

# SHOROC INCORPORATED

## BOARD MEETING MINUTES

Wednesday 25 November 2015, 1.30-3.30pm

SHOROC Boardroom 33/42-46 Wattle Road, Brookvale



### Board Members

|                        |   |
|------------------------|---|
| 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                                  |
| Di Lawrence            | A/General Manager Mosman Council                    |
| Mark Ferguson          | General Manager Pittwater Council, SHOROC Treasurer |
| Stephen Clements       | Deputy 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. Apologies were received from Veronica Lee and Henry Wong.

## Item 2 Minutes and review of actions arising

### 2.1 Minutes of 2 September 2015 Board meeting and review of actions arising

The minutes of the 2 September 2015 meeting are attached (**Tab A**).

A brief report on the actions arising from the 2 September 2015 Board meeting is attached (**Tab B**).

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#### RESOLUTION

The SHOROC Board:

- Adopted the minutes of the 2 September 2015 meeting.
- Received and noted the report on the actions arising from the 2 September 2015 Board meeting.

*Moved Cr Jean Hay/seconded Cr Michael Regan*

*Carried unanimously*

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## Procedural motion

Cr Regan moved a procedural motion to adopt the following items – 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6 by exception.

*Moved Cr Michael Regan /seconded Cr Jacqueline Townsend*

*Carried unanimously*

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## Item 3 Items for decision and discussion

### 3.1 Briefing: Visitor economy opportunities paper

**REGIONAL PRIORITY** Grow the local economy and key business sectors to facilitate increased local employment and containment.

**SHOROC ACTION** Projects to increase local expenditure to support local employment & business

#### **SUMMARY**

Briefing on visitor economy opportunities paper and proposed next steps.

#### **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.

This included preparation of a visitor economy opportunities paper with the objective of identifying opportunities to enhance the visitor economy and its contribution to the region, leverage existing strengths and encourage innovation in the short, medium and longer term. The paper has been developed to:

- Provide an overview of the regional visitor economy currently including key data, plans and programs
- Review and identify key assets, strengths and barriers with regard to the visitor economy
- Consider the unique environment as well as community values and needs
- Identify and prioritise regional and local opportunities to enhance the visitor economy and its contribution to the region, leverage existing strengths and encourage innovation in the short, medium and longer term.
- Inform development of a future regional destination management strategy

The SHOROC Visitor Economy Opportunities Paper is attached (**Tab C**).

The Stafford Group developed the paper on behalf of SHOROC and the Economic Development Working Group. To develop the paper it consulted with key stakeholders within council and the community identified by Working Group members, reviewed council, business and NSW Government plans and strategies and applied its expertise to provide recommendations on the way forward for this region.

The Economic Development Working Group has reviewed the draft paper, provided feedback and recommends the attached paper to the Board for notation. The Working Group also recommends it be tasked with development of an implementation plan for the next steps proposed in the paper.

The Stafford Group has been invited to the Board meeting to provide a briefing on the paper and opportunities identified.

#### **RESOLUTION**

The SHOROC Board:

- Received and noted the visitor economy opportunities paper and the significant opportunities it identifies to enhance the visitor economy of the region.
- Endorsed the need to enhance the regional visitor economy as a priority for this region.
- Requested the SHOROC Economic Development Working Group develop an implementation plan for the next steps proposed in the visitor economy opportunities paper and report back to the Board in early 2016.
- Requested the Working Group explore within the quick wins category tourism infrastructure opportunities particularly in regards to accommodation.

*Moved Cr Jean Hay/seconded Cr Jacqueline Townsend*

*Carried unanimously*

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## 3.2 SHOROC Executive Director

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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>     | Adequately resource organisation and support staff through professional development  |

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### **SUMMARY**

Resignation of Mr Ben Taylor and the appointment of a new Executive Director for SHOROC.

### **REPORT**

After six years in the role, Mr Ben Taylor has resigned from the role of SHOROC Executive Director. Mr Taylor's last day with SHOROC will be 27 November 2015.

Under the SHOROC Constitution GMAC is responsible for staffing matters within organisational resources. In order to seek to ensure continuity in the role and due to the current environment, GMAC has commenced recruitment of a new Executive Director, initially as a temporary appointment to 30 June 2016.

Mark Ferguson provided a verbal update for the Board by GMAC.

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### **RESOLUTION**

The SHOROC Board:

- Noted the update on the resignation of Mr Ben Taylor and the recruitment for a new Executive Director for SHOROC in order to seek to ensure continuity in the role due to the current environment.
- Noted that Mr Dominic Johnson has been appointed as the new Executive Director commencing 30 November 2015 to 30 June 2016.

*Moved Cr Jean Hay /seconded Cr Jacqueline Townsend*

*Carried unanimously*

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### 3.3 Scenario planning and SHOROC's future

**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.

#### EXECUTIVE SUMMARY

The SHOROC Board, GMAC and Executive Director have a responsibility to SHOROC Inc. and its staff, member councils and the region to have plans in place in order to respond and/or adapt to major issues impacting on the organisation. Two current NSW Government initiatives have a major impact:

- Fit for the Future and the potential for council amalgamations
- The Greater Sydney Commission and changes to strategic planning for Sydney

While the outcomes of Fit for the Future are not yet known, the role of the Board is to consider scenarios and determine an appropriate strategy for the organisation. There are two main scenarios:

- No change or very minimal change to council boundaries
- Council mergers, voluntary or otherwise, resulting in fewer councils for the region

This report explores options and scenarios developed with NSROC to inform deliberations. The NSROC Board is scheduled to consider this issue at its 12 November meeting. A verbal update will be provided.

