

# SHOROC INCORPORATED

## BOARD MEETING MINUTES

Wednesday 2 September 2015, 12-2pm

SHOROC Boardroom 33/42-46 Wattle Road, Brookvale



### Board Members Present

Cr Peter Abelson	Mayor of Mosman, SHOROC President
Cr Jean Hay AM	Mayor of Manly, SHOROC Vice-President
Cr Jacqueline Townsend	Mayor of Pittwater
Cr Michael Regan	Mayor of Warringah
Veronica Lee	General Manager Mosman Council
Mark Ferguson	General Manager Pittwater Council, SHOROC Treasurer
Henry Wong	General Manager Manly Council
Rik Hart	General Manager Warringah Council

### In attendance

Ben Taylor	Executive Director SHOROC
Jacqui Fishpool	Communications and Office Manager SHOROC

## Item 1 Welcome and apologies

Cr Peter Abelson chaired the meeting and welcomed those attending. There were no apologies for the meeting.

## Item 2 Adoption of 20 May 2015 minutes and matters arising

### 2.1 Minutes of 20 May 2015 Board meeting

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#### **RESOLUTION**

The SHOROC Board:

- Adopted the minutes of the 20 May 2015 meeting.

*Moved Veronica Lee/seconded Cr Jean Hay*

*Carried unanimously*

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## Item 3 Regional planning and government relations

### 3.1 Meetings with NSW and Commonwealth MPs

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<b>REGIONAL PRIORITY</b>	Improve working partnerships with NSW and Cwlth MPs and Executives and increase representation on inter-agency working parties
<b>SHOROC ACTION</b>	Convene regular Leaders' Forums of the Board with NSW and Commonwealth MPs to progress regional priorities

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#### SUMMARY

Update on 16 June 2015 Commonwealth MP meeting and 27 July 2015 Leaders' Forum with NSW MPs.

#### REPORT

As part of SHOROC's intergovernmental relations role, regular meetings are arranged between the Board and local NSW and Commonwealth MPs to discuss key infrastructure funding and other regional issues.

#### Commonwealth MP meeting

The Board met with Commonwealth MPs The Hon. Tony Abbott MP and The Hon. Bronwyn Bishop MP on 16 June 2015. It was a constructive meeting with key issues discussed including: regional transport infrastructure and the NBN. A SHOROC media release issued following the meeting is attached (**Tab A**).

#### NSW MP meeting

A SHOROC Leaders' Forum with NSW MPs was held 27 July 2015. The Hon. Brad Hazzard MP, The Hon. Rob Stokes MP and Mr Jonathan O'Dea MP attended along with all Board members. The Hon. Mike Baird MP and The Hon. Jillian Skinner MP were unable to attend and tendered apologies.

The media statement following the meeting is attached (**Tab A**). Items discussed and outcomes included:

- *Public transport & roads:*
  - Positive discussion on progress planning and implementing regional transport infrastructure, as well as an agreement by all of the need to continue to advocate strongly for a more coordinated whole-of-government approach to transport planning in conjunction with SHOROC councils
  - Commitment from Minister Stokes to discuss integrated ticketing with Minister Constance
- *Greater Sydney Commission and Subregional planning:*
  - Agreement by Minister Stokes to ensuring a partnership approach with councils and SHOROC in district (subregional) planning based on the model put forward in the SHOROC/NSROC submission on the Greater Sydney Commission.
  - Commitment as the next step to a meeting of planning directors and senior departmental staff to go through the detail of the north district plan before it proceeds any further into the approval process for public consultation.
  - Further clarification of the role and function of the planned Greater Sydney Commission
- *Tourism and economic development:* Commitment from Mr O'Dea to supporting regional visitor economy projects where appropriate
- *Parliamentary Secretary for northern Sydney:* not supported by MPs.
- *Belrose Mountain Bike Park concept:* clarification from Mr O'Dea of the current status
- *Local government reform:* an update on likely next steps

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#### RESOLUTION

The SHOROC Board:

- Noted the update on the 16 June 2015 meeting with Commonwealth MPs The Hon. Tony Abbott MP and The Hon. Bronwyn Bishop MP.
- Noted the update on the 27 July 2015 SHOROC Leaders' Forum with NSW MPs, the constructive discussion and positive outcomes from the joint discussion and advocacy.
- Agreed to seek to arrange the next meeting with NSW MPs for the first week of December 2015.

