

INQUIRY INTO LOCAL GOVERNMENT IN NEW SOUTH WALES

Organisation: Shore Regional Organisation of Councils (SHOROC)
Date received: 3/07/2015

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3 July 2015

The Hon Paul Green MLC
c/o The Director
General Purpose Standing Committee No. 6
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Mr Green

Submission to Inquiry into local government in New South Wales

On behalf of the Shore Regional Organisation of Councils (SHOROC) I provide the following overview of our role and function as a submission to the NSW Legislative Council's General Purpose Standing Committee No. 6 inquiry into local government in New South Wales.

SHOROC is a partnership of Manly, Mosman, Pittwater & Warringah Councils led by a Board of the council Mayors and General Managers. We advocate for our region, coordinate regional planning, and build partnerships to improve the strategic capacity of our member councils.

Collectively we represent a population of around 290,000 residents who contribute \$22.5 billion annually to the NSW economy. Our region covers an area of approximately 288km² in north east Sydney and is characterised by its outstanding natural environment, vibrant community and businesses, and large influx of tourists and weekend visitors.

Our role is focussed on:

- **Advocacy.** Leveraging the united voice of our member councils to advocate for the region and work with state and federal governments for funding, infrastructure and services.
- **Planning.** Coordinating regional strategic plans, projects and research.
- **Collaboration and partnerships.** Building collaborative partnerships between our member councils, with state and federal governments and delivering services to facilitate enhanced capacity and sustainability of councils.

This submission relates particularly to section 1(l) of the Inquiry's Terms of Reference in regard to:

the role of co-operative models for local government including the 'Fit for the Futures' own Joint Organisations, Strategic Alliances, Regional Organisations of Councils, and other shared service models, such as the Common Service Model

Attached to this cover letter to provide a summary of SHOROC's role and activities are:

- 2014 SHOROC Annual Report
- 2015-16 SHOROC Operational Plan

In addition, SHOROC has been working closely with our neighbouring Northern Sydney Regional Organisation of Councils (NSROC) in recent years to strengthen the collaboration of councils across

A partnership of Manly, Mosman, Pittwater and Warringah councils - making our region and our councils even stronger.

all of northern Sydney. SHOROC and NSROC hold regular meetings of the Mayors and General Managers of the 11 councils of northern Sydney. This grouping is aligned to the NSW Government's subregion for landuse and infrastructure planning under *A Plan for Growing Sydney*, as well as its subregional 'districts' for many other functions such as health, education and community services.

A potential model under consideration is what has been given the working title of the 'Northern Sydney Council of Mayors', with the objectives to:

- *Provide a collective voice for the councils and communities of Northern Sydney on whole-of-region issues including infrastructure, land-use planning, economic, social and environmental issues, and regulation and reform of the local government sector.*
- *Facilitate effective and efficient intergovernmental relations and partnerships between all levels of government on regional strategic planning, projects and programs for the benefit of Northern Sydney.*
- *Support enhanced financial sustainability and capacity of councils and assist councils to adapt or respond to NSW Government policy and legislative change.*

Attached is the draft Terms of Reference for the proposed Northern Sydney Council of Mayors. While it should be noted this is still in draft form and not formally agreed by all councils at this stage, it is considered this framework is a valuable input into the Inquiry and its consideration of the role, and potential future role, of co-operative models of local government.

Should you wish to discuss this submission further please feel free to contact me

Yours sincerely

Ben Taylor
Executive Director

Attachments:

- A. 2014 SHOROC Annual Report**
- B. 2015-16 SHOROC Operational Plan**
- C. Northern Sydney Council of Mayors DRAFT Terms of Reference**

Attachment A: 2014 SHOROC Annual Report

Results for our region

Infrastructure | Collaboration | Leadership | Results



President's message



\$644 million in funding for our region's public transport and roads. \$129 million for health services. What a result and what a testament to the strong model of collaboration between councils and the NSW Government that is SHOROC.

This is record funding for transport and roads for our region. We will all benefit enormously from the funding for a modern and sustainable public transport system and major road upgrades, a new and upgraded hospitals and community health centres.

The community has been calling for these improvements for decades. A strong SHOROC regional plan *Shaping Our Future* and a committed advocacy campaign by our SHOROC partner councils and our local MPs has delivered.

We'll soon see a fast and reliable Bus Rapid Transit system with 'turn up and go' frequency from Mona Vale to the city and in the peak from Dee Why to Chatswood. We'll see Warringah Road traffic freed up with \$400 million in road works and planning continue for Mona Vale Road and the Wakehurst Parkway. And critically we'll see a feasibility study start for a tunnel to link the northern beaches with the Warringah Freeway and bypass the Spit Bridge bottleneck.

It's also great to see work progressing at a rapid rate on the new health service including the Northern Beaches and Mona Vale hospitals.

I acknowledge the leadership shown by our local NSW MPs including Premier Baird as well as The Hon Jillian Skinner MP, The Hon Brad Hazzard MP, The Hon Rob Stokes MP and Member for Davidson Jonathan O'Dea MP.

We have also been recognised with an award from Local Government Professionals NSW as a leader of regional partnerships. The Chief Executive of the NSW Office of Local Government commended SHOROC "as leaders in local government, showing how regional collaboration can work". Most recently SHOROC received the 2014 Planning Institute of Australia Award for Planning Excellence. Receiving the highest award for excellence in NSW Planning for our *Shaping our Future* strategy, together with the advocacy and partnership with the NSW and Commonwealth Governments is a tremendous honour. To have been selected from all planning projects in NSW confirms our four councils, through SHOROC, are leading the way in collaborative strategic planning, advocacy and inter-government relations.

These achievements are just the start. Progress in waste management, joint tendering, planning for economic development, youth and ageing are all great examples of how the SHOROC model can really deliver for our region.

As President I would like to thank my fellow Board members as well as council staff, councillors and the team at SHOROC past and present who have made outstanding contributions to achieve the results outlined in this annual report.

In what's been a busy year, the SHOROC councils will continue to work together for our region. There is still a lot of work to be done and we will continue working in partnership with all levels of government, business and the community in the best interests of our region.