It is considered the strategy in the best interests of the region and members is that of least impact, that increases efficiency and effectiveness, ensures regional projects are maintained through the council merger process, and does not 'lock in' the future form of regional collaboration.

Should mergers proceed, this strategy would involve forming a new interim regional organisation of councils for northern Sydney by joining SHOROC and NSROC to:

- Ensure through the merger transition there is a continued and effective focus on current regional priorities and projects particularly district planning as well as transport
- Input into the transition considerations to determine the future of regional collaboration
- Appropriately manage SHOROC staff in a time of change
- Manage costs through the transition process, with no additional budget impact for 2015-16 and a likely reduced contribution for 2016-17

SHOROC and NSROC developed Terms of Reference for a proposed Northern Sydney Council of Mayors, approved by meeting of Mayors and GMs of northern Sydney 11 June 2014 (**Tab D**).

#### RESOLUTION

The SHOROC Board resolved:

- To retain the status quo and operation of SHOROC in the immediate term and subject to further review.
- To continue to partner with NSROC and strengthen collaboration of councils.
- Following the announcement by the State Govt on Fit for the Future, the Board can call Extraordinary General Meeting to discuss outcomes and implications of this decision.

*Moved Cr Jacqueline Townsend/seconded Cr Jean Hay*

*For: Cr Jacqueline Townsend, Cr Jean Hay, Cr Peter Abelson, Cr Michael Regan, Mark Ferguson, Di Lawrence, Stephen Clements*

*Against: Rik Hart*

*Carried*

## **REPORT**

### **Issue**

The SHOROC Board, GMAC and Executive Director have a responsibility to SHOROC Inc. and its staff, member councils and the region to have plans in place in order to respond and/or adapt to major issues impacting on the organisation.

Two current NSW Government initiatives potentially have a major impact:

- Fit for the Future and the potential for council amalgamations
- The Greater Sydney Commission and changes to strategic planning for Sydney

While the final outcomes of Fit for the Future are not yet known, the role of the Board is to consider potential scenarios and determine an appropriate strategy for the organisation.

The issues for this organisation and members include:

- The impacts of any council amalgamations on the future of SHOROC, as well as NSROC
- The optimal structure to influence the Greater Sydney Commission and district planning
- Ensuring through any merger transition there is a continued effective focus on regional priorities and projects particularly district planning and the Greater Sydney Commission as well as transport infrastructure planning
- Determining the future role and form of regional collaboration
- Appropriately managing SHOROC staff in a time of change
- Managing costs through any transition process

The SHOROC 2015-16 Operational Plan approved by the Board in May 2015 sets out two key actions:

- *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*
- *Strengthen collaboration of northern Sydney councils including convening with NSROC ongoing meetings of the Mayors and GMs of northern Sydney and leading consideration of alternative governance models to match NSW planning subregion.*

To assist deliberations the SHOROC ED has been considering potential options in conjunction with staff and the NSROC Executive Director and these are reported below.

### **Analysis**

#### *Greater Sydney Commission in a time of potentially changing councils*

Legislation has now been introduced to Parliament to enact the Greater Sydney Commission (GSC), to be responsible for metropolitan planning including district planning.

The meeting of Mayors and GMs of councils of northern Sydney on 19 March 2015 endorsed a proposed model for the GSC and how it works with councils in the northern Sydney district (SHOROC plus NSROC regions) based on a 'Council of Mayors'.

However the NSW Government is not legislating this 'Council of Mayors' or 'Local Government Advisory Committee' model to work with the GSC on district planning. The Minister stated this would be up to each district to work out and strongly commended the SHOROC/NSROC model.

Over the coming year the GSC will seek to finalise and then implement a district plan for northern Sydney. This plan will set out the future housing and employment growth together with infrastructure plans for the district to 2031.

It will be vital over the coming year at a minimum to have a strong and effective council-led regional model in place to coordinate planning and advocacy on major regional issues.

This role is even more important as there is no formal statutory relationship between the GSC, the District Commissioner and councils apart from the selection of the District Commissioner.

Fit for the Future scenarios

There are two main scenarios for the SHOROC region and northern Sydney:

- No change or very minimal change to council boundaries
- Council mergers, voluntary or otherwise, resulting in fewer councils for the region

If there is no or very little change, then the focus should be to put in place an effective framework that enables strong and collaborative council involvement in developing and implementing the northern Sydney district plan.