*Moved Rik Hart/seconded Cr Jean Hay*

*Carried unanimously*

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## 3.2 District (subregional) planning & Greater Sydney Commission

<b>REGIONAL PRIORITY</b>	Housing growth & choice: Facilitate appropriate growth in housing including a range of housing choice
<b>SHOROC ACTION</b>	Subregional planning, including coordinating North Subregion Local Government Advisory Committee and Working Group to develop Northern Sydney Subregional Plan with the NSW Government

### SUMMARY

Update on district (subregional) planning and the Greater Sydney Commission.

### REPORT

#### District (subregional) planning for northern Sydney

The Department of Planning and Environment continues its development of a draft subregional (or 'district' as the Minister refers to it) plan for northern Sydney. It has run six technical working group 'workshops' since February, attended by staff from all 11 councils, SHOROC and NSROC, and the Departments of Planning, Transport, Education and Health.

While discussion at the workshops is constructive, SHOROC held a joint meeting of council GMs and planning directors which identified concerns with the Department's process to date and proposed next steps.

The core concern is that the process has largely been information sharing not a partnership. While workshops have considered high level maps, a draft plan has not been provided to the group for consideration and the Department stated it did not intend to do so.

These concerns formed the basis of advocacy by SHOROC with the Minister for Planning and the Department, with the Minister committing as a result:

- To ensuring more of a partnership approach with councils and SHOROC/NSROC based on the model put forward in the SHOROC/NSROC submission on the Greater Sydney Commission.
- To arranging as the next step a meeting of planning directors and senior departmental staff to go through the detail of the northern Sydney District Plan before it proceeds any further into the approval process for public consultation.

At the time of circulation of these papers, this planned meeting was still to be arranged.

#### Greater Sydney Commission and Northern Sydney Local Government Advisory Committee

The SHOROC and NSROC Chairs and Executive Directors of met with the Minister for Planning on 12 June to discuss the joint SHOROC/NSROC submission on the Greater Sydney Commission (GSC). This was a positive meeting and an update sent to all councils of northern Sydney is attached (**Tab B**).

The Minister for Planning outlined the role of the GSC at the 27 July 2015 SHOROC Leaders' Forum.

To note is that the Minister indicated he supported the model put forward in the SHOROC/NSROC submission for the Local Government Advisory Committee to consist of Mayors from the 11 councils, supported by a working group of planning directors, and for this Committee to select its GSC delegate. The Minister indicated it would be up to each district to identify its preferred structure and encouraged other districts to do the same.

As agreed by the Board, SHOROC has written to all councils to '*recommend to member councils that the meetings of Mayors and GMs of councils of northern Sydney be endorsed as the North Subregion Local Government Advisory Committee*'. An update is sought from councils on the status of this recommendation.

The planned timing for legislation to enable the GSC is not known at this stage although it is understood to be imminent.

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**Minister for Planning's attendance at 20 August 2015 meeting of councils of northern Sydney**

At the time of circulation of these papers Minister Stokes was planned to attend the 20 August 2015 meeting of Mayors and GMs of northern Sydney councils. Issues proposed to be raised with the Minister included:

1. Status of Greater Sydney Commission, its planned role and function
2. District (subregional) planning process and next steps in preparing draft plan
3. Integrated housing/employment growth
4. Suspension of the review process for planning proposals that have been refused (or deemed to be so) by local councils until the completion and adoption of the new subregional plans.

It is recommended the Board discuss the outcomes of this meeting with the Minister and determine any further actions arising.

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**RESOLUTION**

The SHOROC Board:

- Noted the update on district (subregional) planning for northern Sydney, concerns identified with the Department's process to date and proposed next steps, and the positive commitments from the Minister for Planning to rectify these concerns as a result of advocacy through SHOROC.
- Noted the update on the Greater Sydney Commission, including the support from the Minister for Planning for the model put forward in the SHOROC/NSROC submission for the Local Government Advisory Committee to consist of Mayors from the 11 councils, supported by a working group of planning directors, and for this Committee to select its GSC delegate.
- Agreed the President write to the Minister to express disappointment in the lack of collaboration of the Department in district planning, and to reaffirm the Minister's personal commitment to meeting collectively with representatives of councils of northern Sydney to go through the detail of the draft district plan before consideration by Cabinet.
- Requested the Executive Director prepare the draft letter in consultation with GMAC for approval of the President.

