivity Program report

<i>Corporate Plan priority:</i>	<i>11. Continue council efficiency and effectiveness program across councils to deliver \$300,000 in cost savings and efficiency measures and improve productivity through improved processes, operations, shared resources, tendering and procurement.</i>
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The Cost Saving and Productivity Program continues to deliver savings across the region through the successful delivery of a number of regional collaborative projects and ongoing regional contracts.

This quarterly program report provides an update on the cost and productivity savings achieved for councils and progress updates on current projects. The quarterly report for the third quarter of 2011-2012 is attached at **Tab H**.

It is important to note that these savings include both cost savings and productivity gains, as outlined in the Program overview and approved by the Board from the very start of the Program.

- True bottom-line cost savings are achieved where the tender results in less expenditure on a particular item or service, for example the Records Off Site Storage Tender.
- Productivity gains are achieved where council has a set budget allocation for a particular service/item and so cheaper prices achieved by tendering regionally lead ultimately to more services being provided to the community within existing budget allocations, for example the Roads Construction Services Tender

This Quarter 3 2011-12 report demonstrates an additional cost saving result of \$83,532 from the Records Tender. This brings the total year to date savings to councils from the program for 2011-12 to \$1,380,801 and the total savings to councils since the program inception in May 2010 to \$1,703,251.

Details of savings per council are shown in the table below.

<b>Cost Savings Summary 2011/2012 YTD</b>	
<b>Council</b>	<b>Total</b>
Mosman	\$226,139
Manly	\$227,887
Warringah	\$ 392,857
Pittwater	\$ 533,918
<b>End Q3 2011-12</b>	<b>\$ 1,380,801</b>

<b>2010-2012 Rolling Cost Savings Program Summary</b>	
<b>Council</b>	<b>Total</b>
Mosman	\$270,222
Manly	\$281,670
Warringah	\$551,391
Pittwater	\$599,968
<b>TOTAL since program commencement</b>	<b>\$ 1,703,251</b>

**Item 6.1**

The Board resolved:

- **To receive and note** the March 2012 quarterly report on the Cost Saving and Productivity Program detailing savings to councils of \$83,532.
- **To receive and note** the total year to date savings to councils from the Cost Saving and Productivity Program for 2011-12 of \$1,380,801 and the total savings to councils from the Program for 2010-11 to 2011-12 of \$1,703,251.
- **To note** that savings reported under the Cost Saving and Productivity Program include both cost savings and productivity gains.

*Moved Henry Wong /Seconded Cr Le Surf  
Carried Unanimously*

**Item 6.2 Update on Cost Saving & Productivity Program progress**

<i>Corporate Plan priority:</i>	<i>11. Continue council efficiency and effectiveness program across councils to deliver \$300,000 in cost savings and efficiency measures and improve productivity through improved processes, operations, shared resources, tendering and procurement.</i>
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Since reporting to the Board in February 2012, the Records Offsite Storage and Groundwater Investigation tender projects have been completed and others are progressing well. Two further tenders are anticipated to be completed during the final quarter of this financial year.

**A. Records Offsite Storage and Archiving**

*Status: Complete, contract documents currently being prepared*

This tender was hosted by Pittwater and coordinated through SHOROC for Pittwater, Manly and Mosman councils. All three councils have now accepted the outcome of the tender and the recommended move to engage Grace Records as a new provider for offsite records storage services.

The tender process has realised significantly improved pricing for the offsite storage and archiving of council records with estimated savings of approximately \$83,500 per annum across the three councils (a saving of more than \$330,000 over the four year life of the contract.)

SHOROC would like to extend its thanks to the team that worked on this project of Nadim Masri (Pittwater), Warwick Lawrence (Pittwater) and Peter Feint (Mosman/Pittwater).

**B. Fire Services**

*Status: Closed for submissions, evaluation pending*

This is a new regional contract, which will be administered through Regional Procurement.

The tender was advertised on 20 March and closed on 10 April 2012, with the evaluation taking place on 3 May 2012.

**C. Rates Notices Printing and Distribution**

*Status: Closed for submissions, evaluation pending*

This is a renewal of an existing regional contract due to expire in June 2012. The renewal will be administered through Regional Procurement.

The tender was advertised on 20 March and closed 10 April 2012, with the evaluation taking place on 3 May 2012.

