

# SHOROC INCORPORATED BOARD MEETING

Wednesday, 29 February 2012, 2:15 - 5:05pm  
SHOROC, Unit 33/42-46 Wattle Road, Brookvale



## Board Members Present

Cr Jean Hay AM	Mayor of Manly, SHOROC President
Cr Michael Regan	Mayor of Warringah, SHOROC Vice President
Cr Anne Connon	Mayor of Mosman
Cr Harvey Rose	Mayor of Pittwater
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
Mohini Nair (Item 4.2)	Director of the Centre for Transport Planning Transport for NSW
Phillip Brogan (Item 4.2)	Consultant, Transport for NSW
Vicki Taylor (Item 4.3)	Chief Executive Northern Sydney Local Health District
Anthony Manning (Item 4.3)	Director of Planning and Technical at Health Infrastructure
Frank Bazik (Item 4.3)	General Manager Northern Beaches Health Service

## Item 1 Welcome and Apologies

Cr Jean Hay, Mayor of Manly and SHOROC President chaired the meeting and welcomed all those attending. There were no apologies received.

## Item 2 Adoption of 16 November 2011 Board Minutes

### Item 2

The Board resolved:

- **To adopt** the Minutes of the meeting held 16 November 2011.

*Moved Henry Wong /Seconded Cr Anne Connon*

*Carried Unanimously*

### Item 3 Matters arising from previous meeting minutes

*Nil*

### Item 4 Advocacy and issues management

#### Item 4.1 Meeting with LGSA President CR Keith Rhoades

At its 16 November 2011 meeting the SHOROC 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.

The letter and Cr Rhoades' response are attached at **Tab A**.

Cr Rhoades has requested to meet with the SHOROC Board and this meeting has been arranged following today's Board meeting at 5pm on 29 February 2012. Potential issues for the Agenda are the LGA Conference, the campaign for constitutional recognition of local government and Destination 2036.

*Item listed for discussion.*

#### Item 4.2 3.00pm: Presentation from Transport for NSW

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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Ms Carolyn McNally, Deputy Director General at Transport for NSW (TfN) and Ms Mohini Nair, Director of the Centre for Transport Planning at TfN have been invited to the Board meeting to provide an update on the NSW Government's Northern Beaches Bus Rapid Transit (BRT) pre-feasibility study. It is understood the presentation will provide an update on project progress, detail the shortlisted options being considered and their associated issues and costs, outline the network planning being considered, outline the next steps and seek feedback from the Board.

SHOROC is a member of the BRT Project Control Group (PCG) and the most recent meeting of this group was held on 8 December 2011. It is understood a draft BRT pre-feasibility study report has been prepared subsequent to this meeting by the NSW Government based on the shortlisted options presented by consultants to the PCG. At the time of circulation of these papers it is understood this draft report was being considered by the Transport for NSW Executive and Minister's Office. The most recent public timeframe given for the pre-feasibility study was a completion date of around February/March 2012.

Following finalisation of this study, the NSW Government will need to make a decision as to whether to commit funds to full feasibility planning for a preferred option or options, the next stage in Transport for NSW's planning process.

It will be critical over the coming months and when the pre-feasibility report is released to maintain a united voice on the project and the priorities for the region. The *Shaping Our Future* transport priorities formally adopted by all SHOROC partner councils are included for reference at **(Tab B)**.

It is recommended that 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.

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.

***Item listed for discussion.***

Ms Mohini Nair, Director of the Centre for Transport at Transport for NSW (TfN) and Mr Phillip Brogan Consultant for TfN attended the meeting and conveyed Ms McNally’s apologies. Ms Nair and Mr Brogan provided a briefing on the progress on the Northern Beaches Bus Rapid Transit pre-feasibility project, with a report on the project due to be released in the coming months.

**Item 4.2**

The Board resolved:

- **To Agree** a meeting between SHOROC, councils and Transport for NSW to be arranged 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.

*Moved Cr Jean Hay/Seconded Cr Harvey Rose  
Carried Unanimously*

**Item 4.3 3.30pm: Presentation from NSLHD Chief Executive**

<p><i>Corporate Plan priority:</i></p>	<p>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.</p> <p>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</p>
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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 provide a presentation on the Northern Beaches Clinical Services Plan and in particular the development of the Northern Beaches Hospital and the project governance structures.