Cr Jacqueline Townsend
SHOROC President, Mayor Pittwater

Comments from the Mayors



Cr Jean Hay AM
SHOROC VICE PRESIDENT,
MAYOR MANLY

SHOROC continues to lead the way for regional collaboration. Key to our achievements is our united focus and strong working relationship with our state and federal colleagues. To date we've had great success and we look forward to maintaining this momentum.



Cr Peter Abelson
MAYOR MOSMAN

The SHOROC partner councils have a strong history of collaboration and we have achieved much for our councils. Advocating for a Northern Beaches tunnel, development of our regional waste strategy and joint procurement projects demonstrate the significant benefits for the region as a whole.



Cr Michael Regan
MAYOR WARRINGAH

The four councils working together have made great gains this year as we lobby for the transport and health infrastructure the region so desperately needs. The work starting on a new hospital and record funding for transport is testament to these efforts.

About SHOROC

Who we are

SHOROC is a partnership of Manly, Mosman, Pittwater and Warringah Councils led by a Board of the council Mayors and General Managers. We advocate for our region, coordinate regional planning, and build partnerships to improve the capacity of our member councils.

Our role is focussed on:

- ✓ **Advocacy.** Leveraging the united voice of our member councils to advocate for the region and work with state and federal governments for funding, infrastructure and services.
- ✓ **Planning.** Coordinating regional strategic plans, projects and research.
- ✓ **Collaboration and partnerships.** Building collaborative partnerships with state and federal governments and delivering services to facilitate enhanced capacity and sustainability of councils.

Ultimately, we work together to get results and provide value – for our partner councils and our region.

Our major priorities are to:

- ✓ Improve transport, health, community and education services
- ✓ Grow local employment and containment
- ✓ Facilitate appropriate housing growth and choice, deliver waste infrastructure, and improve regional asset planning
- ✓ Reduce waste to landfill and improve regional environment and sustainability
- ✓ Improve our regional capacity to partner with other levels of government.

Our region

The SHOROC region covers an area of 288km² and a population of almost 280,000 residents who contribute over \$21 billion annually to the NSW economy.

Geographically the SHOROC region spans the Northern Beaches from Sydney Harbour to the Hawkesbury River. The region enjoys an outstanding natural environment with a varied mix of geographic features from 21 ocean beaches, extensive harbours, 82km of coastline, island communities and vast bushland joined through a network of estuaries and four lagoons.



Awards

Planning Institute of Australia (PIA) President's Award and Commendation in the 'Hard Won Victory' category for SHOROC's *Shaping Our Future* strategy and advocacy and partnership with NSW and Commonwealth government.

Local Government Professionals NSW Highly Commended Partnerships for Growth Award.



SHOROC Board: (L-R) Rik Hart GM Warringah Council, Mark Ferguson GM Pittwater Council, Cr Jacqueline Townsend Mayor Pittwater, Cr Peter Abelson Mayor Mosman, Cr Michael Regan Mayor Warringah, Veronica Lee GM Mosman Council, Cr Jean Hay AM Mayor Manly and Henry Wong GM Manly Council.

Stronger region

– a united voice getting results

Advocacy and planning are a key focus for SHOROC. The united voice of four councils has seen big results for the region's public transport, roads and hospitals and SHOROC's integrated regional strategy *Shaping Our Future* being delivered.

Public transport and roads

SHOROC is advocating for:

- Bus Rapid Transit (BRT) system from Mona Vale to CBD and from Dee Why to Chatswood.
- Road upgrades including the Warringah Road intersections with Wakehurst Parkway and Forest Way, for Mona Vale Road and Wakehurst Parkway, and the proposed Northern Beaches Link.

RESULTS SUMMARY

The \$633 million Northern Beaches Transport Action Plan was announced in June committing the NSW Government to deliver all the regional priorities identified by SHOROC:

- ✓ **Bus Rapid Transit public transport system**
 - \$233 million to implement a Northern Beaches BRT from Mona Vale to the CBD including major new transport interchanges and commuter car parks.
 - Additional major public transport services, and a commitment to planning a BRT for Warringah Road from Dee Why to Chatswood.
- ✓ **Warringah Road and Wakehurst Parkway upgrades**
 - \$400 million for construction of major underpasses removing the choke points with the Wakehurst Parkway and Forest Way and for Wakehurst Parkway.
- ✓ **Northern Beaches Link/tunnel under Mosman**
 - \$5 million to conduct a feasibility study and commence planning for a major tunnel linking the northern beaches with the Warringah Freeway.
- ✓ **Mona Vale Road dual-lane carriageway**
 - \$6 million to continue planning to widen Mona Vale Road to a dual carriageway.

Hospitals and health

The SHOROC priorities:

- Immediate construction of the new Northern Beaches Hospital at Frenchs Forest.
- Mona Vale Hospital to be retained in a long term complementary role and Manly Hospital site for community and education services.

RESULTS SUMMARY

- ✓ **Northern Beaches Health Services redevelopment**
 - Work continues on the new Northern Beaches Hospital at Frenchs Forest, with plans to commence construction in 2015 and open in 2018.
 - Mona Vale Hospital being upgraded.
 - \$100 million allocated for new community health centres.

Planning for the future

- ✓ **SHOROC's new regional priorities**

This year SHOROC developed a new plan for the future, identifying regional priorities under the 2014-18 Corporate Plan. It includes a continued focus on transport and health, and also increases the focus on local employment, community services, land-use planning, environment and local government reform.
- ✓ **New NSW Government Regional Action Plan**

SHOROC is also working with the NSW Government in the development of its new Northern Beaches Regional Action Plan. This plan identifies the key priorities the NSW Government will deliver for this region over the coming years.



NSW MP meeting December 2013: (L-R) The Hon Mike Baird MP, Member for Davidson Mr Jonathan O'Dea, Cr Jean Hay AM, Mayor Manly, The Hon Brad Hazzard MP, Cr Michael Regan Mayor Warringah, Cr Jacqueline Townsend Mayor Pittwater, Cr Peter Abelson Mayor Mosman and The Hon Rob Stokes MP.