#### D. Electricity – Large Sites and Streetlighting

*Status: Regional tender cancelled, councils progressing individually*

Unfortunately due to the nature of electricity tenders, the constraints surrounding council acceptance of tenders and the inability to achieve a synchronised calendar for council meetings to obtain acceptance, the regional tender for electricity has been cancelled.

Manly, Warringah and Pittwater are however continuing to work independently with Essential Utilities Corporation (EUC) to take their tenders to market, as indications of competitive pricing remain current. It is envisaged that councils will complete their tender processes during April/early May.

#### E. Air Conditioning Maintenance Services

*Status: Tender under development*

The SHOROC Procurement Working Group has identified the potential for a new tender to deliver air conditioning maintenance services across the region. This opportunity also emerged in the review of all current contracts undertaken as part of the procurement calendar completed during 2010/2011.

SHOROC is working with Regional Procurement and relevant council facilities staff, in compiling information on service requirements with a view to developing specifications in the coming weeks.

#### F. Regional Groundwater Investigation Project

*Status: Complete, pending contract execution*

SHOROC continues to project manage the Regional Groundwater Investigation Project on behalf of Warringah, Pittwater and Manly councils. At the time of reporting the evaluation had been completed and contracts are in the process of being exchanged between SHOROC and the preferred tenderer The Water Research Laboratory of the UNSW.

The project will commence on execution of the contracts.

#### **Item 6.2**

The Board resolved:

- **To Receive** and **note** the update on the Cost Saving and Productivity Program, including regional tenders completed, underway and planned.

*Moved Cr Le Surf /Seconded Cr Anne Cannon  
Carried Unanimously*

### Item 6.3 Waste management & collection

<i>Corporate Plan priority:</i>	<i>14. Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE.</i>
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Arising from the 2011 Councillor Forum, the SHOROC Board resolved at its 16 November 2011 meeting that regional waste management including community education and the Kimbriki facility development would continue to be one of the primary focuses of SHOROC for the coming years.

All four councils have now resolved to implement the recommended common collection system.

In addition, Mosman, Pittwater and Warringah councils have resolved:

- That tender specifications are developed and council enter into a combined Regional Waste Collection Services Contract with a term of seven years
- To investigate the value of appropriate business models that could be established for the efficient and cost effective delivery of quality waste services, including a centralised waste management unit, to co-ordinate and manage each or all (not limited to) of the following: contract management; customer service/call centre; administration; contamination management; education; marketing.

Discussed in this report are:

1. Development of the tender specifications and investigation of business models
2. Review of the Common Collection project timeline

#### **1. Development of the waste collection tender specifications and procurement process and investigation of business models projects**

In October 2011 GMAC agreed SHOROC was to commence work on the tender development for the common collection system. SHOROC has been working in consultation with the waste working group (excluding Manly as it will not be involved in the tender) and has completed the Request for Quotation (RFQ) document. This RFQ is for a suitably qualified consultant to assist with the tender specification development and procurement process.

Whilst the waste working group has identified the need to revisit the overall timeline for the project, it is noted that GMAC have approved the first of the RFQ documents in readiness for issue at a time suitable to the overall project plan, once confirmed. The tender specification and procurement process project will be funded by equal contributions from the participating councils.

Further to the council resolution to investigate alternative business models for waste services across the region, a draft RFQ for a consultancy for this project has also been developed and is in the review process. It is anticipated that this project will also be commenced in the coming months with a view to running potentially concurrently with or prior to the tender development. It is proposed this project will be funded by SHOROC.

#### **2. Review of the Common Collection project timeline**

In light of the delays for Kimbriki in obtaining Part 3A Planning Permission and proceeding to tender for the facility, it is necessary that the planned timeline for the common collection project will require review.

At this stage it is understood from advice received from Kimbriki Environmental Enterprises that a likely commencement date for the facility will be mid-2015, one year behind the original expected transition date.

This delay may have some impact on existing council collection contracts that are due to expire (noting that some may be in a contract extension) in and around mid-2014.

As such the SHOROC waste working group will shortly be meeting to determine the revised project timeline and to confirm an overall project plan. Once complete the timeline will be provided to GMAC for approval. It is envisaged that this will be prepared in time for the June 2012 GMAC meeting.