For information, the key points discussed at the November 2011 Board meeting with Ms Taylor and Mr Manning included:

- 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.

Ms Vicki Taylor, Chief Executive of the Northern Sydney Health Network (NSLHD), Mr Anthony Manning, Director of Planning and Technical at Health Infrastructure and Mr Frank Bazik General Manager Northern Beaches Health Services attended the meeting to provide a briefing on the Northern Beaches Health Services planning in particular the development of the Northern Beaches Hospital and the project governance structures. At the meeting the HI and NSLHD representatives provided a briefing on the 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

#### **Item 4.3**

The Board 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

*Moved Cr Jean Hay/Seconded Cr Harvey Rose  
Carried Unanimously*

## Item 4.4 **Shaping Our Future – investment in transport & health**

<i>Corporate Plan priority:</i>	<ol style="list-style-type: none"><li><i>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.</i></li><li><i>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.</i></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 is outlined below.

Discussed below is an update on the campaign for transport and health infrastructure funding for the region, including:

- Breakfast Meeting between Board and local NSW MPs
- Transport infrastructure issues

Health infrastructure issues are to be discussed under Item 4.3.

### **Breakfast Meeting between Board and local NSW MPs**

The SHOROC Board met with local NSW MPs Jillian Skinner MP, Brad Hazzard MP, Mike Baird MP, Rob Stokes MP and Jonathan O'Dea MP on 7 November 2011, 7-8.30am at The Bather's Pavilion, 4 The Esplanade, Balmoral.

Key issues discussed included

- Transport issues including Bus Rapid Transit (BRT) and road upgrades
- Planning structures and mechanisms including the NSW State Plan and development of Regional Action Plans
- Health issues including planning for the Northern Beaches Hospital and other regional health planning issues
- Kimbriki and the potential for local infrastructure funding support.

This meeting was the fifth in a series of six-monthly meetings held between the SHOROC Board and the local NSW MPs representing the electorates of the North Shore, Manly, Wakehurst, Pittwater and Davidson. The next meeting is currently being scheduled for late April 2012 in a non-sitting week of Parliament at the Bathers Pavilion in Balmoral.

### **Transport infrastructure issues**

#### BRT pre-feasibility project progress

The BRT pre-feasibility project progress is listed under Item 4.2.

#### NSW Long Term Transport Master Plan

The first local government advisory group meeting for the NSW Government Long Term Transport Master Plan was held on 15 December 2011. 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 the meeting was quite broad and focussed around informing the discussion paper which is due to be released in February 2012 for public comment. The Agenda, Terms of Reference and Minutes of the local government advisory group are attached (**Tab C**). Minutes of all the advisory group meetings can be found in the library section of the website [www.transportmasterplan.nsw.gov.au](http://www.transportmasterplan.nsw.gov.au)

Transport for NSW has advised it welcomes any submissions on the Transport Master Plan at any stage during the development process. The SHOROC President wrote to the Transport & Roads Minister's in December 2011 outlining SHOROC's regional transport priorities as detailed in *Shaping Our Future*.

As advised to the Board previously, there was no mention of the BRT project in the document outlining the "Current priorities for improving transport in NSW". Following representations by SHOROC, this has now been corrected and the updated brochure is attached for information (**Tab D**), including the priority "investigate a bus rapid transit system for the Northern Beaches of Sydney".

The Transport Master Plan is described as the plan to address key transport challenges over the next 20 years for NSW and as such longer-term priorities for inclusion should be considered in its development.

The next stages of the development process are as follows:

- Feb 2012: Discussion paper on issues and options released for comment
- Feb/March 2012: Regional forums will be held, with the SHOROC region included in the greater Sydney region
- March 2012: next meetings of the advisory groups
- June 2012: Draft Master Plan released for comment
- Nov 2012: Final Master Plan released

It will be important as the councils and SHOROC seeks to have transport infrastructure for the region included in the plan that we continue to remain consistent and united on the regional priorities that have been agreed in *Shaping Our Future*.