Stronger councils

– collaboration & productivity

Too Good to Waste – our regional waste strategy

With waste of paramount importance to a sustainable region, the four SHOROC councils developed *Too Good to Waste* – a regional waste avoidance and resource recovery strategy. The strategy looks ahead to 2021 with a vision to lead and support our community to avoid, reuse, recycle and recover valuable waste resources. Priorities and actions to 2017 are targeted on:

- ✓ Sustainable infrastructure solutions
- ✓ Maximise resource recovery
- ✓ Produce less waste
- ✓ Increase recycling
- ✓ Make disposal of problem wastes easier
- ✓ Keep public places clean

Each year the four SHOROC councils collect 117,000 tonnes of waste from 109,000 households, the equivalent to 11,700 full garbage trucks. *Too Good to Waste* outlines a combination of community-based and infrastructure solutions for the region to work towards the ambitious goal of increasing household recycling rates to 70% by 2021-22.

This strategy outlines how the SHOROC councils are working together to reduce waste going to landfill by increasing recycling and recovery rates. It has two key planks – the first is to provide sustainable infrastructure solutions to maximise resource recovery from the waste we create and minimise what goes to landfill. The second is to help our community to do their part to produce less waste, increase recycling, deal with problem wastes and reduce littering and illegal dumping.

Strategy development has been supported by the NSW Environment Protection Authority with funding from the waste levy.

The strategy is summarised in the infographic to the right.



Joint procurement service established for councils

Financial sustainability and continuing to seek better, smarter ways to run operations has long been identified as a priority for our SHOROC councils.

This year SHOROC established a centralised procurement and contract management service for councils across northern Sydney.

Our Regional Procurement Manager identifies joint tender opportunities, conducts the tender process on behalf of councils and manages the joint contracts. This single

tender process, single contract and centralised contract management increase council buying power to help reduce costs, removes duplication of effort and reduces the costs of doing business.

This service currently includes 17 joint contracts, with SHOROC and council staff letting three tenders in 2013-2014 with a total estimated value of \$1M per annum. The joint contracts now have a total estimated value of \$18.8M annually with plans for more tenders in the coming years.

Executive Director's report



Five years ago we set about securing more than \$1 billion in funding this region needed to fix transport and health infrastructure. To take the lead as a group of councils and position SHOROC as a strong and credible partner of state and federal governments.

After decades of inaction many said it couldn't be done.

I am incredibly proud that this model of joint council regional planning and advocacy has delivered. With this year's announcement of over \$640 million for a Bus Rapid Transit system and major road upgrades, the coming years will see new hospitals, faster public transport, reduced road congestion and most importantly a better way of life for people who live and work here.

Regular leaders' forums and a positive partnership has been built established with local NSW and Commonwealth MPs including the Prime Minister, Premier and Ministers.

Importantly we've also built productive partnerships with state agencies including Premier & Cabinet, Transport, Health, Planning, Environment and Local Government. This model of regional council collaboration works.

We've also taken big steps forward in all other areas of the business. Our new Regional Waste Coordinator has

been outstanding in developing *Too Good to Waste*. We established a new regional procurement service for councils across northern Sydney. SHOROC has continued its strong operations, and delivered all resolutions of the Board.

The future holds challenges and opportunities for councils and ROCs with local government under review. Regional collaboration is identified by the Independent Local Government Review Panel as a key element of stronger local government. The SHOROC model for regional partnerships is a great example that enhances the strategic capacity of councils and complements plans for a strong local government sector.

We also look to continue to strengthen the regional model. Currently under consideration are options to increase our voice and scope by forming a larger regional grouping for northern Sydney that aligns with the NSW Government's planning boundaries for land-use and services.

We have achieved great results in recent years by working together. SHOROC will continue to be a strong voice for our member councils and region, build an even more effective regional model, and provide even greater value to member councils and the region.

Ben Taylor
Executive Director

Partnering with government

SHOROC plays a key role in intergovernmental relations, working in partnership with NSW and Commonwealth governments on regional planning, policies and strategies.

✓ **Regional Leaders' Forums with local MPs:** SHOROC works closely with NSW and Commonwealth MPs to achieve positive outcomes for the region. Meetings are held between the Board and NSW MPs The Hon Mike Baird MP, The Hon Jillian Skinner MP, The Hon Brad Hazzard MP, The Hon Rob Stokes MP and Mr Jonathan O'Dea MP every six months and annually with

Commonwealth MPs The Hon Tony Abbott MHR and The Hon Bronwyn Bishop MP.

✓ **Representation:** SHOROC also represents councils in working with the NSW Government on:

- Northern Beaches Hospital Inter-Agency Group
- NSW Government Regional Leadership Network
- Northern Beaches Transport Action Plan Coordination Group
- Regional Youth Strategy Task Group
- Northern Sydney Ageing Strategy Task Group
- NSW Regional Organisations of Councils Committee
- Northern Sydney Community Engagement Board.



The SHOROC Mayors & GMs meet the Prime Minister and Speaker of the House in the Cabinet Anteroom.



Commonwealth MP meeting June 2014.

Highlights: Our best year yet

\$233 MILLION

Bus Rapid Transit system and better bus services, interchanges and commuter car parking.



\$411 MILLION

Road upgrades – Warringah, Mona Vale, Northern Beaches tunnel planning.



LEADERS FORUMS

Regularly held with NSW Premier and Ministers, Prime Minister and Speaker.



\$129 MILLION

Northern Beaches Hospital planning and community health centres.

AWARDS

PIA President's Award, PIA Hard Won Victory, LG Professionals NSW Partnerships for Growth.



VALUE FOR INVESTMENT

results from advocacy



PARTNERSHIP

NSW departments including premiers, transport, health planning, local government, environment, education and community.



Too good to waste

Regional waste strategy developed.

UNITED VOICE

Strong joint submissions including local government review, planning and transport.