If there are to be council mergers, then potential scenarios suggest:

- Fewer councils for the SHOROC region, with one or two councils for the northern beaches, and Mosman merging with one or more councils from the SHOROC or NSROC regions
- Fewer councils for the NSROC region also

The key issues from a regional perspective are:

- The transition process:
  - Ensuring there is a continued effective focus on regional priorities and projects particularly district planning and the Greater Sydney Commission as well as transport infrastructure planning, i.e. they don't 'fall through the cracks'
  - The best scale and form of regional organisations for the transition period
  - Appropriately managing SHOROC staff in a time of change
  - Managing costs through the transition process
- For the new councils:
  - Determining the future role and form of regional collaboration for the new councils, when in place
  - Maintaining regional corporate knowledge for the new councils

Existing collaboration and synergies between SHOROC and NSROC

The SHOROC Board has resolved that it continues to support the formation of a Northern Sydney Council of Mayors. However in 2014 the formal formation of this group was put on hold due to uncertainty created by the *Fit for the Future* process. In the interim the Mayors and GMs of the 11 councils of northern Sydney continue to meet regularly convened by SHOROC and NSROC.

SHOROC and NSROC developed Terms of Reference for this proposed Northern Sydney Council of Mayors, approved by meeting of Mayors & GMs of northern Sydney 11 June 2014 (**Tab D**).

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*'.

SHOROC and NSROC already have a strong partnership and clear synergies, including:

- Regular meetings of Mayors and GMs of councils of northern Sydney
- Joint submissions and correspondence on district planning and the Greater Sydney Commission
- Collaboratively coordinating district planning
- Resource recovery strategy projects and knowledge and information sharing through professional officers for planning, waste and other issues
- Regional joint procurement service
- Agreed future priorities for collaboration including land and infrastructure planning, economic development planning, affordable housing, advocacy and intergovernmental relations in infrastructure and reforms

These close synergies together with the NSW Government's creation of the northern Sydney district for planning and other government services corresponding to the combined SHOROC and NSROC regions suggests there would be significant benefit in even closer collaboration or merging whether council amalgamations proceed or not.

The NSROC Board is scheduled to consider this issue at its 12 November 2015 meeting. A verbal update will be provided.

### **Options and proposed way forward**

#### When is the right time to determine the way forward?

At this point in time, the options for the Board include:

- Postpone any decision until the NSW Government determines if councils are to merge
- Agree a strategy to be implemented, should council mergers proceed
- Immediately propose a merger of SHOROC and NSROC, irrespective of council mergers

It is considered the Board should determine a strategy to be implemented, should council mergers proceed. This would enable the most appropriate course of action to be agreed now under either *Fit for the Future* scenario, and SHOROC to respond immediately once a decision is made.

Postponing a decision may lead to future issues as decision-making could be difficult or impractical as mergers could impact on Board members' availability and could even mean the Board composition changes or is uncertain.

To immediately propose a SHOROC and NSROC merger may not be supported by SHOROC or NSROC members due to current uncertainty.

#### What are the options?

Potential strategies, should council mergers proceed, include:

- Continuing SHOROC based on current role and function until the mergers are complete
- Winding up the SHOROC administration and leaving it up to future councils to determine the role and any form of regional collaboration
- Merging SHOROC and NSROC to form an interim regional organisation of councils for northern Sydney to manage regional projects through the transition period, with the future form of regional collaboration determined through the transition and by the new councils
- Inviting other neighbouring councils to join SHOROC to expand its geographic scale
- Forming a new Joint Organisation for northern Sydney

It is considered the strategy in the best interests of the region and members is that of least impact, that increases efficiency and effectiveness, ensures regional projects are maintained through the council merger process, and does not 'lock in' the future form of regional collaboration.

This strategy would involve merging SHOROC and NSROC to form an interim regional organisation of councils for northern Sydney to:

- Ensure that through the merger transition process there is a continued and effective focus on current regional priorities and projects particularly district planning and the GSC as well as transport infrastructure planning
- Input into the merger transition considerations in order to determine the future form of regional collaboration for northern Sydney
- Appropriately manage SHOROC staff in a time of change
- Maintaining regional corporate knowledge for the new councils
- Manage costs through the transition process, with no additional budget impact for 2015-16 and a likely reduced contribution for 2016-17

#### Proposed strategy

It is considered the most appropriate strategy should a decision be made to merge councils is to:

1. Form a single organisation of councils for northern Sydney based on the Terms of Reference of the proposed Northern Sydney Council of Mayors by joining SHOROC and NSROC, aiming to commence in early 2016.

2. Operate the new organisation for the remainder of the 2015-16 financial year based on continuing the planned SHOROC and NSROC priorities, projects and budgets.
3. Develop a business plan for the single regional organisation for 2016-17 to maintain functions as efficiently as possible
4. Complete interim merger of business plans, staff and budgets by 1 July 2016
5. Determine the future form of regional collaboration once the new councils are in place.

If there is no or very minimal change to council boundaries, it is considered the most appropriate strategy is to:

1. Retain status quo in the immediate term and also reaffirm the priority is the formation of a single organisation being the Northern Sydney Council of Mayors
2. Continue to partner with NSROC and strengthen collaboration of councils
3. Consider jointly with NSROC in early 2016 the pros and cons of forming a single regional organisation of councils for northern Sydney to feed into business planning for 2016-17.