#### Warringah road grade separation

As agreed by GMAC at its December 2011 meeting, SHOROC wrote to the Minister for Transport, Transport for NSW and Infrastructure NSW to advocate as outlined in *Shaping Our Future* 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. A copy of the letter is attached (Tab D).

#### Item 4.4

The Board resolved:

- **To Note** the update on the campaign to secure investment in the SHOROC region's transport and health infrastructure.
- **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.
- **To Agree** 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.

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

#### Item 4.5 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 <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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In late 2011 the NSW Government released its new State Plan: NSW 2021. 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 Division of Local Government has now released a circular on the 'localisation' of NSW 2021, through the development of Regional Action Plans (Attached at **Tab E**).

In this circular, the SHOROC councils have been included in the Northern Sydney Regional Action Plan region along with Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde, and Willoughby local government areas, NSROC and the Sydney Coastal Councils Group.

The Regional Action Plan is effectively the region-specific priority list for state government agencies of initiatives to improve outcomes in the region under NSW 2021. Each Regional Action Plan will include:

- The vision for the future of the region
- Issues and ideas raised by the community
- Regional Priorities – around 10 actionable initiatives for the NSW Government to improve outcomes in the region
- Links with existing regional government strategies and initiatives
- Delivery mechanisms including regional delivery partnerships.

The action plans will be informed by:

- Local Government Community Strategic Plans or other community plans
- Regional Development Australia Plans
- An online community forum currently running at: [www.haveyoursay.nsw.gov.au/nsw2021](http://www.haveyoursay.nsw.gov.au/nsw2021)
- Community and stakeholder consultation on the draft plans which will occur in the first half of 2012.

A workshop was held on 21 November 2011 by the Department of Premier & Cabinet (DPC) to discuss the Economic Development and Environment areas and assist in setting the regional priorities for the Regional plans for NSW 2021.

As agreed at the November 21011 Board meeting, the Executive Director in consultation with the President is delegated to provide input to the state and federal governments on regional issues. As such, a copy of *Shaping Our Future* was provided to DPC and it was advised in writing that the regional infrastructure priorities are those agreed in the regional strategy. Viv May, Rik Hart and Paul Reid attended the DPC Forum as the SHOROC ED was not available and provided feedback to DPC on the regional priorities consistent with *Shaping Our Future*.

The next step according to the circular is that Regional Ministers will lead a series of community forums across NSW in the first half of 2012.

An invitation to the Northern Sydney Regional Forum is attached (**Tab F**). It is to be hosted by Jillian Skinner MP, attended by Brad Hazzard MP, Mike Baird MP and Rob Stoker MP and be held at 7.30pm on 29 February 2012 at the Dee Why RSL. The invitation states that a community discussion paper for the Northern Sydney region will be available prior to the meeting.

It will be important as we seek to have the transport and health infrastructure for the region included in the Regional Action Plan that we continue to remain consistent and united on the regional priorities that have been agreed in *Shaping Our Future*.



#### **Item 4.5**

The Board resolved:

- **To Note** the update on the development process for the NSW 2021 Regional & Local Action Plans including the release of the Northern Beaches Regional Action Plan Discussion Paper.
- **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.

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

#### **Item 4.6 Destination 2036**

The NSW Division of Local Government (DLG) has now released the *Destination 2036* draft Action Plan.

The Board at its 16 November 2011 meeting resolved that, subject to the content of the draft *Destination 2036* action plan, a SHOROC submission be prepared by the February 2012 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. The submission was made by the 15 February 2012 deadline with the approval of the SHOROC President.

It is understood that following submissions the Implementation Steering Committee will be reviewing and releasing a final Action Plan later in 2012.

In addition, one of the first activities under the Action Plan is the development and release of a proposed strategy by the DLG to support ROCs and strengthen collaboration on a regional basis. It is understood this strategy is under development and is due for release in the coming months.

#### **Item 4.6**

The Board resolved:

- **To Note** the update on *Destination 2036*.