Joint tendering service established

\$18.8 MILLION

in regional contracts

Financial report summary 13/14

Full Independent Auditor's Report available at www.shoroc.com



SHOROC

Income and expenditure statement for the period ended 30 June 2014

ADMINISTRATION INCOME	2014 \$	2013 \$
Advocacy & coordination contributions	332,096	321,224
Cost saving program	64,516	141,716
Grants	52,333	
Fee for service	3,497	2,803
Interest received	19,382	15,260
Total administration income	471,824	481,003

ADMINISTRATION EXPENSES	2014 \$	2013 \$
Overheads	39,839	51,566
Accommodation	34,282	32,807
Employee benefits & on-costs	385,396	403,621
Depreciation	986	1,125
Total administration expenses	460,503	489,119
Net administration income for the year	11,321	(8,116)

PROJECT INCOME	2014 \$	2013 \$
General projects contribution	25,667	25,909
Cost saving projects & tenders	613	2,617
Regional waste management projects	51,165	35,580
Other collaborative projects		68,975
Total project income	77,445	133,081

PROJECT EXPENSES	2014 \$	2013 \$
General projects expenditure	25,667	25,909
Cost saving projects & tenders	613	2,617
Regional waste management projects	51,165	35,580
Other collaborative projects		68,975
Total project expenses	77,445	133,081
Net project income for the year	-	-

NET INCOME/(LOSS)	2014 \$	2013 \$
Total income/(loss)	11,321	(8,116)

RETAINED EARNINGS	2014 \$	2013 \$
Retained earnings at the beginning of the financial year	59,975	68,091
Retained earnings at the end of the financial year	71,296	59,975

Balance sheet as at 30 June 2014

ASSETS	2014 \$	2013 \$
CURRENT ASSETS		
Cash and cash equivalents	639,910	260,040
Trade and other receivables	5,321	3,558
Total current assets	645,231	263,598
Property, plant and equipment	2,637	3,623
Total non-current assets	2,637	3,623
Total assets	647,868	267,221

LIABILITIES	2014 \$	2013 \$
CURRENT LIABILITIES		
Trade and other payables	16,825	3,888
Income in advance	523,948	175,541
Provisions	35,787	27,805
Total current liabilities	576,560	207,234
Total liabilities	576,560	207,234
Net assets	71,308	59,987

EQUITY	2014 \$	2013 \$
Issued capital	12	12
Retained earnings	71,296	59,975
Total equity	71,308	59,987

A full financial report including accompanying notes is available online at www.shoroc.com

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Contact us

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Attachment B: 2015-16 SHOROC Operational Plan

Operational Plan 2015-16

Major goals and priorities for the region
SHOROC projects for year 2 of the 2014-2018 Corporate Plan



leadership
collaboration
innovation
results

Shore Regional Organisation of Councils – a partnership of Manly, Mosman, Pittwater & Warringah Councils.



Our Plan

Welcome to the 2015-16 Operational Plan for SHOROC, the Shore Regional Organisation of Councils.

It is a supplement to the 2014-2018 Corporate Plan which outlines how SHOROC and our partner councils will work together toward a stronger region and stronger councils over the coming years, plus build the capacity of our organisation to meet member needs.

SHOROC is focussed on providing value and getting results. Our major priorities are to:

- Improve transport, health, community and education services
- Grow local employment and containment
- Facilitate appropriate housing growth and choice, deliver waste infrastructure, and improve regional asset planning
- Reduce waste to landfill and improve regional environment and sustainability
- Continue to build our regional capacity to partner with other levels of government

About SHOROC and our role

SHOROC is a partnership of Manly, Mosman, Pittwater & Warringah Councils led by a Board of the council Mayors and General Managers. We advocate for our region, coordinate regional planning, and build partnerships to improve the strategic capacity of our member councils.

Collectively we represent a population of around 290,000 residents who contribute \$22.5 billion annually to the NSW economy. Our region covers an area of approximately 288km² in north east Sydney and is characterised by its outstanding natural environment, vibrant community and businesses, and large influx of tourists and weekend visitors.

Our role is focussed on:

- **Advocacy.** Leveraging the united voice of our member councils to advocate for the region and work with state and federal governments for funding, infrastructure and services.
- **Planning.** Coordinating regional strategic plans, projects and research.
- **Collaboration and partnerships.** Building collaborative partnerships between our member councils, with state and federal governments and delivering services to facilitate enhanced capacity and sustainability of councils.

Ultimately, we work together to get results and provide value - for our partner councils and our region.

Our people

The SHOROC Board consists of the Mayors and General Managers of each of the four partner councils. The General Managers' Advisory Committee provides policy and planning advice and oversees the efficient management of SHOROC. The Executive Director advises the SHOROC Board, implements its decisions, and manages the resources of the organisation effectively.

A major strength of the SHOROC partnership is the Councillors and experienced council staff who work collaboratively to develop and implement SHOROC projects and campaigns.

Integrating local and state planning on a regional basis

A key focus of this plan is establishing an even stronger partnership with the NSW and Commonwealth governments.

This Plan has been aligned to the five major strategies of NSW 2021, the NSW State Plan, to enable greater integration of planning by all levels of government on a regional basis. Under each of these five major NSW 2021 strategies this Plan identifies regional goals and priorities, together with key initiatives for SHOROC.

Our Plan: regional priorities and key initiatives in brief

NSW 2021	Priorities for the region 2014-18	Key SHOROC initiatives 2015-16
SERVICES	Goal: Improve transport, health, community and education services 1. Transport: 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 2. Health: World class health services, with Northern Beaches Hospital operational by 2018 and Mona Vale Hospital upgraded. Improved community health facilities and broader health services 3. Community and education services: Strong, sustainable and appropriate community and education infrastructure and services across the region	<ul style="list-style-type: none"> Advocate and work with NSW Govt for priority public transport, road infrastructure and active transport Regional Transport Planning & Management Group Advocate for region and support delivery Collaboratively manage reforms and infrastructure changes Partner with the NSW Government
	Goal: Grow local employment and containment 4. Employment and containment: Grow the local economy and key business sectors to facilitate increased local employment and containment	<ul style="list-style-type: none"> Regional economic development working group Engage with regional business forums Projects to increase local expenditure and support local employment Inform regional employment planning
INFRASTRUCTURE	Goal: Appropriate housing growth & choice, deliver waste infrastructure, coordinated regional asset planning 5. Housing growth & choice: Facilitate appropriate growth in housing including a range of housing choice 6. Waste infrastructure: Kimbriki Resource Recovery Project operational by 2017 7. Regional council facilities: Coordinate and share knowledge between councils for the planning and management of assets and facilities that meet the needs of the community	<ul style="list-style-type: none"> Coordinate Subregional Planning and North Subregion Advisory Committee Collaborate on housing choice and diversity and key worker housing Support KEE and councils to deliver waste infrastructure projects Support more coordinated planning and management including pilot collaborative regional asset management approach
	Goal: Reduce waste to landfill and improve regional environment and sustainability 8. Waste: Contribute to NSW Waste & Resource Recovery Strategy targets including: <ul style="list-style-type: none"> a. Increase municipal recycling to 70% b. Increase waste diverted from landfill to 75% c. Increase community engagement and participation 9. Sustainability: Improved collaboration on regional environmental and sustainability projects	<ul style="list-style-type: none"> Deliver <i>Too Good To Waste</i> Strategy including priority projects for recycling, problem wastes, illegal dumping, litter, household collections and research Kimbriki Sub-Committee Regional environmental sustainability working group
GOVERNANCE	Goal: Improve regional capacity to partner with other levels of government 10. Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda 11. Improve working partnerships with NSW and Commonwealth MPs and executives and increase representation on inter-agency working parties 12. Improve coordinated regional planning and integration of regional priorities with NSW & Commonwealth plans and policies	<ul style="list-style-type: none"> Strengthen collaboration of councils across northern Sydney Proactively contribute to <i>Fit for the Future</i> including for stronger models of regional collaboration Convene Leaders' Forums with NSW and Commonwealth MPs Represent region on inter-governmental working parties Partner with the NSW Govt in development of regional plans and strategies Joint submissions to advocate for region