*Moved Mark Ferguson/seconded Henry Wong*

*Carried unanimously*

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### 3.3 Transport infrastructure and planning

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<b>REGIONAL PRIORITY</b>	Modal shift to faster and more reliable public transport together with less congested roads. Funding allocated and construction commenced on major agreed priority public transport and road upgrades.
<b>SHOROC ACTION</b>	Advocate for priority public transport and road infrastructure and work with the NSW Government and councils to plan and progress timely implementation Convene Regional Transport Planning & Management Group Promote public and active transport to encourage modal shift

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#### **SUMMARY**

Update on implementation of major transport upgrades across the region, advocacy priorities, meeting with the Minister and a stronger state/local government partnership framework for the implementation.

#### **REPORT**

##### **Background**

The NSW Government's Northern Beaches Transport Action Plan (NBTAP) is a five-year \$644 million program of works to implement the package of transport infrastructure upgrades developed collectively by the councils through SHOROC as the *Shaping Our Future* strategy in 2011.

The 2015-16 NSW Budget allocated \$93.6 million for these transport projects, including:

- \$42.1 million for Northern Beaches Bus Rapid Transit
- \$42 million for the Warringah Road/Northern Beaches Hospital road upgrades (to be supplemented by additional \$78 million from Restart NSW in 2015-16 pending final business case approval)
- \$4.5 million for Mona Vale Road upgrade planning
- \$5 million for Beaches Link tunnel planning (existing allocation Restart NSW)

The current priorities for transport planning and advocacy as endorsed by the Board are:

- Effective and efficient implementation of all elements of the Northern Beaches Transport Action Plan within the committed timeframes and consistent with the objectives and priorities of councils.
- Fast tracked implementation of Bus Rapid Transit for the critical Dee Why-Chatswood link.
- Finalise planning, identify a suitable funding mechanism and begin delivery of the tunnel linking Northern Beaches with the Warringah Freeway.
- Strongly encourage a modal shift to public and active transport.

#### **Meeting with the Minister for Transport and new governance structure for implementation**

The SHOROC Board met with The Hon. Andrew Constance MP Minister for Transport on 11 June 2015 to discuss progress and implementation of the Northern Beaches Transport Action Plan. Also attending were The Hon. Jillian Skinner MP, Mr Jonathan O'Dea MP, advisors from the Premier's Office and Minister Constance's Office and representatives of Transport for NSW).

The meeting was a positive and constructive, discussing fast-tracking delivery, specific projects and agreeing to a stronger state/local government partnership framework for the implementation, including:

- Oversight by a committee of the Minister, SHOROC Board and appropriate Ministers and local MPs.
- Coordination at an officer level through an inter-agency working group of senior staff from appropriate government agencies, SHOROC and councils.
- Appointment of a senior designated person from Transport for NSW accountable for coordinating all aspects of the Northern Beaches Transport Action Plan and partnership with councils
- Specific and more detailed work on individual projects with responsible councils.

The Minister committed to a further high-level meeting in the near future to discuss in more detail the Plan's forward implementation plan and milestones, as well as specific details on the Pittwater Rd BRT,

Warringah Rd BRT and Beaches Link projects. The SHOROC President wrote to the Minister following the meeting to confirm next steps including the planned next meeting.

Following the meeting with the Minister for Transport, Transport for NSW has made significant changes to enact the agreed partnership framework for the implementation in consultation with SHOROC. It is clear the Premier and Minister have raised the priority and resourcing of the Plan.

### **Update on implementation**

#### **SHOROC Transport Planning & Management Group**

The SHOROC Transport Planning and Management Group of council, TfNSW and RMS officers continue to meet to coordinate implementation of the NBTAP and its major projects.

This group will form a central element of the stronger local/state partnership framework.

The group meets regularly, most recently on 11 August 2015. A verbal briefing can be provided for the Board on the meeting discussion and outcomes. Agenda items included: project governance; project plan; commuter car parks; interchanges; site investigations; planning approvals; property; on-road upgrades; and upcoming stakeholder engagement.

#### **Warringah Road public transport**

The [Manly Daily recently published a story](#) which indicated Warringah Council had adapted its position regarding Warringah Road public transport, including no longer advocating for Bus Rapid Transit.

As this is a major priority for SHOROC to advocate for “Fast tracked implementation of Bus Rapid Transit for the critical Dee Why-Chatswood link”, written advice was sought as to Warringah Council’s formal position.

The Group Manager Strategic Planning wrote that “Despite the interpretation of the article in the Manly Daily (Thursday 30 July), Council has not changed its position on advocating for the need for the East West Bus Rapid Transport”.

#### **Northern Beaches Hospital precinct road and intersection upgrades**

The EIS for the proposed Stage 2 road upgrades, including the grade separations, was released on 22 July 2015. GMAC endorsed the preparation of a SHOROC submission focussed on enabling fast public transport from Dee Why to Chatswood via BRT, prepared in consultation with Warringah Council staff.