*Moved Cr Harvey Rose /Seconded Cr Anne Connon  
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

Corporate Plan priority:	14. Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE.
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The Kimbriki Sub Committee of the SHOROC Board met on 7 December 2011 at the Kimbriki Eco House and Garden. The minutes of the meeting are attached (**Tab G**).

As noted at Item 4 in the minutes, the committee requested GMAC to consider the use of currently non/under-utilised recyclable products across a range of council applications.

It was agreed at the GMAC meeting on 8 February 2012 that councils will internally discuss this proposal with relevant staff, and prepare a brief response to the March 2012 GMAC meeting to be provided to the subcommittee at their next scheduled meeting.

The next meeting of the Kimbriki Sub Committee is scheduled for 7 March 2012.

#### Item 6.1

The Board resolved:

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

*Moved Cr Anne Connon/Seconded Rik Hart*

*Carried Unanimously*

## Item 6.2 Inventory of regional assets

Corporate Plan priority:	9. Seek grant funding and commence regional liveability strategy.
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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.

GMAC convened a working group of staff to develop a Regional Asset Inventory, concurrently with the scoping of a regional liveability strategy.

The Draft Regional Asset Inventory is attached (**Tab H**) for the Board's consideration.

Outlined below are:

- The need for a SHOROC Regional Asset Inventory
- Draft Definition of a SHOROC Regional Asset

- An overview of the Draft SHOROC Regional Assets Inventory and priority listing

### **Need for a SHOROC Regional Asset Inventory**

A SHOROC Regional Asset Inventory is required to provide support at a regional level for:

- External funding grants for regional assets
- Lobbying State Government for improvements to significant regional assets
- Input into the development of the SHOROC Liveability Strategy

### **Draft Definition of a SHOROC Regional Asset**

The following set of criteria determines what can be classified as a SHOROC Regional Asset:

- The asset is located within the SHOROC Region - Local Government Areas of Mosman, Manly, Pittwater or Warringah.
- The services or value provided by the asset is of significance to the region as a whole or greater Sydney, not just the local government area in which it is located.
- The asset has one or a combination of ecological, social, cultural and economic values from a range of perspectives, e.g. scientific experts and “the community”.
- It is a physical structure or place that can be spatially delineated (single or multiple components can be mapped).
- It is owned and managed by government bodies.

### **Draft SHOROC Regional Assets Inventory and priority listing**

SHOROC Regional Assets have been provided with a ‘Priority Ratings for Increased Funding/Investment (Rating out of 5 with 1 being the highest priority)’. They have also been provided with a draft ‘Regional Significance Rating (Rating out of 3, with 1 being the highest level of significance)’.

This rating system highlights the fact that there are a number of regional assets of high significance; however this does not necessarily mean they are in need of increased funding/investment when compared to other regional assets.

Privately owned assets have been excluded from the regional asset inventory.

Several assets such as beaches and some sporting and recreational assets have been grouped as single assets due to the large number of them and issues with prioritisation.

In summary, based on the priority ratings as described above, it is considered the draft highest priority ‘1’ assets for increased funding/investment, in no particular order are:

- Main Roads
- Key Access Bridges – Spit Bridge and Roseville Bridge
- Bus Network including Mona Vale / Brookvale Bus Depot
- Park and Ride Facilities
- Frenchs Forest Hospital (Future)

- Mona Vale Hospital
- Kimbriki Resource Recovery Centre
- North Head Water Pollution Control Plant

The draft highest priority '2' assets for increased funding/investment in no particular order are:

- Public wharves and ferries (Manly, Mosman, Palm Beach)
- Brookvale Oval / Stadium
- Warriewood Sewerage Treatment Plant

### **Next Steps**

Subject to endorsement by the Board, it is considered the next steps should be consultation with Councillors regarding the Regional Asset inventory, including:

1. The definition of a Regional Asset
2. The suggested list of Regional Assets in the draft inventory
3. Draft Priority Ratings for Increase Funding/Investment
4. Draft Significance ratings

Scoping of project plan for development of the Liveability Strategy is underway and is planned to be provided to the March or April 2012 GMAC Meeting.