NSW 2021 aim	Regional priorities 2014-18	SHOROC initiatives 2015-16	Responsibility
	<p>2. Health: <i>World class health services, with Northern Beaches Hospital operational by 2018 and Mona Vale Hospital upgraded. Improved community health facilities and broader health services</i></p> <p>3. Community and education services: <i>Strong, sustainable and appropriate community and education infrastructure and services across the region</i></p>	<p>1.4 Continue to advocate for regional health services priorities and support delivery of hospital projects as member of NSW Government working parties, including the Northern Beaches Hospital, Mona Vale Hospital upgrades, retaining Manly Hospital site for community purposes, and improved community health facilities</p> <p>1.5 Collaboratively prepare for and manage changes to community infrastructure, services and sector reforms including regional advocacy, planning and projects as appropriate</p> <p>1.6 Engage with the NSW Government regionally through the Northern Sydney Community Engagement Board and work collaboratively on projects including implementation of ageing and youth strategies and The Collective.</p>	<p>Board, Executive Director</p> <p>Community Services Managers Working Group</p>

2. Economy

Regional goal: Grow local employment and containment

Containment refers to the proportion of local residents that also work in the region. Currently:

- 76.6% of jobs filled by locals (down from 78.2% in 2006)
- 48.0% of working residents are employed within the region (down from 48.8% in 2006)

Local employment and containment are key priorities for this region, particularly due to the poor transport infrastructure. The more local jobs filled by locals, the less pressure on the transport system in and out of the region. Local employment also supports our villages and town centres, creating the communities that make this region special.

Councils have been working in this space for many years and SHOROC's *Shaping Our Future* identified broad directions for employment growth.

This year there is an increased focus on working together regionally to grow the local economy and containment.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities 2014-18	SHOROC initiatives 2015-16	Responsibility
<i>Rebuild the economy</i>	4. Employment and containment: Grow the local economy and key business sectors to facilitate increased local employment and containment	<p>4.1 Engage and work with regional business forums including the NSW Business Chamber's Sydney North Regional Council and local chambers and groups on coordinated advocacy, joint initiatives to support local employment and building a strong regional framework for ongoing collaboration</p> <p>4.2 Collaborate on projects to increase local expenditure to support local employment and business including:</p> <ul style="list-style-type: none"> • Visitor economy opportunities study and projects • 'Be Local Buy Local' type marketing campaign • Leveraging NSW Government and Commonwealth Government investment <p>4.3 Inform and support regional employment planning through mapping, research and strategies to feed into subregional planning and major precinct planning, infrastructure changes and employment generators across the region</p> <p>4.4 Facilitate information sharing and collaboration between councils</p>	Economic Development working Group

3. Infrastructure

Regional goal: Appropriate housing growth and choice. Deliver waste infrastructure. Coordinated regional asset planning.

Infrastructure plays a crucial role in how we live our lives and, or the 'liveability' of an area.

Councils have a key role to play in providing community infrastructure and in enabling appropriate housing growth in line with the targets set by the NSW Government under the Metropolitan Strategy.

SHOROC's *Shaping Our Future* identified broad directions for housing growth based on the previous Metropolitan Strategy. A major role over the coming years will be working with the councils to facilitate and support the next stage of the new Metropolitan Strategy, the development of the Subregional Plan.

A major new piece of community infrastructure planned for this region is the new resource recovery facilities at the council-owned Kimbriki Resource Recovery Centre in Terrey Hills. These new facilities will be able to turn food and vegetation waste into compost which can then be sold, reducing the amount of waste going to landfill, cutting our costs and protecting our environment. Supporting councils and Kimbriki to deliver this much-needed infrastructure as soon as possible is a priority.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities 2014-18	SHOROC initiatives 2015-16	Responsibility
<i>Renovate infrastructure</i>	5. Housing growth & choice: Facilitate appropriate growth in housing including a range of housing choice	5.1 Subregional planning, including coordinating North Subregion Local Government Advisory Committee and Working Group to develop Northern Sydney Subregional Plan with the NSW Government 5.2 Share knowledge and collaborate on identifying opportunities and advocating for policies to support housing diversity and choice and key worker housing as part of subregional and NSW Government planning	Board, Executive Director, Urban Planning Directors group
	6. Waste infrastructure: Kimbriki Resource Recovery Project operational by 2017	6.1 Support Kimbriki Resource Recovery Centre and councils to deliver AWT and other waste infrastructure projects	GMAC
	7. Regional council facilities: Coordinate and share knowledge between councils for the planning and management of assets and facilities that meet the needs of the community	7.1 Pilot a collaborative regional asset management approach through a workshop for Councillors focussed on a joint asset for all councils such as the Bicentennial Walkway 7.2 Share knowledge and improve asset management process and systems through any joint procurement	Regional Procurement Manager

4. Environment

Regional goal: Reduce waste to landfill and improve regional environment and sustainability

The SHOROC partner councils have a strong history of collaborating on regional environmental and sustainability projects.

Regional resource recovery in particular is an area where the councils have set the region up strongly for the future. This includes the establishment of Kimbriki Environmental Enterprises to sustainably manage the region's waste and agreements in place to implement a new regional common waste collection system.