#### **Mona Vale Road**

A Review of Environmental Factors has been released to examine the potential impacts of the proposed upgrade to Mona Vale Road East. GMAC endorsed the preparation of a SHOROC submission focussed on supporting Mona Vale Road to be upgraded to a divided dual-lane carriageway for its full length through to Mona Vale, prepared in consultation with Pittwater Council staff.

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### **RESOLUTION**

The SHOROC Board:

- Noted the update on the June 2015 meeting with the Minister for Transport and the planned stronger state/local government partnership framework for the implementation.
- Noted the briefing on Transport for NSW’s new governance structure for implementation of the Plan and BRT and that it is implementing what has been agreed with the Minister.
- Requested SHOROC’s Executive Director to seek a meeting of the intergovernmental coordination group of Mayors, MPs and the Minister be arranged within the next month focussing on all aspects of the Northern Beaches Transport Plan.
- Noted that Warringah Council has confirmed it continues to support advocacy for a Warringah Rd BRT and is not requesting the Board to consider changing SHOROC’s transport policy.
- Reaffirmed SHOROC’s support for a Warringah Rd BRT and agreed to seek clarification from the NSW Government’s as to its position given recent media reports.
- Noted SHOROC has provided submissions consistent with SHOROC policy on the Northern Beaches Hospital precinct road and intersection upgrades and Mona Vale Road upgrades.

*Moved Veronica Lee/seconded Cr Jean Hay*

*Carried unanimously*

### 3.4 Economic development

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<b>REGIONAL PRIORITY</b>	Grow the local economy and key business sectors to facilitate increased local employment and containment.
<b>SHOROC ACTION</b>	Engage and work with regional business forums for regional priorities. Projects to increase local expenditure to support local employment & business Inform and support regional employment planning Facilitate information sharing and collaboration between councils

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#### **SUMMARY**

Update on Economic Development Working Group and projects.

#### **REPORT**

##### **Background**

The SHOROC Board at its 20 May 2015 meeting endorsed the SHOROC Economic Development Working Group's planned priorities for 2015-16 for implementation.

Priorities for the group include:

1. Engage and work with regional business forums on coordinated advocacy, joint initiatives to support local employment and building a strong regional framework for ongoing collaboration
2. Collaborate on projects to increase local expenditure to support employment and business - initial priorities are a visitor economy opportunities study and projects and 'Be Local Buy Local' campaign
3. Input into regional and major local planning to support local employment and business
4. Facilitate information sharing and collaboration between councils

The group meets quarterly, with the current focus including:

- Engaging with the NSW Business Chamber's Sydney North Regional Council to promote advocacy by the Chamber to support SHOROC priorities including the Warringah Rd BRT and Beacheslink tunnel
- Preparation of a visitor economy opportunities paper, with selection of a suitable consultant underway
- Advocacy to seek to bring forward NBN implementation for the region
- Facilitating information sharing and collaboration between councils

Working Group members have requested that GMAC and the Board be advised that the council representatives find this working group very useful, particularly having a specific theme focussed on collaborative economic development for the region.

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#### **RESOLUTION**

The SHOROC Board:

- Noted the update on Economic Development Working Group and projects.

*Moved Cr Michael Regan/seconded Henry Wong*

*Carried unanimously*

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### 3.5 Regional Waste Avoidance and Resource Recovery Strategy & projects

**REGIONAL PRIORITY** Waste: Contribute to NSW Waste & Resource Recovery Strategy targets.

**SHOROC ACTION** Implement *Too Good to Waste* strategy and projects  
Provide secretariat for Kimbriki Sub-Committee

#### **SUMMARY**

Annual report on *Too Good to Waste* strategy, and update on LGNSW award and Kimbriki Sub-Committee.

#### **REPORT**

##### **Regional Waste Avoidance & Resource Recovery Strategy annual report**

The regional waste strategy, *Too Good to Waste* was launched in November 2014 by the SHOROC President and the Hon. Rob Stokes and has been adopted by all councils. SHOROC receives grants from the NSW EPA for the Regional Waste Coordinator as well as \$82,264 annually for projects.