#### **Item 6.2**

The Board resolved:

- **To Endorse** for consultation with Councillors:
  1. the definition of a SHOROC Regional Asset
  2. the assets listed in the SHOROC Regional Asset Inventory
  3. 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.

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

## Item 6.3 Regional waste stream composition audit

<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. 14. Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE. 17. Continue to support and work with SHOROC working groups and committees in priority areas including efficiency and effectiveness strategy, procurement, workforce planning, waste management and others as required.</i>
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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 was to examine the materials within the three waste streams (general waste, recyclables and garden organics).

The audit is a requirement for councils as part of their annual Office of Environment and Heritage (OEH) WaSIP reporting and has also provided a valuable source of information in the continued planning for the transition to a common waste system and the transfer of waste to Kimbriki Resource Recovery Facility.

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

The selected consultancy EC Sustainable conducted the kerbside audit fieldwork, data entry and analysis to OEH requirements and finalised the report in November 2011 bringing the project to completion.

A copy of the final regional report is included at **Tab I**.

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 high proportion of food in the waste stream reinforces the need to implement the agreed new common collection system which will enable collection of food with garden organics and subsequent composting at Kimbriki.

A number of positive outcomes in regard to low recycling contamination, diversion rates and the potential for even greater diversion with the introduction of food waste recycling merit communication to the community.

### **Item 6.3**

The Board resolved:

- **To Note** the completion of the 2011 regional household domestic waste stream composition audit.

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

## Item 6.4 Groundwater investigation project

<i>Corporate Plan priority:</i>	<i>10. Support council working groups in priority areas including strategic and urban planning, economic development, sustainability and others as required.</i>
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At the request of staff from Manly, Warringah and Pittwater councils, SHOROC is supporting a staff-led Groundwater Resource Investigation project to determine the sustainability of regional groundwater resources, to ensure the longevity and integrity of the aquifers.

This research will assist in identifying groundwater issues of regional significance as well as identifying and prioritising management actions at a regional scale.

The total project costs is estimated at \$60,000 (ex. GST), to be funded by contributions from the participating councils. It is envisaged that a regional study would result in significant savings of over \$80,000 in total, compared to the potential costs of each Council undertaking this project independently.

### **Item 6.4**

The Board resolved:

- **To Note** the implementation of a collaborative Groundwater Resource Investigation project supported by SHOROC.

*Moved Henry Wong /Seconded Mark Ferguson*

*Carried Unanimously*

*Note: Mosman Council did not vote as it is not involved in this project.*

## Item 7 Council Cost Saving & Efficiency Program

### Item 7.1 Quarterly Cost Savings & Efficiency 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 Efficiency Program has delivered significant savings across the region through the successful delivery of a number of regional collaborative projects and ongoing regional contracts completed during the latter part of the 2011 calendar year.

The second quarter 2011-12 for the Council Cost & Efficiency Savings Report is attached at **Tab J**. Quarterly savings totalling \$1,076,301 have been achieved through four major regional tenders for the provision of tyres, CCTV and stormwater maintenance services, road construction materials and services and minor capital works.

This brings the total year to date savings to councils from the program for 2011-12 to \$1,297,269 and the total savings to councils since the program inception in May 2010 to \$1,619,719.

Details of savings per council (YTD and Rolling) are shown in the table below.

<b>Cost Savings Summary 2011/2012 YTD</b>	
<b>Council</b>	<b>Total</b>
Mosman	196,903
Manly	222,040
Warringah	392,857
Pittwater	485,469
<b>End Q1 2011-12</b>	<b>\$ 1,297,269</b>

<b>2010-2012 Rolling Cost Savings Program Summary</b>	
<b>Council</b>	<b>Total</b>
Mosman	240,986
Manly	275,823
Warringah	551,391
Pittwater	551,519
<b>TOTAL since program commencement</b>	<b>\$ 1,619,719</b>

#### Item 7.1

The Board resolved:

- **To Receive and note** the December 2011 quarterly report on the Efficiency and Cost Saving Program detailing savings to councils of \$1,076,301.
- **To Receive and note** the total year to date savings to councils from the Efficiency and Cost Saving Program for 2011-12 of \$1,297,269 and the total savings to councils from the Program for 2010-11 to 2011-12 of \$1,619,719.