The first step would be to approach NSROC to seek to collaboratively agree a plan in response to Fit for the Future based on this strategy and then to implement as required.

#### The practicalities and costs

Should a merger be determined the best course of action, under the SHOROC and NSROC constitutions, a resolution of the Board passed at a special general meeting would be required.

The timing of any action is critical. It is considered a suitable strategy should be agreed prior to any decisions by the NSW Government regarding council mergers as any such decision may have a significant impact on the membership of the SHOROC and/or NSROC Boards.

As such, if agreed, a special general meeting would need to be arranged prior to the end of 2015. The planned joint meeting of Mayors and GMs of councils of northern Sydney on 19 November 2015 or 10 December 2015 could be used for such purpose.

SHOROC is fully funded by councils for the 2015-16 financial year.

If a merger was agreed with NSROC, it is envisaged this would mean:

- No additional cost in 2015-16
- Reduced contributions in 2016-17, to be agreed in a Business Plan developed and then approved by the new Board.
- That any future funding would be decided as part of the determination of the future form of regional collaboration once new councils are in place in late 2016.

In regard to staffing, SHOROC has four staff. The Executive Director and Office & Comms Manager are funded predominantly from council contributions. The Executive Director is contracted to April 2018. The Office & Comms Manager is permanently employed. The Regional Waste Coordinator is 100% grant funded to July 2017 and is contracted to this date. The Regional Procurement Manager is self-funding from contract commissions and is contracted to July 2016. Any transition to a newly merged organisation or alternative decision by the Board would need to consider the cost implications of impacts on staff.

#### **Consistency with SHOROC Corporate Plan and policies**

Consistent with objective 5: Continue to improve our regional capacity to partner with other levels of government. Consistent with the following actions:

- 10.1 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.
- 10.2 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
- 10.3 Continue to review and adapt SHOROC governance, membership, size and operational policies

### 3.4 December Leaders' Forum with NSW MPs

**REGIONAL PRIORITY** Improve working partnerships with NSW and Cwlth MPs and Executives and increase representation on inter-agency working parties

**SHOROC ACTION** Convene regular Leaders' Forums of the Board with NSW and Commonwealth MPs to progress regional priorities

#### **SUMMARY**

Proposed agenda for upcoming SHOROC Leaders' Forum with local 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.

The next SHOROC Leaders' Forum with local NSW MPs is scheduled for 14 December 2015. Attending are The Hon. Mike Baird MP, The Hon. Jillian Skinner MP, The Hon. Brad Hazzard MP, The Hon. Rob Stokes MP and The Hon. Jonathan O'Dea MP.

Proposed agenda items are:

- Major regional priorities for year ahead
  - Public transport and roads
  - Greater Sydney Commission and District planning
- Other topical issues
  - Tourism and economic development
  - Health and hospitals
  - Belrose Mountain Bike Park concept (requested again by Mr O'Dea)
- Looking forward: Fit for the Future
  - SHOROC
  - Local government reform

It is proposed the agendas for these meetings be finalised by the Executive based on the regional priorities identified in SHOROC's Corporate Plan. NSW Members will also be contacted with the agenda to provide an opportunity for inclusion of additional items.

#### **RESOLUTION**

The SHOROC Board:

- Endorsed the proposed agenda items for the 14 December 2015 SHOROC Leaders' Forum with local NSW MPs for finalisation by the Executive.

*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend*

*Carried unanimously*

### 3.5 Administrative matters

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|--------------------------|---|
| <b>REGIONAL PRIORITY</b> | Efficient and effective operation. Continue high operational standards and reporting  |
| <b>SHOROC ACTION</b>     | Coordinate and provide secretariat for SHOROC Board and GMAC<br>Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting |

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#### **SUMMARY**

Report on administrative matters including AGM, Annual Report, 2014/15 final independent audit report and 2015/16 first quarterly financial report.

#### **REPORT**

##### **Annual General Meeting**

The AGM will follow directly on from the 25 November 2015 Board meeting and will also serve as the annual end of year Christmas function. The Board, councillors, MPs and senior council staff are invited.

The agenda includes:

1. Welcome and apologies
2. Minutes of previous meeting
3. Presentation by the President of the SHOROC 2014/15 Annual Report
4. Briefing by SHOROC Executive Director on major projects
5. Election of office bearers – President, Vice President, Treasurer
6. Refreshments

##### **SHOROC 2014-15 Annual Report**

The SHOROC 2015 Annual Report will be presented at the AGM (**Tab E**). Due to the Board meeting and AGM being held on the same day the, draft report was endorsed by GMAC and then circulated to the Board for out-of-session consideration prior to finalisation.

##### **2014-15 Final Independent Audit Report and tax status assessment**

The audited financial report 2014-2015 is attached (**Tab F**). The statements include a net surplus this financial year of \$4,070.

SHOROC Inc. is required to self-assess its income tax status as income tax exempt or taxable. SHOROC's Executive Director has self-assessed SHOROC Incorporated's income tax status against criteria provided by the ATO and considers it meets the criteria to be classified as income tax exempt. It is a requirement of the Australian Taxation Office that the self-assessment review (**Tab G**) is approved by the Board.