An annual report has been prepared on progress to date (**Tab C**). Some highlights include:

- \$1,564,154 secured in grants for regional waste strategy projects from the NSW Government's Waste Less Recycle More initiative. Projects include a Landfill Resource Recovery Facility and a Community Recycling Centre for problem wastes at Kimbriki.
- Several regional media campaigns have been run, most recently the *Hang on to the Bag* campaign that addressed plastic bag contamination in household recycling. Planning is now underway for a media campaign to decrease the amount of recycling in household garbage bins. The campaign will culminate in National Recycling Week, 9-15 November.
- A Mosman pilot project, *There's nothing good about being dumped*, is trialling initiatives to address the dumping of household items from multi-unit dwellings.
- A joint project with OzHarvest supporting an additional food donation van to operate across the SHOROC and NSROC regions with planning for a regional launch of the partnership underway.

##### **2015 Local Government NSW Award for Excellence in Communication**

SHOROC's *Too Good to Waste* Strategy has won the RH Dougherty Award for Excellence in Communication as recognition for the collaborative effort from SHOROC, partner councils and Kimbriki in communicating with the community in an engaging and inclusive way on waste issues.

##### **Kimbriki Sub-Committee**

The Kimbriki Sub-Committee of the SHOROC Board met on Thursday 18 June 2015 (**Tab D**). The next meeting is 16 September 2015.

The Committee prepared a draft waste avoidance and resource recovery survey for schools and resolved at its June meeting to recommend to the SHOROC Board that SHOROC and councils undertake a consistent survey of schools across the region using the KSC draft survey as a baseline. However GMAC determined that this is outside the Committee's terms of reference.

#### **RESOLUTION**

The SHOROC Board:

- Endorsed the Regional Waste Avoidance and Resource Recovery Strategy Implementation Report 2014-15, noting the positive outcomes to date including securing over \$1.5 million in grants and implementation of projects including joint media education campaigns.
- Congratulated the Waste Working Group, SHOROC's Communications Manager and Regional Waste Coordinator on the LGNSW RH Dougherty Excellence in Communication Award.
- Noted the draft minutes of the Kimbriki Sub-Committee of the SHOROC Board meeting of 18 June 2015 and that its recommendation to the Board that SHOROC and councils undertake a consistent survey of schools across the region is outside the Committee's terms of reference.

*Moved Cr Michael Regan/seconded Veronica Lee*

*Carried unanimously*

### 3.6 Items for brief mention

Brief updates on advocacy, projects and other Board resolutions listed below for information.

Issue	Corporate project/ resolution	Status/update
<b>Building Professionals Act 2005 review</b>	Board resolution 20 May 2015	Board agreed SHOROC liaise with Directors of Planning with aim of providing a joint submission on the Building Professionals Act 2005 review to be approved by GMAC.  The submission was completed and approved by GMAC out of session. It is available at <a href="http://shoroc.com/press-publications/transport-submissions-and-reports/">shoroc.com/press-publications/transport-submissions-and-reports/</a>
<b>Inquiry into local government in New South Wales</b>	10. Respond to NSW Government local government and planning reform agenda	With GMAC approval SHOROC provided a submission to the NSW Legislative inquiry into local government in New South Wales. It is available at <a href="http://shoroc.com/press-publications/transport-submissions-and-reports/">shoroc.com/press-publications/transport-submissions-and-reports/</a>
<b>10/50 vegetation clearing entitlement areas</b>	Board Sept 2014	SHOROC has advocated strongly to support council positions for a moratorium and review of the legislation, including the release of the regulatory impact statement for the legislation.  Minister Stokes proposed at the December SHOROC Leaders' Forum he would seek to arrange a workshop for SHOROC with the RFS Commissioner. Minister Stokes' Office recently advised the Commissioner determined not to provide this Forum.  However the NSW Government has since announced the results of its review and changes to the legislation. It appears the changes largely address council concerns and is considered no further advocacy is required at this stage. Councils are requested to advise if this is not the case.
<b>Joint schools road safety campaign</b>	Board resolution 18 February 2015	The Board requested SHOROC investigate the need for a region-wide school safety campaign to promote safety around school zones and in school drop-offs.  Following consultation with council road safety officers, it was agreed by GMAC a regional campaign is not required as each council has and/or is already doing work to address various school safety issues and the RMS coordinates and jointly funds campaigns already.
<b>Regional Youth Strategy</b>	12. Coordinated regional planning	It is understood the final strategy has been endorsed by the Sydney East Regional Leadership group and is awaiting Ministerial launch

#### RESOLUTION

The SHOROC Board:

- Noted the update brief updates on advocacy, projects and other Board resolutions listed for information.
- Agreed SHOROC seek to prepare a joint submission on the draft report for the Building Professionals Act review.