*Moved Henry Wong/Seconded Cr Anne Connon*

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

*Abstain: Cr Michael Regan*

*Carried*

## Item 7.2 Update on Cost Saving & Efficiency 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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During the second quarter a number of major regional tenders were completed, representing significant savings through the collaborative procurement of services.

Since reporting to the last Board in November 2011, progress of the program is summarised in the following table:

<b>Project</b>	<b>Status</b>	<b>Cost Savings/Revenue</b>
Road Construction Services and Materials Tender	Complete	\$918,424
Minor Capital Works Tender	Complete	\$80,000
CCTV and Stormwater Maintenance Tender	Complete	\$58,400
Tyres Tender	Complete	\$20,000
Records Offsite Storage Tender	Ongoing, expected completion Feb 2012	TBA
AS4000 General Conditions of Contract Regional Training Course	Complete	\$3,375

Further details on each of these projects are reported below in addition to the next steps for the Program.

### A. Road Construction Services and Materials tender

*Status: Complete, panel tender accepted by all councils. \$ 918,424 estimated savings*

This was a renewal of major regional contract, valued in excess of \$13 million per annum that expired in December 2011.

This tender was managed 'in-house' with specialist consulting engineers Complete Urban contracted by SHOROC to develop the specification for the tender which was then incorporated into the Warringah tender templates for hosting of the process on behalf of all four councils. Despite having a very ambitious timeframe the tender process was successfully completed on time, commencing in September 2011 and has since been adopted by all councils.

As part of this project SHOROC commissioned an independent report from Complete Urban on the estimated savings achieved by councils by procuring regionally rather than individually. Complete Urban has significant experience and has completed substantial analysis of work with a number of ROC's and on similar asset, infrastructure and capital works construction/maintenance contracts.

The Complete Urban report estimates savings of around 5-10% are achieved by procuring regionally rather than on an individual council level, with the savings depending of the volume of expenditure, size and location of the council.

This advice provides an experienced independent and quantified perspective of the savings that can be achieved for this particular type of regional contract renewal.



#### B. Minor and Capital Works (including roadway and footpath construction) Tender

*Status: Complete, panel tender accepted by Mosman, Manly and Pittwater (Warringah did not participate). \$80,000 estimated savings*

This was a new tender administered through Regional Procurement and coordinated by SHOROC. The tender was advertised on 24 October 2011 and closed on 15 November 2011, with Manly, Pittwater and Mosman councils participating. Estimated annual expenditure is in the region of \$1,000,000 per annum.

#### C. CCTV and Stormwater Drainage Asset Services Tender

*Status: Complete, panel tender accepted by all councils. \$58,400 estimated savings*

This was a complex new tender administered through Regional Procurement and coordinated by SHOROC. The tender was advertised on 12 July 2011, and closed on 8 August 2011, with all councils participating. Estimated annual expenditure is anticipated to be in the region of \$750,000 per annum. It is noted that this project was identified as part of the Cost Savings and Efficiency Program planning process and endorsed by the Board in November 2010.

#### D. Tyres Tender

*Status: Complete, sole supplier tender accepted by all councils. \$20,000 estimated savings*

This was a renewal of regional contract, administered through Regional Procurement that expired in December 2011 and is valued at approximately \$78,000 per annum. All councils participated. On the basis of information provided by Regional Procurement on the estimated savings gained through this tender and actual annual expenditure by councils during the last financial year, total savings in the region of \$20,000 have been gained.

#### E. Records Offsite Storage and Archiving Tender

*Status: Tender submissions closed, evaluation in progress*

Pittwater Council is hosting this tender of behalf of Pittwater, Manly and Mosman councils. It will seek improved pricing on the offsite storage and archiving of council records. Advertising commenced on 21 October 2011 and closed on 14 November 2011. Evaluation of the qualitative aspects of the tender was completed on the 12 December 2011. Further analysis of the pricing is currently underway with completion expected in February 2012.

#### F. AS4000 General Conditions of Contract Regional Training Course

In November 2011 SHOROC engaged SAI Global to provide a 2 day regional training course on AS4000 (General Terms and Conditions of Contract).