##### **Quarterly financial report**

The first quarterly financial report for 2015-16 including the end of year forecast as at 30 September 2015 is attached (**Tab H**).

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#### **RESOLUTION**

The SHOROC Board:

- Approved the agenda for the 2015 AGM.
- Endorsed the SHOROC 2014-15 Annual Report and 2014-15 Independent Audit Report.
- Approved the self-assessment of income tax status and authorise the Executive Director to sign the Income tax status review worksheet for self-assessing non-profit organisations on behalf of the Board.
- Endorsed the September 2015 financial report.

*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend*

*Carried unanimously*

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## Item 4 Items largely for information

### 4.1 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<br>Convene Regional Transport Planning & Management Group<br>Promote public and active transport to encourage modal shift |

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#### **SUMMARY**

Update on implementation of major transport upgrades across the region, the intergovernmental partnership framework now in operation, and key projects.

#### **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.

#### **Intergovernmental partnership framework for implementation established and operational**

A strong intergovernmental partnership framework for implementation of the NBTAP has been established by SHOROC and is now in operation. It includes:

- Intergovernmental Coordination Committee of the Minister, MPs, Mayors and SHOROC
- Intergovernmental Working Group of senior staff from TfNSW, RMS government agencies and councils, chaired by SHOROC's ED (meets every month to two months)
- SHOROC ED's appointment as a member of the internal TfNSW NBBRT Project Control Group (meets monthly)
- Specific and more detailed work on individual projects with responsible councils

At the time of circulation of these papers a meeting of the Intergovernmental Coordination Committee of the Minister, MPs and Mayors was scheduled for 19 November 2015.

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### **Update on implementation**

#### **Northern Beaches BRT – or ‘B-line’**

The NSW Government announced further details on the Northern Beaches BRT – or ‘B-Line’ as it has been branded – on 9 November 2015. Details can be found on the new dedicated website [www.b-line.transport.nsw.gov.au](http://www.b-line.transport.nsw.gov.au). The full service is planned to be operational by late 2017.

The next steps include a series of further announcements seeking public comment on specific elements including the commuter car parks and transport interchanges, followed by on-road works in early 2016.

The goal of SHOROC in advocating for this BRT since 2009 is to provide a fast and reliable public transport system that encourages a modal shift. The planned ‘B-line’ has the potential to achieve this but success will rely on effective implementation and focussing the effort on real time savings as well as strong promotion.

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

The SHOROC Board at its September meeting 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. The SHOROC President has written to the Minister.

It is understood that TfNSW as part of its review of the regional bus network is planning for express/limited stop services for this corridor. This is a positive first step as it will provide a significant improvement on the current service and build patronage for the route, however it is considered SHOROC and councils should continue to firmly advocate that a future BRT should be a priority for this route.

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

Stage 1 road works are due to commence on 16 November 2015.

The Stage 2 (underpass) EIS submissions report will be submitted to the Minister for Planning imminently. The submissions report includes proposed changes in response to SHOROC, Warringah and other comments including further bus-priority works which could enable a future BRT on this route.

#### **Northern Beaches Link (tunnel)**

In announcing the ‘B-line’, The Hon. Mike Baird MP stated that the feasibility studies and strategic business case for the proposed Northern Beaches Link would be completed early in 2016.

#### **Mona Vale Road upgrades**

A Review of Environmental Factors has been released and SHOROC provided a 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.

#### **Wakehurst Parkway upgrades**

It is noted that RMS and Transport for NSW have been silent on these proposed upgrades in recent months.

#### **IPART fare review**

SHOROC provided a [submission to the IPART on its review of the Opal fare structures](#). IPART invited SHOROC to participate in its consultation roundtable on this issue and Cr Townsend attended on SHOROC’s behalf. IPART’s proposed fares will be released for public comment in December before the final determination on maximum fares is delivered to the NSW Government in March 2016.

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### **RESOLUTION**

The SHOROC Board:

- Noted the strong intergovernmental partnership framework for implementation of the Northern Beaches Transport Action Plan established by SHOROC and now in operation
- Agreed that arising from the Intergovernmental Coordination Committee of the Minister, MPs and Mayors scheduled for 19 November 2015:
  - The President write to the Minister for Transport to follow up on the meeting, including the following points:

- 
- Thank the Minister for arranging the meeting and confirm our understanding that the next meeting of this group will be held in early 2016
  - Confirm the SHOROC objective for the B-line is a faster, more reliable and modern service that ultimately attracts people out of their cars and results in a modal shift and less congested roads.
  - Reaffirm the strong support for the B-line and the majority of what is proposed to achieve the time savings and modal shift required.
  - Provide the following comments in regard to specific proposals:
    - Highlight concerns with any proposed loss of parking along the route and request that any such proposals are discussed in detail with councils, that potential offset parking is identified, and that any proposals are the subject of community consultation
    - Continue to support BRT from Dee Why to Chatswood and the introduction in the coming year of express limited stop commuter services on this route
    - Support the introduction of express limited stop commuter services between Mona Vale and Macquarie Park for the 500 daily commuters on this route.
    - Oppose the removal of the widening of the Narrabeen Bridge to six lanes from the Northern Beaches Transport Action Plan scope of works and request that this project be further reviewed based on regional traffic impacts and future population growth in conjunction with SHOROC and councils
    - Request that TfNSW engage with SHOROC and councils in early 2016 to discuss in detail the feasibility studies or strategic business case for the Beaches Link
  - To support the close working relationship between SHOROC, council and NSW Government officials to deliver the Northern Beaches Transport Action Plan and projects
    - Agreed copies of the letter be provided to all local NSW MPs.
  - Noted the updates on implementation of the 'B-line', Warringah Road public transport, Northern Beaches Hospital precinct road and intersection upgrades and Mona Vale Road upgrades, Northern Beaches Link (tunnel), Wakehurst Parkway upgrades and IPART fare review.
  - *Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend  
Carried unanimously*
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## 4.2 District planning & Greater Sydney Commission