*Moved Cr Michael Regan/seconded Cr Jean Hay*

*Carried unanimously*

## Item 4 Governance and operations

### 4.1 Warringah Council proposal regarding SHOROC administration

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<b>REGIONAL PRIORITY</b>	Reduce costs to councils by diversifying income base, expanding service capability and improving efficiency. Efficient and effective operation
<b>SHOROC ACTION</b>	Continue to review costs structures and governance models and implement efficiency measures to reduce costs Continue to review and adapt SHOROC governance, membership, size and operational policies Strengthen collaboration of northern Sydney councils

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#### SUMMARY

Proposal from Warringah Council delegates that the Board abolish the SHOROC administration and introduce new governance arrangements for the delivery of regional coordination services.

#### REPORT

##### Background

The Mayor of Warringah has requested on behalf of Warringah Council that the following Council resolution made on 26 May 2015 be considered by the SHOROC Board (copy at **Tab E**):

- a. *The Administration component of SHOROC be immediately abolished - a minimum saving of \$597,016 Financial Year 2015/16.*
- b. *The council that holds the Board Chairmanship, which is rotated on an yearly basis between Mosman, Manly, Warringah and Pittwater, takes over the responsibility of organising, hosting and administering:*
  - *Board Meetings - Mayors and General Managers, 5 per year*
  - *Board and Local MP Meetings, 2 per year*
  - *Councillors Forum, 1 per year.*
- c. *Projects that may be of common interest to 2 or more councils (procurement, waste management, planning, etc) be coordinated, managed or outsourced by one of the interested councils, with contributions, financial or otherwise, by the other interested councils, as determined by the those councils.*
- d. *A Memorandum of Understanding between the 4 councils be drafted by the Mayors and General Managers, to refine and define the new Operating Model of Cooperation.*

#### Comment

Cr Menano-Pires' notes when proposing this motion stated that:

*"It is imperative that councils, both Metropolitan and Regional, work with neighbouring councils in issues of mutual interest, for common benefit, be it financial savings or advocacy for their Regions. It is also imperative that this collaboration be done effectively and in a cost efficient manner..."*

Background is provided on key issues to take into account when considering this proposal including:

1. SHOROC funding sources and potential savings for councils
2. Resources required by proposed lead council to manage SHOROC responsibilities
3. The importance of council action on regional issues for the community
4. Alternative models of regional collaboration and what works
5. Local government reform and the future of regional collaboration
6. Planned SHOROC Governance review and collaboration with councils of northern Sydney

#### 1. SHOROC funding and potential for savings for councils

The proposal suggests that abolishing SHOROC's administration would save a minimum of \$597,016.

Shifting this role to an individual council would shift the costs of resourcing it to that council, requiring extra resources or consultancies, and may even cost more.

SHOROC has significantly reduced costs to councils in recent years by increasing external funding and reducing already low overheads. Council contributions are planned to continue to decline in future years.

To note:

- Councils are directly funding \$328,000 of the administration in 2015-16
- Council funding has declined significantly in the past 3 years, with 53% of SHOROC's operation funded from grants and other income in 2015-16 (40% 2014/15 and 10% 2013-14)
- Overheads account for 9% of the total budget
- Advocacy and coordination are supported by external funding from grants and the joint procurement service which contribute to overheads, accommodation and salaries

## 2. Resources required by proposed lead council to manage SHOROC responsibilities

SHOROC's core role is regional collaboration, advocacy, planning and intergovernmental relations.

To operate effectively this requires significant resources, particularly as the NSW Government is increasing its engagement with councils regionally.

A brief summary of just some SHOROC activities:

- Meetings: 5 Board, 3 Leaders' Forums (MPs), 8 GMAC, 1 Councillor Forum, 4 Kimbriki-Sub-Committee, 35-40 working group meetings for Transport, Economic Development, Waste, Planning, Community Services, Corporate Planning, plus ad-hoc project based groups.
- NSW Government stakeholder relationship management with MPs and agencies including Premier & Cabinet, Transport, RMS, Health, Family & Community Services, EPA, OEH
- Joint submissions on issues such as planning reform, metropolitan planning, transport planning, local government reform and other legislative or policy changes such as 10/50 and the review of the Building Professionals Act review
- Research and management of consultants to build the evidence for advocacy on key issues
- Media and communications including press releases, website, newsletters, social media, reporting as well as joint campaigns such as for 'yellow lines' or resource recovery

A lead council would require additional resources to perform this role effectively.

## 3. The importance of council action on regional issues for the community

SHOROC's role focusses on major issues of importance for the communities of this region as identified in council community surveys: traffic and transport, housing and development, health care, local job creation, resource recovery.