**Item 6.3**

The Board resolved:

- **To Receive and note** the update on the common waste collection project, including the development of the tender specifications and investigation of business models and review of the Common Collection project timeline.

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

## Item 7 SHOROC Administrative Matters

### Item 7.1 Draft 2012-2016 Corporate Plan & Budget

The draft SHOROC 2012-16 Corporate Plan has been developed and endorsed by GMAC for consideration of the Board (attached at **Tab I**). An overview of the Plan is below and it is proposed a presentation on the draft Corporate Plan will be provided at the Board meeting.

This Plan outlines how SHOROC and our partner councils will work together toward a stronger region, stronger councils and a stronger business over the coming years, including priority projects and budget for 2012-13.

It has been developed based on existing organisational priorities, the direction resolved by the Board following the 2011 Councillor Forum (attached at **Tab J**), and discussions with GMAC and staff regarding priorities for the region and councils.

The major goals for the coming years are to:

1. **Make our region stronger** by securing funding for construction of public transport, roads and hospitals, and delivering projects to improve business, communities and the environment.
2. **Make our councils stronger** by helping them improve their financial sustainability and services for the community through regional purchasing and projects and by exploring and delivering shared services on a regional scale.
3. **Make our business stronger** by increasing business operations to improve our financial position.

To achieve these goals, the Plan includes:

- Major directions for 2012-16
- 2012-13 Operational plan including major projects, timing and resourcing
- 2012-13 Budget

#### **An overview of key projects**

An overview of some of the key projects is outlined below. The projects are detailed further in the attached draft 2012-16 Corporate Plan (**Tab I**).

##### 1. Working for a stronger region

Significant analysis has shown, and the Board and Councillors have confirmed, that the key priorities for our region are public transport, roads and hospitals.

This Corporate Plan includes a continuation and consolidation of the Mayor-led *Shaping Our Future* advocacy campaign for transport and hospital infrastructure funding, with a goal to see construction start on the hospitals and major transport infrastructure in the next 2-4 years.

In addition, it is considered there is a need for greater collaboration between councils to support the policies of the councils and SHOROC of working to create jobs closer to home because of the reduced need for transport and improved quality of life that can be achieved.

As such, this Corporate Plan proposes an increased level of collaboration between the councils to grow the local economy, particularly by supporting small business, on planning and by collaborating on regional visitor and tourism strategies.

## 2. Working for stronger councils

Financial sustainability is recognised as one of the three biggest challenges faced by NSW councils.

Recognising this, in 2010 the SHOROC councils funded SHOROC to help by developing and implementing a Cost Savings and Productivity Program which has achieved over \$1.6 million in collective productivity gains and cost savings for councils in only eighteen months.

This Corporate Plan includes a continuation and extension of the Cost Savings and Productivity Program to build on the progress made with regional purchasing. Consistent with the November 2011 Board resolution, it includes a greater focus on exploring and implementing shared services where better outcomes or cost savings/productivity gains for councils can be identified, with a clear goal to improve the financial sustainability of the four individual councils.

It also includes a continuation of the project planning toward a common waste collection system by 2015 including tender management, business case analysis, and education.

The NSW Government has stated it sees regional shared services, procurement and asset management through vehicles such as ROCs as a key to addressing the financial challenge. In light of the independent review into local government, flexibility and adaptability will be key to the exploration and implementation of shared service and commercial opportunities.

## 3. Building a stronger business

SHOROC has been effective in achieving our results under the current Incorporated Association structure.

However, as the Board resolved in November 2011 that there should be an expansion of the capacity of SHOROC to deliver financial savings for the individual partner councils, it is important the most effective governance structure is in place for this to happen. As such this Plan includes an exploration of alternative governance structures as part of the investigation of shared services, and of more business oriented operations in order to improve our financial position and reduce reliance on council contributions.

### **2012-13 Budget**

SHOROC's budget is very lean considering the outcomes achieved in past years and the projects proposed for 2012-13.

There is a small increase required to council advocacy & coordination contributions of 3.6% in line with the maximum allowable rate increase for councils which, in addition to budget savings, is required to cover estimated operational expenditure.

The projects budget includes funding for regional waste management projects, shared service investigations, the existing groundwater investigation projects and general projects. These projects are funded by contributions from SHOROC and from councils.