The next phase is to work toward the NSW Waste & Resource Recovery Strategy targets through the implementation of *Too Good to Waste*, our recently adopted Regional Waste Avoidance & Resource Recovery Strategy.

Greater collaboration will also be sought on other regional environment and sustainability projects through a regional environment and sustainability working group to build on SHOROC's *Shaping Our Sustainable Future* regional sustainability strategy.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities 2014-18	SHOROC initiatives 2015-16	Responsibility
Strengthen local environment and community	8. Waste: Contribute to NSW Waste & Resource Recovery Strategy targets including: <ul style="list-style-type: none"> a. Increase municipal recycling to 70% b. Increase waste diverted from landfill to 75% c. Increase community engagement and participation 	8.1 Implement <i>Too Good to Waste</i> including: <ul style="list-style-type: none"> a. Increase recycling <ul style="list-style-type: none"> • regional campaigns to increase recycling & reduce contamination • work with business on recycling (grant dependent) b. Produce less waste <ul style="list-style-type: none"> • work with OzHarvest to facilitate greater donation of unwanted food and engage the community c. Make problem wastes disposal easier <ul style="list-style-type: none"> • collaborate with Kimbriki to implement community recycling centre and engage community d. Keep public places clean <ul style="list-style-type: none"> • education on illegal dumping • scope litter reduction campaign • investigate ways to prevent marine litter e. Continue planning for new common collection system f. Conduct regional social research into attitudes, motivators and barriers to waste avoidance & resource recovery 	Regional Waste Coordinator, Regional Waste Working Group
	9. Sustainability: Improved collaboration on regional environmental and sustainability projects	8.2 Provide secretariat for Kimbriki Sub-Committee	Regional Waste Coordinator
		8.3 Form and coordinate regional environmental sustainability working group to review, identify and implement collaborative regional projects and implement regional sustainability strategy	Regional Waste Coordinator

5. Governance

Regional goal: Improve regional capacity to partner with other levels of government

SHOROC has delivered great results and significant value for our partner councils through advocacy and collaboration with other levels of government in recent years.

The NSW Government's *Fit for the Future* plan encourages councils to consider their future form including potential mergers. A key focus is the 'strategic capacity' of councils, including regional collaboration, advocacy and working as a credible partner with state and federal governments.

SHOROC has been proactive and constructive in participating in the local government reform process, reviewing our role and governance and supporting council considerations. This Plan continues that theme, proactively contributing to the reform process including identifying and advancing the most effective model of regional collaboration, strengthening collaboration of councils across northern Sydney, and improving partnerships with state and federal governments.

Regional priorities and SHOROC initiatives

NSW 2021 aim	Regional priorities 2014-18	SHOROC initiatives 2015-16	Responsibility
Governance	10. Strengthen regional model to improve capacity and to respond to NSW Government local government and planning reform agenda	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.	Board, Executive, GMAC. Executive Director
		10.2 Proactively contribute to the <i>Fit for the Future</i> 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 Promote SHOROC and achievements to raise profile across the region	
		10.4 Adequately resource organisation and support staff through professional development	
		10.5 Better utilise the existing expertise and capacity of councillors and council staff to achieve goals and represent region	
	11. Improve working partnerships with NSW and Cwlth MPs and Executives and increase representation on inter-agency working parties	11.1 Convene regular Leaders' Forums of the Board with NSW and Commonwealth MPs to progress regional priorities 11.2 Represent the region on inter-governmental working parties for transport, health, community and subregional planning and propose further groups for other priority issues as appropriate	Board, Executive Director
	12. Improve coordinated regional planning and integration of regional priorities with NSW & Cwlth plans and policies	12.1 Partner with the NSW Govt in development of regional plans and policies including updated Regional Action Plan and Subregional Plan 12.2 Prepare joint submissions to advocate for regional priorities	Board, GMAC, Executive Director, Strategic Planning Group

Stronger business

SHOROC is continually seeking to improve our operations to support the delivery of the priorities for the region and the organisations key initiatives. Key goals for the coming year are

- Provide services to support enhanced capacity and sustainability of councils
- Reduce costs to councils by diversifying income base, expanding service capability and improving efficiency
- Improved involvement, engagement and support of stakeholders
- Continue high operational standards and reporting

Goals	Priorities	SHOROC role & initiatives	Responsibility
Provide services to support enhanced capacity and sustainability of councils	13. Provide services for improved business operations and financial savings for councils	13.1 Provide joint procurement and business improvement service for councils of northern Sydney, including development of regional strategic procurement plan for participating councils and target of 10 regionally managed joint tenders.	Regional Procurement Manager
	14. Improved collaboration and knowledge sharing between councils	14.1 Facilitate council working groups and training such as leadership training for new Councillors 14.2 Continue to review working groups to ensure aligned to priorities	Office & Comms Manager
Reduce costs to councils by diversifying income base, expanding service capability and improving efficiency	15. Improve organisational efficiency, increase grant funding, services delivered and customers to reduce cost to member councils	15.1 Continue to review costs structures and governance models and implement efficiency measures to reduce costs 15.2 Increase alternative funding sources by providing services for councils and through grants	Executive, GMAC, Executive Director, Regional Procurement Manager
Improved involvement, engagement and support of stakeholders	16. Improved engagement with councillors and senior staff in planning and programs and improved understanding of priorities and projects	16.1 Hold annual Councillor Forum to discuss major regional issues and strategic priorities 16.2 Provide regular councillor and staff briefings on major projects and policy development as requested 16.3 Report and more broadly promote SHOROC and key projects through website, newsletters, publications, social media and other channels	Office & Comms Manager
Efficient and effective operation	17. Continue high operational standards and reporting	17.1 Coordinate and provide secretariat for SHOROC Board and GMAC 17.2 Continue to review and adapt SHOROC governance, membership, size and operational policies 17.3 Prepare annual report, including annual independent audit of accounts, and continue appropriate quarterly financial reporting	Office & Comms Manager

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Attachment C: Northern Sydney Council of Mayors DRAFT Terms of Reference

Northern Sydney Council of Mayors

DRAFT Terms of Reference

Draft Terms of Reference

1. Name

The name of the organisation is the NORTHERN SYDNEY COUNCIL OF MAYORS hereunder referred to as "The Organisation".

2. Mission

To provide strong leadership and a representative voice on behalf of all Northern Sydney councils, to partner with the state and federal governments on regional planning and priorities, and to collaborate for enhanced financial sustainability.