The most effective model of regional collaboration of councils is vital to ensure strong and united advocacy, well governed intergovernmental relations, and coordinated strategic planning.

The SHOROC model has been highly successful in achieving council and regional priorities, outcomes unmatched in other regions across NSW.

It is well respected as a leader in regional council coordination across the sector including by the NSW Premier and has won multiple awards including the Planning Institute of Australia Presidents Award in 2014.

#### 4. Alternative models of regional collaboration currently being used and what works

The proposed model has been employed by other regions across NSW and previously by SHOROC.

However, no regional organisation (considered by the sector as effective) uses this model anymore. All have moved to having dedicated staff to increase effectiveness. As described by REROC for example:

*“While there was substantial goodwill in place to further projects, the Organisation's dependence on existing council staff to find time to implement complex projects across multiple councils resulted in constant delays.”*

Having dedicated staff, separate to a single council, provides a focus on region-wide issues, ensures that the views of all councils are priorities, and provides a clear contact point for other levels of government.

#### 5. Local government reform and the future of regional collaboration

*Strategic capacity* is a key element of the NSW Government's *Fit for the Future* reforms. Regional council organisations support strategic capacity, particularly: *Effective regional collaboration; Credibility for more effective advocacy; Capable partner for State and Federal agencies.*

The NSW Government is not supporting the creation of Joint Organisations (JOs) in Sydney at this time and has stated support for ongoing regional collaboration through ROCs.

This means ROCs will continue to perform the role in Sydney that JOs will perform in regional NSW. This is described in the JO pilot progress report as three core functions: regional strategic planning, working with State Government, and regional leadership and advocacy.

IPART has also indicated its understanding is that *“the formation of JOs is expected to occur during the next stage of the FFTF reform process, after other structural change and boundary change has been progressed.”*

#### 6. Planned SHOROC governance review and collaboration with councils of northern Sydney

SHOROC is already working to improve its effectiveness for the benefit of councils. These include:

- SHOROC governance review, including alternative governance structures, initiated in May 2014.
- Work with NSROC to establish a larger grouping of councils for northern Sydney, the 'Northern Sydney Council of Mayors' to strengthen advocacy and align to the NSW Government planning region (note this group continues to meet and collaborate however is not formally formed).

However these initiatives were put on hold by councils when *Fit for the Future* was announced until there is further clarity from the NSW Government and the futures of individual councils are known.

*RECOMMENDATION MADE BY THE PRESIDENT.*

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#### **RESOLUTION**

The SHOROC Board:

- Note Warringah Council's proposal that the Board abolish the SHOROC administration and introduce new governance arrangements whereby the lead council resources the regional coordination services.
- Having considered the pros and cons of the Warringah proposal and the background report, reconfirm the existing administrative arrangements as the most effective and appropriate for SHOROC.
- Continue to pursue opportunities for further cost efficiencies and external income generation and to strengthen the collaboration of councils across northern Sydney.
- Recommence the foreshadowed SHOROC governance review when the NSW Government's decision on local government reforms is clearer.

*Moved Cr Peter Abelson/seconded Cr Jean Hay*

*For: Cr Peter Abelson, Cr Jean Hay, Cr Jacqueline Townsend, Veronica Lee, Henry Wong, Mark Ferguson*

*Against: Cr Michael Regan, Rik Hart*

*Carried*

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## 4.2 Meeting of northern Sydney councils

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<b>REGIONAL PRIORITY</b>	Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda.
<b>SHOROC ACTION</b>	Strengthen collaboration of northern Sydney councils including convening ongoing meetings of the Mayors and GMs of northern Sydney and leading consideration of alternative governance models to match NSW planning subregion.

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### SUMMARY

Update on the meetings of councils of northern Sydney and proposed Northern Sydney Council of Mayors.

### REPORT

The SHOROC Board has resolved that it continues to support the proposed formation of a Northern Sydney Council of Mayors.

A key action in the 2015-16 SHOROC Operational Plan is to '*Strengthen collaboration of northern Sydney councils including convening ongoing meetings of the Mayors and GMs of northern Sydney and leading consideration of alternative governance models to match NSW planning subregion*'.

The formation of the proposed Northern Sydney Council of Mayors has been put on hold due to the *Fit for the Future* process. In the interim the Mayors and GMs of the 11 councils of northern Sydney continue to meet on a regular basis convened by SHOROC and NSROC.