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|--------------------------|--|
| <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 the Greater Sydney Commission and district planning.

### REPORT

#### Greater Sydney Commission

The NSW Government has introduced the Greater Sydney Commission Bill 2015 into Parliament (available at [www.parliament.nsw.gov.au/prod/parlament/nswbills.nsf/0/69B90B4960628BB0CA257EE40018D0A9](http://www.parliament.nsw.gov.au/prod/parlament/nswbills.nsf/0/69B90B4960628BB0CA257EE40018D0A9)). At the time of circulation of these paper it was moving through the Parliamentary process.

The Bill is consistent with advice from the Minister to SHOROC and the meetings of Mayors and GMs of councils of northern Sydney.

The Commission is to be made up of a Chief Commissioner, three Commissioners (Environment, Economic and Social), six District Commissioners, nominated by councils, and three key government heads: Planning, Transport and Treasury. The government is recruiting these Commissioners as well as a CEO to manage the small administration.

It includes a Finance and Governance Committee, Strategic Planning Committee and an Infrastructure Delivery Committee and is enabled to create further committees and subcommittees.

Its principle objectives are:

- to lead metropolitan planning for the Greater Sydney Region
- to promote orderly development in the Greater Sydney Region, integrating social, economic and environmental considerations with regard to the principles of ecologically sustainable development contained in section 6 (2) of the Protection of the Environment Administration Act 1991
- to promote the alignment of Government infrastructure decision-making with land use planning
- to promote the supply of housing, including affordable housing
- to encourage development that is resilient and takes into account natural hazards
- to support ongoing improvement in productivity, liveability and environmental quality.

The Bill also enables the establishment of Sydney planning panels, to take on the functions of the JRPP. It is to consist of five members: three members appointed by the Minister, one of whom is to be a District Commissioner (also Chair of the Panel), and two nominees of an applicable council.

### Comment

The Bill outlines a role and function for the Commission largely as expected. It does not legislate a formal role for local government in developing the district plans through what was previously referred to as a Local Government Advisory Committee.

This emphasises the need for the northern Sydney district to have a strong structure in place to coordinate the district planning and implementation though the model jointly put forward by SHOROC and NSROC, being a Committee of the Mayors of northern Sydney attended by the District Commissioner and a working group of council planning directors.

Councils have also raised the issue of S20, which enables the Commission to direct councils to allow the Commission to have access to, and take copies of, any documents held by the council that are relevant to

the functions of the Commission, and also to provide the Commission with such staff and facilities, or such other assistance, as may be required to assist the Commission in exercising its functions.

This has the potential to create a resourcing issue for councils and also may create a privacy issue.

### **District planning**

The Minister for Planning when meeting with the Mayors and GMs of councils of northern Sydney committed to meeting with representatives of the councils collectively to go through the draft district plan before Cabinet consideration. The Minister's Office has advised the Minister remains committed to this approach but that the draft plans are not yet in a form ready for discussion.

The Board at its 2 September 2015 meeting considered correspondence from the Department in response to a letter from SHOROC which identified concerns with the Department's planning process to date and proposed next steps. The Board resolved:

- 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.

The President has written to the Minister however no response has been received to date.

The Department of Planning and Environment's Deputy Secretary Liz Develin recently briefed a combined SHOROC/NSROC GMAC meeting to provide an update on the district planning.

DPE has just recommenced the technical working groups of council officers to continue work on the northern Sydney district plan.

It is understood the Department's intention is to hand over the work to date on the district plan to the Commission, once formed, to then determine the next steps including consultation likely in 2016.

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### **RESOLUTION**

The SHOROC Board:

- Noted the update on the Greater Sydney Commission and district planning.
- Noted that the Greater Sydney Commission Bill 2015 does not legislate a formal role for local government in developing the district plans through what was previously referred to as a Local Government Advisory Committee.
- Endorsed the need for the northern Sydney district to have a strong structure in place to coordinate the district planning and implementation through the model jointly put forward by SHOROC and NSROC, being a Committee of the Mayors of northern Sydney attended by the District Commissioner and a working group of council planning directors, coordinated by the ROCs.
- Noted that once the Commission is formed it is likely to move forward with the district planning process, including council and community consultation in 2016 when it may be that councils are focussed on implementing the *Fit for the Future* outcomes.