3. Objectives

The objectives of The Organisation are to:

- Provide a collective voice for the councils and communities of Northern Sydney on whole-of-region issues including infrastructure, land-use planning, economic, social and environmental issues, and regulation and reform of the local government sector.
- Facilitate effective and efficient intergovernmental relations and partnerships between all levels of government on regional strategic planning, projects and programs for the benefit of Northern Sydney.
- Support enhanced financial sustainability and capacity of councils and assist councils to adapt or respond to NSW Government policy and legislative change.

4. Major role and structure

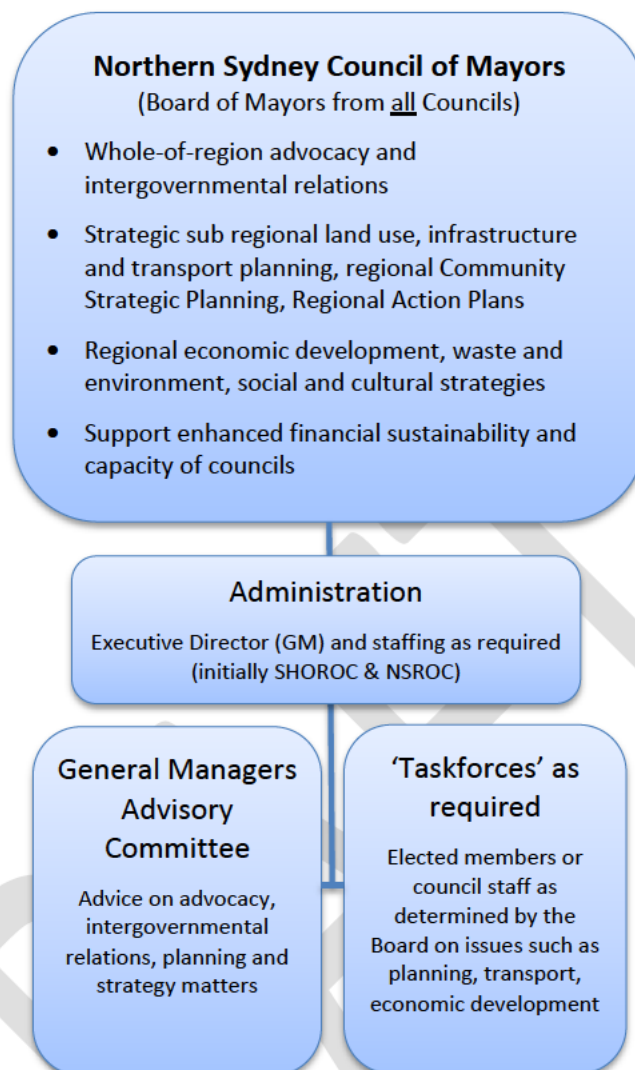
The Organisation comprises:

- a **Membership** of councils from across the Northern Sydney area
- a **Board (Council of Mayors)** consisting of all member Mayors and an elected **Executive**
- a **General Managers Advisory Committee** consisting of all member General Managers
- an **Administration** including an Executive Director and associated staffing as required (note secretariat to be provided initially by SHOROC and NSROC).

The major roles of The Organisation are as follows:

- Leadership, advocacy and intergovernmental relations on whole-of-region issues.
- Coordinating strategic regional planning in partnership with the NSW and Commonwealth governments
- Leading and coordinating regional and subregional strategies and programs.

An overview of Northern Sydney Council of Mayors



Funding of The Organisation is to include an equal '*Membership fee*' for advocacy and regional planning for all member councils and contributions for any specific programs or services on a case by case basis as agreed by the Board. Initially secretariat services for The Organisation will be provided by SHOROC and NSROC and as such there is intended to be no initial contribution.

5. Draft Operating Rules

6.1 Membership

Membership of The Organisation shall be open to the following Councils: Hornsby, Hunter's Hill, Kuring-gai, Lane Cove, Manly, Mosman, North Sydney, Pittwater, Ryde City, Warringah, Willoughby City.

6.2 Board (Council of Mayors) representation, role and decision-making

A member council will be represented on the Board by the Mayor as its delegate.

Delegates to the organisation shall collectively be known as the Board.

Where the Mayor of a council is unable to attend a meeting of the Board, the Council may be represented by the Deputy Mayor or another Councillor for the purpose of being an alternative delegate.

Subject to the Act, the Regulation and this constitution and to any resolution passed by the Organisation in a general meeting, the role of the Board is to control and manage the affairs of The Organisation including:

- Adopt an annual business plan
- Monitor the performance of The Organisation
- Adopt annual estimates of revenue and expenditure having regard for the business plan
- Approve additional resources for priority regional projects from time to time and review the business plan and its contents as required
- Make broad policy decisions within the objectives of The Organisation
- Exercise such other functions as may be exercised by The Organisation.

Board meetings will be held at least four times per year.

6.3 Quorum and voting

A quorum at a general meeting of the Board shall consist of a number being half the number of delegates plus one.

All delegates will have one equal vote.

The Organisation operates on a basis of mutuality. Where voting is required decision-making will be by consensus, where consensus is deemed to be 75% of delegates present at a meeting.

The Chair will have both a deliberative and a casting vote.

All votes must be given personally.

6.4 Executive

The Executive of the Board shall consist of:

- The President
- Three Vice Presidents

The election of the Executive is to take place at the inaugural meeting and then annually at the Annual General Meeting by a system determined by the members to ensure representation of geographic regions if practical.

Each member of the Executive is, subject to this Constitution, to hold office for a term of one year until the conclusion of the Annual General Meeting following the date of the election, but is eligible for re-election.

If a person who is a member of the Executive ceases to be a delegate then a casual vacancy occurs. A casual vacancy can be filled at an Ordinary Meeting of the Board in such a proper manner as the Board may direct.

5.4.1 Role of the Executive

Between meetings of the Board the role of the Executive shall be to determine matters relevant to the Board's responsibility in circumstances where:

- in the opinion of the Executive the matter is such that it must be determined prior to the next ordinary meeting of the Board, and
- it would be impractical to convene an extraordinary meeting of the Board.

The Executive will also bring matters forward for consideration of the Board where considered appropriate.