Conducting this training regionally meant councils were able to send selected staff to the training at a lower cost than having to outlay the full \$15,000 cost for in-house training.

In addition, the project has provided a net profit of \$3,375 to SHOROC. As per the approved Operational Plan, this additional revenue will be placed into the general operating budget for 2011/12 to minimise administration costs to councils.

## Next steps for the Program

A number of projects remain current and ongoing under the cost savings and efficiency program namely:

- Procurement Initiatives – including Fire Services Maintenance, Records Offsite Storage and Management and Rates Notices in addition to other upcoming opportunities being pursued by the SHOROC Procurement Working Group
- Working towards Common Waste Collection – including the commencement of the collection contract procurement phase and the commencement of the business unit review
- HR Working Group – projects continuing within the aspects of recruitment, induction and compulsory training

It is also noted that the corporate planning process (see Item 8.2) is a key mechanism of determining future projects and initiatives to be delivered as part of the Program under the 2012-2016 Corporate Plan.

### Item 7.2

The Board resolved:

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

*Moved Cr Harvey Rose /Seconded Henry Wong*

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

*Abstain: Cr Michael Regan*

*Carried*

## Item 7.3 Waste management & collection

*Corporate  
Plan priority:*

*14. Continue project planning for common waste collection service by 2014 in collaboration with council waste, education and engagement staff and KEE.*

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.

SHOROC is continuing to support the councils in both the planning for transition to the new collection system and the development of the Kimbriki facility. Outlined in this report are:

1. Development of the tender specifications and investigation of business models
2. KEE AWT development and Independent financial advice
3. Community education and engagement

### 1. Development of the tender specifications and investigation of business models

All four councils have now resolved to implement the recommended common collection system from 2014/15.

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.

At its 27 October 3011 meeting GMAC agreed SHOROC was to commence work on the tender development for the common collection system. it's planned work will proceed in January 2012 with a view to requesting quotations for the tender specification development late in the first quarter of 2012, subject to approval by GMAC.

It is planned that scoping of the project to investigate business models will also commence in the coming months. The priority of this investigation was confirmed by the 16 November 2011 Board resolution that there should be the expansion of the capacity of SHOROC to deliver financial savings through greater investigation and implementation where appropriate of shared and collaborative functions and services, with consideration by GMAC of suggestions regarding project governance such as council-owned corporations.

## **2. KEE AWT development and Independent financial advice**

SHOROC continues to support the councils in the planning for the development of the Kimbriki facility. At the request of GMAC SHOROC coordinated a project to seek independent financial advice to support the council decision-making on the most appropriate financing and administrative structure for the Kimbriki facility development.

PricewaterhouseCoopers (PwC) was engaged by SHOROC and worked with the council General Managers and CFOs as well as the KEE CEO to provide this advice. This project has now been completed enabling KEE to progress its tender development process and it is understood a report will be provided to each council in the coming months.

## **3. Community education and engagement**

Extensive community engagement and education coordinated on a regional basis was always identified as an integral phase in the implementation of the new collection system.

As noted by the Board at its 16 November 2011 Board meeting, it was agreed a high-level community engagement and consultation plan would be developed by council staff and SHOROC to ensure consistent community education and engagement across the four LGAs.

This plan was developed by SHOROC, council staff and KEE, agreed in late 2011 and Phase 1 is now underway.

Phase 1 focusses on education and addressing community misconceptions and predominantly includes consistent communication materials for council websites and communications materials, Q&As and the enabling of feedback for interested or concerned residents direct to their local council. This feedback will be used to fine-tune the implementation of the collection system.

It is planned that Phase 2, which will be a more substantial education campaign to educate the community on the new collection system, and Phase 3, which will coincide with the introduction of the roll out the new system, will be developed in mid-late 2012.