*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend*

*Carried unanimously*

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### 4.3 Meetings of northern Sydney councils

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

**SHOROC ACTION** 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.

#### **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 8 October 2015. The meeting minutes are attached (**Tab I**). Issues considered included:

- Greater Sydney Commission District Commissioner
- Proposal from Sydney Metropolitan Mayors Association
- Accountability of District Commissioner to work with councils

The next meeting is scheduled for 10 December 2015. Proposed agenda items for discussion include:

- SHOROC and NSROC next steps
- Greater Sydney Commission
- District Planning
- Other collaborative matters

The agenda will be finalised by the SHOROC and NSROC Presidents.

#### **RESOLUTION**

The SHOROC Board:

- Noted the minutes of the 8 October 2015 meeting of councils of northern Sydney.
- Noted the planned agenda items for the 10 December 2015 meeting of councils of northern Sydney.

*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend*

*Carried unanimously*

## 4.4 New NSW State Plan

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|                          |  |
|--------------------------|--|
| <b>REGIONAL PRIORITY</b> | Improve coordinated regional planning and integration of regional priorities with NSW & Cwlth plans and policies                     |
| <b>SHOROC ACTION</b>     | Partner with the NSW Govt in development of regional plans and policies including updated Regional Action Plan and Subregional Plan. |

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### SUMMARY

Release of the new NSW State Plan, alignment with SHOROC regional priorities and intention to feed into future corporate planning.

### REPORT

The NSW Government has announced its State Priorities, effectively the new State Plan (**Tab J**). It includes 30 “State Priorities” including 12 “Premier Priorities”.

To note is the strong alignment with the priorities SHOROC and our partner councils have identified for this region, including the identification of the Northern Beaches BRT and Northern Beaches Hospital as two of the top ten infrastructure priorities for the Premier.

The Premier’s priorities are:

- Creating jobs
- Building infrastructure
- Reducing domestic violence
- Improving service levels in hospital
- Tackling childhood obesity
- Improving education results
- Protecting our kids
- Reducing youth homelessness
- Driving public sector diversity
- Keeping our environment clean
- Faster housing approvals
- Improving government services

The State priorities are:

- Strong budget and economy
- Building infrastructure
- Protecting the vulnerable
- Better services
- Safer communities

This plan presents opportunities for this region and councils to build on the success in advocating and partnering with the NSW Government to date for other priority issues.

It is intended that this plan be a topic of discussion at the February Board meeting, to then feed into planning for the priorities for the year ahead.

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### RESOLUTION

The SHOROC Board:

- Noted the update on the NSW State Priorities and alignment with SHOROC regional priorities.
- Noted that these priorities are intended to be a topic of discussion at the February Board meeting, to then feed into planning for the priorities for the year ahead.

*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend  
Carried unanimously*

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## 4.5 Regional procurement service update

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|--------------------------|---|
| <b>REGIONAL PRIORITY</b> | Provide services to support enhanced capacity and sustainability of councils                |
| <b>SHOROC ACTION</b>     | Provide joint procurement and business improvement services for councils of northern Sydney |

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### SUMMARY

Update on SHOROC centralised procurement and contract management service and joint tenders.

### REPORT

SHOROC provides a centralised procurement and contract management service for councils across northern Sydney managed by Mr Adrian Harley Regional Procurement Manager. This service was established in July 2014 as part of the Business Improvement Program for councils. It is overseen by the SHOROC Business Improvement Program Working Group and funded by participating councils.

Mr Harley identifies joint tender opportunities, conducts the tender process on behalf of councils and manages the joint contracts. This is a flexible service so councils can choose to participate depending on individual business needs. The single tender process, single contract and centralised contract management service increases buying power to help reduce costs, remove duplication and reduce the costs of business.

### Current situation

The service includes twelve joint contracts with a total estimated value of \$18.5M annually, including:

- Road construction services and materials (re-tendered, to commence December 2015)
- Rates notices and parking permits
- Fire testing and maintenance
- Off-site record storage
- Ready mixed concrete (commenced in 2014)
- Line marking and sign posting (commenced in 2014)
- Cash collection services (commenced in 2014)
- Stormwater inspections, cleaning and maintenance (commenced in 2014)
- Minor capital works (commenced 2015)
- Hygienic Services (commenced 2015)
- Security Services (to commence January 2016)
- Supply & Fitting of Tyres (to commence January 2016)

Councils participating in the program since commencement in July 2014 include:

- Manly
- Mosman
- Pittwater
- Hornsby
- Hunters Hill
- Lane Cove
- Ku-ring-gai
- Ryde
- Willoughby

**Next steps**

There are plans in place for three further tenders in the coming six months and four potential tenders are being explored. Mr Harley is also currently working with SHOROC and NSROC councils in quarterly procurement workshops to identify a regional procurement plan for councils across northern Sydney which will be implemented over the coming years.