This role does not have the authority to vary the adopted Business Plan and Budget or review a regional policy or position that have been adopted by decision of the Board.

5.4.2 Role of the President

The President shall preside at all meetings of the Board.

The President, unless otherwise directed by resolution of the Board shall:

- Chair meetings of the Board.
- Represent The Organisation and act as the principal spokesperson
- Exercise leadership and give direction to The Organisation.
- Guide the Board and Executive meetings according to the agenda, emerging issues and the time available
- Represent The Organisation to other Agencies and Governments.
- Present The Organisation and its decisions in a positive way to the community, media, government and other interested groups.
- Together with the GMAC authorise the expenditure of funds provided within the adopted budget.
- Call special general meetings as required.

5.4.3 Role of the Vice Presidents

The Vice Presidents, unless otherwise directed by resolution of the Board shall:

- Represent The Organisation where requested by the Board or the President and act as the spokesperson, for example on issues relevant to specific geographic areas
- Support the President in exercising leadership and giving direction to The Organisation.
- Represent The Organisation to other Agencies and Governments where requested by the Board or President.
- Present The Organisation and its decisions in a positive way to the community, media, government and other interested groups.

6.5 General Manager Advisory Committee (GMAC)

The General Managers of member councils shall comprise the General Manager Advisory Committee (GMAC). One General Manager shall be appointed chairperson for a period of two years at the first meeting following the Annual General Meeting where the Executive is elected.

The role of the GMAC will be to:

- Advise on administrative and planning matters relating to the role of the Board (Council of Mayors).
- Exercise general supervision of The Organisation's staff and resources including the authorisation of expenditure within the budget approved by the Board.
- Submit reports and recommendations to the Board for policy decision.
- Prepare and submit a Business Plan to the Board for adoption.
- Have general supervision of projects and activities in the Business Plan.
- The exercise of such functions as the Board may delegate to GMAC from time to time by resolution.

6.6 Delegation to sub-committee

The Board may delegate to one or more sub-committees (consisting of such members of the Board or its member councils as the Board thinks fit) the exercise of functions of the Board as is deemed appropriate.

6.7 Administration and staffing

The organisation shall have the power to appoint such staff as the organisation may require from time to time.

6.8 Legal structure

Due to foreshadowed changes in legislation regarding regional organisations, The Organisation will established initially by Memorandum of Understanding (MOU) between member councils and an implementation plan to an appropriate legal structure will be developed.

6.9 Financial model

The Organisation is to be funded by:

- A 'Membership' contribution by all members for administration of the Council of Mayors including regional advocacy, planning and intergovernmental relations, which is equal or as otherwise agreed as adopted by unanimous decision of the Board.
- Contributions for any specific programs and activities on a case by case basis.

Initially secretariat services for The Organisation will be provided by SHOROC and NSROC and as such there is intended to be no initial contribution.

6.10 Powers of The Organisation

The Organisation shall, for the mutual benefit of the areas of the member Councils have power, in accordance with this Constitution, to:

- Make submissions to governments and other agencies in respect of the areas of the member Councils, consistent with the objectives of The Organisation and adopted Business Plan
- Carry out the objectives of The Organisation
- Receive funds in respect of the:
 - staffing of The Organisation
 - carrying out of projects or studies agreed by The Organisation
 - for any purpose that may be authorised by The Organisation.
- Engage any service provider upon such conditions as shall be determined from time to time.

The above shall not affect the right of an individual Council acting in its own right on any matters.

The control, regulation, maintenance and management of the exercise of these powers is vested in the meetings of delegates in accordance with this Constitution subject to any delegation of authority which may have been granted.

By resolution, and within limits defined in such resolution, to authorise the Executive or a properly appointed sub-committee consisting either whole or part of elected representatives, staff or other persons to exercise or perform on behalf of The Organisation any power, authority, duty or function other than any power, authority, duty or function, The Organisation, by resolution, reserves for itself.

6. Withdrawal of participation

A council may withdraw its participation upon giving notice to the President of the Board not less than six months' prior to the date on which it intends withdrawing. When such withdrawal takes effect, no contribution shall be refunded, no funds will be distributed, and the Terms of Reference remains in force between the remaining parties.

7. Dispute resolution

If any dispute or difference shall arise between delegates (in their capacity as members) of the Board, or between delegates and the Board or any committees established or enabled by the Board, such difference or dispute shall be referred to and adjudicated upon by the Executive whose decision thereon shall be final.

Where disputes between delegates (in their capacity as members) of the Board, and disputes between delegates and the Board are still unable to be resolved, they are to be referred to a community justice centre for mediation in accordance with the Community Justice Centres Act 1983. At least seven days before a mediation session is to commence, the parties are to exchange statements of the issues that are in dispute between them and supply copies to the mediator.

8. Variation

The Terms of Reference may be amended at any time by unanimous agreement of the Board.

9. Termination

The Organisation may be terminated by unanimous resolution of the Board. Upon the termination of this Organisation any debts and liabilities of the Northern Sydney Council of Mayors shall be discharged out of its assets. The balance of the assets and any income shall be shared equally by the remaining parties immediately before the termination of the Organisation.

10. Financial Year

The Organisation's financial year shall commence on 1 July and terminate on 30 June of the following year.

11. Annual Report

The Organisation shall submit an Annual Report to each of the member councils with the notice of the Annual General Meeting.

12. Co-operation

For the purpose of performing any powers, duties or functions, the Organisation may make use of the services of an employee of a member Council if the prior approval of the Council's General Manager is obtained.

13. Policies

The Organisation shall establish suitable policies and procedures to enable the lawful, appropriate and efficient operation of The Organisation including but not limited to a Code of Conduct policy, media policy, delegations policy as required.

14. Northern Sydney Regional Services Group

The planned regional model for Northern Sydney also includes the establishment of a separately governed *Northern Sydney Regional Services Group* to support enhanced financial sustainability and capacity of participating councils through a business improvement program and joint council strategic and service delivery initiatives.

This enables appropriate separation of regional strategic and advocacy functions from regional resource sharing, shared services and joint service delivery functions, where participation in specific initiatives is based on a strategic local needs "opt-in opt-out" basis.

The formal establishment of the proposed Regional Services Group is on hold until the Northern Sydney Council of Mayors is established and further clarity is provided by NSW Government regarding its plans for local government reform.