**Item 7.3**

The Board resolved:

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

*Moved Cr Anne Connon /Seconded Henry Wong*

*Carried Unanimously*

## Item 8 SHOROC Administrative Matters

### Item 8.1 2011 Councillor Forum Report

Corporate Plan priority:	21. Survey elected Councillors and council staff on SHOROCs priorities and performance 23. Hold annual Councillor Forum in around October 2011. 24. Conduct Board strategic planning session in around November 2011.
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As part of its resolution following the 2011 Councillor Forum, on 16 November 2011 the Board resolved a written report on the Forum would be provided to the February 2012 Board meeting for adoption and subsequent distribution to all Councillors.

The 2011 SHOROC Councillor Forum Report is attached at **(Tab K)**. It summarises the 2011 Forum program and outcomes, including:

1. Background material & pre-Forum survey results
2. An overview of the Forum Program
3. Notes from discussion at the Forum
4. Participant feedback
5. Board resolution agreeing the next steps

The purpose of this Report is to document the planning, actions and outcomes arising from the 2011 Councillor Forum to enable consideration by GMAC and the SHOROC Board during development of the 2012-2016 SHOROC Corporate Plan, and to formally report on the Forum to all Councillors from the four SHOROC councils.

#### Item 8.1

The Board resolved:

- **To Note** the 2011 SHOROC Councillor Forum Report including the documented notes from discussion at the Forum for consideration as the 2012-2016 SHOROC Corporate Plan is developed.
- **To Approve** the 2011 SHOROC Councillor Forum Report for distribution to all Councillors for information.

*Moved Rik Hart/Seconded Cr Anne Connon*

*Carried Unanimously*

### Item 8.2 2012 Corporate Plan development

Corporate Plan priority:	21. Survey elected Councillors and council staff on SHOROCs priorities and performance 22. Review governance structure in late 2011 and update as required. 23. Hold annual Councillor Forum in around October 2011. 24. Conduct Board strategic planning session in around November 2011.
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Under the SHOROC Constitution the role of GMAC includes preparation and submission of a Business Plan to the Board for adoption, including an annual budget, prior to 31 May. As such, the 2012-2016 SHOROC Corporate Plan is to be submitted to the Board for approval at its 2 May 2012 meeting.

As part of its resolution following the 2011 Councillor Forum, on 16 November 2011 the Board resolved:

- 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.

As such, GMAC has scheduled a planning session on 2 March 2012 to review and identify the council functional areas that could be investigated further, including those functional areas suggested at the Councillor Forum, in regard to collaboration and/or shared services under various governance models such as council-owned corporations.

It is planned this meeting will seek to agree the priority functional areas that should be investigated in the coming years, to be recommended to the Board in for inclusion in the 2012-2016 Corporate Plan, as well as the process and governance arrangements for the investigation.

In addition, GMAC will review and update the other priorities for the SHOROC Corporate Plan to ensure the most effective projects working for transport and health services infrastructure in conjunction with housing and employment planning are included in this plan.

It is proposed a Board briefing session on the draft Corporate Plan be held in around the week commencing 12 April, prior to the May Board meeting to formally consider adoption of the Plan.

#### **Item 8.2**

The Board resolved:

- **To Note** the development process for the 2012-2016 Corporate Plan.
- **To Approve** the scheduling of a Board briefing session on the draft Corporate Plan held in around the week commencing 12 April.

*Moved Henry Wong /Seconded Cr Anne Connon*

*Carried Unanimously*

#### **Item 8.3 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.
- 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
- Developing the 2012-2016 SHOROC Corporate Plan.

Other work currently underway includes:

- Facilitating collaboration and knowledge sharing on urban planning, climate change, water cycle management and other matters.
- Encouraging coordinated planning, upgrades and maintenance of footpaths, roads and bike paths, particularly at LGA boundaries through the Urban Planners Group.
- Organising the SHOROC Combined Councillor Induction Seminar for October 2012
- 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 8.3**

The Board resolved:

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

*Moved Henry Wong /Seconded Mark Feguson  
Carried Unanimously*

### **Item 8.4 December 2011 financial report**

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

### **Item 8.4**

The Board resolved:

- **To Receive and note** the December 2011 financial report.

*Moved Rik Hart/Seconded Henry Wong  
Carried Unanimously*

### **Item 9 General business**

### **Item 10 Confirm time for next meeting**

3-5pm 2 May 2012 at the SHOROC Offices.