The proposed budget has been endorsed by GMAC. The budget summary is outlined in the table below.

<b>Draft Budget summary</b>	<b>2012/13</b>	<b>2011/12</b>
Income		
Administration income	\$493,882	\$460,726
Project income	\$264,000	\$163,410
<b>Total income</b>	<b>\$757,882</b>	<b>\$624,136</b>
Expenditure		
Administration expenditure	\$491,382	\$456,686
Project expenditure	\$264,000	\$163,410
<b>Total expenditure</b>	<b>\$755,382</b>	<b>\$620,096</b>
<b>Net profit</b>	<b>\$2,500</b>	<b>\$4,040</b>

### Item 7.1

The Board resolved:

- **To Approve** the SHOROC 2012-16 Corporate Plan and budget.
- **To Agree** to hold the Councillor Forum in February 2013.

*Moved Cr Michael Regan /Seconded Viv May  
Carried Unanimously*

### Item 7.2 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 the Long Term Transport Masterplan Advisory Group, and providing public statements, input and submissions to appropriate government reviews and strategy/plan development processes.

- Advocating for the priority regional infrastructure and services identified by councils to be included in the NSW 2021 Northern Beaches Regional Action Plan for implementation.

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- Delivering priority cost savings & productivity projects for councils including coordinating and managing regional tenders, working with GMAC to identify potential shared services or commercial services for investigation in the coming years, providing consultancy management for the groundwater project, and working to improve regional collaboration on regional training and HR issues and management
  - Coordinating planning for a common waste collection system in collaboration with council staff and KEE including tender preparation work, business case analysis and education.
  - Supporting councils where required in working with Kimbriki Environmental Enterprises on the Kimbriki facility development
  - 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.
  - Developing the Regional Assets inventory and scoping the regional liveability strategy project

Other work currently underway, includes:

- Facilitating collaboration and knowledge sharing on urban planning, climate change, water cycle management and other matters.
- Organising the SHOROC 2012 Combined Councillor Induction Seminar
- 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.

SHOROC's 2011/12 Corporate Plan included a project to be commenced in the second half of the financial year whereby SHOROC would '*investigate joint/collaborative tourism promotion including regional promotion and branding, calendars of events, grant funding and joint events, and implement as appropriate*'.

Due to current resourcing priorities, it is considered that this project should be delayed and the project be revised for inclusion in the 2012-2016 Corporate Plan (Item 7.1).

**Item 7.2**

The Board resolved:

- **To Endorse** the work priorities identified for SHOROC, including that the project to *'investigate joint/collaborative tourism promotion including regional promotion and branding, calendars of events, grant funding and joint events, and implement as appropriate'* be delayed and revised for inclusion in the 2012-16 Corporate Plan.

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

**Item 7.3 March 2012 financial report**

<i>Corporate Plan priority:</i>	<i>25. Continue appropriate annual and financial reporting.</i>
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The third quarterly financial report for 2011/12 including the end of year forecast as at 30 March 2012 is attached at **Tab K**.

**Item 7.3**

The Board resolved:

- **To Approve** the March 2012 financial report.

*Moved Rik Hart /Seconded Henry Wong  
Carried Unanimously*

## Item 8 General business

### Item 8.1 Historical Society Storage – Warringah Council

#### Item 8.1

The Board resolved:

- **To Agree** that Warringah Council along with the Manly Warringah and Pittwater Historical Society explore the potential for the room being built as part of the new building at Long Reef Golf Club to provide a space for the MWPHS to use for the storage and sorting of material.
- **To Agree** that Mr Alan Ventress NSW Director of Records and the other SHOROC councils be invited to participate in the exploration process.

*Moved Michael Regan /Seconded Cr Harvey Rose*

*Carried Unanimously*

### Item 8.2 Business Manager - SHOROC

#### Item 8.3

The Board resolved:

- **To Agree** to thank Ms Andrea Tattam, Business Manager SHOROC for all of her hard work and achievements in delivering cost and productivity savings for the councils and to wish her well on maternity leave.

*Moved Viv May /Seconded Henry Wong*

*Carried Unanimously*

### Item 9 Confirm time for next meeting

1 August 2012 3-5pm at the SHOROC Offices.