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**RESOLUTION**

The SHOROC Board:

- Received and noted the update on SHOROC centralised procurement and contract management service and joint tenders.  
*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend*  
*Carried unanimously*
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## 4.6 Brief updates

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 2 September 2015                  | Board agreed SHOROC seek to prepare a joint submission on the draft report for the Building Professionals Act review.<br><br>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>Too Good To Waste regional resource recovery strategy</b> | 8.1 Implement <i>Too Good To Waste</i> strategy    | Implementation of the Regional Waste Strategy Too Good To Waste continues.<br><br>SHOROC was has received a \$201,106 grant to undertake 200 free business waste assessments. This grant is delivering the <i>Recycling at Work</i> project across the region, starting in Pittwater.<br><br>The new eight council branded OzHarvest van is now on the road and is collecting surplus food from local businesses to give to charity.<br><br>The <i>You can recycle more than you think</i> campaign is currently running, focused on getting the remaining recyclables out of household garbage bins. |
| <b>Kimbriki Sub-Committee of the SHOROC Board</b>            | 8.2 Provide secretariat for Kimbriki Sub-Committee | The Sub-Committee met on Wednesday 16 September. The minutes are attached at <b>Tab K</b> . At the meeting the Sub-Committee resolved to recommend to the SHOROC Board that it write to the NSW EPA seeking information on the environmental impacts of end of life disposal of synthetic turf. GMAC advises that this recommendation is outside of the Committee's Terms of Reference.<br><br>The next meeting is on Wednesday 9 December.   |

### RESOLUTION

The SHOROC Board:

- Noted the update brief updates on advocacy, projects and other Board resolutions listed for information.
- Noted the implementation of the *Too Good to Waste* strategy, including the *Recycling at Work*, *OzHarvest* and *You can recycle more than you think* projects.
- Received and noted the minutes of the Kimbriki Sub-Committee of the SHOROC Board.
- Agreed that the Kimbriki Sub-Committee recommendation that SHOROC write to the NSW EPA seeking information on the environmental impacts of end of life disposal of synthetic turf is outside of the Committee's Terms of Reference.
- Requested the Sub-Committee to review and note its Terms of Reference as the first item on the agenda for the next meeting.

*Moved by exception Cr Michael Regan/seconded Cr Jacqueline Townsend  
Carried unanimously*

## Item 5 Additional matters raised by councils

### 5.1 Planning an active northern Sydney – Pittwater Council

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|--------------------------|---|
| <b>REGIONAL PRIORITY</b> | Improve coordinated regional planning and integration of regional priorities with NSW & Commonwealth plans and policies   |
| <b>SHOROC ACTION</b>     | Promote public and active transport to encourage modal shift as well as regional road safety initiatives<br>Partner with the NSW Govt in development of regional plans and strategies |

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#### **SUMMARY**

An update on the WSROC and Premier’s Council for Active Living “Planning an active Western Sydney” forum, and a proposal that SHOROC approach NSROC and the regular meeting of Mayors and GMs of northern Sydney with a view to arranging a similar forum for the northern Sydney district.

#### **REPORT**

WSROC together with the NSW Premier’s Council for Active Living (PCAL) recently held “Planning an active Western Sydney”, a forum aimed at creating more walkable and liveable local communities.

The flyer (**Tab A**) stated that creation of healthier, more supportive environments for active living provides planning, transport and health professionals with the opportunity to be positive and proactive and help address the health of local communities.

It promoted the use of the Integrated Planning and Reporting (IP&R) framework as the principal planning and reporting tool for NSW local councils that could address active living issues such as increasing walking can be addressed at all levels.

Cr Townsend has requested the Board consider SHOROC approaching NSROC and the regular meeting of Mayors and GMs of northern Sydney with a view to arranging a similar forum for the northern Sydney district.

This proposal is consistent with the SHOROC Operational Plan actions:

- 1.3 Promote public and active transport to encourage modal shift as well as regional road safety initiatives
- 12.1 Partner with the NSW Govt in development of regional plans and policies including updated Regional Action Plan and Subregional Plan

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#### **RESOLUTION**

The SHOROC Board:

- Agreed SHOROC supports the planning of an active northern Sydney region
- Agreed to seek the support of NSROC to approach PCAL with a view to hold a similar forum to that held by WSROC.

*Moved Cr Peter Abelson/seconded Cr Jean Hay*

*Carried unanimously*

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**Item 6      General business**

Cr Jacqueline Townsend thanked Ben Taylor for his work as SHOROC Executive Director over the past six years. Cr Townsend said Ben Taylor had made a valuable contribution to SHOROC and making it 'best practice' for regional collaboration.

**Item 7      Confirm time and date of next meeting**

Next ordinary meeting: 24 February 2016 2015, 3-5pm at the SHOROC Offices.

# ATTACHMENTS

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- Tab A** Minutes of minutes of 2 September 2015 Board meeting
- Tab B** Actions arising from 2 September 2015 Board meeting
- Tab C** SHOROC Visitor Economy Opportunities Paper
- Tab D** Terms of Reference for proposed Northern Sydney Council of Mayors
- Tab E** SHOROC 2014-15 Annual Report
- Tab F** 2014-15 Final Independent Audit Report
- Tab G** Australian Taxation Office self-assessment review
- Tab H** September 2015 quarterly financial report
- Tab I** Northern Sydney Councils Meeting Minutes 20 August 2015
- Tab J** NSW Government State Priorities
- Tab K** Kimbriki Sub-Committee minutes