The most recent meeting was held on 4 June 2015. The meeting minutes are attached (**Tab F**). Issues considered included:

- Northern Sydney subregional planning briefing and discussion
- Future priorities and state and federal partnerships
- *Fit for the Future* – updates from councils as appropriate

At the time of circulation of these papers a meeting was scheduled for 20 August 2015. The agenda is attached (**Tab G**), including:

- Northern Sydney District (Subregional) Planning briefing
- Minister for Planning: Greater Sydney Commission and subregional planning
- Future priorities and state and federal partnerships
- *Fit for the Future* – updates from councils as appropriate

It is recommended the Board discuss the 20 August 2015 meeting outcomes to determine any further actions arising.

### RESOLUTION

The SHOROC Board:

- Noted the minutes of the 4 June 2015 meeting of councils of northern Sydney.
- Noted the agenda of the 20 August 2015 meeting of councils of northern Sydney.
- Agreed to propose to NSROC that SHOROC and NSROC write jointly to the Minister for Planning to thank him for his attendance at the 20 August 2015 meeting and to confirm the next steps including the meeting of the Minister collectively with representatives of all councils to go through the detail of the North District Plan before it proceeds any further into the approval process for public consultation.

*Moved Cr Michael Regan/seconded Henry Wong*

*Carried unanimously*

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### 4.3 *Fit for the Future* updates

**REGIONAL PRIORITY** Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda.

**SHOROC ACTION** Proactively contribute to the *Fit for the Future* process including identifying and advancing most effective model of regional collaboration for strategic capacity in response to its outcomes, and supporting councils as requested.

#### SUMMARY

Updates from individual councils on *Fit for the Future* as considered appropriate, and update on Joint Organisation pilots.

#### REPORT

##### Background

Submissions have now been provided to IPART under the NSW Government's *Fit for the Future* initiative, with a report due to government on 16 October 2015.

##### Council updates

This item is listed for individual councils to provide an update as considered appropriate.

##### Joint Organisation pilots update

The pilot Joint Organisations (JO) process has reached its midpoint.

The NSW Government is not supporting the creation of Joint Organisations (JOs) in Sydney at this time and has stated support for ongoing regional collaboration through ROCs.

However with significant experience in this field and the potential that JOs will be implemented in Sydney in the future it is considered valuable for SHOROC to actively contribute to the pilot JO process.

The OLG has announced that a report will shortly be released on the *Fit for the Future* website which will provide an overview of the pilot process and the outcomes from the workshop.

In August, councils and the broader local government sector will have the opportunity to comment on the Joint Organisations Emerging Directions Paper. This Paper will highlight the early thinking on the JO model, including purpose and functions, entity and powers, collaboration and communication, and governance and resourcing for Joint Organisations. Further consultation opportunities will be made available from October 2015 and the timeline is for the final model to be determined in early 2016.

To note is that the role of Joint Organisations continues to be very consistent with that of SHOROC. It is described as:

- three core functions:
  - Regional strategic planning
  - Working with State Government
  - Regional leadership and advocacy
- optional functions such as:
  - Regional service delivery
  - Sharing skills and best practice

#### RESOLUTION

The SHOROC Board:

- Noted any individual council *Fit for the Future* updates provided.
- Noted the update on the JO pilots including the foreshadowed Emerging Directions Paper and consultation in the coming months.

*Moved Veronica Lee/seconded Henry Wong*

*Carried unanimously*

## Item 5 Additional matters raised by councils

*Nil at time of circulation*

## Item 6 General business

### 6.1 SHOROC administration and Fit for the Future

Cr Townsend identified that the Fit for the Future process could be having an impact on the wellbeing of the staff of SHOROC and that the Board of SHOROC has a duty to acknowledge the potential of impacts and put in place processes to minimise and alleviate any potential impacts.

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#### **RESOLUTION**

The SHOROC Board:

- Recognised and acknowledged that Fit for the Future is having an impact on the administration of SHOROC and agreed that staff raise any concerns in the first instance with the lead council GM and if necessary these be referred to GMAC for consideration.

*Moved Cr Jacqueline Townsend/ seconded Cr Jean Hay*

*Carried unanimously*

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## Item 7 Confirm time and date of next meeting

Suitable date in November 2015 to be sought.

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# ATTACHMENTS

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- Tab A** Media releases re meetings with NSW and Commonwealth MPs
- Tab B** Notes from meeting with Minister for Planning
- Tab C** Annual report on *Too Good to Waste* strategy
- Tab D** Kimbriki Sub-Committee minutes
- Tab E** Letter from Warringah Council
- Tab F** Councils of northern Sydney 4 June 2015 minutes
- Tab G** Councils of northern Sydney 20 August 2015 agenda